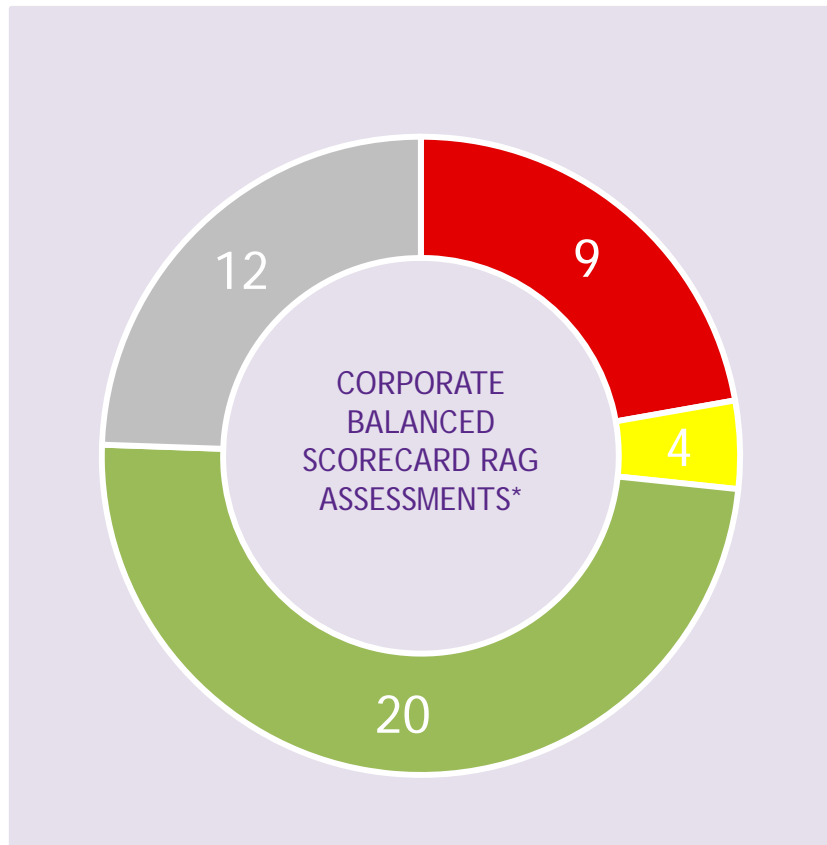


CABINET BALANCED SCORECARD FUTURE FIT UPDATE

Performance Summary

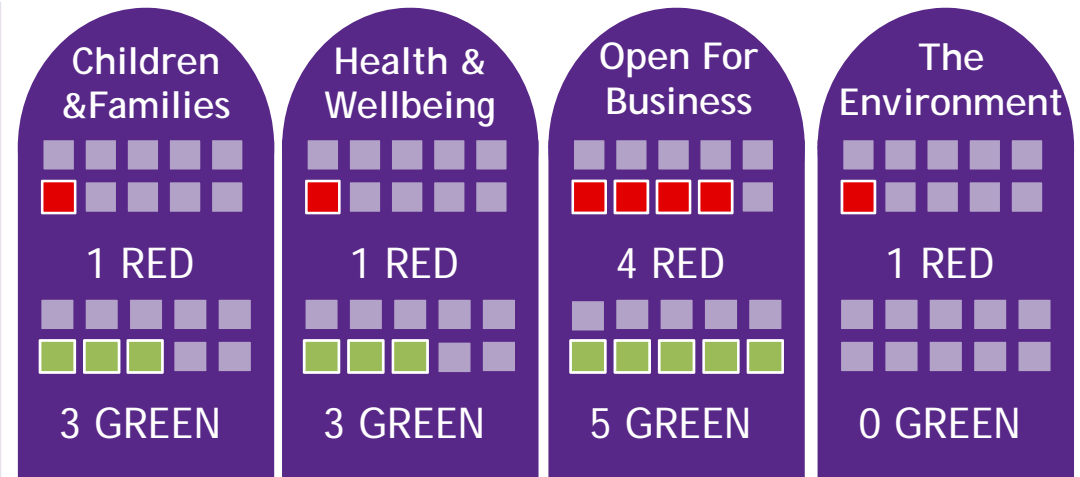
Q2 2016/17

From April 2017, the performance indicators within the Balanced Scorecard will be refreshed to align it to the new 2017-2022 Corporate Plan.

