

MIDDLESBROUGH COUNCIL**OVERVIEW AND SCRUTINY BOARD****18 AUGUST 2015****BALANCED SCORECARDS: YEAR-END 2014/15****TONY PARKINSON: EXECUTIVE DIRECTOR OF
COMMERCIAL AND CORPORATE SERVICES****PURPOSE OF THE REPORT**

1. To outline the process undertaken to date to implement a Balanced Scorecard approach to performance management within the Council and to provide an overview of the Council's performance at Year-End 2014/15 using the Balanced Scorecard model.

Please note that this approach is a pilot that will be refined throughout 2015/16.

SUMMARY OF RECOMMENDATIONS

2. That the process undertaken to date to implement a Balanced Scorecard approach to performance management within the Council is noted and that Overview and Scrutiny Board considers and comments on proposed next steps.
3. That the responses of departments and the Council's wider Change Programme to the performance issues outlined in the report are noted, and potential impacts on the scrutiny work programme considered.

BACKGROUND AND EXTERNAL CONSULTATION**Background**

4. On 7 October 2014, Executive approved the introduction of Balanced Scorecards across the Council, to replace the previous 'top-down' performance management framework by the end of March 2015.
5. Balanced Scorecards are central to the Council's new performance and risk management framework, approved by Executive on 14 July 2015, and will provide a single 'traffic light' view of performance across four perspectives – Customer, Business, Finance and People – at the Council's three senior management levels.

Level	Descriptor	Owned by...
1	Whole service level (i.e. the three outcomes that an Executive Director oversees) plus service specific items with corporate relevance.	Executive Director
2	Individual service area level (i.e. an outcome that an AD oversees) plus single unit items with a departmental relevance.	Assistant Director

Level	Descriptor	Owned by...
3	Individual unit level (i.e. an individual contributor to an outcome).	Head of Service

6. These four perspectives are considered equally important to the Council's success, and reflect the four business skills of the Middlesbrough Manager Competency Framework. In essence, Balanced Scorecards will answer the question: *what percentage of its targets is the Council achieving overall?*
7. Scorecards are being introduced initially on a post-quarter basis (in line with the previous performance management framework), but the Council aspires to move to 'real time' generation of Scorecards in due course.
8. Standard measures have been included in each quadrant of every Scorecard to ensure appropriate comparability between the performance of departments and services.

Customer <ul style="list-style-type: none"> • Customer satisfaction measure(s) • Number of upheld complaints 	Business <ul style="list-style-type: none"> • Change projects projected to meet milestones • Capital projects projected to meet milestones • Risk mitigation actions on target
Finance <ul style="list-style-type: none"> • Performance against revenue budget (key areas) • Performance against capital budget • Projected attainment of savings targets 	People <ul style="list-style-type: none"> • Staff with current appraisal • Managers meeting Level 3+ in Middlesbrough Manager • Employees meeting Level 3+ in Middlesbrough Employee • Sickness absence • Staff satisfaction

9. Some of these measures are new and information systems will be developed to ensure performance can be reported during 2015/16. Similarly, standard targets are in place for some standard measures, and others will be developed in during the coming year. 2015/16 will therefore be a pilot year for Balanced Scorecards within the Council.
10. Services have discretion over the other measures to be included in Scorecards, and Assistant Directors have identified the majority of measures included in the first iteration of Scorecards.
11. Regardless of the number of measures currently within each quadrant of each Scorecard, the impact on the overall Scorecard score of each quadrant is capped at 25% to ensure a balanced view of performance is presented. A summary of the scoring mechanism used in the Scorecards is attached at Appendix 2 for information.
12. The measures and targets included in the first iteration of Scorecards will be refined over the coming year in line with the high level outcomes identified in the three-year Outcome Delivery Plans in development for each service area, and ongoing cultural / enabling projects within the Council's Change Programme such as the Customer Strategy and the Commercial Strategy.

Overall performance

13. The following table sets out performance at the Year-End 2014/15. Status overall for the Council is **Green** at 75%, demonstrating positive performance across the organisation.

Level	Customer	Business	Finance	People	Overall
Council overall	67%	83%	78%	72%	75%
Level 1	Customer	Business	Finance	People	Overall
ED&C	70%	77%	100%	72%	80%
WCL	64%	82%	67%	67%	70%
C&CS	61%	88%	67%	78%	74%
Level 2	Customer	Business	Finance	People	Overall
1. Economic Development	100%	80%	100%	100%	95%
2. Supporting Communities	100%	83%	100%	50%	83%
3. Public Health	53%	50%	100%	67%	68%
4. Learning & Skills	63%	80%	50%	67%	65%
5. Safeguarding	50%	67%	100%	67%	71%
6. Social Care	75%	100%	50%	67%	73%
7. EPCS	75%	100%	75%	100%	88%
8. Finance & Investment	50%	83%	75%	67%	69%
9. Organisation & Governance	50%	75%	50%	67%	61%

10. The financial information in this report is the same as at in the 2014-15 revenue budget outturn reported to Executive on 14 July 2015, reflecting a very positive position for the Council with £5.805 million of additional savings generated, including £2.4 million of early achievement of savings against 2015/2016 targets.

11. Overall the Council's Change Programme exceeded its financial targets by 4%, saving £17.170m in total. However, some projects did demonstrate a shortfall against target and / or project milestones. These and associated mitigation plans for each are outlined in the narrative below.

12. The Year-End position is set out at Appendix 1, which includes Departmental and Outcome Area Scorecards, and detailed information for each Outcome Area, corresponding with Outcome Delivery Plans.

13. Some of the measures included in Balanced Scorecards are new and will be introduced in 2015/16 – these are highlighted in black. Other measures will be added as part of the ongoing refinement of Scorecards, in particular new customer measures identified via the Council' Customer Strategy and new people measures via the implementation of the Middlesbrough Manager and Employee competency frameworks. As a result the Customer and People quadrants in the current Scorecards will be strengthened significantly in the coming year.

Under-performance and resulting improvement activity

14. The following section sets out under-performance in Level 2 (Outcome Area) Scorecards at Year-End 2014/15 and resulting improvement activity identified by departments and the Council's wider Change Programme.

