

MIDDLESBROUGH COUNCIL**OVERVIEW AND SCRUTINY BOARD****13 OCTOBER 2015****BALANCED SCORECARDS: QUARTER ONE 2015/16****TONY PARKINSON: EXECUTIVE DIRECTOR OF
COMMERCIAL AND CORPORATE SERVICES****PURPOSE OF THE REPORT**

1. To provide an overview of the Council's performance at Quarter One 2015/16 and responses of Outcome Areas to the issues outlined.
2. To provide an update on the development of Balanced Scorecard methodology and content during the 2015/16 pilot phase.

SUMMARY OF RECOMMENDATIONS

3. That the responses of Outcome Areas 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.
4. That progress in developing the Balanced Scorecard model during the pilot phase is noted.

BACKGROUND AND EXTERNAL CONSULTATION**Background**

5. 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.
6. 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
3	Individual unit level (i.e. an individual contributor to an outcome).	Head of Service

7. The 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?*
8. 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.
9. Standard measures have been included in each quadrant of every Scorecard to ensure appropriate comparability between the performance of departments and services, as follows:

<p>Customer</p> <ul style="list-style-type: none"> • Customer satisfaction measure(s) • Number of upheld complaints 	<p>Business</p> <ul style="list-style-type: none"> • Change projects projected to meet milestones • Capital projects projected to meet milestones • Risk mitigation actions on target
<p>Finance</p> <ul style="list-style-type: none"> • Projected performance against revenue budget • Performance against capital budgets • Projected attainment of savings targets 	<p>People</p> <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

10. Some of the above are new measures 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.
11. Services have discretion over the other measures to be included in Scorecards, and as such Assistant Directors have identified the majority of measures and targets included in the first iteration of Scorecards.
12. The Balanced Scorecard approach is being piloted in 2015/16 and as such the model and its measures and targets will be subject to refinement during the year. There will be a number of drivers for this refinement process including:
 - the need to refine scorecards so that they continue align with the with the high level outcomes identified in the three-year Outcome Delivery Plans which are in development for each service area
 - changes arising as a result of ongoing cultural / enabling projects within the Council's Change Programme such as the Customer Strategy and the Commercial Strategy
 - the ongoing review of the pilot scorecards process to identify where changes are required to strengthen the process.
13. A number of changes to the pilot Scorecards have been implemented since the Year-End 2014/15 report and are outlined at Appendix 1.
14. One such change has been to simplify the scoring mechanism used within Scorecards. The revised mechanism is attached at Appendix 2.

15. In addition, discussions on the Quarter One Balanced Scorecards have identified further potential changes that will be explored during Quarter Two to assess whether they would strengthen the process including:

- implementing a minimum and maximum number of measures for each of the four quadrants;
- weighting measures and / or quadrants or implementing a 'limiting judgement' approach to ensure that it is not technically possible to significantly under-perform on a key measure (such as expenditure against budget) or a single quadrant yet still a Green rating overall; and
- enhancing the internal challenge process on Scorecard content.

Overall performance

16. The following table sets out performance at the Quarter One 2015/16. Performance overall for the Council is **Amber** at 74%, compared with 75% for Year End 2014/15.

Level	Customer	Business	Finance	People	Overall
Council overall	80%	78%	67%	72%	74%
<i>Level 1</i>					
ED&C	79%	91%	92%	70%	83%
WCL	77%	63%	58%	68%	67%
C&CS	85%	78%	50%	78%	73%
<i>Level 2</i>					
1. Economic Development	75%	75%	100%	80%	83%
2. Supporting Communities	83%	100%	100%	50%	83%
3. Public Health	78%	100%	75%	80%	83%
4. Learning & Skills	64%	100%	75%	75%	79%
5. Safeguarding	75%	30%	50%	80%	59%
6. Social Care	100%	80%	50%	50%	70%
7. EPCS	90%	83%	50%	67%	73%
8. Finance & Investment	67%	75%	75%	80%	74%
9. Organisation & Governance	100%	67%	25%	90%	71%

10. The Quarter One position is set out at Appendix 3, which includes Departmental and Outcome Area Scorecards, and detailed information for each Outcome Area, corresponding with Outcome Delivery Plans.

11. As stated above, some of the measures included in Balanced Scorecards are new and will be introduced in 2015/16 – these are highlighted in black in Appendix 3. Other measures will be added as part of the ongoing refinement of Scorecards, in particular new customer measures identified via the Council's 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.

Achievements, under-performance and resulting improvement activity

12. The following section sets out key achievements and areas of under-performance in Level 2 (Outcome Area) Scorecards at Quarter One 2015/16. It also sets out resulting improvement activity identified by departments, and the Council's wider Change Programme.

Outcome 1: Economic Development

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

- The Outcome Area is on target to achieve 100% of Change Programme savings targets for 2015/16, and is showing a predicted underspend of 3% (£277,000) against the revenue budget.
- The service is predicted to overachieve against its target for the number of new homes built in the town this year both overall and for those that will have a Council Tax of Band D or higher. Diversification and expansion of the town's housing stock is a key measure for this service.
- The budget for the Integrated Transport Unit was projected to overspend due to increased demand from care services. This matter will be addressed within the Social Care Transformation Programme, as set out below.
- Three change projects within this outcome area were re-profiled during 2014/15. An assessment of the Alternative Delivery Model options for Cultural Services is being completed, however timings have slipped slightly to enable the project to access external expertise. An ADM assessment for Transport and Infrastructure will be completed by October 2015 following the LGA Peer Challenge of the service. The Community Transport project has been delayed slightly to ensure WCL senior managers are able to be fully engaged in proposals which will be brought forward shortly.
- The LED streetlight replacement scheme was 3% under target at the end of Quarter One, with 1,525 street lights replaced against a target of 1,575. This slight delay occurred in the start-up period and there is confidence that performance will be back on track by the end of Quarter Three 2015/16.
- The number of children killed or seriously injured in road traffic accidents was rated red at Quarter One, in which four children were seriously injured. The accidents happened in four different locations and therefore there is no particular cluster of accidents at a specific geographical location. The service has a number of measures in place to promote road safety to children. All nursery schools in Middlesbrough receive "children's traffic club" information, which aims to provide road safety education to very small children, and all Year 3 children in Middlesbrough receive pedestrian training.
- The majority of employee appraisals have been completed in the service. The recording of the appraisals will be completed by 30 September 2015 to ensure the appraisal performance indicator reflects the actual position of the department on this measure.
- The Council has experienced some performance issues with contract, 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 programme monitoring process that will see

performance be captured within Balanced Scorecards and improve significantly in future years.

