Bromsgrove District Council

Corporate Performance Strategy

2016

1. Introduction

This document sets out Bromsgrove District Council's (BDC) strategy for managing systems performance across the organisation and outlines key building blocks to achieving its six strategic purposes.

2. Purposes

Strategic Purposes

A set of strategic purposes were developed for BDC by the Senior Management Team and Bromsgrove Cabinet Members. Data gathered from interaction with the Council's services, customer demand data, evidence provided by Bromsgrove Cabinet and future demographic profiles were used to inform these strategic purposes.

All of this data was used to establish what matters to the customer and to develop a set of strategic purposes that reflect the needs of our community. The purposes below outline the Council's areas of focus and will be used to allocate resources and plan services:

- Help me to find somewhere to live in my locality
- Help me run a successful business
- Help me to financially independent
- Help me to live my life independently
- Provide good things for me to do, see and visit
- Keep my place safe and looking good

- *Enable others to work/do what they need to do (to meet their purpose)*

The strategic purposes are owned by the Leader of the Council and the Portfolio Holders, supported by the Chief Executive and the Directors, who will drive activity within the Council in order to deliver against these purposes.

Operational Purposes

Operational Purposes have also been developed for locality, service areas and teams, and reflect how they contribute to what matters to the customer or how they enable others to deliver their purposes.

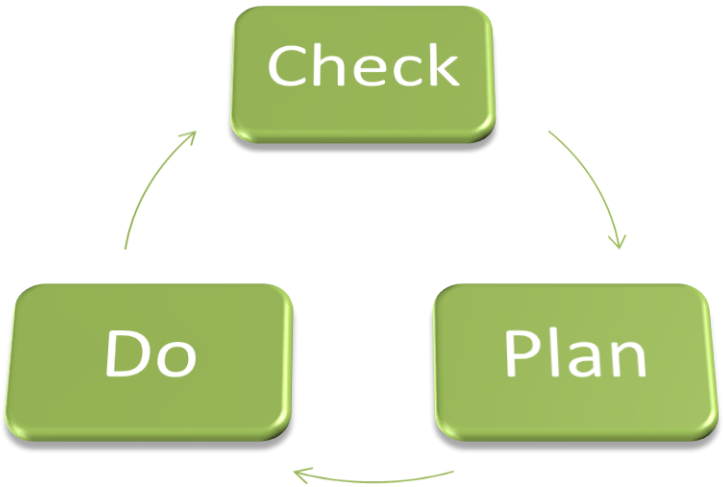
3. The Strategy

Bromsgrove District Council is using the systems thinking method to change the way services are delivered to the customer. What do we mean by system? This is about looking at what we do from the outside-in or from the customers point of view; it means understanding the points of transaction with our customers and the end to end processes that are in place to deliver services. It is the design of the system, and what the people in the system are focused on, that results in its performance.

- A culture of customer service- where there is a real desire to deliver what matters to the customer
- A system management culture- where there is a focus on managing the system to improve performance and using measures as the basis for taking action on the system to do things better

The system thinking review cycle or 'check-plan-do' is used to provide data about current system performance so new designs for working can be based on knowledge rather than assumption. The 'check-plan-do' cycle provides:

- Data about the current systems so everyone knows how the system performs from the customers perspective
- Measures that let Members and Senior Managers see how the system is performing and how it might be changed
- Knowledge about partner organisations and how we work together to provide improved outcomes for the community



The 'Check-Plan-Do' Cycle

Check What are we doing now? What do our customers want from us (our service /organisation)? What does demand data tell us? What measures do we have?

Plan 'Trial' new system designs based on data gathered during check. Use measures to establish if the new designs are working.

Do Implement the successful trial and make normal by rolling in to the new system. Finalise measures

This is a continuous cycle. Once a successful trial is implemented it is important for a service to continually review performance through data and measures.

4. Organisational Culture

The right organisational culture is critical to improving the effectiveness of the system, although it can be difficult to change the culture of an organisation. There needs to by an 'outside in' perspective, where the culture is led by the customer. To achieve this, services should be designed against demand and what matters to the customer, rather than historical practices which could be perpetuating waste in the system. This needs to happen alongside a continuous learning environment which understands what is truly happening in the system and uses fact and data to react accordingly. To enable the organisation to work to purpose the principles developed through learning need to be followed.