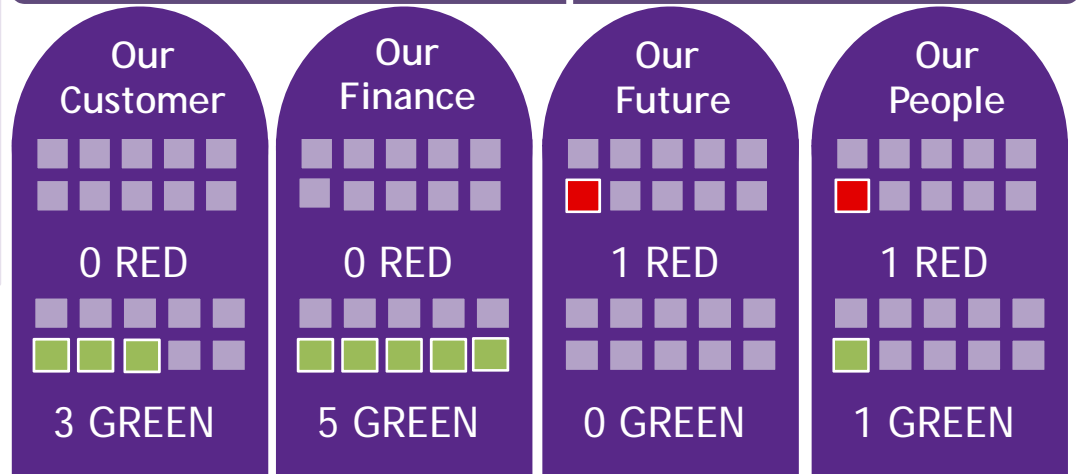


* Grey represents indicators that do not have a RAG assessment due to no target having been set.

Area of Focus












Our Perspective












OVERVIEW: Q2 2016/17 GREEN INDICATORS

Area of Focus / Perspective	Corporate Performance Indicator	Movement from previous rating
Open For business	People on out of work benefits- percentage of residents aged 16-64 on out of work benefits in Worcestershire	
	Economic growth- Worcestershire Gross Value Added (GVA) (local target)	
	Economic growth- Percentage of England GVA contributed by Worcestershire (National comparator indicator)	
	16-24 year old Job Seekers Allowance claimants	
	Working age adults in employment	
Children and Families	Children who wait less than 14 months between entering care and moving in with their adoptive family	
	Children with a child protection plan	
	16-17 year olds who are NEET	
Health and Wellbeing	Social care services making people feel safe and secure	
	Residents aged 65 or more receiving a social care service	
	Users saying they have control over their lives	

Q2 2016/17 GREEN INDICATORS CONTINUED

Area of Focus/ Perspective	Corporate Performance Indicator	Movement from previous rating
Our Finance	Ratio of debt financing costs to the Council's net budget	
	Expected budget position at end of financial year - Forecast Outturn (April to March) (Revenue)	
	Council Tax- Below the average Band D Council Tax	
	Creditor days- Average number of days to pay suppliers invoices	
	Debtor Days - Average number of days to receive payments from customers from the date of the debtor account <i>(previously red)</i>	
Our People	Employees - Actual Full Time Equivalentents (FTE)	
Our Customer	The % of information based services that are available end-to-end	
	Residents who say they can influence decisions	
	Satisfaction with County Council as measured through Viewpoint survey	

