

<b>TITLE</b>	<b>Balanced Scorecard – 2013/14 Quarter 4 Report</b>
<b>FOR CONSIDERATION BY</b>	Overview & Scrutiny Committee on 23 June 2014
<b>WARD</b>	None specific
<b>STRATEGIC DIRECTOR</b>	Andrew Moulton, Head of Governance & Improvement Services

**OUTCOME**

Improved performance in those areas of activity that are seen as a priority for the Council.

**RECOMMENDATION**

To note the latest scorecard of performance indicators and agree any corrective action required.

**SUMMARY OF REPORT**

Part 1 of the report shows the performance exceptions. At the end of March 2014 there were twenty one areas of performance that were below target, six at “Red” status and fifteen “Amber.” There is a commentary against each of these indicators explaining the reasons for the performance and how improvement is being sought.

The second part of the report at Appendix A shows all the other indicators.

## Background

Since the launch of the Council's Vision in 2012, it has become increasingly clear that current performance indicator framework required review. This report proposes a new performance reporting framework that reflects a "balanced scorecard" approach to performance management bringing together financial, staffing, and operational/project information.

The benefits of the Balanced Scorecard approach are:-

- It balances financial and non-financial views of the Council
- It aligns the Council's Vision, Priorities and Principles with the staffing and financial resources, and with day to day operations.
- It helps communicate the Council's vision aligning with the performance improvement project (dials)
- It increases individual and collective accountability

## Analysis of Issues

None

<b>List of Background Papers</b>	
None	
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<b>Date</b> 11 June 2014	<b>Version No.</b> 1

# Balanced Scorecard 4th Qtr Report 2014

## Part 1 Report by Exception

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
<b>Table 1 Children</b>																
6	Safeguarding: % of referrals that are repeat referrals to Children's Social Care	Quarterly switched to monthly reporting after 1st qtr	Previous quarter	See note	20 to 23%	Low				41.8%	Red		↓	Charlotte Haitham Taylor	Judith Ramsden	Year to date 29.7% amber for the year. The rate of re-referrals may be linked to changes to the pathway followed to access services for children and preparatory work on eligibility thresholds. An audit is now taking place to investigate our new practices and application of the agreed levels of need.
<b>Narrowing the Gap</b>																
15	Youth Offending: rate of re-offending	Quarterly	Previous quarter	2012/13 24.3%	Reduction on previous year	Low				30.0%	Amber		↓	Charlotte Haitham Taylor	Judith Ramsden	21.2 to date Green for the year. Baseline: Last completed 12 month cohort was 27/111 = 24.3% The 2013/14 financial year cohort is 66 young people. Q1 - 11.5% Q2 30.0% Q3 25% Q4 30% full year result is 21.2%
<b>Adult Social Care – outcomes – these measures relate to safety and quality of life</b>																
19	Proportion of people using social care who receive self-directed support, and those receiving direct payments	Quarterly	Previous quarter	SE average 61% @ qtr3 2012	68% by qtr 1, 70% by qtr 2, 70% by qtr 3, 70% by qtr 4	High			No data recorded in Oct	61.5	Red	No data recorded in Jan	↓	Julian McGhee-Sumner	Stuart Rowbotham	
20	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services ** (NHSOF 3.6i)	Quarterly	Previous year	National average 2011/12 82.6%	85%	High				65.3	Red		→	Julian McGhee-Sumner	Stuart Rowbotham	
<b>Quality of life Outcome Indicator Commentary</b>																
Work has been carried out on the Self Directed Support indicator to capture all those who are receiving a Personal Budget and are receiving long term social care services in the community. The indicator is dropping as many people receive short term services and don't go on to have a personal budget set but are still included in the denominator for this indicator. Currently benchmarking activity to look at comparison with other areas. Reablement figures have now been collated for those people who were discharged into reablement services between October and December and were still at home 91 days later. This combines Intermediate Care (60.9%) and START services (74.2%).																
<b>Tenant Services</b>																
23	Percentage and number of properties with valid Gas Safety Certificate	Monthly	Previous month	LGSR completed	100% gas safety compliance	High				99.62%	Amber		↑	John Kaiser	Stuart Rowbotham	
<b>Tenant Services Indicator Commentary</b>																
<b>Gas Servicing</b>																
This month has seen a slight improvement in performance. BSW's staffing issues have now been resolved. They have replaced one of their administrative team with a more experienced member of staff. We are expecting this will lead to continued performance improvements.																
<b>Health and Wellbeing – Improving health, wellbeing and quality of life</b>																
30	To reduce Road Casualties, (Killed and Seriously Injured)	Annually	Previous year	2010 = 37, 2011 = 46, 2012 = 38	41	Low				52	Amber		↓	Keith Baker	Heather Thwaites	Annual totals only – available sometime after the event the need is to continue the medium term downward trend
<b>Health and Wellbeing – Improving health, wellbeing and quality of life indicator commentary</b>																

30. The number of KSI's for this year is the highest since 2007 (59). The overall number of casualties has reduced from 367 last year to 314 this year. The trend over the last 10 years is still downwards. We will continue to deliver a programme of Local Safety Schemes.

