

MID SUFFOLK DISTRICT

From: Cabinet Member with responsibility for Organisational Delivery	Report Number: MCa/17/32
To: Cabinet	Date of meeting: 4 December 2017

HALF-YEARLY PERFORMANCE OUTCOME REPORTING (APRIL 2017 TO SEPTEMBER 2017)

1. Purpose of Report

To provide the Cabinet of Mid Suffolk District Council with a half-yearly report on performance, in delivering the key outcomes in the Joint Strategic Plan (JSP).

2. Recommendation

- 2.1 Councillors to agree that the performance report and the performance outcome information tabled at Appendices A to E adequately reflects Mid Suffolk's performance for the half-year April to September 2017.
- 2.2 Councillors to consider any actions required where performance improvement is needed.

Reason for Decision:

To agree the Council's performance adequately demonstrates delivery of the Joint Strategic Plan.

3. Key Information

- 3.1 At the Executive Committee in September 2016, Councillors agreed to the development of an outcome-focussed performance framework that would measure the outcomes and outputs as shown in the Joint Strategic Plan.
- 3.2 As requested at the June 2017 Cabinet meeting, Cabinet Members have since been working with the Members with Special Responsibilities and the Assistant Directors and their teams, to refine the indicators presented in June to ensure that they adequately monitor their portfolio of projects and activities. This plan of activity can be seen in this hyperlink [Flowchart](#). The process has resulted in new indicators being identified, deleted, or refined, and amended targets. The change from the June report is as follows:

Theme/Outcome	New Indicators	Deleted Indicators	Refined Indicators	Amended Targets	Total Indicators
Waste & Environment	10	4	2	0	21
Enabled & Efficient Organisation	16 + 5 (to be confirmed by leaders)	2	0	2	33
Housing Delivery	3	2	3	1	25
Community Capacity Building & Engagement	1	0	0	0	18
Business Growth & Productivity	0	0	0	0	0
Assets & Investments	6 (housing)	0 (housing)	0 (housing)	1 (housing)	15 (housing related only)

- 3.3 Appendices A to E show the tracking and influencing indicators selected to-date for each JSP outcome; indicators that evidence how effectively Mid Suffolk is delivering key projects, services, and activities. Performance information for the period 1 April 2017 to 30 September 2017 is presented for these indicators: against targets (where agreed); with trend information (where appropriate); and demonstrating key achievements and the impacts the Council is having in communities.
- 3.4 Overall, Mid Suffolk continues to make strong progress across most areas in delivering the JSP outcomes; both through project delivery and service activities. Examples include: improving customer service, more efficient working practices, improved engagement with communities, better use of IT, robust financial stewardship, and the direction of resources in areas such as homelessness and health and care to have maximum impact where it is needed. Testament to this is Mid Suffolk being rated overall the 3rd happiest district in England.
- 3.5 The Council is not however complacent and recognises there are areas where performance improvement is needed, namely: the speed in which some key functions are undertaken, in areas where the organisation's offer competes with that of the private sector, and the health and wellbeing of the workforce. The Council's outcome performance culture also continues to be embedded through ongoing performance conversations facilitating better decision making, service improvement and transformational thinking.

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 This report most closely links with Significant Risk No. 5d – ‘If we fail to build the capacity across the organisation to commission effectively for outcomes, then this may result in inefficient and ineffective use of resources’. Further 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 the Council’s Risk Management Strategy, creating an approach where it is clearly understood what stops effective performance and ensuring remedial actions are in place.
If targets for processing major and non-major planning applications at Mid Suffolk are not met, this could impact upon applicants and developers being able to plan investment decisions and to provide greater certainty for all stakeholders in the process.	Probable (3)	Bad (3)	A new performance framework is being implemented in development management which it is anticipated will have a positive impact on improving this indicator.
If the average number of days to turnaround an empty council property is too long, this may impact upon the ability to provide affordable housing and receive	Unlikely (2)	Noticeable (2)	A void improvement project is urgently looking at new processes and revised ways of working and a review of roles and responsibilities is also underway in the Babergh