OVERVIEW: Q2 2016/17 RED INDICATORS

Area of Focus / Perspective	Corporate Performance Indicator	Updated in Q2 2016/17	Movement from previous rating
Open for Business	<u>Satisfaction with condition of roads</u> - Residents' satisfaction fell from 35.4% in 2015 to 32% in 2016.	Yes	
	<u>Reduce household waste collected per head</u> - Levels of waste collected are still above the long-term low in 2011/12.	Yes	
	<u>New businesses surviving for 3 years or more - Percentage point difference Worcestershire compared to England (National comparator indicator)</u> - Performance has remained steady and above the national average but as the England rate has improved the gap has narrowed.	No	
	<u>Percentage of businesses surviving for three years or more in Worcestershire (local target)</u> - The latest available four year average is 61.2%.	No	
Children and Families	<u>Looked After Children</u> - The rate of looked after children has remained at the same level as Q1 2016/17.	Yes	
The Environment	<u>Satisfaction with the local area as a place to live</u> - Since 2010, there has been a reduction from 85% satisfaction to 82.2% satisfaction.	Yes	
Health and Wellbeing	<u>Older people funded in permanent care home placements</u> - The target is for a reduction by year end, but numbers have increased slightly.	Yes	
Our Future	<u>% of Staff Appraisals completed (SRDs)</u> - Latest figure is 48%.	Yes	
Our People	<u>Sickness Rates</u> - The current year end prediction is 9.32 average days per person.	Yes	

INDICATORS TO WATCH



Out of the 9 performance indicators that are assessed as RED (detailed on the previous page), 7 have had a performance update in Q2 2016/17. The performance updates for these 7 indicators are detailed over the next few pages.



CHILDREN AND FAMILIES

Looked After Children

(previously Red)



HEALTH AND WELLBEING

Older People Funded in Permanent Care Home placements

(previously Red)



OPEN FOR BUSINESS

Satisfaction with condition of roads

(previously Red)



OPEN FOR BUSINESS

Household waste collected per head

(previously Red)



THE ENVIRONMENT

Satisfaction with the local area as a place to live

(previously Red)



OUR FUTURE

Staff Appraisals completed (SRDs)

(previously Red)



OUR PEOPLE

Sickness Rates

(previously Red)



CHILDREN & FAMILIES

LOOKED AFTER CHILDREN

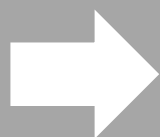
LOWER = BETTER

Children looked after at quarter end rate per 10,000 population (under 18 Worcestershire population) to be no more than 60 per 10,000

Q2

2016/17

60.6 per
10,000



PERFORMANCE DETAILS

- The rate of looked after children is fluctuating at around 61 per 10,000 children.
- The majority of children (circa 70%) are being looked after as a result of child protection concerns.
- We are just above the national average which is 60 per 10,000. For this reason, the indicator has been assessed as Red.



CURRENT ACTIVITY

- 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.

FUTURE ACTIVITY?

- 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. Weekly resource panel in place for monitoring effective use of resources allocated.

HEALTH AND WELLBEING

OLDER PEOPLE FUNDED IN PERMANENT CARE HOME PLACEMENTS

LOWER = BETTER

Older people with a permanent care home placement funded by the Council from the relevant older people budget.

