

# REPORT FOR DECISION

<b>DECISION OF:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>12 APRIL 2017</b>
<b>SUBJECT:</b>	<b>CORPORATE PERFORMANCE – 2016/17 QUARTER 3</b>
<b>REPORT FROM:</b>	<b>COUNCILLOR RISHI SHORI LEADER OF THE COUNCIL AND CABINET MEMBER (BUSINESS ENGAGEMENT AND REGENERATION)</b>
<b>CONTACT OFFICER:</b>	<b>CHRIS WOODHOUSE IMPROVEMENT ADVISOR, CORPORATE POLICY</b>
<b>TYPE OF DECISION:</b>	<b>EXECUTIVE KEY DECISION</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	This report provides an update on performance in line with the Single Outcomes Framework for Team Bury. The report details a series of indicators and performance measures under each outcome, with the most recent data provided for each of these.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	Cabinet are asked to note the report
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes
<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.  This report compliments the regular finance and risk monitoring reports that Members receive.
<b>Health and Safety</b>	There are no implications directly arising from this report. Any actions to manage

	performance should consider health and safety in accordance with Council policy.	
<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. The Single Outcomes Framework is a mechanism to manage the performance of the VPV.	
<b>Considered by Monitoring Officer:</b>	Yes Measuring and monitoring corporate performance is an important tool in ensuring legal and administrative requirements are regularly reviewed and that areas of risk are identified and improvements are sought where necessary. This report demonstrates the importance of having a robust framework in place and is in line with the other regular monitoring reports.	JW
<b>Wards Affected:</b>	All	
<b>Scrutiny Interest:</b>	Overview and Scrutiny	

## TRACKING/PROCESS

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
20/03/2017	12/04/17		
Scrutiny Committee	Committee	Council	

### 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 state 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 has 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*.

## **3.0 LATEST PERFORMANCE**

3.1 Appendix 2 shows a selection of highlights and exceptions from the Corporate Performance Dashboard. This gives an update on those that were included as highlights in the previous quarter, as well as picking out any new data or trends of interest. 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)

- Healthy life expectancy in females has increased, after a number of years of this figure falling.
- The percentage of physically active adults is at its highest level for five years. The success of those engaged with BEATS (Bury Exercise and Therapy Scheme) highlighted below is an example of a contributing factor to this.

- Carbon emissions generated by the Council continue to decrease thanks due to energy efficiency measures and changing behaviours.
- The percentage of pupils achieving 5 GCSEs at grades A\*-C including English and maths has increased, following national trends, after three years of reducing levels.
- The percentage of 16-18 year olds not in education, employment or training (NEET) has reduced sharply, with Bury now better than the national average.

### 3.3 Areas of good and improved performance (performance measures)

- The proportion of BEATS customers who have achieved a noticeable behaviour change has risen again, to a level now above the target for the programme.
- There has been a 110% increase in hits to The Bury Directory over the course of 2016. In quarter 3 the most viewed records were for BARDOC, YPAS (Bury Sexual Health Service), Job Centre Plus Prestwich and pages for ParkLife participatory budget funding.
- Minor and Major planning decisions made substantially ahead of Government targets.
- Call centre wait times have reduced substantially during quarter 3 due to proactive work to manage demand, eg promoting self-serve options whilst processing times have remained at a level better than their respective targets.

### 3.4 Areas of declining performance (indicators)

- Healthy life expectancy for males has declined Bury has a higher rate than our statistical neighbours (local authorities of a similar demographic) however this figure is below the national average.
- Delayed transfers of care from hospital back into the community (including people's homes) has continued to rise. Pressure has been added to the system by the rise in non-elective admissions, adding extra volume of people to an already stretched health and care system.
- The number of long term absences in the last quarter was consistently higher than the equivalent period in previous years.

### 3.5 Areas of declining performance (performance measures)

- Household collected recycling rates fell in quarter 3 after a record high in the previous quarter. Seasonal variations in terms of garden waste recycling reducing in the autumn months is the primary factor in this.
- Overall gym membership has declined for a third quarter, back to a similar level compared to this time next year. There is an expectation this figure will

increase in quarter 4 as a season variation, though this will need to be reviewed to check if this is the case.

- Percentage of Council Tax collected is slightly down on previous years at a comparative stage of the year.

### 3.6 Areas of note

- Education metrics are changing to measure 'progress' rather than direct attainment. New indicators will be required to account for these changes with the first 'Progress 8' score included.
- Work is taking place with colleagues from Greater Manchester Police, New Economy and Team Bury partners, to determine the most appropriate measures for Community Safety, to ensure these are robust and meaningful. These will be included from the 2016/17 quarter 4 report onwards.
- 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 continue to 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.

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### List of Background Papers:-

#### Contact Details:-

**Chris Woodhouse**

**Improvement Advisor, Corporate Policy**

**[c.woodhouse@bury.gov.uk](mailto:c.woodhouse@bury.gov.uk)**

**0161 253 6592**