

BABERGH DISTRICT COUNCIL

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| From: Business Improvement Manager (Corporate) | Report Number: BCa/17/2 |
| To: Babergh Cabinet | Date of meeting: 6 June 2017 |

HALF-YEARLY PERFORMANCE OUTCOME REPORTING (OCTOBER 2016 TO MARCH 2017)

1. Purpose of Report

To provide the Cabinet of Babergh District Council with a report on current performance in delivering the key outcomes in the Joint Strategic Plan (JSP).

2. Recommendation

That the performance report and the performance outcome information attached as Appendices A to G be agreed as an accurate reflection of Babergh District Council's current performance and progress towards the Joint Strategic Plan outcomes.

3. Key Information

- 3.1 In December 2016, Councillors were presented with the first 6 monthly performance report in line with our new agreed outcome performance framework. This second report further enhances the approach to help ensure that Members can monitor and evidence JSP programme progress.
- 3.2 The performance information for this report evidences key achievements and the impacts they are having in our communities, against the outcomes required. Examples include:
- Housing Delivery: As at the end of March, the Councils have secured over £500,000 in **Community Infrastructure Levy** payments: Babergh £83,739.13 and MSDC £503,284.79. This provides funding towards the community infrastructure required to ensure that new development is sustainable.
 - Housing Delivery: Building **65 new council** homes by 2018, to date 12 at Babergh and 17 in Mid Suffolk. This is part of our aim to increase the number of new homes built of the right type and tenure and in the right place.
 - Business Growth & Productivity: Swift delivery of the **Food Enterprise Zones** is underway with Local Development Orders adopted for Stevins site and Jimmy's Farm. This business growth of the right type in the right locations will lever-in additional investment to the area.
 - Community capacity building & engagement: Actively supported new opportunities for those living with **dementia** and their carers in Hadleigh. The focus being to help people to establish and maintain active lifestyles.

- Enabled & Efficient: Unannounced **face to face visits** are reducing and the number of **websites sessions** is increasing as we improve our access and methods of contact, to modernise our services. This ensures that our reducing resources can be aimed at assisting those most in need.
- Assets & Investments: Council approval for an **incorporated group company structure** and appointment of Directors to Holding Companies. This has been established to invest in commercial property, generating long term revenue income streams.
- Environment, Waste & Leisure: Roll out of **business glass recycling** – 20 tonnes of glass are being collected across both districts and processed each month. This increases recycling in the district, minimises waste and generates income.

- 3.3 An area where performance improvement is needed is in meeting the five year land supply. The risk section at 6.1 identifies actions that are being taken to address this issue. Some other areas within the appendices can also be seen to be off track, but these are not considered to be of significant concern at this stage.
- 3.4 Overall, good progress is being made across most areas in delivering the programme both through project delivery and operational activities. Ongoing, the Portfolio Holders and lead Assistant Director for each JSP theme will continue to refine the indicators and performance information, to ensure that it gives improved real time insight into progress towards the JSP outcomes, and appropriate information for Councillors to convey to the various external audiences.
- 3.5 Assistant Directors will continue to develop targets and use additional trend information in future reports to provide an improving sense of progress. Our outcome performance culture will also continue to be embedded through ongoing performance conversations facilitating better decision making, service improvement and transformational thinking.
- 3.6 Appendices A, B, D, E and G provide quarterly performance information for 2016/17, for each JSP theme. As background information to this report, they contain populated tracking indicators with associated influencing indicators and, where available, a range of trends providing an 'at a glance' view. Mid Suffolk District Council data is also shown as a comparison where there are significant exceptions.
- 3.7 A number of projects or activities are in their infancy or at the scoping stage. Appendices C and F provide information for the Assets and Investments, and Business Growth and Increased Productivity themes, on work in progress and an indication of future performance measures.
- 3.8 All of the appendices will be updated on a quarterly basis and can be accessed via Connect.
- 3.9 Operational performance information, for each quarter of 2016/17, is available as 'Facts and Stats' on our website. An ambitious plan is in place to further expand the suite of measures, with the next tranche being available mid-July.

