

Brighton & Hove City Council: Performance Management Framework

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This document has been approved by the Brighton & Hove City Council - Executive Leadership Team.

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1. Purpose of the Framework

The purpose of this framework is to:

- set out how the council will manage performance.
- ensure everyone understands their responsibilities and accountabilities in order to achieve our purpose through delivering the principles and priorities as set out in our corporate plan.
- provide a guide for all those involved in the performance management process

2. Introduction

“Performance management is an integrated approach to helping an organisation to achieve its aims and objectives by monitoring and improving the performance of individuals, departments and the organisation as a whole”
(Chartered Management Institute).

A performance management system uses agreed targets and objectives to enable managers to measure and review performance, giving a clear indication as to whether the activities undertaken by individuals are contributing to the achievement of organisational goals. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities.

Performance management encompasses everything the council does and it is everyone's job. This framework applies to all employees.

In these times of reducing budgets and increasing demand for council services, the need for effective performance management has never been greater, as this allows us to:

- help improve the services and outcomes for our citizens and customers
- prioritise our goals and allocate our diminishing resources effectively
- ensure everyone is clear about their role and accountable for delivering their contributions to achieving our purpose through delivering the principles and priorities as set out in the Corporate Plan.
- ensure value for money
- motivate and engage staff
- work more effectively with other parties, e.g. partners and contractors

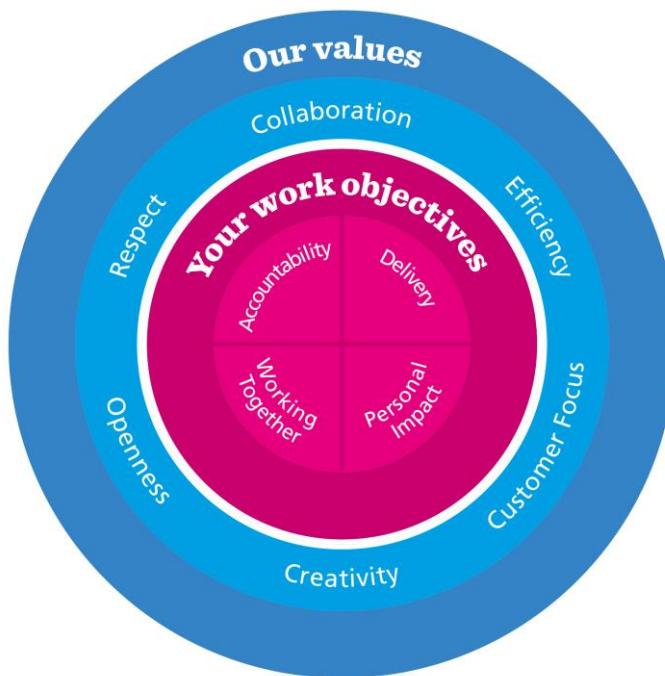
Effective performance management requires:

- strong leadership at all levels which is consistent and fair and challenges blame culture
- commitment to the accountability that has been assigned to individuals
- the right information reaching the right people at the right time so that decisions are made and actions are taken
- ongoing evaluation, review and learning to help improve future performance
- the ability to identify and commitment to rectify poor performance at an early stage
- an understanding of the difference between data and intelligence, information and analysis
- comprehensive but not complicated intelligence and analysis to inform improvement actions.

3. The Council's Values

The culture of our organisation is influenced by the style or behaviours managers at all levels adopt. These standards give a clear indication of the behaviours which are expected of managers and underpin our core values.

The Living Our Values Everyday programme, which is being delivered to all managers across the council strengthens delivery of this performance framework, by looking at performance of self, performance of others and performance of service.



Collaboration

Work together and contribute to the creation of helpful and successful teams and partnerships across the council and beyond.

Respect

Embrace diversity with kindness and consideration, and recognise the value of everyone.

Openness

Share and communicate with honesty about our service and ourselves, whenever appropriate. Accept where we have to change in order to improve.

Efficiency

Work in a way that makes the best and most sustainable use of our resources, always looking at alternative ways of doing things.

Customer focus

Adopt our Customer Promise for colleagues, partners, members and customers:
"We will be easy to reach, be clear and treat you with respect, listen and act to get things done"

Creativity

Have ideas that challenge the 'tried and tested', use evidence of what works, listen to feedback and come up with different solutions.

The four key responsibilities **Accountability, Delivery, Personal Impact and Working**

Together at the centre of the values wheel above will shape our specific individual objectives and help us all to demonstrate how we work according to the values.

4. The Framework

The Framework consists of the following eight elements:



The framework is supported by information and intelligence collated by the Performance Improvement and Programmes Service, the Public Health Team, the Policy Team and other services who between them are the custodians of a wealth of research information that is collected by the council covering social, health, economic, crime and environmental issues. The information is used to assist the council to understand the community it serves and the impact it is making.

