

## BABERGH DISTRICT COUNCIL and MIDSUFFOLK DISTRICT COUNCILS

<b>To: Executive/Strategy Committees</b>	<b>Report Number: M17</b>
<b>From: Head of Corporate Organisation</b>	<b>Date of meetings: 8 May and 10 May</b>

### PERFORMANCE MONITORING AND REPORTING FRAMEWORK 2012/13

#### 1. Purpose of Report

- 1.1 Further to the report to this Committee on the 'Alignment of Strategic Priorities and the Delivery Plan for 2012/13' this report provides Members with an overview of the proposed performance monitoring and reporting framework for 2012/13.

#### 2. Recommendations

- 2.1 That the proposed performance monitoring and reporting arrangements for 2012/13, as outlined in paragraphs 8.4 to 8.12 be approved.
- 2.2 That the Head of Corporate Organisation be authorised to develop the use of the Balanced Scorecard approach outlined in paragraphs 8.4 to 8.9 and in consultation with, the Chairman of Strategy Committee to review, revise and extend the measures as required.

The Committee is able to resolve this matter.

#### 3. Financial Implications

- 3.1 There are no financial implications arising from the content of this report.
- 3.2 The report proposes a Balanced Scorecard approach to performance monitoring which shows the relationship between the intended outcomes of the strategic priorities and the joint Delivery Plan, with key financial and associated business improvement measures that will support the delivery.

#### 4. Risk Management

- 4.1 This report is most closely linked with Mid Suffolk's Significant Business Risk No. G1 – Failure to meet Strategic Task Group objectives and Babergh's Significant Business Risk No. 1 – Failure to deliver intended outcomes and necessary change.
- 4.2 The key indicators and measures included in the Balanced Scorecard will specifically reflect the needs of councils, the identified outcomes, and risks.

#### 5. Consultations

- 5.1 The high level principles surrounding the Balanced Scorecard were presented to the Joint Member Implementation Board (JMIB) in February 2012; further discussion has also taken place with Babergh and Mid Suffolk councillors.

## **6. Equality Analysis**

- 6.1 There are no specific equality and diversity implications arising from this report but where any negative impacts are identified through the equality analysis process, these will be considered as part of the risk management arrangements and reported on as necessary.

## **7. Shared Service/Partnership Implications**

- 7.1 The performance monitoring and reporting framework aligns where possible the arrangements for Mid Suffolk and Babergh. It supports the integration and alignment of service teams for both councils and ultimately service delivery.

## **8. Key Information**

- 8.1 For this transitional year an aligned approach to strategic planning and performance management has been developed across the two councils for 2012/13. Members approved the aligned strategic priorities, supported by a joint Delivery Plan 2012/13 at the MSDC Executive Committee on 10 April 2012 and the Babergh Strategy Committee on 12 April 2012. The Delivery Plan contains a joint set of objectives and associated outcomes for each of the community focused priorities that clearly identify what the councils are aiming to achieve during the year, and they form the basis for the joint Delivery plan for 2012/13.
- 8.2 A supporting performance monitoring and reporting framework has been developed using a Balanced Scorecard approach with a proposal for quarterly reporting to the Executive and Strategy Committees at the respective Councils.
- 8.3 The high level principles surrounding the scorecard were presented to the JMIB meeting in February 2012. Both Council's have a strong performance management culture; the framework seeks to build on the strengths, and the principles that have underpinned performance management to-date.

### **Balanced scorecard approach**

- 8.4 A Balanced Scorecard is a framework that adds strategic and service measurements to financial metrics to provide a 'balanced' view of council performance at a glance'. It shows the relationship between the intended outcomes of the strategic priorities and the joint Delivery Plan with the vital finance, workforce and business improvement measures that will support the delivery.
- 8.5 Four scorecard quadrants have been developed to mirror the organisational structure (e.g. People, Place and Organisation), along with the BMI service integration and transformation programme. See Appendix A.
- 8.6 The four quadrants are underpinned by 4 perspectives, through which the individual components of an excellent council can be viewed:
- Ensuring outcomes/ outputs are delivered for the communities and customers we serve;
  - Managing quality, performance and risks;
  - Managing and delivering change; and
  - Managing and aligning resources.