Outcome 1: Economic Development

15. Overall performance for Economic Development was rated **Green**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- Applications for planning consent for Middlehaven Dock Bridge have not yet been submitted, so planning consent was not granted in 2014/15. It is anticipated that it will now be achieved in 2015/16.
- 100% of Change Programme savings targets were achieved in 2014/15 and the Outcome Area was £309,000 under budget at the Year-End. Three change projects within this outcome area were re-profiled during the year. An Alternative Delivery Model for Cultural Services will now be appraised by June 2015 and discussed with Executive in July, and an ADM for Highways will be appraised by October 2015 following an LGA Peer Challenge of the service. The timescales for the Transportation project were also amended following consideration of the interrelationship with required policy changes in Wellbeing, Care and Learning. At this stage, these changes have not affected savings assumptions made within the Council's Medium-Term Financial Plan.
- The Council has experienced some performance issues with programme and project management on capital initiatives. In 2015/16 the Council will introduce a standard programme and project management framework, provide training for relevant staff and introduce a capital monitoring process that will see performance be captured within Balanced Scorecards and improve significantly in future years.

Outcome 2: Supporting Communities

16. Overall performance for Supporting Communities was rated **Green**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £3,244,000 under budget at Year-End largely due to significant savings made within the 0-19 Service, and Change Programme savings targets were over-achieved by 22%.
- The new model of delivery for Supporting Communities is now in place following service reviews, and 2015/16 savings have been achieved early.
- A new contract for the advice and support for the homelessness has been awarded to Erimus Housing, a contract for Advice Services will be awarded in 2015/16 to streamline the customer journey.
- Options for improved locality working and an integrated warden service will be considered in 2015/16 and reported to Executive in Quarter Two.
- Library contacts were only 67% of the 2014/15 target, largely because of temporary closure while facilities were relocated. The Outcome Area will consult on the future model for community hubs and libraries in 2015/16.

17. The Balanced Scorecard for Supporting Communities will be fully revised during 2015/16. As measuring the impact of preventative work is traditionally difficult, an incremental change model is to be developed with support from the Government through the Delivering Differently programme. The intention of this model is to measure impact against major life outcomes on a more incremental basis i.e. if the right actions are taken at age 1, what would be the likely observed behaviour at age 2 etc. This would allow the effectiveness of interventions to be tracked more effectively throughout

an individual's life, and close the gap between taking preventative action and agreeing that a negative life outcome has been avoided. Once complete, this work will be reflected in the revised Balanced Scorecard.

Outcome 3: Public Health

18. Overall performance for Public Health was rated **Amber**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £69,000 over budget at Year-End, though over-achieved its Change Programme savings targets by 95%.
- Adult participation in sport and active recreation is a population level target, based on 13/14 data and although red the trend is improving. The multi-agency physical activity partnership board is developing a strategic plan to increase participation levels and health development continues to work with leisure services to increase opportunities for local people to access physical activity opportunities.
- Current information from suggests that performance on smoking cessation is Red. There has been a reduction in 4 week quit rates and for the year 2014/15 the North East region saw a 35.5% reduction in 4 week quit rates compared to 2013/14. A new service provider and data management system for stop smoking services were also commissioned in 2014 which may have impacted on access. The service is now fully operational across the town and a service improvement delivery plan is in place with the aim of driving up performance across all stop smoking providers.
- Performance of successful rehabs for non-opiate users is also Red. Recent performance reviews have shown that services are currently on target to achieve Payment by Results based on successful completions for both opiate and non-opiate clients. We intend to improve the quality and efficiency of services therefore a review of drug and alcohol services will commence in September 2015 to inform future commissioning of services in 2016.
- Obesity in adults is based on population estimates from 2012 data; obesity is a recognised risk factor in a range of long term conditions and health issues. We are planning to commission a wellbeing service that encompasses numerous lifestyle services with the aim of developing a more integrated model of service provision.
- Obesity in 10-11year olds is a challenge nationally; this is best approached through better prevention and early intervention measures and a whole system approach. Schools play a vital role in terms of promoting and supporting the delivery of physical activity and nutritious food options –public health will be developing a core offer for schools based on best practice with key partners. We are also establishing a food alliance in partnership with Environmental Health and Middlesbrough Environment City to tackle the obesogenic environments.
- Public health has established a local infrastructure to monitor and drive improvements in screening rates locally. The Tackling Cancer Together Partnership will report progress to the Public Health Partnership Board who will work with NHSE and the CCG to improve screening uptake. A locally developed cervical screening campaign is currently being rolled out across multiple partners including the VCS, community hubs, GP, s and Pharmacies.
- The Balanced Scorecard for Public Health will be fully revised during 2015/16 to make clear the distinction between population-level health measures, which will only improve significantly over the medium-to-long-term, and measures that demonstrate or project the current or future effectiveness of the Council's Public Health service.

Outcome 4: Learning and Skills

19. Overall performance for Learning and Skills was rated **Amber**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £14,000 over budget at Year-End, and achieved 86% of its Change Programme savings targets (though this equated to only £20,000).
- Permanent exclusions from schools (0.17%) stood at almost three times the target figure at the end of 2013/14 (0.06%). In 2012/13, the national average figure for permanent secondary school exclusions was 0.12%.
- Pupils achieving the expected level in phonics de-coding stood almost 7% points under target at 62% in 2014/15.
- Pupils making the expected, or better than expected rate of progress in maths between Key Stages 2 and 4 stood almost 15% points under target at 50.7% in 2014/15.
- Prospects for future improvement are strong following the recent positive school improvement inspection by OFSTED and the Council's work with its partners on the Middlesbrough Achievement Partnership.

Outcome 5: Safeguarding and Children's Care

20. Overall performance for Safeguarding and Children's Care was rated **Amber**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £406,000 under budget at Year-End, and 100% of Change Programme savings targets were achieved.
- Children Looked After per 10,000 population increased slightly throughout the year to stand at 115.1 Year-End 2014/15, remaining over 90% above the national average of 60.
- The average time for a child entering care and being adopted was higher than 2013/14 and 2% higher the 2014/15 target of 631 days.
- The percentage of assessments meeting quality standards was 1.9% points less than the 2014/15 target of 52.7%.
- Future improvements in performance are fundamentally linked to the success of the Council's new Supporting Communities model and the corresponding transformation of the Safeguarding and Children's Care Service, which is overseen by the Council's Social Care Transformation Board.