Outcome 2: Supporting Communities

14. 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 is on target to achieve 100% of Change Programme savings targets for 2015/16 and has a predicted underspend of 5% (£312,000) against its revenue budget.
 - 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 Advice Services will be awarded in 2015/16 to streamline the customer journey, and options for improved locality working and an integrated warden service will be reported to Executive in Quarter Two.
15. 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 two 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

16. Overall performance for Public Health was rated **Green**. The issues identified in the Scorecard and associated discussions with the Outcome Area are as follows:
- The Outcome Area is on target to achieve 97% of Change Programme savings targets for 2015/16 and a predicted underspend of 24% (£132,000) against the revenue budget.
 - Performance on smoking cessation is Red. There has been a reduction regionally and nationally in four week quit rates. In 2014/15 the North East region saw a 35.5% reduction in four week quit rates compared to the previous year. There is a new service provider and data management system for the local stop smoking services commissioned in 2014 and the mobilisation of this service may have impacted on performance. The service is now fully operational across the town and a service improvement delivery plan is in place which should lead to improved performance across all stop smoking providers.
 - Performance of successful rehabilitation for non-opiate users is Red. Recent performance reviews have shown that services are on target to achieve for the next quarter for successful completions for both opiate and non-opiate clients. There are plans in place to improve service quality through the development of a well-being hub that will provide integrated and coordinated support for rehabilitation and recovery. A full review of the drugs and alcohol services has commenced and will

inform commissioning and delivery of services beyond September 2015 (when the current contract expire).

- 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

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

- The Outcome Area is on target to achieve 100% of Change Programme savings targets for 2015/16 and is projected to overspend by 13% (£215,000) against its revenue budget.
- The majority of customer and business indicators within this Scorecard are updated annually following the publication of examination results across Key Stages. Proxy measures to demonstrate the impact of the Council's services on attainment outcomes will be introduced in future Scorecards.
- 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

18. 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 is on target to achieve 72% of Change Programme savings targets for 2015/16 and is projected to underspend, by 1% (£343,000) against its revenue budget.
- Children Looked After per 10,000 population reduced from 115.1 Year-End 2014/15 to 111.9 at Quarter One 2015/16, though remained over 85% above the national average of 60. The number of Looked After Children (LAC) remains high but stable; however, the increase in Middlesbrough has been very low in comparison with other councils both locally and nationally. While a target of reducing numbers to those similar to statistical and regional neighbours can only be achieved incrementally, an interim target has been set at 104 per 10,000.
- Underachieving areas relate to demand mitigation. 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.
- The progress against Change Programme milestone measure reflects the RAG ratings considered by the Social Care Transformation Board. A full review of these projects against milestones will be included in the Quarter Two update report.
- Mitigation measures are not providing the impact on the cost of placements that was originally planned, whilst the number of in house foster carers has increased significantly, the use of Independent Fostering Agencies continues to be high, as the Council requires more foster carers who can provide placements for family

groups and teenagers. A targeted recruitment campaign will be launched in September 2015. The delay in implementing the Resources Review has had a significant impact on the service's ability to deliver both the Return to Middlesbrough Strategy and the Emergency support Service, both of which are designed to reduce the numbers of LAC. It is unlikely that the review will be fully implemented until September.

- There has been a delay finding an appropriate piece of land or suitable house to convert to provide a small residential home. Two plots of land have now been identified. The Adoption Scorecard remains a challenge to this Council and a significant majority of other Councils Measures have been put in place to monitor and track adoption plans to ensure they are timely and producing good outcomes for children more quickly.

Outcome 6: Social Care

19. 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 is on target to achieve 53% of Change Programme savings targets for 2015/16 and is projected to underspend by 1% (£472,000) against its revenue budget.
- Underachieving areas relate to demand mitigation and the Better Care Fund. 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.
- The progress against Change Programme milestone measure reflects the RAG ratings considered by the Social Care Transformation Board. A full review of these projects against milestones will be included in the Quarter Two update report.

Outcome 7: Environment, Property and Commercial Services

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

- The Outcome Area is on target to achieve 63% of Change Programme savings targets for 2015/16 and this is currently resulting in a projected overspend of 5% (£650,000) against its revenue budget. This figure also includes a projected in year budget pressure of £150,000 which is as a result of problems being experienced with the kerbside recycling contract due to the fall in global market values for recyclable materials. A three year budget reduction plan is currently being developed which will mitigate this pressure and along with an appraisal of future options for kerbside recycling, will allow for a more accurate out turn projection to be predicted at Quarters 2 and 3 of this financial year.
- When last measured (2013), customer satisfaction with leisure services stood at 50%, which was five percentage points lower than the target at that time. This survey will be re-published during 2015. Previous QUEST assessments have suggested that significant improvements in 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 leisure services significantly. The target for this indicator will be adjusted accordingly to ensure future performance management is sufficiently challenging. The performance management framework for the proposed Leisure Trust arrangement will include all appropriate customer satisfaction and service performance measures.

- Performance in the customer and business quadrants is excellent, particularly in those areas of street cleanliness and recycling performance, which is very important to our residents.
- Commercial property occupancy rates also remain very high. A staff survey in respect of satisfaction with office accommodation will be carried out for this new indicator in due course.
- In the people quadrant, performance has been poor due to an issue with staff appraisals. The majority of these appraisals have been carried out, but there has been an issue with data input from several areas of the service which will be addressed for future reports.

