


Outcome performance measures – Quarterly report

For Board approval	
For Board briefing	
For Board steer	
For Board information	

Prepared by:

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Executive summary

1. This quarter's report demonstrates from the measures, that performance is improving overall.
2. The consultation for changes to the LCCP in social responsibility is underway and is set to influence the performance measures for these workstreams. In anticipation of responses a logic modelling session has been undertaken to identify areas of measure. These will be incorporated into the measurement framework following the receipt of responses.
3. Performance for the underage gambling workstream and in particular measure UG 7 (LA's use of regulatory tools where appropriate) has improved from Red / Amber to Amber in the period. Reasons stated for this improvement include:
 - For the 2014 test purchase work, LAs have been encouraged to consider follow-up work where weaknesses in controls are demonstrated and further, to use their regulatory powers where major weaknesses are found or where other shortfalls are not remedied.
 - After the first tranche of 2014 tests (as reported in the 2 September 2014 press notice), most participating local authorities are expected to conduct re-tests of those premises that failed to challenge before gambling occurred. East Lindsay District Council has already conducted re-tests on the four 'failures' in its area. Three of these showed stronger controls, but one Family Entertainment Centre is up for a premise licence review after not improving.
 - Other authorities such as Brighton and Hastings are planning to conduct re-tests this autumn. If regulatory action is taken by these LAs, the Commission will look to issue a further press notice outlining these sanctions to gain further traction.
 - Going forward to 2015 – and while the Commission is prepared to take action at the operating licence level where necessary - we will need to work only with local authorities that are prepared to take a robust approach to underage gambling failures. Regulatory action will be an issue for many LAs that are facing severe resource cuts which impact on their enforcement departments. Nevertheless, the 2014 LCCP review will strengthen the guidance to LAs on how they can use their existing powers under the Gambling Act 2005 to provide greater underage gambling and social responsibility controls within premises.
4. Financial and budgetary performance continues to be monitored and is improving. Half of the financial measures in this quarter's report have improved significantly. All workstreams financial performance are reviewed and interrogated with the Finance business partners.
5. The October report consists of the following:
 - Appendix A – Outcome performance dashboard detailing high level performance for the measures that have been developed. Following agreement from the Board in November 2013, the simplified format has been adopted
 - Appendix B – Trend monitoring (Including reasons for significant variation)
 - Appendix C – RAG criteria which includes definitions.

Issues

What we have done since last meeting

6. The quarterly performance report has been further refined, compiled and circulated to the Business Plan Programme Board for review.
7. A process of aligning the strategic narrative with the Board defined outcomes has been completed to give assurance that the current outcome performance measurement framework can continue without conflicting the work and messages of the strategic narrative. In fact by undertaking the alignment exercise (detailed in Appendix A) it demonstrates that there is a clear overlay between the two and that they complement each other in providing a performance framework.

Incorporation of National Lottery metrics

8. Further work is required to provide the Board with a proposal for the merger of National Lottery measures into the current reporting framework. Work has been undertaken to map the NL to the strategic narrative. Development of performance measures has progressed and a finalised proposal will be provided alongside the next outcome performance measures report.

Next steps

9. Continued development of performance measures in line with strategic narrative work to ensure alignment.
10. Finalisation of National Lottery measures for inclusion in the measurement framework.

