

**Meeting: EXECUTIVE**

**Agenda Item:**

**5**

Portfolio Area: All

**Date: 7 JUNE 2016**

**STEVENAGE BOROUGH COUNCIL BALANCED SCORECARD FOR QUARTER FOUR 2015/16**

NON-KEY DECISION

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**1. PURPOSE**

- 1.1 To consider overall performance results for Stevenage Borough Council Balanced Scorecard for quarter four 2015/16 and the impact of performance management activity outlined in paragraphs 3.6 to 3.10.

**2. RECOMMENDATIONS**

- 2.1 That the overall performance results for Stevenage Borough Council Balanced Scorecard for quarter four 2015/16 summarised on Appendix A are noted.
- 2.2 That performance improvement outlined in paragraphs 3.8 and status updates set out in paragraph 3.9 as a result of the implementation of performance management activity previously approved is noted.
- 2.3 That for areas of performance considered outside an acceptable variance of the target set, the planned performance management activity outlined in paragraph 3.10 be endorsed.

**3. BACKGROUND**

- 3.1 The Balanced Scorecard is a performance management tool that provides a picture of the performance of the Council against service priorities. Corporate performance has been presented to Executive quarterly using the Council's Balanced Scorecard since 2008.
- 3.2 The purpose of the Balanced Scorecard is to provide a picture of the performance of the Council, advise individual measure results and highlight areas of performance that require improvement.
- 3.3 The content of the Balanced Scorecard is reviewed on an annual basis to ensure that it continues to reflect current service priorities and performance measures included in the Scorecard may vary slightly from year to year. As a

result, overall Balanced Scorecard performance indicates the level of performance the Council achieves against priority delivery and not against a constant suite of measures.

- 3.4 As part of the Council's 'Performing at our Peak' Programme, the Council's corporate performance management and monitoring systems have been under review during 2015/16, to facilitate monitoring of the Future Town, Future Council Programme and to pull together a wider range of performance elements and trends across the Council relating to its finances, staff, customers and service delivery. It is expected these revisions will come on stream for performance monitoring related to quarter one 2016/17.
- 3.5 The revised framework will be outlined in a report to Executive in July 2016.
- 3.6 The overall performance score achieved for quarter four 2015/16 is 95.22. This is a slight decline on the (updated) performance score achieved for quarter three 2015/16 [96.77].
- 3.7 As required to meet the Council's performance management governance arrangements, performance improvement plans are considered for all measures that record a red or amber status score in the Balanced Scorecard and implemented where appropriate. The score for individual measures is calculated by assessing the level of performance against target. Where performance is better than target, the score is limited to 105. The table below sets out the thresholds for the score status and the breakdown of scores achieved for the current period:

			Number	Percentage
<b>Green</b>	Score: 100 to 105	<b>Meeting or exceeding target</b>	<b>61</b>	<b>73.5%</b>
	Score: 95 to 99.99	<b>Within acceptable variance of target</b>	<b>3</b>	<b>3.61%</b>
<b>Yellow</b>	Score: 90 to 94.99	Variance from target to be monitored	4	4.82%
<b>Amber</b>	Score: 85 to 89.99	Outside acceptable variance of target – plan improvement	4	4.82%
<b>Red</b>	Score: 0 to 84.99	Outside acceptable variance of target – plan/address improvement	11	13.25%

3.8 Summary of results showing (long-term) improving performance trend

<b>Resources – People measure suite</b> BV12 – The number of working days/shifts lost due to sickness absence
Q4 2015/16 result 8.16 days Q3 2015/16 result 8.37 days Q2 2015/16 result: 9 days Q1 2015/16 result: 9 days Q4 2014/15 result: 9.04 days
The quarter four figure is for actual sickness for the 12 months to February 2016. The improvement trend reported to Executive 8 March 2016 has been sustained. Sickness absence has continued to fall and is now 8.16 days against the target of 8.5 days. Three of the 15 Service Delivery Units remain above target, however this continues to be managed.

<b>Resources – ICT measure suite: ICT3 - Level of user satisfaction with business benefits delivered by ICT facilities</b>
Q4 2015/16 result 73% Q3 2015/16 result 69% Q2 2015/16 result: 75% Q1 2015/16 result: 62% Q4 2014/15 result: 54.8%
Results for this measure have shown significant improvement compared to the previous year. User satisfaction has risen from 54.8% in quarter four 2014/15 to 73% in quarter four 2015/16. The improvement reflects a lengthy period of systems resilience, with no major incidents occurring since before Christmas, and overall IT performance. The service has hit each of its performance targets for the year.