Outcome 8: Finance and Investment

21. 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 is on target to achieve 98% of Change Programme savings targets for 2015/16 and is projected to overspend by 2% (£124,000) against its revenue budget.
- The projected overspend which falls within Housing Benefit Overpayment recovery is expected to be addressed before the end of the year.
- The level of service in respect of Housing Benefit appeals and speed of processing has not met the target in the first quarter. This was expected, as the implementation of the new self-serve modules went live at the start of the year. Resources have been applied to deal with the reduction in performance and it is expected to improve throughout the year.

Outcome 9: Organisation and Governance

22. Overall performance for Organisation and Governance was rated **Amber**. This is mainly due to the profiling of savings targets which will be addressed as part of the quarter 1 revenue budget report. It is also the result of some Change Programme projects slipping.

- The Outcome Area is on target to achieve 74% of Change Programme savings targets for 2015/16 and is projected to overspend by 11% (£1,126,000) against its revenue budget. However, it should be noted that this is largely attributable to the savings relating to the review of Administration, all of which are currently held within this budget area and which, as per, the Quarter One revenue budget report will be disaggregated to outcome areas. This will substantially improve the budget position in outcome area 9 but the overall Council position will be unaltered. Each outcome area will review administration alongside the review of business change within their area leading to an approach more likely to ensure ownership of the changes required and deliver the outcomes each area needs. Savings targets relating to the review of Democratic Services are being re-profiled due to the decision to begin this review in September 2015, due to the May 2015 elections and implementation of

changes arising from the outcome of the elections. Re-profiling will also occur in respect of those services returning from Mouchel.

- The review of marketing has not been delivered to its original timescale. This was due to the decision to seek external challenge in respect of this function; this has ensured a more robust outcome which will deliver the savings targets required.
- The return of the Administration and Customer Services functions to the Council from Mouchel was successfully managed in the quarter. A centralised Integrated Support Unit (ISU) has been established to provide support for generic administration tasks. The Customer Strategy was agreed and Customer Services will be reviewed in line with this. Significant progress has been made in progressing ICT systems that facilitate the changes required across the organisation these include: I-Portal (the Council's document management system), Liquid Logic (Children's services software that facilitates new ways of working), infrastructure improvements that enable more flexible working. HR policies have been updated to reflect the Middlesbrough Manager and a new e-learning toolkit is being trialled alongside rolling out nationally accredited management training in partnership with Middlesbrough College. Within legal services, the move away from using external barristers within child care is progressing well, with significant savings arising from this whilst the department is able to maintain the service provided to customers.

Crosscutting issues

23. The Council has commenced the implementation of a new appraisal system to embed the Middlesbrough Manager and Employee competency frameworks into working practice. Three standard targets within the Balanced Scorecard People quadrant relate to the appraisal system: (i) the percentage of employees that have been appraised within the past 12 months, with a target of 95% (to account for maternity leave etc); and (ii) the percentage of managers and employees scoring better than an average of 3.00 (i.e. satisfactory) within appraisals, with an initial target of 90% for both. Provisional performance against these measures is included within the Balanced Scorecards at Appendix 3 and these will be confirmed following internal validation in the Quarter Two report to Overview and Scrutiny Board.
24. A second phase of the Middlesbrough Manager Development Programme (for over 200 frontline managers) was negotiated in Quarter One and implementation of this will commence in Quarter Two for completion by the end of 2015.
25. The average number of days lost to sickness absence per employee in Quarter One was 1.95 days. In response to the 2014/15 outturn of 9.41 days, the Council's corporate target has been amended to 7.5 days, resulting in a standard quarterly target across Outcome Areas of 1.875 days. Current performance is therefore just short of target. As previously reported, monitoring of employee sickness absence will be improved significantly in 2015/16 and Human Resources will work with Public Health to address the issues raised.
26. Following approval by Executive in June 2015, constituent projects and governance arrangements for the implementation of the Council's Customer Strategy have been agreed by Leadership Management Team. A series of project briefs to establish the scope and benefits of projects will be considered by LMT in September 2015.

27. A significant amount of work has been undertaken in the quarter to develop Support Service Promises (as agreed by Executive in November 2014) and finalise agreement of these between Support Services and Outcome Areas. It is anticipated that Service Promises will now be implemented from 1 October 2015. Once implemented, Outcome Areas will be the satisfaction of Outcome Areas will Support Services will be assessed on a quarterly basis and reported in future Balanced Scorecards.
28. 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. These will be finalised and presented to Council for approval later in 2015. 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 2015/16 was developed in line with the priorities subsequently published in the draft 2015-2018 Strategic Plan, 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 responses of Outcome Areas 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.
33. That progress in developing the Balanced Scorecard model during the pilot phase is noted.

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

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Appendix 1: Balanced Scorecards pilot – record of changes made between quarters

The following changes to the pilot Scorecards have been implemented since the Year-End 2014/15 report:

- The approach to traffic-lighting indicators has been simplified. The revised methodology is set out at Appendix 2.
- Descriptions of performance measures in Appendix 3 have been amended where appropriate to remove acronyms.
- Some changes have been made to Level 2 Scorecard measures following review, as outlined in the table below.

Date	Scorecard	Code	Performance Measure	Change
06/08/2015	O7 L2 ENV L3	O7-C-001	Percentage of service response times in line with customer promises	Change wording to "Percentage of Environment Customer Service Promises meeting targets"
06/08/2015	O7 L2 PCS L3	O7-C-005	Staff satisfaction with office accommodation	Moved to Strategic Assets – Level 3 Scorecard
07/09/2015	O4 L2	NI 72	Headline Achievement across the Early Years Foundation Stage	Removed from O4, left in O2. Indicator should only be in one Outcome area.

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 – these are in 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.

Each individual measure is RAG rated based on the type of target. Standard targets include maintaining, reducing or increasing the previous years performance, for example.

Traffic Light	Target Type		
	Standard	Budget	Floor
Green	Achieve or exceed target	<10% above	Above target
Amber	Within 10%	10-20% above	On the target
Red	Miss target by 10%+	>20% above	Below target

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 Note: There is no weighting for the individual PIs.

For example, a scorecard with 20 PIs.