3.10 Complementing this performance report, a thorough End of year Achievements Report will be available in June.

4. Financial Implications

There are no immediate financial impacts arising from this report.

5. Legal Implications

There are no immediate legal implications arising from this report.

6. Risk Management

6.1 Key risks are set out below:

| Risk Description | Likelihood | Impact | Mitigation Measures |
|---|-----------------|------------|---|
| Without an effective performance framework, it is unlikely that the Council will deliver its priorities and outcomes and achieve value for money. | Unlikely (2) | Bad (3) | The new framework is intrinsically linked to our risk management strategy, creating an approach where it is clearly understood what is stopping us performing effectively and ensuring remedial actions are in place. |
| Lack of 5 year housing land supply. If we do not have a sufficient, appropriate supply of land available in the right locations, then we may be unable to meet housing needs in the district. | Probable (3) | Bad (3) | Current local plans in place, call for sites undertaken. New Joint Local Plan with comprehensive site allocations, currently being created. |

7. Consultations

Officers and Councillors have developed and refined the outcome performance framework through discussions at Portfolio Holder Briefings, the Administration meeting and the Strategy committee.

8. Equality Analysis

There are no equality and diversity implications arising from this report.

9. Shared Service / Partnership Implications

Our performance approach is designed to measure the impact of our key collaborative activity in the wider Suffolk system and with our businesses and other partners. It currently reports upon our joint activities with the Shared Revenues Partnership and our leisure providers.

10. Links to Joint Strategic Plan

Effective performance management enables our Officers, Councillors and Communities to track progress against the delivery of the Joint Strategic Plan to understand our key risks and to share in the celebration of our achievements. Our agreed framework is the main tool to show how our work is (or isn't) delivering on the JSP outcomes.

11. Background Information

Outcome Performance Reporting

11.1 Appendices A,B,D,E and G present our current half-yearly position using tracking (lagging) and influencing (leading) indicators. They set a baseline upon which future reports will track our progress and trends, although in some cases gaps still need to be filled and targets identified. New tracking and influencing indicators for the projects and activities shown as work in progress in appendices C and F will be added as the systems are set up for data collection.

11.2 As a reminder, a tracking indicator helps us to monitor progress towards our desired outcomes. Through selecting what is important to us, they provide us with a data snapshot that we can track. A number of activities are identified and measured that will influence this tracking indicator and these are called the influencing indicators. If we identify these correctly they will help us to achieve better results and ultimately deliver our outcomes.

11.3 Highlights or issues from the second half-year performance templates include:

11.3.1 Housing Delivery (Appendix A & B)

'Good quality and appropriate housing for all needs is an essential component in ensuring successful, diverse and dynamic communities, and supports a successful and growing economy. Babergh has a number of roles to play in helping residents to achieve the best housing solutions for their needs'.

- The **Community Infrastructure Levy** started in April 2016. As at the end of March, the Councils have secured nearly £600,000. Babergh £83,739.13 and MSDC £503,284.79. The Levy provides funding towards the community infrastructure required to ensure that development is sustainable. The governance and process for expenditure is currently being worked up and will be presented to Councillors in Spring 2017.
- We plan to build 65 **new council homes** by 2018, 27 in Babergh and 38 in Mid Suffolk, to date 12 have been built in Babergh and 17 in Mid Suffolk.
- In Lavenham an application for 100% **affordable dwellings** (20 in total), was approved in February. This application was in partnership with the local Parish council and highlighted the positive outcomes development can have for a community.
- We currently have 56 individuals across the two districts who have applied and have had their names added to our **self-build** register.

