

## Review: Performance Monitoring and Reporting in Hillingdon Council: Where are we now?

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Naveed Mohammed, Corporate Services and Resources
Papers with report	None
Ward	All

### HEADLINES

This paper provides an overview of how the tracking of performance and provision of insight data are arranged in the Council, examples of the sort of data that is provided and (through enclosed appendices), how data is used to shape operational delivery and the strategic development of services.

### RECOMMENDATIONS:

#### That the Committee:

- 1. Notes the existing arrangements for how the London Borough of Hillingdon arranges and manages the production and use of business intelligence to drive service delivery and change.**

### SUPPORTING INFORMATION

The Council delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon. As part of this, the Council routinely gathers a wide spectrum of data, across all directorates. The purposes of this data collection are varied. Most immediately is the need to ensure that the services being delivered are done so in the most effective and efficient manner and in a way that is meeting resident need. Beyond this though, there is a need to plan for the future development of services – making sure that, as the Borough changes, our services are agile enough to respond. Finally, there is a need to satisfy statutory returns – the annual collection of council data by central government.

Given the voluminous nature of the data that is gathered and the different purposes described above, the Council has, at its disposal a variety of mechanisms to gather, process and 'make sense of the data' from the use of basic spreadsheets through to the use of more bespoke databases and data mining software.

This paper will provide an overview of how LBH currently does this. Through the use of case studies, the paper will also elaborate on specific arrangements in place within key directorates

and how other areas of the Council's business are supported. Finally, the paper will touch on the current repertoire of tools used in the production and management of data.

## **Part 1 – How are responsibilities for handling/managing data currently arranged?**

As mentioned previously the Council provides over 700 services to local residents. The provision of these services relies on the effective and efficient gathering of service data, whether this relates to demographics and understanding the make-up of clients, how efficiently functions are being delivered or measuring outcomes achieved (i.e. what difference the services provided are making for Hillingdon residents).

In order to ensure that directorate and service colleagues have the requisite support needed – the Council, like many other organisations, has brought together the performance resource into a central team. Currently comprising 12 FTE – the corporate team routinely, and by exception, supports the depth and breadth of Council services.

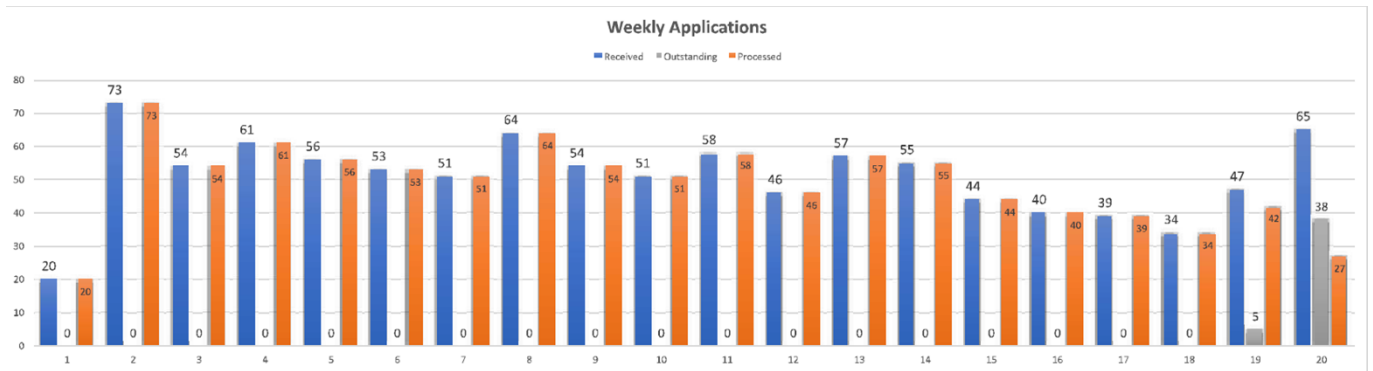
Whilst there is significant interface between the corporate team (Business Performance and Insight), this demarcation enables both a better use of finite resources (with members of the corporate team having expertise across multiple areas of the Council's business), it also enables for better transparency and an opportunity to 'challenge' services – something that might not be possible if services produced/processed their own data.