3.9 Status updates for measures outside acceptable variance in previous quarter

<b>Efficiency - Customer Service Centre measure suite: CSC12 –</b> Percentage of calls abandoned in the Customer Service Centre [Q3 2015/16: Threshold 8.8%, result 12.3%, red status] [Q4 2015/16: Threshold 8.8%, result 10.1%, yellow status]
As reported in the Executive Report 8 March 2016, a review of the Customer Service Centre (CSC) took place between September and November 2015. This led to a number of improvement measures being implemented to increase capacity within the CSC and further improve customer experience.  The quarter three improvement measures plus the implementation of our full apprentice programme during quarter four had a positive impact on performance.

**Customer Service Centre measure suite: CSC12 cont.d**

Abandonment rate decreased during quarter four to 3.8% which is a decrease of 5.4% from quarter three and has improved the cumulative score for the year to 10.1%.

In addition, actual results for calls answered within 20 seconds in the final quarter were 69.8%, which is a 15.3% improvement on quarter three and has improved the cumulative result for the year to 49.21%.

Further work was carried out during quarter four to multi-skill advisers across all channels and services which will strengthen the resilience of the service. Work has begun to identify areas of the service which can be redesigned to improve the customer experience and increase the centre's ability to meet demand.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
CSC12					
Actual	8.4%	12.8%	13.8%	12.3%	10.1%
Status: Score	Amber: 87	Red: 69	Red: 61	Red: 73	Yellow: 90

**3.10 Summary of measures outside acceptable variance (Red/Amber Status)**

**Community - Housing measure suite: NI155B - Number of affordable homes delivered (gross - by the Council)**

[Q3 2015/16: Target 12, result 15, green status]

[Q4 2015/16: Target 24, result 17, red status]

The Executive Report of 8 March 2016 indicated a yellow status result for this measure at quarter three. Following an update to the results reported for quarters two and three, the status for quarter three is now green.

The market remains competitive and purchase prices have continued to climb. There are currently four units with offers accepted and in the conveyance process (our robust approach to appraisals has led to some of our earlier offers being accepted after initially being rejected). However, the targets set for this measure were based on an Open Market Acquisition Programme. In response to the difficult market conditions experienced (a national issue) a change of strategy was adopted. This has involved shifting focus to acquiring land led schemes as well as bulk purchase opportunities. In the next financial year we expect this strategy to provide opportunities to deliver increased unit numbers of affordable housing but also better quality housing where we can influence the design. This will achieve added value for our residents, through for example, lower energy costs because new build homes are better insulated. Furthermore these new opportunities take more time to contract and build than open market acquisitions.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	59	3	9	15	17
Status: Score	Green: 105	Green: 100	Green: 105	Green: 105	Red: 71

**Community - Housing measure suite: HPS1- Tenant satisfaction with the Homes Improvement Service**

[Q3 2015/16: Target 96% result 78.34%, red status]

[Q4 2015/16: Target 96%, result 82.54, amber status]

Performance remains below target, but has further improved in the last quarter. The new Programme Manager started in March and the new performance suite will commence in April. Fortnightly operational meetings have been launched with all contractors and monthly strategic meetings have been implemented to enable greater insight.

Trend	New 2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual			96.55%	75.56%	78.34%
Status: Score		Green: 101	Red: 79	Red: 82	Amber: 86

**Community - Housing measure suite: VOIDS1A - The average time taken to re-let standard void properties**

[Q3 2015/16: Target 30, result 32.51, yellow status]

[Q4 2015/16: Target 28, result 33.89, red status]

The re-let time of standard voids at 33.89 days is showing a decline in performance and is above the quarter four target of 28 days. Whilst it was expected that end of year performance would have achieved target, significant staffing issues were experienced from October 2015, together with contractor issues towards the end of the financial year, directly impacting on our ability to achieve target.

In addition to this, at the time the targets were set (early 2015), the review of the Building Maintenance Operations (BMO) had not been considered and the resulting significant impact on service delivery could not have been anticipated at that time.

The time taken to re-let void properties varies according to the size, location and type of property concerned and the degree of remedial work required. Action is being taken on a number of fronts to address the different challenges. For example, promotion of our sheltered schemes and conversion of some studio flats to one bedroom properties. A supported housing review is also looking at options for delivery of the service going forward.

In terms of the numbers of void properties we have had during the 2015/16 year, numbers are outlined below:

- General Needs properties: 198 standard properties, 94 Major voids (those requiring substantial work).