**Traffic congestion = tackling congestion in specific areas of the Borough**

31	Average travel time on chosen roads	Annually	Previous year	2011-2012 = 2.96	<= baseline	Low				3.07	Amber		↓	Keith Baker	Heather Thwaites	Journey Time Surveys from Model / Observation, Data is available but awaiting software to analyse. Chosen roads are the main roads that travel from north to south and east to west through the borough.
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**Traffic congestion = tackling congestion in specific areas of the Borough indicator commentary**

Congestion has increased marginally when compared to the baseline performance. Major utilities work, flooding and planned works has had some impact on the network over the last 12 months. The Congestion Alleviation Team has been set up to tackling congestion hotspots and the My Journey sustainable travel initiatives are continuing to provide alternatives transport options and provide residents with personal travel planning advice. The MyJourney team will be producing a travel app to further promote sustainable travel to residents across the borough along with additional journey planning tools to enable residents to make informed decisions on travel options.

**Waste and Recycling – improving waste collection, reducing landfill and increasing recycling**

32	% of Municipal waste land-filled	Annually	Previous year	2010/11 = 20.6%, 2011/12 = 15.3%, 2012/13 = 10%	<10%	Low				15%	Amber		↓	Angus Ross	Heather Thwaites	Lanfill has increased in 2013/14 due to: 1, Higher allocation and tonnage at HWRs & 2, An increase in street sweepings which prior to May 2012 had been recycled.
33	% of household waste recycled	Annually	Previous year	2010/11 = 41.1%, 2011/12 = 42.9%, 2012/13 = 41%	>45%	High				42%	Amber		↓	Angus Ross	Heather Thwaites	Recycling reduced by around 3% due to street sweepings going to landfill rather than being recycled.

**Customer Satisfaction – improving the customer experience**

36	Overall satisfaction with highways and transport service	Annually	Previous year	2010/11 = 53.9%, 2011/12 = 54%, 2012/13 = 54%	>54%	High				53.20%	Amber		↓	Keith Baker	Heather Thwaites	From annual NHT survey.
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**External customer satisfaction (support services)**

43	% first contact resolution - calls and emails	Monthly	Previous month	55%	65%	High				55.10%	Amber		↓	Pauline Jorgensen	Graham Ebers	
44	% of calls answered	Monthly	Previous month	93%	95%	High				87.60%	Amber		↑	Pauline Jorgensen	Graham Ebers	

**External customer satisfaction (support services) indicator commentary**

43 & 44 These indicators are not weighted to account for busy months, March is a very busy month with council tax, benefits, waste renewals and delivery of blue bags all happening at once.

**Value for Money (support services)**

49a	Population served per Corporate Finance Staff Member c/w	Annually	2011/12	Upper Quartile	Upper Quartile	Low				Middle Quartile	Amber		↓	Anthony Pollock	Graham Ebers	Change in ONS population Stats.
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**Project Delivery Group 2:**

53	WISER project status	Monthly	Previous month	"Green status"	Green	N/A				Amber	Amber		→	Pauline Jorgensen	Graham Ebers	
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**Project Delivery Group 2 indicator commentary**

53. The project has now officially moved into formal integrated system testing. The outstanding commercial challenges between WBC and UNIT4 have progressed following a meeting with UNIT4's Managing Director and the WBC project board. There are a number of challenges faced on the project which means that 1st September will be the appropriate go live date to manage business risk and impact.

**Business Improvement**

68	Number of Benefit Sanctions Applied	Monthly	Previous Month	2011/12 - 26	23	High	No previous score		16	Amber		→	Pauline Jorgenson	Andrew Moulton	Performance below profile target of 21 sanctions. However currently 14 cases with SLS awaiting legal action in Court plus 1 case where arrest warrant outstanding as individual has left the Country.
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**Business Improvement indicator commentary**

Benefits Sanction:  
The team have not met the sanctions target for 2013/14, though there are currently 12 cases that were investigated during 2013/14 pending legal action. 5 cases are awaiting Sanction Panel decision and two sanctions are being claimed in April 2014 as a result of the investigations being carried out in 2013/14.

**Sustainable Communities**

54	Number of dwellings completed	Annual	Previous year	273 (11/12)	1232	High			490	Red		↑	John Kaiser	Heather Thwaites;	New target set 1232 from 926. Whilst number of dwellings is below target, latest forecasts indicates delivery will increase and that requirements will be achieved
55	Number of affordable dwellings completed	Annual	Previous year	est 90 (12/13)	100	High			91	Amber		↑	John Kaiser	Heather Thwaites;	Number of affordable completions will increase in future alongside higher rates of housing delivery.
59	Number of dwellings permitted (countable within the 5 year land supply)	Annual	Previous year	222	1232	High			230	Red		↑	Keith Baker	Heather Thwaites;	New target set 1232 from 926. Commentary - whilst number of schemes permitted below target, authority at 1/4/14 had resolved to grant permission for further 900 dwellings. Therefore likely will achieve target during 2014/15. Furthermore, through inclusion of allocated sites in housing land supply, authority has at least a 5yr supply at 1/4/14.
60	Numbers of affordable dwellings permitted (inc where off site contribution received)	Annual	Previous year	6% (13 in 11/12)	30%	High			23%	Amber		↑	Alistair Corrie	Heather Thwaites;	Commentary - Percentage below target is a consequence of a significant number of permissions on sites providing up to 9 dwellings which do not require affordable housing together with a number of prior approvals for conversion of offices to residential. With more applications for large scale developments associated with SDL expected, % will increase.
63a	% of minor planning applications decided within national KPI timeframes.	Monthly	Previous month	69%	65%	High			59%	Amber		↓	John Kaiser	Heather Thwaites;	
64	% of major applications approved by the Council	Quarterly	Previous quarter	72% (to Dec)	80%	High			50%	Red		↓	Keith Baker	Heather Thwaites;	Numbers are very small for this return for the Jan - March 2014 qtr with only 2 major applications determined and 1 refused.

