

TITLE	Balanced Scorecard – 2014/15 Quarter 2 report
FOR CONSIDERATION BY	Overview & Scrutiny Committee on 24 November 2014
WARD	None Specific
STRATEGIC DIRECTOR	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

Key movements to note are:

Ref	Description	Q1 rating	Q2 rating
2	Human Resources - Turnover of staff	Amber	Green
19	Adult Social Care Proportion of people using social care who receive self-directed support, and those receiving direct payments	Green	Amber
67a	Tenant Services - The number of days taken to re-let a void property for Sheltered (S)	Green	Red
38	Key Projects – Station Link Road	Green	Amber
39	Financial Control - Environment Underspend/ overspend against budget	Red	Green
42	Financial Control – Housing Rents Collection	Amber	Green
43	External customer satisfaction - % first contact resolution - calls and emails	Red	Green
44	External customer satisfaction - % of calls answered	Green	Amber
53	Project Delivery – Wiser	Amber	Green
69	Business Improvement - Proactive Anti-Fraud drive results	Red	Amber
70	Business Improvement - Value of benefit overpayments detected	Amber	Green

The areas of performance are reported as follows (based on the indicators we have the information for):

Green	25	69%
Amber	7	20%
Red	4	11%
Total	36	

Part 1 of the report shows the performance exceptions of Amber and Red. 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

Work is continuing to improve the performance reporting framework to reflect 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

List of Background Papers
None

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Balanced Scorecard Qtr 2 September 2014 Report

Key  indicates that actual scores and traffic light status are not due for this report

Full Report

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
Human Resources											
1	Absence, number of working days lost to sickness	Quarterly	Prev Year	5.97	6.8	Low	5.57	Green	Pauline Jorgensen	Graham Ebers	–
2	Turnover of staff	Quarterly	Prev Year	10 - 15%	10-15%	Low	13.90%	Green	Pauline Jorgensen	Graham Ebers	–
Human Resources - indicator commentary											
Children Safe											
5	Safeguarding: Children subject to a Child Protection Plan for a second or subsequent time	Quarterly switched to monthly reporting	Previous quarter	See note	12 to 14%	Low	14%	Green	Charlotte Haitham Taylor	Judith Ramsden	A single large family became subject to CPP for a subsequent time during September.
5B	Safeguarding: Children subject to a Child Protection Plan lasting over 2 years	Quarterly switched to monthly reporting	Previous quarter		3 to 7 %	Low, but not too low	0%	Green	Charlotte Haitham Taylor	Judith Ramsden	–
6	Safeguarding: % of referrals that are repeat referrals to Children's Social Care	Quarterly switched to monthly reporting	Previous quarter	See note	20 to 23%	Low	38.6%	Red	Charlotte Haitham Taylor	Judith Ramsden	The target for 2013/4 was set before practice changed in our Duty, Assessment & Triage team. The new multi-agency approach initially increased the numbers of re-referrals in the short term, but will return to expected levels by the end of the year. An external audit of R&A thresholds has confirmed that children's social care is operating to appropriate thresholds.
7	Safeguarding: % of assessments completed within 45 working days	Quarterly switched to monthly reporting	Previous quarter	New indicator	75 to 85% (Focus on timeliness and quality)	High	95%	Green	Charlotte Haitham Taylor	Judith Ramsden	–
8	Looked after children: % of children who have had three or more placements within the year	Quarterly switched to monthly reporting	Previous quarter	See note	7 to 9%	Low	2%	Green	Charlotte Haitham Taylor	Judith Ramsden	–
9	Looked after children: % of children achieving permanence	Quarterly switched to monthly reporting	Previous quarter	See note	16 to 18%	High	27%	Green	Charlotte Haitham Taylor	Judith Ramsden	The increase in September was due to two children returning home.
Childrens Services - indicator commentary											

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
Narrowing the Gap											
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	4.4%	Green	Charlotte Haitham Taylor	Judith Ramsden	-
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			Charlotte Haitham Taylor	Judith Ramsden	A more reliable account will be available later this term, for several reasons. As at September 2014 all 3 groups of vulnerable young people are currently transitioning to schools or colleges. Monitoring at the end of September will be more meaningful as people return to college. The NEET population is complex, and the definitions have changed for reporting. In June 74.3% of young people with LDD were in EET (the rest (25.7%) were either NEET or "unknown") There are 33 young parents of all ages most of whom are not available for education or training.
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			Charlotte Haitham Taylor	Judith Ramsden	The numbers of fte are similar to those at this time of year in 2012-3 and 2013-4. Performance for 2013-14 was: 12 in the first 6 months of each year. Data for September will be published in October.
15	Youth Offending: rate of re-offending	Quarterly	Previous quarter	2012/13 24.3%	Reduction on previous year	Low			Charlotte Haitham Taylor	Judith Ramsden	Data is only available for the first quarter. Wokingham's performance is released on a quarterly basis by Youth Justice Board which is not available until a month and a half after the end of the quarter (Q2 data is expected mid November). Quarter one performance only monitors 15 young people out of a cohort of 64, so the data is unsuitable for RAG rating at this stage of the year. It is believed that the outturn result will be on target
Childrens Services - indicator commentary											
Opportunity for All											
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			Charlotte Haitham Taylor	Judith Ramsden	The data shown is from the Ofsted Data Management stats published in late September. The fall in performance of our secondary schools is as a result of Ofsted's first inspection of Oakbank, a free school. We are working with the sponsors to support this school's improvement.
18a	Raising standards in schools: % of primary schools in Ofsted categories of good or better	Quarterly	Previous quarter		78% (40 schools)	High			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			Charlotte Haitham Taylor	Judith Ramsden	
Childrens Services - indicator commentary											