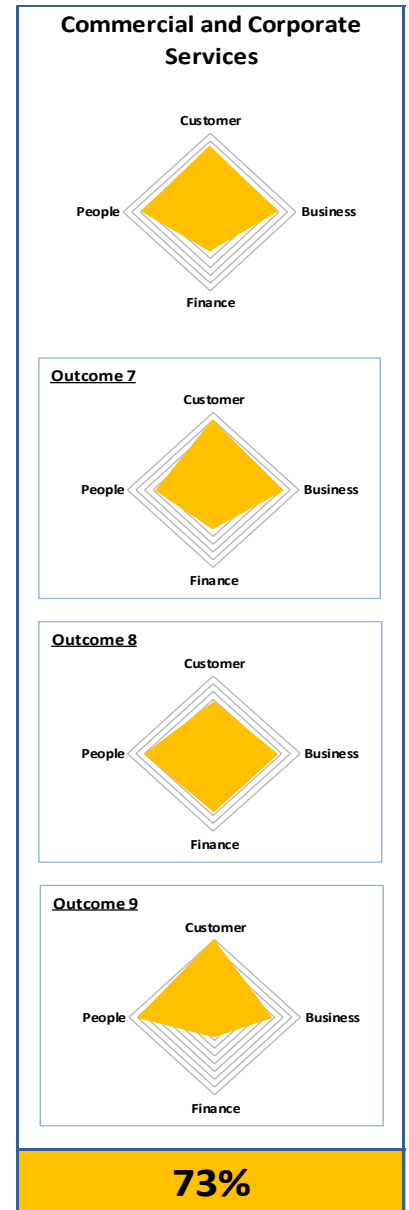
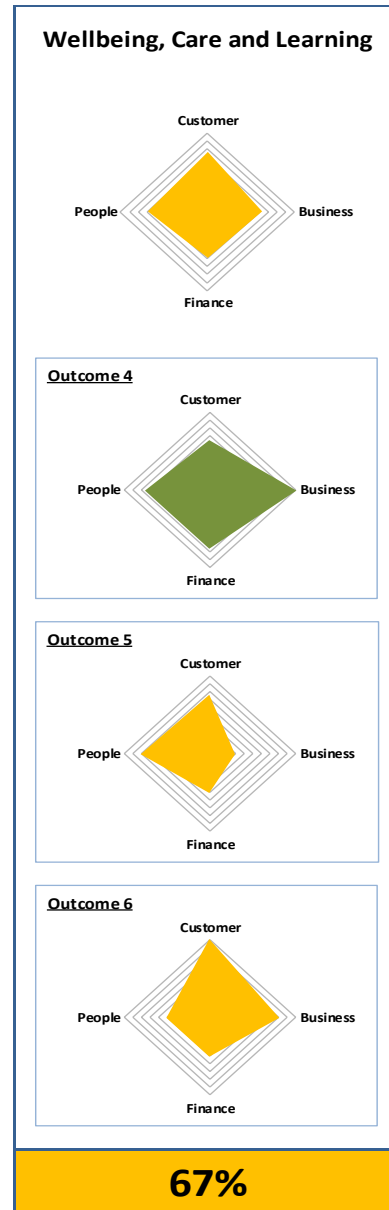
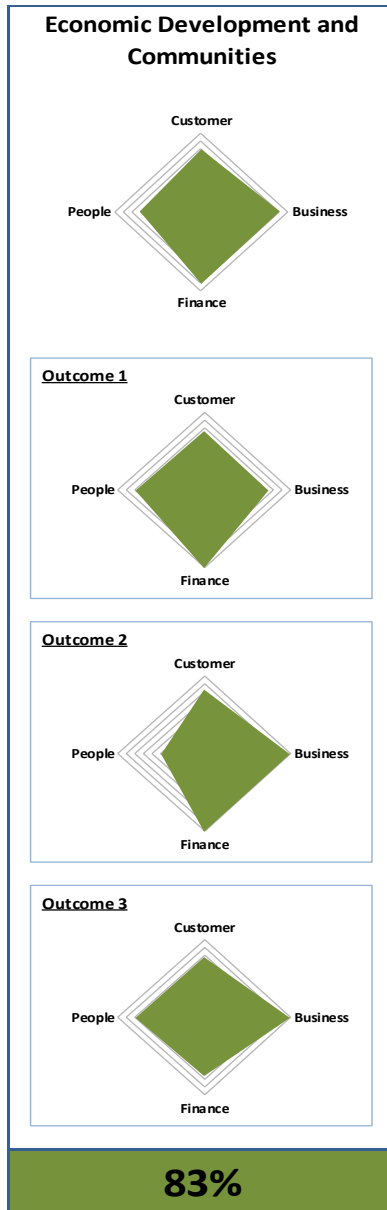
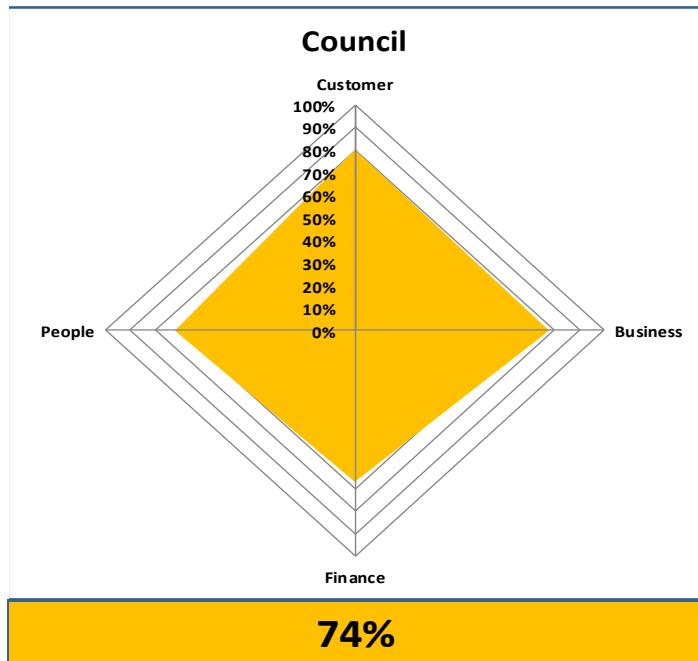
Traffic Light	Example	Score	%
Green	14 Green, 4 Amber, 2 Red	32	80%
Amber	20 Amber	20	50%
Red	4 Green, 2 Amber, 14 Red	10	25%