**Development & Regeneration indicator commentary**

63a – The national KPI is an annual return and we are currently achieving 68% within agreed timescales for the cumulative January – March 2014 period. We are continuing to increase the use of ETA's where appropriate although decision speed has dipped slightly during March.

## Part 2 Full Report

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
<b>Human Resources</b>																
1	Absence, number of working days lost to sickness	Quarterly	Prev Year	5.97	7	Low				6.07	Green		↑	Rob Stanton	Graham Ebers	
2	Turnover of staff	Quarterly	Prev Year	10 - 15%	10 - 15%	Low				15.49%	Green		→	Rob Stanton	Graham Ebers	
<b>Human Resources Indicator Commentary</b>																
Absence management is closely monitored within services, supported by HR Business Partners. Turnover of staff is on target and as expected.																
<b>Finance</b>																
<b>Finance report - see Revenue and Capital Monitoring Reports</b>																
4	Reported quarterly to the executive 25th July 2013, 31st October 2013, 30th Jan 2013 and 29th May 2014															
<b>Table 1 Children</b>																
<b>Keeping Children Safe</b>																
5	Safeguarding: Children subject to a Child Protection Plan for a second or subsequent time	Quarterly switched to monthly	Previous quarter	See note	12 to 14%	Low		0% throughout the Qtr 2	0% scores for Oct and Nov	0%	Green		→	Charlotte Haitham Taylor	Judith Ramsden	11% year to date Green for the year
5B	Safeguarding: Children subject to a Child Protection Plan lasting over 2 years	Quarterly	Previous quarter	Q1 9.1%	For CLT only. Internal target of 3-7%no target yet set	Low, but not too low			0% throughout the 3rd Qtr	0%	Green		→	Charlotte Haitham Taylor	Judith Ramsden	3.7% year to date Green for the year
6	Safeguarding: % of referrals that are repeat referrals to Children's Social Care	Quarterly switched to monthly reporting after 1st qtr	Previous quarter	See note	20 to 23%	Low				41.8%	Red		↓	Charlotte Haitham Taylor	Judith Ramsden	Year to date 29.7% amber for the year. The rate of re-referrals may be linked to changes to the pathway followed to access services for children and preparatory work on eligibility thresholds. An audit is now taking place to investigate our new practices and application of the agreed levels of need.
7	Safeguarding: % of assessments completed within 45 working days	Quarterly switched to monthly	Previous quarter	New indicator	75 to 85% (Focus on timeliness and quality)	High				87.5%	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	90.9% to date Green for the year
7a	Safeguarding: % of initial assessments completed within 10 working days	Quarterly switched to monthly	Previous quarter	See note	76 to 85% (Focus on timeliness and quality)	High			No Score					Charlotte Haitham Taylor	Judith Ramsden	86.8% to date Green for the year
7b	Safeguarding: % of core assessments completed within 35 working days	Quarterly switched to monthly reporting after 1st qtr	Previous quarter	See note	77 to 85% (Focus on timeliness and quality)	High			Nov scored 0% and so was red					Charlotte Haitham Taylor	Judith Ramsden	The annual result is 71.9% As no new initial assessments have been started during the quarter, no data has been provided for this indicator.
8	Looked after children: % of children who have had three or more placements within the year	Quarterly switched to monthly	Previous quarter	See note	7 to 9%	Low				8.0%	Green		→	Charlotte Haitham Taylor	Judith Ramsden	8% to date Green for the year
9	Looked after children: % of children achieving permanence	Quarterly switched to monthly	Previous quarter	See note	16 to 18%	High				29.3%	Green		→	Charlotte Haitham Taylor	Judith Ramsden	29.3% to date Green for the year

