

REPORT FOR DECISION

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| DECISION OF: | CABINET |
| DATE: | 28 June 2017 |
| SUBJECT: | Corporate Performance – 2016/17 Quarter 4 |
| 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. The report details 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 |

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| | 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 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 |
| Wards Affected: | All | |
| Scrutiny Interest: | Overview and Scrutiny | |

TRACKING/PROCESS

| Chief Executive/ Strategic Leadership Team | Cabinet Member/Chair | Ward Members | Partners |
|--|-------------------------|--------------|----------|
| 12/06/17 | 14/06/17 | | |
| Scrutiny Committee | Committee | Council | |
| 04/07/2017 | | | |

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 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. Appendix 2 provides an update on those that were included as highlights in the previous quarter.
- 3.2 Areas of good and improved performance include:
- Household recycling rates for the last municipal year were at a record high of 58.04%, an increase of 3.52% on the previous year.
 - Carbon emissions from electricity usage in council buildings, including schools, have continued to be reduced.
 - There has been a sharp rise in the percentage of adult social care users who have as much social contact as they would like, soaring past the national average.

- The proportion of people 65 and over who are still at home 91 days after discharge from hospital into reablement services is at its highest level for over two years, indicating an increased effectiveness of service.
- Gym membership at council venues has increased markedly, above the expected seasonal variation, to a level above the equivalent quarter for last year.

3.3 Areas of declining performance include:

- Delayed transfers of care have increased and whilst overall the figure for Bury is average for Greater Manchester, the proportion of cases where the delay is attributable to social care is high. Non-elective admissions have also increased given as part of the nationwide pressures on the urgent care system.
- Carbon emissions from council vehicles have shown a slight increase. This is due to expansion in fleet size to enable the delivery of additional Six Town Housing contract work. Measures to mitigate this going forward include the use of electric vehicles within the fleet (two vans, a sweeper and small caged tipper).
- Whilst school readiness and GCSE rates are positive as a whole across the Borough, the percentage of students achieving 3A*-A grades is significantly lower than the national average, particularly for males (5.6% compared to an average of 14.3%). This has been highlighted as part of the Bury Life Chances Commission.

3.4 Areas of note:

- Calls to Council Tax spiked during March. Whilst there could be an expected increase in demand with the distribution of Council Tax letters for the new financial year, this was significantly more pronounced than had been in previous years. Work is underway to understand how much of this demand could have been predicted and what changes could take place to mitigate this in the future.
- The proportion of working-age people on out-of-work benefits has decreased for a third quarter in a row. Bury performs consistently better than the north-west average on this, but for the last 18 months has been consistently 10% worse than the national average. During this time the employment rate for the Borough has increased slightly but the average wage level in Bury is not keeping pace with the regional average.
- The number of safeguarding concerns that have proceeded to a Section 42 enquiry has increased slightly in the quarter, but of note the figure is now steadily 20% above that of two years ago.

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.

List of Background Papers:-

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