Appendix 3: Balanced Scorecards – Quarter One 2015/16

Council Scorecard - Q1 2015-16

Indicators	Score	%	Indicators	Score	%
Customer			Business		
42	67	80%	46	72	78%
Finance			People		
18	24	67%	45	65	72%

Score of less than 50% Score of 50% - 75% Score of 75% or greater



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	Q1 2015-16
Overall scorecard performance	83%

Customer		75%					Business		75%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 157a	Processing of planning applications: Major applications	61%	83.33%	Q1 2015-16	-	↑	O1-B-001	Change Programme projects projected to meet milestones (O1)	100%	50%	Q1 2015-16	-	↓
NI 157b	Processing of planning applications: Minor applications	72%	73.91%	Q1 2015-16	-	↓	O1-B-002	Capital projects projected to meet milestones (O1)	-	-	-	-	-
O1-C-002	Number of Building control applications completed within 5 weeks	80%	89.7%	Q1 2015-16	-	-	O1-B-003	Risk mitigation actions on target (O1)	-	-	-	-	-
O1-C-003	Number of children killed or seriously injured	2	4	Q1 2015-16	-	-	O1-B-005	Planning consent on target to be granted for Middlehaven Dock Bridge	Yes	Yes	Q1 2015-16	-	-
O1-C-008*	Upheld complaints (service area overall) (O1)	-	0	Q1 2015-16	-	-	O1-B-006	LED streetlight replacement scheme commences (subject to capital funding)	1575	1525	Q1 2015-16	-	-
							O1-B-008	Empty dwellings brought back into use	18	19	Q1 2015-16	-	-
							O1-B-009	New homes built Council Tax Band D and above	33	41	Q1 2015-16	-	-
							NI 155	Number of homes delivered (gross)	103	131	Q1 2015-16	-	-

Finance		100%					People		80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O1-F-001	Projected performance against revenue budget (O1)	100%	97%	Q1 2015-16	-	↑	O1-P-001	Staff with current appraisal, to be achieved by 30/9 (O1)	95%	4.4%	Q1 2015-16	-	↓
O1-F-001a*	Projected expenditure as % of budgeted (O1)	-	98%	Q1 2015-16	-	↓	O1-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O1)	90%	100%	Q1 2015-16	-	-
O1-F-001b*	Projected income as % of budgeted (O1)	-	99%	Q1 2015-16	-	↓	O1-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O1)	90%	100%	Q1 2015-16	-	-
O1-F-003	Attainment of savings targets (O1)	100%	100%	Q1 2015-16	-	↔	O1-P-003	Sickness absence (O1)	1.88	1.49	Q1 2015-16	-	-
O1-F-002	Performance against overall capital budget (O1)	-	-	-	-	-	O1-P-004	Staff satisfaction (Feel valued) proxy measure (O1)	70%	82.6%	2012 (Cal)	-	-

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	Q1 2015-16
Overall scorecard performance	83%

Customer		83%					Business		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O2-C-001	Troubled Families who have sustained and measured positive outcomes	20	13	Q1 2015-16	-	-	O2-B-001	Change Programme projects projected to meet milestones (O2)	100%	100%	Q1 2015-16	-	-
O2-C-002	Number of Children in Need referrals resulting in Common Assessment Framework step-downs	20	26	Q1 2015-16	-	↓	O2-B-008	Capital projects projected to meet milestones (O2)	-	-	-	-	-
O2-C-004	New volunteer registrations	15	39	Q1 2015-16	-	-	O2-B-002	Risk mitigation actions on target (O2)	-	-	-	-	-
LOR02	Number of households accepted as homeless.	22	10	Q1 2015-16	-	↓	O2-B-003	Common Assessment Frameworks completed	115	120	Q1 2015-16	-	-
NI 117	16 to 18 year olds resident in Middlesbrough who are NEET	8.7%	8.4%	May 15	-	↓	O2-B-005	Percentage of North East asylum seekers housed in Middlesbrough	33%	30.51%	Jun 15	-	↑
NI 72	Headline achievement across the Early Years Foundation Stage	56%	57.4%	2014/15	-	↑	O2-B-007	Uptake of additional 2 Year Old Offer places	60%	85%	Q1 2015-16	-	↑
O2-C-006*	Upheld complaints (service area overall) (O2)	-	0	Q1 2015-16	-	-	LOR08	Contacts with Library Services	70000	72637	Q1 2015-16	0	-

Finance		100%					People		50%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O2-F-001	Projected performance against revenue budget (O2)	100%	95%	Q1 2015-16	-	↓	O2-P-001	Staff with current appraisal, to be achieved by 30/9 (O2)	95%	53.7%	Q1 2015-16	-	↓
O2-F-001a*	Projected expenditure as % of budgeted (O2)	-	95%	Q1 2015-16	-	↑	O2-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O2)	90%	100%	Q1 2015-16	-	-
O2-F-001b*	Projected income as % of budgeted (O2)	-	98%	Q1 2015-16	-	↓	O2-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O2)	90%	100%	Q1 2015-16	-	-
O2-F-003	Attainment of savings targets (O2)	100%	100%	Q1 2015-16	-	↓	O2-P-003	Sickness absence (O2)	1.88	3.09	Q1 2015-16	-	↑
O2-F-002	Performance against overall capital budget (O2)	-	-	-	-	-	O2-P-004	Staff satisfaction (Feel valued) proxy measure (O2)	70%	68.8%	2012 (Cal)	-	-

Outcome 3	Achieving longer and healthier lives, reducing health inequalities and protecting the local population from environmental hazards and incidents.
Owner	Edward Kunonga
Period	Q1 2015-16
Overall scorecard performance	83%