Outcome 6: Social Care

21. Overall performance for Social Care was rated **Amber**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £2,666,000 under budget at Year-End, though just 82% of Change Programme savings targets were achieved, reflecting an under-achievement of Social Care demand mitigation initiatives.
- Older people still aged 65 and over still at home 91 days after discharge from hospital stood at 80% at the end of Quarter Three 2014/15, against a target of 87%, which represents bottom quartile performance. These proportions represent very small numbers and the fitness-for-purpose of this measure will be reviewed in 2015/16.

- Future improvements in performance are fundamentally linked to the success of the Council's new Supporting Communities model and the corresponding transformation of the Safeguarding and Children's Care Service, which is overseen by the Council's Social Care Transformation Board.

Outcome 7: Environment, Property and Commercial Services

22. Overall performance for Environment, Property and Commercial Services was rated **Green**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £328,000 under budget at Year-End, and 92% of Change Programme savings targets were achieved, reflecting an under-achievement on fleet management, leisure and Estates Strategy targets.
- In respect of leisure and the Estates Strategy, this represents delayed achievement of savings, as the Alternative Delivery Model for Leisure Services will be implemented later than initially anticipated, and the new model for the delivery of the Estates Strategy is being embedded. Savings in fleet management are to some extent tied to the service offer. If future savings cannot be met from this area then they will be absorbed elsewhere in the service.
- When last measured (2013), customer satisfaction with leisure services stood at 50%, 5% points lower than the target. This survey will be re-published in April 2015. QUEST assessments have suggested that significant improvements to customer satisfaction would be difficult to achieve without capital investment in the service. It is therefore expected that the significant improvement made to the town's leisure offer through the development of the new Prissick Sport Village along with further investment in the Neptune and Rainbow facilities will increase satisfaction with local services significantly. The Balanced Scorecard for the proposed Leisure Trust will include appropriate customer satisfaction measures as standard.

Outcome 8: Finance and Investment

23. Overall performance for Finance and Investment was rated **Amber**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £87,000 under budget at Year-End, and 90% of Change Programme savings targets were achieved, reflecting an under-achievement on the commissioning review target.
- The in-year Council Tax collection rate stood at 93.6% at Year-End. This performance was lower than the 2014/15 target of 94.3% but represents a 0.2% improvement on 2013/14 performance, when following changes to the National Council Tax Benefit scheme, support was reduced by 20% for most Council Tax Benefit recipients. This meant that approximately 9,500 residents were required to pay Council tax for the first time and the Council was required to collect £3.7 million more.
- The Council undertakes all appropriate collection measures while giving consideration to residents' ability to pay. The approach to providing Council Tax has been revisited and approved by Executive. Further work is being undertaken to review collection methods and the application of Community support funding.

Outcome 9: Organisation and Governance

24. Overall performance for Organisation and Governance was rated **Amber**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:

- The Outcome Area was £758,000 over budget at Year-End, and 78% of Change Programme savings targets were achieved. The underachievement of target is due to: the planned and agreed change to the Democratic Services review, Mouchel Partnership savings relating to Payroll not delivered and under-achievement on Marketing and Communications and Administration.
- A number of Change projects within this area (including those mentioned above) are currently being reprofiled due to issues relating to structural reviews, the May 2015 elections and the Mouchel contract discussions. Where possible, targets in other areas will be achieved early to mitigate slippage.
- The Council has experienced some performance issues with programme and project management. In 2015/16 the Council will introduce a standard programme and project management framework, provide training for relevant staff and introduce a capital monitoring process that will see performance be captured within Balanced Scorecards and improve significantly in future years.
- Freedom of Information requests responded to within 20 days stood at 93% at the Year-End, 7% below the statutory target. This figure represents the overall Council performance and the Outcome Area will work with other areas in 2015/16 to ensure that deadlines are met going forward.

Crosscutting issues

25. Significant progress was made on crosscutting cultural and enabling projects within 2014/15:

- A senior management development programme for the Middlesbrough Manager Competency Framework was delivered and the Middlesbrough Employee Framework has been launched. A new appraisal system has been implemented to embed both frameworks into working practice.
- A new Performance and Risk Management Framework has been introduced across the Council based on the Balanced Scorecards concept, supporting a focus on outcomes and a more rounded view of best value.
- New Commercial and Estates Strategies for the Council have been developed, to change the culture of the organisation in relation to commercial practice, and ensure the Council drives maximum value from income-generating services and its land and property portfolios.
- A 'Service Promise' process has been introduced to promote a more customer-focused approach to support services going forward.
- The capital appraisal process was revised to fully take into account return on investment and in January 2015 Executive agreed a new capital programme, investing a total of £175.5m in the town in the medium-term.

26. The average number of days lost to sickness absence per employee at the Year-End was 9.41 days, against an annual target of 7 days. Average absence at the same period in 2014/15 was 7.94 days. Due to restructures within the Council and the ongoing implementation of a new HR and Payroll system, a detailed breakdown of this information is not available. Monitoring will be improved significantly in 2015/16 and Human Resources will work with Public Health to address the issues raised.

Future focus

27. In July 2014, Executive endorsed three-year delivery plans for each Outcome Area of the Council, outlining how services would transform within the 2015-18 period to deliver outcomes. The key areas of focus outlined in these plans include:

Cash-releasing projects

- Developing and implementing an effective and integrated demand management strategy and commencing the corresponding transformation of the Wellbeing, Care and Learning department.
- Effectively managing the return of services from Mouchel to maximise their contribution to the Change Programme.
- Implementing the Alternative Delivery Models identified in 2014/15, and identifying the preferred future delivery models for the remaining 'big ticket' items: highways, and cultural services, and for community buildings and libraries.

Cultural-enabling projects

- Developing and implementing a new Customer Strategy for all services, promoting a 'right first time' and 'digital by default' culture.
- Developing and implementing a revised Commissioning Strategy for the Council to support the effective commissioning of outcomes across the organisation.
- Continuing to embed the Middlesbrough Manager Competency Framework by training frontline managers, and providing managers with a range of toolkits providing guidance on revised HR, finance and other policies.
- Commence training for the Middlesbrough Employee Competency Framework, underpinned by the introduction of a new Learning Management System for all employees.
- Appraising options for the implementation of a WorkSmart for employees, to maximise ICT and minimise office space.
- Developing and delivering a revised ICT Strategy, to underpin all cultural change activity, in particular the implementation of changes to enterprise and key line of business applications.