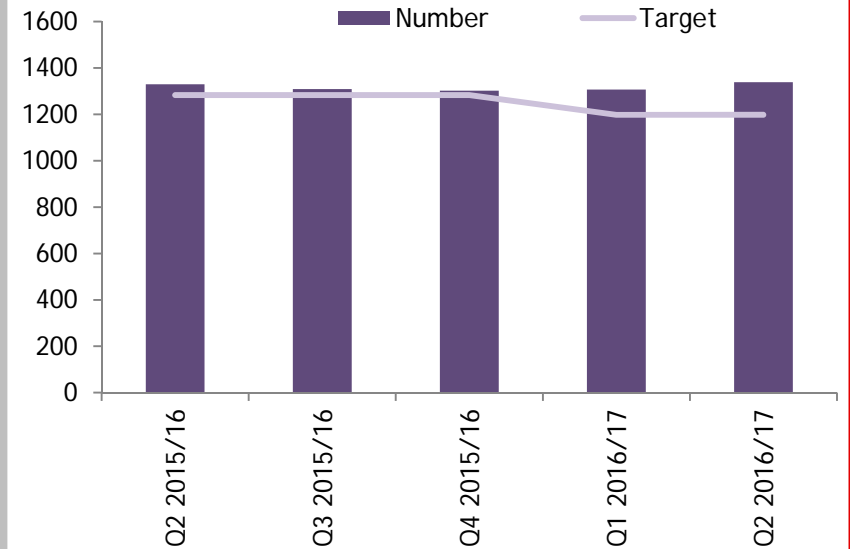
Q2
2016/17

1339



PERFORMANCE DETAILS

- The number of older people in permanent placements continues to fluctuate at around 1300. For this reason, the indicator is assessed as red (compared to the target of 1198).
- The target for the end of the year has reduced by 104 to accommodate for the use of more independent living.



CURRENT ACTIVITY

- Extra care schemes are continued 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.

FUTURE ACTIVITY?

- 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 don't plan long term in a crisis to ensure we help people choose the best option.



OPEN FOR BUSINESS

SATISFACTION WITH CONDITION OF ROADS

HIGHER = BETTER

Percentage of Viewpoint respondents who answered very/fairly satisfied to the question "How satisfied or dissatisfied are you with the following services provided by the District or Worcestershire County Council? - Keeping public roads in a reasonable condition."

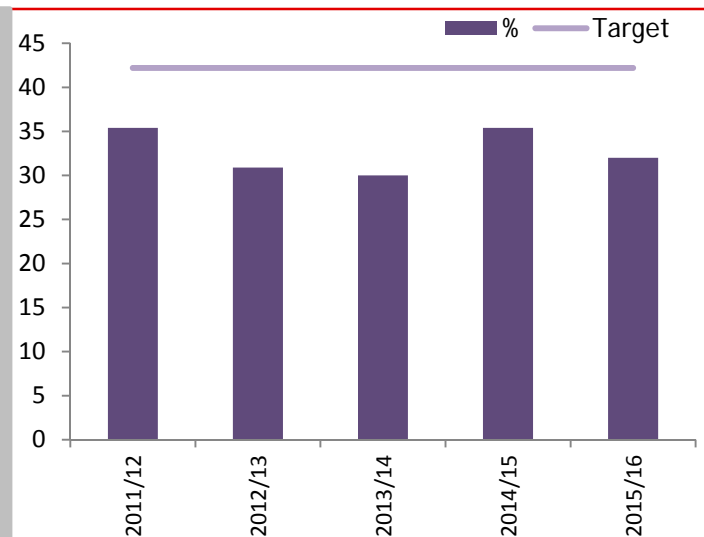
2015/16

32%



PERFORMANCE DETAILS

- Residents' satisfaction fell from 35.4% in 2015 to 32% in 2016. The assessment of red is based on the target of 42.2% not being achieved.
- The 2016 out-turn remains above the level attained in 2014 (30%), a decline from 42.2% having occurred in the 2012, 2013, and 2014 surveys.
- Following a focus group of local residents in 2014, further analysis has been completed to identify key issues that residents felt impacted their satisfaction. The key issues raised centred around condition of the highway, poor lining, clean signing, grass cutting and vegetation clearance amongst other items.



CURRENT ACTIVITY

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.

FUTURE ACTIVITY?

- 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.



OPEN FOR BUSINESS

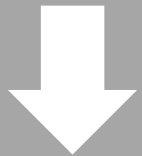
HOUSEHOLD WASTE COLLECTED PER HEAD

LOWER = BETTER

Kilograms of Household Waste / Population of Worcestershire. The figure is from the verified tonnage data calculated using Household Waste from NI192 and Population from C206 from the Waste Data Flow system.

