MIDDLESBROUGH COUNCIL

OVERVIEW AND SCRUTINY BOARD

AGENDA ITEM 7

2 AUGUST 2016

BALANCED SCORECARDS: YEAR END 2015/16

**TONY PARKINSON: EXECUTIVE DIRECTOR OF
COMMERCIAL AND CORPORATE SERVICES**

PURPOSE OF THE REPORT

1. This report provides an overview of the Council's performance at Year End 2015/16 and responses of Outcome Areas to the issues outlined.

2. The report also sets out findings from a review of progress in embedding a Balanced Scorecards approach to performance management within the Council and outlines proposed changes to the model for 2016/17 to address the issues identified.

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 Overview and Scrutiny Board notes progress in embedding a Balanced Scorecard approach within the organisation and comments on proposed changes to the approach for 2016/17, prior to consideration by the Executive Member for Finance and Governance and presentation of the finalised model to Executive.

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 (derived from the former national performance framework for local government) by the end of March 2015.

6. Balanced Scorecards are central to the Council's new performance and risk management framework, subsequently approved by Executive on 14 July 2015, and 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
Level	Descriptor	Owned by…

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. In essence, Balanced Scorecards answer the question: *what percentage of its targets is the Council achieving overall?*

8. Balanced Scorecards have been piloted throughout 2015/16 on a post-quarter basis, with consolidated reports presented to Overview and Scrutiny Board following informal discussions with services and departments (latterly within a clinic format also attended by accountancy team leaders) and formal consideration by LMT. Executive Members were briefed on progress by Executive and Assistant Directors. The current scoring model is at Appendix 1 for reference, with no further changes made to the model from those reported to the Board in March 2016.

Performance in 2015/16

9. The Council continued to demonstrate a high level of performance overall in 2015/16. 95.3% of the £14.1m of revenue savings identified in the 2015/16 budget were delivered in-year, and the Council underspent its revenue budget overall, generating a saving of £0.5m (0.4% of the budget). The Council has now saved £38.5m (27% of the baseline budget) since the inception of its Change Programme in 2013/14.

10. Staff and service productivity was high, with 85% of the Council's key customer and business performance targets met in 2015/16. Highlights and issues were as follows:

Highlights

- 730 new homes were delivered in the year, with 327 at Council Tax Band D or over, against targets of 410 and 130 respectively, reflecting the Council's ambition to grow the local economic base and create a greater balance in the local housing market.
- The town centre Holiday Inn Express hotel – part-funded by a loan from the Council – opened in summer 2015 and has been so successful that an extension was confirmed in-year. The successful pedestrianisation of Southfield Road was completed, contributing to the ongoing transformation of Teesside University campus. The Council continued to support the development of independent retail in the town, particularly in Baker and Bedford Streets, with the former receiving national recognition. Manufacturing was also supported, with TWI (total cost £7.9m) completed in-year.
- The Council continued to develop and improve its Early Help offer in-year, with 66 Troubled Families assisted to achieve sustained and positive outcomes against a target of 30, and 149 Children in Need referrals resulting in Common Assessment Framework step-downs, against a target of 80. Following a peer review of undertaken by the Local Government Association in September 2015, the Council's Early Help services have an increasing impact in the coming four years.
- Headline achievement at the Early Years Foundation Stage, and rates of progression between Key Stages 1 and 2 for reading, writing and maths all exceeded target. Pupils attending a school rated 'Good' or better by Ofsted

increased to 84% from 80% in 2014/15. 16-18 years olds not in education, employment or training (NEET) stood at 6.9% at year-end, against a target of 8.7%.

- First Time Entrants to the Youth Justice System reduced still further to 424 per 100,000 population, less than 50% of the target for the year, and down by over 20% from 2014/15.
- The 2015/16 Better Care Fund Plan was successful in reducing non-elective (emergency admissions) to hospital by 6.3% in the 2015 calendar year, against a target of 3.5%. In pursuit of independent living, 443 reablement packages were put in place in-year, against a target of 120, an increase of 320 from 2014/15. 71% of these achieved identified goals, in line with target.
- The Middlesbrough Sports Village (total cost £21.6m) was completed, providing a city-scale leisure facility for the town, and the Council established a Leisure Trust for the management of the Sports Village and other key leisure assets with Sport & Leisure Management (SLM) Ltd, enabling further investment in the portfolio over the next 15 years and saving the Council around £1.2m in annual running costs.
- Following approval of a revised Estates Strategy for the Council in March 2015, the Council has restructured it services to support the effective delivery of cashable and social benefits targeted in the strategy and refined the governance process for asset disposals.
- The Council revised its long-term contractual for support services with Mouchel (now Kier), returning a number of services to Council management in-year with Kier retaining responsibility for council tax collection, housing benefit payment and pensions administration services. The arrangement has enabled the Council to make significant savings from support services, and will result in at least 100 new jobs within Kier's Middlesbrough operation in the period to 2020.
- An employee satisfaction survey was undertaken in the year, with every Outcome Area scoring higher than the 70% target for job satisfaction. Human Resources will work in partnership with the Improving Public Health and other Outcome Areas to address issues from the survey and further improve employee satisfaction in 2016/17.
- A Corporate Peer Review of the Council, undertaken by the Local Government Association in late 2015 identified a number of positives in respect of the Council's plans, relationships and practices, and a number of recommendations that since been agreed by Executive as part of a consolidated Council Improvement Plan. Progress against this plan will be reported to Overview and Scrutiny Board within future Balanced Scorecard updates.

