

MIDDLESBROUGH COUNCIL

OVERVIEW AND SCRUTINY BOARD

1 MARCH 2016

BALANCED SCORECARDS: QUARTER THREE 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 Three 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.
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 (contextual only) 	<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; and
 - the ongoing review of the pilot scorecards process to identify where changes are required to strengthen the process.

Progress to date

13. Scorecards have now been in place since Year-End 2014/15. There has been significant progress in developing Scorecards throughout this period, as set out below.

- Standard measures have been reviewed and streamlined throughout the pilot phase, reducing their number from 14 to 11. All current standard measures have now been baselined and will be reportable from Quarter Four 2015/16.
- Targets have now been established for all relevant measures within Scorecards, and baselines for all new measures will be in place by the end of 2015/16. As a result, performance against all scoring measures is now reportable.
- A new Strategic Risk Register for the Council has been developed, and will be monitored and reviewed as part of Balance Scorecard discussions from Quarter Three 2015/16.
- The Council's capital programme has been baselined and progress against expenditure and milestones will now be monitored on a monthly basis, with progress formally reported on a quarterly basis through the consolidated Balanced Scorecards reports.
- A performance clinic process has been implemented during the year, though this needs to be refreshed / further embedded within some Outcome Areas. A further level of senior management challenge was added into the framework post-Quarter Two, with the Chief Executive instigating a quarterly challenge and review session to assess key issues arising from the consolidated Scorecard report.
- Quarterly consolidated reports have progressed through LMT and into Overview and Scrutiny Board in line with the pilot phase implementation plan. These have been generally well-received, though OSB has requested a more simplified report going forward and discussions are ongoing on this issue.

14. A number of changes to measures in the pilot Scorecards have been implemented since the Year-End 2014/15 report and are outlined at Appendix 1. The scoring mechanism used for Scorecards has also been simplified. The revised mechanism is attached at Appendix 2.

15. Discussions on reviewing and revising the Balanced Scorecard model for 2016/17 have now commenced, and will evaluate the current scoring mechanism, including weightings and how these are presented to officers and elected members and used by them to improve performance. OSB and Scrutiny Panels will be engaged in this process as the new model is finalised for implementation from Quarter One 2016/17.

Overall performance

16. The following table sets out performance at the Quarter Three 2015/16. Performance overall for the Council is **Amber** at 68%, compared with 69% for Quarter Two.

Level	Customer	Business	Finance	People	Overall
Council overall	78%	70%	44%	81%	68%
Level 1 – Departments					
Economic Development & Communities	83%	78%	56%	80%	74%
Wellbeing, Care & Learning	73%	59%	25%	64%	55%
Commercial & Corporate Services	75%	74%	50%	97%	74%
Level 2 – Outcome Areas					
1. Economic Development	75%	50%	50%	100%	69%
2. Supporting Communities	100%	100%	50%	50%	75%
3. Public Health	75%	90%	75%	90%	83%

Level	Customer	Business	Finance	People	Overall
4. Learning & Skills	50%	75%	0%	50%	44%
5. Safeguarding	100%	25%	50%	80%	64%
6. Social Care	100%	80%	33%	60%	68%
7. EPCS	83%	100%	33%	100%	79%
8. Finance & Investment	33%	50%	75%	100%	65%
9. Organisation & Governance	100%	50%	50%	90%	73%

10. The Quarter Three position is set out at Appendix 3, which includes Departmental and Outcome Area Scorecards, and detailed information for each Outcome Area.

11. The financial information in the Scorecards reflect the Quarter Two Revenue Outturn report, which showed a projected overall net saving of £1.679m, representing 1.4% of the budget. No Revenue Outturn was scheduled for Quarter Three, with the next update being at Year-End.

Outcome Area performance and resulting improvement activity

12. The following section sets out the performance issues identified in Outcome Area Scorecards at Quarter Three 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 **Amber**. Issues identified in associated discussions with the Outcome Area and the resulting actions to be taken are set out below.

Road safety

- The number of children killed or seriously injured in road traffic accidents increased again at the end of Quarter Three. In the first nine months of the year, twelve children were seriously injured against an annual total target of six.
- All of these accidents happened in different locations and there has been no particular cluster of accidents at a specific geographical location. The majority of incidents involved young pedestrians stepping into the road without due care and attention. The Outcome Area is now reviewing existing road safety initiatives for children and will make some additional funding available for this.

Key programmes and projects

- The planned review of Alternative Delivery Model options for Cultural Services and Transport and Infrastructure have slipped but will be complete by the end of Quarter Four.
- The Community Transport project has now commenced against a revised project plan, with a new home to school transport policy in development. A Project Board has been established which to drive the project forward.
- The LED streetlight replacement scheme had slipped slightly at the end of Quarter Three due to the seasonal demands of staff but will be back on target by the end of Quarter Four.

Outcome 2: Supporting Communities

14. Overall performance for Supporting Communities was rated **Green**, with a high level of performance demonstrated against current performance measures. As previously reported, the Outcome Area is developing a new model to assess the impact of its preventative work through the Government's *Delivering Differently* programme, and this will be reflected within Balanced Scorecards from 2016/17.
15. The only current area of performance to be addressed remains the people management challenges reported at Quarter Two. Sickness absence within the increased to 50% over target at the end of Quarter Three, and the Outcome Area is continuing to implement its action plan to resolve improve this position in conjunction with Human Resources, though this activity will take time to impact on performance.

Outcome 3: Public Health

16. Overall performance for Public Health was rated **Green**, with a high level of performance demonstrated against current performance measures, however, there remains a number of challenges around customer measures and the availability of timely data for this Outcome Area, which will be addressed as part of the review of Balanced Scorecards 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 services.
17. Improvement plans reported at Quarter Two are resulting in improved performance, with a 7% point improvement in overall performance demonstrated from Quarter Two.
18. The only current area of performance to be addressed remains smoking cessation '4-week quitters' KPI, which had achieved only 35% of its targeted performance at Quarter Three. In part, this issue is due to the target inherited from the former Primary Care Trust, which is considered overly-stretching. A revised target will be established for 2016/17, benchmarking against local and national comparators.
19. The Outcome Area continues to work with the provider (North Tees Hospitals NHS Trust) on the service improvement plan for smoking cessation, which will increase the demand for services, and increase service access for key clinical groups, including pre-operative and long-term conditions management. Also, the Strategic Smoking Planning and Delivery Group are working with key stakeholders including the CCG to identify areas for improvement in the current systems to identify and refer smokers into services. This will include offering the service to inpatients at South Tees Hospitals NHS Foundation Trust and Tees Esk Wear Valley NHS Foundation Trust, including robust referral into community services.

Outcome 4: Learning and Skills

20. Overall performance for Learning and Skills was rated **Red**. The Quarter Two Balanced Scorecard report outlined provisional Key Stage 4 (GCSE) results for 2015. Final results have now been confirmed and are outlined below.

School	5+ A*-C inc E&M	Performance vs National	Expected Progress			
			English	vs National	Maths	vs National
Acklam Grange	44%	-10%	44%	-27%	66%	-1%
The King's Academy	41%	-13%	56%	-15%	48%	-19%
Macmillan Academy	68%	14%	62%	-9%	67%	0%
Outwood Academy Acklam	53%	-1%	83%	12%	68%	1%
Outwood Academy Ormesby	36%	-18%	52%	-19%	43%	-24%
Trinity Catholic College	54%	0%	79%	8%	49%	-18%
Unity City Academy	26%	-28%	57%	-14%	37%	-30%
Local Authority	46%	-8%	59%	-12%	54%	-13%
National	54%		71%		67%	

21. As reported at Quarter Two, performance at Key Stage 4 is disappointing, including the performance against the rates of progression from Key Stages 2 to 4 in English and maths. The movement in provisional to final outturn for progression in English was minus 15% points.