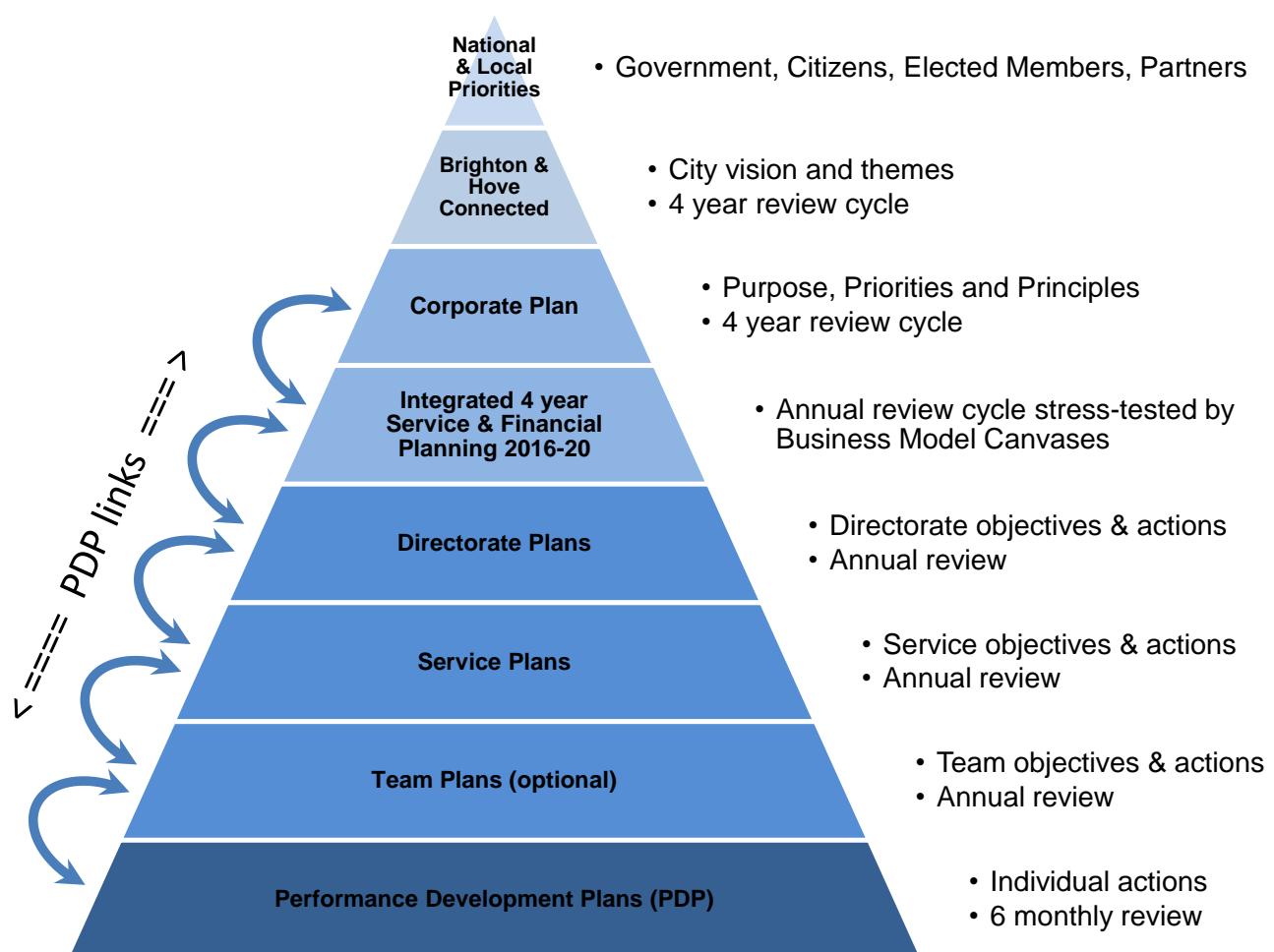
The following sections explain these elements in detail.

Appendix 1 shows the current reporting arrangements for the key elements of the Framework and includes details of other key reporting arrangements and responsibilities.

4.1 Business Planning & Management

- Plans are set at various levels
 - the partnership plan “Brighton and Hove connected”
 - the council’s corporate plan
 - directorate plans
 - service plans.
- ELT develop and agree a key indicator set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options.
- Performance reports are reviewed at P&R twice a year

The diagram below demonstrates the ‘Golden Thread’ that links the council’s purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.



Brighton and Hove Connected

Brighton and Hove Connected comprises partners within the city, published its plan entitled 'Brighton & Hove Connected'. This sets out the five key Themes which are the same as those we have identified in our Corporate Plan.