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
<b>Keeping Children Safe Indicator Commentary</b>																
<b>Narrowing the Gap</b>																
10	Key Stage 2 attainment: The gap between the performance of those children eligible for Free School Meals and their peers	Annual	Previous year	Summer 2012 FSM 53% Non FSM 84% NTG 31pp	Gap of around 25 percentage points.	Low								Charlotte Haitham Taylor	Judith Ramsden	Summer 2013 FSM 44% Non FSM 83% NTG 39pp, The DfE has re-worked the summer 2012 results to better match the summer 2013 exam arrangements for Reading, Writing and Maths. This data has been presented here priority focus of work in the 2013/14 academic year relates to the LA monitoring the effective use of schools' pupil premium finances in order to reduce the gap between the performance of those pupils eligible for FSM and those not. Red for the year
11	Key Stage 4 attainment: The gap between the performance of those children eligible for Free School Meals and their peers	Annual	Previous year	Summer 2012 FSM 26.2% Non FSM 67.8% NTG 41.6pp	Gap of around 35 percentage points.	Low								Charlotte Haitham Taylor	Judith Ramsden	Summer 2013 FSM 31.0% Non FSM 73.5% NTG 42.5pp. The DfE published their final GCSE results in late January. Although the GCSE results of Wokingham's FSM children has improved, the gap was larger than in summer 2012 as the performance of non-FSM pupils had also increased. There were 113 FSM pupils in summer 2013. Red for the year.
12	% of young people who are classified as Not in Education, Employment or Training (NEET)	Quarterly	Corresponding quarter for previous year	See note	Below 4.5% at year end	Low				3.0%	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	3.0% for the year. This is the lowest the NEET percentage has been in Wokingham for several years. The validity of the figure is supported by an equally low "Not Known" rate of 2.9% meaning that we don't have high numbers of NEET young people hidden in the Not Known group. Wokingham is performing well against the South East as a whole which, at the end of February, had 5.1% of its young people NEET and England which had 5.3%. Green for the year
13	% of young people in vulnerable groups[5] who are classified as Not in Education, Employment or Training (NEET)	Quarterly	Corresponding quarter for previous year	New indicator	Cohort too small – should simply aim for a reduction over the year	Low			No Score Provided	7.9%	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	7.9% of the vulnerable cohort was NEET at the end of March 2014. In the same quarter last year 13.7% of the vulnerable cohort was NEET
14	Youth Offending: first time entrants to the Youth Justice System	Quarterly	Previous quarter	Baseline 2012/13 Q1 - 8, Q2 - 4, Q3 - 7, Q4 - 10	Reduction on previous year (nationally subject to revised definition for 2013/14)	Low				0	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	23 to date Green for the year During 2013/4 there were 23 first time entrants to Youth Justice, compared to 29 in 2012/3.
15	Youth Offending: rate of re-offending	Quarterly	Previous quarter	2012/13 24.3%	Reduction on previous year	Low				30.0%	Amber		↓	Charlotte Haitham Taylor	Judith Ramsden	21.2 to date Green for the year. Baseline: Last completed 12 month cohort was 27/111 = 24.3% The 2013/14 financial year cohort is 66 young people. Q1 - 11.5% Q2 30.0% Q3 25% Q4 30% full year result is 21.2%
<b>Narrowing the Gap Indicator Commentary</b>																

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
<b>Opportunity for All</b>																
16	Key Stage 2 attainment: % of pupils achieving Level 4 in both English and mathematics	Annual (two updates – provisional and final)	Previous year	2011/12 Average all pupils 89%	Average all pupils 90%	High			No Score					Charlotte Haitham Taylor	Judith Ramsden	Summer 2013 Average all pupils 81%. The DfE has re-worked the summer 2012 results to better match the summer 2013 exam arrangements for Reading, Writing and Maths. This data has been presented here. Under this measure, the English average was 75% in both 2012 and 2013
17	Key Stage 4 attainment: % of pupils achieving 5+A*-C GCSEs (inc English and mathematics)	Annual (two updates – provisional and final)	Previous year	2011/12 Average all pupils 65.6%	Average all pupils 70%	High								Charlotte Haitham Taylor	Judith Ramsden	Summer 2013 Average all pupils 70.6% Green for the year
18	Raising standards in schools: % of schools in Ofsted categories of good or better	Quarterly	Previous quarter	Dec 2012 published data, 43	78% (46 schools)	High				80.7%	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	The latest data from Ofsted was published in March 2014 and covers inspection reports published before December 2013.
18a	Raising standards in schools: % of primary schools in Ofsted categories of good or better	Quarterly	Previous quarter		78% (40 schools)	High				78.0%	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	
18b	Raising standards in schools: % of secondary schools in Ofsted categories of good or better	Quarterly	Previous quarter		78% (6 schools)	High				100.0%	Green		↑	Charlotte Haitham Taylor	Judith Ramsden	

**Opportunity for All Indicator Commentary**

**Table 2 – Health & Wellbeing**

**Adult Social Care – outcomes – these measures relate to safety and quality of life**

19	Proportion of people using social care who receive self-directed support, and those receiving direct payments	Quarterly	Previous quarter	SE average 61% @ qtr3 2012	68% by qtr 1, 70% by qtr 2, 70% by qtr 3, 70% by qtr 4	High			No data recorded in Oct	61.5	Red	No data recorded in Jan	↓	Julian McGhee-Sumner	Stuart Rowbotham	
20	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services ** (NHSOF 3.6i)	Quarterly	Previous year	National average 2011/12 82.6%	85%	High				65.3	Red		→	Julian McGhee-Sumner	Stuart Rowbotham	
21	Delayed transfers of care from hospital, and those which are attributable to adult social care.	Monthly	Previous month	National average 2011/12 = 3.8	An average of 2.5 delays a month (Social Care)	Low	No data recorded in May	No data recorded in May		2.49	Green		→	Julian McGhee-Sumner	Stuart Rowbotham	

**Quality of life Outcome Indicator Commentary**

Work has been carried out on the Self Directed Support indicator to capture all those who are receiving a Personal Budget and are receiving long term social care services in the community. The indicator is dropping as many people receive short term services and don't go on to have a personal budget set but are still included in the denominator for this indicator. Currently benchmarking activity to look at comparison with other areas. Reablement figures have now been collated for those people who were discharged into reablement services between October and December and were still at home 91 days later. This combines Intermediate Care (60.9%) and START services (74.2%).