22. Discussions to date with individual schools and with groups of secondary head teachers identified that the following factors that contributed to Key Stage 4 outcomes:

- shifting grade boundaries;
- inconsistencies in marking;
- individual school legacy;
- attendance;
- poor specification choice;
- staff changes; and
- quality of teaching and learning.

23. These factors are being borne out by performance information available since Quarter Two, for example, the persistent absence rate in schools increased by over 4% points from Autumn 2014 to Spring 2015 to 11.3%.

24. As previously reported, a challenge and review session was hosted by the Chief Executive to clarify issues and identify improvement actions for this Outcome, focusing in particular on Key Stage 4 attendance, behaviour and attainment, and working with the Council's partners in the Middlesbrough Achievement Partnership (MAP) and the Regional Schools Commissioner.

25. These actions (outlined in the Quarter Two Balanced Scorecard report) remain on target, and the proportion of pupils in the town attending a school judged 'Good' or better by Ofsted increased from 73% in May 2015 to 84% in December 2015.

26. While financial performance is reported as Red, reflecting the Quarter Two Revenue Outturn report, it is expected that all measures will achieve target at Year-End 2015/16.

Outcome 5: Safeguarding and Children's Care

27. Overall performance for Safeguarding and Children's Care was rated **Amber**. Issues identified in associated discussions with the Outcome Area and the resulting actions to

be taken are set out below. The Council's arrangements for the safeguarding of children were inspected by Ofsted in December 2015, with the report to be published in Quarter Four. An improvement plan responding to issues raised by Ofsted will be implemented, with progress tracked through the Council's performance management framework from Quarter Four onwards.

Children Looked After

- Children Looked After per 10,000 population increased from 111.9 at Quarter One to 117.9 at Quarter Three, remaining almost twice the national average level, though relatively stable in comparison with other councils, both locally and nationally. The Outcome Area is currently establishing revised targets for this KPI which will aspire to reach the performance of statistical and regional neighbours. This indicator is inextricably linked to the performance of 'Supporting Communities and the success of early help'.
- Children Looked After cases reviewed within timescales has improved significantly from Quarter Two, and stood at 73% at the end of Quarter Two against a target of 90%. The Outcome Area is currently implementing an improvement plan with teams linked to the ongoing development of the new ICT system for the service to ensure that targets are achieved in future

Adoption

- Adoptions from care have improved from 5.5% in Quarter Two to 9% in Quarter Three, though remain behind the challenging national target of 12%. 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. These are overseen by the Assistant Director at a regular review meeting involving Heads of Service and the Independent Reviewing Officer Manager.

Caseloads

- Average caseload per social worker was 24.8 at the end of Quarter Three, up from 22.1 at Quarter Two. Ofsted reviewed caseloads as part of the recent inspection and judged them to be 'manageable', however, local targets for caseloads will be reviewed in response to the increase in numbers. The restructure from 6 to 8 Assessment and Care Planning teams which went live on the 1 February 2016 will provide the opportunity to review workloads and reduce caseloads, the situation will be eased when appointments are made to current Social Worker vacancies.

Key programmes and projects

- The Social Care Transformation programme is currently under review as part of the overall review of the Council's Change Programme. As part of this, the key projects relating to this Outcome Area will be reviewed to ensure that milestones and expenditure profiles are in place as appropriate and that requested changes are presented to LMT where appropriate. This will be incorporated into the Ofsted Post-Inspection Implementation Plan.

Outcome 6: Social Care

28. Overall performance for Social Care was rated **Amber**. Issues identified in associated discussions with the Outcome Area and the resulting actions to be taken are set out below.

Key programmes and projects

- The Social Care Transformation programme is currently under review as part of the overall review of the Council's Change Programme. As part of this, the key projects relating to this Outcome Area will be reviewed to ensure that milestones and expenditure profiles are in place as appropriate and that requested changes are presented to LMT where appropriate.

People management

- The Outcome Area was significantly below the 95% target for completion of employee appraisals by 30 September, and work is now underway to ensure that all employees receive an appraisal between January and March 2016. Sickness absence was over 1.5 per employee higher than the target of 5.63 days at the end of Quarter Three. Work is underway with Human Resources to address this issue.

Outcome 7: Environment, Property and Commercial Services

29. Overall performance for Environment, Property and Commercial Services was rated **Green**, with a high level of performance demonstrated against current performance measures, however there remains a number of challenges around customer measures and the availability of timely information and data for this Outcome Area.

30. The service has reviewed and refined the information and measures on Level 2 and 3 Scorecards and will continue to do this in order to ensure the scorecard accurately reflects performance but also informs the service areas that they are contributing effectively to the Council's desired outcomes and strategic objectives.

Outcome 8: Finance and Investment

31. Overall performance for Finance and Investment was rated **Amber**. Issues identified in associated discussions with the Outcome Area and the resulting actions to be taken are set out below.

Housing benefits

- The percentage of appeals actioned within four weeks of receipt improved by over 20% points from Quarter Two to 66.67% at Quarter Three in line with the improvement plans reported in the Quarter Two report to Overview and Scrutiny Board, but remains significantly below the annual target of 85%.
- This was due to the need to reallocate employees to manually process change of circumstances requests as the self-serve module was unavailable to customers for some months from August 2015. While the module is now available again, the downtime has meant that the annual targets for processing both appeals and claims through e-forms will not be achieved, meaning that some customers have had to

wait longer for outcomes. However, these are 'one-off' issues and it is expected that performance targets for 2016/17 will be achieved.

Revenue collection

- The percentage of Council Tax collected at the end of Quarter Three was almost four percentage points under target and NNDR collection was almost five percentage points under target. However, the Outcome Area has reported that current performance is comparable to that at the same stage in 2014/15, in which annual targets were ultimately achieved, so it is anticipated that year-end targets remain achievable for these indicators.

Teesside Pension Fund

- While 100% funded and with one of the lowest employer contributions in the country, the performance of the Teesside Pension Fund was 2.9% under the 'Customised Benchmark' for the fund across the three-year period from September 2012 to September 2015, one percentage point worse than the previous rolling period. This level of performance has no impact on pensioners, and performance is expected to improve within the next period.

Key programmes and projects

32. Some slippage has been identified in a number of Change Programme projects within the Outcome Area:

- The Finance and Accountancy Service Review is in delay due to the ongoing senior management review. The project will be reviewed following completion of the higher-level review and milestones re-set.
- The transactional finance (Cashless Council) project is currently in review following issues arising from the implementation of purchasing cards and dependencies with the administration and Customer Strategy projects.
- The development of financial policies and toolkits for the Middlesbrough Manager project have not progressed. While there are no direct savings targets associated with this work, toolkits will provide essential support to Middlesbrough Managers and enable the realisation of savings in support services. A revised approach to manager's toolkits will be developed in March 2016 and new project milestones established thereafter. These will link to ongoing development of the Agresso finance and procurement system.
- The implementation of the Council's Commercial Strategy has been delayed due to ongoing discussions on methodology for allocation of funding of 'support service' charges to income-generating services, as only once this is agreed can the competitiveness of these services be determined. LMT will consider a report on this issue in Quarter Four and the project plan for the implementation of the strategy will be revised thereafter. No savings targets were allocated to this project within the current Change Programme, so the current delay represents 'opportunity cost' only.

