

BABERGH DISTRICT COUNCIL

From: Head of Corporate Organisation	Report Number: M72
To: Strategy Committee	Date of meeting: 13 September 2012

PERFORMANCE MONITORING QUARTER ONE 2012/13 – BALANCED SCORECARD AS AT 30 JUNE 2012

1. Purpose of Report

- 1.1 To report on council performance for the 1st quarter of 2012/13 using the approach approved by this committee in the 'Performance Monitoring and Reporting Framework 2012/13' report on 10 May 2012. The report approved by Members identified the outline key principles and the measures to be included in a Balanced Scorecard (see Appendix A). This included key measures from the joint Delivery Plan 2012/13 which was approved by this Committee on 12 April 2012 (see link provided to the approved Delivery Plan at the end of this report).
- 1.2 Work is underway in developing the balanced Scorecard approach to provide a more rounded picture of operational performance and transformation and integration work. This report is the first in the new format and identifies key achievements and areas where further improvement is required as at 30 June 2012. The detailed Balanced Scorecard as at quarter 1 is attached at Appendix B.
- 1.3 The new corporate managers were not in post for the majority of this period, however along with the scale of the transformational activity, a concerted effort has been made to collate available data. This will be refined as part of the development of the Balanced Scorecard, to provide a more comprehensive and rounded picture of performance during the year.

2. Recommendation

- 2.1 That the key points relating to operational performance, transformation and integration are noted.

The Committee is able to resolve this matter.

3. Financial Implications

- 3.1 There are no financial implications arising from this report.

4. Risk Management

Risk Description	Likelihood	Impact	Mitigation Measures
The council does not actively monitor the performance of its key services and priorities and hence is not focussed on those matters or acts in a less efficient and/or effective manner.	Low	High	Balanced Scorecard principles agreed that focus attention on key measures. Regular performance management and monitoring undertaken.

5. Consultations

- 5.1 The contents of this report have been compiled in consultation with the relevant corporate managers and risk owners.
- 5.2 The high level principles surrounding the Balanced Scorecard were presented to JMIB in 2011 and early 2012 and approved by Strategy Committee in May 2012.

6. Equality Analysis

- 6.1 There are no equality and diversity implications arising from this monitoring report. Any specific issues that may arise are dealt with when individual actions are being progressed.

7. Shared Service / Partnership Implications

- 7.1 The Balanced Scorecard performance monitoring and reporting framework has been adopted by both councils. Wherever practicable performance measures have been aligned. The integration and rationalisation of Significant Business Risks has resulted in risks also being better aligned with performance management through the Balanced Scorecard approach.

8. Key Information

8.1 Balanced Scorecard format

- 8.1.2 The Balanced Scorecard format and key measures approved by the Strategy Committee are shown at Appendix A and B respectively. The Scorecard provides performance data for each part of the organisation focusing on a continuous improvement approach rather than a restrictive targeted approach. Where appropriate it also includes comparative data for the same period last year.
- 8.1.3 The Scorecard reports a performance status using a colour code which identifies the expected position for the year end against the outcome. Where appropriate the Scorecard includes either a brief comment on the performance or reference to a paragraph in the report.

8.2 **Balanced Scorecard Performance Summary**

8.2.1 The key objectives for this transitional year are to achieve the benefits outlined in the integration and transformation business case, to undertake a robust strategic and financial planning programme leading to the setting of strategic priorities for 2013/14, and to provide assurance to Members that key services are delivering outcomes for service users during the year.

8.2.2 It is encouraging that during this intense period of transformational change, only 6 performance measures are currently under performing:

- the number of private dwellings returned to occupation (see 8.3.2 below);
- the energy efficiency of local housing stock (see 8.3.2 below);
- the average time taken to re-let council housing (see 8.3.2 below);
- the percentage of local housing rent collected (see 8.3.2);
- progress in tackling under-occupation of council housing (see 8.3.2 below);
- meeting the nationally set targets for determining planning applications (see 8.4.2 below);

8.2.3 Three areas of good performance worthy of note at 30 June 2012 are: exceeding the number of planned council dwellings being adapted to meet the needs of older or disabled people (see 8.3.1 below); 45 households have been prevented from becoming homeless against a target of 50 (see 8.3.1 below); and exceeding the annual target of garden waste collection subscribers by 213 (see 8.4.1 below).