Issues

- Key Stage 4 performance was very disappointing, and the Council is working with its partners in the Middlesbrough Achievement Partnership (MAP) and the Regional Schools Commissioner to address these issues, together with issues raised in relation to secondary attendance and exclusions.
- Looked After Children per 10,000 population increased from 115.1 in 2014/15 to 124.5 at year-end 2015/16, remaining around twice the national average level. The Council's arrangements for the safeguarding of children were inspected by Ofsted in December 2015, and found to require improvement. An improvement plan responding to issues raised by Ofsted will be implemented, with progress tracked through the Council's performance management framework from Quarter One 2016/17.

- Performance against key housing benefit targets, particularly in relation to appeals, was disappointing in 2015/16 and the Council will implement improvement plan with its provider in 2016/17.
- The Council experienced significant slippage (35%) in its capital programme during the year, resulting from poor weather conditions and major project delays, though this shortfall is still planned to be spent in future years. The Council has implemented a new Programme and Project Management Framework to ensure slippage is minimised in future years.
- Sickness absence of staff improved to 8.46 days from 9.41 days per FTE in 2014/15, though remained short of the 2015 local government average of 7.9 days and the challenging corporate target of 7.5 days.

11. The Year End position using the pilot year Balanced Scorecards model is set out in full at Appendices 1 and 2, which includes the scoring model, Departmental and Outcome Area Scorecards, and performance indicator summaries for each Outcome Area. Using this model, performance overall for the Council was **Amber** at 66%, with some variation across departments and Outcome Areas. However, it is recognised that the current model does not fully reflect actual performance, and as such significant changes have been proposed for 2016/17 (outlined in the section below).

Risks to outcomes

12. 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 3.

Review of Balanced Scorecard model for 2016/17

13. While the pilot year has generally progressed in line with plans and been well-received, there is a clear recognition (as reflected in the recent Corporate Peer Review) that more needs to be done to refine and embed the approach. In particular, the model needs to better reflect actual performance, and there needs to be a transition in 2016/17 from focusing on performance measurement to performance management (i.e. clearly demonstrating that effective action is being taken to address the issues identified in Scorecards).

14. As such, consultation with Leadership Management Team, Overview and Scrutiny Board (29 March 2016) and Corporate Affairs and Audit Committee has been undertaken to review progress in embedding Balanced Scorecards and potential changes to the current model. The issues identified in these discussions are below:

- **Appropriateness and numbers of measures / targets** – whether the measures and targets included within current Scorecards fully 'capture' the Outcomes targeted within the Council's Strategic Plan, and also whether there are too many measures within Scorecards, mitigating against the intended 'dashboard' effect.
- **Scoring and weighting mechanism** – whether the scoring and weighting mechanism used in the Scorecards, which results in an indexed, traffic-lighted, 'league table' for departments and Outcome Areas, is too complex and potentially offers a 'perverse incentive' to include non-priority measures in the model.
- **Continued lack of alignment between different reporting regimes** – the pace of movement to a fully integrated approach to the monitoring and reporting of performance was considered too slow, with separate processes still be maintained,

though Overview and Scrutiny Board requested that a fully-integrated report should not be too complex or lengthy.

- **Embedding the approach** – it was noted that the focus to date has naturally been on developing Scorecards at the Outcome Area level, but more needs to be done to embed the approach at all levels. In addition, appropriate training, coaching and support for members, managers and employees was requested.

Proposed changes for 2016/17

15. In response to the above issues, it is proposed that the following changes to the Balanced Scorecard model by implemented for 2016/17. Overview and Scrutiny Committee invited to comment on these prior to consideration by the Executive Member for Finance and Governance and presentation of the finalised model to Executive.

- Assistant Directors will re-assess measures and targets for 2016/17 Scorecards to ensure that they fully reflect the relevant Outcome and (in the case of targets) the priority attributed by the Council to constituent services.
- A scoring and weighting model will be retained, but will be made much simpler and bespoke to the differing priorities in each Outcome Area. The proposed model (using illustrative data for Outcome 1) is set out at Appendix 4.
- A single, integrated quarterly clinic process will be implemented, resulting in a single report covering performance, financial and risk performance that is reported to LMT, OSB and Executive. The likelihood is that the first such report will be post Quarter Two 2016/17.
- Appropriate training for members, managers and other relevant officers will be developed and implemented in respect of the performance and risk management framework, once the 2016/17 approach is agreed.
- Quarterly performance briefings will be offered by the Head of Performance and Partnerships to Scrutiny Panel Chairs in advance of presentation of the report to Overview and Scrutiny Board. This is in addition to regular briefings already provided to Executive Members by Executive / Assistant Directors.
- A Management Information Improvement Plan, that will move the Council towards 'real-time' and full integration of operational management information and Balance Scorecards, will be developed and presented to LMT, with associated costs, by October 2016.
- A Performance and Risk Management Steering Group will be implemented at an officer level to oversee the embedding of the Balanced Scorecard approach within the Council.

IMPLICATIONS

16. **Financial implications** – The Council's budget setting process for 2015/16 was developed in line with the priorities subsequently published in the then 2015-2018 Strategic Plan, therefore the financial implications of the improvement activity described in this report have been fully considered.

17. **Legal implications** – None.

18. **Ward Implications** – None.