The process for developing the data is purposefully kept straightforward. Services are responsible for inputting data into case management systems. Business Performance are responsible for extracting the data and, in conjunction with Directors, Assistant Directors and Heads of Service, developing the suite of reports (operational and strategic) necessary for the services to carry out their business.

Given the finite, and relatively small resource available corporately, how much support individual directorates receive is determined through a number of considerations namely risk, status (statutory or non-statutory) and volume of activity. On this basis directorates such as Children's Social Care (including SEND), Housing and Adult Social Care have dedicated resource. Outside of this, analysts are given responsibility for 2+ areas each. This ensures sufficient coverage of analytical support whilst also giving analysts the opportunity to develop understanding and expertise across multiple functions.

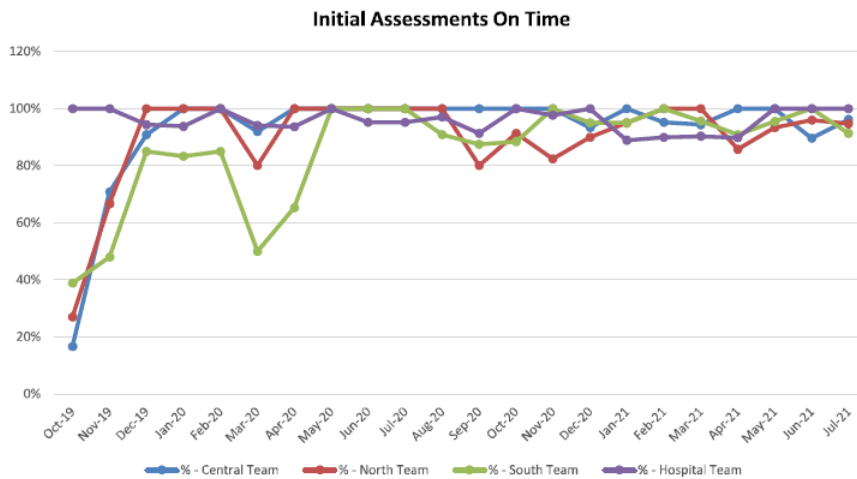
Inevitably, given the very different nature of the directorates, the outputs required vary. For the statutory, high risk services – there is a need to provide regular weekly and/or monthly data (frequency being largely determined by audience type). Examples of this include analysis of Locata applications for housing (weekly), demand at the front door for children's social care (weekly) or the monthly team's dashboard for Adults. Data that is more strategic in nature or where there is benchmarking is produced on a quarterly basis (ChAT, LIIA)

## Weekly



This will be part of a detailed dashboard produced weekly for Housing Services. This details the number of applications made on Locata, how many of those have been proceeded and how many are outstanding.

## Monthly - Adults



These two charts are taken from the monthly Adults Teams dashboard. This tracks activity on a monthly basis against a range of KPIs

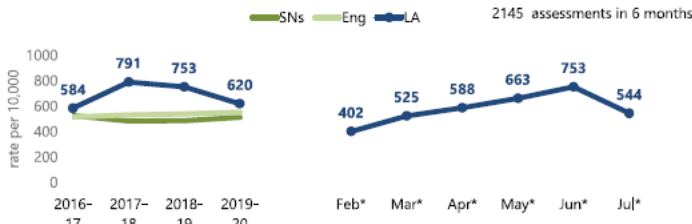
North Team				
Indicator	Jun-21	Jul-21	DOT	YTD
Total Number of FACE Overview Assessments Completed	51	42	↓ -18%	185
Total Number of FACE Capacity Assessments Completed	9	3	↓ -67%	30
Total Number of Carers Assessments Completed	5		↓ -100%	0
Number of Initial Assessments completed	25	19	↓ -24%	73
% Initial Assessments completed in 28 days	96%	95%	↓ -1%	93%
Number of 6 Week Reviews Completed	3	8	↑ 167%	23
% 6 Week Reviews Completed on Time	100%	100%	↔ 0%	100%
Total Active Cases	111	106	↓ -5%	106
Total Cases Opened in last 30 days	100	77	↓ -23%	331
Total Cases Closed in last 30 days	74	82	↑ 11%	321
Number of Open Safeguarding Episodes	32	30	↓ -6%	30
% of Open Safeguarding Episodes > 50 days	25%	27%	↑ 7%	27%
Number of Closed Safeguarding Episodes	31	25	↓ -19%	98