Customer		78%					Business		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 123 (VSB05)	Stopping smoking	1184	325	Q3 2014-15	-	↑	O3-B-001	Change Programme projects projected to meet milestones (O3)	100%	100%	2014-15	-	-
PHOF02.03	Smoking status at time of delivery	23.9%	23.9%	2013-14	-	↑	O3-B-003	Risk mitigation actions on target (O3)	-	-	-	-	-
PHOF02.15i	Successful completion of drug treatment - Opiate Users	5.1%	5.7%	Q4 2014-15	-	↑	O3-B-005	% of Middlesbrough food businesses rated as satisfactory and above compared with national percentage rate.	0%	3%	Q1 2015-16	-	-
PHOF02.15ii	Successful Completion of drug treatment - non-opiate users	37.8%	31.9%	Q4 2014-15	-	↓	O3-B-006	Licensing: Number of enforcement exercises undertaken.	15	17	Q1 2015-16	-	-
NI 8	Adult participation in sport and active recreation	-	25.2%	2013 (Cal)	-	↑	O3-B-007	Tobacco Control: Number of enforcement exercises undertaken.	21	23	Q1 2015-16	-	-
PHOF02.20i	Cancer Screening Coverage - breast cancer	70.8%	71.1%	2013-14	-	↓	O3-B-008	% of businesses visited brought to a state of compliance	80%	85%	Q1 2015-16	-	↔
PHOF02.20ii	Cancer Screening Coverage - cervical cancer	69.5%	69.8%	2013-14	-	↑							
PHOF02.22i	Take up of the NHS Health Check programme by those eligible - health check offered	5440	8846	2014-15	-	↑							
PHOF02.22ii	Take up of NHS Health Check programme by those eligible - health check take up	2720	4213	2014-15	-	↑							
O3-C-002	Satisfaction with Substance Misuse services – CSS	80%	88%	2014-15	-	-							
O3-C-001*	Upheld complaints (service area overall) (O3)	-	0	Q1 2015-16	-	-							

Finance		75%					People		80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O3-F-001	Projected performance against revenue budget (O3)	100%	76%	Q1 2015-16	-	↑	O3-P-001	Staff with current appraisal, to be achieved by 30/9 (O3)	95%	81.9%	Q1 2015-16	-	↓
O3-F-001a*	Projected expenditure as % of budgeted (O3)	-	99%	Q1 2015-16	-	↓	O3-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O3)	90%	100%	Q1 2015-16	-	-
O3-F-001b*	Projected income as % of budgeted (O3)	-	100%	Q1 2015-16	-	↓	O3-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O3)	90%	100%	Q1 2015-16	-	-
O3-F-003	Attainment of savings targets (O3)	100%	97%	2014-15	-	↓	O3-P-003	Sickness absence (O3)	1.88	0.68	Q1 2015-16	-	↑
							O3-P-004	Staff satisfaction (Feel valued) proxy measure (O3)	70%	82.8%	2012 (Cal)	-	-

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	Q1 2015-16
Overall scorecard performance	79%

Customer		64%					Business		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 114	Rate of permanent exclusions from school	0.06%	0.18%	Q1 2015-16	-	↓	O4-B-001	Change Programme projects projected to meet milestones (O4)	100%	100%	Q1 2015-16	-	↔
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	91%	91.3%	2014/15	-	↓	O4-B-002	Risk mitigation actions on target (O4)	-	-	-	-	-
NI 97a	% achieving 2 levels progress between KS2 and KS4 in English	72%	74%	2014-15	-	↑	O4-B-004	Capital projects projected to meet milestones (O4)	-	-	-	-	-
NI 98a	% achieving 2 levels progress in maths between KS2 and KS4	65.5%	50.7%	2014/15	-	↓	NI 87	Secondary school persistent absence rate	-	6.9%	Autumn 2014	-	↑
O4-C-005	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in reading	90%	90.6%	2014-15	-	↓	O4-B-007	Pupils attending a school judged 'Good' or better by Ofsted	-	72.9%	May 15	-	↓
O4-C-006	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in writing	93%	95.1%	2014/15	-	↑	O4-B-009	Success rates on Community Learning Skills programmes	84.5%	85.31%	Q1 2015-16	-	↑
O4-C-008	The % of pupils achieving the expected level in Phonics De-coding	72%	71.2%	Q1 2015-16	-	↑	RTB01	Primary school persistent absence rate (Overall)	-	4.4%	Autumn 2014	-	-
O4-C-009*	Upheld complaints (service area overall) (O4)	-	0	Q1 2015-16	-	-							

Finance		75%					People		75%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O4-F-001	Projected performance against revenue budget (O4)	100%	113%	Q1 2015-16	-	↓	O4-P-001	Staff with current appraisal, to be achieved by 30/9 (O4)	95%	2%	2012 (Cal)	-	↓
O4-F-001a*	Projected expenditure as % of budgeted (O4)	-	100%	Q1 2015-16	-	↓	O4-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O4)	90%	-	Q1 2015-16	-	-
O4-F-001b*	Projected income as % of budgeted (O4)	-	100%	Q1 2015-16	-	↓	O4-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O4)	90%	100%	Q1 2015-16	-	-
O4-F-003	Attainment of savings targets (O4)	100%	100%	Q1 2015-16	-	↑	O4-P-003	Sickness absence (O4)	1.88	1.75	Q1 2015-16	-	-
O4-F-002	Performance against overall capital budget (O4)	-	-	-	-	-	O4-P-004	Staff satisfaction (Feel valued) proxy measure (O4)	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	Q1 2015-16
Overall scorecard performance	59%

