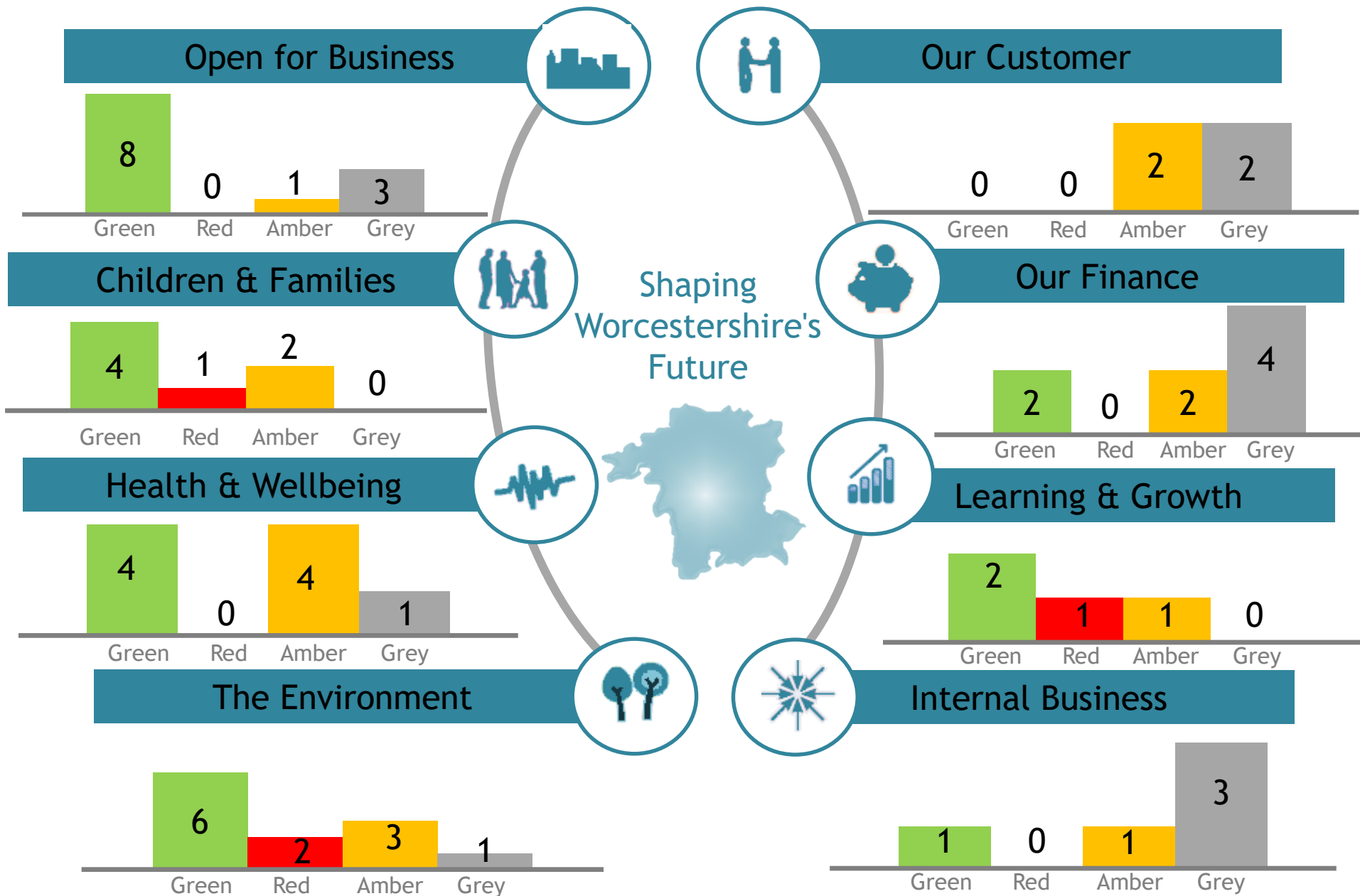# CABINET BALANCED SCORECARD UPDATE Q2 2019/20*
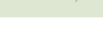
* Grey represents indicators that do not have an assessment due either to no target having been set or they are new indicators.

