



City of Westminster

Audit and Performance Committee Report

Meeting or Decision Maker:	Audit and Performance Committee
Date:	17 th September 2015
Classification:	General Release
Title:	Quarter 1 (April - June 2015) Performance and Period 4 Finance Report (July 2015)
Key Decision:	Review and challenge officers on the contents of the report
Financial Summary:	Period 4 (July 2015) finance position reported
Report of:	Steven Mair, City Treasurer Julia Corkey, Director of Policy, Performance and Communications

1. Executive Summary

This report provides the Quarter One (April 2015 – June 2015) update to the Audit & Performance Committee on delivery against the 2015/17 Business Plans.

2. Recommendations

- Committee notes the content of the report
- Committee indicate any areas of the report that require further investigation
- Committee highlights any new emerging risks that have not been captured

3. Reasons for Decision

To inform Members of how the City Council is delivering on its key objectives, hold Officers to account and steer improvement activity where necessary.

4. Background, including Policy Context

This report sets out how the City Council is delivering on the City for All vision and Medium Term Savings Plan.

This report provides a compressed overview of the Council’s financial position as at Period 4 (July 2015). It covers the following:

- SECTION 1 – Revenue expenditure including financial risks and opportunities
- SECTION 2 – Capital Expenditure
- SECTION 3 – Finance Strategic Projects

KEY MESSAGES:

Revenue

At Period 4, the Council is projecting a potential overall £0.553m underspend against budget. This has improved from the position reported at Period 3 by £0.446m. The only adverse variance is for Childrens’ Services. All other services are forecasting to end the year under spending against budget. In addition, an allowance of £0.500m has been made to cover material unmitigated risks which are set against net unmitigated financial risks identified of £3.126m.

Capital Expenditure

The forecast outturn for capital expenditure is a £0.957m underspend against budget. This is an improvement of £1.6m from Period 3. This reflects the net result of the Wilberforce school expansion being put on hold and the slippage of various lighting improvement schemes from 14/15.

1. REVENUE EXPENDITURE

1.1 Operating Budget

The Council has an operating budget of £192m. The projected overall outturn at period 4 is an under spend of £0.533m. This is made up of an overspend of £0.049k for Children’s Services, an allowance for material risks of £0.5m and an underspend for City Management and Communities of £1.082m (see Table 1 which reports budgets, projected outturn and variances by Service Area).

1.2 Service Area Revenue Projected Outturn

The overall favourable variance of £0.533m to budget (see Table 1 overleaf) is made up of the following:

- Unfavourable variances (overspends) to budget within:
 - Children’s Services where the service is reporting an over spend against budget of £0.049k. This has arisen because of overspends in Family Services (£0.860m), Schools Commissioning and Education (£0.431m), Commissioning (£0.077m), offset by mitigating savings within Finance and Resources (£1.319m).
 - An allowance for material risks of £0.500m.
- Favourable variances (underspends) to budget as follows:
 - City Management & Communities shows a favourable variance to budget of £1.082 which is predominantly due to commercial waste income performance and the positive outcome of the Hemming case appeal*

Table 1 – P4 Forecast Outturn by EMT Directorate

Analysis Per Council Tax Report						
SERVICE AREAS - EMT Structure	Budget	Projected Outturn	Projected Variance	Risks Identified	Opp'nities Identified	Projected Net Risk
	£000	£000	£000	£000	£000	£000
Chief Executive	(366)	(366)	-	120	(170)	(50)
City Treasurer	17,705	17,705	-	196	(196)	-
Director of Policy, Performance and Communications	7,852	7,852	-	-	-	-
Executive Director of Adult Services	61,815	61,815	-	495	-	495
Executive Director of Childrens Services	37,253	37,302	49	795	-	795
Executive Director of City Management and Communities	25,028	23,946	(1,082)	2,568	(940)	1,628
Executive Director of Corporate & Commercial Services	16,009	16,009	-	483	(575)	(92)
Executive Director of Growth, Housing and Planning	26,800	26,800	-	350	-	350
Provision for material risks	-	500	500	-	-	-
SERVICE AREA TOTAL	192,096	191,563	(533)	5,007	(1,881)	3,126
Council Tax	46,075	46,075	-			
Business Rates Expenditure (Tariff)	74,444	74,444	-			
Revenue Support Grant	71,577	71,577	-			
Corporate Financing	192,096	192,096	-			
Net (Surplus) / Deficit	-	(533)	(533)			

