

CABINET
11 July 2019**BALANCED SCORECARD PERFORMANCE AND
CORPORATE RISK UPDATE**

Relevant Cabinet Member

Mrs K J May

Relevant Officer

Director of Commercial and Commissioning

Recommendation

- 1. The Cabinet Member with Responsibility for Transformation and Commissioning recommends that Cabinet:**
 - (a) receives the latest update of the Corporate Balanced Scorecard for Quarter Four 2018/19, noting the 24 indicators rated as 'green', including an indicator that has been highlighted as demonstrating positive progress in performance and considers actions being taken to improve performance for the six indicators rated 'red' where there has been an update in Quarter Four 2018/19; and**
 - (b) notes the latest update of the Corporate Risk Register including actions to mitigate the risk areas that are rated 'red'.**

Corporate Balanced Scorecard

2. The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.
3. The attached Appendix contains an overview of performance for Quarter Four 2018/19. Currently there are 61 indicators reported in the Scorecard. 24 of these are rated 'green' representing good performance or progress, and 7 are rated as 'red'. One indicator (staff sickness rate) has been highlighted (and performance details included) because it demonstrates positive performance progress. Out of the 7 performance indicators that are currently assessed as 'red', 6 have had a performance update in Quarter Four 2018/19 and are detailed within the attached Appendix. The 6 indicators assessed as red following an update this quarter are:

• **Condition of Principal (A-class) Roads**

'A' roads: These can be trunk or principal roads. They are often described as 'main' roads and tend to have heavy traffic flows, though generally not as high as motorways. Many of the long distance rural 'A' roads are trunk roads, for which responsibility for maintenance in England lies with Highways England (formerly the Highways Agency). 'A' roads for which local highway authorities are responsible are non-trunk routes of regional and urban strategic importance.

The combination of 2017/2018's very wet winter followed by the 2018 summer drought has seen an increase in the incidence of recorded carriageway cracking. The Principal road maintenance programme for 2018/19 is now well advanced and the work delivered aims to both preserve and enhance the structural integrity of key commuter/transportation routes across the County. Progress towards this objective is being monitored through this indicator and related indicators which detail the number of reported defects associated with carriageways and residents' satisfaction with the condition of roads.

'B' roads are maintained by the local highway authority. In urban areas, such roads are not regarded as being as significant as 'A' roads, though in some cases may have similarly high flows. They are useful distributor roads, often between towns or villages. 'B' roads in rural areas often have markedly low traffic flows compared with their 'A' road counterparts. 'C' Roads, which the local highway authority maintains, are regarded as of lesser importance than either 'B' or 'A' roads and generally have only one carriageway of two lanes and carry less traffic. They can have low traffic flows in rural areas. Condition of B and C roads in Worcestershire is not assessed as red.

• **Condition of Unclassified Roads**

'Unclassified' roads include residential roads both in urban and rural locations and rural lanes, the latter normally having very low traffic flows. Most 'Unclassified' roads will have only two lanes and in rural areas may only have one lane with 'passing bays' at intervals to allow for two-way traffic flow. As non-trunk roads, their maintenance is the responsibility of the local highway authority.

The percentage of the county's unclassified roads deemed to require major maintenance following the annual Coarse Visual Inspection survey has increased from 13.5% in 2012/2013 to 19.85% in 2018/2019. However, the 2018/2019 figure of 19.85% represents a stabilisation in road condition, the percentage-point increase over twelve months being the smallest for three years. Additional funding made available to urban roads in this class as part of the 'Driving Home' project has limited the overall rate of deterioration on the Unclassified road network. This programme of work, which has resulted in a stabilisation in road condition over the last two years, is to continue in 2019/2020.

• **Looked After Children**

Although the overall number of looked after children has increased in year (a trend reflected nationally) and we remain above statistical neighbours and England. At April 2017, 59% of the children in care had been in our care for over two years, this has reduced to 38% at March 19. Three-year Permanence data also shows a continued rise in the number of children achieving permanence via Adoption/Special Guardianship Order (SGO) /Child Arrangement Order (CAO). Preventing children coming into care, where it is safe to do so, is an important part of the Service's work and proposals for an Edge of Care Offer to be developed has now begun.

• **Schools Judged Good or Outstanding by OFSTED**

The vast majority of schools receiving support from Babcock Prime (our outsourced service provider for School Improvement), through the Aiming for Outstanding strategy have benefited markedly; as shown by Ofsted Inspection reports, Pupil outcome trends over time and analysis of school feedback. There has been a reduction in the percentage of schools receiving a good or outstanding assessment by Ofsted since 2017/18. However, seven of the eleven schools judged inadequate by Ofsted have had subsequent monitoring inspection visits. They have all been judged by inspectors to be 'taking effective action'. Of the nineteen schools judged to 'require improvement' by Ofsted, twelve have since had monitoring visits and 100% of these were judged to be 'taking effective action' by inspectors. The Service will continue to support those Schools who are not currently rated as 'Good' or 'Outstanding' on their improvement journey.