RECOMMENDATIONS

19. 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.

20. That Overview and Scrutiny Board notes progress in embedding a Balanced Scorecard approach within the organisation and comments on proposed changes to the approach for 2016/17, prior to consideration by the Executive Member for Finance and Governance and presentation of the finalised model to Executive.

REASONS

21. 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

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

Appendix 1: Summary of the scoring mechanism used in Scorecards

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 maintaing, 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%

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.

Appendix 2: Balanced Scorecards – Year End 2015/16

Council Scorecard - Q4 2015-16

Indicators	Score	%	Indicators	Score	%
Customer			**Business**		
48	68	71%	48	66	69%
Finance			**People**		
24	23	48%	44	68	77%

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

Council

66%

Economic Development and Communities

Outcome 1

Outcome 2

Outcome 3

74%

Wellbeing, Care and Learning

Outcome 4

Outcome 5

Outcome 6

53%

Commercial and Corporate Services

Outcome 7

Outcome 8

Outcome 9

71%
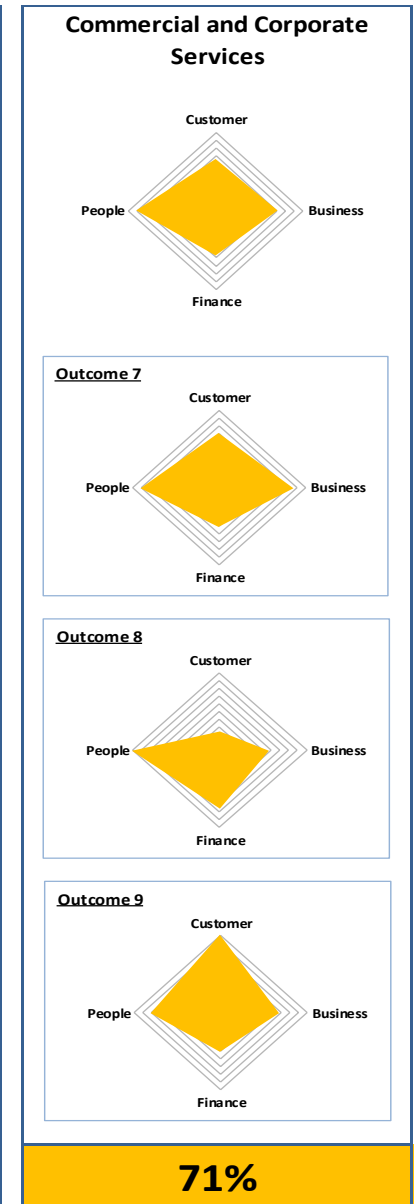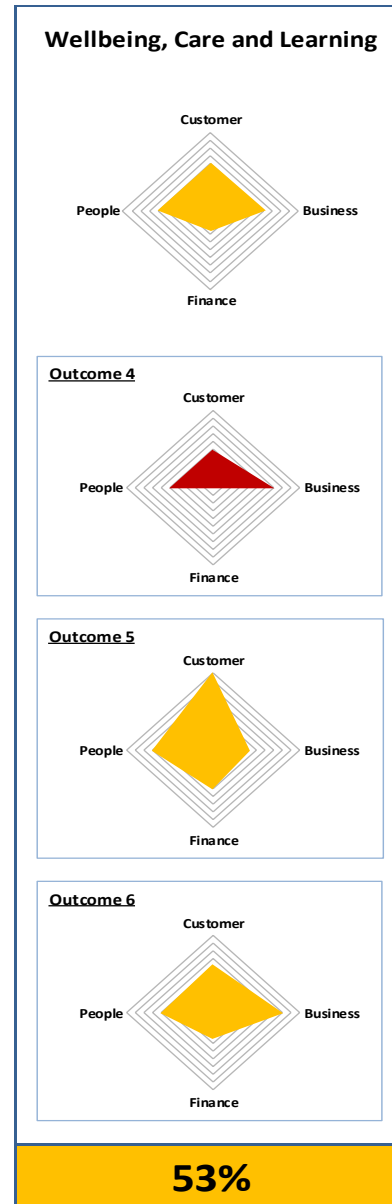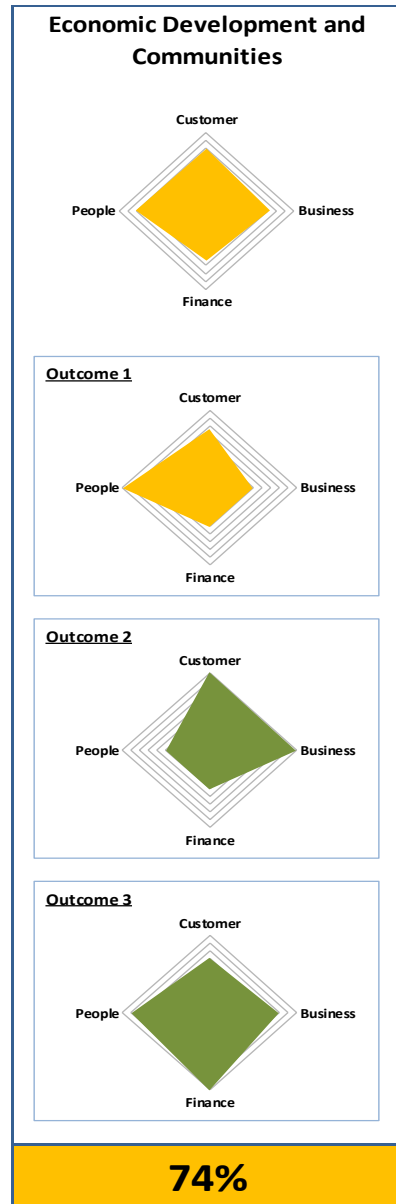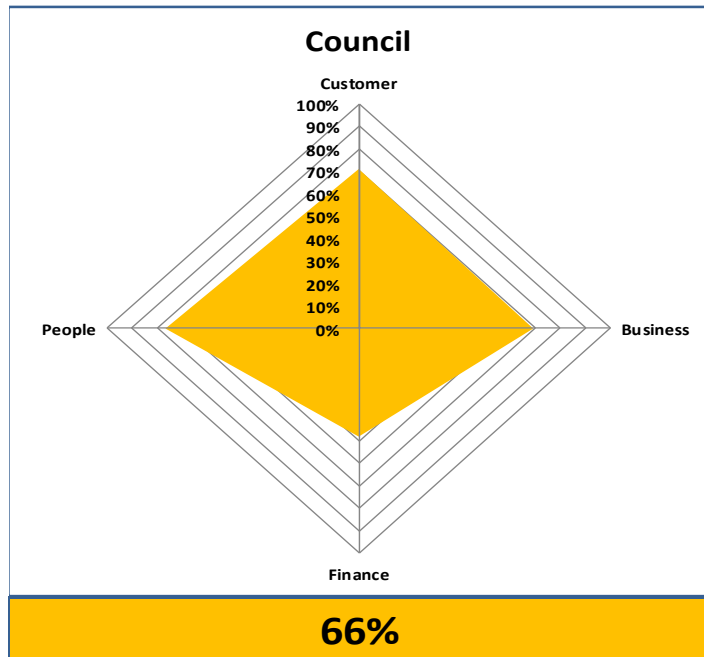
Outcome 1	Securing economic development, physical regeneration and transport to create jobs and housing such that the mix of jobs, skills and quality of housing in the town is complementary.
Owner	Sharon Thomas
Period	Q4 2015-16
Overall scorecard performance	69%