Managerial Leadership

Managers must make sure that they base system management decisions on performance measures and data. Through their own behaviour and actions, managers must:

- Model the behaviours associated with a systems thinking organisation
- Ensure their teams are working to deliver purpose
- Use performance measures to improve the system
- Allow staff the space and time for learning and development

Individuals and the System

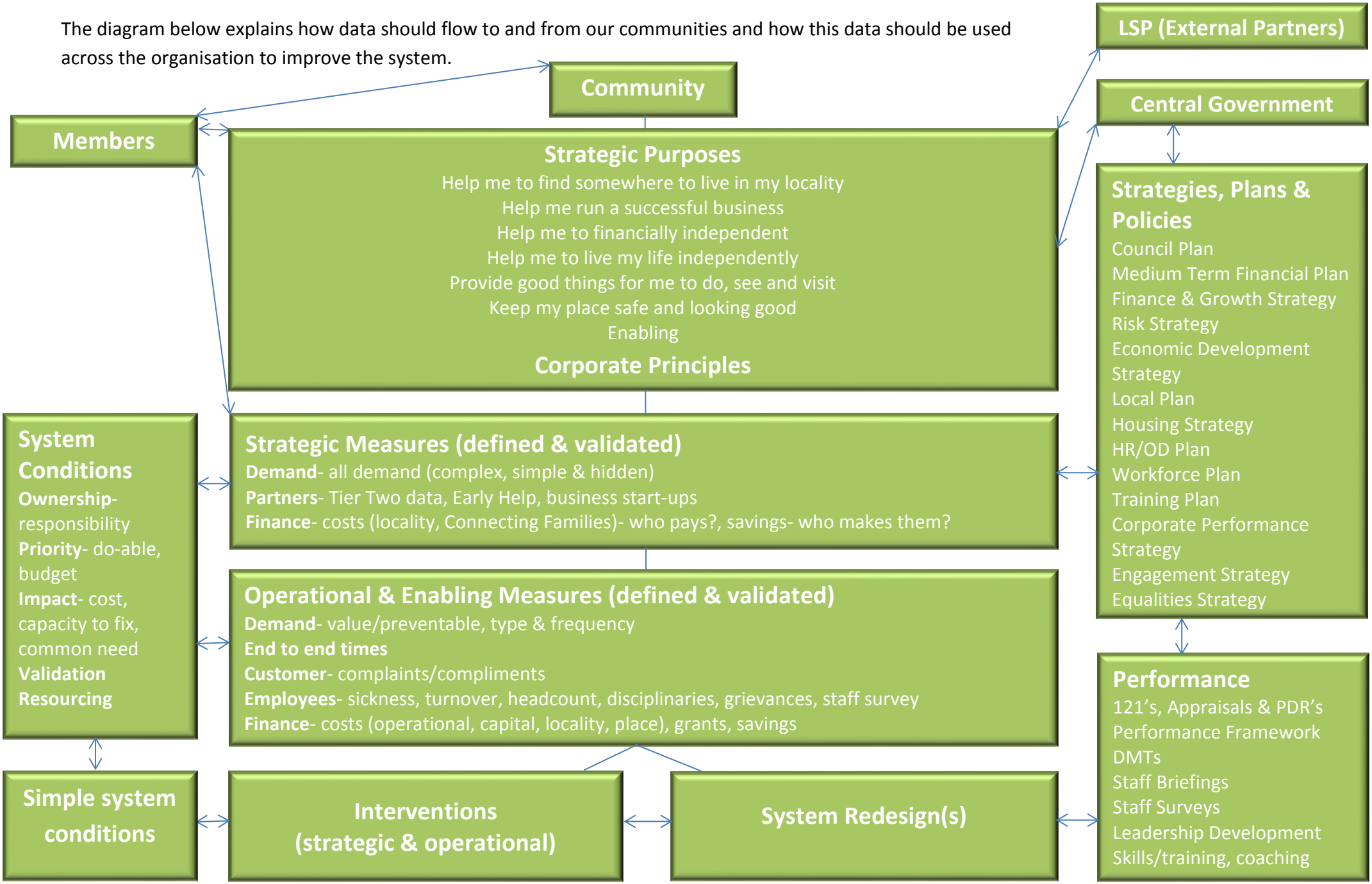
The aim of one to one support and mentoring is to work together to constructively challenge, solve problems and improve the system. There needs to be a focus on managing the system as well as managing people, with decisions based on fact and data. This does not mean losing the focus on the individual's wellbeing or on the individual; if the system is improved the person will naturally do so as well.

Political Leadership

The role of all Councillors, especially those with Cabinet, Portfolio or Scrutiny responsibilities, is vital if systems are to be well managed. Members' strategic role is vital in ensuring the organisation focuses on the right things. To do this effectively, Members must be aware of measures and what they tell us about performance to ensure that strategic purposes are being met. Portfolio Holders in particular need to work with officers, using performance measures to understand and improve the system. Members more generally should bring local knowledge into the organisation to help to formulate a wider view of what matters to our communities.