Shaping Worcestershire's Future

Open for Business

Green	Red	Amber	Grey
8	0	1	3

Our Customer

Green	Red	Amber	Grey
0	0	2	2

Children & Families

Green	Red	Amber	Grey
4	1	2	0

Our Finance

Green	Red	Amber	Grey
2	0	2	4

Health & Wellbeing

Green	Red	Amber	Grey
4	0	4	1

Learning & Growth

Green	Red	Amber	Grey
2	1	1	0

The Environment

Green	Red	Amber	Grey
6	2	3	1

Internal Business

Green	Red	Amber	Grey
1	0	1	3

OVERVIEW: Q2 2019/20 GREEN INDICATORS

Area of Focus / Perspective	Corporate Performance Indicator	Movement from previous rating
Open For business	16-24 year old Job Seekers Allowance claimants	→
	Economic growth - Gross Value Added (Local target)	→
	Economic growth - Gross Value Added (National comparator)	→
	Average Salary for Worcestershire based jobs	→
	Working age adults in employment	→
	Premises with Superfast broadband	→
	All premises connected to fibre	→
	Business Confidence	→
Children and Families	16-17 year olds who are not in education, employment or training (NEET)	→
	Choice of school	→
	Children with a child protection plan	→
	Average time (in days) between a child entering care and moving in with its adoptive family, for children who have been adopted	→

Q2 2019/20 GREEN INDICATORS CONTINUED

Area of Focus/ Perspective	Corporate Performance Indicator	Movement from previous rating
Health & Wellbeing	Adults with a learning disability in paid employment	→
	Residents aged 65 or more receiving a social care service	→
	Social Care services making people feel safe and secure	→
	Users saying they have control over their lives	→
The Environment	Condition of footways	→
	Household waste collected per head	→
	Municipal waste landfilled	→
	Green Flags awarded across the County	→
	Household waste sent for reuse, recycling or composting	→
	Local road and bus information – number of people using the app	→
Our Finance	Council Tax	→
	Creditor days	→
Learning & Growth	Your Voice staff survey response rate	→
	Performance reviews completed (previously Amber)	↑
Internal Business	Sickness Rates	→

OVERVIEW: Q2 2019/20 RED INDICATORS

Area of Focus / Perspective	Corporate Performance Indicator	Updated in Q2 2019/20	Movement from previous rating
The Environment	**Condition of Principal (A-class) roads (previously Amber)**	No	⬇
	Condition of unclassified roads	No	➡
Children & Families	**School's judged good or outstanding by Ofsted**	Yes	➡
Learning and Growth	**Staff who feel that the County Council has a clear vision for the future**	No	➡

Out of the 4 performance indicators that are assessed as RED, 1 has had a performance update in Q2 2019/20 – **School's judged good or outstanding by Ofsted.**

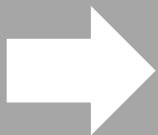The performance update for this indicator is detailed on the next page.

CHILDREN & FAMILIES

SCHOOL'S JUDGED GOOD OR OUTSTANDING BY OFSTED

The proportion of schools judged as good or outstanding in most recent Ofsted inspections

Q2 2019/20

84%

Direction of travel:
No noticeable change

PERFORMANCE DETAILS

Worcestershire has remained just below National levels for the past 12 months and this number is likely to remain static due to two factors:

1. 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.
2. 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.
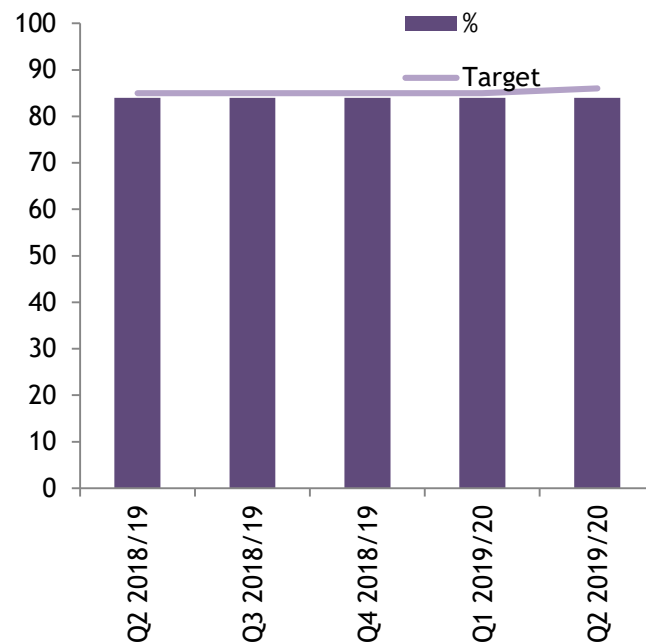
CURRENT ACTIVITY AND FUTURE ACTIVITY

- Through our school improvement provider Babcock Prime, we provide prioritised support for LA maintained schools tiered under schools causing concern model – Intensive to Light Touch.
- 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 effective and joined up.

PROFILE OF CORPORATE RISK REGISTER

The Council's Risk Register provides an overview of all major risks across the organisation. The chart below gives a snapshot as at the end of Quarter Two - 2019/20. There are 126 risks, of which 15 are scored by directorates as high.

High Risks by Directorate	
Children, Families and Communities	5
Adult Services	4
Public Health	2
Economy and Infrastructure	3
Chief Executive	1
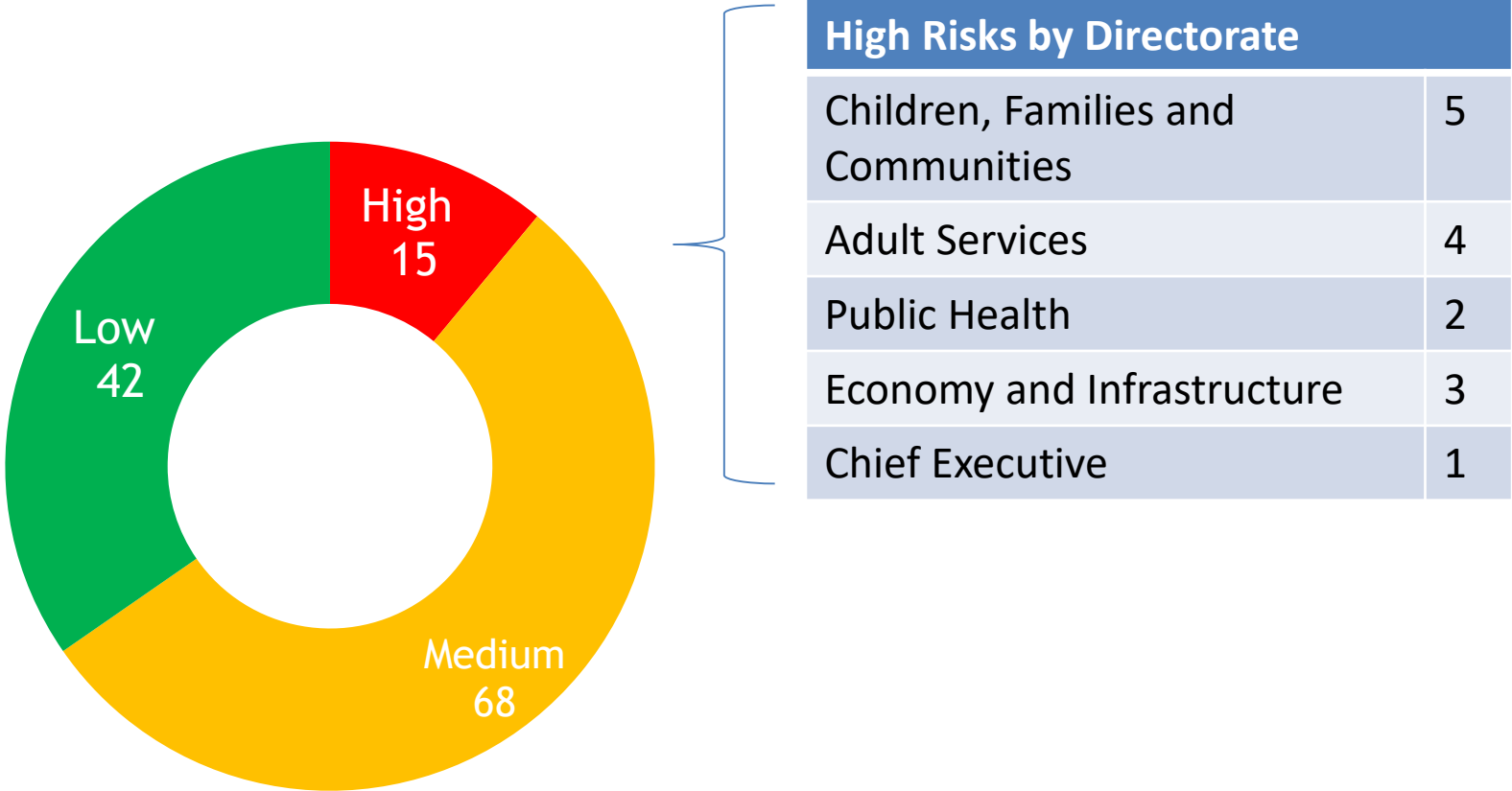
- Corporate risk areas are identified by
    - Aggregating similar themes of risk present across multiple directorates in the risk register
    - Identifying specific risks at directorate level that have potential to impact on the wider council
    - Identifying specific risks at directorate level that could be mitigated by actions in other directorates