• **Older People Funded in Permanent Care Home Placements**

Since March 2018 there has been a gradual increase in the number of older people in permanent placements each month (a net increase from 1315 to 1385). Measures are in place to control numbers going into residential and nursing homes where possible. For example, there is a scrutiny panel for all new high cost placements and all long-term placements can only be approved by Area Managers. However, this is offset against an ageing population with increasingly complex needs and pressure from increased demand particularly from self-funding pickups and continuing health care pick-ups.

• **Adults With a Learning Disability in Paid Employment**

At 6.86% there are 92 people in paid employment, 24 of whom started their employment in 2018-19, with 6 of these in the last quarter. This number is offset by those leaving paid employment during the period. "In Work Support" activity continues to form a large part of the work of the Service. The service will be securing more external funding packages through Access to Work, to fund extra support for people in addition to our service. This could be for support such as travel to work and adaptations in the workplace. The Service will continue to develop more employment opportunities within WCC and with partners and Providers.

Corporate Risk Register

4. The Corporate Risk Register provides a mechanism for collating and reporting risks that could affect the delivery of corporate objectives. In April 2017 the Council adopted an electronic risk register tool to hold in one place all the major risks identified by individual Directorates and major projects. A scoring system is used to rate individual risks. This allows risks to be ranked and provides a view of the highest risks identified across the organisation. At the end of Quarter Four 2018/19 there were 127 individual risks entered in the risk register of which 14 were identified as high/"red" risks. The risks in the register have been reviewed significantly since Q2 2018/19 (when 187 risks were reported) and risks that no longer exist have been removed, whilst similar risks entered multiple times by different directorates have been rationalised.

5. An overview of risks identified at the end of Quarter Four 2018/19 is provided in the attached Appendix including details of the steps in place to mitigate them. The seven main risk areas, with mitigations, are summarised below.

- **Safeguarding vulnerable children** – delivery of the service improvement plan for Children’s Social Care and the implementation of Worcestershire Children’s First. Dedicated team to support implementation of new social care case management system.
- **Education** – review of schools with budget deficits, agreement and implementation of the Special Educational Needs and Disability (SEND) Improvement Plan, supporting schools to the propose of any school organisation change
- **Service for vulnerable adults** – roll out of the Three Conversations model by Adult Social Care, monitoring of care market and workforce availability to identify areas of risk, monthly monitoring of service and directorate budgets
- **Compliance management of the council’s estate** – capital investment of £1m agreed to carry out survey, assessment and remedial works. Programme of risk assessments and surveys carried out and up to date for 2018/19.
- **Business continuity response to major event** – business continuity portal (part of Resilience Direct) established and updated with all critical business continuity plans, review of corporate business continuity plan agreed for 2019/20 including a planned exercise to test key elements, agreement with NHS England for supply of face masks for front line workers in the event of pandemic

6. The following risk areas are no longer assessed as red, but are included in the report as they have been red during 2018/19. Both are currently assessed as amber.

- **Financial control** – program of rapid cost saving measures delivered in 2018/19 significantly reduced overspend projected mid-year, review of reserves and financial standing undertaken by Director of Finance, new financial and budget monitoring system ready for roll out in 2019/20, rationalisation of cost codes to simplify budget monitoring and promote further accountability, commercial review of contract review, tail-spend and payment terms initiated
- **Staff capacity, capability and productivity** – dedicated social work recruitment team for children’s and adult social care, organisational redesign underway including staff engagement around performance and productivity

Legal, Financial and HR Implications

7. Any Legal, Financial or HR implications arising from the performance reported here will be addressed as part of the programme of work on those specific areas. The Council’s risk management processes include a focus on specific Legal, Financial and HR risks arising from its work. These risks and the action to address them are detailed in risk registers held across the organisation.

Privacy and Public Health Impact Assessments

8. There are no Privacy or Public Health implications from this report. Where performance data indicates there may be Public Health implications these will be reviewed as part of the performance monitoring cycle.

Equality and Diversity Implications

9. Any Equality and Diversity implications arising from the performance reported here will be addressed as part of the programme of work on those specific areas.

Supporting Information

- Appendix - Quarter Four 2018/19 Balanced Scorecard Performance Summary Dashboard Report and Corporate Risk Dashboard

County Council Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Director of Commercial and Commissioning) there are no background papers relating to the subject matter of this report.