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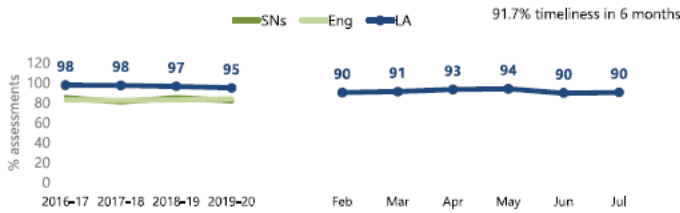
# Monthly – Children’s

Rate of completed assessments per 10,000 children aged 0-17



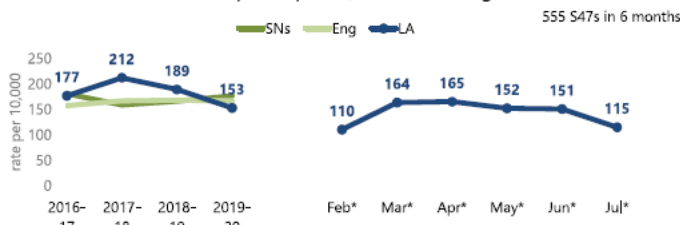
\*Annualised rate for comparison purposes

Assessments completed in 45 working days



91.7% timeliness in 6 months

Rate of 547 enquiries per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

The chart to the left is the monthly ChAT report. It is used both for operational management and, importantly, to plan for inspection readiness. It comprises those key metrics that Ofsted will be assessing and offers both an annual trend and benchmarking data.

The chart below is the quarterly London Innovation and Improvement Alliance report. This is a pan-London data project that we are a part of. We produce the data for LBH and submit – this provides key benchmarking data for LBH.

# Quarterly

Contacts received in the period as a rate per 10,000 children aged under 18 (Annualised Rate per 10,000 pop)

National or regional	2019-20Q3	2019-20Q4	2020-21Q1	2020-21Q2	2020-21Q3
<b>Comparator Group</b>					
England					
Inner London	2068	1960	1742	2051	2157
London	2161	2132	1825	2144	2357
Outer London	2254	2250	1882	2202	2483
<b>LA</b>					
Barking and Dagenham	2073	1947	1573	1940	2098
Barnet	1948	1944	1672	1720	1980
Bexley	2191	2443	1847	2245	2492
Brent	1707	1726	1544	1570	2112
Bromley	1160	1260	1263	1460	1454
Camden	1320	1160	1031	1226	1377
City of London	2257	1707	1308	1727	1431
Croydon	1948	2041	1470	1948	1931
Ealing	2012	1645	1376	1470	1725
Enfield	3652	3694	3016	3596	4326
Greenwich	1215	1067	956	1188	1301
Hackney	2324	2292	1813		
Hammersmith and Fulham	1735	1697	1757	1860	1995
Haringey	2291	2150	1726	2002	2145
Harrow	1676	1673	1268	1679	2013
Havering	2471	1698	1761	2017	2014
Hillingdon	2214	2245	2036	2353	2423
Hounslow	2884	3175	2625	3051	3599
Islington	2875	3171	2694	2700	2808
Kensington and Chelsea					
Kingston upon Thames	3973	4092	3308	3800	4402
Lambeth	2854	2759	2168	2720	2632
Lewisham	1306	1263	1472	2850	2706
Merton	1400	1272	1222	1352	1414
Newham	1953	1922	1634	1873	2189
Redbridge	2178	2231	1671	2124	2186
Richmond upon Thames	3536	3610	3385	3511	3563
Southwark	2064	1528	1579	1892	2038
Sutton	2032	2145	1335	2043	3077
Tower Hamlets	2049	2000	1610	1725	2177
Waltham Forest	2562	2839	2432	2778	3063
Wandsworth	2083	2010	2029	2269	2426
Westminster	1775	1825	1825	1768	1954