Recommendations

11. The Board is invited to provide feedback on the performance to date as illustrated in the appendices.

Appendix B

W/S	REF	Measure	Trend	Quarter				Reasons for significant variation (If any)
				Oct-Dec 13	Jan-Mar 14	Apr-Jun 14	Jul-Oct 14	
Self Exclusion	SE1	Trade associations working together and setting out a roadmap for improving self exclusion	→					
	SE2	No. Breaches of self exclusion. Weighted in relation to premises numbers.	→					
	SE3	Number of Self Exclusion related complex cases	→					
	SE4	% Variance Planned vs Actual YTD (Cost)	→					Scope of workstream has expanded to included to include LCCP consultation. Resourcing for workstream also being reviewed. The variation relates to more effort being recorded than planned (£13,551)
	SE5	Variance Planned vs Actual YTD (Days)	→					Scope of workstream has expanded to included to include LCCP consultation. Resourcing for workstream also being reviewed. The variation relates to more effort being recorded than planned (44 days)
Customer Interaction	C11	Industry moves towards being publicly accountable for complex cases and sharing lessons learned	→					
	C12	Operators implementation of effective policies and process around CI	→					
	C13	% Variance Planned vs Actual YTD (Cost)	↑					
	C14	Variance Planned vs Actual YTD (Days)	↑					
Underage Gambling	UG1	Operators knowledge and understanding of preventing underage gambling and compliance with policy and procedures	→					
	UG2	Information provided by operators to evidence underage gambling risk management, including evidence of mitigating procedural weaknesses	→					
	UG3	Test Purchase - Improvement in overall results and particularly the timing of challenge (earlier challenge)	→					
	UG4	Test Purchase - Improvements in the number of operators using voluntary test purchase as a means of assessing their own underage gambling risks (either via trade association or unilaterally).	→					
	UG5	Improvements in test purchase results being reported to the Commission.	→					
	UG6	Improvements in methodological quality of test purchase	→					
	UG7	Local Authority use of regulatory tools (Instances of use by LA of these powers)	↑					Improvement since last period. Explanation detailed in metrics and board paper
	UG8	Outcomes from compliance cases concerning weaknesses in underage gambling risk management	→					
	UG9	% Variance Planned vs Actual YTD (Cost)	↑					
	UG10	Variance Planned vs Actual YTD (Days)	→					
AML	AML 1	Influence - Progress against related 'influence' activity, in line with 2 year plan	→					
	AML 2	Apply - Progress against related 'apply' activity, in line with 2 year plan	N/A					
	AML 3	Assure - Progress against related 'assure' activity, in line with 2 year plan	N/A					
	AML 6	% Variance Planned vs Actual YTD (Cost)	↓					
	AML 7	Variance Planned vs Actual YTD (Days)	↓					