- Accountability for delivery: Brighton and Hove Connected is chaired by an independent business representative and is made up of representatives from the Local Authority including councillors, Sussex Police, Clinical Commissioning Group, Job Centre Plus, Environment Agency, University of Brighton, University of Sussex, the Business Sector and Community Works.
- The City Management Board (CMB) is the delivery arm of Brighton & Hove Connected. The board is made up of the key public service decision makers chaired by the Chief Executive of Brighton & Hove City Council.
- CMB on behalf of B&H Connected: develop the Brighton and Hove connected Plan which comprises partners within the city. This sets out the high level themes the City wants to achieve. Further details are contained within partnership plans.

Corporate Plan

Having the council's Corporate Plan aligned with the key themes of 'Brighton & Hove Connected' will ensure that we are aiming to deliver the commitments we have made alongside our partners, and enable a clear link to be demonstrated within and across our partner organisations.

The Corporate Plan covers the period 2015-2019 and sets out the council's purpose and outcomes which are delivered through principles and priorities. This forms the basis for directorate business plans and service delivery plans at all levels, to ensure we are unified in working towards delivering our vision.

- Accountability for delivery: Executive Leadership Team (ELT), Chief Executive as the lead officer
- The plan is set in conjunction with budget proposals and approved by the Full Council prior to the start of the new financial year.
- Progress against the Corporate Plan is reported to ELT every 6 months and Policy & Resources Committee (P&R).
- Having the council's Corporate Plan aligned with Brighton and Hove Connected ensures that the council is able to deliver on commitments made in collaboration with our partners, and enable a clear golden thread to be demonstrated within and across our partner organisations

Integrated 4 year Service and Financial Planning

The council's annual budget is set within the context of For Year Integrated Service and Financial plans putting services in a stronger position.

This provides details on how we can make savings over the next four years due to the funding gap caused by government funding reductions and rising demand for our services.

Directorate, Service and Team Plans

Directorate and Service plans are the action plans to the council's Corporate Plan. (Team plans are much more detailed where they are used). Each plan outlines the contribution that the directorate will make to achieve the council's improvement priorities and presents the directorate's objectives for the coming year.

These plans set out what actions will be taken, how success will be measured and who will benefit. Links are also made to corporate risks, the council's Medium Term Financial Strategy

and the collaborative arrangements that will help us to deliver the council's improvement priorities.

- Accountability for delivery:
 - Directorate plans – ELT
 - Service plans - Corporate Management Team (CMT)
 - Team plans – Team managers
- Each directorate is required to develop and publish a directorate plan which details how it will deliver services over the year, where it links to the corporate plan and what the measures of success will be.
- Day to day business is managed at service level through line management arrangements. Progress is reported to the relevant Management Team where progress/blockages are discussed.
- Together the Directorate and Service plans provide clear accountabilities and measures of success which will be monitored through specific performance boards or by the Directorate Management Teams (DMT) and Service Management Teams (SMT) formally on at least a quarterly basis. The actions progress reviews will be accompanied by a specific scorecard of Key Performance Indicator Sets agreed with the directorate. The Corporate Performance team will drive this process and provide support and challenge as necessary.

Performance Development Plans (PDP)

Individual plans (PDPs) translate team delivery plan objectives into practical working measures and targets for all members of staff within the council. They ensure employees understand their contribution and accountability towards meeting the council vision and objectives.

- Accountability for delivery: All line managers and staff
- Individual performance is measured through a [Performance Development Plan](#) (PDP) which is discussed and agreed between employee and line manager in March/April each year, with a six month review in September/October. This is in addition to one to one performance discussions which should occur every 4-6 weeks.
- Individual objectives are informed by the business plan and service objectives and are shaped and measured by four key responsibilities: Accountability, Delivery, Working Together and Personal Impact

PDPs provide a structured opportunity for a reflective assessment and feedback of progress, success and challenges over the previous six months. This is two-way process, with line managers retaining overall accountability for setting meaningful and measurable objectives, providing feedback on performance and development

Performance Management System

"Interplan" is the web-based performance management system used by the council. Interplan holds and collects business planning, risk management and performance indicator information and makes that information available for reporting as soon as it is in the system. This means that information can be collected and distributed right across the council easily, accurately and quickly. Best Practice Guidance is provided to Lead Officers explaining the quality of commentary expected on Interplan.

Appendix 2 shows the current corporate performance indicator set which forms a master performance set which is reviewed and agreed annually with ELT. This set covers all elements of the performance framework to ensure the Executive Leadership Team at the council have an oversight of performance that may also be reported to other bodies such as the City Management Board.

