

REPORT TO SCRUTINY COMMITTEE



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PORTFOLIO	Resources and Performance
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Mid year performance report 2018-19

PURPOSE

1. To inform Scrutiny Committee of the council's mid-year performance.

RECOMMENDATION

2. That members note
 - the council's mid-year performance data, and
 - that the council has successfully retained its Gold Investors in People accreditation and Health and Wellbeing Award.

REASONS FOR RECOMMENDATION

3. To help inform the committee's work programme.

SUMMARY OF KEY POINTS

4. Sections 5 and 6 of this report provide highlights from the council's performance scorecards.

The report does not comment on finance measures as these are reported separately in budget monitoring reports.

Where comparison with other authorities is available for the indicators, this is also reported.

5. **On target indicators**

- Corporate: average number of days per employee lost to sickness absence.
 - On average, employees took 1.41 days during Q2 compared to 1.57 in the same period last year. The council remains on target to achieve less than 6 days per employee at year end (see chart 1).
- Liberata: telephone calls answered within target time.
 - With 80% of calls answered within time, this measure has recovered from last quarter, when 73% were answered on time (see chart 2).

- Liberata: average number of days to process benefits new claims and change of circumstances.
 - Against a target of 7 days, the Q2 result was 5.17. In Q2 last year, Liberata achieved 6.81 days.
 - The latest available data for comparison with other areas is from Q1 18/19 (this measures housing benefit processing only), and shows that Burnley's housing benefit processing time was the fastest amongst districts in the North West.

- Streetscene: street cleanliness- street survey results.
 - Targets for litter, detritus, graffiti and flyposting were all achieved in Q2.

- Streetscene: missed bin collections.
 - The measure was back on target with 37 bins per 100,000 collections missed. The target is 40 or fewer (see chart 3 below).

- Housing and Development: no. of households living in temporary accommodation.
 - At the end of the quarter, 5 households were living in temporary accommodation, against a target of 12. In the same period last year, the figure stood at 18.

- Housing and Development: percentage of planning applications processed within target time.
 - Processing times for major, minor and "other" applications were all on target:
 - Major: 100%, against a target of 60%
 - Minor: 86%, against a target of 65%
 - Other: 85%, against a target of 80%
 - Using Q4 2017-18 data for comparison, Burnley's performance against each of these measures was similar to the statistical nearest neighbour average.

- Policy and Engagement: Facebook post engagement.
 - Council posts had over 60,000 engagements during the quarter, more than 4 times the baseline target of 13,000.

6 Off target indicators

- Liberata: wait time in the one stop shop (this is not a contract KPI).
 - The average wait time in the one stop shop is 12 minutes, against a target of 10 mins.
 - Though off target, there has been steady improvement over the last 4 quarters.

7 Investors in People

The purpose of the liP assessment is to externally verify that the council is continuing to provide high quality services that are affordable and sustainable, and which meet residents' needs and continue improve despite limited resources.

The council has been successfully accredited with the Investors in People Standard for many years, and has been assessed by the current liP Practitioner in conjunction with an internal review team for a significant number of years.

The council has been accredited with a Gold award at its previous two assessments (2012 & 2015) under version 5 of the Investors in People Standard.

The Gold award represents achievement of world-class best practice. It highlights cutting-edge organisations operating at the very highest levels of people management practice, using Investors in People to drive the organisation forward. Only 15% of organisations assessed under the updated and more rigorous liP version 6 Standard have attained gold status.

The independent Practitioner particularly commended the outcome given, *“the added stretch that the new version 6 Standard provides and given the significant amount of change the organisation continues to go through, including the requirement to continue to make significant financial savings and to deliver services with a reducing workforce.”*

Appendix 2 sets out the strengths, and opportunities for improvement, identified in the Practitioner's report to the council.