Betting Integrity	B11	% of betting integrity referrals passed onto relevant 3rd parties	→	Green	Green	Green	Green	
	B12	Do operators comply with the requirements of licensing condition 15.1	→	Yellow	Yellow	Yellow	Yellow	
	B13	Are we experiencing increased levels of risk?	→	Green	Green	Green	Green	
	B14	Do we have any betting areas or sports with known vulnerability, where engagement hasn't taken place to reduce risk	→	Yellow	Yellow	Yellow	Yellow	
	B15	% Variance Planned vs Actual YTD (Cost)	↓	Green	Green	Yellow	Yellow	
	B16	Variance Planned vs Actual YTD (Days)	↑	Green	Green	Yellow	Yellow	
HIO	HIO 1	% of Overall compliance levels for HIO operators. (% inadequate assessments in defined questions) Subject to HIO corporate evaluations	N/A	Grey	Grey	Grey	Grey	
	HIO 2	HIO schedule (profiling, in-desk assessments and corporate evaluations) up to date and on track	→	Grey	Yellow	Yellow	Yellow	
	HIO 3	No. Weeks between HIO profile sign off and in-desk assessment	N/A	Grey	Grey	Grey	Grey	
	HIO 4	Regulatory / criminal enforcement HIO cases following in-desk assessments / corporate evaluation	N/A	Grey	Grey	Grey	Grey	
	HIO 5	Reduction in repeat breaches of LCCP from HIO's following in-desk assessments / corporate evaluation	N/A	Grey	Grey	Grey	Grey	
	HIO 6	% Variance Planned vs. Actual YTD (Cost)	↓	Red	Red	Yellow	Yellow	
	HIO 7	Variance Planned vs. Actual YTD (Days)	↓	Red	Red	Green	Yellow	
DIA	DIA 1	Compliance visits based on risk matrix evidence	↑	Yellow	Yellow	Yellow	Green	
	DIA 2	Increase in data requests to the evidence and analysis service desk	→	Yellow	Green	Green	Green	
	DIA 3	Audits of data quality / integrity carried out	→	Yellow	Green	Yellow	Yellow	
	DIA 4	% Variance Planned vs Actual YTD (Cost)	→	Green	Yellow	Yellow	Yellow	
	DIA 5	Variance Planned vs Actual YTD (Days)	→	Yellow	Yellow	Yellow	Yellow	
Shared Regulation	SR 1	Increase in LAs actively pursuing illegal poker clubs	→	Yellow	Green	Green	Green	
	SR 2	Current evaluation exercise informs workstream activity for next year's plan	→	Grey	Grey	Grey	Grey	
	SR 3	Uptake of publications, inspection forms, competency	→	Green	Green	Green	Green	
	SR 4	LACE referrals being followed through to conclusion	→	Yellow	Yellow	Yellow	Yellow	
	SR 5	LA annual returns rate	→	Green	Green	Green	Green	
	SR 6	% Variance Planned vs Actual YTD (Cost)	↑	Yellow	Red	Red	Green	Resourcing for workstream also reviewed. Forecasts reviewed and amended.
	SR 7	Variance Planned vs Actual YTD (Days)	↑	Yellow	Yellow	Yellow	Green	Resourcing for workstream also reviewed. Forecasts reviewed and amended.
Compliance	CO1	Compliance levels of operators policies / procedures for High Impact Operators	→	Grey	Yellow	Yellow	Yellow	
	CO2	Analysis of compliance assessment activity informs programmatic compliance work for the 12-18 month period (In line with business planning)	→	Grey	Yellow	Yellow	Yellow	
	CO3	No. LCCP breaches in the period (Regular comparison across quarters)	→	Grey	Grey	Grey	Grey	
	CO4	No. Key Event notifications (Regular comparison across quarters)	→	Grey	Grey	Grey	Grey	
	CO5	Regulatory / criminal enforcement activity as a result of compliance failures (Repeat offenders)	→	Grey	Green	Green	Green	
	CO6	% Variance Planned vs Actual YTD (Cost)	↑	Grey	Grey	Yellow	Green	
	CO7	Variance Planned vs Actual YTD (Days)	↑	Grey	Grey	Yellow	Green	

Appendix C

Key for RAG



Strong - Strong performance. Good capability for future delivery in place, risk mitigations effective, clear focus and drive towards outcome delivery



Well placed / making improvements - Well placed to address any gaps for future delivery through practical actions that are planned or already under way. Efforts to minimise risk is progressing. Is making improvements to ensure progress and is expected to demonstrate delivery against outcomes in the medium term



Development area - Able to address significant weaknesses in future delivery towards outcomes by taking remedial action, and mitigating risks. More action is required to close those gaps and deliver improvements over the medium term.



Urgent development area - significant weaknesses in capability for future delivery that require urgent action. Not well placed to address weaknesses and needs significant additional action and support to secure effective delivery. Not well placed to deliver improvement over the medium term



Serious concern and risk implications - Serious concerns about current delivery and impact on corporate risks. Immediate intervention is required to address current weaknesses and secure improvement in the medium term.

Financial Performance (Cost)

Rating	Variance against budget		Variance against budget		Variance against budget
	<£4K p.a.	OR	(+/-) 10%	OR	<£30K p.a.
			(+/-) 11% - 25%	OR	<£60K p.a.
			(+/-) 26% - 40%	OR	<£90K p.a.
			(+/-) 41% - 55%	OR	<£120K p.a.
			(+/-) 56% +	OR	£120K p.a.+

Financial Performance (Days)

Rating	Variance against budget days		Variance against budget
	<£18 days p.a.	OR	(+/-) 10%
			(+/-) 11% - 25%
			(+/-) 26% - 40%
			(+/-) 41% - 55%
			(+/-) 56% +