Customer — 75%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 157a	Processing of planning applications: Major applications	61%	86.66%	2015/16	-	↑
NI 157b	Processing of planning applications: Minor applications	72%	72.16%	2015/16	-	↓
O1-C-002	Number of Building control applications completed within 5 weeks	80%	84.6%	2015/16	-	-
O1-C-003	Number of children killed or seriously injured	8	14	Jan 15 to Dec 15	-	-
O1-C-008*	Upheld complaints (service area overall) (O1)	0	0	To Dec 2015	-	-

Business — 50%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O1-B-001	Programmes and Projects projected to meet milestones (O1)	100%	53%	At Q4 15/16	-	↓
O1-B-003	Risk mitigation actions on target (O1)	0	0	-	-	-
O1-B-005	Planning consent granted for Middlehaven Dock Bridge	Yes	No	At Q4 15/16	-	↓
O1-B-006	LED streetlight replacement scheme commences (subject to capital funding)	6300	5466	2015/16	-	-
O1-B-008	Empty dwellings brought back into use	71	72	2015-16	-	↑
O1-B-009	New homes built Council Tax Band D and above (proxy)	130	327	2015/16	-	-
NI 155	Number of homes delivered (gross)	410	730	2015/16	-	↓

Finance — 50%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O1-F-001	Projected performance against revenue budget (O1)	100%	100%	2015-16	-	↑
O1-F-001a*	Projected expenditure as % of budgeted (O1)	0	101%	Q2 2015-16	-	↑
O1-F-001b*	Projected income as % of budgeted (O1)	0	101%	Q2 2015-16	-	↑
O1-F-003	Attainment of savings targets (O1)	100%	96.62%	2015/16	-	↓
O1-F-002	Projected performance against capital budget (O1)	100%	67.46%	2015/16	-	-

People — 100%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O1-P-001	Staff with current appraisal, as at 30 Sept 2015 (O1)	95%	100%	2015-16	-	↑
O1-P-002	Managers scoring Level 3+ for MM competencies (O1)	90%	100%	2015-16	-	-
O1-P-005	Employees scoring Level 3+ for ME competencies (O1)	90%	100%	2015-16	-	-
O1-P-003	Sickness absence (O1)	7.51	7.37	2015-16	-	-
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	Q4 2015-16
Overall scorecard performance	**75%**

Customer — **100%**

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-C-002	Number of Chidren in Need referrals resulting in Common Assesment Framework step-downs	80	149	2015/16	-	↑
O2-C-004	New volunteer registrations	60	94	2015/16	-	-
LOR02	Number of households accepted as homeless.	67.5	31	To Q3 15/16	-	-
NI 117	16 to 18 year olds resident in Middlesbrough who are NEET	8.7%	6.9%	2015/16	-	↓
NI 72	Headline achievement across the Early Years Foundation Stage	56%	57.4%	2014/15	-	↑
O2-C-006*	Upheld complaints (service area overall) (O2)	0	1	To Dec 15	-	-