Customer		75%					Business					30%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
KIGS CH39	Children looked after per 10,000 population aged under 18	104	111.9	Q1 2015-16	-	↑	O5-B-001	Change Programme projects projected to meet milestones (O5)	100%	82%	Q1 2015-16	-	↓			
NI 111	First time entrants to the Youth Justice System aged 10-17 (Rate)	235	69.31	Q1 2015-16	-	↑	O5-B-002	Risk mitigation actions on target (O5)	-	-	-	-	-			
O5-C-001	Care Proceedings completed within 26 weeks	80%	-	-	-	-	NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	-	75%	Q3 2013-14	-	↓			
O5-C-003*	Upheld complaints (service area overall) (O5)	-	0	Q1 2015-16	-	-	NI 66	Looked after children cases which were reviewed within required timescales	90%	68.5%	Q1 2015-16	-	-			
							O5-B-003	Adoptions from care	12%	4.8%	Q1 2015-16	-	↓			
							O5-B-005	Continuous assessments completed within 45 working days	95%	97.5%	Q1 2015-16	-	-			
							O5-B-007	Caseload per social worker	21	21.4	Q1 2015-16	-	↓			

Finance		50%					People					80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
O5-F-001	Projected performance against revenue budget (O5)	100%	99%	Q1 2015/16	-	↓	O5-P-001	Staff with current appraisal, to be achieved by 30/9 (O5)	95%	67.9%	Q1 2015-16	-	↑			
O5-F-001a*	Projected expenditure as % of budgeted (O5)	-	99%	Q1 2015-16	-	↓	O5-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O5)	90%	100%	Q1 2015-16	-	-			
O5-F-001b*	Projected income as % of budgeted (O5)	-	100%	Q1 2015-16	-	↓	O5-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O5)	90%	100%	Q1 2015-16	-	-			
O5-F-003	Attainment of savings targets (O5)	100%	72%	Q1 2015-16	-	↓	O5-P-003	Sickness absence (O5)	1.88	1.23	Oct 14 - Mar 15	-	↑			
							O5-P-004	Staff satisfaction (Feel valued) proxy measure (O5)	70%	83.3%	2012 (Cal)	-	-			

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	Q1 2015-16
Overall scorecard performance	70%

Customer		100%					Business		80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
2B	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services.	90%	90.6%	Q1 2015-16	-	↑	O6-B-001	Change Programme projects projected to meet milestones (O6)	100%	87%	Q1 2015-16	-	↓
4B	The proportion of people who use services who say that those services have made them feel safe and secure.	90	94.7	2014/15	-	↑	O6-B-002	Capital projects projected to meet milestones (O6)	-	-	-	-	-
ASCOF_1A	Social care-related quality of life	19.6	20	2014/15	-	↑	O6-B-003	Risk mitigation actions on target (O6)	-	-	-	-	-
NI 130b(KPI)	Social Care clients receiving Self Directed Support (ADASS Definition - Eligible users during the year)	100%	100%	Q1 2015-16	-	↔	2A	Permanent admissions to residential and nursing care homes per 100,000 population.	237	51.02	Q1 2015-16	-	↑
O6-C-005*	Upheld complaints (service area overall) (O6)	-	0	Q1 2015-16	-	-	O6-B-006	Number of reablement packages	100	112	Q1 2015-16	-	-
							O6-B-007	%age of reablement episodes achieving identified goals	64.2%	69.92%	2014/15	-	-

Finance		50%					People		50%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O6-F-001	Projected performance against revenue budget (O6)	100%	99%	Q1 2015-16	-	-	O6-P-001	Staff with current appraisal, to be achieved by 30/9 (O6)	95%	27.7%	Q1 2015-16	-	-
O6-F-001a*	Projected expenditure as % of budgeted (O6)	100%	96%	Q1 2015-16	-	↓	O6-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O6)	90%	100%	Q1 2015-16	-	-
O6-F-001b*	Projected income as % of budgeted (O6)	-	91%	Q1 2015-16	-	↓	O6-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O6)	90%	89%	Q1 2015-16	-	-
O6-F-003	Attainment of savings targets (O6)	100%	53%	Q1 2015-16	-	↓	O6-P-003	Sickness absence (O6)	1.88	2.61	Q1 2015-16	-	-
O6-F-002	Performance against overall capital budget (O6)	-	-	-	-	-	O6-P-004	Staff satisfaction (Feel valued) proxy measure (O6)	70%	79.4%	2012 (Cal)	-	-

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 Puntton
Period	Q1 2015-16
Overall scorecard performance	73%

Customer		90%					Business		83%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
LOE06	Satisfaction with cleanliness of streets	67%	71%	2011-12	-	-	O7-B-001	Change Programme projects projected to meet milestones (O7)	100%	100%	Q1 2015-16	-	↔
LOE08	Satisfaction with waste and recycling collections	80%	92%	2011-12	-	-	O7-B-002	Capital projects projected to meet milestones (O7)	-	-	-	-	-
O7-C-001	Percentage of Environment Customer Service Promises meeting targets	90%	92%	2014-15	-	-	O7-B-003	Risk mitigation actions on target (O7)	-	-	-	-	-
O7-C-002	Customer satisfaction with public buildings	80%	-	-	-	-	LOE01	Attendances at Leisure Centres	387500	352283	Q1 2015-16	-	↓
O7-C-004	Overall customer satisfaction with Leisure Services	55%	50%	2013 (Cal)	-	-	NI 192	Percentage of household waste sent for reuse, recycling and composting	36%	39.1%	2014/2015	-	↑
O7-C-005	Staff Satisfaction with Office Accomodation	80%	-	-	-	-	O7-B-004	Streets meeting Keep Britain Tidy standards (Floor Target)	90%	93%	2013/14	-	-
O7-C-006	Customer satisfaction with commercial space	80%	81%	2014/15	-	-	O7-B-005	Critical compliance works completed as per schedule (Electric)	100%	99%	Q1 2015-16	-	-
O7-C-007*	Upheld complaints (service area overall) (O7)	-	6	Q1 2015-16	-	-	O7-B-006	Critical compliance works completed as per schedule (Gas)	100%	100%	Q1 2015-16	-	-
							O7-B-007	Critical compliance works completed as per schedule (Legionella)	100%	99%	Q1 2015-16	-	-
							O7-B-008	Occupancy rate in commercial portfolio (Commercial)	88%	97%	Q1 2015/16	-	↑
							O7-B-009	Occupancy rate in commercial portfolio (Enterprise)	85%	91%	Q1 2015/16	-	-