**Community - Housing measure suite: VOIDS1A cont.d**

- Sheltered properties: 95 standard voids, 16 Major works voids and two have been taken out of management.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	32.19	36.71	33.82	32.51	33.89
Status: Score	Yellow: 94	Amber: 87	Yellow: 92	Yellow: 93	Red: 82

**Community - Community Safety Partnership measure suite:**

CS8 – Anti-social behaviour per 1000 population

[Q3 2015/16: Threshold 29.19, result 35.1, red status]

[Q4 2015/16: Threshold 29.19, result 33.8, amber status]

CS9 – Criminal damage per 1000 population

[Q3 2015/16: Threshold 9.57, result 12.6, red status]

[Q4 2015/16: Threshold 9.57, result 12.8, red status]

NI15b – The rate of violence against the person (victim based crime) per 1000 population

[Q3 2015/16: Threshold 18, result 25.3, red status]

[Q4 2015/16: Threshold 18, result 24.8, red status]

The Executive report 8 March 2016 highlighted a change in the reporting methodology for a number of community safety related measures including CS8, CS9 and NI15b. It was recognised that the Community Safety Partnership would be unable to meet the targets set during 2015/16. The partnership will set new targets for 2016/17 in light of the new reporting arrangements.

As with previous quarters, the results for these measures has seen a year on year increase during quarter four, leaving the community safety partnership below its cumulative target level. This is due in part to the continued knock on effect of improved crime recording standards across all crime types. However, a slight improvement was recorded in relation to Anti-Social Behaviour.

The Council has completed a longer term crime reporting analysis for discussion with the Community Safety Partnership (CSP) to inform future target setting. These indicators link into the CSP action plan which is in development. At the conclusion of this process a report outlining the current community safety issues for Stevenage will be submitted to the Executive.

CS8 Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	29.19	38.29	38.7	35.1	33.8
Status: Score	Green: 105	Red: 73	Red: 71	Red: 82	86: Amber

**Community - Community Safety Partnership measure suite cont.d:**

CS9 Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	9.57	13.7	13.1	12.6	12.8
Status: Score	Green: 105	Red: 70	Red: 74	Red: 78	Red: 76

  

NI15b Trend	New 2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual		25.1	25.9	25.3	24.8
Status: Score		Red: 68	Red: 64	Red: 67	Red: 69

**Community - Supporting the Vulnerable measure suite:** NI156 - Number of households living in temporary accommodation  
 [Q3 2015/16: Threshold 80, result 86, yellow status]  
 [Q4 2015/16: Threshold 80, result 91, amber status]

Whilst numbers in temporary accommodation have increased again in the final quarter, a number of households are pending move on or direct property allocation. Case complexity continues to be above that of previous years and is adding to the length of time individual households are staying in temporary accommodation.

In addition, there is a lack of affordable move on accommodation available in the Private rented sector and where a decision is made that the customer is suitable for council accommodation; they are reliant on an appropriate sized property becoming available for them to bid on.

The Temporary Accommodation Procurement and Placement Policy 2016 presented to Executive in April 2016 indicated that Stevenage should expect a 10% increase in the number of households living in temporary accommodation (taking numbers to 100) and this does reflect the national picture.

There are a number of initiatives being considered in relation to improving the supply of emergency and temporary accommodation. The homeless strategy action plan is being implemented, with a review of our service level agreements with partner agencies. In addition we are working with Hertfordshire County Council on a joint Housing Protocol for young offenders and together with Three Rivers District Council and North Herts District Council a peer review is scheduled for September 2017 to help inform service delivery.

.Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	86	88	87	86	91
Status: Score	Red: 47	Yellow: 90	Yellow: 92	Yellow: 93	Amber: 87

**Efficiency - Finance measure suite:**

NB1 – Percentage of 2015/16 ‘New Build Budget’ allocated to identified New Build Schemes

[Q3 2015/16: Target 70%, result 32.16%, red status]

[Q4 2015/16: Target 100%, estimate 31.7%, red status]

As reported to Executive 8 March 2016, based on the current new build programme, the Council will not have used all of the projected Right to Buy receipts by the three year deadline. This is because of the restrictions on their use; only 30% of the one for one receipts can be applied to any one scheme and may not be used for replacement of existing affordable housing. £3.9Million of the 2015/16 receipts have been returned in April 2016 in order to minimise costs to the HRA from interest charges payable on unspent receipts. This issue has affected Councils across the country and nationally £46Million of receipts has already been returned to the treasury.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	108%	17.2%	27.73% est	32.16%	31.7% est
Status: Score	Green: 105	Red: 34	Red: 46	Red: 46	Red: 32