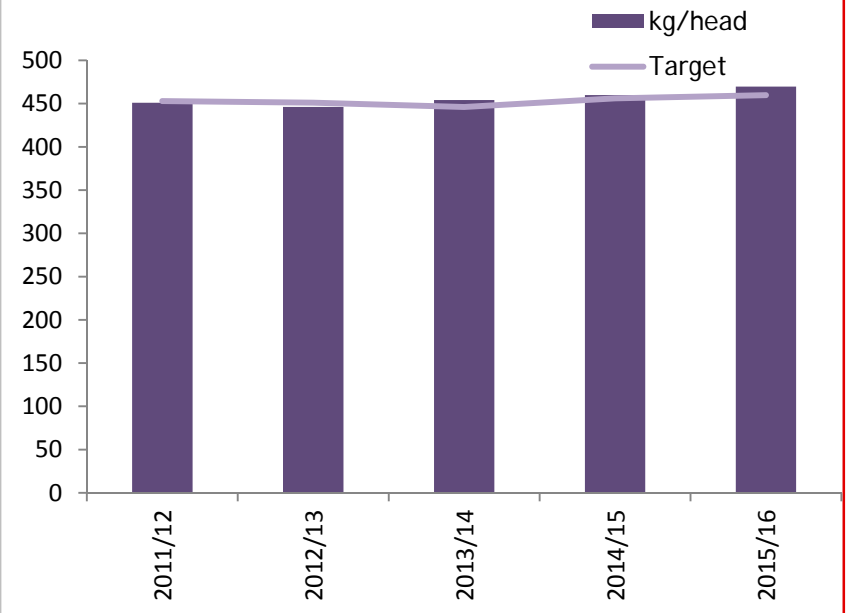
Q4
2015/16

469.66
Kg/head



PERFORMANCE DETAILS

- This is an annual indicator that is reported a year in arrears.
- Household waste collected has increased from 459.8 kg/head in 2014/2015 to 469.66 kg/head in 2015/2016 and is therefore assessed as red.
- The waste generated per household has remained quite stable at approximately 1.1 tonnes per household.



CURRENT ACTIVITY

- 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.

FUTURE ACTIVITY?

- 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.



THE ENVIRONMENT

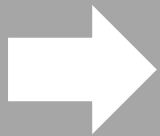
SATISFACTION WITH THE LOCAL AREA AS A PLACE TO LIVE

HIGHER = BETTER

Overall perception measure of residents' quality of life which is influenced by a range of factors including perceived quality of local services and the quality of the local environment measured through Worcestershire Viewpoint Survey.