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
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	67.40%	Amber	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			Julian McGhee-Sumner	Stuart Rowbotham	Data for September will not be published by the NHS until later in October
Adult Social Care - indicator commentary											

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
Tenant Services											
23	Percentage and number of properties with valid Gas Safety Certificate	Monthly	Previous month	LGSR completed	100% gas safety compliance	High	99.50%	Amber	John Kaiser	Stuart Rowbotham	The new Lead Mechanical & Electrical surveyor is now in post and is looking at the gas contract and the audit process currently. This month has seen performance stay the same over that reported in August (with one less property not having the required CP12). As at the end of August 2014 Gas Compliance was 99.50%. This has maintained the level of performance and the current figure reflects eleven properties outstanding. Of the 11 outstanding CP12s three properties have injunctions in place with appointments for the week commencing 13th October; two properties have appointments booked; one does not have an appointment booked and is being referred to Legal to follow the injunction process; two are awaiting court hearings; one is due to have a boiler upgrade as part of the process and an install date is being agreed; one has been abandoned with housing staff making arrangements to take possession of the property and one is being pursued ahead of referral to court.
24	The Percentage of Tenant Services homes that meet the decency standard.	Monthly	Previous year	N/A	100% Decency by March 2015.	High	64%	Green	John Kaiser	Stuart Rowbotham	The Target for 100% of properties to meet the DH standard by 2015 excludes the properties being considered for redevelopment (129 properties, circa 5% of the stock). The figure for the number of properties yet to meet the Decent Homes standard are the number of properties on the DH programme but also excludes those properties being considered for redevelopment, which are not on the programme. The percentage figures for properties meeting and failing the Decent Homes standard include those properties being considered for redevelopment. The target date refers to March 2015, i.e. the end of the current financial year. The achieved figures shown indicate the number of properties made decent in the month of September; there were an additional 8 properties made decent in August but as the August performance has already been reported the figure in the table has not been amended.
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	20.58	Green	John Kaiser	Stuart Rowbotham	After seeing a rise in re-let times during August, it is positive to see there has been reductions in re-let times in September. Overall re-let times fell by approximately 6 days, with a similar drop reported for General Needs properties (26 days re-let time in August, 20 days re-let time in September). It is very pleasing to see the Sheltered re-let time fall by 12 days since the last reporting cycle (46 days in August, 38 days in September), although the re-let
67a	The number of days taken to re-let a void property for Sheltered (S)	Monthly	Previous year	benchmarking partners HouseMark	28 Days	Low	38	Red	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	24.2	Green	John Kaiser	Stuart Rowbotham	

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
67c	The number of days taken to re-let a void property, combined (GN&S).	Monthly	Previous year	benchmarking partners HouseMark	28 Days	Low	20.58	Green	John Kaiser	Stuart Rowbotham	time is still 10 days above the target set. In September there was one Sheltered property in that took 57 days to re-let. The property went to 5 nominations before it was let (including one nomination who was allowed extra time to make a decision on the property).
Tenant Services - indicator commentary											
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	10	Red	John Kaiser	Stuart Rowbotham	We have seen a fall in the number of households accepted as homeless in Q2, from 16 in Q1 to 10 in Q2. Although there has been a slight fall in the number accepted, analysis shows homelessness is increasing and welfare reform has impacted on household's opportunities to find alternative housing. We expect this figure to rise in the next reporting period. Due to the difficult financial climate that is affecting households we have seen a very small rise in the number of households taking up the Rent in Advance Loan Scheme.
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	21	Green	John Kaiser	Stuart Rowbotham	
Housing Needs - indicator commentary											
Health and Wellbeing – Improving health, wellbeing and quality of life											
28	Visits to WBC leisure centres	Monthly	Previous Year	See indicator description	420,000	High	40641	Green	Angus Ross	Stuart Rowbotham	-
29	Physical visits to libraries	Monthly	Previous year	See indicator description	465,000	High	224073	Green	Pauline Jorgensen	Heather Thwaites	-
Health and Wellbeing - indicator commentary											
Key Projects – delivering projects on time and on budget											
38	Key project – Station Link Road – milestones met	Monthly	Previous month	100%	>99%	N/A		Amber	John Kaiser	Heather Thwaites	Milestone is amber until final elements of programme can be confirmed. Progress is ongoing with Network Rail to align both work programmes, track possessions and road space which in turn will lead to multiple traffic management layouts & road closures in the town centre. A final draft programme was issued w/e 26.09.14 for agreement by all parties and an outcome should be known soon and a revised construction programme issued.
Key Projects - indicator commentary											