8.3 **Balanced Scorecard Performance - People Directorate**

8.3.1 Area's of good performance

Key Strategic Priority – Private sector and council dwellings adapted to meet the needs of older or disabled people - at 30 June 43 council dwellings had been adapted to meet the needs of older or disabled people against a target of 40. These included 13 adaptations costing more than £500 and 30 costing less than £500.

Key Strategic Priority - Number of households prevented from becoming homeless – at 30 June 45 households had been prevented from becoming homeless.

8.3.2 Area's of under performance

Key Strategic Priority – Private Dwellings returned to occupation – Members made a decision last year to remove financial assistance to return private dwellings to occupation. At the same time the internal restructuring meant that no staff were attending to this as a priority. As a result no dwellings have been returned for the period to 30 June 2012. An action plan has been drawn up to address the issues and it is currently anticipated that they will be resolved by 31 March 2013.

Key Strategic Priority – Energy efficiency of local housing stock (average SAP rating – Factors outside Babergh’s control have an adverse effect on the calculation of the SAP ratings e.g. the cost of energy is a factor, so that if energy costs rise, the SAP rating will fall. The rural nature of the district restricts the provision of a gas supply; this seriously restricts the ability to raise the SAP rating. A substantial boiler replacement programme is being undertaken, which will have a small effect on the SAP rating. The rating at 30 June was 65.5; the target is a minimum of 69. This target needs to be reconsidered and will be subject to further work.

Key Strategic Priority - Average time to re-let council houses - The average time to re let council houses at 30 June was 34 days, the target is 23 days. Delays are due at least in part to low demand for sheltered housing in more rural areas. The process of aligning performance measurement and void management processes is at an early stage and the recent appointment of the Corporate Manager, Housing Options will assist with this.

A review of the lettable standard and achieving the benchmark average cost per void property will form part of the review of voids performance. A report will be presented to the Housing Board in September recommending a revised and (probably) aligned lettable standard.

Key Strategic Priority – Percentage of local authority housing rent collected – 95.3% has been collected against a target to exceed 99%. This has been attributed to two reasons; first an increase in outstanding arrears as a result of significant delays in the assessment of Housing Benefit claims through the Shared Revenues Partnership (SRP); and second because in the first quarter we are required to bring forward outstanding arrears from the previous year which always skews this figure. Officers will adjust the quarterly profile of this measure to allow for this.

Key Strategic Priority - To tackle under-occupation of council housing by encouraging a minimum of 50 homes to be freed up through people downsizing. At 30 June 2012 7 requests have been processed. This target is unrealistic when compared to last years actual of 27. This target needs to be reconsidered.

8.4 Balanced Scorecard Performance - Place Directorate

8.4.1 Area's of good performance

Key Strategic Priority – Number of garden waste collection service customers - the number of garden waste collection service customers at the 30 June has exceeded the annual target of 7,930. A total of 8,143 residents have subscribed to the service.

8.4.2 Areas of under performance

Key Service Indicators – Determining planning applications

Before several major planning applications could be determined significant negotiations were necessary before they could be presented to Members for consideration. Approval of a number of these applications released land for housing and was therefore seen as an opportunity to positively contribute to the supply of housing land. The national target is to determine 60% of major planning applications in 13 weeks, extended negotiations resulted in the actual performance for the period falling short of this target, actual performance was 45.5%.

Resource issues are having an adverse impact on ability to determine minor and other planning applications. The national target for determining minor and other planning applications in 8 weeks is 65% and 80%, actual performance for the period was 59.5% and 71%.

As planning is such a key service, and particularly with regard to the under performance, Members have agreed to undertake a fundamental review of how the service is provided. JMIB will be receiving updates on this work which is being undertaken by a Member and Officer group supported by the Planning Advisory Service. This project will continue into the spring of 2012 and will involve a redesign of the service to ensure that it is responsive and achieves good quality outcomes whilst also meeting the needs of the community that it serves.

8.5 **Balanced Scorecard Performance – Service Integration and Transformation**

JMIB has agreed the key elements for the transformation programme which it will manage and monitor throughout the coming year. Detailed plans and measures for the key elements are being drawn up and will be fed into the Balanced Scorecard. Members will be aware that the community engagement programme is underway and the management restructure has been completed with 81 posts reduced to 46.