* The Hemming's case challenged the level of fees charged for sex establishment licences. It was brought by a number of licensees of sex shops in Soho and other parts of London within the City of Westminster. Shops which cater for the sex market have to be licensed, and those in Soho are regularly inspected to ensure that they are being properly run. In the past, the costs of enforcing the system have been reflected in the licence fee, but a recent change in the law to implement a European Directive is said to have made that unlawful. The initial judgement concluded that the Council could no longer factor in the cost of enforcement against illegal activity in its fee setting structure. The City Council was also made liable for the repayment of fees charged relating to the enforcement of illegal activity since the EU Directive (Provision of Services Regulations) came into force in December 2009. Provision was made in the budget for the likely knock-on effects of this ruling on some other licensing fee regimes.

The City Council requested permission to appeal to the Supreme Court. Westminster City Council were successful with this appeal and won the case in May 2015.

2. CAPITAL EXPENDITURE

For 2015/16 the projected outturn for Service Areas as at Period 4 is £99.511m which is £0.957m above the approved budget. (See Table 2 which reports budgets, projected outturn and variances by Service Area).

The main reasons for the variance are:

- Children Services is showing a £1.6m reduction against budget for expected expenditure on the Wilberforce School Expansion which is currently put on hold.
- Adults Services showing a £0.16m reduction against budget for expected expenditure on development plans for the Beechcroft and Carlton sites within the Specialist Housing Strategy for the Older Persons (SHSOP).
- Growth, Planning and Housing is showing a further carry forward of £0.8m to £74.95m for 2014/15 Highways and Lighting Rolling Programme that is to be financed by the equivalent carry forward in financing.
- All other Service Areas are showing expenditure in line with the Approved Budget. In July, 2014/15 slippage of £13.86m was approved by the Cabinet Member for Finance and Corporate Services.
- Capital receipts have increased by £11.8m partly due to the sale of Farm Street which had been expected in 2014/15.

Table 2 – Capital Expenditure Projected Outturn by Service Area

SERVICE AREAS - EMT Structure	Budget (Expend.) £000	Budget (Income) £000	Budget (Net) £000	Forecast (Expend.) £000	Forecast (Income) £000	Forecast (Net) £000	Variance £000
Chief Executive	0	0	0	0	0	0	0
City Treasurer	10,175	0	10,175	10,175	0	10,175	0
Director of Policy, Performance and Communications	0	0	0	0	0	0	0
Executive Director of Adult Services	1,229	(165)	1,064	1,255	(347)	908	156
Executive Director of Childrens Services	31,222	(29,168)	2,054	28,977	(28,523)	454	1,600
Executive Director of City Management and Communities	11,554	0	11,554	11,554	0	11,554	0
Executive Director of Corporate & Commercial Services	1,475	0	1,475	1,475	0	1,475	0
Executive Director of Growth, Housing and Planning	132,653	(58,508)	74,145	133,453	(58,508)	74,945	(800)
SERVICE AREA TOTAL	188,308	(87,840)	100,468	186,889	(87,378)	99,511	957
Financing							
Capital receipts			(87,700)			(99,511)	(11,811)
Borrowing			(12,768)			0	12,768
TOTAL			(100,468)			(99,511)	(957)
Net			(0)			0	(0)

3. FINANCE STRATEGIC PROJECTS

At Period 4 the status of Finance Strategic projects is as follows:

- **Medium-Term Financial Planning/Strategic Planning**

Planning around the budget for the next three financial years continues with further savings proposals received on the 14th August to identify additional measures to bridge the 2017/18 and 2018/19 gaps.

Subject to confirmation, the prior year's MTP exercise has already identified the options that would deliver a balanced budget for 2016/17.

The Chancellor's Summer Budget failed to clarify the scale of future local government funding reductions and we will have to wait until the Autumn CSR or December Finance Settlement before we have greater certainty. Our own (and the LGA's) modeling still suggests that on the available evidence our MTP assumed savings target remains a reasonable expectation of the requirement to be found.