**Adult Social Care – accessing or understanding the social care pathway**

22	The proportion of people who use services and carers who find it easy to find information about support	Annually	Previous year	Self reported (annual survey), Last reported 2011/12 = 77%	80%	High				Scores expected in May	Scores expected in May			Julian McGhee-Sumner	Stuart Rowbotham	
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**Accessing and understanding the social care pathway indicator Commentary**



No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
<b>Tenant Services</b>																
23	Percentage and number of properties with valid Gas Safety Certificate	Monthly	Previous month	LGSR completed	100% gas safety compliance	High				99.62%	Amber		↓	John Kaiser	Stuart Rowbotham	
24	The Percentage of Tenant Services homes that meet the decency standard.	Monthly	Previous year	N/A	100% Decency by March 2015.	High				57%	Green		→	John Kaiser	Stuart Rowbotham	
67	The number of days taken to re-let a void property, both General Needs (GN) and Sheltered (S) and both combined (GN&S).	Monthly	Previous year	benchmarking partners HouseMark	28 Days	Low					Green			John Kaiser	Stuart Rowbotham	
67a	The number of days taken to re-let a void property for Sheltered (S)	Monthly	Previous year	benchmarking partners HouseMark	28 Days	Low				16.75	Green		↑	John Kaiser	Stuart Rowbotham	
67b	The number of days taken to re-let a void property for General Needs (GN)	Monthly	Previous year	benchmarking partners HouseMark	28 Days	Low				17.2	Green		↑	John Kaiser	Stuart Rowbotham	
67c	The number of days taken to re-let a void property, combined (GN&S).	Monthly	Previous year	benchmarking partners HouseMark	28 Days	Low				10	Green		↑	John Kaiser	Stuart Rowbotham	

**Tenant Services Indicator Commentary**

**Gas Servicing**

This month has seen a slight improvement in performance. BSW's staffing issues have now been resolved. They have replaced one of their administrative team with a more experienced member of staff. We are expecting this will lead to continued performance improvements.

**Decency**

**Housing Needs**

25	That the number of households prevented from becoming homeless is double the number where homeless is inevitable and a re-housing duty is accepted.	Quarterly	Previous quarter	30/60	30/61	See note				Green	Green		→	Julian McGhee-Sumner	Stuart Rowbotham	Preventions 31, Acceptances 8
26	That the number of households using the Rent in Advance Loan Scheme continues as an accessible and effective help to those in extreme housing need. The Accommodation Finder scheme continues to make excellent links with private sector providers and helps households move to a settled home.	Quarterly	Previous quarter	60/50	60/51	high				Green	Green		→	Julian McGhee-Sumner	Stuart Rowbotham	Rent in Advance 27 and Accommodation Finder 6.

**Housing Needs Indicator Commentary**

26 green in as much as the Rent in Advance numbers are good. Accommodation Finder numbers are lower due to structures of HB changes, Welfare Reform and constricting accessible private rented sector. However the indicator is still green due to the Rent in Advance Scheme numbers.

**Table 3 – Neighbourhoods**

**Health and Wellbeing – Improving health, wellbeing and quality of life**

27	Active People Survey - % residents taking part in physical activity 3 times per week for 30 minutes	Annually	Previous year	2010/11 = 38.1%, 2011/12 = 40.6%	41%	High								Angus Ross	Stuart Rowbotham	Annual survey undertaken by Sport England (500 interviews across the borough). National survey
28	Visits to WBC leisure centres	Monthly	Previous Year	See indicator description	420,000	High				39539	Green		↑	Angus Ross	Stuart Rowbotham	456163 (full year)
29	Physical visits to libraries	Monthly	Previous year	See indicator description	465,000	High				37546	Green		↑	Pauline Jorgensen	Heather Thwaites	PI achieved target, and 0.25% higher than previous year.465793 (full year)
30	To reduce Road Casualties, (Killed and Seriously Injured)	Annually	Previous year	2010 = 37, 2011 = 46, 2012 = 38	41	Low				52	Amber		↓	Keith Baker	Heather Thwaites	Annual totals only – available sometime after the event the need is to continue the medium term downward trend

**Health and Wellbeing – Improving health, wellbeing and quality of life indicator commentary**

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30. The number of KSI's for this year is the highest since 2007 (59). The overall number of casualties has reduced from 367 last year to 314 this year. The trend over the last 10 years is still downwards. We will continue to deliver a programme of Local Safety Schemes.																
<b>Traffic congestion = tackling congestion in specific areas of the Borough</b>																
31	Average travel time on chosen roads	Annually	Previous year	2011-2012 = 2.96	<= baseline	Low				3.07	Amber		↑	Keith Baker	Heather Thwaites	Journey Time Surveys from Model / Observation, Data is available but awaiting software to analyse. Chosen roads are the main roads that travel from north to south and east to west through the borough.
<b>Traffic congestion = tackling congestion in specific areas of the Borough indicator commentary</b>																
Congestion has increased marginally when compared to the baseline performance. Major utilities work, flooding and planned works has had some impact on the network over the last 12 months. The Congestion Alleviation Team has been set up to tackling congestion hotspots and the MyJourney sustainable travel initiatives are continuing to provide alternatives transport options and provide residents with personal travel planning advice. The MyJourney team will be producing a travel app to further promote sustainable travel to residents across the borough along with additional journey planning tools to enable residents to make informed decisions on travel options.																
<b>Waste and Recycling – improving waste collection, reducing landfill and increasing recycling</b>																
32	% of Municipal waste land-filled	Annually	Previous year	2010/11 = 20.6%, 2011/12 = 15.3%, 2012/13 = 10%	<10%	Low				15%	Amber		↓	Angus Ross	Heather Thwaites	Landfill has increased in 2013/14 due to: 1, Higher allocation and tonnage at HWRs & 2, An increase in street sweepings which prior to May 2012 had been recycled.
33	% of household waste recycled	Annually	Previous year	2010/11 = 41.1%, 2011/12 = 42.9%, 2012/13 = 41%	>45%	High				42%	Amber		↓	Angus Ross	Heather Thwaites	Recycling reduced by around 3% due to street sweepings going to landfill rather than being recycled.
<b>Waste and Recycling – improving waste collection, reducing landfill and increasing recycling indicator commentary</b>																
<b>Value for Money – Offering Excellent Value to Council Tax payers</b>																
34	Spend per head on Countryside Service	Annually	Previous year	2010/11 = £4.12, 2011/12 = £3.82, 2012/13 = £3.75	<£3.60	Low				Scores expected in May	Scores Expected in May			Angus Ross	Stuart Rowbotham	The Target is to improve income generation and reduce the net cost of delivery to the Council. This includes the cost of Prow & Bio-diversity advice.
35	Spend per head on sports and leisure	Annually	Previous year	2010/11 = £0.69, 2011/12 = £0.86, 2012/13 = (£0.26)	>(£0.40)	Low				Scores expected in May	Scores Expected in May			Angus Ross	Stuart Rowbotham	Based on 2012/13 budgets. Introduction of leisure trust (C-Salt) has increased income from 2012/13 onwards
<b>Value for Money – Offering Excellent Value to Council Tax payers indicator commentary</b>																
<b>Customer Satisfaction – improving the customer experience</b>																
36	Overall satisfaction with highways and transport service	Annually	Previous year	2010/11 = 53.9%, 2011/12 = 54%, 2012/13 = 55.4%	>54%	High				53.20%	Amber		↓	Keith Baker	Heather Thwaites	From annual NHT survey. 2012 survey complete. Awaiting results