Business — **100%**

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O2-B-001	Programmes and Projects projected to meet milestones (O2)	100%	100%	At Q4 15/16	-	↔
O2-B-002	Risk mitigation actions on target (O2)	0	0	-	-	-
O2-B-003	Common Assessment Frameworks completed	460	558	2015/16	-	-
O2-B-005	Percentage of North East asylum seekers housed in Middlesbrough	33%	27.53%	Mar 16	-	↑
O2-B-007	Uptake of additional 2 Year Old Offer places	60%	75%	Spring 15/16	-	↓
LOR08	Contacts with library Services	280000	394132	2015/16	-	↓

Finance — **50%**

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O2-F-001	Projected performance against revenue budget (O2)	100%	85.5%	2015-16	-	↑
O2-F-001a*	Projected expenditure as % of budgeted (O2)	100%	97%	Q2 2015-16	-	↑
O2-F-001b*	Projected income as % of budgeted (O2)	100%	104%	Q2 2015-16	-	↑
O2-F-003	Attainment of savings targets (O2)	100%	92.77%	2015-16	-	↓
O2-F-002	Projected performance against capital budget (O2)	100%	59.52%	2015/16	-	-

People — **50%**

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O2-P-001	Staff with current appraisal, as at 30 Sept 2015 (O2)	95%	80%	15/16	-	↓
O2-P-002	Managers scoring Level 3+ for MM competencies (O2)	90%	100%	2015-16	-	-
O2-P-005	Employees scoring Level 3+ for ME competencies (O2)	90%	87%	2015-16	-	-
O2-P-003	Sickness absence (O2)	7.5	10.51	2015/16	-	-
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		Q4 2015-16
Overall scorecard performance		85%

Customer				70%			Business				80%		
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
NI 123 (VSB05)	Stopping smoking	1184	443	2015/16	-	-	O3-B-001	Programmes and Projects projected to meet milestones (O3)	100%	66%	At Q4 15/16	-	↓
PHOF02.03	Smoking status at time of delivery	23.9%	19.8%	To Q3 2015/16	-	↑	O3-B-003	Risk mitigation actions on target (O3)	0	0	-	-	-
PHOF02.15i	Successful completion of drug treatment - Opiate Users	5.1%	5.6%	Q2 2015/16	-	-	O3-B-005	% of Middlesbrough food businesses rated as satisfactory and above compared with national percentage rate.	0%	0%	At Q4 15/16	-	↓
PHOF02.15ii	Successful Completion of drug treatment - non-opiate users	37.8%	34.6%	To Q3 2015/16	-	-	O3-B-006	Licensing: Number of enforcement exercises undertaken.	60	79	2015-16	-	-
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.	84	97	2015-16	-	-
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%	86%	2015/16	-	↓
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	5466.8	5788	To Q3 15/16	-	-							
PHOF02.22ii	Take up of NHS Health Check programme by those eligible - health check take up	3280.5	2948	To Q3 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	0	To Dec 2015	-	-							

Finance				100%			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%	67.94%	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%	101.8%	2015/16	-	↓	O3-P-003	Sickness absence (O3)	7.5	2.51	2015-16	-	-
							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		Q4 2015-16				
Overall scorecard performance		**43%**				

Customer		Target	Perf.	50% 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	-	↓
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	91%	91.4%	2014/15	-	↓
NI 97a	% achieving 3 levels progress between KS2 and KS4 in English	74%	59.3%	2014-15	-	↓
NI 98a	% achieving 3 levels progress in maths between KS2 and KS4	65%	54.1%	2014/15	-	↑
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-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-C-008	The % of pupils achieving the expected level in Phonics De-coding	72%	71.2%	2014-15	-	↑
O4-C-009*	Upheld complaints (service area overall) (O4)	0	0	To Dec 2015	-	-

Business		Target	Perf.	70% Period	Quartile	Trend
Ref	Measure	Target	Perf.	Period	Quartile	Trend
O4-B-001	Programmes and Projects projected to meet milestones (O4)	100%	0	At Q4 15/16	-	-
O4-B-002	Risk mitigation actions on target (O4)	0	0	-	-	-
NI 87	Secondary school persistent absence rate	6.9%	11.3%	Autumn to Spring 14/15	-	↓
O4-B-007	Pupils attending a school judged 'Good' or better by Ofsted	90%	84%	Dec 15	-	↑
O4-B-009	Success rates on Community Learning Skills programmes	84.5%	84.7%	To Q3 15/16	-	↑
RTB01	Primary school persistent absence rate (Overall)	5.3%	3.7%	Autumn - Spring 14/15	-	-
ATE-B-005	% of Middlesbrough children not allocated a school place	2%	0.49%	Year to Mar 16	-	-

Finance		Target	Perf.	0% Period	Quartile	Trend
Ref	Measure	Target	Perf.	Period	Quartile	Trend
O4-F-001	Projected performance against revenue budget (O4)	100%	132.33%	2015-16	-	↓
O4-F-001a*	Projected expenditure as % of budgeted (O4)	100%	100%	Q2 2015-16	-	↔
O4-F-001b*	Projected income as % of budgeted (O4)	100%	100%	Q2 2015-16	-	↔
O4-F-003	Attainment of savings targets (O4)	100%	28.3%	2015-16	-	↓
O4-F-002	Projected performance against capital budget (O4)	100%	57.35%	2015/16	-	-