- The following pages show the current corporate risk areas
    - Vulnerable children
    - Education
    - Demand for adult social care
    - Management of the county estate
    - Business continuity response to major event
    - Financial control
    - Staffing
    - EU Exit

CORPORATE RISK AREAS

FAILURE TO SAFEGUARD VULNERABLE CHILDREN

Q2 2019/20

WHY IS THIS AREA OF RISK RED?

- This area of risk is rated Red primarily due to issues identified around safeguarding children.

MITIGATING ACTIONS

- Implementation of Worcestershire Children's First as a wholly owned Company.
- Specific priorities for continual development and implementation identified in the Service Business Plan:
  - Ofsted recommendations for areas of improvement
  - Business priorities – Placements for children in care
    - Implementation of Liquid Logic case management system
    - Edge of care services.
  - Innovative projects – family safeguarding

High

Medium

Low

Jun-17 Sep-17 Dec-17 Mar-18 Jun-18 Sep-18 Dec-18 Mar-19 Jun-19 Sep-19 Dec-19 Mar-20

WHAT NEXT?

Implementation of the Service Business Plan

CORPORATE RISK AREAS

FAILURE TO PROVIDE A GOOD EDUCATION FOR ALL WORCESTERSHIRE CHILDREN

Q2 2019/20

WHY IS THIS AREA OF RISK RED?

- This area of risk is rated as red due to financial pressures on schools, changes to school organisation, and OFSTED / CQC letter outlining areas for improvement for children with SEND.

MITIGATING ACTIONS

- Effective communication of our policy on supporting middle schools to the proposer of any changes to school organisation.
- To work with the Regional School Commissioner to ensure they are aware of our policy.
- Schools with significant deficit budgets to undergo a whole school review led by Director Education and Early Help.
- SEND Improvement Action Plan has been agreed and Improvement Board established. There are five workstreams including
    - The local offer
    - Embedding the graduated response
    - Assessment and planning
    - Joint commissioning and leadership
    - Workforce and engagement