28. Responsible Outcome Areas will be seeking feedback from Overview and Scrutiny Board and Scrutiny Panels on Outcome Delivery Plans and key policy developments throughout the coming year.

IMPLICATIONS

29. **Financial implications** – The Council's budget setting process for 2014/15 was developed in line with the priorities set out in the Change Programme 2014-2017 document, therefore the financial implications of the improvement activity described in this report have been fully considered.

30. **Legal implications** – None.

31. **Ward Implications** – None.

RECOMMENDATIONS

32. That the process undertaken to date to implement a Balanced Scorecard approach to performance management within the Council is noted and that Overview and Scrutiny Board considers and comments on proposed next steps.
33. That the responses of departments and the Council's wider Change Programme to the performance issues outlined in the report are note is noted, and potential impacts on the scrutiny work programme considered.

REASONS

34. To enhance monitoring of performance across the four key perspectives of customer, business, finance and people, at both a member and senior officer level in order to enable the effective delivery of the Council's targeted strategic outcomes.

BACKGROUND PAPERS

None

AUTHOR: Paul Stephens, Head of Performance and Partnerships
TEL NO: 01642 729223

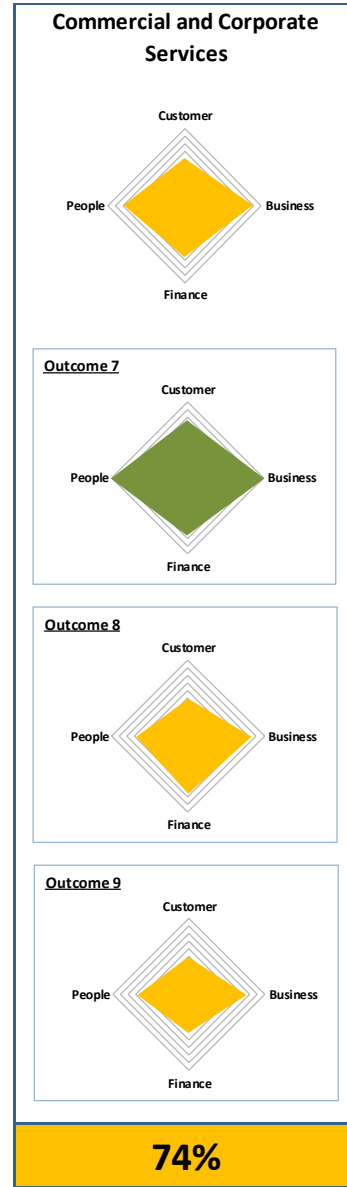
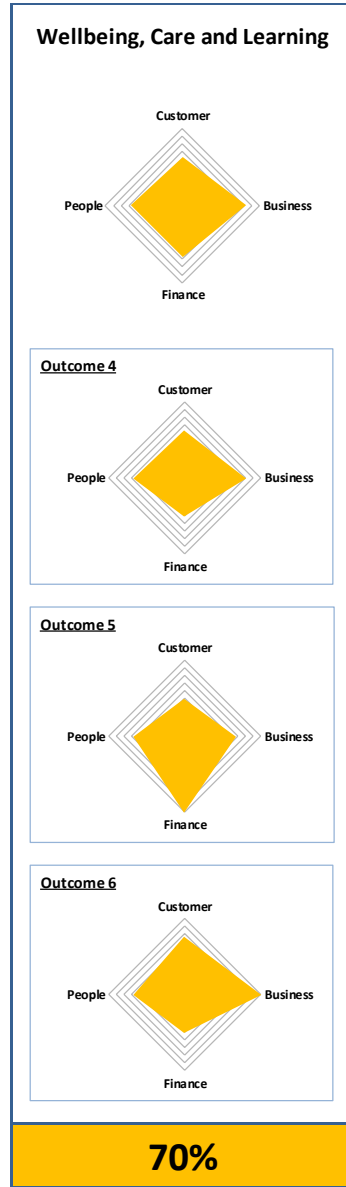
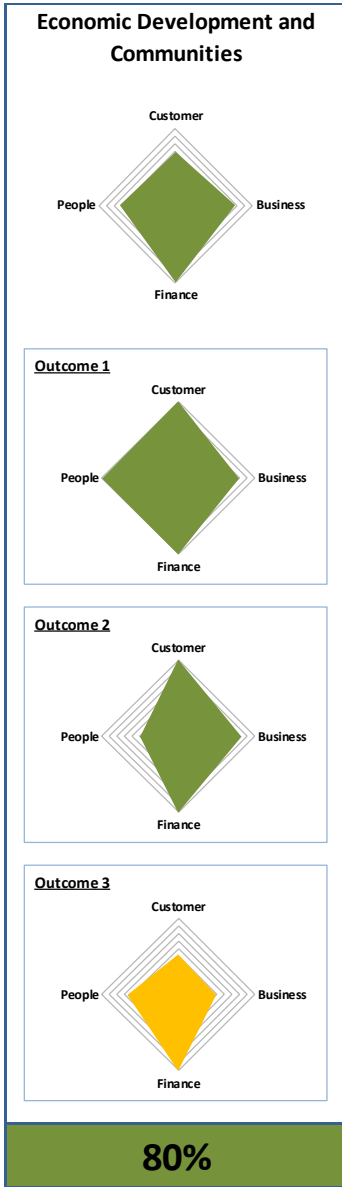
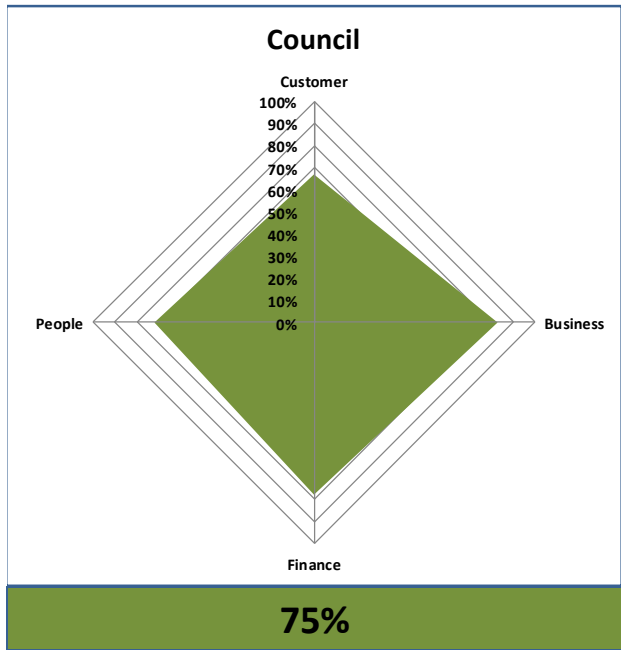
Address: Civic Centre, Middlesbrough, TS1 2QQ
Website: <http://www.middlesbrough.gov.uk>

