

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	14 DECEMBER 2016
SUBJECT:	CORPORATE PERFORMANCE – 2016/17 QUARTER 2
REPORT FROM:	THE LEADER OF THE COUNCIL
CONTACT OFFICER:	CHRIS WOODHOUSE IMPROVEMENT ADVISOR, CORPORATE POLICY
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report provides an update on performance in line with the Single Outcomes Framework for Team Bury. This is the first report in this style, outlining a series of indicators and performance measures under each outcome, with the most recent data provided for each of these.
OPTIONS & RECOMMENDED OPTION	Cabinet are asked to note the report
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers. This report compliments the regular finance and risk monitoring reports that Members receive.
Health and Safety	There are no implications directly arising

	from this report. Any actions to manage performance should consider health and safety in accordance with Council policy.	
Statement by Executive Director of Resources:	There are no wider resource implications	SK
Equality/Diversity implications:	No This report does not impact upon the EA completed for the Vision, Purpose and Values document. The Single Outcomes Framework is a mechanism to manage the performance of the VPV.	
Considered by Monitoring Officer:	Yes No further comments	JH
Wards Affected:	All	
Scrutiny Interest:	Overview and Scrutiny	

TRACKING/PROCESS

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
28/11/2016	14/12/2016		
Scrutiny Committee	Committee	Council	
14/12/2016			

1.0 BACKGROUND

- 1.1 Bury Council, along with our partners in Team Bury, has adopted an Outcome Based Accountability approach to performance management. This focuses on the difference actions can have, rather than looking initially at activities carried out.
- 1.2 As part of this, work has taken place to develop a suite of high level outcomes - these being the 'conditions of wellbeing' the Council, and partners, are seeking to achieve for the people of the Borough.
- 1.3 A Single Outcomes Framework (SOF) has been agreed by Team Bury Wider Leadership Group with the high level outcomes being:
- *All people of Bury live healthier, resilient lives and have ownership of their wellbeing (SOF-1)*
 - *Bury people live in a clean and sustainable environment (SOF-2)*
 - *People of Bury at all ages have high level and appropriate skills (SOF-3)*
 - *All Bury people achieve a decent standard of living, and are provided with opportunities through growth (SOF-4)*

- *Bury is a safe place to live, with all people protected (and feel protected) from harm (SOF-5)*

1.4 These five outcomes align with the Council's six corporate priorities, illustrated in the Vision, Purpose and Values document, and the five priorities outlined by the Leader of the Council in May 2016.

1.5 In addition to these outcomes, an 'enabler' has been added called 'organisational resilience' (SOF-E), in order to allow assessment of the health (in a non-medical sense) of the organisation, as well as that of the Borough.

2.0 MEASURING CORPORATE PERFORMANCE

2.1 Under each of the five SOF outcomes and the enabler, a series of indicators and performance measures have been identified

- Indicators are ways of quantifying performance at a whole population level, so more reflect the state of the Borough. The Council will have a role to play in contributing towards these but no one organisation is solely responsible for the achievement of an indicator.

- Performance measures focus on a particular programme of work or initiative, usually aimed at a particular strand of the population and how successful this has been, so more reflect how well the Council is doing in terms of contributing towards an outcome.

2.2 This report provides a progress update on these indicators and success measures, with the key trends outlined below, and the wider set of performance information available in *Appendix 1A and 1B*.

2.3 *Appendix 2* provides some guidance with regards to the *Clear Impact software* which has been used to collate the performance update. It is specifically designed to accommodate Outcome Based Accountability approaches.

2.4 Reporting to Cabinet will take place on a quarterly basis, with quarter 4 also including an 'Annual Report' style review of the year,. This will be more in the style of infographics which have been used in previous performance reporting.

3.0 LATEST PERFORMANCE

3.1 Appendix 3 shows a selection of highlights from the Corporate Performance Dashboard. Each quarter a number of indicators and measures will be picked out if they show particular trends of note or if important new data has become available since the previous report.

3.2 Areas of good and improved performance (indicators)

- The percentage of 16-18 year olds not in education, employment or training continues to fall.
- The average wage level in Bury has increased and is above the regional average by nearly 70p per hour.

- The number of businesses in the Borough continues to grow (based on recent data the largest increase is in the Sedgley Ward, and Unsworth Ward has seen more business dissolutions than incorporations).

3.3 Areas of good and improved performance (performance measures)

- I Will If You Will attendances have seen a large increase since April, reversing a declining trend last year and there has been with a sharp improvement in the number of BEATs customers who have achieved a noticeable behaviour change during quarter 2.
- There were over 10,000 hits on The Bury Directory in September, with an increased number of local services and events now on the Directory.
- Record high levels of household recycling.
- All 12 'Green Flags' for the Borough's parks and green spaces have been retained.
- The gap in attainment between Special Educational Needs (SEN) and non-SEN pupils has reduced to a level that Bury is now better than the England average.
- Minor and Major planning decisions made substantially ahead of government targets.

3.4 Areas of declining performance (indicators)

- Healthy life expectancy for females has continued to decline and is now below that of males.
- The percentage of pupils achieving 5 GCSEs at grades A*-C including English and Maths has declined. It should be noted that Bury follows a national declining trend, however, Bury remains better than the England average.
- Although self reported happiness data has continued to improve as a figure year-on-year, Bury is increasingly falling behind the national average.

3.5 Areas of declining performance (performance measures)

- The number of missed bins has increased for two quarters in a row.
- Overall gym membership has declined so far in 2016. The dip in quarter two is caused by season variation due to student memberships expiring and not being renewed as students return to university. .
- Average contact centre call times have increased in recent quarters, largely due to resource issues and the complexity of certain calls taking up operators' time available to deal with other calls.

3.6 Areas of note

- Education measures are changing at the end of this year towards 'progress' rather than direct attainment. New indicators will be required to account for these changes
- Work is taking place with colleagues at Greater Manchester Police to determine the most appropriate measures for Community Safety, to ensure these are robust and meaningful. These will feature in the quarter 3 report.
- As findings from the Life Chances Commission are published, consideration will be made as to the most appropriate indicators and performance measures to allow for performance management against any recommendations made.

4.0 CONCLUSION

- 4.1 The development of indicators and performance measures will continue as the Single Outcomes Framework becomes increasingly embedded in the organisation.
- 4.2 Departmental plans and Cabinet work plans will be aligned to this during the next quarter so that performance at all levels of the organisation can be discussed in an increasingly consistent fashion.
- 4.3 Areas of declining performance will be looked at with an outcome based approach to consider what steps can be taken to improve performance so that a positive contribution can be made to the delivery of the desired outcomes.

List of Background Papers:-

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