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
37	Overall satisfaction with Library service	Annually	Previous year	2010/11 = 88%, 2011/12 = 88%, 2012/13 = 90%	>90%	High								Pauline Jorgensen	Heather Thwaites	Library customer satisfaction survey figure provided in November 98.7%

#### Customer Satisfaction – improving the customer experience indicator commentary

36. A small reduction in overall satisfaction. Analysis of the data show generally small changes (both positive and negative) across all indicators making it difficult to establish the main reason for the reduction in overall satisfaction. However of particular note is a decrease in the score for the provision of cycle routes where needed. During 2014-15 there are several projects which will significantly enhance and improve cycle facilities along the A329 corridor and in Lower Earley and also the MyJourney team will continue to provide personal travel planning advice and active promotion of cycle facilities in the borough.

#### Key Projects – delivering projects on time and on budget

38	Key project – Station Link Road – milestones met	Monthly	Previous month	100%	>99%	N/A				Green	Green		→	Keith Baker	Heather Thwaites	
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#### Key Projects – delivering projects on time and on budget indicator commentary

#### Financial control – managing our budgets effectively

39	Underspend/ overspend against budget	Monthly	Previous month	N/A	£49,000 or less	N/A				£98k	Green		↓	Keith Baker, Pauline Jorgensen,	Heather Thwaites	Score includes £95k carry forward
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#### Financial control – managing our budgets effectively indicator commentary

#### Table 4 – Resources

##### Income collection

40	Council Tax collection	Monthly	Previous month	99.00%	98.85%	High				99.29%	Green		↑	Anthony Pollock	Graham Ebers	Exceed target
41	Business Rates collection	Monthly	Previous month	98.50%	98.50%	High				99.07%	Green		↑	Anthony Pollock	Graham Ebers	Exceed target
42	Housing rents collection	Monthly	Previous month	98.50%	98.00%	High				100.51%	Green		↑	Anthony Pollock	Graham Ebers	Exceeded target

#### Income collection indicator commentary

#### External customer satisfaction (support services)

43	% first contact resolution - calls and emails	Monthly	Previous month	55%	65%	High				55.10%	Amber		↓	Pauline Jorgensen	Graham Ebers	
44	% of calls answered	Monthly	Previous month	93%	95%	High				87.60%	Amber		↑	Pauline Jorgensen	Graham Ebers	

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
45	Customer effort - repeat contacts to chase	Monthly	Previous month	20%	10%	Low				4.80%	Green		↓	Pauline Jorgensen	Graham Ebers	

**External customer satisfaction (support services) indicator commentary**

43 & 44 These indicators are not weighted to account for busy months, March is a very busy month with council tax, benefits, waste renewals and delivery of blue bags all happening at once.