High
Medium
Low

Jun-17 | Sep-17 | Dec-17 | Mar-18 | Jun-18 | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sep-19 | Dec-19 | Mar-20
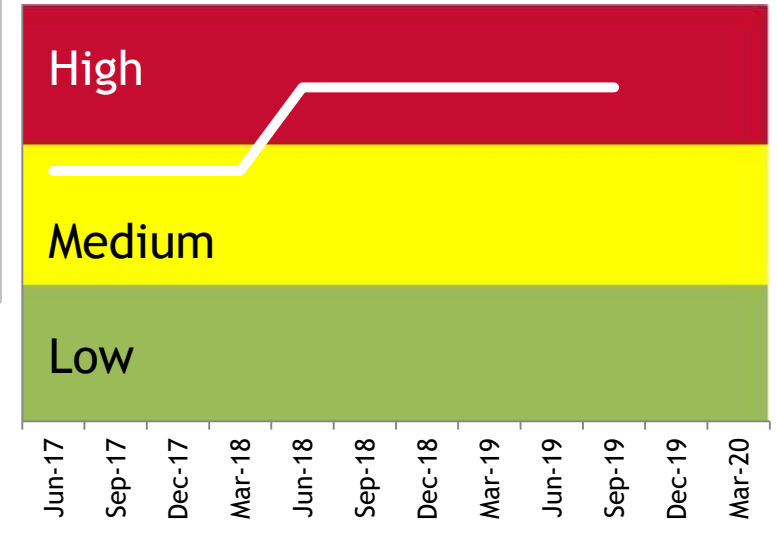
WHAT NEXT?

Delivery of the SEND Improvement Action Plan

CORPORATE RISK AREAS

FAILURE TO MITIGATE DEMAND FOR ADULT SOCIAL CARE

### Q2 2019/20

WHY IS THIS AREA OF RISK RED?

- This area of risk is rated Red due to the challenges of an ageing population and increasing numbers of people with severe levels of disability, delays in hospital discharges, lack of affordable capacity in residential and nursing homes in Worcestershire, and resulting pressures on services

High

Medium

Low

Jun-17 Sep-17 Dec-17 Mar-18 Jun-18 Sep-18 Dec-18 Mar-19 Jun-19 Sep-19 Dec-19 Mar-20
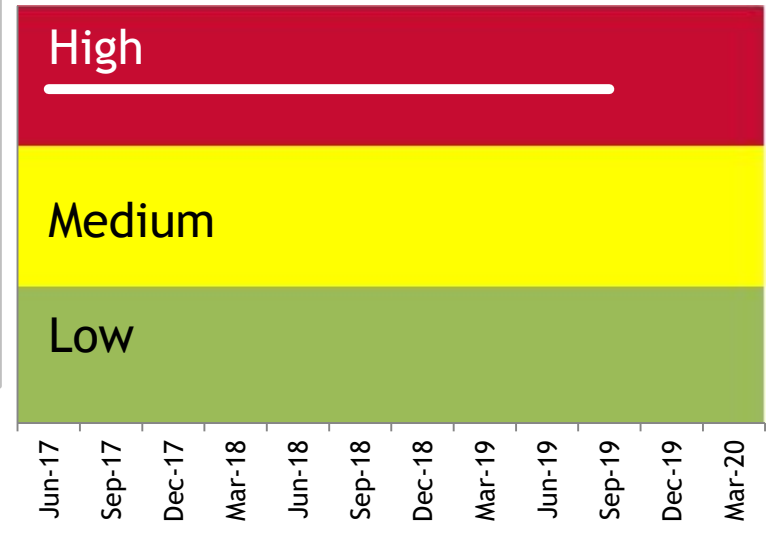
MITIGATING ACTIONS

- The Three Conversations Model introduced by Adult Social Care has been rolled out across all Area Social Work teams Learning Disability and Mental Health services to maximise the potential for prevention and delay of care packages.

- Use of block contracts for residential/nursing care is being monitored closely with outcomes used to inform future commissioning. Financial status of care home providers is being reviewed to identify high risk areas. Workforce availability is being monitored.

- Monthly monitoring of service and directorate budgets at DAS DLT, and reporting of integrated and pooled budget arrangements to ICEOG on monthly basis.

- Additional government funding received for winter pressures

- 2019/20 budget approved with significant growth element

WHAT NEXT?

- Continuing work with NHS partners to support acute and community hospitals.

- Working with Peopletoo to improve effectiveness of reablement and intermediate care to reduce demand.

- Develop business plan for Assistive technology.

- Future work with C.Co to remodel in-house provider services.