Appendix 1: Balanced Scorecards – Year-End 2014/15

Council Scorecard - 2014/15

Indicators	Score	%	Indicators	Score	%
Customer			Business		
53	71	67%	46	76	83%
Finance			People		
18	28	78%	27	39	72%

Score of less than 50%	Score of 50% - 75%	Score of 75% or greater
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Outcome 1	Securing economic development, physical regeneration and transport to create jobs and housing such that the mix of jobs, skills and quality of housing in the town is complementary.
Owner	Sharon Thomas
Period	2014/15
Overall scorecard performance	95%

Customer		100%					Business		80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
1C-003	Empty dwellings brought back into use	10	63	14/15	-	↑	1B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-
1C-005	Bus / rail / cycling patronage in town centre	6026639	6070498	13/14	-	↑	1B-002	Capital projects projected to meet milestones	Within 10% tolerance	-	-	-	-
1C-008a	<i>Upheld complaints (service area overall)</i>	-	4	Apr-Dec	-	-	1B-003	Risk mitigation actions on target	90%	-	-	-	-
1C-007	Minor applications on time	61%	75.77%	14/15	-	-	1B-004	No of children KSI	9	7	Apr-Feb	-	-
1C-006	Major applications on time	72%	81.81%	14/15	-	-	1B-005	Planning consent granted for Middlehaven Dock Bridge	Yes	No	-	-	-
1C-002	Number of Building control applications completed within 5 weeks	80%	-	-	-	-	1B-006	LED streetlight replacement scheme commences (subject to capital funding)	Yes	Yes	14/15	-	-
							1B-007	Town centre occupancy rate	-	-	-	-	-
							1B-008	Gross new homes (total)	465	785	14/15	Top	↑
							1B-009	New homes built Council Tax Band D and above	-	-	-	-	-
							1B-011	Business start up rates	-	-	-	-	-

Finance		100%					People		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
1F-001	Performance against revenue budget (key areas)	100%	97.32%	2014-15	-	-	1P-001	Staff with current appraisal	66.7%	66.7%	2012 (Cal)	-	-
1F-001a	<i>Expenditure as % of budgeted (key areas)</i>	100%	130%	2014-15	-	-	1P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-
1F-001b	<i>Income as % of budgeted (key areas)</i>	100%	164.68%	2014-15	-	-	1P-003	Sickness absence	3.5 days	2.28	Oct-March	-	-
1F-002	Performance against overall capital budget	-	-	-	-	-	1P-004	Staff satisfaction (Feel valued) proxy measure	70%	82.6%	2012 (Cal)	-	-
1F-003	Attainment of savings targets	100%	100%	2014-15	-	-	1P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-

Outcome 2	Providing services and support to communities such that people have more fulfilling lives, feel safe and their need for support services reduces
Owner	Richard Horniman
Period	2014/15
Overall scorecard performance	83%

Customer		100%					Business		83%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
2C-001	Troubled Families who have sustained and measured positive outcomes	570	570	Phase 1	-	↑	2B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-
2C-002	Number of CIN referrals resulting in CAF step-downs	113	167	14/15	-	↑	2B-002	Risk mitigation actions on target	90%	-	-	-	-
2C-003	Improved School Readiness	50%	53%	2014 (Cal)	Bottom	↑	2B-003	Common Assessment Frameworks completed	136	559	14/15	-	-
2C-004	New volunteer registrations	604	649	14/15	-	↑	2B-005	North East asylum seekers housed in Middlesbrough	33%	31%	14/15	-	-
2C-005	Reduction in homelessness acceptances	25	7	14/15	-	↑	2B-006	Library Contacts	625606	471683	14/15	-	-
2C-006a	<i>Upheld complaints (service area overall)</i>	-	1	Apr-Dec	-	-	2B-007	Uptake of additional 2 Year Old Offer places	60%	69%	Spring Term	-	↑
2C-009	16-18 year olds who are NEET	8.7%	7.9%	Mar 15	Lower Mid	↑	2B-007	Uptake of additional 2 Year Old Offer places	60%	69%	Spring Term	-	↑

Finance		100%					People		50%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
2F-001	Performance against revenue budget (key areas)	100%	58.36%	2014-15	-	-	2P-001	Staff with current appraisal	82.5%	82.5%	2012 (Cal)	-	-
2F-001a	<i>Expenditure as % of budgeted (key areas)</i>	100%	74.42%	2014-15	-	-	2P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-
2F-001b	<i>Income as % of budgeted (key areas)</i>	100%	137.12%	2014-15	-	-	2P-003	Sickness absence	3.5 days	7.04	Oct-March	-	-
2F-002	Performance against overall capital budget	-	-	-	-	-	2P-004	Staff satisfaction (Feel valued) proxy measure	70%	68.8%	2012 (Cal)	-	-
2F-003	Attainment of savings targets	100%	122%	2014-15	-	-	2P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-

Outcome 3	Achieving longer and healthier lives, reducing health inequalities and protecting the local population from environmental hazards and incidents.
Owner	Edward Kunonga
Period	2014/15
Overall scorecard performance	68%