33. Progress against these projects is currently under review as part of the overall review of the Council's Change Programme, linking to the forthcoming Governance Improvement Plan for the Council.

Outcome 9: Organisation and Governance

34. Overall performance for Organisation and Governance was rated **Amber**. Issues identified in associated discussions with the Outcome Area and the resulting actions to be taken are set out below.
35. Some slippage has been identified in a number of Change Programme projects within the Outcome Area:
- The Performance and Partnerships Service Review, which consolidates a number of services from across the Council, was delayed due to difficulties establishing the financial scope of the review, and so the savings to be achieved from it and extended discussions around Service Promises. These issues are now resolved, consultation with employees is underway, and the review is expected to complete before the end of the current financial year. In spite of this delay, savings associated with this review are expected to be achieved.
 - The Democratic Services and Marketing and Communications Service Reviews were delayed for similar reasons. The Marketing and Communications Review is now completed, and the service is recruiting to vacant posts. The Democratic Services Review will enter formal consultation with employees in Quarter Four, and the new service model is expected to be implemented by 1 July 2016. Savings associated with both reviews are expected to be achieved.
 - The redesign of the Council's ICT Strategy and supporting service delivery arrangements are significantly delayed. A revised timeline for the delivery of this project, which will quantify potential impact on current savings targets for this service area will be presented by the end of March 2016.
 - Some delays have been experienced in the agreement of Support Service Promises, which specify the level of service to be provided by support services within the Council. All Service Promises have now been agreed except those for administration and ICT, which are currently in development. The views of customers on the level of support provided will be sought before the end of 2015/16 and feedback will be used to inform the revision of the documents for 2016/17.
 - The review and redesign of administration within the Council is delayed. The milestones for this project will be re-set in Quarter Four, establishing 'design principles' for administration that will be applied across the Council going forward and identifying the key dependencies for the success of the project. This delay has meant that some savings associated with the reduction of administration will be pushed back to 2016/17 and beyond, though at this stage the full saving is thought to be achievable.
36. Progress against outstanding projects is currently under review as part of the overall review of the Council's Change Programme, linking to the forthcoming Governance Improvement Plan for the Council.

Crosscutting performance issues

Corporate Peer Review

37. A Corporate Peer Review of the Council was undertaken in January 2016. The Council will receive formal feedback in February, and this will be used to improve the Council's overall strategy and its corporate governance. Feedback will be reported to Overview and Scrutiny Board in Quarter Four.

Change Programme

38. Following receipt of the Local Government Finance Settlement in late 2015, which has provided greater clarity on the resources likely to be available to the Council over the next four years, work is now ongoing to update the Council's Medium Term Financial Plan (MTFP) for the period 2016-2020.
39. The Settlement also provides an opportunity to refresh the Council's Change Programme, which is now in its third year, and has been successful in providing a clear future strategic direction to the Council, and delivering the savings required by the MTFP.
40. A new approach to transformation is now being developed, picking up issues raised in the recent Corporate Peer Review, and will be discussed with the Mayor and Executive in Quarter Four. Overview and Scrutiny Board and Scrutiny Panels will be engaged in this process once timelines are agreed.

Employee development and satisfaction

41. A second phase of the Middlesbrough Manager Development Programme (for over 200 frontline managers) has now been completed. The Council is now developing an embedding plan for both the Middlesbrough Manager and Employee frameworks to ensure that the anticipated benefits for employees and the Council overall are fully achieved.
42. The average number of days lost to sickness absence per employee in Quarter Three was 5.81 days, just above target of 5.63 days for the same period. As previously reported, monitoring of employee sickness absence will be improved significantly from 2015/16 and Human Resources will work with Public Health to address the issues raised. Performance to date suggests that the Year-End outturn figure will represent an improvement on 2014/15 performance, though the target of 7.5 days remains challenging.
43. The Council has recently completed a staff satisfaction survey. Performance against the headline satisfaction measure is included within the Outcome Area Scorecards at Appendix 3 with all areas exceeding the 70% target. Detailed analysis of the survey findings will be reported to LMT in Quarter Four and an action plan developed to address findings.

Risks to outcomes

44. The Council's Strategic Risk Register has been reviewed, in line with performance and emerging issues in the last quarter, and is attached at Appendix 4. There is a single change from Quarter Two, with the target score for the following risk being revised.

Risk	Changes since last Quarter
02-014 Qualifications and skills profile of local labour does not match requirements of current employers and / or potential future investors.	Target score revised to 15 (Amber) from 20 (Red) reflecting the Council's ambition in this area.

45. The Year-End review will take account of the recent Financial Settlement and the outcome from the Corporate Peer Review and Ofsted inspection of safeguarding.

IMPLICATIONS

46. **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.

47. **Legal implications** – None.

48. **Ward Implications** – None.

RECOMMENDATIONS

49. 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.

50. That progress in developing the Balanced Scorecard model during the pilot phase is noted.

REASONS

51. 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

CONTACT: 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 pilot – record of changes made in pilot phase

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.
08/10/2015	O5 L2 SPE L3	NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Replaced by SPE-B-007: The % of children waiting less than 18 months between entering care and moving in with their adoptive family.
28/10/2015	O4 L2 ATE L3	O4-B-003	Sufficiency of places for mainstream and special education.	Replaced by ATE-B-005: % of Middlesbrough children not allocated a school place.
15/11/2015	O9 L2	ICT-C-005 ICT-C-006	Respond and Fix service responses within timescales	Added to Level Two scorecard, remains on ICT Level Three.
15/11/2015	O5 L2	O5-B-005	Continuous assessments completed within 45 days	Target reduced to 90% (from 95%) after comparisons demonstrated that 95% is not a SMART target. The Council's current level of performance compares favourably to regional and statistical neighbours. The targeted performance level will be reviewed for 2016/17.

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.