5. The Data Flow

The diagram below explains how data should flow to and from our communities and how this data should be used across the organisation to improve the system.

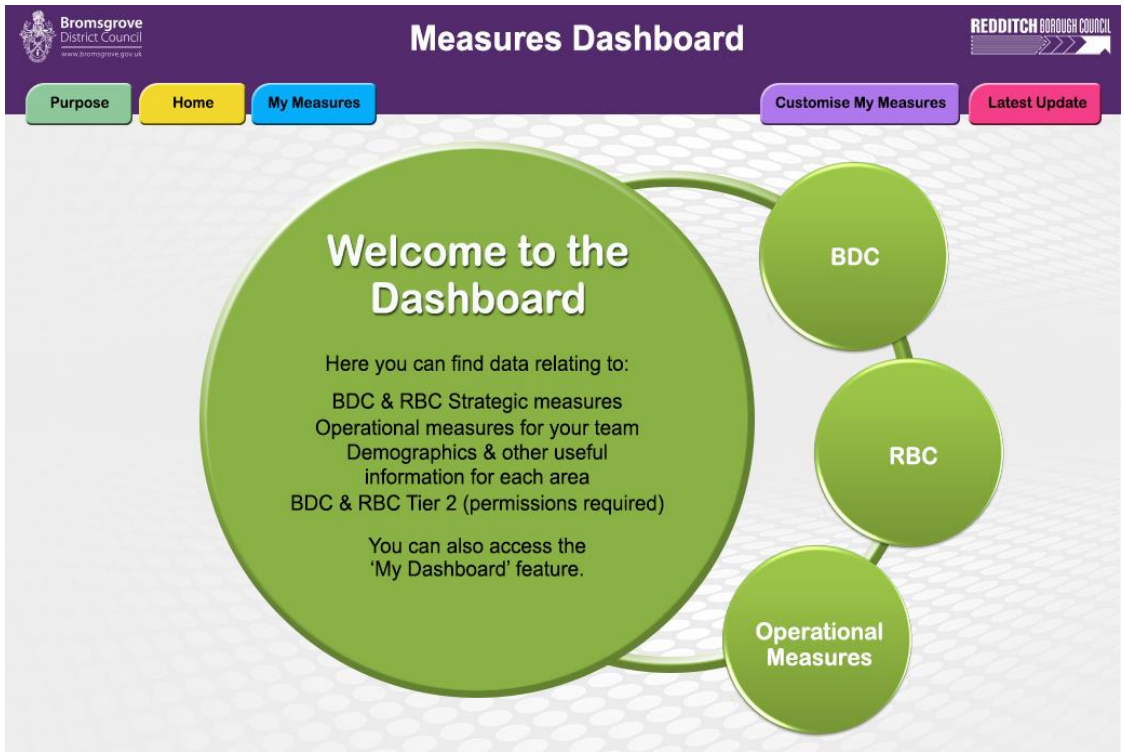


6. Measures and Data Quality

If data is not accurate and of good quality it can undermine attempts to use performance measures to improve the system. Both data and measures should be:

- **Relevant:** to purpose
- **Well defined:** clear and unambiguous, so data will be collected consistently and the measure is easy to use and understand
- **Timely:** producing information regularly enough to track progress and quickly enough for the data still to be useful
- **Reliable:** accurate enough for its intended use and responsive enough to change
- **Verifiable:** data collection can be validated and others can test that this is an accurate measure of performance
- **Accurate:** data should be sufficiently accurate for their intended purpose

7. Dashboard



The Bromsgrove Dashboard is how we will record, review and report our measures. It has been designed to allow both the easy input of data and clear and customisable access to that data.