4.2 Risk Management

Through understanding risks, decision-makers will be better able to take actions to manage those risks and implement mitigating actions

- Accountability for Corporate Risk Management: Head of Performance, Improvement and Programmes/Risk Management Lead (ELT lead - Executive Director Finance and Resources)
- There are three key broad types of risk – reputational, financial, operational. Our risk management approach includes, but is not limited to, the following sub categories:
 - Professional/Managerial/Partnerships;
 - Economic/Financial;
 - Social;
 - Technological;
 - Legislative;
 - Physical;
 - Contractual/Competitive;
 - Equalities;
 - Political;
 - Environmental/Sustainability;
 - Practice and clinical (including Clinical Governance);
 - Customer/Citizen;
 - Fraud/Corruption at both a strategic and operational level.
- Strategic Risks are reviewed 6 monthly at ELT and reported to the Audit & Standards Committee throughout the year
- Citywide Risks are reviewed 6 monthly and reported to CMB. These are managed by the relevant partnerships and feed into the Strategic Risk processes where the council can direct its activity
- Directorate risks are reviewed quarterly and reported at DMTs
- Risk Management plans at all levels are used to inform business planning at all levels.
- Progress monitoring and reporting is managed through links to the directorate risk registers at DMT.

4.3 Finance Management

Financial management refers to the efficient and effective management of council funds to accomplish the objectives of the council

- Accountability: Assistant Director – Finance & Procurement (ELT lead & Section 151 officer - Executive Director Finance and Resources)
- Monthly reviews of actual income and expenditure and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required.
- Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly
- Authority Financials provides budget holders with a reporting tool where tailored reports can be produced on demand to assist in the management of budgets.

4.4 Customer Insight

Understanding how our customers and citizens see our services gives us useful information on ways we can improve our performance to deliver value

City tracker

- Accountability: Head of Corporate Policy and Communities (ELT lead – Assistant Chief Executive)
- A telephone survey among the adult population 18+
- This annual survey measures, primarily, perception of council and partner services, as well as propensity for social action. This includes tracking key performance indicators (KPI) of essential city services.

Customer Experience:

- Accountability: Head of Performance, Improvement and Programmes (ELT Lead - Executive Director Finance and Resources)
- The Customer Feedback Team manages the corporate and statutory customer feedback processes. This team works in collaboration with front line services to track response times and develop organisational skills in identifying service improvement. The team have introduced a Business Management model where Customer Feedback Managers meet with Service Leads on a quarterly basis to provide information to SMTs/DMTs identifying key themes, trends and actions being taken to improve or maintain good levels of service.
- The Customer Feedback Team manage and investigate complaints which have escalated beyond the initial stage and support the Ombudsman with her enquires and investigations..
- The team is also responsible for collating compliments and identify the key which customers appreciate about our services.
- The Customer Insight Manager works with services to identify the main reasons for contact and assimilates information about customer satisfaction and ease of access. This information is then used to decide where the “Customer First in a Digital Age” resources can be most effectively focused.

4.5 Modernisation Programmes and Projects

Modernisation is Council's Portfolio of change management programmes/projects which will support delivery of corporate purpose, principles and priorities. This in turn will help evidence achievement of outcomes in relation to Council's purpose.

- Accountability: Head of Performance, Improvement and Programmes (ELT lead Executive Director Finance and Resources)
- Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of ELT members and other key officers of the council.
- Directorate Modernisation Boards report to the Corporate Modernisation Delivery Board, are set up to drive the programmes and projects forward and deliver outcomes and benefits.
- Programme and Project Boards report to the Directorate Modernisation Boards and are responsible for planning, set-up and management of programmes and projects.
- Other programmes/projects which are not part of Corporate or Directorate Modernisation Boards are managed at service level.

4.6 People management

People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers

Staff survey

- Accountability: Head of Human Resources and Organisational Development (ELT lead Executive Director Finance and Resources)
- The annual staff survey invites views from everyone in the organisation on how it is to work for the council. Its purpose is to staff perception on the levels of employee engagement and wellbeing; the progress on our culture change programme and experience of dignity and respect in the workplace
- Survey results are analysed at organisation level and Service level to identify key themes for improvement and relevant actions are integrated into the business planning process.

Our People Data (OPD)

- Accountability: Head of Human Resources and Organisational Development (ELT lead Executive Director Finance and Resources)
- HR Business Partners take comprehensive Directorate level reports to DMT's quarterly to highlight trends and identify areas for improvement and take remedial actions as necessary.

The OPD includes:

Sickness
Sickness absence levels by directorate (projected outcome, average days lost, short term %, long term %, workforce absent)
Average sickness days lost trend by directorate
Top 5 reasons for absence
Service data
Salary grade band split (BHCC)
Full time / Part time split (BHCC)
Contract type profile (BHCC)
Length of service (BHCC)
Turnover by directorate and BHCC
Equalities
BME profile (BHCC and Directorate)
White Other profile (BHCC and Directorate)
White Irish profile (BHCC and Directorate)
Unknown Ethnicity (BHCC and Directorate)
Disability profile (BHCC and Directorate)
Unknown Disability (BHCC and Directorate)
Sexual Orientation profile (BHCC and Directorate)
Unknown Sexual Orientation (BHCC and Directorate)
Sex profile (BHCC and Directorate)
Age profile (BHCC and Directorate)
Religion or Belief profile (BHCC and Directorate)
Unknown Religion or Belief (BHCC and Directorate)
Ethnicity by grade and contract (BHCC)
Disability by grade and contract (BHCC)
LGBT by grade and contract (BHCC)
Sex profile by grade and contract (BHCC)
Formal procedure e.g. grievance data