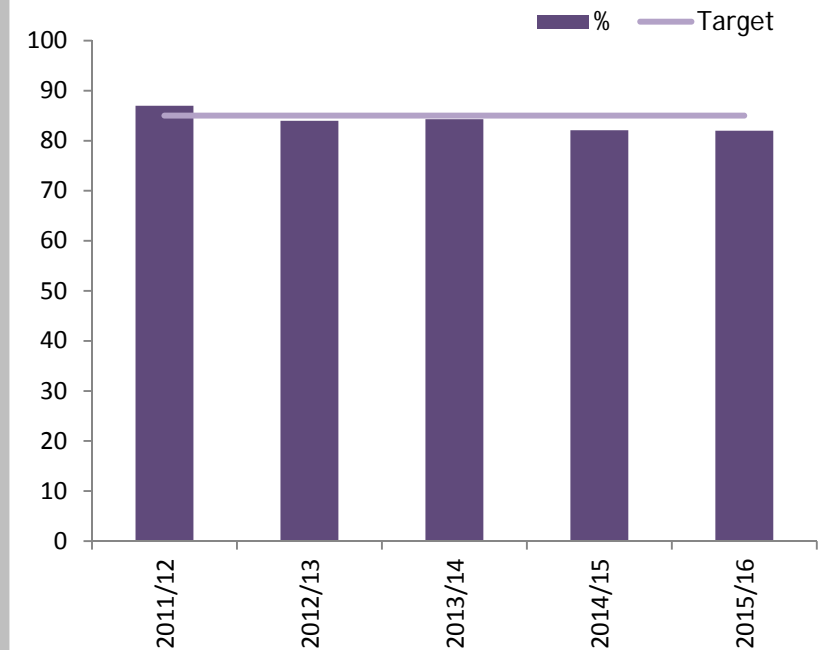
2015/16

82.2%



PERFORMANCE DETAILS

- While residents' satisfaction is unchanged in 2016 compared with 2015, the trend over the past few years has been one of a gradual decline.
- The current satisfaction level of 82.2% is approximately 6 percentage points lower than the 2011 result in which satisfaction with the area was at its peak at 88.3%.
- The indicator has been assessed as red because performance is below the target of 85%.



CURRENT ACTIVITY

- 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.

FUTURE ACTIVITY?

- 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.



OUR FUTURE

STAFF APPRAISALS COMPLETED (SRDS)

HIGHER = BETTER

Percentage of staff appraisals (SRDs) where Part A (Objectives) is completed (excludes staff who have been absent for the whole period and reliefs/casuals/sessionals).

Q2
2016/17

47.76%



PERFORMANCE DETAILS

- Out of 2814 eligible employees, 1344 SRD's have been recorded during 2016 so far, giving an overall rate of 47.76% for the Council. There has been an improvement in performance from last quarter (12.46%).
- There has been a deterioration in performance from the same period last year (September 2015) when the SRD rate was at 71.12%.
- The indicator has been assessed as red based on a target of 100%.



CURRENT ACTIVITY

- Adult Services and Public Health have both recorded similar numbers of SRD's as this time last year (67.14% and 90.63%).
- Public Health have achieved the highest SRD compliance rate of all the directorates to date.
- The compliance rate for Commercial and Change is 73.37%, demonstrating an improvement since last quarter.
- There has been a minimal increase in SRD compliance in Children's, Families and Communities, Economy and Infrastructure and Finance since last quarter.

FUTURE ACTIVITY?

- 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 Children's, Families & Communities to support completion of outstanding SRDs, in parallel with developing readiness for 2016/17 year end SRD and Talent Reviews.



OUR PEOPLE

SICKNESS RATES

Average days sick per person [FTE], Year-end prediction based on activity to date.

LOWER = BETTER

Q2

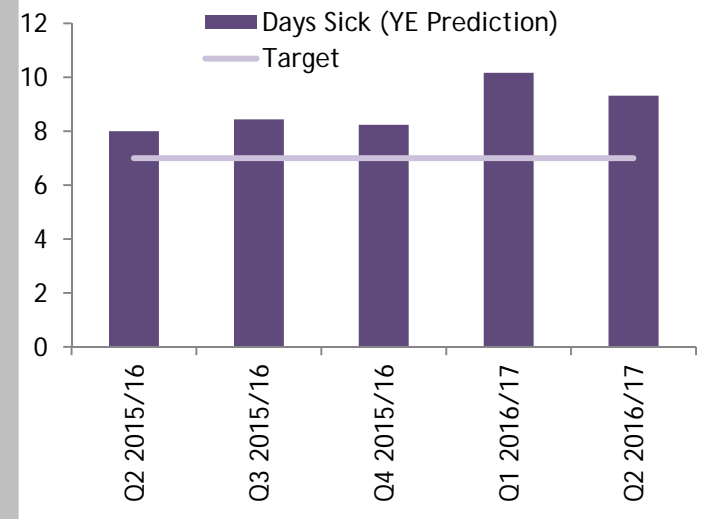
2016/17

9.32 Days



PERFORMANCE DETAILS

- At the end of Q2 2016/17 there was an average of 4.66 days sick per person. The Year End Prediction is 9.32 days. However the year end target is 7 days and it is currently predicted this will not be achieved and is therefore assessed as red.
- The direction of travel shows improvement from the previous quarter, (10.17 days). The Directorate with the highest levels of sickness was Adult Services, predicted to end the year with 14.26 average days sick per person.