Heatmap referring to latest Qtr data



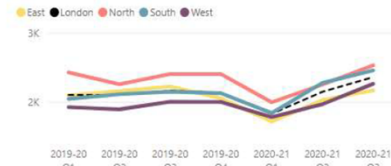
Average for latest Qtr by Subregion



Average for Inner and Outer London



Average by Subregion



Data for Latest Qtr by LA



Table 1

Directorate	Examples of Functions	Examples of data gathered
Corporate Services	Legal, Democratic Services, HR, Business Performance, BID	HR data, Office of National Statistics data, Greater London Authority data store including census, labour market trends.
Finance	Business Assurance, Revenues and Benefits, corporate finance, Procurement	Council tax collection, business rates, benefits information, debtors.
Planning, Environment, Education and Community Services	Education, Planning, Housing, Sport and Culture, Community Safety and ASBIT, Libraries.	Health profile, school places, Strategic Needs Assessment, crime types, school attainment, library footfall, books issued.
Adults, Children's and Young Peoples Services	Safeguarding, Early Intervention, Children and Adult's social care, disability services, Public Health	Service demand, business processes, Special Educational Needs numbers, children's centres, employment and training figures for young people, Youth Offending, caseloads, length of time of cases.
Infrastructure, Building Services and Transport	IT, Building Services, Waste and Refuse Collection, Transport	Council spend over £500, Household Waste Collection, ASBIT, Household Recycling

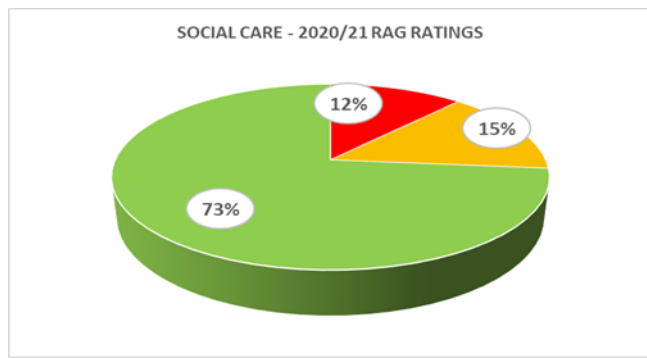
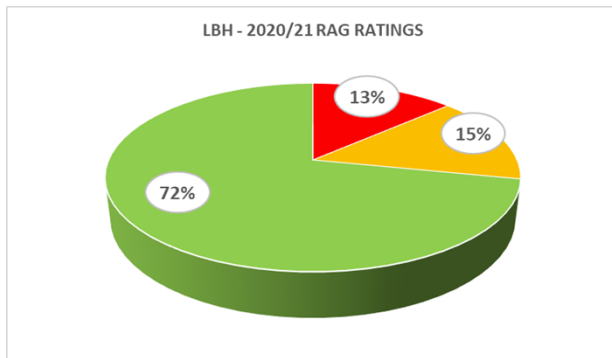
### Corporate Reporting

In addition to reporting at service level – there is corporate reporting to CMT in the form of a balanced scorecard. Here key metrics at service level are selected and cascaded up and reported to CMT on a quarterly basis. This report is built in such a way as to be able to track performance, so key to this is the inclusion of targets and an associated 'traffic-light system'. This rates each metric (where apt) against a threshold with indicators that are off target flagged as Red. The relevant Service heads are given an opportunity to outline mitigating factors and plans for remedial action – the outcomes of which are reported in subsequent months.

Service	Measure	Lead Officer	2020/21										Target
			RAG rating to Target guide: 100%-95% = Green, 94%-90% = Amber, <90% = Red										
			Q1		Q2		Q3		Q4		YTD		
Actual	Status	Actual	Status	Actual	Status	Actual	Status	Actual	Status	Actual	Status		
SEND	% of EHC Plans prepared within 20 Weeks	VH	27.60%	Red	44.30%	Red	81.80%	Amber	72.70%	Amber	56.30%	Red	85.0%
Housing Tenant Services	% of council owned residential stock void	RS	1.32%	Amber	1.15%	Amber	1.30%	Amber	1.71%	Red	1.71%	Red	1.00%
	Void Rent Loss	RS	£299,548	Red	£254,116	Red	£234,838	Red	£263,650	Red	£1,052,152	Red	£620,000
Housing Needs	Number of households in nightly charged B&B	MB	160	Red	176	Red	162	Red	169	Red	162	Red	130
Food Health & Safety	Number of Inspections in categories A-E completed	SW	0	Red	72	Red	72	Red	72	Red	216	Red	903
Housing repairs	% standard/minor voids repairs turnaround within 10 working days	GP	88%	Green	66%	Red	60%	Red	68%	Red	71%	Red	90%
	% of homes that meet Decent Homes Standards	GP	Not available	N/A	Not available	N/A	63%	Red	63%	Red			100%
	% of stock rated C and above (EPC)	BF	Not available	N/A	Not available	N/A	Not available	N/A	26%	Red			100%