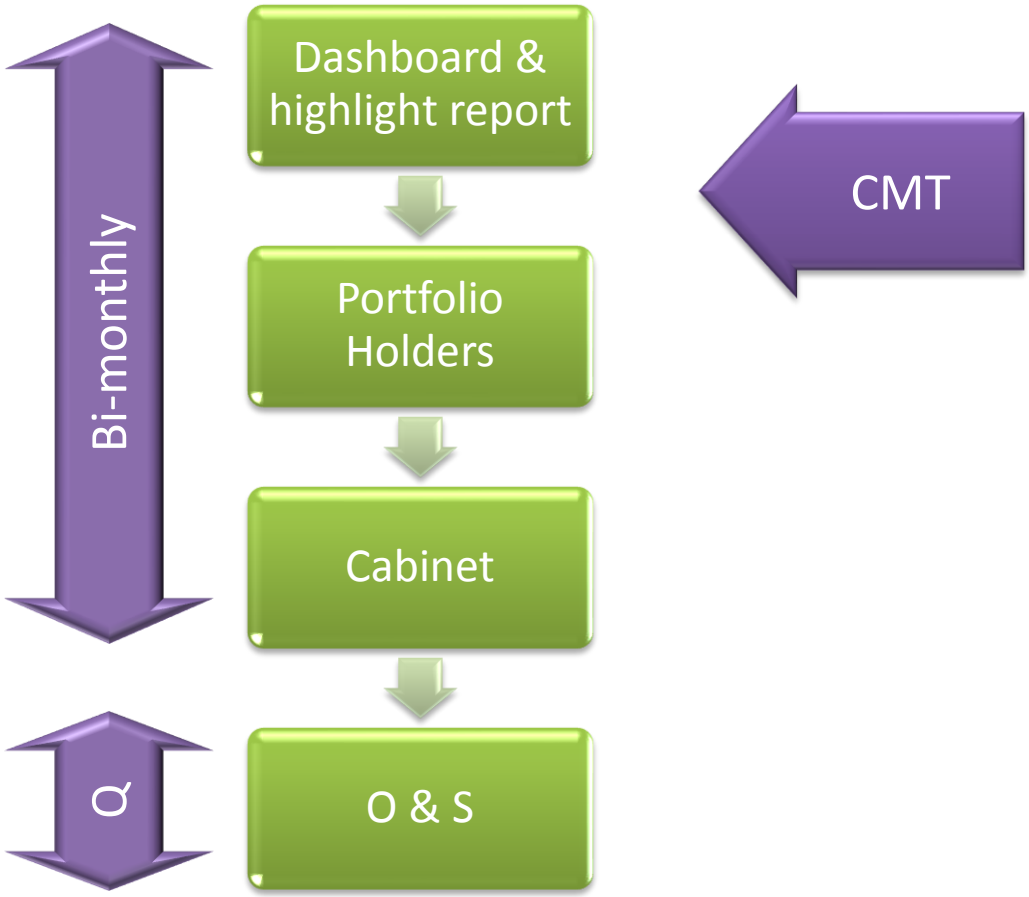
It supports:

- Strategic Measures- structured by Council and Strategic Purpose (including Enabling)
- Operational Measures- structured by team, service area or locality but used across the whole system
- Wider demographic data & useful reports- structured by council, Strategic Purpose and general demographics

Roles, Responsibilities & Ownership

The measures on the Dashboard will be updated by officers who use the data and comment will need to be added by officers or managers who own and understand that data. Managers and Heads of Service need to understand the measures to confirm that the data and commentary is accurate and appropriate. They will also need to review the Dashboard regularly to ensure that it is up-to-date. Directors, as owners of the strategic purposes, will need to have a clear understanding of the measures that contribute to each purpose.

8. Reporting to Members



The Dashboard is the main tool for understanding and reporting our measures.

Corporate Management Team (CMT) monitor measures on the Dashboard and will decide on a focus for bi-monthly reporting to Cabinet, based on the data. Portfolio Holders will then be briefed on the measures relevant to their responsibilities prior to Cabinet.

A bi-monthly report for Cabinet will be produced by the Policy Team highlighting the key areas identified by CMT. This report also contains key organisational measures as standard. This report will compliment the use of the Dashboard.

The Policy Team will produce a quarterly report for Overview & Scrutiny (O & S), which will also be used in conjunction with the dashboard.

9. Sharing our Data

The Council, through projects such as Sunrise and Connecting Families, will need to share data with partners. Partner data is also key for understanding whether we are meeting our strategic purposes.

The Council will make financial and performance information available to the public through a web based version of the Dashboard. It is important that information be made available through different channels and in different formats. The key is that it needs to be accessible, relevant and meaningful.

10. Financial Efficiency

There is a close link between system performance and financial efficiency. By ensuring the system is as waste free as possible costs will be reduced. It is important for the Council and its partners to understand what the true cost of service is and to ensure the Council is focusing its resources on delivering against strategic purpose.

11. IT Systems

IT Systems are well placed to provide support for the delivery of strategic purposes and should be designed to support what is identified in the 'check-plan-do' cycle. Good IT systems should be designed against the new ways of working and should:

- Provide automation if that is needed in the new design
- Enable easier sharing across services and with partners
- Support new ways of doing things by enabling better analysis of data and data capture

12. Role of Policy Team

The Policy Team will:

- Maintain the Dashboard and support its future development
- Support officers, teams and managers to develop measures and, if appropriate, support the development of data capture
- Produce bi-monthly reports to Cabinet
- Produce quarterly reports to O & S
- Provide analysis of measures, data and demographics, as required
- Coordinate the development and ultimately collation and analysis of address level data
- Update the demographic & other useful data section
- Act as a 'critical friend' for the measures