**Internal Customer Satisfaction (support services)**

47a	Internal customer satisfaction IMT	Annually	Previous quarter	80%	80%	High								Pauline Jorgensen	Graham Ebers	
47b	Service availability - outsourced IT contract (Northgate)	Annually	Previous quarter	99%	99%	High								Pauline Jorgensen	Graham Ebers	
47c	Internal customer Satisfaction Operational Property	Annually	Previous quarter	N/A	80%	High								Alastair Corrie	Graham Ebers	Score last recorded and reported in the first Qtr
47d	Internal customer Satisfaction Strategic Property	Annually	Previous quarter	N/A	80%	High								Alastair Corrie	Graham Ebers	Score last recorded and reported in the first Qtr
47f	Internal customer satisfaction HR	Annually	Previous quarter	93%	80%	High								Pauline Jorgensen	Graham Ebers	Score last recorded and reported in the first Qtr
47g	Internal customer satisfaction Corporate Finance	Annually	Previous Year	N/A	80%	High								Anthony Pollock	Graham Ebers	Score last recorded and reported in the first Qtr
47h	Internal customer satisfaction Transactional Finance	Annually	Previous quarter	N/A	80%	High								Anthony Pollock	Graham Ebers	Score last recorded and reported in the first Qtr
47i	Internal customer satisfaction Administration	Annually	Previous quarter	N/A	80%	High								Pauline Jorgensen	Graham Ebers	Score last recorded and reported in the first Qtr
47j	Internal customer satisfaction Wokingham Direct	Annually	Previous quarter	N/A	80%	High								Pauline Jorgensen	Graham Ebers	Score last recorded and reported in the first Qtr
48a	Meeting agreed Service Level Agreements Operational Property	Annually	Previous quarter	N/A	85%	High								Alastair Corrie	Graham Ebers	Score last recorded and reported in the first Qtr
48b	Meeting agreed Service Level Agreements HR	Annually	Previous quarter	N/A	85%	High				No data collected	No data collected			Rob Stanton	Graham Ebers	Timeframes for advice are agreed with service managers and are provided on an adhoc basis. No data was collected specifically on this matter in 2013/14.
48c	Meeting agreed Service Level Agreements Corporate Finance	Annually	Previous quarter	N/A	85%	High				No data collected but responses from Leadership Teams is	Green		→	Anthony Pollock	Graham Ebers	Regular attendance at Service Leadership Teams on a quarterly basis to ensure satisfaction levels are maintained.
48d	Meeting agreed Service Level Agreements Transactional Finance	Annually	Previous quarter	N/A	85%	High								Anthony Pollock	Graham Ebers	Covers 3 specific SLA targets with HR around employee issues as well as rent collection targets in SLA with Tenant. Regular monthly monitoring undertaken across all 4 indicators in existing SLA's Services
48e	Meeting agreed Service Level Agreements Administration	Annually	Previous quarter	N/A	85%	High				No data collected	No data collected			Pauline Jorgensen	Graham Ebers	Data not yet available
48f	Meeting agreed Service Level Wokingham Direct	Annually	Previous quarter	N/A	85%	High				No data collected	No data collected			Pauline Jorgensen	Graham Ebers	Data not yet available

**Internal Customer Satisfaction (support services) indicator commentary**

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
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48d: timeframes for advice are agreed with service managers and are provided on an adhoc basis. No data was collected specifically on this matter in 2013/14."

48e, no data collected in the financial year

**Value for Money (support services)**

49a	Population served per Corporate Finance Staff Member c/w	Annually	2011/12	Upper Quartile	Upper Quartile	Low				Middle Quartile	Amber		↓	Anthony Pollock	Graham Ebers	Change in ONS population Stats.
49b	Average salary cost of Corporate Finance Staff Member c/w other authorities of a similar size	Annually	2011/12	Lower Quartile	Lower quartile	Low				Lower Quartile	Green		→	Anthony Pollock	Graham Ebers	Annual results of benchmarking
49c	Cost of Corporate Finance as a % of organisational running costs	Annually	Mar-13	2.25%	Lower quartile	Low				1.60%	Green		↑	Anthony Pollock	Graham Ebers	
49e	% variance between forecast outturn at month 6 and actual outturn at month 12	Annually	2012/13			Low				Info Available in June of each year				Anthony Pollock	Graham Ebers	This indicator assesses the accuracy of our forecasting. The aim being to reduce the level of variation between the month 6 forecast and the outturn.
49f	Days from date of year end to submission of audited accounts	Annually	2012/13			Low				info available in September of each year				Anthony Pollock	Graham Ebers	Examines the effectiveness of finance by assessing our ability to produce timely and accurate set of audited accounts.
49g	The cost of the HR service per employee against comparators in neighbouring LA's	Annually	2012-2013		Lower quartile	low				WBC did not take part in the CIPFA's Benchmarking				Rob Stanton	Graham Ebers	HR participate in CIPFA's HR benchmarking club, cost per employee is £290. against our comparators of £312.

**Value for Money (support services) indicator commentary**

49g Based on the CIPFA definition, which includes schools (we have only included our traded schools), our cost of HR per employee for 2012/13 was £229 against an average of £315. The CIPFA calculation has changed between 2011/12 and 2012/13 to now include casual workers thus increasing the denominator for the cost per headcount calculation. Excluding our casual workers the cost of HR per employee was £259. We are currently discussing within the service if the definition set by CIPFA best serves to analyse our costs going forward and may wish to amend this KPI in the future.

**Project Delivery Group 2:**

52	Technology Futures Programme status	Monthly	Previous month	"Green" status	Green	N/A				Green	Green		→	Pauline Jorgensen	Graham Ebers	
53	WISER project status	Monthly	Previous month	"Green status	Green	N/A				Amber	Amber		→	Pauline Jorgensen	Graham Ebers	

**Project Delivery Group 2 indicator commentary**

53. The project has now officially moved into formal integrated system testing. The outstanding commercial challenges between WBC and UNIT4 have progressed following a meeting with UNIT4's Managing Director and the WBC project board. There are a number of challenges faced on the project which means that 1st September will be the appropriate go live date to manage business risk and impact.