- Maximise opportunities presented by imminent implementation of the People Directorate.

CORPORATE RISK AREAS

INADEQUATE FINANCIAL CONTROL

Q2 2019/20

WHY IS THIS AREA OF RISK RED?

- Additional demand and cost pressures together with slower than anticipated forecast achievement of savings resulting in budget overspending.

MITIGATING ACTIONS

- A review of reserves and financial standing has been undertaken by the Chief Financial Officer and will continue to be reviewed.

- The Council's financial and budget monitoring system (CP) is being rolled out across WCC and supported by finance officers.

- Regular monitoring reports brought to DLTs, SLT and Cabinet during 2019/20, with recommendations for actions to address forecast variations and deliver savings options to support the corporate position

- Actions to reduce or defer expenditure being progress by budget holders, to include Christmas Leave purchase scheme, ceasing non-essential spend and tighter vacancy management.

- Increased focus on reviewing Commercial contract reviews.

- Reduced numbers of cost codes to ensure accountability and simplify budget management for budget holders.

- Optimising use of in-year additional funding from government

- Targets for in-year cost reduction given to directorates to work towards

- Finance training programme in place for budget and spend managers, being delivered by the Head of Finance
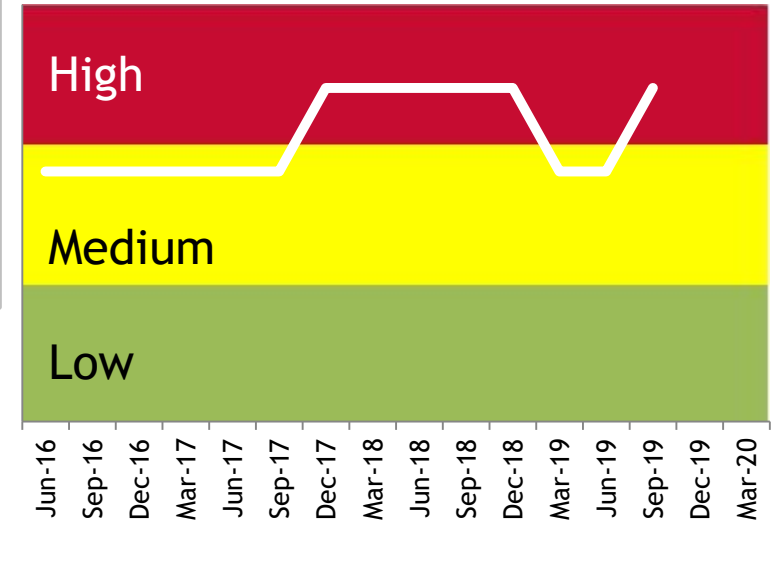
WHAT NEXT?

Final tranche of budget holder and spend manager training to improve accountability, controls and skills

Critical financial challenge of Directorate spending plans

Development of additional in-depth demand and activity analytics to support forecasting accuracy

Centralisation of debt management and greater focus of recovery actions

CORPORATE RISK AREAS

## INSUFFICIENT STAFF CAPACITY, CAPABILITY AND PRODUCTIVITY

Q2 2019/20

WHY IS THIS AREA OF RISK AMBER?

Improvements in recruitment in key positions (social workers and SLT) have reduced this risk but threat to staff satisfaction, productivity, and ultimately retention of appropriate skills due to 35 hour / 37 hour week, change in scope to WCF, and uncertainty around finances.

High

Medium

Low

Jun-17 Sep-17 Dec-17 Mar-18 Jun-18 Sep-18 Dec-18 Mar-19 Jun-19 Sep-19 Dec-19 Mar-20

MITIGATING ACTIONS

- A dedicated social work recruitment team, based in the Council, is in place. It covers both adult and children's social work and other adult social care posts. Initiatives have included working with operational services to recruit at job fairs and target newly qualified workers.

  - 62 new starters in frontline safeguarding teams in last 12 months
  - Permanent staffing now 87% (as at end September 2019) from a low of 59% in February 2018
  - Social worker turnover is at 19% (slightly higher than the low of 11% in October 2018) but 24% lower than 15 months ago.