Customer		53%					Business		50%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
3C-006	Smoking Prevalence – Adults	25.5%	25.8%	Jul 05	-	↓	3B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-
3C-007	Smoking cessation – 4 week quit rate	1184	325	Q3 2014	-	-	3B-002	Capital projects projected to meet milestones	Within 10% tolerance	-	-	-	-
3C-008	Women smoking at time of delivery	24.9%	23.9%	2013/14	-	-							
3C-009	Substance Misuse Prevalence – Crack & opiate users	21.8	20.8	2011/12	-	↑	3B-004	Progress on inspections / enforcement	55%	54%	14/15	-	↓
3C-010	Successful completions – opiates	5.1%	4.8%	Q2 14/15	-	↑							
3C-011	Successful completions – non-opiates	37.8%	35.8%	Q2 14/15	-	↑							
3C-012	Obesity Prevalence - Adults	23%	24%	2012 (Cal)	-	↓							
3C-013	4-5 year olds with excess weight	26.1%	24.3%	2013/14	-	↑							
3C-014	10-11 year olds with excess weight	36%	36.7%	2013/14	-	↓							
3C-015	Adult participation in sport & active recreation	52.3%	49.3%	13/14	-	↑							
3C-017	Breast cancer screening uptake	71.9%	71.1%	2014	-	↓							
3C-018	Cervical cancer screening uptake	70.3%	70.3%	2014	-	↓							
3C-019	Bowel cancer screening uptake	57.3%	53.3%	2012 (Cal)	-	-							
3C-020	Increase the number of people offered an NHS Health Check programme	5440	8846	14/15	-	↑							
3C-021	Uptake of NHS Healthy Heart Check programme	2720	4213	14/15	-	↑							
3C-022	Trend in complaints – Env Health / Trading Standards / Licensing	88%	88%	2014 (Cal)	-	-							
3C-023	Business satisfaction with regulatory services	99%	98%	Quarter Two	-	-							
3C-024	% of Businesses brought into compliance/Service Requests resolved	90%	99.3%	14/15	-	↑							
3C-025	Satisfaction with Substance Misuse services – CSS	88%	88%	2014 (Cal)	-	-							

Finance		100%					People		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
3F-001	Performance against revenue budget (key areas)	100%	107.75%	2014-15	-	-	3P-001	Staff with current appraisal	97.8%	97.8%	2012 (Cal)	-	-
3F-001a	Expenditure as % of budgeted (key areas)	100%	100.62%	2014-15	-	-	3P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-
3F-001b	Income as % of budgeted (key areas)	100%	100.27%	2014-15	-	-	3P-003	Sickness absence	3.5 days	2.72	Oct-March	-	-
3F-002	Performance against overall capital budget	-	-	-	-	-	3P-004	Staff satisfaction (Feel valued) proxy measure	70%	82.8%	2012 (Cal)	-	-
3F-003	Attainment of savings targets	100%	195%	2014-15	-	-							

Outcome 4	Promoting effective learning for children and adults such that residents fulfil their potential, attainment improves and people have the requisite skills to secure employment.
Owner	Assistant Director, Learning and Skills
Period	2014/15
Overall scorecard performance	65%

Customer		63%					Business					80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
4C-001	Rate of permanent exclusions from schools	0.06%	0.17%	2013/14	Bottom	↓	4B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-			
4C-002	Early Years attainment (Good level of development at EYFS)	50%	50%	2014/15	Bottom	↑	4B-002	Risk mitigation actions on target	90%	-	-	-	-			
4C-003	The % of pupils making expected and better than expected levels of progress between KS2-KS4 in English	72%	74%	2014/15	-	-	4B-003	Sufficiency of places for mainstream and specialist education	-	-	-	-	-			
4C-004	The % of pupils making expected and better than expected levels of progress between KS2-KS4 in maths	65.5%	50.7%	2014/15	-	-	4B-004	Primary school absence rates	5.4%	4.5%	2013/14	Bottom	↓			
4C-005	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in reading	91%	92%	2014/15	-	-	4B-005	Secondary school absence rates (Overall)	10%	7.1%	2013/14	Bottom	↓			
4C-006	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in writing	93%	94%	2014/15	-	-	4B-006	Hard to place pupils allocated to a school via Fair Access Protocol	-	-	-	-	-			
4C-007	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in maths	90%	92%	2014/15	-	-	4B-007	Pupils attending a school judged 'Good' or better by Ofsted	80%	80%	Aug 14	-	-			
4C-008	The % of pupils achieving the expected level in Phonics De-coding	69%	62%	2014/15	-	-	4B-008	Education Health & Care Plans completed within timescale	-	-	-	-	-			
4C-009a	Upheld complaints (service area overall)	-	3	Apr-Dec	-	-	4B-009	Success rates on Community Learning Skills programmes	86%	83%	Mar 15	-	↓			

Finance		50%					People					67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
4F-001	Performance against revenue budget (key areas)	100%	98.98%	2014-15	-	-	4P-001	Staff with current appraisal	63.4%	63.4%	2012 (Cal)	-	-			
4F-001a	Expenditure as % of budgeted (key areas)	100%	104.92%	2014-15	-	-	4P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-			
4F-001b	Income as % of budgeted (key areas)	100%	104.83%	2014-15	-	-	4P-003	Sickness absence	3.5 days	4.07	Oct-March	-	-			
4F-003	Attainment of savings targets	100%	86%	2014-15	-	-	4P-004	Staff satisfaction (Feel valued) proxy measure	70%	77.7%	2012 (Cal)	-	-			

Outcome 5	Protecting and safeguarding vulnerable adults and children and, wherever possible, seek to enable a safe environment that reduces dependency on services.
Owner	Neil Pocklington
Period	2014/15
Overall scorecard performance	71%

Customer		50%					Business		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
5C-001	Children Looked After per 10,000 under 18 cohort	110	115.1	14/15	Bottom	↓	5B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-
5C-002	First time entrants to Youth Justice System aged 10-17	1200	548.15	14/15	Bottom	↑	5B-002	Risk mitigation actions on target	90%	-	-	-	-
5C-003a	Upheld complaints (service area overall)	-	0	Apr-Dec	-	-	5B-003	Adoptions from care	11%	17%	14/15	-	↑
							5B-004	Average time between a child entering care and moving in with its adoptive family	617	631	14/15	-	↓
							5B-005	Percentage of assessments meeting Quality Standards	52.7%	50.8%	14/15	-	↓
							5B-006	Looked After Children Reviews completed within timescales	79.8%	80.7%	14/15	-	↑
							5B-007	Caseload per social worker	21-25	20.4	14/15	-	↑

