

BABERGH DISTRICT COUNCIL

From: Business Improvement Manager (Corporate)	Report Number: R69
To: Strategy Committee	Date of meeting: 3 December 2015

STRATEGIC PERFORMANCE OUTCOME REPORTING

1. Purpose of Report

Further to the outline report presented in September, this report provides Councillors with a prototype of the developing new 'outcome focused performance approach'.

2. Recommendations

- 2.1 To note and review the developing new performance approach and agree the prototype reporting arrangements.
- 2.2 To approve the frequency of half-yearly reports rather than quarterly, due to the demonstration of trends and impacts over the longer term, for the majority of measures to be contained in the report.
(The 'facts and stats' being presented on the website will provide regularly updated transactional/ output information).
- 2.3 To note the transitional performance information set out in paragraph 12.4 and Appendix 1.

3. Financial Implications

There are no financial impacts arising from this report.

4. Legal Implications

There are no legal implications arising from this report.

5. Risk Management

Effective performance management provides a strong evidence base for service improvement and transformation, better decision making and the efficient use of our resources. Without effective performance management it is unlikely that the Council will deliver its priorities and outcomes and achieve value for money.

6. Consultations

The development of the new performance approach has been informed by members of the Integrated Management Team, and discussions with Portfolio Holders.

7. Equality Analysis

There are no equality and diversity implications arising from this report.

8. Shared Service / Partnership Implications

This is a joint performance approach for both Councils. It is also designed to measure the impact of our key collaborative activity in the wider Suffolk system.

9. Links to Joint Strategic Plan

This report essentially reflects the shared direction, the realities we face and the aspirations we have set ourselves in the joint Strategic Plan.

10. Our New Performance Approach

10.1 Councillors approved a new performance approach in September, which moves towards a greater focus on measuring the desired results and outcomes of key projects and activities, underpinning the agreed priorities and ambitions of the Councils. This approach is being further developed to measure the impact the Councils (and partners) are having on improving community conditions and quality of life, across Suffolk, in each District and in each Place (see 11.4 below).

10.2 This will be a fundamental shift and will build upon the traditional input and output measures that Councillors are used to monitoring. It is important to distinguish between these different performance terms to ensure that appropriate indicators are selected and effectively measured. The following illustrates the relationship between these core performance terms:



10.3 Sections 11, 12 and 13 below discuss the new approach in the context of the core performance terms and section 14 discusses officer performance and accountability. For each of these a variety of mechanisms are in place, or are being developed, whereby Councillors will be able to hold Officers to account and these are explained more fully below.

11. Impacts and Outcomes

- 11.1 The intention is that councillors will be able to monitor how we are achieving important impacts and outcomes through presentation of a half-yearly report to the Strategy committee. This will focus on a 3-tiered approach; the report will link the threads through from our Norfolk and Suffolk Devolution offer to Government (if agreed), to the State of Suffolk focused on characteristics of the county and how they are changing. A State of Babergh will demonstrate impacts and outcomes of our key projects and activities in support of our strategic priorities.
- 11.2 The challenge will be to work out to what extent positive or negative changes in terms of outcomes in our communities are as a result of the impact of the activities of both Councils. There will be a mix in the report of things over which we have limited control, for instance addressing childhood obesity, and areas where we can exert more direct influence, for instance promoting the growth agenda. (Small baskets of measures are being developed for each priority, providing a sound evidence base for Councillors to measure our success and inform future decision making).
- 11.3 In future, an overall judgement of performance (using a RAG status) will be provided for this Babergh level performance information, along with a summary of the evidence for the judgement being made:

- Green** Good progress is being made and outcomes are improving
Amber Progress is being made but not yet impacting on outcomes
Red Performance is off track and outcomes are not improving

- 11.4 It is also proposed that work will be done to develop Place profiles, continuing with the line of sight through from the State of Suffolk and State of Babergh sections. Information about places is held in a variety of formats with different levels of detail available. As a result the data contained within the Place profiles will be set out according to the available information sets/formats. To illustrate this, the table below gives examples of what is currently available for a range of measures:

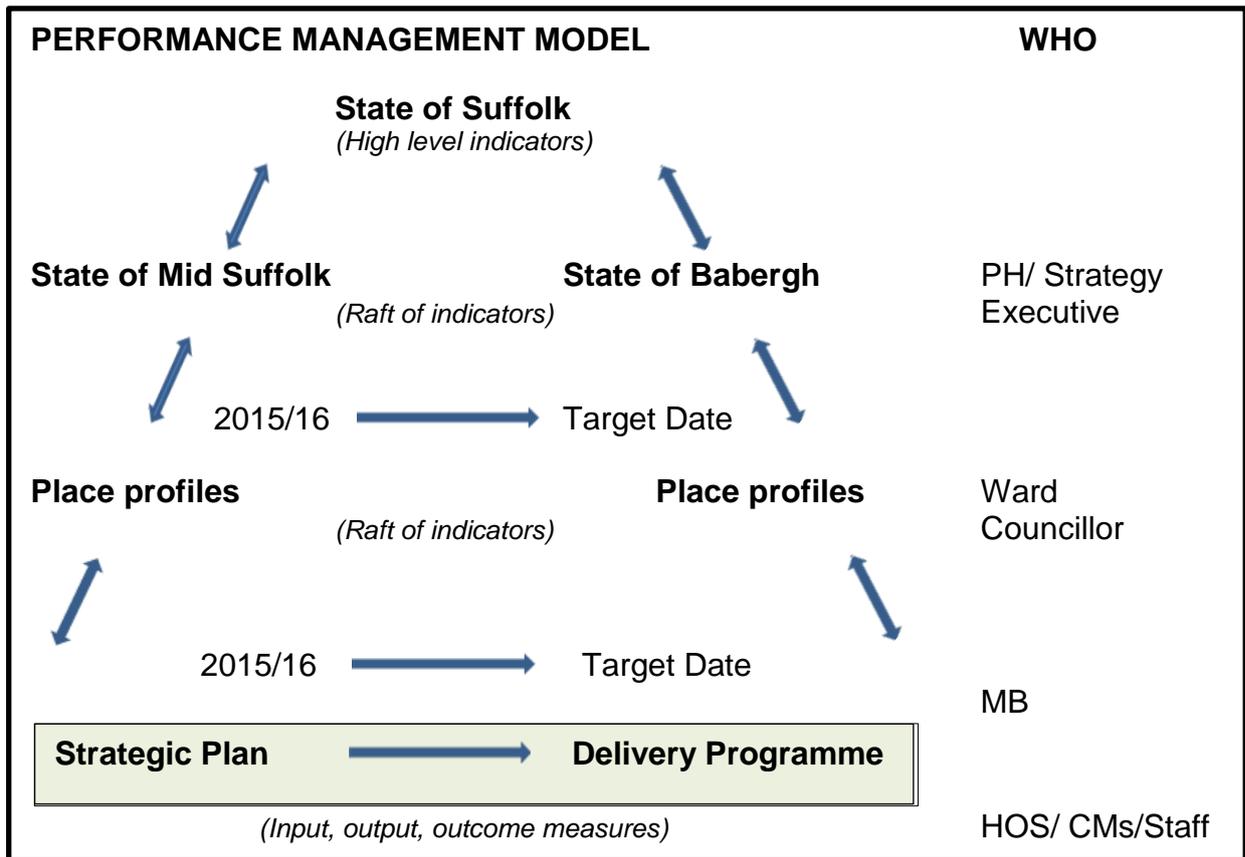
	County	District	Place				
			Ward	Planning designation area	Cluster other	Parish	LSOA *
Housing Completions	x	√	x	√	x	x	x
Housing prices to income	√	√	x	x	x	x	x
% in work based learning age 16-64	√	√	x	x	x		x
Shop vacancies	x	x	x	x	√ Towns	x	x
% in employment age 16-64	√	√	x	x	x		x
Median house price	√	√	√	x	x	√	x
Deprivation IMD	√	√	√	x	x	x	√
Life expectancy	√	√	√	x	x	x	x
Childhood obesity	√	√	x	x	x	x	x
Parish Plan	x	x	x	x	x	√	x
Neighbourhood Plan	x	x	x	x	x/√	x/√	

(*LSOA is a level which groups smaller output areas enabling nationwide comparisons, taking account of disclosure issues and protecting the confidentiality of individuals in smaller wards)

Councillors in their Ward role have a greater insight into their communities and hence Councillors and Officers will need to work together to ensure that the approach is robust and fit for purpose.

- 11.5 As can be seen, a more limited range of data and intelligence is available for performance monitoring at Place level, and we are working to develop this where possible; our internal systems require further work to capture local information at this level. The data can in turn be supplemented and verified by feedback from ward councillors as well as from Parish Councils and local communities through our ongoing engagement with them. It is considered that the development of these profiles will help Members and Officers to identify the aspirations that exist at a local level and the range of local interventions that will allow communities to reach their full potential. (A good example of outcome focused activity for a Place is the Sudbury Connect Model – Implementation of an integrated service for housing, health and communities which will reduce demand within the system and deliver coordinated and effective care and support for those in need).
- 11.6 As discussed in the September report, measurement of our community impact will often be measured through customer sampling and resident surveys. The new approach seeks to develop questionnaires to test the impact we are having and the quality of service being provided along with other mechanisms for engaging with communities.
- 11.7 The agreed performance impact and outcome measures will set out an indication of the current position. They will initially provide a snapshot by which we would measure and self-evaluate continuous improvement over time. In addition targets will be developed for a number of the measures and benchmarking activity undertaken where possible. Some of the measures will allow us to see our short term impact whilst others will by their nature demonstrate trends over the longer term. This is work in progress as new processes and software adaptations are being put in place to collect the appropriate data, and a presentation showing a prototype example of future reports will be provided at the meeting.