**Efficiency - Finance measure suite:**

LACC1 – Projection of General Fund approved savings actually removed from the General Fund budget, identified through Priority Based Budgeting2

[Q3 2015/16: Target £727,368, result £606,430, red status]

[Q4 2015/16: Target £727,368, result £592,920, red status]

Eighty-two per cent of savings identified for 2015/16 have been achieved. Three savings were withdrawn with a total value of £76,540. The remaining saving shortfall in 2015/16 has no impact on future years and has arisen from later than anticipated implementation dates.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	£1,007,130 est	£677,828 est	£635,230 est	£606,430	592,920
Status: Score	Yellow: 94	Yellow: 93	Amber: 87	Red: 83	Red: 82



**Efficiency - Finance measure suite:**

LACC2 – Projection of Housing Revenue Account approved savings actually removed from the Housing Revenue Account, identified through the Priority Based Budgeting2

[Q3 2015/16: Target £283,920, result £281,370, green status]

[Q4 2015/16: Target £283,920, result £218,780, red status]

In calculating the saving arising from the new gas contract, actual maintenance visits in the first half of 2015/16 under the old contract were higher than estimated, giving rise to a net in year pressure of £62,590. There is no ongoing pressure as all visits will be completed under the new contract in 2016/17.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	£492,330	£283,920	£281,370	£281,370	£218,780
	est	est	est		
Status: Score	Red: 83	Green: 100	Green: 99	Green: 99	Red: 77

**Efficiency - Customer Service Centre measure suite:**

CSC4 – Telephone calls to the Customer Service Centre answered within 20 seconds

[Q3 2015/16, Target 55%, result 42.07%, red status]

[Q4 2015/16, Target 55%, result 49.21%, amber status]

As reported in the Executive Report 8 March 2016, a review of the Customer Service Centre (CSC) took place between September and November 2015. This led to a number of improvement measures being implemented to increase capacity within the CSC and further improve customer experience.

The quarter three improvement measures plus the implementation of our full apprentice programme during quarter four had a positive impact on performance.

Actual results for the final quarter were 69.8% of calls answered within 20 seconds which is a 15.3% improvement on quarter three and has improved the cumulative result for the year to 49.21%.

In addition, abandonment rate decreased during quarter four to 3.8% which is a decrease of 5.4% from quarter three and has improved the cumulative score for the year to 10.1%.

Further work was carried out during quarter four to multi-skill advisers across all channels and services which will strengthen the resilience of the service.

Through the Equal Access to Services for All Programme work has begun to identify areas of the service which can be redesigned to improve the customer experience and increase the centre's ability to meet demand. Also outline

**Efficiency - Customer Service Centre measure suite: CSC4 cont.d.**

business cases for a new automated telephone balance and payment service and a new online customer portal will be produced during quarter one of 2016/17.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
CSC4	51.55%	35.42%	36.13%	42.07%	49.21%
Status:	Yellow:	Red:	Red:	Red:	Amber:
Score	94	64	66	76	89

**Future – Regeneration measure suite:** LDS3 – Percentage progress to delivery of the milestones for the Local Plan in the current year.

[Q3 2015/16, Target 75% result 75%, green status]

[Q4 2015/16, Target 100% result 75%, red status]

The Local Plan timetable has slipped due to receiving double the expected level of consultation responses. It is programmed to report the updated timetable to July Executive and seek approval to submit the plan. It is anticipated that the target will be achieved in quarter two 2016/17, subject to Executive approval.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	75%	20%	35%	75%	75%
Status:	Red:	Green:	Green:	Green	Red:
Score	75	100	100	100	75

**Future - Finance measure suite:**

Assets14 – Percentage of General Fund capital receipts achieved against target.

[Q3 2015/16, Target 45% result 23.45%, red status]

[Q4 2015/16, Target 100% result 44.38%, red status]

A number of disposals were completed in quarter four, however as reported in the Executive Report 8 March 2016, three of the more substantial sites have been delayed and are now scheduled for completion in quarter one 2016/17. This has mainly been due to delays in the legal proceedings and third party negotiations. It is very difficult to accurately predict when the disposals will be completed as sometimes this is due to factors outside of our control. Overall however, the considered approach being taken to disposals is ensuring the Council achieves better outcomes in terms of income generation and Housing delivery.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	103.67%	14.2%	14.2%	23.45%	44.38%
Status:	Green:	Green:	Green:	Red:	Red:
Score	105	105	105	52	44

**Resources - People measure suite:**

HR21 – Percentage of staff turnover

[Q3 2015/16: Target 10%, result 12%, amber status]

