worcestershire
c o u n t y c o u n c i l

AGENDA ITEM 7

CABINET
15 DECEMBER 2016

BALANCED SCORECARD – FUTUREFIT PERFORMANCE AND CORPORATE RISK UPDATE

Relevant Cabinet Member
Mr A C Roberts

Relevant Officer
Director of Commercial and Change

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 2016/17, noting the 20 indicators rated as 'green' and considers actions being taken to improve performance for the 7 indicators rated 'red' where there has been an update in Quarter Two 2016/17;

   (b) notes the latest refresh of the Corporate Risk Register including actions to mitigate the two risks that are rated 'red'; and

   (c) authorises the Chief Executive in consultation with the Leader of the Council to refresh the indicators that sit on the Corporate level Balanced Scorecard to reflect the new 2017-2022 Corporate Plan with effect from 1 April 2017.

Corporate Balanced Scorecard

2.   The Corporate Balanced Scorecard is the means of understanding progress against the Council's "FutureFit" 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 2016/17. Currently there are 45 indicators reported in the Scorecard. 20 of these are rated 'green' representing good performance or progress, and 9 are rated as 'red'.

4.   Out of the 9 performance indicators that are currently assessed as 'red', 7 have had a performance update in Quarter Two 2016/17 (and are detailed within the attached Appendix). The 7 indicators and the actions that are being taken to address their performance are listed below:

- **Looked After Children**
  - In July, we implemented a new service to support families more effectively when concerns are first raised (Family Front Door). The service aims to support families to look after their own children safely, and make better timely decisions when children have to come into care
  - Close monitoring is taking place of children subject to the formal legal process (Public Law Outline) for deciding if children should be removed from parents to ensure that care is provided for children at risk
  - Processes are being developed to have improved senior managerial oversight and decision making for children coming into the care system and children becoming subject to care proceedings. A weekly resource panel is in place for monitoring effective use of resources allocated.

- **Older People Funded in Permanent Care Home placements**
  - Extra care schemes continue to be explored as an alternative to residential care to enable people to live more independently. The housing benefits cap has made these schemes more challenging to deliver but there continues to be good progress on Supported Living schemes for people with learning disabilities
  - Rigorous gatekeeping of placements made from the community into particularly residential care to ensure placements are the most appropriate for people's needs
  - Research into admissions to residential care highlighted self-funding pickups, Continuing Health Care pickups, hospital discharges and some Out of County admissions, which the Council has limited ability to influence
  - Continuing the development of services to support discharge from hospital to home to improve people's wellbeing and independence rather than using short term residential placements
  - Ensure short-term placements made in response to a crisis situation are reviewed quickly and that options to return home are fully explored
  - Ensure that we do not plan long-term in a crisis to ensure we help people choose the best option.

- **Satisfaction with Condition of Roads**
  - We are implementing key initiatives and work streams, by the end of March 2017, as part of our Term Service Contract with Ringway
  - Lining – completion of a large scale programme of lining improvement works throughout the county
  - Clean signing – cleaning on all A and B roads throughout the county, followed by C roads
  - County boundaries – a programme of improvement works to ensure signing, lining, grass cutting and vegetation works are carried out to an enhanced standard
  - Over the next two years, the Driving Home Programme will provide £12 million of investment in the county's roads infrastructure, in addition to the continuing commitment of £10 million assigned to main roads. The Council plans to award the contract for dualling the A4440 between the Ketch/Powick Hams junctions (including Carrington Bridge) in early 2017
  - The latest National Highways and Transport Network survey will be available shortly, enabling comparisons to regional/national data
  - A key issue that was identified related to traffic congestion. It needs to be recognised that with a growing local economy there are inevitably impacts to

the highway network in light of increased activity, with new housing and commercial developments, major projects and highway improvement works that are being completed to enable the economy in the county to continue to grow. The Council is actively looking at congestion management and associated traffic management options to alleviate some of the resulting congestion where practicable.

- **Household Waste Collected per head**
  - ➢ We continue to subsidise the provision of compost bins for composting at home. The dedicated waste and recycling website (LetsWasteLess.com) promotes initiatives and suggestions for residents to reduce, reuse, recycle, and recover household waste
  - ➢ All Household Recycling Centres have reuse containers into which unwanted household items can be placed for reuse by local charities and organisations
  - ➢ Love Food Hate Waste promotes ways of reducing food waste and at the same time saving money on food shopping
  - ➢ The main reason for increased waste appears to be housing growth. Data from both Worcestershire County Council and Herefordshire Council shows that housing growth in the two counties is increasing year on year at approximately 1% per year and is forecast to rise to 1.5% by 2018/2019 before falling back a little in the following years.

- **Satisfaction with the Local Area as a place to live**
  - ➢ Seasonal roadshows have been replaced by ongoing engagement activity to reach audiences across the county and of all ages
  - ➢ Additional social media channels are being launched and used to connect with residents including Instagram and new Twitter accounts
  - ➢ A more proactive approach to media relations is leading to the publication of more positive stories
  - ➢ We are reviewing County Council branding with the objective of raising the profile of the services that we provide.

- **Staff Appraisals completed (SRDs)**
  - ➢ Managers are being tasked to complete all outstanding SRD's by the end of December. Any not completed will be subject to performance management
  - ➢ It is recognised that a robust process for staff appraisals is required. The current process will be replaced by the end of this financial year
  - ➢ HR advice is being targeted in the Children, Families & Communities Directorate to support completion of outstanding SRDs in parallel with developing readiness for 2016/17 year end SRD and Talent Reviews.

- **Sickness Rates**
  - ➢ HR have improved the sickness absence report and are challenging managers earlier to take action. 68% of long-term sickness cases were closed in the last quarter which is a marked improvement. This focus will continue
  - ➢ We are engaging with our occupational health provider to improve the service to support managers more effectively
  - ➢ We have reviewed the Sickness Absence Policy and will begin consultation with our trade unions and managers in the coming weeks
  - ➢ We are providing employment law training to our HR advisors to ensure that the advice and support provided to managers is pragmatic, best practice and focussed on reaching outcomes as quickly as possible

- ➢ More detailed management information is being developed for managers about the true cost and impact of sickness absence in their areas of the business and to better inform future policy and practice
- ➢ Over the next quarter, we will put more focus on reviewing short-term absence so that we can make even greater improvements in the next quarter.

Corporate Risk Register

5.   The Corporate Risk Register provides a mechanism for collating and reporting strategic risks that could affect the delivery of corporate objectives. Each risk listed on the Corporate Risk Register is monitored by Directorates and reported through the corporate process to provide assurance on the adequacy of arrangements to mitigate the risks.

6.   The Appendix provides an overview of the Corporate Risk Register for Quarter Two 2016/17 including the status of individual risks. Two risks are rated as 'red':

- Failure to maintain business as usual/appropriate levels of service at the same time as transformation
- Demographic changes lead to changed demand for services.

Detail about the actions to address these risks is contained in the Appendix.

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 Two 2016/17 Balanced Scorecard Performance Summary Dashboard Report and Corporate Risk Dashboard

Contact Points

County Council Contact Points
County Council: 01905 763763
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Background Papers

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