11.8 A pictorial representation of the new model is shown in the diagram below:



11.9 Subject to the Strategy committee agreeing the prototype format, this new approach will develop and be refined over time and will be progressed in parallel with the refresh of the Strategic Plan, the Delivery Programme, the Medium Term Financial Strategy and Budget 2016/17 and the Management review. The first report in the new format will be presented for the year end.

12. Inputs and Outputs

12.1 As mentioned in the September report, a system for unlocking 'facts and stats' held in our systems and presenting them on our website is being developed. These key pieces of information will be the more traditional input and output measures that Councillors will have seen in the past. The first of these will be uploaded in December and will be expanded to provide Councillors and communities with greater transparent "self-service" access to our information. The information will be regularly updated and where possible provided on a real time basis. Conversations are underway with our district and borough colleagues to produce similar data, so that we may view a collective picture and benchmark against each other. Councillors will be informed as soon as these are available and parish briefings and the parish newsletters will be used to inform local people.

12.2 This new approach is in line with the Government's efficiency, transparency and accountability agenda. To build trust and provide opportunity to hold officers to account, a summary of the highlights and issues from the 'facts and stats', will be included, in future, in the outcome performance report.

12.3 Transitional report

During this period of transition of developing 'facts and stats' for upload onto our website, a balanced scorecard monitoring report for quarter 2 has been provided at Appendix 1; Councillors will have seen this type of report previously. It outlines performance against the transactional input and output measures as they have been previously agreed by the Executive committee.

- 12.4 Of the 15 measures (one with 2 separate figures) reported, 11 are green, 3 are amber, and only 1 is red (number 12). For one (number 10), the measures reported have changed so there is no target to set a rating against.

13. **Activities**

- 13.1 With regard to the performance management of activities, the Delivery Programme coordinates the projects and activities in place to deliver the Joint Strategic Plan. On a monthly basis a Project Highlight report is produced which demonstrates progress, future plans and how key issues and risks are being managed. These are summarised for each of the key priorities and discussed every four weeks at an Officer Programme Board, and with Councillors every 2-3 months at Programme Steering Boards (PSBs). These meetings consider the key strategic direction of the Delivery Programme, and any key aspects of individual projects.
- 13.2 There are five PSBs, one for each of the Council's priorities, with membership of Councillors from each party. These Boards provide the opportunity to discuss and challenge progress across the Delivery Programme. Any matters arising that have an impact on the integration of the two Councils are reported to JMIB.
- 13.3 The current method of performance activity reporting outlined above is being re-considered in light of the intention to introduce an Agile approach to project management and delivery (where appropriate); an approach that is more collaborative and will increase the pace that project outcomes are delivered. This may affect both the way the programme and projects are reported to officers, but also the way the programme is reported to Councillors. Councillors will be kept informed of progress of the new Agile approach we are developing.

14 **Officer Performance and Accountability**

- 14.1 This new performance approach will align with our new approach to managing our team and individual performance. This will help embed performance management not just of our team, individual and organisational activities but of our collective impact as the cultural norm. It will help our project leads, managers and their teams to meaningfully manage performance, whilst ensuring flexibility to redeploy our resources to respond to changes in priorities and outcomes – to be agile and flexible.

14.2 Officer performance contribution at all levels within this new approach will become the main subject of discussion at 1-1s and team meetings; continuous performance conversations and an annual review process. It is essential that everyone understands the part they have to play in our success if we are to ensure that our resources are directed towards those activities that optimise our outcomes and impacts. The Chief Executive is personally held to account for performance by the Leaders of both Councils and a panel of Councillors drawn from both authorities. This was last done as part of the End of Term report before the last election and will take place again early in 2016.

15. Appendices

	Title	Location
1	Balanced Scorecard for Quarter 2	Attached

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Performance Rating key	
Green	Projected performance rating suggests on track to achieve by 31 March or ahead of time.
Amber	Projected performance rating suggests slightly off track to achieve by 31 March or ahead of time.
Red	Projected performance rating suggests outcome will not be met at year end.
Contextual	Authority has limited influence on measure e.g. staff sickness,

Direction of Travel key	
↔	No change
↑	Improvement
↓	Deterioration

PERFORMANCE MEASURES AND OUTCOMES 2015/2016

Strategic Priority One: Shape, influence and provide the leadership to enable growth whilst protecting and enhancing our environment.