8.6 **Financial Performance**

8.6.1 The Corporate Organisation segment of the Balanced Scorecard includes a series of financial monitoring indicators reflecting certain aspects of the finances of the organisation.

8.6.2 Separate financial reports providing more detail on expenditure and income compared to this year’s Budget (for the General Fund, HRA and capital programme) will be submitted to this Committee.

8.6.3 Whilst we are on course to achieve the 2012/13 savings as set out in the business case for transformation, a further major challenge for each Council is to achieve approx. an additional £3.5m savings over the 3 years from 2013/14.

9. **Appendices**

Title	Location
(A) ‘Performance Monitoring and Reporting Framework 2012/13’ - outline key principles and the measures	Attached
(B) Detailed Balanced Scorecard	Attached
(C) Delivery Plan 2012/13	Link: http://bdcdocuments.onesuffolk.net/assets/Uploads/Committees/Committee-Reports/Reports-2011-12/L171.pdf

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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

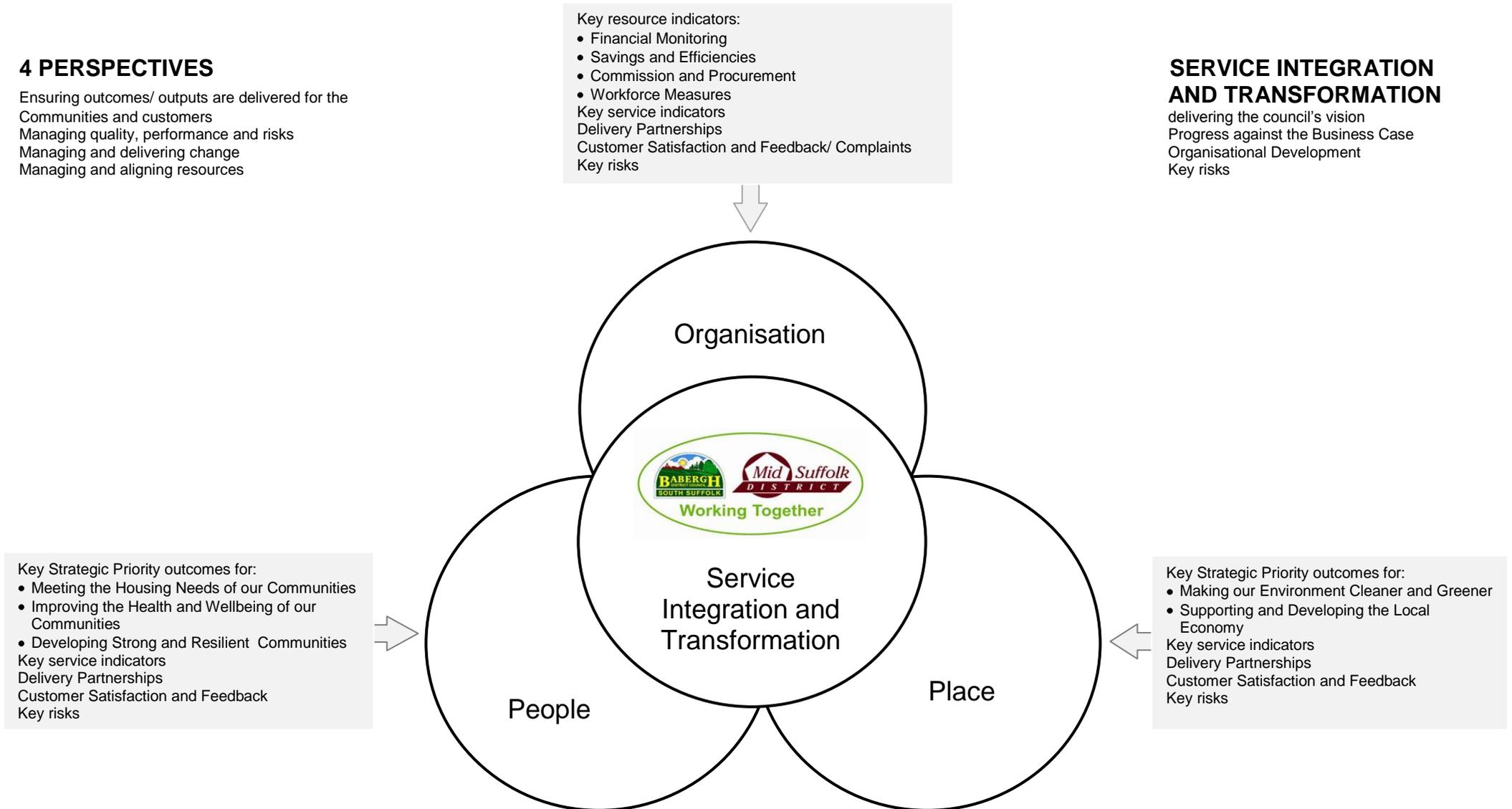
Delivery Partnerships

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 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

Babergh Detailed Balanced Scorecard

Performance Rating	Key
Green	On track to be achieved by 31 March or ahead of time.
Amber	Progress is slightly off track, the action will be completed by 30 September 2013 not the 31 March 2013.
Red	Progress is significantly off track, the action will be significantly delayed or won't be completed.
Contextual/ Tolerated	Authority has no influence on measure e.g. staff sickness
Yellow	Data will be available at year end e.g. surveys
Purple	Expected position at year end to be determined
Direction of Travel	Key
	No change
	Improvement
	Deterioration

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
PEOPLE								
KEY STRATEGIC PRIORITY OUTCOMES								
Number of affordable homes completed (gross)	H1a	100	124	11	0	Green	↓	Outcome for 2012/13 lower than previous years actual
Private dwellings returned to occupation	H1c	20	No data	0	0	Red	↔	Para 8.3.2
Number of private sector dwellings	H1e	40	23	5	22	Green	↑	8 completions, 14

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