- 8.7 The Balanced Scorecard works by using the perspectives to identifying key indicators and measures which reflect the council's performance as a whole, ensuring that the performance is defined across the breadth and depth of both councils. Key indicators and measures have been identified, using existing data and through working extensively with the new Heads of Service. They reflect the needs of councils, the identified outcomes, and risks. The key indicators and measures for the People, Place and the Organisational elements of the quadrant are set out at Appendix B.
- 8.8 The initial scorecard provides a summary of the key measures for each of the quadrants; these will be further refined and developed through the year. The new joint Corporate Manager roles will be responsible for the review and update of performance measures in their service areas, this work will provide a dynamic approach to updating the scorecard as team integration progresses.
- 8.9 Development of the fourth quadrant 'Service Integration and Transformation' will continue through the year and mirror the further transformation of the councils. It is intended that this element will be closely linked to the new internally focused overarching priority concerned with the Babergh and Mid Suffolk "Service integration and transformation" programme, and closely linked with the work with Members to develop the vision, future strategic direction and organisational development programme for the councils.

#### **Performance reporting arrangements**

- 8.10 Mid Suffolk District Council Executive and Babergh District Council Strategy committees will receive quarterly performance reports providing a range of Council and area specific data sources along with joint information relating to the integration and transformation programme.
- 8.11 The monitoring and reporting process will involve gathering accurate and reliable information about performance and using this to understand and address performance issues, including key indicators and measures for which performance trends can be displayed. This will be a form of internal benchmarking, analysing if the council's performance is improving, external benchmarking will also be undertaken
- 8.12 Mid Suffolk's Scrutiny Committee and Babergh Overview and Scrutiny (Stewardship) Committee will continue to receive more detailed reports on performance, finance and risk management, on a quarterly basis during this transitional year. The Joint Scrutiny Committee, in accordance with its recently agreed Terms of Reference will be responsible for scrutinising , on annual basis, the significant services that are provided jointly by BDC and MSDC eg SRP , Waste , including identifying any lessons for our Integration and Transformation Programme.

#### **Summary**

- 8.13 Overall the proposed framework will provide Members with the information they require to ensure that policy decisions are being carried out and communities are being well served. They will be able to ensure that the councils:

- Concentrate on what matters most, prioritising what gets done and ensure there are sufficient resources to do it, making sure that processes are integrated to enable community and strategic priorities to be delivered;
- Assess whether goals are successfully achieved and unblock the underlying cause of poor performance at an early stage, learn from past performance and improve future performance;
- Review plans and policies to ensure they are focused on achieving the right outcomes;
- Make informed decisions e.g. there is a need to shift resources to change the way services are delivered;
- Provide value for money by focusing on the right things in the right way and are looking for better ways of working, understand what works best under what conditions;
- Listen to customers and increase satisfaction;
- Motivate staff by making sure they know how they contribute and what is expected of them; and
- Are accountable through transparent reporting systems.

## 9. Appendices

Title	Location
(a) Balanced Scorecard Approach	Attached
(b) Key indicators and measures for People , Place and Organisation	Attached

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# BALANCED SCORECARD APPROACH