People		Target	Perf.	50% Period	Quartile	Trend
Ref	Measure	Target	Perf.	Period	Quartile	Trend
O4-P-001	Staff with current appraisal, as at 30 Sept 2015 (O4)	95%	2%	2015/16	-	↓
O4-P-002	Managers scoring Level 3+ for MM competencies (O4)	90%	0	-	-	-
O4-P-005	Employees scoring Level 3+ for ME competencies (O4)	90%	100%	2015-16	-	-
O4-P-003	Sickness absence (O4)	7.5	8.77	2015/16	-	-
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		Q4 2015-16
Overall scorecard performance		**66%**

Customer				**100%**			Business				**42%**		
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	0	124.5	At Q4 15/16	-	↓	O5-B-001	Programmes and Projects projected to meet milestones (O5)	100%	75%	At Q4 15/16	-	↓
NI 111	First time entrants to the Youth Justice System aged 10-17 (Rate)	940	423.59	2015/16	-	↑	O5-B-002	Risk mitigation actions on target (O5)	0	0	-	-	-
O5-C-001	Care Proceedings completed within 26 weeks	80%	83.7%	Q4 15/16	-	-	SPE-B-007	The % of children waiting less than 18 months between entering care and moving in with their adoptive family	70%	78.6%	2015/16	-	-
O5-C-003*	Upheld complaints (service area overall) (O5)	0	0	To Dec 2015	-	-	NI 66	Looked after children cases which were reviewed within required timescales	90%	67.5%	To Q4 15/16	-	-
							O5-B-003	Adoptions from care	12%	9%	2015/16	-	↓
							O5-B-005	Continuous assessments completed within 45 working days	90%	87.64%	2015/16	-	-
							O5-B-007	Caseload per social worker	21	19.1	At Q4 15/16	-	↑

Finance				**50%**			People				**70%**		
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O5-F-001	Projected performance against revenue budget (O5)	100%	100%	2015/16	-	↔	O5-P-001	Staff with current appraisal, as at 30 Sept 2015 (O5)	95%	94%	2015/16	-	↑
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%	2015/16	-	-
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%	2015/16	-	-
O5-F-003	Attainment of savings targets (O5)	100%	86.47%	2015-16	-	↓	O5-P-003	Sickness absence (O5)	7.5	9.17	2015/16	-	-
							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	Q4 2015-16
Overall scorecard performance	59%

Customer				63%		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%	87.69%	15/16 (Est)	-	↓	O6-B-001	Programmes and Projects projected to meet milestones (O6)	100%	70%	At Q4 15/16	-	↓
4B	The proportion of people who use services who say that those services have made them feel safe and secure.	95	91	2015/16	-	↓	O6-B-003	Risk mitigation actions on target (O6)	0	0	-	-	-
ASCOF_1A	Social care-related quality of life	20	19.8	2015/16	-	↓	2A	Permanent admissions to residential and nursing care homes per 100,000 population.	237	221.72	15/16 (Provisional)	-	↑
NI 130b(KPI)	Social Care clients receiving Self Directed Support (ADASS Definition - Eligible users during the year)	100%	100%	2015/16	-	↔	O6-B-006	Number of reablement packages	120	443	2015/16	-	↑
O6-C-005*	Upheld complaints (service area overall) (O6)	0	0	To Dec 2015	-	-	O6-B-007	%age of reablement episodes achieving identified goals	70%	70.73%	15/16 (Est)	-	-
							2C	Delayed transfers of care from hospital, and those attributable to adult social care. (Per 100,000 population)	1.56	0	To Jan 16	-	↔

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%	90.63%	2015-16	-	-	O6-P-001	Staff with current appraisal, as at 30 Sept 2015 (O6)	95%	53%	2015/16	-	-
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%	2015/16	-	-
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%	2015/16	-	-
O6-F-003	Attainment of savings targets (O6)	100%	79.64%	2015/16	-	↓	O6-P-003	Sickness absence (O6)	7.5	11.08	2015/16	-	-
O6-F-002	Projected performance against capital budget (O6)	100%	70.37%	2015/16	-	-	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	Q4 2015-16
Overall scorecard performance	74%

Customer — 71%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
LOE06	Satisfaction with cleanliness of streets	67%	71%	2011-12	-	-
LOE08	Satisfaction with waste and recycling collections	80%	92%	2011-12	-	-
O7-C-001	Percentage of Environment Customer Service Promises meeting targets	90%	92%	2014-15	-	-
O7-C-002	Customer satisfaction with public buildings	80%	79%	2015/16	-	-
O7-C-004	Overall customer satisfaction with Leisure Services	55%	50%	2013 (Cal)	-	-
O7-C-005	Staff Satisfaction with Office Accommodation	80%	61.1%	-	-	-
O7-C-006	Customer satisfaction with commercial space	80%	81%	2014/15	-	-
O7-C-007*	Upheld complaints (service area overall) (O7)	0	10	To Dec 2015	-	-
O7-C-008	Average customer rating of support servieces (/10)	7	7.49	2015/16	-	-

Business — 86%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O7-B-001	Programmes and Projects projected to meet milestones (O7)	100%	66%	At Q4 15/16	-	↓
O7-B-003	Risk mitigation actions on target (O7)	0	0	-	-	-
LOE01	Attendances at Leisure Centres	1162500	1201699	To Q3 2015-16	-	↓
NI 192	Percentage of household waste sent for reuse, recycling and composting	35%	35%	2015/16 (Estimate)	-	↓
O7-B-004	Streets meeting Keep Britain Tidy standards (Floor Target)	90%	93%	2013/14	-	-
O7-B-005	Critical compliance works completed as per schedule (Electric)	100%	100%	2015-16	-	-
O7-B-006	Critical compliance works completed as per schedule (Gas)	0	100%	2015-16	-	-
O7-B-007	Critical compliance works completed as per schedule (Legionella)	0	100%	2015/16	-	↔
O7-B-008	Occupancy rate in commercial portfolio (Commercial)	88%	96%	Mar 15	-	↔
O7-B-009	Occupancy rate in commercial portfolio (Enterprise)	85%	90%	Mar 15	-	↓