Finance		100%					People		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
5F-001	Performance against revenue budget (key areas)	100%	98.48%	2014-15	-	-	5P-001	Staff with current appraisal	66.3%	66.3%	2012 (Cal)	-	-
5F-001a	Expenditure as % of budgeted (key areas)	100%	103.58%	2014-15	-	-	5P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-
5F-001b	Income as % of budgeted (key areas)	100%	142.88%	2014-15	-	-	5P-003	Sickness absence	3.5 days	5.66	Oct-March	-	-
5F-002	Performance against overall capital budget	-	-	-	-	-	5P-004	Staff satisfaction (Feel valued) proxy measure	70%	83.3%	2012 (Cal)	-	-
5F-003	Attainment of savings targets	100%	100%	2014-15	-	-	5P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-

Outcome 6	Providing support to help families and adults in need and maximise their independence such that dependency on services reduces.
Owner	Erik Scollay
Period	2014/15
Overall scorecard performance	73%

Customer		75%					Business		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
6C-001	Older people 65+ still at home 91 days after discharge	87%	80%	Oct-Dec	Bottom	↓	6B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-
6C-002	Clients receiving Self Directed Support	78%	95.3%	Oct-Dec	-	↑							
6C-003	Social care-related quality of life	19.6%	20%	14/15	Upper Mid	↓							
6C-004	Customers who say that services have made them feel safe / secure	90%	94.7%	14/15	Top	↑	6B-004	Delayed transfers of care attributable to social care	1.56	0.83	14/15	-	↑
6C-005a	Upheld complaints (service area overall)	-	6	Apr-Dec	-	-	6B-005	Permanent admissions to residential care	189	166	Q3 14/15	-	↑
							6B-006	Number of reablement packages	81	123	14/15	-	↑
							6B-007	%age of reablement episodes achieving identified goals	64.2%	69.92%	14/15	-	↑
							6B-008	%age of annual reviews completed within timescales	-	-	-	-	-
							6B-009	Safeguarding activity / outcomes (measure TBD)	-	-	-	-	-
							6B-010	Percentage of qualified : unqualified staff	96.7%	96.7%	13/14	-	-
							6B-011	New referrals per FTEs	-	-	-	-	-

Finance		50%					People		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
6F-001	Performance against revenue budget (key areas)	100%	93.37%	2014-15	-	-	6P-001	Staff with current appraisal	92.3%	92.3%	2012 (Cal)	-	-
6F-001a	Expenditure as % of budgeted (key areas)	100%	100.2%	2014-15	-	-	6P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-
6F-001b	Income as % of budgeted (key areas)	100%	112%	2014-15	-	-	6P-003	Sickness absence	3.5 days	6.06	Oct-March	-	-
6F-002	Performance against overall capital budget	-	-	-	-	-	6P-004	Staff satisfaction (Feel valued) proxy measure	70%	79.4%	2012 (Cal)	-	-
6F-003	Attainment of savings targets	100%	82%	2014-15	-	-	6P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-

Outcome 7	Providing, managing, maintaining and enhancing highways, streets, parks, open spaces, leisure facilities, public buildings and commercial properties such that the quality of place supports the needs of residents, visitors and business.
Owner	Tom Punton
Period	2014/15
Overall scorecard performance	88%

Customer		75%					Business		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
7C-001	Percentage of service response times in line with customer promises	90%	92%	14/15	-	↓	7B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-
7C-002	Local satisfaction with street cleanliness	67%	71%	2011/12	-	-	7B-002	Capital projects projected to meet milestones	Within 10% tolerance	-	-	-	-
7C-003	Local satisfaction with waste collection	82%	92%	2011/12	-	-	7B-003	Risk mitigation actions on target	90%	-	-	-	-
7C-004	Customer satisfaction with Leisure Services	55%	50%	2013 Cal	-	-	7B-004	Streets meeting Keep Britain Tidy standards	92%	93%	2013/14	-	-
7C-005	Customer satisfaction with facilities and FM	Improve annually	-	-	-	-	7B-005	Household waste recycled	36%	39.1%	14/15	Bottom	↑
7C-006	Customer satisfaction with commercial space	Improve annually	-	-	-	-	7B-006	Planned works completed in time, by service type	-	-	-	-	-
7C-007a	Upheld complaints (service area overall)	-	34	Apr-Dec	-	-	7B-007	Leisure centre visits	1000000	1333344	14/15	-	↑
							7B-008	Occupancy rate in commercial portfolio (Commercial)	80%	90%	March 15	-	↓
							7B-009	Occupancy rate in commercial portfolio (Enterprise)	80%	80%	March 15	-	-

Finance		75%					People		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
7F-001	Performance against revenue budget (key areas)	100%	97.83%	2014-15	-	-	7P-001	Staff with current appraisal	84.8%	84.8%	2012 (Cal)	-	-
7F-001a	Expenditure as % of budgeted (key areas)	100%	105.57%	2014-15	-	-	7P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-
7F-001b	Income as % of budgeted (key areas)	100%	110.21%	2014-15	-	-	7P-003	Sickness absence	3.5 days	3.31	Oct-March	-	-
7F-002	Performance against overall capital budget	-	-	-	-	-	7P-004	Staff satisfaction (Feel valued) proxy measure	70%	82.5%	2012 (Cal)	-	-
7F-003	Attainment of savings targets	100%	90%	2014-15	-	-	7P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-

Outcome 8	Ensuring that the financial assets and services and the physical assets of the Council support services in meeting needs whilst ensuring corporate financial probity.
Owner	Paul Slocombe
Period	2014/15
Overall scorecard performance	69%

