

**Meeting: EXECUTIVE**

**Agenda Item:**

**8**

Portfolio Area: All

**Date: 8 MARCH 2016**

**STEVENAGE BOROUGH COUNCIL BALANCED SCORECARD FOR QUARTER THREE 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 three 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 three 2015/16 summarised on Appendix A be noted.
- 2.2 That performance improvement outlined in paragraphs 3.7 and status updates, set out in paragraph 3.8 of this report, as a result of the implementation of performance management activity previously approved be 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 3.9 of this report 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 are currently under review to draw 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 at the end of 2015.
- 3.5 The overall performance score achieved for quarter three 2015/16 is 96.8. This is an improvement on the (updated) performance score achieved for quarter two 2015/16 of 96.34.
- 3.6 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>56</b>	67.47%
	Score: 95 to 99.99	<b>Within acceptable variance of target</b>	<b>10</b>	12.05%
<b>Yellow</b>	Score: 90 to 94.99	Variance from target to be monitored	6	7.23%
<b>Amber</b>	Score: 85 to 89.99	Outside acceptable variance of target – plan improvement	1	1.20%
<b>Red</b>	Score: 0 to 84.99	Outside acceptable variance of target – plan/address improvement	10	12.05%

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

**Resources – People measure suite**

BV12 – The number of working days/shifts lost due to sickness absence

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 reported figure is for actual sickness for the 12 months to November 2015. During the last 12 months there has been an improvement trend in

sickness absence, resulting in the sickness absence target (8.5 days) being achieved in November 2015 and absence reducing to below target. HR will continue to support managers with managing sickness absence, in line with the new policy, to support continued improvement.

**Resources – Reputation and Efficiency - Customer Service Centre measure suites**

**Web7a:** Percentage increase in online transactions (through the Council's website for targeted areas) – Q3 2015/16 target 5%  
Increase 12%

**CSC14:** Percentage reduction in balance and payment enquiries by telephone through the Customer Service Centre - Q3 2015/16 target 5%  
Reduction: 18.9% (1,970 enquiries)

As part of the Equal Access to Services for All Programme the Council has introduced a range of measures to help improve customer access to key transactional services.

This included a new online balance and payment service that was launched in September 2015. As a result during quarter three the Council saw a 12% increase in automated transactions in comparison with the same quarter from the previous financial year. Whilst the Customer Service Centre experienced an 18.9% (1,970) reduction in the number of payment enquiries over the telephone (CSC14) against a target of 5%.

3.8 Status updates for measures outside acceptable variance in previous quarter

**Community - Supporting the Vulnerable measure suite:** NI156 - Number of households living in temporary accommodation  
[Q2 2015/16: Threshold 80, amended result 87, yellow status]  
[Q3 2015/16: Threshold 80, result 86, yellow status]

The Executive Report of 15 December 2015 advised an amber status result for this measure. Following an update to results reported for quarter two, both quarters two and three are status yellow for this measure against target.

We have recently had a number of cases move on to alternative accommodation either with social providers or private sector landlords. 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.

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	84	86	88	87	86
Status: Score	Red: 51	Red: 47	Yellow: 90	Yellow: 92	Yellow: 93

**Future - Regeneration measure suite: NI159 - Supply of ready to develop housing sites**

[Q2 2015/16: Target 100%, est 60%, red status]

[Q3 2015/16: Target 100%, result 100%, green status]

The Council now have an identified 5 year housing supply, which has been approved by Executive and is out to public consultation.

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	84%	84%	84%	60% est	100%
Status: Score	Red: 84	Red: 84	Red: 84	Red: 60	Green: 100

**Future - Finance measure suite:**

HRA\_CAP – Percentage of Housing Revenue Account Capital spend against strategy.

[Q2 2015/16 target 40%, result 27%, red status]

[Q3 2015/16 target 65%, result 74.23%, green status]

As highlighted in the November Executive Capital Programme Report, it was anticipated that Housing Revenue Account Capital spend would increase in quarters three and four.