- A new campaign to promote the benefits of working and setting up business in Worcestershire, called More In Worcestershire, has been launched. The campaign makes use of advertising and social media to raise the profile of the County.

- Recruitment Services transferred back to the Council from the provider from 1 August 2019.

- Business continuity plans identify the steps that will be taken to maintain critical services when there are staffing shortages.

- Organisational redesign underway including significant staff engagement around performance and productivity.
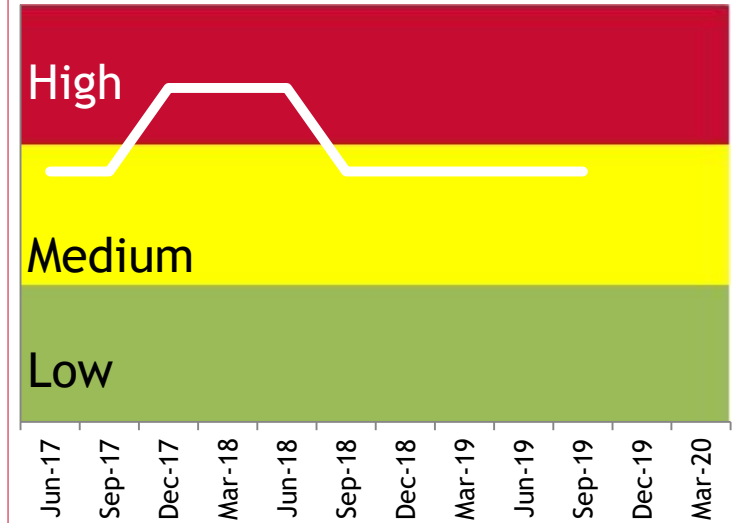
WHAT NEXT?

- Review the approach being taken to key "hotspots" where recruitment and retention are particularly difficult

- Corporate business continuity strategy to be updated to include consideration of skills and capacity in critical services.

CORPORATE RISK AREAS
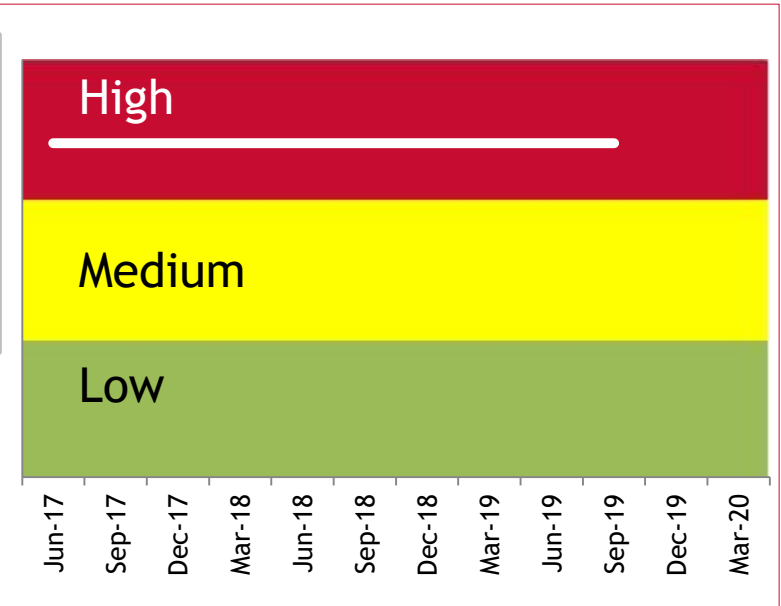
INSUFFICIENT COMPLIANCE MANAGEMENT OF COUNCIL ESTATE

Q2 2019/20

WHY IS THIS AREA OF RISK RED?

This area of risk is rated RED due to an ageing estate and ongoing maintenance programme requiring continuous focus to ensure the estate is and remains compliant. Gaps have been identified which are now in the progress of being addressed.

MITIGATING ACTIONS

- A programme of work has now been identified by PPL to address current gaps.