income for the asset rental.			Mid Suffolk Building Services team (BMBS)
If knowledgeable and skilled staff leave the organisation or there are high levels of long term sickness, then this may have an impact upon the skills in the organisation and the health and wellbeing of the workforce.	Probable (3)	Noticeable (2)	There is a planned introduction of a Wellbeing Programme (base line assessments, analysis followed by team wide or individual interventions), and a Mental Health First Aider programme is to launch in January 2018. Coaching conversations are built into 1:1 performance discussions. The organisation has an ongoing programme of Agile Working and Building Resilience training, and Business Partner relationships with managers identify early interventions and analyse HR trends to formulate preventative action. Developmental activity underway includes an improved induction programme, and a Workforce Strategy which includes skills analysis, succession planning, personalised CPD and links skills to the JSP outcomes.

7. Consultations

Officers and Councillors are developing and refining the outcome performance framework through discussions at Cabinet Member Briefings and Cabinet meetings.

8. Equality Analysis

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

9. Shared Service / Partnership Implications

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

10. Links to Joint Strategic Plan

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

11. Outcome Performance Reporting

11.1 Appendices A to E present the second half-yearly position using tracking (lagging) and influencing (leading) indicators.

11.2 As a reminder, a tracking indicator monitors progress towards desired outcomes. Through selecting what is important, they provide a data snapshot that can be tracked. Activities are then identified and measured that will influence this tracking indicator and these are called the influencing indicators. If these are identified correctly they will help to achieve better results and ultimately deliver the outcomes.

11.3 Using a 10% tolerance, where applicable, highlights or issues from the first half-year performance templates include:

11.3.1 Housing Delivery (Appendix A)

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. Mid Suffolk has a number of roles to play in helping residents to achieve the best housing solutions for their needs.

- **New software** has been introduced 'UNIFORM' that will combine data across departments such as planning and building control. This will improve customer service, and the organisation's engagement with communities will be streamlined.
- Babergh and Mid Suffolk District Councils launched the consultation on a draft **Joint Local Plan** and have held events across the districts for Parish Councils, Neighbourhood Plan groups and the public.

The Joint Local Plan will shape how development happens across both districts with the consultation providing an early and meaningful opportunity for communities to engage in the plan-making process and therefore influence the policy backdrop against which planning decisions are made.

- Performance against Mid Suffolk's **5-year land supply** will be reported at Q4.
Note: Significant risk 1b), currently scored as 9, identifies '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'.
- With regard to **homelessness**, a support worker has been appointed to improve prevention and reduce the number of rough sleepers. As a result, **there are currently no rough sleepers in the District.**
- The average number of days to **turnaround an empty council property** is **38% longer than the target number of 28 days.** The Council's HRA Business Plans have pledged to reduced void times to 21 days within three years. Following scrutiny of performance in relation to void times, Councillors and officers have agreed that this is not ambitious enough. As a result, a six-month project is commencing in late November to reduce void times by 10 days within six months. The aims of this project are to:
 - reduce the length of average void times of minor (day to day) voids by a minimum of ten days in both districts, by May 2018;
 - introduce procedures and changes in cultural attitudes to make the process sustainable in the long term and to create a 'one team' approach to the whole voids process rather than a fragmented one;
 - introduce a level of customer satisfaction that supports an effective and efficient void process end – to end for both the tenant leaving and the new tenant.
- The influencing targets Mid Suffolk has set for processing **major and non-major planning applications** are not being met at Q2: **majors 84.6% against a target of 95%; non-majors 62.6% against a target of 85%.** Performance has reduced for Q2 due to the implementation of 'UNIFORM', and the learning curve in terms of processing time. It must be noted that the targets are above the Government targets of 50% and 65% respectively (set to rise to 60% and 70% in January 2018) because the Council aims for excellent service. Performance monitoring is being improved with a new performance framework that it is anticipated will have a positive impact and the organisation expects to be back on track during Q3. **Validation of applications** is now sitting at **2 days, down from 15 days on average.**

11.3.2 Business Growth & Increased Productivity

Following recent changes to managerial responsibilities, the Assistant Director - Planning for Growth will be working with colleagues and Cabinet Members to move previous performance reporting measures into the agreed format of tracking and influencing indicators. It is important that the Council's impact is measured at the local level but also within the context of the broader economy. The recent publication of the Norfolk and Suffolk Economic Strategy now provides the opportunity to ensure holistic reporting that is consistent between the strategic and local levels and Cabinet Members will be working through this with Officers to ensure that appropriate information is provided for Q3 and then on an ongoing basis.