**Business Improvement**

68	Number of Benefit Sanctions Applied	Monthly	Previous Month	2011/12 - 26	23	High	No previous score			16	Amber		→	Pauline Jorgenson	Andrew Moulton	Performance below profile target of 21 sanctions. However currently 14 cases with SLS awaiting legal action in Court plus 1 case where arrest warrant outstanding as individual has left the Country.
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No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
69	Proactive Anti-Fraud drive results	Monthly	N/A	New target	£80k	High	No previous Score			£88k	Green		↑	Pauline Jorgenson	Andrew Moulton	Below profiled target of £72k. Slippage due to delayed start in year (new staff appointed). Target will be increased to £100k for 2014/15 and work continues to define relevant pro-active activities to target.
70	Value of benefit overpayments detected	Monthly	Previous Month	2012/13 - £291k	£200k	High	No previous Score	No previous Score		£388k	Green		↑	Pauline Jorgenson	Graham Ebers	

### Business Improvement indicator commentary

#### Benefits Sanction:

The team have not met the sanctions target for 2013/14, though there are currently 12 cases that were investigated during 2013/14 pending legal action. 5 cases are awaiting Sanction Panel decision and two sanctions are being claimed in April 2014 as a result of the investigations being carried out in 2013/14.

### Table 5 – Development & Regeneration Sustainable Communities

54	Number of dwellings completed	Annual	Previous year	273 (11/12)	1232	High				490	Red		↑	John Kaiser	Heather Thwaites;	New target set 1232 from 926. Whilst number of dwellings is below target, latest forecasts indicates delivery will increase and that requirements will be achieved
55	Number of affordable dwellings completed	Annual	Previous year	est 90 (12/13)	100	High				91	Amber		↑	John Kaiser	Heather Thwaites;	Number of affordable completions will increase in future alongside higher rates of housing delivery.
56a	Total comparison goods expenditure	Annual	New Indicator	£65.3 million	£65.3 million	High				Data for 13/14 currently unavailable	Data for 13/14 currently unavailable			Philip Mirfin	Andy Couldrick	Figure for 2013/14 expenditure unavailable as data yet to be published from financial year.
56b	Wokingham Town footfall (measured via car park usage – tickets sold annually)	Annual	Previous Year	501,000 pa	626,000 pa by 2018 and 700,000 pa by 2023	High				523770	Green		↑	Philip Mirfin	Andy Couldrick	
56c	Amount of premium retail space in Wokingham town Centre	Annual	New Indicator	5%	5 % (17% by 2018)	High				5%	Green		→	Philip Mirfin	Andy Couldrick	
56d	WTCR Project Financial performance	Quarterly	New Indicator	5% profit on cost	5% profit on cost	High				Green	Green		→	Philip Mirfin	Andy Couldrick	
57	Wokingham shopper population	Annual	New Indicator	30000	30000	High				32,820	Green		↑	Philip Mirfin	Andy Couldrick	
59	Number of dwellings permitted (countable within the 5 year land supply)	Annual	Previous year	222	1232	High				230	Red		↑	Keith Baker	Heather Thwaites;	New target set 1232 from 926. Commentary - whilst number of schemes permitted below target, authority at 1/4/14 had resolved to grant permission for further 900 dwellings. Therefore likely will achieve target during 2014/15. Furthermore, through inclusion of allocated sites in housing land supply, authority has at least a 5yr supply at 1/4/14.
60	Numbers of affordable dwellings permitted (inc where off site contribution received)	Annual	Previous year	6% (13 in 11/12)	30%	High				23%	Amber		↑	Alistair Corrie	Heather Thwaites;	Commentary - Percentage below target is a consequence of a significant number of permissions on sites providing up to 9 dwellings which do not require affordable housing together with a number of prior approvals for conversion of offices to residential. With more applications for large scale developments associated with SDL expected, % will increase.

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2013/14	High or Low score is good	Qtr 1 Sparkline	Qtr 2 Sparkline	Qtr 3 Sparkline	March 2014 Score	March RAG	Qtr 4 Sparkline	4th Qtr Direction of travel	Exec Member	Strat Director	Indicator description
62a	No. of attendees at SDL Forums	Monthly	Previous month	New Indicator	100 Arborfield - 40 North Wokingham - 30 South Wokingham and South of the M4	High				South Wokingham 30 South of the M4 40	Green		↑	Keith Baker	Heather Thwaites;	Jan 2014: 75 total North and South Wokingham Feb 2014: 60 - South of the M4 Forum
62b	% expressing satisfaction at SDL forums	Monthly	Previous month	New Indicator	60%	High				South Wokingham 60% South of M4 N/A	Green		↑	Keith Baker	Heather Thwaites;	
63a	% of minor planning applications decided within national KPI timeframes.	Monthly	Previous month	69%	65%	High				59%	Amber		↓	John Kaiser	Heather Thwaites;	
63b	% of other planning applications decided within national KPI timeframes.	Monthly	Previous month	80%	80%	High				92%	Green		↑	John Kaiser	Heather Thwaites;	
64	% of major applications approved by the Council	Quarterly	Previous quarter	72% (to Dec)	80%	High				50%	Red		↓	Keith Baker	Heather Thwaites;	Numbers are very small for this return for the Jan - March 2014 qtr with only 2 major applications determined and 1 refused.
65	% success rates for policy and infrastructure compliance at major planning appeals	Quarterly	Previous quarter	New Indicator	70%	High	No major planning appeals			N/A	N/A			Keith Baker	Heather Thwaites;	No major appeal decisions received during Jan - March 2014 qtr.
66	Amount of s106 monies held spent or allocated to projects	Monthly	Previous quarter	53%	80%	High				92%	Green		↑	John Kaiser	Heather Thwaites;	

**Development & Regeneration indicator commentary**

63a – The national KPI is an annual return and we are currently achieving 68% within agreed timescales for the cumulative January – March 2014 period. We are continuing to increase the use of ETA's where appropriate although decision speed has dipped slightly during March.