Trend	New 2015/16	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual		5.7%	27%	74.23%
Status: Score		Red: 38	Red: 68	Green: 105

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

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

[Q2 2015/16: Target 96%, result 75.56%, red status]

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

We are still below target, with some improvement compared to last quarter. Following focused intervention, including new arrangements with contractors and discussion with dissatisfied customers to inform improvements, the customer satisfaction rate for quarter three demonstrated improvement. In February, new performance management arrangements will be introduced to include a cross-contract meeting with contractors held on a monthly basis. The volume of work will reduce in quarter four with the same level of site resources maintained across a smaller number of customers; this will allow the same level of site resources to concentrate more on a lower volume of works.

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

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

**CS8** – Anti-social behaviour per 1000 population

[Q2 2015/16: Threshold 29.19, result 38.7, red status]

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

**CS9** – Criminal damage per 1000 population

[Q2 2015/16: Threshold 9.57, result 13.1, red status]

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

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

[Q2 2015/16: Threshold 18, result 25.9, red status]

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

A separate report was considered by the Executive in February 2016 that highlighted a change in the reporting methodology for a number of community safety related measures including CS8, CS9 and NI15b. The report also identified a number of partnership actions that are planned or being undertaken to help address the different types of crimes.

Due to the change in reporting methodology it is recognised that the Community Safety Partnership will be unable to meet the targets set during 2015/16. It is therefore recommended that the partnership should review the measures during quarter four 2015/16 and set new targets for 2016/17 in light of the new reporting arrangements.

CS8 Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	28.43	29.19	38.29	38.7	35.1
Status: Score	Green: 105	Green: 105	Red: 73	Red: 71	Red: 82

CS9 Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	10.3	9.57	13.7	13.1	12.6
Status: Score	Green: 105	Green: 105	Red: 70	Red: 74	Red: 78

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

**Efficiency - Finance measure suite:**

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

[Q2 2015/16: Target 60%, estimate 27.73%, red status]

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

Based on the current capital programme and estimated one for one receipts, it is anticipated that receipts will be returned to the Government. Members agreed at the November 2015 Executive that as the use of borrowing should be considered as a means of not returning one for one receipts to the Treasury, this will be reviewed as part of the HRA Business Plan update.

Nineteen properties have either now completed or have had offers accepted and are progressing to completion. The committed spend is therefore at £3.382m against a budget of 9.98m. This leaves a balance of £6.6m.

Previous updates highlighted that achieving open market acquisitions in a rising market is hard to achieve when we are applying tight financial viability and value for money criteria. Given our determination not to fuel an already competitive market the Council’s development team under took to investigate new build opportunities. As a consequence of this we have five schemes totalling 39 new homes in the pipeline with an estimated spend of £4,736,000. This represents excellent value for money as well as providing good quality new build stock for the HRA and our tenants to enjoy. Depending on the date of the transactions for these new build schemes, the spend may fall into the next financial year during April/May 2016. Therefore it is proposed that unspent monies in this budget area are carried forward too.

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	12.96% est	108%	17.2%	27.73% est	32.16%
Status: Score	Red: 13	Green: 105	Red: 34	Red: 46	Red: 46

**Efficiency - Finance measure suite:**

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

[Q2 2015/16: Target £727,368, est £635,230, amber status]

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

Of the savings identified in the 2015/16 budget three saving options were withdrawn (£76,540 or 10%) and three saving options have been deferred (£44,400 or 6%).

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	£1,001,700 est	£1,007,130 est	£677,828 est	£635,230 est	£606,430
Status: Score	Yellow: 94	Yellow: 94	Yellow: 93	Amber: 87	Red: 83

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

**CSC12 - Percentage of calls abandoned in the Customer Service Centre**

[Q2 2015/16: Threshold 8.8%, result 13.8%, red status]

[Q3 2015/16: Threshold 8.8%, result 12.3%, red status]

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

[Q2 2015/16, Target 55%, result 36.13%, red status]

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

A review of the Customer Service Centre (CSC) took place between September and November 2015. This has led to a number of measures being implemented, including:

- A new CSC performance clinic that takes place weekly to review both centre wide and individual adviser performance.
- A single tier skills based call routing framework
- Improved CSC working parameters; and
- A new apprenticeship scheme

Improved call handling times between October and December 2015 resulted in 54.8% (Target 55%) of all calls being answered within 20 seconds and a reduction in calls abandoned (9.2% against the threshold of 8.8%) during this period. This is a significant improvement on the preceding quarters. Customer satisfaction with the CSC continues to remain high at 87.6%.