Customer		50%					Business					83%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
8C-001	Percentage of appeals actioned within 4 weeks of receipt	85%	65.6%	2014-15	-	-	8B-001	Change Programme projects projected to meet milestones	100%	100%	2014-15	-	-			
8C-002	Average customer rating of support services (/10)	7	-	-	-	-	8B-002	Capital projects projected to meet milestones	Within 10% tolerance	-	-	-	-			
8C-003a	<i>Upheld complaints (service area overall)</i>	-	21	Apr-Dec	-	-	8B-003	Risk mitigation actions on target	90%	-	-	-	-			
8C-004	Percentage of appeals sent to the Tribunal Service within 3 months	90%	84%	2014-15	-	-	8B-004	Benefits – speed of processing new claims	26	16.26	14/15	-	↑			
8C-005	Number of new claims and change in circumstances for benefits submitted through self serve	1500	1569	Q4 2014-15	-	-	8B-005	Benefits – speed of processing changes in circumstances	13	8.12	14/15	-	↑			
							8B-006	Council Tax collection rate	94.3%	93.6%	14/15	Bottom	↑			
							8B-007	NNDR collection rate	99%	98.9%	14/15	-	↑			
							8B-008	Invoices paid within 20 days	0.91	0.9428	14/15	-	↑			
							8B-010	Performance better than the Customised Benchmark return for 2010-	-0.18	-0.18	Mar 14	-	-			
							8B-011	Average number of days for the Council to receive payment	-	-	-	-	-			

Finance		75%					People					67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
8F-001	Performance against revenue budget (key areas)	100%	98.87%	2014-15	-	-	8P-001	Staff with current appraisal	100%	100%	2014/15	-	-			
8F-001a	<i>Expenditure as % of budgeted (key areas)</i>	100%	99.18%	2014-15	-	-	8P-002	Managers scoring Level 3+ for MM competencies	Improve annually	-	-	-	-			
8F-001b	<i>Income as % of budgeted (key areas)</i>	100%	99.21%	2014-15	-	-	8P-003	Sickness absence	3.5 days	5.65	Oct-March	-	-			
8F-002	Performance against overall capital budget	-	-	-	-	-	8P-004	Staff satisfaction (Feel valued) proxy measure	70%	77.7%	2012 (Cal)	-	-			
8F-003	Attainment of savings targets	100%	90%	2014-15	-	-	8P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-			

Outcome 9	Ensuring that the democratic and governance processes of the Council are robust and that our staff and organisational support meets the needs of the services.
Owner	Karen Whitmore
Period	2014/15
Overall scorecard performance	61%

Customer		50%					Business		75%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
9C-001	FOI responses within time	100%	93%	14/15	-	-	9B-001	Change Programme projects projected to meet milestones	100%	78%	2014-15	-	-
9C-002	OSS responses within time	-	-	-	-	-	9B-002	Capital projects projected to meet milestones	Within 10% tolerance	-	-	-	-
9C-003	Average customer rating of support services (/10)	7	-	-	-	-	9B-003	Risk mitigation actions on target	90%	-	-	-	-
9C-004a	<i>Upheld complaints (service area overall)</i>	-	1	Apr-Dec	-	-	9B-004	Reports submitted on time (Exec / OSB / CMT)	100%	100%	Quarter Two	-	-
9C-005	Website quality (SOCITM)	3*	3*	2014 (Cal)	-	↑	9B-005	Decisions implemented on time (Exec)	100%	100%	Quarter Two	-	-
							9B-006	Service transactions undertaken via website	20539	20539	14/15	-	-
							9B-007	Compliance with Information Governance Duties	100%	-	-	-	-
							9B-008	HR policies which are up to date and compliant.	100%	-	-	-	-

Finance		50%					People		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
9F-001	Performance against revenue budget (key areas)	100%	104.75%	2014-15	-	-	9P-001	Staff with current appraisal	85.1%	85.1%	2012 (Cal)	-	-
9F-001a	<i>Expenditure as % of budgeted (key areas)</i>	100%	107.46%	2014-15	-	-	9P-002	Managers scoring Level 3+ for IMM competencies	Improve annually	-	-	-	-
9F-001b	<i>Income as % of budgeted (key areas)</i>	100%	134.81%	2014-15	-	-	9P-003	Sickness absence	3.5 days	5.08	Oct-March	-	-
9F-002	Performance against overall capital budget	-	-	-	-	-	9P-004	Staff satisfaction (Feel valued) proxy measure	70%	81.08%	2012 (Cal)	-	-
9F-003	Attainment of savings targets	100%	78%	2014-15	-	-	9P-005	Employees scoring Level 3+ for ME competencies	-	-	-	-	-

Appendix 2: Summary of the scoring mechanism used in Scorecards

- Relevant performance measures within Balanced Scorecards must have targets so that performance can be traffic-lighted (NB some measures are provided for context only – grey text within the Scorecards – and so do not contribute to the overall score).
- However, many measures identified for the pilot stage either had no readily available targets, or have targets that require review in the light of likely future budget savings targets. Therefore for the purposes of the pilot, where no targets currently exist for measures it has been assumed that the current level of performance is the targeted level of performance.
- Assistant Directors are now reviewing targets for their key measures in line with the outcomes of their areas identified in the three-year Outcome Delivery Plans summarised in the Change Programme 2015-2018 document, and these will be updated throughout 2015/16.
- For the pilot stage, the following scoring mechanism has been applied to each individual measure within the Scorecards, differentiated by target type.

Methodology for Traffic Light Ratings

For each Individual PI a traffic light is given based on performance against target. The type of target also has an influence on the RAG rating.

Traffic Light	Target Type				
	Maintain	Floor	Improve	Reduce	Finance
Green	Maintain	5%+ above	Increase	Reduce	<10% Above
Amber	N/A	Within 5% above	Maintain	Maintain	10-20% Above
Red	Reduce	At or below	Reduce	Increase	>20% Above

A score is given to each PI based on its traffic light.

Traffic Light	Score
Green	2 Points
Amber	1 Point
Red	0 Points

For each quadrant a traffic light is assigned based on the Total Points Gained / Total Points Available (2 x No. of PIs)

Traffic Light	%
Green	75% +
Amber	50% - 74%
Red	0% to 49%

All quadrants are worth a maximum of 25% of the total scorecard score, with the quadrant score scaled down to a % of the 25%. A quadrant score of 50% is therefore worth 12.5% to the total scorecard.

Note: There is no weighting for the individual PIs.

For example, a scorecard with 20 PIs.

Traffic Light	Example	Score	%
Green	14 Green, 4 Amber, 2 Red	32	80%
Amber	20 Amber	20	50%
Red	4 Green, 2 Amber, 14 Red	10	25%