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
1. Percentage of Non-Domestic Rates collected in the year	98.40%	98.29%	27.19%	59.35%	Green	↑	

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
2. Percentage of major planning applications determined within 13 weeks	60%	83.33%	55.6%	50.0%	Amber	↓	This category is volatile and subject to vast percentage variances due to the limited number of majors being determined. In the period April - Sept 2015, 14 major cases were determined with 7 of those determined within 13 weeks. An additional 4 major applications were determined during this period. However, as these were subject to a planning performance agreement, extension of time or environmental impact assessment they fall outside the 13 week timescale for determination.
3. Percentage of minor planning applications determined within 8 weeks	65%	52.99%	69.0%	68.8%	Green	↓	Performance has improved in this category and is now above the target of 65%. In the period April – Sept 2015, 125 minor cases were determined with 86 of those determined within 8 weeks. An additional minor application was determined during this period however this was subject to an extension of time and as such falls outside the 8 week timescale for determination.

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
4. Percentage of other planning applications determined within 8 weeks	80%	76.96%	78.7%	83.1%	Green	↑	Performance has improved in this category and is now above the target of 80%. In the period April - Sept 2015, 431 other cases were determined with 358 of those determined within 8 weeks. An additional other application was determined during this period however this was subject to an extension of time and as such falls outside the 8 week timescale for determination.
5. Percentage household waste recycled and composted.	42% (Joint target)	41.67%	45.56%	44.52%	Green	↓	Caused by a reduction in the tonnage collected in brown bins in second quarter. Mid Suffolk's recycling % is higher than Babergh as they recycle more through bring sites and collected less refuse per household.

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
6. Increase the tonnage of recycling trade waste by customers as demonstrated by:- (a) Recycled tonnage (b) Residual tonnage	180 tonnes recycled (Joint target)	229.24 tonnes	60.07 tonnes	122.83 tonnes	Green	↑	
	3,300 tonnes residual (Joint target)	3,564.60 tonnes	906.96 tonnes	1920.98 tonnes	Green	↑	
7. Increase the number of garden collection customers	20,100 (Joint target)	23,033	23,801	24,170	Green	↑	

Strategic Priority Two: shape, influence and provide the leadership to achieve the right mix and supply of housing.

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
8. Private dwellings returned to occupation	12	32	11	14	Green	↑	
9. Average time to re-let council houses (days)	28 days	46 days	39 days	38 days	Red	↑	<p>Performance has improved compared to the same period in 14/15. For properties which require only standard repairs whilst void the average has decreased from 45 to 24 days. For all properties including those needing major repairs the time has reduced from 55 to 38 days. The target is to improve performance to 28 days in quarter 4. The improved performance has resulted from changes made to voids processes and accountability following the consultancy work by V4 Services earlier this year.</p> <p>An Interim Manager is reviewing the delivery of responsive repairs in Babergh and we are in the process of co-locating the voids officers with the allocations team to eliminate delays caused by poor communication.</p>

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
							The loss of income for the period was £86,653. The full year void loss budget is £211,930.

Strategic Priority Three: Shape, influence and provide the leadership to support and facilitate active, healthy and safe communities.

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
10. Voluntary and Community Services (VCS) organisations supported (projects) as measured by:	N/A						
a) Grants offered	N/A	40	35	41	N/A	↔	
b) Value of grants offered	N/A	£270,125	£258,219	£283,269	N/A	↔	In addition, £146,060 external funding secured for capital projects

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
c) Groups worked with to access funding	N/A	75	33	39	N/A	↔	
11. Average time taken to process Housing Benefit / Council Tax Benefit new claims	24	23.92	25.03	24.24	Amber	↑	
12. Average time taken to process Housing Benefit / Council Tax Benefit change of circumstance events	10	5.36	7.72	7.73	Green	↔	There is an increasing number of change of circumstances events and these are also of increasing complexity.
13. Percentage of local authority housing rent collected	98%	98.61%	98.78%	98.26%	Green	↓	

Organisational Development

Performance Measure	Target 2015/16	2014/15 Actual Outcome	2015/16	2015/16	Projected Performance rating (against 2015/16 target)	Direction of travel (comparing Q2 2015/16 to Q1 2015/16)	Notes/paragraph ref in report
		Apr - Mar	Q1 Apr - Jun	Q2 Apr - Sep			
14. Average number of days sick per member of staff	6 days (joint)	6.4 days	1.5 days	3.1 days	Amber	↓	
15. Percentage of Council Tax collected in the year	27.51% for Q1 96.0% for Year	98.36	30.03	53.58	Green	↑	

NOTE: Some measures previously reported have had no updates to the figures so have not been included in this report or the appendix. Examples of this are the *Tenants satisfaction* measure where no new survey has been done since the one reported in 2013/14 and the *physical activity measures* where no data has been published by Sport England since that used in the quarter 1 report.