adapted to meet the needs of older or disabled people								approvals
Number of council dwellings adapted to meet the needs of older or disabled people	H1e	40	No data	No data	43	Green	No data	No data available for 2011/12. Para 8.3.1
Tackle under-occupation of council housing by encouraging people to downsize. A minimum of 50 homes to be freed up through people downsizing.	H2c	50	27	No data	7	Red	No data	No data available for Q1 2011/12. Para 8.3.2
Number of households prevented from becoming homeless	H2d	50	111	28	45	Green	↑	Para 8.3.1
Average time to re-let council houses	H4a	<23 days	No data	No data	34 days	Red	No data	No data available for 2011/12. Para 8.3.2
Percentage of local authority housing rent collected	H4g	>99%	99.35%	96.5%	95.3%	Red	↓	Para 8.3.2
Energy efficiency of local housing stock (average SAP rating)	H5a	Minimum of 69	65.7	65.5	65.7	Red	↔	Para 8.3.2
Number of Voluntary and Community Services (VCS) organisations supported and amount of external funding delivered to community groups)	C2c	'Number' of VCS Supported	No data	No data	Annual Collection	Yellow	N/A	Annual data collection
KEY SERVICE INDICATORS								
Percentage of non decent council	PE1	Improvement	2%	2.4%	9%		↓	The recent stock

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
homes as a proportion of the total housing stock		on prior year				Purple		conditions survey has highlighted additional non decent homes.
Number of households in temporary accommodation	PE2	Improvement on prior year	6	2	6	Purple	↓	Q1 actuals as at 30 June
Number of incidents of criminal damage and serious public order offences in hotspot areas (Sudbury and Great Cornard wards) – Babergh only	PE3		459	159	No data	Purple	No data	No data available for Q1 2011/12. Q1 data will be available for Q2
PLACE								
KEY STRATEGIC PRIORITY OUTCOMES								
Percentage household waste recycled and composted.	G1a	40.87% (2% above previous year)	40.07%	44.89%	44.75%	Green	↑	
Reduce residual waste per house by 2% below the previous year's figures in both districts	G1b	480.62kg (2% below previous year)	490.43kg	No data	Annual Collection	Yellow	N/A	Annual data collection
Percentage of trade waste recycled rate increased by 5% above the previous year in both districts	G1e	43.01 tonnes (5% above the previous	40.965 tonnes	9.23 tonnes	11.72 tonnes	Green	↑	