- Our **financial inclusion** team is continuing to assist an increasing number of people to decrease their debt and to gain the skills and confidence to manage household budgets. 229 people have been assisted during Qtrs 1-4 at Babergh and 79 at Mid Suffolk.
- Total **rent arrears** (including dwellings, garages and former) has reduced. The percentage of housing rent collected has improved with Babergh 0.39% above target.
- Income generated this year by **solar panels** installed by our Solar PV project is up by almost 70% on last year to £462,000 (£276,500 BDC and £185,500 MSDC).
- The project has now reduced CO2 emissions by 3.7 million tonnes since June 2014. Over the 20 year length of the project we expect to generate income of £19.3m, net £7.5m).
- During the year there has been a steady increase in the number of **households placed in bed and breakfast**. We are committed to preventing homelessness and finding lasting solutions to stop people from becoming homeless in the first place.
- Babergh does not have a 5 year housing land supply following a re-calculation in January 2017.

11.3.2 Business Growth & Increased Productivity (Appendix C)

'Ensuring that our district supports the sustained and sustainable economic growth of Suffolk is a key priority in the Strategic Plan. Our role as a Council is to ensure that we are as open as possible to encouraging and facilitating new employment opportunities that contribute to our already diverse economic base'.

- With regard to employment site allocations, swift delivery of the **Food Enterprise Zones** is underway with Local Development Orders adopted for Stevins site and Jimmy's Farm.
- We have continued to develop our '**open for business**' approach and have commenced implementation of a CRM (Customer Relationship Management) System to hold key information and intelligence about our businesses and our interactions with them. Other activities include identifying the Suffolk 100 top influencing and successful businesses, with 10 business head offices being in Babergh.
- In further developing our market towns to thrive and our **tourism offer**, a Heart of Suffolk Guide 2017 has been published and distributed.
- Nine grants have been secured from the NALEP Growth Hub during quarters 1 to 3, for Babergh /Mid Suffolk businesses. 7 grants to Babergh businesses worth £294,299 **creating 25 jobs** and 2 grants to Mid Suffolk businesses worth £79,077 creating 19 jobs. This was out of a total funding allocation of 50 grants across Norfolk & Suffolk equalling £3,217,946 and creating 376 jobs.
- The ICANBEA online platform displays a wide range of career opportunities and skills and training information for young people. BDC invested £25,000 back in 2012/13 in the ICANBEA programme which subsequently launched in October 2016. The Council still continues to promote this key enabler to ensure the **right skills for business**.

11.3.3 Community Capacity Building & Engagement (Appendix D)

'To ensure that our communities are thriving, growing, healthy, active and self-sufficient, it is vital that we build and strengthen our relationships, working together to understand what works best for them, helping us to be at the forefront of service design and to reduce demand, and prevent more costly interventions arising in the future'.

- As part of the Dementia Action Alliances we have supported new opportunities for those living with **dementia** and their carers in Hadleigh, by participating in the steering groups, developing and promoting dementia friendly activities in pools and leisure centres and delivering dementia awareness sessions in community settings.
- The Council supported the Shotley Pier Heritage Group to secure a **£105,000 award** from the Community Share Unit Booster Programme.

11.3.4 Enabled & Efficient Organisation (Appendix E)

'For our Council to be successful in the delivery of all the strategic outcomes, we need an enabled and efficient organisation - the right people doing the right things, in the right way, at the right time, for the right reasons. Our organisation will be able to respond and adapt quickly to changes in the external environment and modern technology will be taken advantage of, so that residents can access our services in ways to suit themselves ensuring that our reducing resources can be aimed at assisting those most in need'.