## Appendix A

### 4 PERSPECTIVES

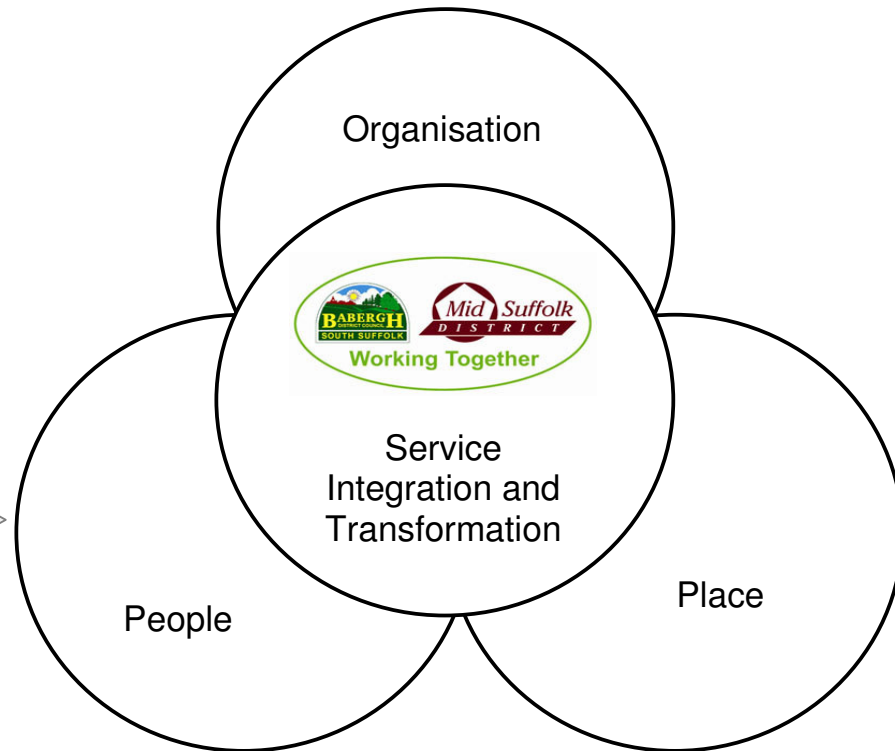
Ensuring outcomes/ outputs are delivered for the Communities and customers  
 Managing quality, performance and risks  
 Managing and delivering change  
 Managing and aligning resources

Key resource indicators:  
 • Financial Monitoring  
 • Savings and Efficiencies  
 • Commission and Procurement  
 • Workforce Measures  
 Key service indicators  
 Delivery Partnerships  
 Customer Satisfaction and Feedback/ Complaints  
 Key risks

### SERVICE INTEGRATION AND TRANSFORMATION

delivering the council's vision  
 Progress against the Business Case  
 Organisational Development  
 Key risks

Key Strategic Priority outcomes for:  
 • Meeting the Housing Needs of our Communities  
 • Improving the Health and Wellbeing of our Communities  
 • Developing Strong and Resilient Communities  
 Key service indicators  
 Delivery Partnerships  
 Customer Satisfaction and Feedback  
 Key risks



Key Strategic Priority outcomes for:  
 • Making our Environment Cleaner and Greener  
 • Supporting and Developing the Local Economy  
 Key service indicators  
 Delivery Partnerships  
 Customer Satisfaction and Feedback  
 Key risks

### KEY INDICATORS AND MEASURES FOR PEOPLE, PLACE AND ORGANISATION

#### People

##### Key Strategic Priority outcomes

Meeting the housing needs of our communities

- Number of affordable homes completed (gross)
- Private dwellings returned to occupation
- Number of private sector homes adapted to meet the needs of older or disabled people
- Number of council homes adapted to meet the needs of older or disabled people
- Number of households prevented from becoming homeless
- Average time to re-let local authority housing
- Percentage of local authority housing rent collected
- Energy efficiency of local housing stock (average SAP rating)

Improving the health and wellbeing of our communities

- Performance measures have yet to be agreed by the Suffolk Health and Wellbeing Board. It is likely that they will be influenced by the Public Health Outcomes Framework 2013 to 2016

Developing strong and resilient communities

- Number of staff engaged in formal volunteering opportunities
- Number of Voluntary and Community Services (VCS) organisations supported and the amount of external funding delivered to community groups