- **Annual Accounts Plan**

Following a successful finalisation of the final accounts for 2014/15 and favourable reports on the quality of all elements of them by KPMG, work is continuing to develop and embed processes and develop staff. It is anticipated that "hard closes" will be completed throughout the majority of the remainder of the year.

- **Finance/HR Managed Services Programme**

The Managed Services Programme (MSP) went live across the Tri-Borough Councils on 1st April 2015. The Council's finance and HR teams are currently working with service provider, BT, and the MSP team towards embedding the new system.

This report presents major achievements and performance issues against internally set 2015/16 targets, focussing on where performance needs to be improved and highlighting the key challenges in the year ahead. As this report covers the first quarter of performance, there are some areas where a clear picture of performance is yet to emerge – future reports will contain more analysis and detail re mitigation of off-track performance.

1. Performance Overview

KEY MESSAGES:

Notable achievements

- ✓ During Quarter 1, several service areas have successfully launched a range of programmes.
 - Adult Services launched the Community Independent Service which will ensure more people can be cared for at home, helping to avoid emergency hospital admissions, supporting timely and effective discharge from hospital and helping to reduce the need for on-going social care.
 - Public Health introduced a new Integrated Hospital Discharge and seven day working pilot.
 - Children’s Services began operating the Healthy Relationship Healthy Baby programme with a team based in Queen’s Park.
 - Growth Planning and Housing launched (HELP) homelessness Employment and Learning Project and Vital Invest Community Interest Company in May.
 - Human Resources launched the Learning Management System delivering new E-learning and courses assisting employees to develop their skill sets. The second phase of the Leadership Academy has also been taking place.
- ✓ Processes have been improved to deliver improved data quality in relation to Child Sexual Exploitation (CSE) cases, increasing the number being identified and progressed. A project being delivered under the Focus on Practice innovation programme is developing a predictive modeling IT system to assist with early identification of children who are more at risk of coming into care. There is enhanced scrutiny of Looked After Children and Care Leavers cases and the Family Group Conference process has been reviewed and refined.
- ✓ Working in partnership and across service areas continues to help the Council deliver their objectives.
 - Successful implementation of Operation Neon - a joint multi-agency, high visibility enforcement operation between TfL, Met Police and WCC Parking Services focused on Private Hire Vehicles within Westminster.
 - The West End Partnership Vision and Delivery Plan was launched.
 - Collaborative procurement with the NHS to sign the Sheltered Housing Strategy for Older People contract which will deliver new management and the refurbishment of some key nursing homes throughout Westminster.

Service pressures and challenges

- ✘ There is a financial risk to the Public Health grant allocation for 15/16, as a result of the Chancellor's announcement to reduce the Public Health budget by £200m in June for 2015/16.
- ✘ A rise in the number of Unaccompanied Asylum Seeking Children which has increased the number of older children coming into care.
- ✘ Increased risk on Penalty Charge Notice (PCN) and paid for parking revenue has already been seen, due to unforeseeable impacts of the Deregulation Bill in April 2015 plus external factors.
- ✘ The main area of risk for HR is the impact of the go live of Managed Services. Issues with the structural build and payroll mean that HR staff resources have had to be diverted away from business as usual work meaning that there could be a significant impact on the delivery of other HR projects.
- ✘ The waste disposal contract re-let brings with it the need to mitigate a £5m cost pressure.
- ✘ Quarter 2 represents a crucial period for the future funding strategy for the Council's CCTV service. PPC will be supporting Cabinet to come to a clear decision on funding and supporting CMC to implement the decision in the most cost effective manner. This represents a reputational risk as a high profile service for partners and the public.

Section 1

2. SERVICE DELIVERY BY EMT DIRECTORATE

2.1 Growth, Planning and Housing

2.1.1 Notable Areas of Achievement

Growth and Economy

- ✓ Homelessness Employment and Learning Project (HELP) Enterprise and Vital Invest Community Interest Company (CIC), launched in May.
- ✓ The West End Partnership vision and 500million delivery plan was successfully launched in July. The overall goal of the plan is to deliver growth as well as maintain cultural character, with additional revenue that the expected growth produces put back in to improvements in the physical and social infrastructure to help sustain jobs and, most importantly, make a tangible difference to the lives of people who live, visit and work in the West End.