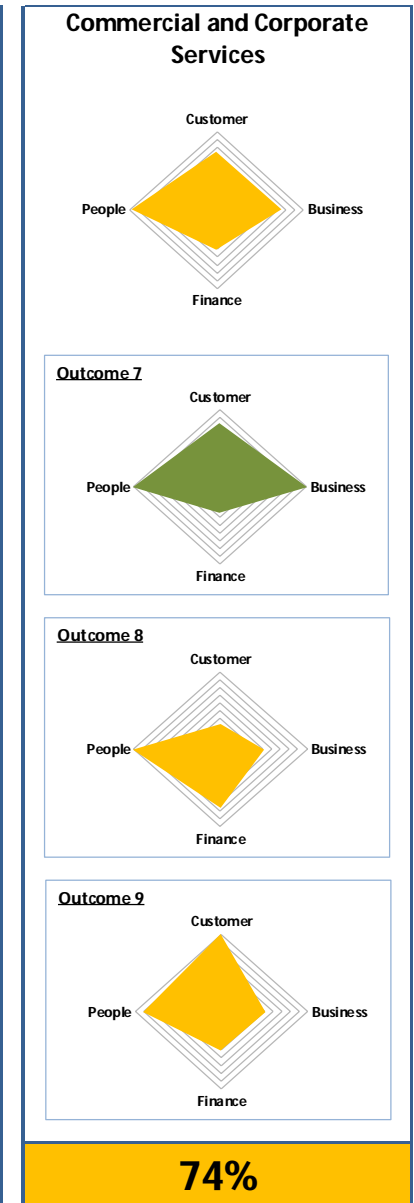
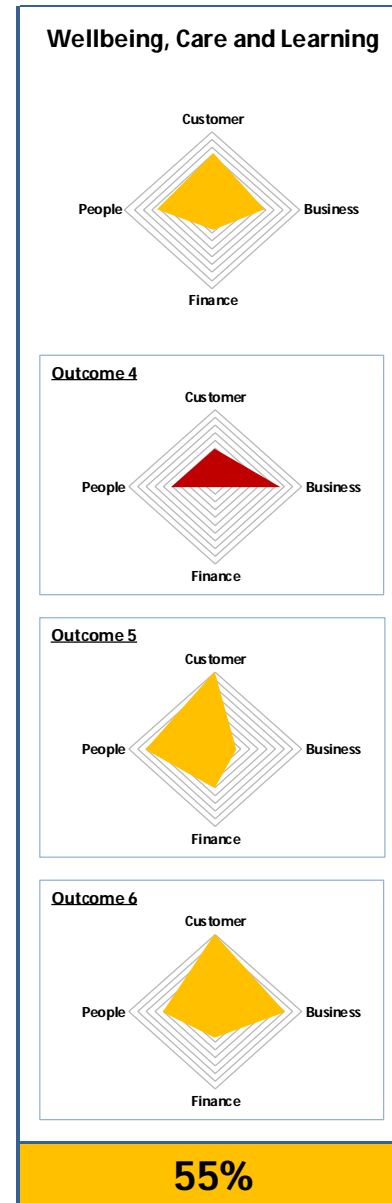
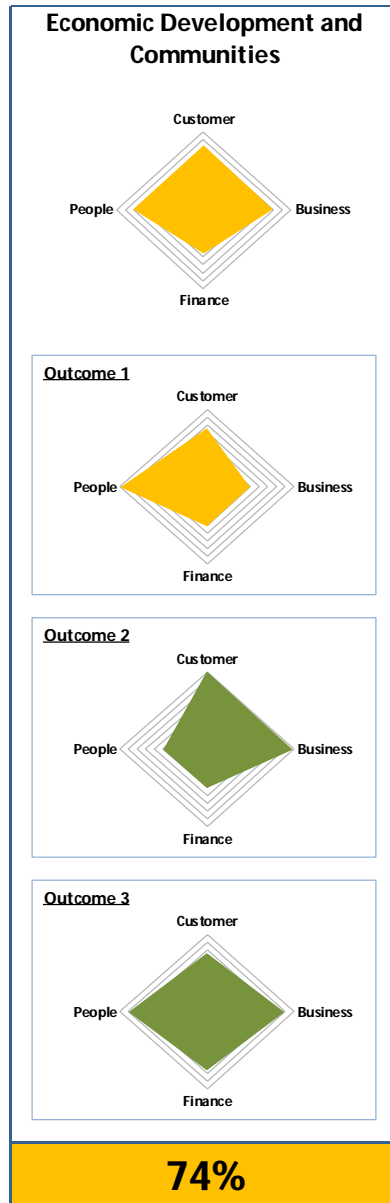
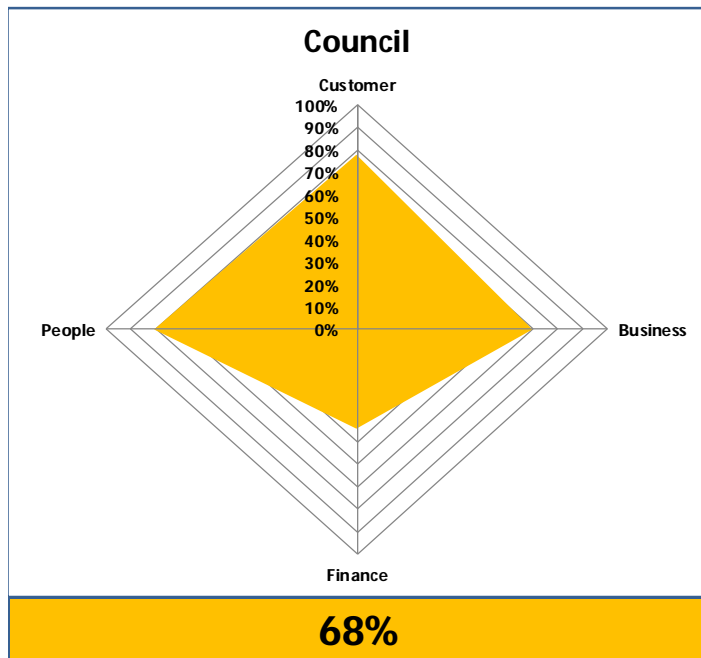
Traffic Light	Example	Score	%
Green	14 Green, 4 Amber, 2 Red	32	80%
Amber	20 Amber	20	50%
Red	4 Green, 2 Amber, 14 Red	10	25%

Appendix 3: Balanced Scorecards – Quarter Three 2015/16

Council Scorecard - Q3 2015-16

Indicators	Score	%	Indicators	Score	%
Customer			Business		
45	70	78%	52	73	70%
Finance			People		
24	21	44%	44	71	81%

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	Q3 2015-16
Overall scorecard performance	69%

Customer		75%					Business		50%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 157a	Processing of planning applications: Major applications	61%	81.81%	To Q3 15/16	-	↑	O1-B-001	Change Programme projects projected to meet milestones (O1)	100%	50%	At Q3 15/16	-	↓
NI 157b	Processing of planning applications: Minor applications	72%	74.63%	To Q3 15/16	-	↓	O1-B-002	Capital projects projected to meet milestones (O1)	-	-	-	-	-
O1-C-002	Number of Building control applications completed within 5 weeks	80%	83.78%	To Q3 15/16	-	-	O1-B-003	Risk mitigation actions on target (O1)	-	-	-	-	-
O1-C-003	Number of children killed or seriously injured	6	12	Jan 15 to Sep 15	-	-	O1-B-005	Planning consent on target to be granted for Middlehaven Dock Bridge	Yes	Yes	At Q3 15/16	-	↑
O1-C-008*	Upheld complaints (service area overall) (O1)	-	0	To Dec 2015	-	-	O1-B-006	LED streetlight replacement scheme commences (subject to capital funding)	4725	4157	To Q3 15/16	-	-
							O1-B-008	Empty dwellings brought back into use	53.25	42	To Q3 2015-16	-	↓
							O1-B-009	New homes built Council Tax Band D and above (proxy)	130	205	To Q3 15/16	-	-
							NI 155	Number of homes delivered (gross)	410	543	To Q3 15/16	-	↓