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## Performance Data Vs Insights

Whilst production of performance data is one element of the service provided by Business Performance, of equal import is the analysis of such data to establish patterns and trends. Whilst such information is needed for operational planning – it becomes critical when planning for strategic changes or service redesign. Here, Business Performance has supported service colleagues in developing needs assessments or ‘deep dive’ analyses looking at service trends, service take-up and using data from multiple sources to offer a more nuanced understanding. This will normally include assessing demographic data and socio-economic profiles (children in poverty, indices of multiple deprivation).

## One off pieces of work

Finally, the service as part of its routine work will support individual projects with ad hoc analyses. Examples of this include Member Reviews (a notable analysis being educational performance of white boys). More recently our work on Covid-19 has been critical in helping the Council and its partners better target local interventions to support residents. Analysis has been developed on the basis of a live dashboard.

## **Data Sources/Tools**

The main tools used by the Business Performance Team are SAP Business Objects (BOXI) and Microsoft Excel. BOXI provides a reporting and analytical tool that allows officers to write queries that interrogate the data captured by services areas. It can provide automated distribution of operational reports and enable large volume data capture. Excel provides a platform that allows officers to analyse and present data in a clear and accessible format for end users to study.

The authority captures its own data using a variety of systems. Within social care the service areas record their case actions and updates using Protocol, children and young person’s services use ICS (Integrated Children’s System) and adult social care use IAS (Integrated Adult’s System), Housing and Tenancy services use NPS Housing.

These records are used to create a reporting environment for SAP Business Objects 11 (BOXI) to extract and interrogate the data to provide strategic analysis and operational data. For day-to-

day operational data, typically listings of cases or clients, BOXI is used to deliver automated self-service updates to the relevant teams. More complex management information is interrogated and presented using Excel. BOXI outputs are converted to Excel workbooks, then they are manipulated by Business Performance Team officers to demonstrate trends, evidence performance, support oversight of key performance indicators, provide response to freedom of information requests and assist in service planning.

External data, typically published by government departments, the Local Government Association or other public bodies, comes to us in a variety of formats, for example PowerBI, Excel, Tableau. As with our own data this is usually converted into an Excel format to allow for data manipulation, presentation and data sharing with colleagues. This data is used for identifying regional or national performance, benchmarking purposes and informing strategic discussion.

Outside of the aforementioned tools used to extract and produce reports, the Council has access to bespoke systems across specific areas. Examples of this include:

- Education - Fischer Family Trust (used for gathering and reporting on school attainment results).
- Community Safety - data on crime types and trends including benchmarking data is obtained from the Metropolitan Police as well as accessing third-party data sites such as IQuanta.
- Public Health - data on local health profiles is available from Public Health England. Data on prevalence rates for specific conditions is available from Department of Health or from local Clinical Commissioning Group partners via a portal called Finger Tips.
- Young People Not in Education, Employment or Training (NEETs) - the Council does not collect data directly on local NEET numbers. Like other West London councils a commissioned provider gathers and supplies this data including analysis.
- Experian – A more recent acquisition. Experian offers insights not commonly available via other tools which draw on publicly available information (for instance ONS data). Recently Experian has been used for work around the contact centre and shaping how the Council interacts with residents. It has also been used to ‘profile’ school cohorts (based on School Census data) and profiling ‘catchments’ as part of the Children’s Centre work.

### **Implications on related Council policies**

A role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council’s policy and direction.

### **How this report benefits Hillingdon residents**

The robust collection and provision of performance and insight data enables Chief officers and Members to assess whether the Council is delivering on its aim of Putting Our Residents First; delivering services in an efficient and effective way that meets residents’ needs. Where gaps are identified, officers can be held to account through effective challenge.

**Financial Implications**

None at this stage.

**Legal Implications**

None at this stage.

**BACKGROUND PAPERS**

Nil.