Finance		50%					People		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O7-F-001	Projected performance against revenue budget (O7)	100%	105%	Q1 2015-16	-	↓	O7-P-001	Staff with current appraisal, to be achieved by 30/9 (O7)	95%	65.8%	Q1 2015-16	-	↓
O7-F-001a*	Projected expenditure as % of budgeted (O7)	-	102%	Q1 2015-16	-	↓	O7-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O7)	90%	100%	Q1 2015-16	-	-
O7-F-001b*	Projected income as % of budgeted (O7)	-	100%	Q1 2015-16	-	↓	O7-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O7)	90%	100%	Q1 2015-16	-	-
O7-F-003	Attainment of savings targets (O7)	100%	63%	Q1 2015-16	-	↓	O7-P-003	Sickness absence (O7)	1.88	1.82	Q1 2015-16	-	↑
O7-F-002	Performance against overall capital budget (O7)	-	-	-	-	-	O7-P-004	Staff satisfaction (Feel valued) proxy measure (O7)	70%	82.5%	2012 (Cal)	-	-
							O7-P-006	RIDDOR Reportable accidents in the workplace (O7)	2.25	8	Q1 2015-16	-	-

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	Q1 2015-16
Overall scorecard performance	74%

Customer		67%					Business		75%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O8-C-001	Percentage of appeals actioned within 4 weeks of receipt	85%	54.6%	Q1 2015-16	-	↓	O8-B-001	Change Programme projects projected to meet milestones (O8)	100%	100%	Q1 2015-16	-	↔
O8-C-002	Average customer rating of support services (/10)	-	-	-	-	-	O8-B-003	Risk mitigation actions on target (O8)	-	-	-	-	-
O8-C-003*	Upheld complaints (service area overall) (O8)	-	8	Q1 2015-16	-	-	BV8	Percentages of invoices paid on time (within 20 days)	90%	94.53%	Q1 2015-16	-	↑
O8-C-004	Percentage of appeals sent to the Tribunal Service within 3 months	90%	100%	Q1 2015-16	-	↑	BV9	% of Council Tax collected	29.35%	28.77%	Q1 2015-16	-	↓
O8-C-005	Number of new claims and change in circumstances for benefits submitted through self serve	1250	1285	Q1 2015-16	-	↓	BV10	Percentage of Non-domestic Rates Collected	31%	37.96%	Q1 2015-16	-	↓
							BV78b	Speed of processing - changes of circumstances for housing and council tax benefit claims	13	12.64	Q1 2015-16	-	-
							O8-B-010	Performance better than the Customised Benchmark return for 2010-13	0%	-2.1%	Q1 2015-16	-	-
							O8-B-011	Average number of days for the Council to receive payment	-	-	-	-	-

Finance		75%					People		80%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O8-F-001	Projected performance against revenue budget (O8)	100%	102%	Q1 2015-16	-	↓	O8-P-001	Staff with current appraisal, to be achieved by 30/9 (O8)	95%	49.1%	Q1 2015-16	-	↓
O8-F-001a*	Projected expenditure as % of budgeted (O8)	-	100%	Q1 2015-16	-	↑	O8-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O8)	90%	92%	Q1 2015-16	-	-
O8-F-001b*	Projected income as % of budgeted (O8)	-	100%	Q1 2015-16	-	↑	O8-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O8)	90%	90%	Q1 2015-16	-	-
O8-F-003	Attainment of savings targets (O8)	100%	98%	Q1 2015-16	-	↑	O8-P-003	Sickness absence (O8)	1.88	1.38	Q1 2015-16	-	-
							O8-P-004	Staff satisfaction (Feel valued) proxy measure (O8)	70%	77.7%	2012 (Cal)	-	-

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	Q1 2015-16
Overall scorecard performance	71%

Customer		100%					Business		67%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O9-C-001	% of FOI requests responded to by the deadline (Democratic Services)	95%	100%	Q1 2015-16	-	-	O9-B-001	Change Programme projects projected to meet milestones (O9)	100%	78%	Q1 2015-16	-	↔
O9-C-003	Average customer rating of support services (/10)	-	-	-	-	-	O9-B-002	Capital projects projected to meet milestones (O9)	-	-	-	-	-
O9-C-005	Website quality (SOCITM)	3	3	Q1 2015-16	-	↔	O9-B-003	Risk mitigation actions on target (O9)	-	-	-	-	-
O9-C-004*	Upheld complaints (service area overall) (O9)	-	2	Q1 2015-16	-	-	O9-B-004	Reports submitted on time (Exec / OSB / CMT) (Democratic Services)	95%	-	-	-	-
							O9-B-005	Decisions implemented on time (Exec) (Democratic Services)	90%	-	-	-	-
							O9-B-006	Service transactions undertaken via website	9000	12935	Q1 2015-16	-	-
							O9-B-008	HR policies which are up to date and compliant.	90%	92%	Q1 2015-16	-	-

Finance		25%					People		90%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O9-F-001	Projected performance against revenue budget (O9)	100%	111%	Q1 2015-16	-	↓	O9-P-001	Staff with current appraisal, to be achieved by 30/9 (O9)	95%	89.3%	Q1 2015-16	-	↑
O9-F-001a*	Projected expenditure as % of budgeted (O9)	-	110%	Q1 2015-16	-	↑	O9-P-002	Managers scoring Level 3+ for MM competencies, to be achieved by 30/9 (O9)	90%	100%	Q1 2015-16	-	-
O9-F-001b*	Projected income as % of budgeted (O9)	-	100%	Q1 2015-16	-	↓	O9-P-005	Employees scoring Level 3+ for ME competencies, to be achieved by 30/9 (O9)	90%	98%	Q1 2015-16	-	-
O9-F-003	Attainment of savings targets (O9)	100%	74%	Q1 2015-16	-	↓	O9-P-003	Sickness absence (O9)	1.88	1.65	Q1 2015-16	-	↑
O9-F-002	Performance against overall capital budget (O9)	-	-	-	-	-	O9-P-004	Staff satisfaction (Feel valued) proxy measure (O9)	70%	81.08%	2012 (Cal)	-	-