Finance		50%					People		100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O1-F-001	Projected performance against revenue budget (O1)	100%	101%	Q2 2015-16	-	↓	O1-P-001	Staff with current appraisal, as at 30 Sept 2015 (O1)	95%	100%	2015-16	-	↑
O1-F-001a*	Projected expenditure as % of budgeted (O1)	100%	101%	Q2 2015-16	-	↑	O1-P-002	Managers scoring Level 3+ for MM competencies (O1)	90%	100%	2015-16	-	-
O1-F-001b*	Projected income as % of budgeted (O1)	100%	101%	Q2 2015-16	-	↑	O1-P-005	Employees scoring Level 3+ for ME competencies (O1)	90%	100%	2015-16	-	-
O1-F-003	Attainment of savings targets (O1)	100%	97%	At Q2 15/16	-	↓	O1-P-003	Sickness absence (O1)	5.63	4.9	To Dec 2015	-	-
O1-F-002	Projected performance against capital budget (O1)	100%	79%	At Q2 15/16	-	-	O1-P-004	Staff who are satisfied working in their service area (O1)	70%	76.04%	2015 (Annual)	-	↓

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	Q3 2015-16
Overall scorecard performance	75%

Customer		100%					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	30	66	Sept 15 Claim	-	↑	O2-B-001	Change Programme projects projected to meet milestones (O2)	100%	100%	At Q3 15/16	-	↔			
O2-C-002	Number of Children in Need referrals resulting in Common Assessment Framework step-downs	60	88	To Q3 15/16	-	↑	O2-B-008	Capital projects projected to meet milestones (O2)	-	-	-	-	-			
O2-C-004	New volunteer registrations	45	90	To Q3 15/16	-	-	O2-B-002	Risk mitigation actions on target (O2)	-	-	-	-	-			
LOR02	Number of households accepted as homeless.	67.5	31	To Q3 15/16	-	-	O2-B-003	Common Assessment Frameworks completed	345	429	To Q3 15/16	-	-			
NI 117	16 to 18 year olds resident in Middlesbrough who are NEET	8.7%	6.7%	Dec 15	-	↑	O2-B-005	Percentage of North East asylum seekers housed in Middlesbrough	33%	31.42%	Dec 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%	92%	Autumn 2015	-	↑			
O2-C-006*	Upheld complaints (service area overall) (O2)	-	1	To Dec 15	-	-	LOR08	Contacts with library Services	210000	269063	To Q3 15/16	0	↓			

Finance		50%					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%	94%	Q2 2015-16	-	↑	O2-P-001	Staff with current appraisal, as at 30 Sept 2015 (O2)	95%	80%	15/16	-	↓			
O2-F-001a*	Projected expenditure as % of budgeted (O2)	100%	97%	Q2 2015-16	-	↑	O2-P-002	Managers scoring Level 3+ for MM competencies (O2)	90%	100%	2015-16	-	-			
O2-F-001b*	Projected income as % of budgeted (O2)	100%	104%	Q2 2015-16	-	↑	O2-P-005	Employees scoring Level 3+ for ME competencies (O2)	90%	87%	2015-16	-	-			
O2-F-003	Attainment of savings targets (O2)	100%	94%	Q2 2015-16	-	↓	O2-P-003	Sickness absence (O2)	5.63	8.45	To Dec 2015	-	-			
O2-F-002	Projected performance against capital budget (O2)	100%	72%	At Q2 15/16	-	-	O2-P-004	Staff who are satisfied working in their service area (O2)	70%	83.2%	2015 (Annual)	-	↑			

Outcome 3	Achieving longer and healthier lives, reducing health inequalities and protecting the local population from environmental hazards and incidents.
Owner	Edward Kunonga
Period	Q3 2015-16
Overall scorecard performance	83%

Customer		75%					Business		90%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 123 (VSB05)	Stopping smoking	592	209	Q2 2015/16	-	-	O3-B-001	Change Programme projects projected to meet milestones (O3)	100%	100%	At Q3 15/16	-	↔
PHOF02.03	Smoking status at time of delivery	23.9%	18.6%	To Q2 2015/16	-	↑	O3-B-003	Risk mitigation actions on target (O3)	-	-	-	-	-
PHOF02.15i	Successful completion of drug treatment - Opiate Users	5.1%	6.7%	Q2 2015/16	-	-	O3-B-005	% of Middlesbrough food businesses rated as satisfactory and above compared with national percentage rate.	0%	3.6%	To Q3 15/16	-	↑
PHOF02.15ii	Successful Completion of drug treatment - non-opiate users	37.8%	37.3%	Q2 2015/16	-	-	O3-B-006	Licensing: Number of enforcement exercises undertaken.	45	60	To Q3 15-16	-	-
NI 8	Adult participation in sport and active recreation	49.3%	52.8%	2014/15	-	↑	O3-B-007	Tobacco Control: Number of enforcement exercises undertaken.	63	60	To Q3 15/16	-	-
PHOF02.20i	Cancer Screening Coverage - breast cancer	71.4%	71.3%	2015 (Calendar)	-	-	O3-B-008	% of businesses visited brought to a state of compliance	80%	88%	To Q3 15/16	-	↑
PHOF02.20ii	Cancer Screening Coverage - cervical cancer	70.1%	70.6%	2015 (Calendar)	-	-							
PHOF02.22i	Take up of the NHS Health Check programme by those eligible - health check offered	3644.5	4177	To Q2 15/16	-	-							
PHOF02.22ii	Take up of NHS Health Check programme by those eligible - health check take up	2187	2024	To Q2 15/16	-	-							
O3-C-002	Satisfaction with Substance Misuse services – CSS	80%	89%	Jul 05	-	↑							
O3-C-001*	Upheld complaints (service area overall) (O3)	-	0	To Dec 2015	-	-							

Finance		75%					People		90%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O3-F-001	Projected performance against revenue budget (O3)	100%	0%	Q2 2015-16	-	↑	O3-P-001	Staff with current appraisal, as at 30 Sept 2015 (O3)	95%	93%	2015-16	-	↓
O3-F-001a*	Projected expenditure as % of budgeted (O3)	100%	99%	Q2 2015-16	-	↔	O3-P-002	Managers scoring Level 3+ for MM competencies (O3)	90%	100%	2015-16	-	-
O3-F-001b*	Projected income as % of budgeted (O3)	100%	100%	Q2 2015-16	-	↔	O3-P-005	Employees scoring Level 3+ for ME competencies (O3)	90%	100%	2015-16	-	-
O3-F-003	Attainment of savings targets (O3)	100%	99%	At Q2 15/16	-	↓	O3-P-003	Sickness absence (O3)	5.63	1.78	To Dec 2015	-	-
							O3-P-004	Staff who are satisfied working in their service area (O3)	70%	83%	2015 (Annual)	-	↑

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	Andrea Williams
Period	Q3 2015-16
Overall scorecard performance	44%

Customer		50%					Business					75%				
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%	2014-15 School Year	-	↓	O4-B-001	Change Programme projects projected to meet milestones (O4)	100%	100%	At Q3 15/16	-	↔			
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	91%	91.4%	2014/15	-	↓	O4-B-002	Risk mitigation actions on target (O4)	-	-	-	-	-			
NI 97a	% achieving 3 levels progress between KS2 and KS4 in English	74%	59.3%	2014-15	-	↓	O4-B-004	Capital projects projected to meet milestones (O4)	-	-	-	-	-			
NI 98a	% achieving 3 levels progress in maths between KS2 and KS4	65%	54.1%	2014/15	-	↑	NI 87	Secondary school persistent absence rate	6.9%	11.3%	Autumn to Spring 14/15	-	↓			
O4-C-005	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in reading	90%	91.2%	2014-15	-	↓	O4-B-007	Pupils attending a school judged 'Good' or better by Ofsted	90%	84%	Dec 15	-	↑			
O4-C-006	The % of pupils making expected and better than expected levels of progress between KS1-KS2 in writing	93%	95.6%	2014/15	-	↑	O4-B-009	Success rates on Community Learning Skills programmes	84.5%	84.7%	To Q3 15/16	-	↑			
O4-C-008	The % of pupils achieving the expected level in Phonics De-coding	72%	71.2%	2014-15	-	↑	RTB01	Primary school persistent absence rate (Overall)	5.3%	3.7%	Autumn - Spring 14/15	-	-			
O4-C-009*	Upheld complaints (service area overall) (O4)	-	0	To Dec 2015	-	-	ATE-B-005	% of Middlesbrough children not allocated a school place	2%	0.46%	Year to 1 Jan 16	-	-			