CURRENT ACTIVITY

- 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.

FUTURE ACTIVITY?

- 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.

Overview of Risk Status:

- One risk in the Corporate Risk Register has increased to 'red' since April 2016 - "Failure to maintain business as usual / appropriate levels of service at the same time as transformation". This reflects difficulties in recruitment which are delaying the restructure of adult social care services in the south of the county. A dedicated social work recruitment team is being established.
- One risk continues to be rated as red - "demographic changes lead to changed demand for services". There are significant pressures on Council services because of demographic factors such as the ageing population. Demand Management (e.g. prevention services) has been agreed as a major area of focus for the Council and a number of strategies are being put in place.

CORPORATE RISK PROFILE

A Corporate Risk is a risk that has an impact across all areas of the Council such that it could prevent the Council delivering its corporate priorities. There are currently ten Corporate Risks - eight are RAG-rated as amber and two are RAG-rated as red.



Corporate Risk 1: Failure to maintain business as usual / appropriate levels of service at the same time as transformation



Corporate Risk 2: Failure to deliver financial savings identified in Medium Term Financial Plan



Corporate Risk 3: Failure to deliver a major project leading to increased costs, reputational damage to the Council and/or failure to realise savings



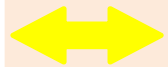
Corporate Risk 4: Serious harm or death due to a failure on the part of the Council



Corporate Risk 5: Failure to comply with legislation and statutory duties

CORPORATE RISK PROFILE

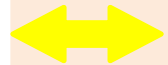
A Corporate Risk is a risk that has an impact across all areas of the Council such that it could prevent the Council delivering its corporate priorities. There are currently ten Corporate Risks - nine are RAG-rated as amber and one is RAG-rated as red.



Corporate Risk 6: Failure to effectively store, manage and process information and maintain the security of the personal data we hold, (or our partner agencies and commissioned providers hold on our behalf) in compliance with the Data Protection Act



Corporate Risk 7: Demographic changes lead to changed demand for services



Corporate Risk 8: Failure to effectively manage the Council's premises



Corporate Risk 9: Ineffective Emergency Response arrangements



Corporate Risk 10: Ineffective Business Continuity arrangements

CORPORATE RISK

INCREASED TO RED SINCE LAST REPORT

FAILURE TO MAINTAIN BUSINESS AS USUAL / APPROPRIATE LEVELS OF SERVICE AT THE SAME TIME AS TRANSFORMATION

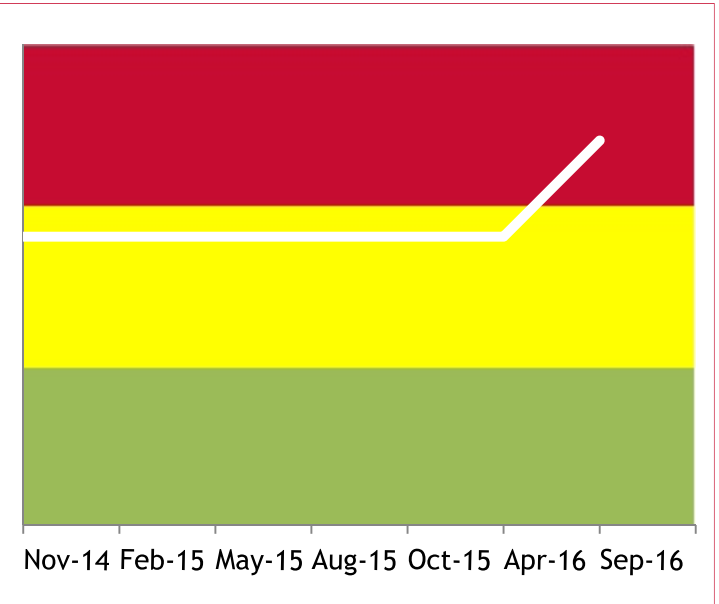
Q2 2016/17

WHY IS THE RISK RED?