[Q4 2015/16: Target 10%, result 15.2%, red status]

Whilst stability remained high during 2015/16, actual turnover was above the balanced scorecard target of 12% at quarter three. As this is a cumulative figure we have remained above target. There were 26 leavers during December 2015/January 2016, 13 of these were from Housing Property Services which was undergoing organisation change and higher levels of turnover were anticipated during this process. When compared with 2014/15, a small increase in voluntary leavers has been observed (72-2015/16 compared with 65 - 2014/15) and a significant decrease in non-voluntary leavers (25-2015/16 compared with 59 -2014/15). This is likely to be attributed to reductions in the number of redundancies made and no significant TUPE transfer processes during 2015/16.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	18.26%	3%	7.3%	12%	15.2%
Status:	Red:	Green:	Green:	Amber:	Red:
Score	61	105	105	86	63

**Resources - Reputation measure suite: CC1 – Number of press releases issued**

[Q3 2015/16: Target 125, result 74, red status]

[Q4 2015/16: Target 150, result 101, red status]

The Corporate Communications Team experienced a reduction in staffing capacity to work on proactive media relations during 2015/16. However 100% of issued press releases were published in the media against a target of 87%. Whilst 100% of media coverage was either neutral or positive.

The Council is shortly to commence the recruitment of a new Communications Officer during quarter one of 2016/17.

The team will continue to ensure the production of high quality and focused press releases during 2016/17.

Trend	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Actual	160	32	54	74	101
Status:	Green:	Green:	Red:	Red:	Red:
Score	105	105	72	59	67

- 3.11 Officers responsible for managing and enhancing performance related to a measure will monitor delivery and impact of any improvement plans put in place and ensure relevant Portfolio Holders are advised of their implementation and progress.
- 3.12 Appendix A summarises:
- The trend in overall scorecard results for each perspective and sub-section for the last five quarters
  - The number of measures in each score category (Red, Amber, Yellow, Green)

#### **4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS**

- 4.1 When developing the Balanced Scorecard in 2008, following consideration of alternative performance management tools to monitor the Council's performance, Members and officers opted for the Balanced Scorecard approach as the most efficient and effective model for Stevenage Borough Council to monitor performance.
- 4.2 The Performance and Improvement Manager consults with Heads of Service and Strategic Management Board each year to determine the content of the Scorecard for the year ahead.
- 4.3 The results presented through the Scorecard provide a picture of the current performance of the Council against service priorities.
- 4.4 Appendix A summarises current and trend results.
- 4.5 Performance management governance arrangements are in place to ensure that the results presented are accurate and any necessary improvement plans are considered.
- 4.6 As a result of the Council's performance management governance arrangements, improvement activity will be discussed with the relevant Portfolio Holder, agreed activity implemented and performance monitored as outlined in paragraphs 3.6 to 3.10.

#### **5. IMPLICATIONS**

##### **5.1 Financial Implications**

- 5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for developing performance improvement plans for a particular measure will need to outline any financial implications resulting from the improvement activity outlined.

## **5.2 Legal Implications**

- 5.2.1 There are no direct legal implications from the recommendations contained in this report. However, officers responsible for developing performance improvement plans for a particular measure will need to outline any legal implications resulting from the improvement activity outlined.

## **5.3 Equalities and Diversity Implications**

- 5.3.1 Accessibility regarding the presentation approach of the Balanced Scorecard was considered during the development of the Balanced Scorecard system. Demonstrations were provided to key stakeholders to obtain feedback on the presentation of the system and incorporate feedback into the final design.
- 5.3.2 There are no direct equality implications resulting from the Balanced Scorecard results presented. However, officers responsible for developing performance improvement plans for a particular measure will need to consider any equality implications from the improvement activity identified.

## **5.4 Risk Implications**

- 5.4.1 There are no significant risks to the Council in agreeing the recommendation(s). Officers responsible for developing performance improvement plans for a particular measure will need to consider any risk implications from the improvement activity identified.

## **5.5 Other Corporate implications**

- 5.5.1 Improvement activity outlined in individual performance improvement plans may impact on the development of future policy or procedure.

## **BACKGROUND PAPERS**

- BD1 - Balanced Scorecard Compendium 2015/16 Quarter Four
- BD2 - Executive Report 8 March 2016: Balanced Scorecard 2015/16 Quarter Three - <http://www.stevenage.gov.uk/content/committees/139616/139705/139725/Executive-8-March-2016-Item-8.pdf>

## APPENDICES

- Appendix A - Summary report of Balanced Scorecard results.