Housing and Property

- ✓ The last of 14 secure tenants moved from Capland Street to free up the Luton Street site (Church Street Phase 1) for redevelopment later this year. Moves secured and supported by Relocations Officers, with all tenants moving voluntarily without the need of legal possession proceedings.
- ✓ The Children's Services and Housing Early Help Panel (CHEH Panel) was set up in May. The Panel is a monthly case management and joint working meeting between Housing and Children's Services attended by managers across the two services. The objective is to facilitate better and earlier information sharing, manage demand for the two services, create joint plans for challenging cases and resolve any disputes about how cases are handled.

Development Planning

- ✓ A number of consultation events took place in late April on the Sir Simon Milton Westminster University Technical College (UTC). The planning application has now been approved.
- ✓ Commitment to build more affordable housing and support those who need help to get on the housing ladder. This year the foundations will be laid for 350 new homes in Church Street and Ebury Bridge, as part of an investment of over £60 million to provide more and better homes and improve community facilities and green spaces.

2.1.2 Service Pressures and Challenges

Housing and Property

- ✗ Implications of accepting payments in lieu of affordable housing provision as part of development schemes below the policy compliant levels based on viability evidence submitted by developers, resulting in reduced funding for new affordable housing.
- ✗ Government announcement of policy to require high value Housing Revenue Account (HRA) voids to be sold.

Development Planning

- ✗ Impact of Community Infrastructure Levy and vacant building credit.

2.1.3 Key Service performance Indicators

The table below provides an assessment of the key indicators selected for Growth, Housing and Planning Services. Service commentary has been provided for all 'Off Track' indicators. Additional analysis can be undertaken on request from Committee Members.

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
Housing Services					
1. Reduce the number of families in short term nightly booked accommodation and uneconomic placements to 250.	379	≤250	375	Off Track	Deteriorating
Service Commentary: The private sector market across London for households in receipt of benefits remains very challenging whilst demand, again across London, is high; as a result it is challenging to source sufficient properties, particularly for larger families and those requiring properties suitable for wheelchair access, in sufficient volumes to reduce numbers significantly.					
Timescales: Ongoing challenge to reduce use of high cost nightly booked accommodation and other high cost temporary accommodation. Service is reviewing more cost effective short term temporary accommodations. This position is expected to show improvement by Quarter 3 (December 2015).					
2. Support the most vulnerable homeless families into longer term temporary accommodation within 12 weeks of becoming homeless	No h/holds beyond 12 weeks	<12 weeks	No h/holds beyond 12 weeks	On Track	Stable
3. Rough sleeper numbers to be maintained below 90	83 (Nov 2014)	≤90	77 (May 2015)	On Track	Improving
4. Total number of households successfully helped to resolve their overcrowding (1,000 over 5 years)	71	TBA	Awaiting update	N/A	N/A
5. 70% of the entrenched cohort of rough sleepers is housed in appropriate accommodation	56%	70%	63%	On Track	Improving
6. Tenant Satisfaction with services provided by landlord	88% [Annual Survey]	88%	Not available	N/A	N/A
7. Total number of positive moves from young persons' supported housing and hostel services who have moved on to live more independently	111	80	Not available	N/A	N/A
Property Services					
8. Increase the total income generated from the Council's investment portfolio by 3%	£23.8	3%	23.7m	On track	Stable
9. Investment Portfolio – keep the number of void properties below 4%	1.8%	Less than 4%	2.8% (June 2015)	On track	Deteriorating
Service Commentary: While the void rate has increased slightly, it remains within target. Much of the current void has been pending works and H&S prior to the marketing of unit.					
Planning Services					
10. % of Other Applications determined within 8 weeks	68%	80%	76% (1,063)	Off Track	Improving
11. % of Major Applications determined within 13 weeks	57%	60%	56% (11)	Off Track	Deteriorating
Service Commentary: A number of vacant planning posts are in the process of being filled. This is expected to lift performance of planning applications determined within timescales.					
Timescales: Performance anticipated to be on track by Quarter 3 (December 2015) when vacant planning posts will be filled.					
12. % of Minor Applications determined within 8 weeks	67%	65%	75% (754)	On track	Improving
13. Number of Reports of Unauthorised Development (RUDs) investigated and cleared	2,258	N/A	653	On track	Stable
14. % of Planning Appeals determined in favour of WCC	70%	66%	76% (41)	On track	Improving
15. Number of planning applications received	12,680	N/A	3082	N/A	N/A
Employment					
16. Total number of residents supported into paid employment opportunities from all programmes monitored by the Work & Skills Board	708	1000	83	N/A	N/A

Quarter 1 position¹ – Latest figures reported at the end of June 2015.