Finance — 50%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O7-F-001	Projected performance against revenue budget (O7)	100%	103.82%	2015-16	-	↓
O7-F-001a*	Projected expenditure as % of budgeted (O7)	100%	101%	Q2 2015-16	-	↓
O7-F-001b*	Projected income as % of budgeted (O7)	100%	100%	Q2 2015-16	-	↔
O7-F-003	Attainment of savings targets (O7)	100%	92.74%	2015-16	-	↑
O7-F-002	Projected performance against capital budget (O7)	100%	75.12%	2015-16	-	-

People — 90%

Ref	Measure	Target	Perf.	Period	Quartile	Trend
O7-P-001	Staff with current appraisal, as at 30 Sept 2015 (O7)	95%	100%	2015-16	-	↑
O7-P-002	Managers scoring Level 3+ for MM competencies (O7)	90%	100%	2015-16	-	-
O7-P-005	Employees scoring Level 3+ for ME competencies (O7)	90%	100%	2015-16	-	-
O7-P-003	Sickness absence (O7)	7.5	7.91	2015/16	-	-
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	Q4 2015-16
Overall scorecard performance	64%

Customer			**25%**				Business			**57%**			
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%	50.2%	2015/16	-	↓	O8-B-001	Programmes and Projects projected to meet milestones (O8)	100%	60%	At Q4 15/16	-	↓
O8-C-002	Average customer rating of support services (/10)	7	8.1	2015/16	-	-	O8-B-003	Risk mitigation actions on target (O8)	0	0	-	-	-
O8-C-003*	Upheld complaints (service area overall) (O8)	0	25	To Dec 2015	-	-	BV8	Percentages of invoices paid on time (within 20 days)	91%	90.79%	2015/16	-	↓
O8-C-004	Percentage of appeals sent to the Tribunal Service within 3 months	90%	60%	2015/16	-	↓	BV9	% of Council Tax collected	94.3%	93.58%	2015/16	-	↓
O8-C-005	Number of new claims and change in circumstances for benefits submitted through self serve	6000	4719	2015/16	-	↑	BV10	Percentage of Non-domestic Rates Collected	98.7%	99.02%	2015/16	-	↑
							BV78b	Speed of processing - changes of circumstances for housing benefit claims	13	8.55	2015/16	-	↑
							O8-B-010	Rate of Return better than the Customised Benchmark on a 3 Year Rolling Measure	0%	-1.8%	Dec 14 - Dec 15	-	-
							O8-B-011	Average number of days for the Council to receive payment	30	27	2015/16	-	-

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%	81.37%	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%	99.62%	2015-16	-	↑	O8-P-003	Sickness absence (O8)	7.5	6.62	2015-16	-	-
							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		Q4 2015-16
Overall scorecard performance		**74%**

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%	95.78%	2015/16	-	↑	O9-B-001	Programmes and Projects projected to meet milestones (O9)	100%	60%	At Q4 15/16	-	↓
O9-C-003	Average customer rating of support services	7	7.69	2015/16	-	-	O9-B-003	Risk mitigation actions on target (O9)	0	0	-	-	-
O9-C-005	Website quality (SOCITM)	3	3	2015-16	-	↔	O9-B-006	Service transactions undertaken via website	36000	53670	2015/16	-	↑
O9-C-004*	Upheld complaints (service area overall) (O9)	0	2	To Dec 2015	-	-	O9-B-008	HR policies which are up to date and compliant.	90%	91%	At Mar 16	-	↑
ICT-C-005	Respond and Fix service responses within timescales	95.5%	99.3%	Dec 15	-	-							

Finance			50%				People			80%			
Ref	Measure	Target	Perf.	Period	Quartile	Trend	Ref	Measure	Target	Perf.	Period	Quartile	Trend
O9-F-001	Projected performance against revenue budget (O9)	100%	97.57%	2015-16	-	↓	O9-P-001	Staff with current appraisal, as at 30 Sept 2015 (O9)	95%	94%	2015/16	-	↑
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%	2015/16	-	-
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%	98.99%	2015-16	-	↑	O9-P-003	Sickness absence (O9)	7.5	7.74	2015/6	-	-
O9-F-002	Projected performance against capital budget (O9)	100%	44.1%	2015/16	-	-	O9-P-004	Staff who are satisfied working in their service area (O9)	70%	77.2%	2015 (Annual)	-	↓

Appendix 3: Strategic Risk Register

The Council's Corporate Strategic Risk Register identifies the following as current high and medium level risks to the achievement of the Council's targeted outcomes, given the current controls in place to reduce their probability and impact of their occurrence. Activity to further mitigate risk to the lowest practicable level is set out in this Strategic Plan and supporting risk plans. Risk levels and controls are reviewed on a quarterly basis in line with the Council's Risk Management Strategy.