Workforce Planning

- Accountability: Head of Human Resources and Organisational Development (ELT lead Executive Director Finance and Resources)
- The aim of workforce planning is to identify clear actions that can be taken to ensure we have the right people and skills in place to deliver the organisation's purpose, principles and priorities.
- Major activity occurs at the same time as business planning and is driven by Human Resources Business Partners in collaboration with Service leads. Actions from this work are integrated into business plans to manage delivery.

Organisational Development

Our organisational development resource helps the chief executive and senior leadership team to bring about desired change and performance improvement in order to achieve our outcomes. The function uses knowledge of the organisation and group dynamics to support and facilitate people to take accountability for leading positive change (in self, others and service) in order to improve the performance of the organisation.

- Accountability: Head of Human Resources and Organisational Development (ELT lead Executive Director Finance and Resources)
- Annual Staff Survey - the purpose of our staff survey is to understand our progress in embedding our cultural change programme and gain insights into the level of engagement, change readiness & wellbeing of our employees.
- Maintenance of Silver Investors in People accreditation – provides an external and objective view of organisational performance through conversations and against a nationally recognised set of criteria
- LGA Peer review feedback – a high-level peer challenge focused on driving improvement and improving efficiency in specific areas. Each challenge focuses on issues identified by us and our partners as appropriate.
- City Tracker scores

4.7 Health & Safety Management

Managing health and safety is about looking after our business, people and reputation.

- Accountability: Head of Human Resources and Organisational Development (ELT lead Executive Director Finance and Resources)
- Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
- Quarterly incident statistics reports
- Maintaining a safety management framework that supports managers in meeting their moral, legal and financial responsibilities.
- Incident / Accident Management, reporting systems (including the Clients of Concern Register) and completing Reporting of Injuries Diseases and Dangerous Occurrence Regulations 2013 (RIDDOR) notifications as appropriate

4.8 Safeguarding Quality Assurance

- Accountability: ELT leads
- Quality assurance includes safeguarding vulnerable people, by preventing mistakes and giving confidence that our processes are sound. Monitoring can be through safeguarding audits and quality assurance reports are reviewed quarterly by the relevant service at Service Management Team meetings. LSCB and Adult's Safeguarding Boards oversee quality assurance in relation to safeguarding.
- Each directorate is responsible for the development and implementation of appropriate quality assurance monitoring and reporting for their directorate as appropriate.

Appendix 1: Reporting Arrangements

Ref	What	Where	Frequency	ELT Lead
	City Management Board			
1	B&H Connected priorities	City Management Board on behalf of B&H Connected	Every 6 months	Chief Executive
	Corporate Plan			
2	Corporate Plan purpose, principles and priorities	All included in the ELT KPI reporting (see below)		
	Key Performance Indicators			
3	Corporate KPIs	ELT	Quarterly	Chief Executive
4	Corporate KPIs	Policy Resource & Growth Committee	6 monthly	Executive Director of Finance & Resources
5	Economy Environment & Culture KPIs	DMT	Quarterly	Executive director Economy Environment & Culture
6	Families, Children & Learning KPIs	Performance Board	Quarterly	Executive Director Families Children & Learning
7	Finance & Resources KPIs	DMT	Quarterly	Executive Director of Finance & Resources
8	Health & Adult Social Care KPIs	DMT	Quarterly	Executive Director Health & Adult Social Care
9	Neighbourhood Communities & Housing KPIs	DMT	Quarterly	Executive Director Neighbourhoods Communities & Housing
10	Strategy Governance & Law KPIs	DMT	Quarterly	Head of Strategy Governance & Law
	Business Plan Progress			
11	Economy Environment & Culture Business Plan progress	DMT	Quarterly	Executive Director Economy Environment & Culture
12	Families, Children & Learning Business Plan progress	Performance Board	Quarterly	Executive Director Families Children & Learning
13	Finance & Resources Business Plan progress	DMT	Quarterly	Executive Director of Finance & Resources
14	Health & Adult Social Care Business Plan progress	DMT	Quarterly	Executive Director Health & Adult Social Care
15	Neighbourhoods Communities & Housing	DMT	Quarterly	Executive Director Neighbourhoods