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
Financial control – managing our budgets effectively											
39	Environment Underspend/ overspend against budget	Monthly	Previous month	N/A	£49,000 or less	N/A	-£15,000	Green	Angus Ross	Heather Thwaites	Staffing vacancies pending finalisation of structure (£15k)
76	Revenue Budget Monitoring Forecast Position (Council-wide)	Monthly	April	+/- 1% of Budget	£0 - +/- £1.135m	N/A	£248,000	Green	Anthony Pollock	Graham Ebers	-
77	Capital Monitoring Forecast Position (Council-Wide)	Monthly	April	+/- 0.5% of Budget	£0 - +/- £3m	N/A	£0	Green	Anthony Pollock	Graham Ebers	-
Financial Control - indicator commentary											
Income collection											
40	Council Tax collection	Monthly	Previous month	99.00%	98.85%	High	59.09%	Amber	Anthony Pollock	Graham Ebers	A backlog in cashiers due to staff turnover has an effect on collection rates. Taking outstanding work into account we will meet target
41	Business Rates collection	Monthly	Previous month	98.50%	98.50%	High	61.44%	Amber	Anthony Pollock	Graham Ebers	Legislative changes to collect by 12 instead of 10 instalments is reducing the amount collected each month and a backlog in cashiers due to staff turnover has an effect on collection rates. Taking outstanding work into account we will meet target
42	Housing rents collection	Monthly	Previous month	98.50%	98.00%	High	49.99%	Green	Anthony Pollock	Graham Ebers	-
Income collection - indicator commentary											
External customer satisfaction (support services)											
43	% first contact resolution - calls and emails	Monthly	Previous month	55%	65%	High	62.3%	Green	Pauline Jorgensen	Graham Ebers	-
44	% of calls answered	Monthly	Previous month	93%	95%	High	87.8%	Amber	Pauline Jorgensen	Graham Ebers	-
External customer satisfaction (support services) indicator commentary											
Project Delivery Group 2:											
52	Technology Futures Programme status	Monthly	Previous month	"Green" status	Green	N/A		Green	Pauline Jorgensen	Graham Ebers	-
53	WISER project status	Monthly	Previous month	"Green status	Green	N/A		Green	Pauline Jorgensen	Graham Ebers	-
Project Delivery Group 2: - indicator commentary											

No	Indicator	Frequency of Reporting	Comparator Period	Baseline Performance	Target 2014/15	High or Low score is good	September	RAG	Exec Member	Strat Director	Indicator commentary
Sustainable Communities											
56d	WTCR Project Financial performance	Quarterly	New Indicator	5% profit on cost	5% profit on cost	High	On target	Green	Philip Mirfin	Andy Couldrick	-
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			Keith Baker	Heather Thwaites;	No forums held in August or September
62b	% expressing satisfaction at SDL forums	Monthly	Previous month	New Indicator	60%	High			Keith Baker	Heather Thwaites;	No forums held in August or September
63a	% of minor planning applications decided within national KPI timeframes or any other timeframe agreed via a PPA or Extension of Time Agreement.	Monthly	Previous month	69%	65%	High	35%	Red	John Kaiser	Heather Thwaites;	See below for explanation
63b	% of other planning applications decided within national KPI timeframes or any other timeframe agreed via a PPA or Extension of Time Agreement	Monthly	Previous month	80%	80%	High	48%	Red	John Kaiser	Heather Thwaites;	See Below for explanation
64	% of major applications approved by the Council	Quarterly	Previous quarter	72% (to Dec)	80%	High			John Kaiser	Heather Thwaites;	-
65	% success rates for policy and infrastructure compliance at major planning appeals	Quarterly	Previous quarter	New Indicator	70%	High			John Kaiser	Heather Thwaites;	-
66	Amount of s106 monies held spent or allocated to projects	Monthly	Previous quarter	53%	80%	High	91%	Green	John Kaiser	Heather Thwaites;	-
Sustainable Communities indicator commentary											
Indicators 63a and 63b are both below target following a significant increase in planning application & appeal workloads due to the economic upturn and following the implementation of a planning enforcement action plan. The service has also experienced the loss of staff to the private sector and found it increasingly difficult to fill posts and appoint contract planning officers due to a shortage of planners and increased competition.											
The council has now been successful in attracting replacement planners and agency staff. It is hoped that all permanent positions will be filled by the new year but due to the time lag of applications, it may take several months for the improvements to be reflected in the balance score indicators											
Extended periods of slower decision making may result in customer dissatisfaction due to delay and increased levels of non-determination appeals and associated costs to the Council being received.											
Business Improvement											
69	Proactive Anti-Fraud drive results	Monthly	N/A	New target	£100k	High	£26,000	Amber	Pauline Jorgensen	Andrew Moulton	The Counter Fraud plan is currently being delivered and further results are expected later in the financial year.
70	Value of benefit overpayments detected	Monthly	Previous Month	2012/13 - £291k	£200k	High	£149,000	Green	Pauline Jorgensen	Andrew Moulton	-
Business Improvement indicator commentary											