

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	15th December 2017
SUBJECT:	Corporate Performance – 2017/18 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. 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 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.	JH
Wards Affected:	All	
Scrutiny Interest:	Overview and Scrutiny	

TRACKING/PROCESS

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
20/11/17	20/11/17		
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 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:

- The Bury Directory, Bury's 'digital first' self –help platform, supporting residents to become more resilient and engaged with local community assets has seen record numbers in both the number of hits to the site and entries. In quarter 2 there were over 44,000 hits, nearly 50% up from late 2016, whilst there has continued to be quarter-on-quarter increases on advice and information on community assets on the Directory. The Directory is an essential tool as part of Bury's Neighbourhood Engagement Framework.

- Levels of school readiness, that being having achieved a good level or personal, social, emotional, physical and language development, have increased from 51.1% to 68.9% in the latest data release. Progress has been through work to develop healthy pregnancy support and appropriate interventions through the Early Years Delivery Model including local phonics sessions and Family Support Plans.
- Percentage of working age residents who have obtained qualifications equivalent to NVQ4 and above has continued to increase relatively sharply in the last couple of years, with Bury now back to being better than the national average.
- There has been a sharp reduction in the number of long term absences within the quarter, with musculo-skeletal issues almost halved and stress and mental health related absences down by over a third

3.3 Areas of declining performance include:

- The percentage of calls answered within the contact centre for Council Tax and Housing benefit enquiries has declined and remained below average. This is due to a number of factors including changes to the council tax support scheme driving additional demand at the peak time around (financial) year-end; a review into single persons discount being conducted; an increase in the number of bills issued as the Borough has grown and resource issues in terms of staffing levels. It is anticipated performance should improve in quarter 3 with an number of these demand pressures easing.
- 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.
- 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 (5.9% compared to an average of 14.5% based on provisional 2017 data). This has been highlighted as part of the Bury Life Chances Commission.

3.4 Areas of note:

- Quarter 1 saw Bury exceed the 60% target for household collected recycling for the first time. Whilst the figure dipped slightly in quarter 2 this level remains high.
- Bury has not kept pace with national increases in employment rate since 2016, though females are much closer to the national average than males. In this period of time there has been an increase in self employment.
- The number of safeguarding concerns that have proceeded to a Section 42 enquiry has continued to increase during 2017 and is being monitored and discussed at the Safeguarding Operations Board, whilst the number of Looked After Children has also shown year-on-year increase (along the lines of regional and national trends).

- Additional Community Safety data will be confirmed once the GM Police and Crime Plan has been agreed.

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:-

Contact Details:-

Chris Woodhouse

Improvement Advisor, Corporate Policy

c.woodhouse@bury.gov.uk

0161 253 6592