

# REPORT FOR DECISION



<b>DECISION OF:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>13 April 2016</b>
<b>SUBJECT:</b>	<b>Vision, Purpose and Values Performance Management</b>
<b>REPORT FROM:</b>	<b>The Leader of the Council</b>
<b>CONTACT OFFICER:</b>	<b>Chris Woodhouse Improvement Advisor Corporate Policy, Communities and Wellbeing</b>
<b>TYPE OF DECISION:</b>	<b>CABINET - KEY DECISION</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	This is the first performance report for the new Vision, Purpose and Values 2015-2020 and looks at performance up to the end of Quarter 3, 2015/16 and the approach that will be taken in the coming years. This outlines success measures that will be used to show how the work undertaken by the Council is contributing towards the six corporate priorities. Information is also included on taking performance management forward within the Council.
<b>OPTIONS &amp; RECOMMENDED OPTION:</b>	Cabinet are asked to note, comment and amend the proposals for the collection and reporting of corporate performance information.
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? <b>Yes</b>
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers.

	<p>This report compliments the regular finance monitoring reports that members receive.</p> <p>It is proposed to integrate finance and performance reports further in light of the Council's Vision, Purpose &amp; Values document.</p>	
<b>Statement by Executive Director of Resources:</b>	There are no wider resource implications	SK
<b>Equality/Diversity implications:</b>	No This report does not impact upon the EA completed for the Vision, Purpose and Values document.	
<b>Considered by Monitoring Officer:</b>	Yes	Comments
<b>Wards Affected:</b>	All	
<b>Scrutiny Interest:</b>	Overview and Scrutiny	

## TRACKING/PROCESS

## DIRECTOR:

Chief Executive/ Strategic Leadership Team	Executive Member/Chair	Ward Members	Partners
29/02/2016			
Scrutiny Committee	Cabinet	Council	
	13/04/2016		

## 1.0 BACKGROUND

- 1.1 The Council's Vision, Purpose and Values (VPV) 2015-2020 sets out the strategic direction for the Council over the next five years, in particular ensuring the Council will be able 'to lead, shape and maintain a prosperous, sustainable, Bury that is fit for the future'.
- 1.2 The VPV document acknowledges that we need to change the way we work given the increasing financial pressures that the Council is facing. It indicates that the Council will have to reduce the services that we provide, focusing on our priority areas and meeting the needs of the most vulnerable. It does this by outlining six corporate priorities for the Council and a series of activities that will be undertaken to realise these.
- 1.3 This is the first performance report for the VPV document, detailing progress to the end of Quarter 3, 2015/16 and how this will develop in the coming quarters.

## 2.0 PERFORMANCE REPORT

- 2.1 **Appendix 1** is the performance update to the end of Quarter 3 of 2015/16.
- 2.2 Each of the six corporate priorities are covered in turn. Areas of work detailed on the VPV document are included to show the current activities that contribute towards this priority.
- 2.3 Work has been undertaken in recent months to develop performance measures and indicators. Where there is current, robust performance information this has been included. With this being the first year of the VPV document and with a number of measures only being collected annually, the 'Performance' section of the report mainly includes baseline information, rather than current levels of performance. Future reports will provide updates with a particular focus on the trends against the performance measures, both comparing performance against previous quarters and year-on-year analysis.
- 2.4 In cases where data might not yet be available the title or nature of measures that will be collected have been included.
- 2.5 Activities have also been assigned red, amber or green flags as a means of showing overall progress to date:

**RED** – Activity is significantly behind schedule and/or there are ongoing issues preventing the desired outcomes being achieved.

If you are reporting your activity to be red please outline

- i. The key risks associated with this activity
- ii. Mitigation measures in place to improve performance

**AMBER** – Activity is largely on track, however there are some delays or underperformance which will (or has the potential to), result in not all outcomes being achieved to plan

**GREEN** – Activity is on track to achieve the desired outcomes to at least the level expected and in a timely manner.

- 2.6 Areas of good performance to date include:
- Responsive upgrades to the Bury Directory and a new council website improving advice and information to citizens with nearly 9,000 online forms completed by the public up to December 2015.
  - Good level of transfer of existing statements of Education, Health and Care Plans in accordance with government deadlines.
  - The approval of the People Strategy.
  - Multiple sites identified for additional residential units.
  - Bury having firm voice in Greater Manchester devolution developments.
- 2.7 Areas that are currently flagged in 'Red' are awaiting information from departments as to progress, at which point a collated overall position will be identified. These have currently been identified as:
- Review services in line with priorities
  - Strengthen data sharing and business intelligence processes
- 2.8 The final page of the report considers high level indicators that reflect the population level 'state of the Borough'. This includes information including

trends on life expectancy, health, crime and housing data. With many indicators collected or released annually, the information included for this quarter is more to demonstrate the type of indicator information that will be being reported.

### **3.0 GOING FORWARD AND LEARNING FROM YEAR 1**

- 3.1 A series of workshops took place during 2015/16 to look at how the vision could be applied to deliver more effective and efficient services.
- 3.2 With this being the first report against the new VPV document, it provides an opportunity to test the meaningfulness of any measures, and of this approach to reporting against what difference the work carried out by the Council has made. To promote this further, work is underway to determine a number of outcomes under each of the priorities as a means of showing the impact of Council activity on the residents of the Borough.
- 3.3 The activities indicated as taking place in year 2 in the VPV will be aligned to these outcomes as part of this work, with meaningful performance measures resulting from this.
- 3.4 Key milestones:
  - March 2016 – copies of the Vision, Purpose and Values leaflet distributed to key stakeholders.
  - March 2016 – ‘Business Cards’ relating to key themes of the Vision, Purpose and Values, and People Strategy distributed to all staff.
  - April/ May 2016 – Workshops to develop outcomes and further success measures for the VPV
  - June / July 2016 – Year End 2015 / 2016 performance against the Vision, Purpose and Values Year 1 priorities reported to Cabinet.

### **4.0 RISK**

- 4.1 An issue at present is that there has been a low response rate in relation to the identification of risks associated with work to achieve these priorities. To mitigate this improved guidance will be provided to the lead officers completing performance returns ahead of the next quarterly update.
- 4.2 Some of the risks identified by the measure leads concern the clarity of understanding around particular activities. Work taking place to draw up outcomes under the six priorities will allow for the development of an improved understanding of the direction the Council is looking to take in any particular area of work, with robust performance measures to accompany this.
- 4.3 There is a potential risk from people acting in an unregulated way. While innovation and empowerment is important, this needs to be managed to ensure that we are consistent, complying with our statutory responsibilities and not exposing the Council to financial risk and legal challenge.

## **5.0 CONCLUSION**

- 5.1 This is the first performance report for the new Vision, Purpose and Values document and is for information on the new approach being taken on reporting progress.
- 5.2 Full year performance information for 2015/16 will be reported to Cabinet in the summer once all year end data has been received.

## **6.0 RECOMMENDATIONS**

- 6.1 Cabinet are asked to note, comment and amend the proposals for the collection and reporting of corporate performance information.
- 6.2 Cabinet to note the workshops that have taken place around the Vision, Purpose and Values document and proposals for the development of outcomes and future success measures.
- 6.3 Cabinet to agree that the key actions from the VPV are incorporated into Cabinet Portfolio Workplans.

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**List of Background Papers:-  
Council's Vision, Purpose and Values 2015-2020 (Approved by Council  
01/07/2015)**

**Contact Details:-  
Chris Woodhouse,  
Improvement Advisor, Corporate Policy, Communities and Wellbeing.  
c.woodhouse@bury.gov.uk  
0161 253 6592**