- A capital investment of circa £1m has been instructed to carryout risk assessment, survey and remedial works. Remedial works from surveys and assessments determined and programme of works for 2019-20 agreed by SLT.

- A working group has been set up to over see the works which is currently meeting fortnightly to assess progress and expenditure

- All schools surveyed. High risk asbestos removed, management and removal of residual asbestos ongoing. Education skills and funding agency (ESFA) asbestos mapping assurance process (AMAP) survey has been conducted (majority of noncompliance is down to management issues being dealt with – e.g. training).

- All surveys and assessments (asbestos, fire and water) for corporate buildings up-to-date and a future program of works (2019-2024) being developed.

- Compliance activity being expanded to cover electricity, gas and confined spaces – additional compliance areas will be added progressively.

- Compliance in schools being investigated – data gathering is complicated due to the self-autonomy of schools.

High

Medium

Low

Jun-17 | Sep-17 | Dec-17 | Mar-18 | Jun-18 | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sep-19 | Dec-19 | Mar-20

WHAT NEXT?

- Continuous focus will be maintained to ensure compliance is maintained

- Development of the 20/21 capital works programme for compliance – due for completion by end of 2019.

- Improved reporting model will be implemented

- Increased focus on detailed compliance requirements

- Budget for future compliance works being developed

CORPORATE RISK AREAS

BUSINESS CONTINUITY RESPONSE TO MAJOR EVENT

Q2 2019/20

WHY IS THIS AREA OF RISK RED?

- The ability of the council to appropriately deliver against business continuity plans as the organisation shrinks in size. In particular – the council's resilience to loss of staff or unanticipated increase in demand resulting from flooding, accident, pandemic, terrorist activity, Brexit or system loss.

MITIGATING ACTIONS

- Council wide business critical services are defined and BCPs reviewed annually by the CRMG on behalf of the Transformation and Performance Board.

- The County Council's response to a flu pandemic will be governed through its business continuity arrangements and through making key contributions to a multi agency response.

- Social care case management system – major project to deliver the transition from Fwi to Liquid Logic.

- Agreement with NHS England for the supply of PPE (face masks) for front line staff during pandemic.

- Business continuity plan (BCP) hub established on Resilience Direct for off-site storage of critical business continuity plans.

- New template for critical BCPs agreed and support in place for service areas to update and review

High
Medium
Low

Jun-17 Sep-17 Dec-17 Mar-18 Jun-18 Sep-18 Dec-18 Mar-19 Jun-19 Sep-19 Dec-19 Mar-20

WHAT NEXT?

- Critical BCPs to be reviewed against new template and returned to CRMG – January 2020

- A WCC pan flu ex of its own BC arrangements is under development.

- Review of Worcs annex of the Excess Deaths Plan during 2019 to clarify and agree body storage/management responsibilities and arrangements between County and District Councils

- Review of WCC Pandemic Flu framework document during 2019/20.

- SLT have agreed for a WCC business continuity exercise to be developed and run in Spring 2020

CORPORATE RISK AREAS

Risk to Council Services and the local economy as a result of EU Exit

Q2 2019/20

WHY IS THIS AREA OF RISK AMBER?

- The potential impact of loss of suppliers and / or workforce on key council services, or partner agencies. In addition the potential impact on the local economy resulting from loss of trade, and potential civil unrest.

MITIGATING ACTIONS

- Council has appointed a designated EU Exit lead

- Risks to key service areas and mitigation activity collated and input into Local Resilience Framework (LRF) no deal planning (this reporting requirement was suspended in October 2019 due to extension for withdrawal agreement and December general election)

- Local businesses signposted to practical advice and information including national guidance, via Worcestershire Business Central (the local growth hub).

- Raise awareness of grant schemes and financial support for businesses in advance of EU exit.

High

Medium

Low

Jun-17 Sep-17 Dec-17 Mar-18 Jun-18 Sep-18 Dec-18 Mar-19 Jun-19 Sep-19 Dec-19 Mar-20

WHAT NEXT?

- Continue to monitor business continuity for key services

- Continue to work with partner agencies to signpost local residents and businesses to national advice and guidance.