Finance		0%					People					50%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
O4-F-001	Projected performance against revenue budget (O4)	100%	132%	Q2 2015-16	-	↓	O4-P-001	Staff with current appraisal, as at 30 Sept 2015 (O4)	95%	2%	At Sept 2015	-	↓			
O4-F-001a*	Projected expenditure as % of budgeted (O4)	100%	100%	Q2 2015-16	-	↔	O4-P-002	Managers scoring Level 3+ for MM competencies (O4)	90%	-	-	-	-			
O4-F-001b*	Projected income as % of budgeted (O4)	100%	100%	Q2 2015-16	-	↔	O4-P-005	Employees scoring Level 3+ for ME competencies (O4)	90%	100%	Q2 2015-16	-	-			
O4-F-003	Attainment of savings targets (O4)	100%	28%	Q2 2015-16	-	↓	O4-P-003	Sickness absence (O4)	5.63	6.59	To Dec 2015	-	-			
O4-F-002	Projected performance against capital budget (O4)	100%	66%	At Q2 15/16	-	-	O4-P-004	Staff who are satisfied working in their service area (O4)	70%	85.2%	2015 (Annual)	-	↑			

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	Q3 2015-16
Overall scorecard performance	64%

Customer		100%					Business		25%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
KIGSCH39	Children looked after per 10,000 population aged under 18	-	117.9	Q3 15/16	-	↓	O5-B-001	Change Programme projects projected to meet milestones (O5)	100%	82%	At Q3 15/16	-	↓
NI 111	First time entrants to the Youth Justice System aged 10-17 (Rate)	705	300.36	To Q3 15/16	-	↓	O5-B-002	Risk mitigation actions on target (O5)	-	-	-	-	-
O5-C-001	Care Proceedings completed within 26 weeks	80%	87%	Q2 15/16	-	-	SPE-B-007	The % of children waiting less than 18 months between entering care and moving in with their adoptive family	70%	75%	Q3 2015/16	-	-
O5-C-003*	Upheld complaints (service area overall) (O5)	-	0	To Dec 2015	-	-	NI 66	Looked after children cases which were reviewed within required timescales	90%	72.9%	To Q3 15/16	-	-
							O5-B-003	Adoptions from care	12%	9%	To Q3 15/16	-	↓
							O5-B-005	Continuous assessments completed within 45 working days	90%	86.9%	July - Dec 15	-	-
							O5-B-007	Caseload per social worker	21	24.8	At Q3 15/16	-	↓

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%	101%	Q2 2015/16	-	↓	O5-P-001	Staff with current appraisal, as at 30 Sept 2015 (O5)	95%	94%	At Sept 15	-	↑
O5-F-001a*	Projected expenditure as % of budgeted (O5)	100%	100%	Q2 2015-16	-	↑	O5-P-002	Managers scoring Level 3+ for MM competencies (O5)	90%	100%	At Sept 15	-	-
O5-F-001b*	Projected income as % of budgeted (O5)	100%	95%	Q2 2015-16	-	↓	O5-P-005	Employees scoring Level 3+ for ME competencies (O5)	90%	100%	At Sept 15	-	-
O5-F-003	Attainment of savings targets (O5)	100%	65%	Q2 2015-16	-	↓	O5-P-003	Sickness absence (O5)	5.63	6.15	To Dec 2015	-	-
							O5-P-004	Staff who are satisfied working in their service area (O5)	70%	79.3%	2015 (Annual)	-	↓

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	Q3 2015-16
Overall scorecard performance	68%

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%	90.9%	To Q3 15/16	-	↔	O6-B-001	Change Programme projects projected to meet milestones (O6)	100%	80%	At Q3 15/16	-	↓
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%	To Q3 15/16	-	↔	2A	Permanent admissions to residential and nursing care homes per 100,000 population.	177.75	162.35	To Q3 15/16	-	↑
O6-C-005*	Upheld complaints (service area overall) (O6)	-	0	To Dec 2015	-	-	O6-B-006	Number of reablement packages	90	333	To Q3 15/16	-	↑
							O6-B-007	%age of reablement episodes achieving identified goals	64.2%	69.92%	2014/15	-	-
							2C	Delayed transfers of care from hospital, and those attributable to adult social care. (Per 100,000 population)	1.56	0	Apr-Oct 15	-	↔

Finance		33%					People		60%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O6-F-001	Projected performance against revenue budget (O6)	100%	95%	Q2 2015-16	-	-	O6-P-001	Staff with current appraisal, as at 30 Sept 2015 (O6)	95%	53%	To Sept 2015	-	-
O6-F-001a*	Projected expenditure as % of budgeted (O6)	100%	98%	Q2 2015-16	-	↑	O6-P-002	Managers scoring Level 3+ for MM competencies (O6)	90%	100%	To Sept 15	-	-
O6-F-001b*	Projected income as % of budgeted (O6)	100%	103%	Q2 2015-16	-	↑	O6-P-005	Employees scoring Level 3+ for ME competencies (O6)	90%	94%	To Sept 15	-	-
O6-F-003	Attainment of savings targets (O6)	100%	86%	Q2 2015-16	-	↑	O6-P-003	Sickness absence (O6)	5.63	7.38	To Dec 2015	-	-
O6-F-002	Projected performance against capital budget (O6)	100%	73%	At Q2 15/16	-	-	O6-P-004	Staff who are satisfied working in their service area (O6)	70%	90.1%	2015 (Annual)	-	↑

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	Q3 2015-16
Overall scorecard performance	79%

Customer		83%					Business					100%				
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%	At Q3 15/16	-	↔			
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%	79%	2015/16	-	-	LOE01	Attendances at Leisure Centres	1162500	1201699	To Q3 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	35%	36%	2015/16 (Projection)	-	↓			
O7-C-005	Staff Satisfaction with Office Accommodation	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%	100%	To Q3 2015-16	-	-			
O7-C-007*	Upheld complaints (service area overall) (O7)	-	10	To Dec 2015	-	-	O7-B-006	Critical compliance works completed as per schedule (Gas)	100%	100%	To Q3 2015-16	-	-			
							O7-B-007	Critical compliance works completed as per schedule (Legionella)	100%	100%	To Q3 15/16	-	↔			
							O7-B-008	Occupancy rate in commercial portfolio (Commercial)	88%	96%	Dec 15	-	↔			
							O7-B-009	Occupancy rate in commercial portfolio (Enterprise)	85%	91%	Dec 15	-	↔			