- This risk has been rated as Red by the Directorate of Adult Services because of issues in restructuring the social work service in the South of the County. This is due to difficulties in recruiting social work managers, with an impact on service delivery and likely impact on achievement of planned savings.

MITIGATING ACTIONS

- The risk to business as usual is being mitigated (short term) through the use of agency managers to cover some of the current vacancies. This is leading to additional costs.
- Options to create development opportunities for new managers are under development.
- Setting up of a dedicated Social Work Recruitment Team in Nov 2016 which will focus on all qualified social worker vacancies with a view to:
 - Improving the candidate experience in terms of quality but also with the aim of reducing the time taken from advert being placed to offer
 - Work with different agencies and regional groups to look at how vacancies can be advertised to maximum effect and on an ongoing basis versus ad hoc
 - Creation of a 'pool' of social workers
 - Utilise social media including Yammer, Facebook etc
 - Creation of a bespoke 'adults' microsite for all vacancies



WHAT NEXT?

- Set up SW Recruitment Team
- Advertise 5 locality manager posts
- Advertise 14 Social Work vacancies
- Human Resources Business Partner to report back to Directorate Leadership Team at 3, 6, 9 and 12 months on successes of recruitment team to monitor progress

CORPORATE RISK

REMAINS RED SINCE LAST REPORT

DEMOGRAPHIC CHANGES LEAD TO CHANGED DEMAND FOR SERVICES

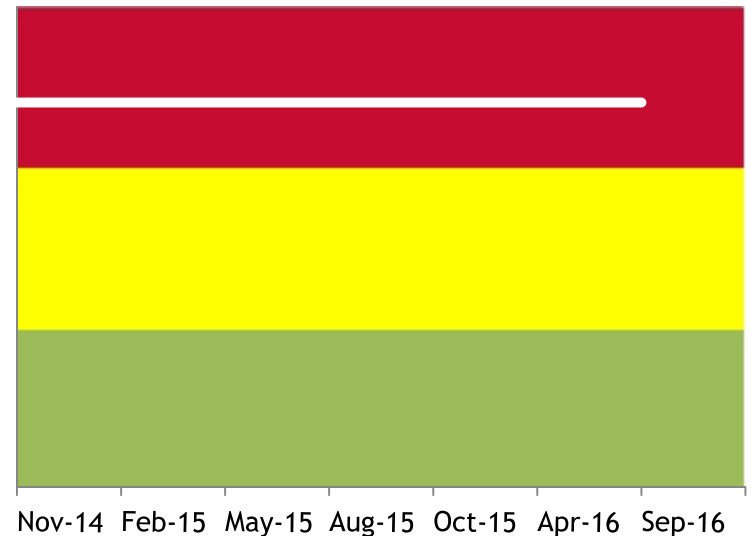
Q2 2016/17

WHY IS THE RISK RED?

- The changing demographic profile including an ageing population and changes to the needs of children and families is a challenge to the resources available to the Council. Work is underway but at the moment the risk remains rated as 'red'.

MITIGATING ACTIONS

- Demand management has been identified as a major theme for the Council and has been endorsed by a recent Peer Challenge.
- Work to create a locally driven model for predicting demographic changes is nearing completion. Phase 2 will use this model and apply it to sub-groups of the population.
- Work is being led at Directorate level to mitigate pressures.
- Examples specific to Adult Services include social impact bond for loneliness. There is also Council agreement to implement the Government driven 2% Council Tax precept for adult social care.
- Examples specific to Children and Families include the Family Front Door and Connecting Families.
- Cross-cutting workstreams are in place e.g. enabling communities.
- Behavioral insight 'nudge' techniques are being developed to test from January 2017.
- Digital Strategy implementation to help manage demand e.g. Your Life Your Choice.



WHAT NEXT?

- Undertake detailed modelling for high demand areas.
- Implementation of future/ adjustment of current demand management projects e.g. Family Front Door.
- Continue to raise profile of volunteering e.g. planned events.
- Increase scope and usage of Your Life Your Choice site.