Risk	Outcome Area(s) affected	Current risk level		
		Probability	Impact	Score[1]
Further public sector austerity as a result of the UK exiting the European Union.	8	3	7	21
Qualifications and skills profile of local labour does not match requirements of current employers and / or potential future investors.	2	4	5	20
Targeted investment within Middlesbrough disproportionately affected by low economic growth (e.g. following Brexit).	1	3	5	15
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.	2	3	5	15
Potential for achieving sustainable improvement in local health and wellbeing affected by failure to protect and improve public health.	3	3	5	15
Qualifications and skills profile of school leavers does not allow them to progress to further education, employment or training.	4	3	5	15
Increased risk of harm to children and young people, in particular due to instability caused by Social Care transformation.	5	3	5	15
Reduced outcomes and incurred costs through failure to implement effective strategic and delivery partnerships.	8	3	5	15
Failure to deliver required transformation of services, culture change or savings.	All	3	5	15
Failure to respond effectively and efficiently to legislative changes places the Council in breach of statutory duties.	All	2	7	14
Financial pressures resulting from the implementation of proposals within the Education Bill.	4	4	3	12
Legal compliance, organisational effectiveness and / or achievement of objectives impacted by failure to operate effective corporate governance framework and associated processes.	8	3	3	9
Reputational damage as a result of a failure to deliver the Council's contribution to the Mayor's Vision for Middlesbrough.	All	3	3	9

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[1] Probability is scored from 1 (rare) to 5 (almost certain), impact from 1 (insignificant) to 7 (extreme). Impact can relate to a range of factors including the achievement of priorities, financial losses and reputational damage. The risk score is P x I, with a maximum score of 35.

Appendix 4: Balanced Scorecards – Proposed model for 2016/17

The model over the page is proposed for Balanced Scorecards at each level from 2016/17.

1. A single approach will be applied to RAG-rating targets used in the Scorecard (three approaches are used in the current model, dependent upon target type):

   Green   at or better than targeted performance
   Amber   within 5% of target
   Red   greater than 5% from target

2. Scoring will be applied as per the current model:

   Green   2 points
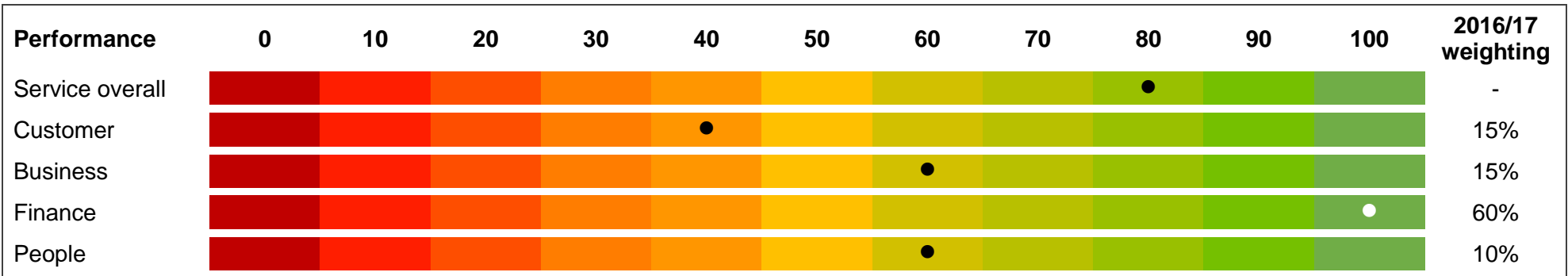   **Amber**   1 point
   Red   0 points

3. Traffic-lighting by quadrant and overall will be more nuanced than currently, with performance positioned on a 0-100 chart utilising a colour spectrum.

4. Moving away from the current model of applying a standard weighting of 25% to each quadrant of each Scorecard, weightings for each quadrant will now be bespoke to each Outcome Area and reflect prioritisation set out in the Strategic Plan and agreed with responsible Executive Member(s). This could be different for each Outcome Area and may be different each year.

5. For example, the Finance quadrant would be more heavily weighted in Outcome Areas contributing most to budget savings targets. Outcome Areas largely focused on Customer / Business quadrants (e.g. Outcome 4) would place a greater weighting on these than on the finance quadrant (e.g Outcome 6).

6. So in the below summary:

   - The Customer quadrant has (for example) seven PIs.
   - The maximum score for Customer PIs would be 7 x 2 = 14.
   - 2 PIs are currently rated Green, 2 Amber and 3 Red = 6/14= 43%.
   - The quadrant can contribute a maximum of 15% to the overall score.
   - Given the current performance the quadrant contributes 6.45% to the overall score.
   - Finance, at a score of 100% contributes the maximum 60% to the overall score.

The quarterly Balanced Scorecard report will incorporate a summary Scorecard for each Outcome Area with a series of supporting tables providing performance detail, prefaced with a short covering report.

Outcome 1	Economic Development

Performance	0	10	20	30	40	50	60	70	80	90	100	2016/17 weighting
Service overall									●			-
Customer					●							15%
Business							●					15%
Finance											○	60%
People							●					10%

Summary of performance:

This section will provide a narrative summary of overall performance, including plans for improvement.

Risks to this outcome:

This section will provide narrative summary of the current status of key risks and performance against actions to mitigate these.

Supporting data:

Each Scorecard will be supported by a series of tables quantifying the current position (represented in the above Scorecard graphic) in respect of: key performance indicators, revenue expenditure, capital expenditure, project management, risk register, and improvement actions identified in previous reports.