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
		year) 7,930 (300 increase above previous year)						
Number of garden waste collection service customers	G1f		7,630	6,808	8,143	Green	↑	
Investigate with partners, the opportunity for a separate food waste collection service in the light of the government's new funding.	G1g	Introduction of a food waste collection service	N/A	N/A	Investigation determined not to proceed	Green	N/A	
Greenhouse gas (GHG) emissions in the local area.	G3a	Reduction of 2% on previous year	No data	No data	Annual Collection	Yellow	N/A	Annual data collection
Percentage of homes and business that have access to high-speed broadband	E2a	90%	No data	No data	N/A	Amber	No data	No data available for 2011/12.
16-18 year olds who are not in education, employment or training (NEET)	E3a	Reduction on November 2011 baseline	4.81%	5.44%	5.23%	Contextual	↑	Limited Influence on outcome.
Number of young persons aged 16	E3b	Reduction	7.8%	5.2%	6.5%	Contextual	↓	The opening of new

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
• Satisfaction with cleanliness of streets.	PL9	Improvement throughout the year	No data	85%	83%	Purple	↓	Minor deterioration
• Satisfaction with refuse collections	PL10		No data	85%	89%	Purple	↑	
• Satisfaction with recycling collections	PL11		No data	86%	93%	Purple	↑	
• Satisfaction with garden waste collections	PL12		No data	78%	78%	Purple	↔	
• Satisfaction with district recycling centres and bring sites	PL13		No data	76%	78%	Purple	↑	
• Satisfaction with special waste collection service	PL14		No data	100%	86%	Purple	↓	6 individuals responded to the survey 1 cited the cost of the service as the issue not the actual service provided.
CORPORATE ORGANISATION								
KEY RESOURCE INDICATORS								
Percentage of capital expenditure achieved against budget on the Housing Revenue Account (HRA)	CO1	Achieve annual budget	86%	15%	9%	Yellow	↓	Comparison with the previous year shown however this will be reported as
Percentage of capital expenditure achieved against budget on the	CO2		64%	20%	24.25%	Yellow	↑	

Appendix B

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
General Fund (GF)								an annual measure.
Land charges income against projected income	CO3		121%	32%	24%	Yellow	↓	
Planning and building control income against projected income	CO4		87%	25%	29%	Yellow	↑	
Car parking income against projected income	CO5		57%	6%	17%	Yellow	↑	
Percentage of top 5% earners that are women	CO6	No influence on measure	No data	No data	30%	Contextual	No data	No influence on measure
Percentage of top 5% earners that are from ethnic minorities	CO7		No data	No data	0%	Contextual	No data	
Percentage of top 5% earners that have a disability	CO8		No data	No data	0%	Contextual	No data	No influence on measure
Percentage of staff retiring early (excluding for ill health) as a % of total workforce	CO9		No data	No data	0%	Contextual	No data	No influence on measure
Percentage of staff with a disability	CO10		No data	No data	6.2%	Contextual	No data	No influence on measure
Percentage of staff from ethnic minorities	CO11		No data	No data	0.4%	Contextual	No data	No influence on measure
Average no. of days sick per member of staff split between mental and physical illness.	CO12		No data	No data	1.37	Contextual	No data	No influence on measure 2012/13 Q1 Actual tbc

Performance Measure	Delivery Plan/ Scorecard Ref	2012/13 Outcome	2011/12 Actual	2011/12 Q1 Actual	2012/13 Q1 Actual	Performance rating against 2012/13 outcome	Direction of travel comparing Q1 2012/13 to Q1 2011/12	Notes/para ref in report
<ul style="list-style-type: none"> Average time taken to process Housing Benefit / Council Tax Benefit new claims 	CO18	Improvement on prior year	31 days	16 days	31.28 days	Purple	↓	
<ul style="list-style-type: none"> Average time taken to process Housing Benefit / Council Tax Benefit change of circumstance events 	CO19		4 days	15 days	10.18 days	Purple	↑	
<ul style="list-style-type: none"> Percentage of Council Tax collected in the year 	CO20		98.7%	30.7%	30.14%	Purple	↓	Minor deterioration
<ul style="list-style-type: none"> Percentage of Non Domestic Rates collected in the year 	CO21		97.7%	27.7%	27.91%	Purple	↑	