Finance		33%					People					100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
O7-F-001	Projected performance against revenue budget (O7)	100%	101%	Q2 2015-16	-	↑	O7-P-001	Staff with current appraisal, as at 30 Sept 2015 (O7)	95%	100%	2015-16	-	↑			
O7-F-001a*	Projected expenditure as % of budgeted (O7)	100%	101%	Q2 2015-16	-	↓	O7-P-002	Managers scoring Level 3+ for MM competencies (O7)	90%	100%	2015-16	-	-			
O7-F-001b*	Projected income as % of budgeted (O7)	100%	100%	Q2 2015-16	-	↔	O7-P-005	Employees scoring Level 3+ for ME competencies (O7)	90%	100%	2015-16	-	-			
O7-F-003	Attainment of savings targets (O7)	100%	86%	Q2 2015-16	-	↓	O7-P-003	Sickness absence (O7)	5.63	5.38	To Dec 2015	-	-			
O7-F-002	Projected performance against capital budget (O7)	100%	71%	At Q2 15/16	-	-	O7-P-004	Staff who are satisfied working in their service area (O7)	70%	81%	2015 (Annual)	-	↓			

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	Q3 2015-16
Overall scorecard performance	65%

Customer		33%					Business					50%				
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%	66.67%	To Q3 15/16	-	↑	O8-B-001	Change Programme projects projected to meet milestones (O8)	100%	50%	At Q3 15/16	-	↓			
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)	-	15	To Dec 2015	-	-	BV8	Percentages of invoices paid on time (within 20 days)	91%	85.48%	To Q3 15/16	-	↓			
O8-C-004	Percentage of appeals sent to the Tribunal Service within 3 months	90%	100%	To Q3 15/16	-	↔	BV9	% of Council Tax collected	84.67%	80.89%	To Q3 15/16	-	↓			
O8-C-005	Number of new claims and change in circumstances for benefits submitted through self serve	4500	3287	To Q3 15/16	-	↑	BV10	Percentage of Non-domestic Rates Collected	88.62%	83.72%	To Q3 15/16	-	↓			
							BV78b	Speed of processing - changes of circumstances for housing benefit claims	13	12.14	To Q3 15/16	-	-			
							O8-B-010	Rate of Return better than the Customised Benchmark on a 3 Year Rolling Measure	0%	-2.9%	Sept 2012 to Sept 2015	-	-			
							O8-B-011	Average number of days for the Council to receive payment	30	24.5	To Q3 15/16	-	-			

Finance		75%					People					100%				
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend			
O8-F-001	Projected performance against revenue budget (O8)	100%	92%	Q2 2015-16	-	↑	O8-P-001	Staff with current appraisal, as at 30 Sept 2015 (O8)	95%	95%	2015-16	-	↓			
O8-F-001a*	Projected expenditure as % of budgeted (O8)	100%	100%	Q2 2015-16	-	↔	O8-P-002	Managers scoring Level 3+ for MM competencies (O8)	90%	94%	2015-16	-	-			
O8-F-001b*	Projected income as % of budgeted (O8)	100%	101%	Q2 2015-16	-	↑	O8-P-005	Employees scoring Level 3+ for ME competencies (O8)	90%	93%	2015-16	-	-			
O8-F-003	Attainment of savings targets (O8)	100%	95%	Q2 2015-16	-	↑	O8-P-003	Sickness absence (O8)	5.63	4.18	To Dec 2015	-	-			
							O8-P-004	Staff who are satisfied working in their service area (O8)	70%	75%	2015 (Annual)	-	↓			

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	Q3 2015-16
Overall scorecard performance	73%

Customer		100%					Business					50%				
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%	96.49%	To Q3 15/16	-	↑	O9-B-001	Change Programme projects projected to meet milestones (O9)	100%	67%	At Q3 15/16	-	↓			
O9-C-003	Average customer rating of support services	70%	-	-	-	-	O9-B-002	Capital projects projected to meet milestones (O9)	-	-	-	-	-			
O9-C-005	Website quality (SOCITM)	3	3	2015-16	-	↔	O9-B-003	Risk mitigation actions on target (O9)	-	-	-	-	-			
O9-C-004*	Upheld complaints (service area overall) (O9)	-	2	To Dec 2015	-	-	O9-B-006	Service transactions undertaken via website	27000	41128	To Q3 15/16	-	↑			
ICT-C-005	Respond and Fix service responses within timescales	95.5%	99.3%	Dec 15	-	-	O9-B-008	HR policies which are up to date and compliant.	90%	88%	At Dec 2015	-	↓			

Finance		50%					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%	96%	Q2 2015-16	-	↑	O9-P-001	Staff with current appraisal, as at 30 Sept 2015 (O9)	95%	94%	At Sept 15	-	↑			
O9-F-001a*	Projected expenditure as % of budgeted (O9)	100%	97%	Q2 2015-16	-	↓	O9-P-002	Managers scoring Level 3+ for MM competencies (O9)	90%	100%	At Sept 15	-	-			
O9-F-001b*	Projected income as % of budgeted (O9)	100%	100%	Q2 2015-16	-	↔	O9-P-005	Employees scoring Level 3+ for ME competencies (O9)	90%	99%	At Sept 15	-	-			
O9-F-003	Attainment of savings targets (O9)	100%	94%	Q2 2015-16	-	↑	O9-P-003	Sickness absence (O9)	5.63	5.24	To Dec 2015	-	-			
O9-F-002	Projected performance against capital budget (O9)	100%	69%	At Q2 15/16	-	-	O9-P-004	Staff who are satisfied working in their service area (O9)	70%	77.2%	2015 (Annual)	-	↓			

Appendix 4: Strategic Risk Register

Ref	Summary of risk description	Original score	Summary of existing mitigations	Current score	Summary of planned mitigations	Target score
Outcome 1						
01-005	Targeted investment within Middlesbrough disproportionately affected by low economic growth.	25	Risk reduced by early adoption of Housing Local Plan, exploitation of external funding opportunities and agreement of significant local capital investment. Risk shared and opportunities exploited through TVU and TV Single Economic Plan.	20	Further reduction of risk through implementation of Town Centre Strategy. Continued risk sharing and exploitation / enhancement of opportunities from Combined Authority and Devolution for Tees Valley. Implementation of contingency plans e.g. SSI taskforce.	20
Outcome 2						
02-014	Qualifications and skills profile of local labour does not match requirements of current employers and / or potential future investors.	25	Risk reduced by delivery of advice and guidance in schools and development of vocational specialisms within 14-19 schools. Development of ongoing mitigation activity including Youth Employment Strategy and Group and promoting work-readiness through skills, experiences and apprenticeships in conjunction with business leaders and MAP.	20	Risk reduced / further reduced by adoption of Youth Pledge, greater joint working around NEET data, an improved employability offer for schools, rollout of Risk of NEET Indicator in schools, and achievement of greater school buy-in to IAG provision.	15
02-013	Individuals and families in need not provided with effective help at appropriately early stage, resulting in social issues and greater downstream costs to public services.	15	Development of mitigation activity including multi-agency Early Help Strategy, Early Help Hub in First Contact, family casework approach across Outcome Area, Team Around the School Pilot and Selective Landlord Licensing in North Ormesby.	15	Risk reduced / further reduced by rollout of Team Around the School and Risk of NEET Indicator in schools, joint case reviews with Safeguarding, involvement in MASH development and extension of Selective Landlord Licensing to other areas.	10
Outcome 3						
03-008	Potential for achieving sustainable improvement in local health and wellbeing affected by failure to protect and improve public health.	20	Risk shared and opportunities exploited through South Tees Integrated Programme Board. Risk reduced by ongoing service delivery and improvement plans and multi-agency working on prevention and early intervention and emergency planning. Development of ongoing mitigation activity including prevention and independence strategy, local health protection plan, transformation of Healthy Child programme and drugs and alcohol services and procurement of sexual health services.	15	Risk further reduced through implementation of HeadStart programme, CAMHS transformation plan and rehabilitation strategy. Risk sharing and exploitation / enhancement of opportunities from integration of health and social care and exploration of associated alternative delivery models.	10