Ref	What	Where	Frequency	ELT Lead
	Business Plan progress			Communities & Housing
16	Strategy Governance & Law Business Plan progress	DMT	Quarterly	Head of Strategy Governance & Law
	Risk Management			
17	Strategic Risk register	ELT	Six monthly	Chief Executive
18	Strategic Risk register	Audit & Standards Committee	5 times per year	Executive Director of Finance & Resources and Head of Strategy Governance & Law
19	Economy Environment & Culture Risk Register	DMT	5 times per year	Executive Director Economy Environment & Culture
20	Finance & Resources Risk Register	DMT	5 times per year	Executive Director of Finance & Resources
21	Families, Children & Learning Risk Register	DMT	5 times per year	Executive Director Families Children & Learning
22	Health & Adult Social Care Risk Register	DMT	5 times per year	Executive Director Health & Adult Social Care
23	Neighbourhoods Communities & Housing Risk Register	DMT	5 times per year	Executive Director Neighbourhoods Communities & Housing
24	Strategy Governance & Law Risk Register	DMT	5 times per year	Head of Strategy Governance & Law
	Financial Management			
25	TBM (2, 5, 7 and 9) reports to ELT	ELT	4 times a year	Executive Director of Finance & Resources
26	Directorate finance performance	DMTs	Monthly	All ELT members
	City tracker			
27	City Tracker full analysis and report	ELT	Annual	Executive Director Health & Adult Social Care
28	City Tracker full analysis and report	CMB	Annual after ELT	Chief Executive
	Complaints Reporting			
29	ELT KPI	ELT	Quarterly	Chief Executive
30	Directorate complaints	DMT or Performance Board	Quarterly	All ELT members
	Modernisation Programmes and Projects			
31	Member Oversight of the Modernisation Portfolio	Extended Budget Review Group	Quarterly	Executive Director of Finance & Resources

Ref	What	Where	Frequency	ELT Lead
32	Updates on Corporate Modernisation Projects and Programmes	Corporate Modernisation Delivery Board	4 to 6 weeks	Chief Executive
33	Environment Economy & Culture – updates on modernisation projects/programmes	EEC Modernisation Board	4 to 6 weeks	Executive Director Environment Economy & Culture
34	Families Children & Learning – updates on modernisation projects/programmes	Families Children & Learning Modernisation Board	4 to 6 weeks	Executive Director Families Children & Learning
35	Finance & Resources/Legal – updates on modernisation projects/programmes	F&R and Strategy Governance & Law Modernisation Board	4 to 6 weeks	Executive Director of Finance & Resources / Head of Strategy Governance & Law
36	Health & Adult Social Care – updates on modernisation projects/programmes	Health & Adult Social Care Modernisation Board	4 to 6 weeks	Executive Director Health & Adult Social Care
People Management				
	Staff survey			
37	Organisational data	ELT and CMT	Annually	Chief Executive
38	Directorate data	DMT's	Annually	All ELT members
	Our People Data including PDP			
39	Organisation wide level OPD report	ELT	Six monthly	Executive Director of Finance & Resources
40	Economy Environment & Culture OPD	DMT	Quarterly	Executive director Economy Environment & Culture
41	Families, Children & Learning OPD	Performance Board	Quarterly	Executive Director Families Children & Learning
42	Finance & Resources OPD	DMT	Quarterly	Executive Director of Finance & Resources
43	Health & Adult Social Care OPD	DMT	Quarterly	Executive Director Health & Adult Social Care
44	Neighbourhood Communities & Housing OPD	DMT	Quarterly	Executive Director Neighbourhoods Communities & Housing
45	Strategy Governance & Law OPD	DMT	Quarterly	Head of Strategy Governance & Law
46	Monthly Management Data Suites for departments	CMT members	Monthly	Executive Director of Finance & Resources
	Workforce Equalities			

Ref	What	Where	Frequency	ELT Lead
47	Recruitment statistics by protected characteristics for the whole Council	Workforce Equalities Group (WEG)	Quarterly	Executive Director of Finance & Resources
48	Workforce data by protected characteristics for the whole Council	Workforce Equalities Group (WEG)	Quarterly	Executive Director of Finance & Resources
	Health & Safety Information			
49	Health and Safety	Corporate Health and Safety Committee	Quarterly	Chief Executive
50	Economy Environment & Culture – H&S info	Economy Environment & Culture Departmental Consultative Group	Quarterly	Executive Director Economy Environment & Culture
51	Families Children & Learning – H&S info	Departmental Consultative Group A separate meeting is also held which focuses on Education & Inclusion which is chaired by the head of that service	Quarterly	Executive Director Families Children & Learning
52	Finance & Resources H&S Info	Departmental Consultative Group	Quarterly	Executive Director of Finance & Resources
53	Health & Adult Social Care – H&S info	Departmental Consultative Group	Quarterly	Executive Director Health & Adult Social Care
54	Neighbourhoods Communities & Housing – H&S info	Departmental Consultative Group Housing Fire, Health & Safety Board	Quarterly Monthly	Executive Director Neighbourhoods Communities & Housing
	Safeguarding Quality Assurance			
55	Families Children & Learning	Exec meeting with Independent Chair of LSCB	Quarterly	Chief Executive
56	Families Children & Learning	Families Children & Learning DMT	Ongoing	Executive Director Families Children & Learning
57	Health & Adult Social Care	Health & Adult Social Care DMT	Ongoing	Executive Director Health & Adult Social Care

