

**CABINET**  
**20 DECEMBER 2019****BALANCED SCORECARD PERFORMANCE AND  
CORPORATE RISK UPDATE**

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**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 Two 2019/20, noting the 27 indicators rated as 'green', and considers actions being taken to improve performance for the one indicator rated 'red' where there has been an update in Quarter Two 2019/20; 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 Two 2019/20. Currently there are 61 indicators reported in the Scorecard. 27 of these are rated 'green' representing good performance or progress, and 4 are rated as 'red'. Out of the 4 performance indicators that are currently assessed as 'red', 1 has had a performance update in Quarter Two 2019/20 and is detailed within the attached Appendix.
  4. The 1 indicator assessed as red following an update this quarter is:
    - **Schools judged good or outstanding by OFSTED**
- Worcestershire has remained just below National levels for the past 12 months (England All Schools 86%, Worcestershire All Schools 84%, Worcestershire Maintained Schools 85%).

- Ofsted inspected just 24 (10%) of 242 Worcestershire's schools in the last 12 months, on current performance the opportunity to increase the overall result is restricted to 2% a year as approximately 8 out of 10 schools are being judged as Good or Outstanding already
- Where an inadequate judgement is made, schools are issued with a mandatory academy conversion order. Following this a re-inspection is scheduled within three years, whilst the original inadequate remains in the overall calculation for this period.

5. Through our school improvement provider Babcock Prime, we provide prioritised support for Council-maintained schools tiered under schools causing concern model – Intensive to Light Touch. This is to ensure and enable early identification of a school needing support to improve and then provide the associated level of support to sustain or make improvements. In addition, this year, Babcock Prime have introduced improvement adviser visits for every maintained school to ensure early intervention needs are identified. Our School Improvement Advisors Team are also collaborating with the DfE improvement support programme to ensure support for schools is being effectively joined up to maximise support to those schools needing to improve. From September 2019 Ofsted have introduced a new inspection framework. The impact of this on schools that have previously been judged as outstanding under the previous framework will be better understood through 2019/20.

## Corporate Risk Register

6. 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 Two 2019/20 there were 126 individual risks entered in the risk register of which 15 were identified as high/"red" risks. The risks in the register have been reviewed significantly over the last 18 months, 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.

7. An overview of risks identified at the end of Quarter Two 2019/20 is provided in the attached Appendix including details of the steps in place to mitigate them. The eight 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 First. Specific priorities for continual development and implementation are identified in the Service Business Plan and based upon the OFSTED recommendations for areas of improvement, business priorities (placements for children in care, implementation of Liquid Logic case management system, edge of care services) and innovation (family safeguarding)

- **Education** – review of schools with budget deficits, agreement and implementation of the Special Educational Needs and Disability (SEND) Improvement Plan, supporting schools to the proposer 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 work agreed by the Strategic Leadership Team for 2019/20. Development of the 2020/21 capital works programme for compliance due to be completed by February 2020.
- **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 in Spring 2020. New template for critical service Business Continuity plans agreed (to be rolled out to services in November 2019).
- **Financial control** – having been downgraded to amber at the end of 2018/19 (as a result of a programme of rapid cost saving measures delivered in 2018/19 that significantly reduced overspend projected mid-year) this risk has been upgraded again to red for Q2 2019/20 due to a projected overspend. A new programme of rapid cost saving measures is being implemented for 2019/20, and the roll out of a financial and budget monitoring system and finance training continues across the Council.

The following amber risk area is included in the report as it has been red in the last 12 months.

- **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, new campaign to promote benefits of working and setting up business in Worcestershire, recruitment services transferred back to the Council from 1 August 2019.

A further new amber risk area has also been included relating to the Council's preparations in relation to EU Exit:

- **Council preparations for EU Exit** – contribution to local resilience forum (LRF) planning activity, supporting local residents and businesses with advice and guidance including signposting to national documents and resources.

## Legal, Financial and HR Implications

8. 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**

9. 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.

### **Risk Implications**

10. There are no Risk implications from this report other than as set out.

### **Equality and Diversity Implications**

11. 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 (available electronically)**

- Appendix - Quarter Two 2019/20 Balanced Scorecard Performance Summary Dashboard Report and Corporate Risk Dashboard

### **County Council Contact Points**

County Council (01905) 763763  
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### **Specific Contact Points for this report**

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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.