##### Delivery Partnerships

- South Suffolk Leisure (SSL) KPIs – Babergh only
- Sport and Leisure Management (SLM) leisure contract indicators – Mid Suffolk only

##### Customer Satisfaction and Feedback

- Local authority tenants' satisfaction with landlord services
- Customer satisfaction with Choice Based Lettings (CBL)
- Customer satisfaction with SSL leisure centres – Babergh only
- Customer satisfaction with SLM leisure centres – Mid Suffolk only
- Complaints and compliments (Housing and Communities services)

##### Key service indicators

- Percentage of non decent council homes as a proportion of the total housing stock
- Number of households in temporary accommodation
- Number of incidents of criminal damage and serious public order offences in hotspot areas (Sudbury and Great Cornard wards) – Babergh only

## **Place**

### **Key Strategic Priority outcomes**

Making our environment cleaner and greener

- Percentage household waste recycled and composted
- Residual household waste per household (Kg)
- Percentage of trade waste recycled
- Number of garden waste collection service customers
- Improved street and environmental cleanliness – fly tipping score (on a scale of 1-4)
- Greenhouse gas emissions in the local area

Supporting and developing the local economy

- Percentage of homes and business that have access to high-speed broadband
- 16 –18 year olds who are not in education, employment or training (NEET)
- Number of young persons aged 16-24 claiming Job Seekers Allowance as a proportion of resident population of the same age

### **Delivery Partnerships**

- SERCO waste contract measures (a set of 20 RCR indicators)
- Percentage of open space sites achieving 'satisfactory' status – Babergh only

### **Customer Satisfaction and Feedback**

- Satisfaction of businesses with local authority regulation services
- Complaints and compliments (Environment and Economy services)

SERCO Tracker survey indicators:

- Satisfaction with street cleanliness (services provided by SERCO only)
- Satisfaction with refuse collections
- Satisfaction with recycling collections
- Satisfaction with garden waste collections
- Satisfaction with recycling centres or bring sites
- Satisfaction with special collection service

### **Key service indicators**

- Percentage of major planning applications determined within 13 weeks
- Percentage of minor planning applications determined within 8 weeks
- Percentage of other planning applications determined within 8 weeks
- Planning appeals allowed against the authority's decision to refuse a planning application
- Percentage of planning decisions determined as delegated items
- Food establishments in the area which are broadly compliant with food hygiene law

## **Corporate Organisation**

### **Key resource indicators**

- Percentage of capital expenditure achieved against budget on the Housing Revenue Account (HRA)
- Percentage of capital expenditure achieved against budget on the General Fund (GF)
- Land charges income against projected income
- Planning and building control income against projected income
- Car parking income against projected income
- Percentage of top 5% earners that are women
- Percentage of top 5% earners that are from ethnic minorities
- Percentage of top 5% earners that have a disability
- Percentage of staff retiring early (excluding for ill health) as a % of total workforce
- Percentage of staff with a disability
- Percentage of staff from ethnic minorities
- Average no. of days sick per member of staff

### **Delivery Partnerships**

- Customer Services Direct (CSD) contract indicators (Mid Suffolk only)
- Single Revenues Partnership (SRP) indicators:
- Average time taken to process Housing Benefit/Council Tax Benefit new claims
- Average time taken to process Housing Benefit/Council Tax Benefit change of circumstance events
- Percentage of Council Tax collected in the year
- Percentage of Non Domestic Rates collected in the year

### **Customer Satisfaction and Feedback**

- Customer satisfaction – telephone (Babergh customer service teams only)
- Customer satisfaction – face to face (visitors to Babergh council offices in Hadleigh and Sudbury)

### **Key service indicators**

- Percentage of invoices paid within 30 days if the goods or service have been supplied in line with an official order
- Percentage of main fundamental system audits completed as per the audit plan by 31 March 2013
- Number of Freedom of Information (FoI) requests received
- Percentage of all enquiries that are resolved at the first point of contact – Babergh only

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