Appendix 2: Corporate Key Performance Indicator List

This list is subject to constant review and therefore if the latest version is required, please contact Corporate Performance Team. The following are the Corporate KPIs identified for 2018/19:

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Economy Environment and Culture			
1	The percentage of household waste sent for reuse, recycling and composting	Monthly	Environmental Sustainability 1: Promoting and delivering a broader understanding of sustainability for the city and public services that aims to protect the future of the environment and communities together.
2	Missed refuse collections per 100,000 collections	Monthly	
3	Missed recycling collections per 100,000 collections	Monthly	
4	Percentage of streets inspected which are found to have widespread or heavy levels of litter	Annual	
5	Percentage reduction in Carbon Dioxide emissions per capita from a 2005 baseline	Annual	
7	Annual average daily traffic counts on key routes into the city – inner routes	Annual	Environmental Sustainability 4: Improving the sustainability of the council's transport infrastructure and reducing the need to travel through improved digital infrastructure.
8	Percentage of bus services running on time	Annual	
9	Nitrogen Dioxide levels in Brighton and Hove ($\mu\text{g}/\text{m}^3$ – micrograms per cubic meter) Lewes Road	Quarterly	
10	Nitrogen Dioxide levels in Brighton and Hove ($\mu\text{g}/\text{m}^3$ – micrograms per cubic meter) North Street	Quarterly	
11	Percentage of people in the city who are employed	Annual	Economy, Jobs and Housing 1: Working with the council's Greater Brighton city region partners to build sustainable growth and investment, increasing economic resilience and generating more, higher-paid jobs.
12	Percentage growth in the number of Jobs	Annual	
13	Percentage growth in private sector jobs	Annual	

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Economy Environment and Culture			
14	Number of businesses signed up to the Brighton & Hove Living Wage Campaign	Annual	
15	The speed of determining applications for major development	Quarterly	Economy, Jobs and Housing 3: Bringing about quality development to enable sustainable growth, addressing the need for better business space, affordable homes and student accommodation across the city region.
16	The speed of determining applications for non-major development	Quarterly	
17	% major planning application decisions that are overturned at appeal	Quarterly	
18	% non-major planning application decisions that are overturned at appeal	Quarterly	
19	In-year supply of ready to develop housing sites as per 2015-2030 trajectory	Annual	
20	Residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker)		Health and wellbeing 2 : Encouraging leisure activity, outdoor recreation and active travel as part of good physical and mental health and making the most of the city's unique cultural and natural offer.
21	Number of visitors to Brighton & Hove	Annual	Health and Well Being 6: Promoting leisure and active travel as part of good physical and mental health, making the most of the city's unique cultural and natural attractions. Also Economy, Jobs and Housing 5: Using the council's international <u>UN Biosphere Reserve</u> status and the council's cultural offer to promote the city region as a unique, international destination.

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Families Children and Learning			
1	Schools are judged to be good or outstanding by OFSTED	Quarterly	Children & Young People 1: Providing high quality education that creates skills for work.
2	The average Progress 8 score of all pupils attending state funded schools	Annual	Also
3	The average Progress 8 score of disadvantaged pupils attending state funded Brighton and Hove schools	Annual	Economy, Jobs and Housing 2: Improving local educational attainment and local access to skills training so that everyone can benefit from economic prosperity.
4	The average attainment 8 score of disadvantaged pupils attending state funded schools	Annual	
5	% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2	Annual	
6	% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2	Annual	
7	Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2)	Quarterly	
8	Number of first time entrants to the youth justice system	Quarterly	Community Safety and Resilience 2: Reducing risk and harm for those who are subjected to crime and disorder and working to address the risk factors and behaviours of perpetrators.
9	Number of children in care	Quarterly	Children and Young People 4: Creating the best opportunities for children and young people in care, fulfilling the role as a council of good corporate parent.
10	% of people with a learning disability in employment	Quarterly	Health and Well Being 4: Providing better care services for older and

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Families Children and Learning			
11	% of people with a learning disability in settled accommodation	Quarterly	vulnerable people, focused on personal choice and staying independent.