FINANCIAL IMPLICATIONS AND BUDGET PROVISION

8. There are no financial implications at this time.

POLICY IMPLICATIONS

9. There are no additional policy implications associated with this report.

DETAILS OF CONSULTATION

10. Not applicable

Appendix 1- performance indicator trends

Chart 1

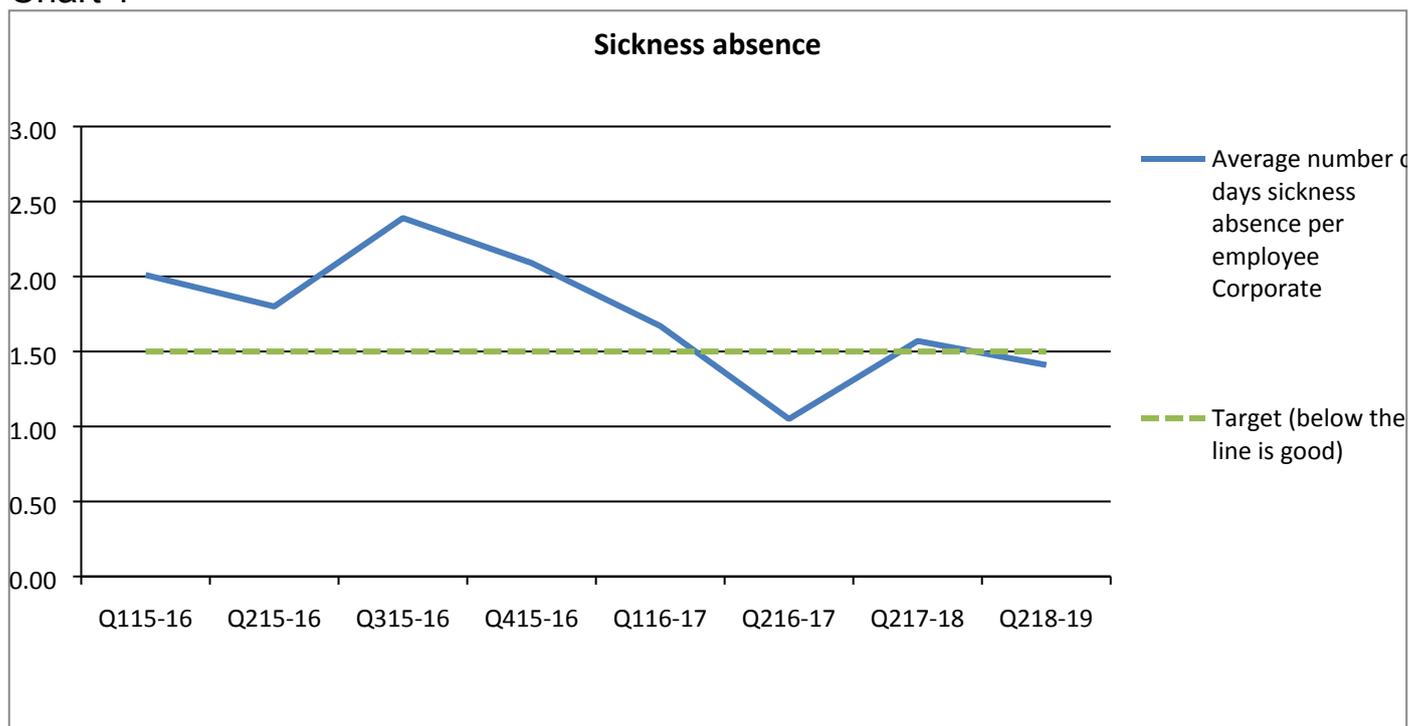


Chart 2

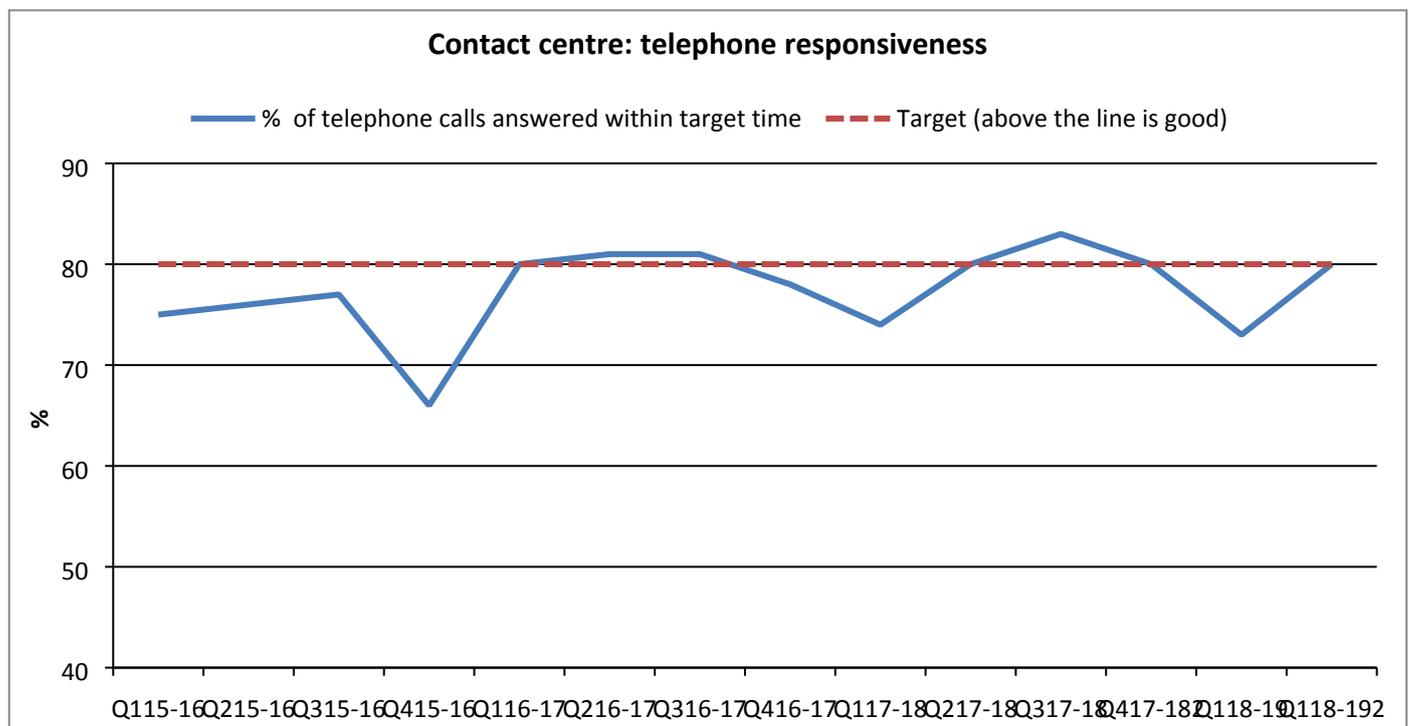
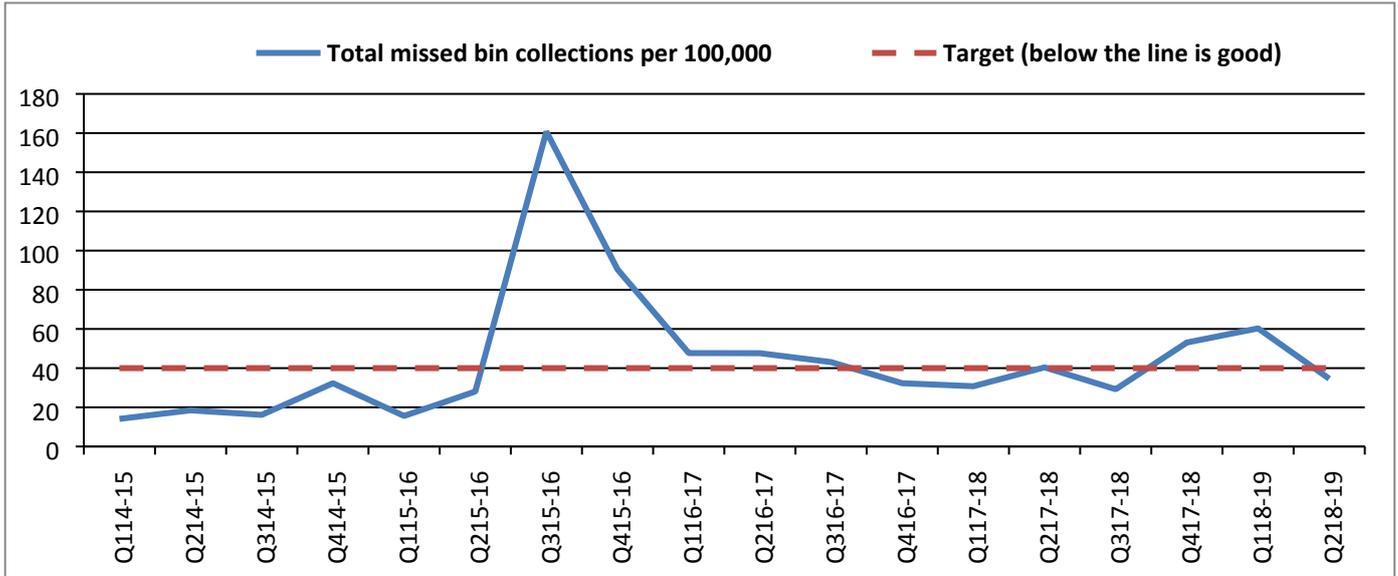