Further work is planned to assess the current delivery processes between the CSC and key back office services during quarter four. This work is designed to further improve the customer experience and increase capacity within the CSC.

Trend	Q3	Q4	Q1	Q2	Q3
CSC12	2014/15	2014/15	2015/16	2015/16	2015/16
Actual	8.8%	8.4%	12.8%	13.8%	12.3%
Status:	Red:	Amber:	Red:	Red:	Red:
Score	84	87	69	61	73

Trend	Q3	Q4	Q1	Q2	Q3
CSC4	2014/15	2014/15	2015/16	2015/16	2015/16
Actual	50.26%	51.55%	35.42%	36.13%	42.07%
Status:	Yellow:	Yellow:	Red:	Red:	Red:
Score	91	94	64	66	76

**Future - Finance measure suite:**

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

[Q2 2015/16, Target 7% result 14.2%, green status]

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

Some disposals that were programmed for completion in quarter three have been delayed due to protracted legal negotiations on the terms and condition of sale. Another disposal is in delay pending the resolution of some site specific issues. None of these matters are insurmountable and there is no risk to the current disposal programme, other than occasionally completion dates will slip for reasons outside of the officers' control. Further, receipts from the more substantial disposals are still scheduled for quarter four or early in quarter one next year.

Notwithstanding, small land sales, mostly to residents, continues to perform well ahead of its target and Board recognises the persistence and hard work of the officers in progressing all the disposals in the programme.

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	52.39%	103.67%	14.2%	14.2%	23.45%
Status: Score	Green: 105	Green: 105	Green: 105	Green: 105	Red: 52

**Resources - People measure suite:**

HR21 – Percentage of staff turnover

[Q2 2015/16: Target 9%, result 7.3%, green status]

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

The result is based on 77 leavers in the period 1 April to 31 December 2015 and includes all leavers, voluntary and non-voluntary.

There has been an increase in the number of voluntary and non-voluntary leavers during quarter three. This is a result of fixed term contracts concluding, managers addressing performance and conduct, and the voluntary leavers are likely to be a result of uncertainty in Housing. An Exit Interview process was implemented in November 2015, and therefore we will have more qualitative information on the reasons for leaving in future. Whilst we are above target, this figure is still in line with the local government average of 11.4%.

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	10.8%	18.26%	3%	7.3%	12%
Status: Score	Yellow: 94	Red: 61	Green: 105	Green: 105	Amber: 86



**Resources - Reputation measure suite: CC1 – Number of press releases issued**  
[Q2 2015/16: Target 75, result 54, red status]  
[Q3 2015/16: Target 125, result 74, red status]

The Corporate Communications Team experienced a reduction in staffing capacity to work on proactive media relations during quarters two and three.

However 90% of issued press releases were published in the media against a target of 87%. Whilst 100% of media coverage was either neutral or positive.

A recruitment process is currently underway to appoint a new Communications Officer during quarter four.

The team will continue to ensure the production of high quality and focused press releases during quarter four.

Trend	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Actual	125	160	32	54	74
Status: Score	Green: 105	Green: 105	Green: 105	Red: 72	Red: 59

3.10 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.

3.11 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 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 Three

BD2 - Executive Report 15 December 2015: Balanced Scorecard 2015/16 Quarter Two

<http://www.stevenage.gov.uk/content/committees/139616/139705/139725/153509>

### **APPENDICES**

Appendix A - Summary report of Balanced Scorecard results.