- A new **Public Access Strategy** has been developed alongside a planned move of the two Councils to Endeavour House in Ipswich. Its focus is on improving access, and contact to modernised local services for residents, and refining the way the Councils work. We are already seeing a reduction in unannounced **face to face visits** and an increase in the number of **websites sessions**.
- The councils have invested in new IT systems which have led to the introduction of a **new single website** for both Babergh and Mid Suffolk District Councils, enabling our customers to access information on mobile devices as well as PC's and laptops. Alongside this a new telephone system with a **single contact number** for all service enquiries and an automated telephone payment line has been introduced. The introduction of the new on-line and automated services will make it easier and more convenient for our customers to be able to request or pay for services, report problems and to contact us. It will also allow us more time to offer assistance for those customers with complex needs.
- To deliver our outcome to become **digital by design**, we have recently adopted the 'Allpay' system for payments, providing access to the widest range of payment collection solutions across cash, debit/credit card and direct debit acceptance. This service will be fully functional from April 2017.
- A **combined legal service** created by 4 councils now supports the new ways that councils need to work in the future by working collaboratively and sharing expertise.
- We have achieved a **balanced budget** for 2017/18 without any significant impact on services against a back drop of austerity and funding cuts within the sector.

11.3.5 Assets & Investments (Appendix F)

'In order to replace the transitional government funding which is rapidly reducing and predicted to disappear altogether, we need to identify and secure new income streams. We have the ability to invest and a portfolio of assets to develop in order to generate additional income and to achieve our strategic priorities'.

- The Councils have approved an **incorporated group company structure** with a jointly (50/50) owned **Capital Investment Fund Joint Venture Company** established to invest in commercial property. This will generate long term revenue income streams. Investment commences in May 2017.
- An **Affordable Housing Development Strategy** has been approved to steer a programme of new homes built using the Councils' existing and newly acquired assets. The programme will maximise affordable housing numbers and will be developed to meet wider housing need.
- A **Housing Revenue Account Business Plan** has been approved in April 2017 and includes a Development Programme.
- An investment prospectus is being designed to attract the private market to help the Council deliver a leisure led town centre **regeneration scheme in Sudbury**.

11.3.6 Environment, Waste & Leisure (Appendix G)

'We have a key role in achieving energy savings, efficiencies in the waste collection process and ensuring that the local residents have a sustainable provision for access to health benefitting leisure facilities and open spaces'.

- From our roll out of **business glass recycling**, 20 tonnes of glass is being collected and processed each month with, in Qtr 4, a 6.5% increase in the business base contributing to this.
- Our **income generated through chargeable waste services** exceeded the target of £1,142,369 at quarter 3, reaching a total of £1,234,367 at the end of the year. This is a key contributor to balancing our budget.

11.4 In future, half-yearly reports will be presented to the Cabinet with quarterly updates visible on 'Connect'.

Facts and Stats

11.5 The performance information within this report complements the self-serve information 'Facts and Stats', which are available on our website. We currently report on 16 data sets covering Asset and Investments, Housing (Planning), Enabled and Efficient Organisation and Waste Services. Of these measures we record 4 joint measures for staffing data and the waste services.

11.6 The information below relates to the exceptions shown within our Q4 'facts and stats' unless otherwise stated:

| Delivery Outcome | No. of measures | Indicator and comment |
|----------------------------------|-------------------|---|
| Assets & Investments | 4 | The average time to re-let council houses for Q4 was 36 days, against a target of 28 days. The average for the year was 29 days. A number of properties required major works prior to being re-let. |
| Housing | 4 | All remain on target |
| Enabled & Efficient Organisation | 4 | All remain on target |
| | 1 joint with MSDC | The average number of sickness days per member of staff for Q4 was 2.2 days. Cumulatively this has exceeded the joint target of 6 days for the year with an annual figure of 7.4 days. |
| Waste Services | 3 joint with MSDC | All on target, reported annually |

11.7 Work is underway to review the targets for the existing facts and stats, and to further expand the suite of measures. The process for the recording of planning applications has changed and this area is being considered.

12. Appendices

| Title | Location |
|--------------------------------------|------------|
| Draft HD Performance 1617 | Appendix A |
| Draft HD within A&I Performance 1617 | Appendix B |
| Draft BG&IP Performance 1617 | Appendix C |
| Draft CCB&E Performance 1617 | Appendix D |
| Draft E&EO Performance 1617 | Appendix E |
| Draft A&I Performance 1617 | Appendix F |
| Draft EW&L Performance 1617 | Appendix G |

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