Chart 3



Appendix 2- liP report

The assessment identified a number of strengths:

- A clear purpose and vision which is effectively communicated to and understood by people.
- A values-based culture where a lot of work has been done over the past 3 years to further refine and embed these values and to identify those underlying behaviours which support them.
- An open culture where there appear to be good levels of trust at all levels and where there is a real confidence in the leadership team to take the organisation forward.
- Consistent line management of people where most managers are considered to be both supportive and motivational in their approach to leading and managing their teams; something which is evident through the Council's overall performance outcomes that are being achieved.
- An ongoing review of the Council's overall structure to ensure it remains fit for purpose and is aligned to achieving the vision going forward, including making all of the required budget savings.
- A culture which encourages effective team working and which over time has continued to be strengthened and continues to be a focus going forward.
- An ongoing commitment to developing people skills and making the most of people's talents for mutual benefit.
- Effective working with a number of external strategic partners which are delivering positive outcomes.
- An ongoing and long-time commitment to continuously improving how people are led, managed and developed with numerous feedback mechanisms and review systems in place, enabling senior leaders to take ongoing temperature checks of employee motivation. There are also systems in place to enable the organisation to assess progress over time and the impact of any improvements made.

As always with Investors in People accreditation, the assessment also suggested some opportunities to improve still further in line with good practice which included:

- Continuing the ongoing development of leadership development with a view to fully embedding a culture of inspirational leadership at all levels of management, as part of the Council's ambition to become high performing (liP Platinum) in all areas.
- Embed leadership 360 feedback process as common practice so that improvements in individual leadership can be measured over time.
- Further promote and embed the Council's staff suggestion scheme so that the organisation is able to track its impact over time.
- Continuing to seek periodic feedback from staff about the Council's overall approach to reward and recognition.
- Consider utilising 'pulse' surveys as a more immediate and flexible way of seeking staff feedback on particular aspects of how they are being led and managed.
- Identify what additional key measures/people metrics the Council should now continue to monitor/report on (following the provision of a significant amount of data for this assessment) in order to show a journey of continuous improvement.