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Finance & Resources			
1	Percentage of high and medium priority recommendations (that have passed their agreed implementation deadline) that have been implemented	Quarterly	Public Accountability 4: Strengthening the council's partnership delivery arrangements and building collaborative, trustful and empowering relationships between the council and citizens.
2	Percentage of invoices for commercial goods and services that were paid within 30 days	Monthly	
3	Percentage of Purchase Orders raised on ordering rather than when invoiced	Quarterly	
4	Average number of working days and shifts lost per full time equivalent (FTE) due to sickness absence (not including schools)	Monthly	Public Accountability 1: Upholding the democratic principles of the council's constitution, ensuring the council represents and reflects communities and citizens who elect councillors and pay council tax and Increasing equality 2: Ensuring people are not discriminated against because of their identity, such as their age, gender identity, ethnicity, sexual orientation, disability or religion or belief.
5	Percentage of staff who declare that they have a disability as a percentage of the total workforce who declare whether they have a disability (not including schools)	Annual	
6	Percentage of staff who declare themselves as black and minority ethnic (BME) (excludes white Irish and white other)	Annual	
7	Percentage of staff who declare themselves as white other	Annual	
8	Percentage of staff who declare themselves as white Irish	Annual	

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Finance & Resources			
9	Percentage of staff who declare themselves to be lesbian, gay, bisexual and transgender (LGBT) as a percentage of the total workforce who declare their sexuality	Annual	
10	Health & Safety Audit and Assurance – High priority audit recommendations progressed within agreed timescales	Annual	

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Health & Adult Social Care			
1	Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population	Quarterly	Health and Well Being 4: Providing better care services for older and vulnerable people, focused on personal choice and staying independent.
2	Delayed transfers of care attributable to social care	Quarterly	
3	Percentage of social care clients receiving Direct Payments	Quarterly	
5	Percentage of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services	Annual	
6	Percentage of carers assessments completed	Quarterly	
7	Number of rough sleepers (estimate)	Annual	
8	Number of people who cease to become rough sleeping, now in sustainable accommodation	Quarterly	
9	Telecare: Proportion of care packages that include Telecare as an element	Quarterly	

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
10	Alcohol related hospital admissions per 100,000 population	Monthly	Health and Well Being 1: Promoting healthy choices and lifestyles to prevent long term health conditions.
11	Rate of deaths from drug use per 100,000 population)	Annual	
12	Under 18 conception rate per 1000 women as measured by reduction from baseline	Quarterly	

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Neighbourhoods Communities and Housing			
1	The percentage of people feeling safe after dark in their local area (City Tracker)	Annual	Community Safety and Resilience 4: Maintaining physically safe and inclusive neighbourhoods that encourage community activity and social action, making the most of the city's open spaces and ensuring road safety.
2	Residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker)	Annual	Community Safety and Resilience 3: Protecting communities and victims, promoting good relations between communities and diverse groups.
3	Residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (City Tracker)	Annual	
4	Number of affordable homes delivered per year - new build and conversions	Annual	Economy, Jobs and Housing 3: Bringing about quality development to enable sustainable growth, addressing the need for better business space, affordable homes and student accommodation across the city region.

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Neighbourhoods Communities and Housing			
5	Private sector vacant dwellings returned into occupation or demolished	Quarterly	Health and Well Being 6: Ensuring the city's housing stock is well managed and good quality, to support independence, health and wellbeing, and avoid homelessness.
6	Decent homes - % council homes that meet the Decent Homes standard	Quarterly	
7	Percentage of households that experience fuel poverty based on the "low income, high cost" methodology	Annual	Also Economy, Jobs and Housing 4: Investing in existing and new housing stock which supports residents and families to live independently, in decent accommodation.
8	The number of households where homelessness was prevented due to casework by the council	Quarterly	Health and Well Being 6: Ensuring the city's housing stock is well managed and good quality, to support independence, health and wellbeing, and avoid homelessness.
9	Housing tenants: rent collected as proportion of rent due	Monthly	Environmental Sustainability 1: Promoting and delivering a broader understanding of sustainability for the city and public services that aims to protect the future of the environment and communities together.

Ref	Indicator	Frequency	Mapped to Corporate Plan 2015/19
Strategy Governance and Law			
1	Number of whistleblowing allegations received	Quarterly	Public Accountability 2: Demonstrate that the council learns from its actions, reviewing and evaluating performance to address things that work well and those that do not.
2	Residents very or fairly satisfied with Brighton & Hove City Council (City Tracker)	Annual	Increasing Equality 3: Understanding the city's growing and diverse population, changing the council's approaches to engagement and public services accordingly.
3	Residents that think, overall, that Brighton & Hove City Council keeps residents well informed about the services and benefits it provides (City Tracker)	Annual	
4	Number of initial complaints (Stage 1) received by corporate Customer Feedback Team	Quarterly	Citizen Focussed 1: Knowing what drives demand for public services by engaging with the city's diverse communities and understanding how effective services are in meeting their needs.
5	Complaints escalated to Stage 2 and investigated	Quarterly	
6	Number of compliments received	Annual	
7	% of Local Government Ombudsman (LGO) complaints upheld or partially upheld	Quarterly	