11.3.3 Community Capacity Building & Engagement (Appendix B)

To ensure that communities are thriving, growing, healthy, active, and self-sufficient, it is vital that the Council builds and strengthens relationships, working together to understand what works best for them, being at the forefront of service design and to reduce demand, and prevent more costly interventions arising in the future.

- A programme called My Care Wishes (MCW) is a Suffolk-wide programme for all professionals, volunteers, and carers to integrate **health and care in communities**. The Sheltered Housing Scheme Managers have all been supported to undertake MCW training to ensure residents have the best care choices in later life.
- Mid Suffolk was recently identified as the **3rd happiest district** in England with a score of **8.18 out of 10**. This is based on the ONS's headline estimates of **personal well-being**.
- 3 new '**Fit Village (FV)**' projects have been established in the first half-year with the latest being in Stowmarket (50+ keep fit class). This brings the total number of FV projects running in the Mid Suffolk areas to 19. Fit Village projects are delivered through a partnership agreement with Suffolk Sport and they have been nationally recognised for their work within the community after being awarded the Social & Community Development Project of the Year at The County Sports Partnership Network (CSPN) Convention. The number of active projects is currently at its highest level since the programme began. (85% of projects across both districts are sustainable and continue beyond the 8 weeks of funding).

11.3.4 Enabled & Efficient Organisation (Appendix C)

For the Council to be successful in the delivery of all the strategic outcomes, an enabled and efficient organisation is needed - the right people doing the right things, in the right way, at the right time, for the right reasons.

The 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 services in ways to suit themselves ensuring that the Council's reducing resources can be aimed at assisting those most in need.

- The new **Suffolk Observatory** was launched on 18 September and has received positive initial feedback. Workshops are being held across the County to raise awareness and to promote increased knowledge on the health of the Districts/County enabling evidence based decision making.
- A new **Public Access Strategy** is being implemented alongside the 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 organisations work. **Customer Services** were successfully opened in Stowmarket in September offering enhanced services such as the ability to access land charge searches and receive assistance in photographing and printing documents. The impact of this Strategy can also be seen via a significant reduction in the average number of people per day who **visited Mid Suffolk's headquarters unannounced: 61 in Q1 16/17 to 11 in Q1 17/18**. The Council is heading towards the target of 1 minute for the **average time taken to answer calls** with a reduction on previous quarters figures to **2.08 minutes in Q2**.
- Investment in new IT systems has included the launch of a **new single website** for both Babergh and Mid Suffolk District Councils and there has been a **steady increase** in the **number of daily visitors to the site**. The functionality enables customers to access information on mobile devices as well as PC's and laptops and a **steady increase** in the **number of sessions where mobile devices are used** can be seen. Internally, there is a **steady increase** in the % of **staff and Councillors accessing the Intranet 'Connect'** for information and data.
Note: Risk 5a) on our Significant Risk Register with a current high score of 9 is 'If we do not transform, improve our skills and become more efficient through maximising the use of I.T., then we will be unable to provide the services people need'.
- Government Funding (Revenue Support Grant) has significantly reduced from £918k in 16/17 to £370k in 17/18. This needs to be supplemented with income generating activities or savings made by working smarter and more efficiently. Along with additional income mentioned elsewhere in this report Mid Suffolk is predicting to have generated **£123k of income against a target of £112k** from **investing cash** resources.