Ref	Summary of risk description	Original score	Summary of existing mitigations	Current score	Summary of planned mitigations	Target score
Outcome 4						
04-006	Qualifications and skills profile of school leavers does not allow them to progress to further education, employment or training.	20	In addition to the mitigation activity for risk 02-014: risk reduced by implementation of School Effectiveness Strategy.	15	In addition to the mitigation activity for risk 02-014: risk further reduced by development and implementation of new model for behaviour provision and implementation of Secondary School Improvement Partnership to embed best practice in English, maths and science.	10
Outcome 5						
05-004	Targeted savings not achieved or reputational risks incurred due to failure to transform Safeguarding and Children's Care.	35	Risk reduced by: demand projection model for Safeguarding and Children's Care and Social Care Transformation workstream / associated projects of the Council's Change Programme.	20	Risk further reduced by exploiting / enhancing opportunities provided through South Tees Integration and / or Combined Authority arrangements.	15
05-009	Increased risk of harm to children and young people due to instability caused by Social Care transformation.	25	Risk reduced by: implementation of new system to track workflow and improve record keeping; action plans to address social worker recruitment and retention and caseloads; and integrated development with Outcome 2 as part of the Social Care Transformation Programme.	15	Risk further reduced by ongoing implementation of recruitment and selection and caseload plans, and maintaining current staffing levels until trends have demonstrated that it is safe to reduce them.	10
Outcome 6						
06-003	Targeted savings not achieved or reputational risks incurred due to failure to transform Social Care.	20	Risk shared and opportunities exploited through South Tees Integrated Programme Board. Risk reduced by: demand projection model for Social Care and Social Care Transformation workstream / associated projects of the Council's Change Programme.	15	Risk further reduced by exploiting / enhancing opportunities provided through South Tees Integration and / or Combined Authority arrangements.	9
Outcome 7						
07-015	Targeted savings not achieved or reputational risks incurred due to failure to meet the expectations of residents and 'difficult to reach' groups in respect of environmental services.	20	Risk reduced by: agreement, monitoring and communication of performance against customer service promises; ongoing consultation with elected members and measurement of customer satisfaction; ensuring easy access to services through call centre and e-services; and proactive approach to complaint resolution.	10	Risk reduced / further reduced by exploiting / enhancing opportunities provided by the Change Programme's Customer Strategy workstream, including improvement management information from the new CRM system and via Balanced Scorecards.	7

Ref	Summary of risk description	Original score	Summary of existing mitigations	Current score	Summary of planned mitigations	Target score
Outcome 8						
CRP089 CS	Failure to achieve balanced budget in short term places Council in breach of statutory duties.	35	Risk reduced by integrated MTFP and budget review process, with member and senior management involvement; and ongoing implementation of agreed corporate transformation programme as core strand of MTFP. Contingency plan in place through use of reserves / balances as appropriate.	14	Risk reduced / further reduced by implementation of actions relating to financial governance set out within the Council's Corporate Governance Improvement Plan.	14
CRP089 CS	Failure to achieve balanced budget in medium-term places Council in breach of statutory duties.	35	Contingency plan in place through use of reserves / balances as appropriate. Current medium-term risk remains high due to uncertainty around Government funding levels.	28	Medium-term risk reduced by ongoing development of three-year budget cycle and associated delivery plans.	14
Outcome 9						
09-001	Organisational transformation and associated savings impacted / not achieved due to failure to ensure effective people management in fast changing environment.	28	Risk reduced by ongoing engagement with Trade Unions in relation to the Change Programme; range of employee communication mechanisms on changes; introduction of revised employee engagement approach; coordinated approach to Service Reviews and employee support and assistance; and agreed approach to succession.	21	Risks further reduced by developing and implementing a revised stakeholder engagement strategy and employee communications plan for the Council's Change Programme.	14
09-031	Targeted savings not achieved or reputational risks incurred due to failure to promote customer excellence and achieve targeted customer change in customer behaviour, in particular take up of e-services.	25	Development of mitigation activity through Customer Strategy workstream of the Change Programme, including the implementation of a Customer Charter, the procurement of a single CRM system and design of associated processes, the ongoing implementation of e-services, the redesign of customer services and receptions and associated training for employees.	20	Risk reduced / further reduced by ongoing implementation of Customer Strategy workstream projects, supported by a full promotional campaign to customers, increasing awareness of e-services and their benefits.	10
09-002	Organisational transformation and service delivery objectives impacted / not achieved due to failure to ensure effective ICT strategy, infrastructure and services.	35	Development of mitigation activity through the Cultural and Enabling workstream of the Change Programme, underpinned by specialist technical advice, including the development of a revised ICT Strategy and associated programme and supporting service delivery arrangements.	28	Risk reduced by effective implementation of the ICT Strategy and programme and implementation of effective service delivery arrangements to ensure organisational outcomes are fully supported.	14

Ref	Summary of risk description	Original score	Summary of existing mitigations	Current score	Summary of planned mitigations	Target score
09-007	Legal compliance, organisational effectiveness and / or achievement of objectives impacted by failure to operate effective corporate governance framework and associated processes.	25	Risk reduced by: Constitution and Corporate Governance Framework; ongoing monitoring of implementation of Executive decisions; internal and external audit arrangements; utilisation of peer challenge and regional bodies; and overview and scrutiny. Development of mitigation activity through the Cultural and Enabling workstream of the Change Programme, including revised frameworks for performance, project and risk management.	20	Risk reduced / further reduced by implementation of actions set out within the Council's Corporate Governance Improvement Plan. Corporate Peer Review to be arranged to LGA to challenge assumptions, plans and progress.	10
09-008	Reduced outcomes and incurred costs through failure to implement effective strategic and delivery partnerships.	25	Risk reduced by: agreements, terms of reference and governance arrangements in place for key partnerships; senior management relationship manager arrangement; recent review of Health and Wellbeing Board and delivery structures; and ongoing development of Combined Authority and Devolution arrangements.	20	Risk reduced / further reduced by continued development of Combined Authority governance arrangements; implementation of Health and Wellbeing Board development plan; internal risk review of partnerships and guidance on joint working provided to manager as part of ongoing development of the Middlesbrough Manager model.	15
09-009	Targeted savings not achieved or organisational risks incurred due to failure to embed targeted cultural change, in particular the Middlesbrough Manager model.	25	Risk reduced by: publication and communication of competency frameworks, development programme for Middlesbrough Managers; embedding of frameworks within recruitment, selection, appraisal and succession; the agreement of Support Service Promises; and provision of supporting policies, guidance notes and toolkits.	20	Risk reduced / further reduced by development of e-learning and toolkits for managers and employee through the Council's new Learning Management System; implementation of action plan for further embedding of frameworks within management practice and development and communication of a self-serve timetable for managers and employees.	10