- Q2 saw the average time taken to **process new Housing/ Council Tax Benefit claims** up at **30 days against a target of 24 days**. This was predominately due to a conscious decision to prioritise change of circumstance requests ahead of new claims in order to ensure that the Council maximises receipt of subsidy from the Government. This has resulted in the average time taken to process **Housing/Council Tax Benefit Change of Circumstance** requests as **7 days against a target of 11 days**. Whilst 30 days is above the target it is seen as acceptable as payments are made one month in arrears.
- Mid Suffolk, over the past year has been preparing for the move to a new headquarters with an extended period of uncertainty for staff. With a change as big as this, it is inevitable that it will cause some stress that people have differing levels of resilience against or decide that the change does not suit them. It is therefore not surprising that the level of leavers and sickness has increased but this will be carefully monitored post move to ensure that both indicators move downwards again. **Staff leavers** have increased from **20 in Q1 to 38 more in Q2** across both Councils. There is also a steady increase of 1 member of staff each quarter on **long term sickness** (absent for 4 or more weeks); this currently stands at **16 in Q2**.

11.3.5 Assets & Investments (Appendix D)

In order to replace reducing government funding, new income streams need to be identified and secured. Mid Suffolk has the ability to invest, and a portfolio of assets to develop in order to generate additional income and to achieve the strategic priorities.

- Following a review of the **Housing Revenue Account Business Plan** the Council now has a more robust and sustainable HRA Business Plan which has strengthened compliance with HRA regulation particularly in relation to treasury management and accounting.
- The Councils' **Property Services** positively responded to the findings of a recent compliance review and this has resulted in improved reporting lines, governance, and more robust policies around Health and Safety and Legionnaires.

Following recent changes to managerial responsibilities, the Assistant Director – Corporate Resources will be working with colleagues and Cabinet Members to move previous performance reporting measures for non-housing Assets and Investments into the agreed format of tracking and influencing indicators in readiness for Q3 reporting.

11.3.6 Environment, Waste & Leisure (Appendix E)

The Council has 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.

- Income generated through the **business waste service** has already exceeded the total amount generated in 2016/17 (£389k 17/18 to- date, £345k 16/17) and there is a growing number of business waste customers. By attracting clients from private sector competitors, commercial waste collection profits can contribute to the overall income of Mid Suffolk thus providing funds to support the local community and reduce reliance on government grant income (in a small way).
- The % market share of **building control applications** continues to decline from **72.6% in Q 1 to 68% in Q 2**. Although the Council's overall market share has fallen it remains above the average for the industry but challenges remain to ensure that the share is retained and does not compromise the customer focused approach or public safety. Staff retention continues to be an issue for the industry, particularly amongst local authorities and the Council's success has been built upon developing good business relationships and providing excellent customer service. The organisation is experiencing some changes in the staffing establishment which along with other changes in working practices may have resulted in some business uncertainty. The Council will be working hard over the coming months to demonstrate that more flexible and agile working has a positive impact upon the market share.

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

11.5 BMS Invest

In October, Cabinet endorsed a new investment and commercial delivery business unit model, which will be called 'BMS Invest'. Cabinet also endorsed the new governance arrangements and reporting framework. These new arrangements were approved by the Councils' Holding Companies - MSDC (Suffolk Holdings) LTD and BDC (Suffolk Holdings) LTD at their November Board Meetings.

From 2018 Cabinet will receive twice yearly performance reports from 'BMS Invest':

- In September each year (to coincide with company accounts reporting and AGM cycle), Cabinet will be provided with a 'BMS Invest' Annual Report, which will describe the activities and outcomes for all companies from the previous financial year.

- In December each year, there will be a smaller ‘half year’ report on activity for the first half of their current financial year.

Returning to now, in that trading has only just commenced, there is little to report at ‘half year’ currently. This being the case activity will be reported for the current year in March 2018 as an interim measure then commence with the above.

12. Appendices

Title	Location
Draft Housing Performance 1718	Appendix A
Draft Community Capacity Building & Engagement Performance 1718	Appendix B
Draft Enabled & Efficient Organisation Performance 1718	Appendix C
Draft Assets & Investments Performance 1718	Appendix D
Draft Environment, Waste & Leisure Performance 1718	Appendix E

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