Status² – Achieved, target level met. On Track, target level will be met by year end. Off Track, target level is at risk of not being met by year end.

Direction of Travel³ – Improving on last year's position. Stable: No change, same as last year's position. Deteriorating on last year's position.

2.2 City Management and Communities

2.2.1 Notable Areas of Achievement

Public Protection & Licensing

- ✓ Creation of 74 new City Inspector posts in line with the City for All objective. 50 posts filled as part of the reorganisation, recruitment being progressed for the remaining roles.
- ✓ The Prevent programme has delivered training to 265 teaching staff in 13 Sessions in Schools/Colleges.

Parking

- ✓ A number of car club bays have been identified as possible locations for installation of an Electric Vehicle charging point to support an electric car club vehicle. The feasibility work for fully determining which sites are suitable has begun.
- ✓ A new online appeals service with London Tribunals (previously known as PaTAS) went live from 3 July.
- ✓ The first part of the 2015 Parking Occupancy Survey was completed. The survey evidences the need to consider a demand management approach for managing areas of high parking stress with particular attention to suspensions and paid for parking.
- ✓ Operation Neon - Throughout May, a joint multi-agency, high visibility enforcement operation between TfL, Met Police and WCC Parking Services focused on Private Hire Vehicles within Westminster, concentrating on issues such as vehicle idling, parking contraventions, as well as the legality and use of Private Hire Vehicles. Operation Neon has substantially increased the levels of visible enforcement in central London, combating touting and other illegal activity. It is keeping ranks clear to support legitimate taxi and private hire drivers and has received positive feedback from the trade associations.
- ✓ Marshals have been carrying out 'soft enforcement' of vehicles idling and are advising drivers to switch off their engines.

Highways

- ✓ The public realm works in Berwick Street to rejuvenate the market area has been completed.

Community Services

- ✓ Under the Choose Digital programme, new iPads are being rolled out into the first four libraries (Church Street, Maida Vale, St John's Wood and Queen's Park). The new solution will remove the need for scanning, with photos automatically uploaded to the online parking portal form. Customers will be able to use the iPads to browse the library archives and do anything they could do on the website from a computer.
- ✓ Over 1,500 people have attended health and wellbeing activities. During this time the libraries hosted events to promote Carers Week, Music Therapy Week, Diabetic awareness week, as well as hosting the regular health checks and Stop Smoking Sessions.
- ✓ The Archive service hosted over 40 events focusing on World War 1 attended by over 1,000 children.
- ✓ Volunteers contributed 2,152 hours in Westminster libraries.
- ✓ Good progress has been made with the re-let of the sports and leisure facilities contract, capital programme schemes are being delivered to schedule and sports development and PE and School Sport programmes are being delivered to plan.
- ✓ The overall performance of the sports and leisure facilities is strong, visitor numbers are slightly ahead of target (703,000 recorded visits for the first 2 months of 2015/16) and pre-paid membership figures are at their highest levels ever (17,650 members to date).
- ✓ Results from the Sport England's Active People survey in June showed Westminster's participation increasing which is very positive.

- ✓ The Judicial Review period for Jubilee Sports Centre expired in January 2015 however a challenge was launched on 17th March. A Court Order was released on 17 June 2015 confirming that leave to bring JR proceedings in respect of the Council's decision to grant planning permission for redevelopment had been refused.
- ✓ Works to improve Bridgefield House (the building adjacent to the Porchester Centre) completed to time and budget. The new facility will provide a flexible community space for meetings, training events and activities.
- ✓ The Westminster Mile 2015 event was extremely successful, attracting over 6,000 registrations.

2.2.2 Service Pressures and Challenges

Waste & Parks

- ✘ The waste disposal contract re-let brings with it the need to mitigate a significant cost pressure. Mitigation measures will include the need to consider how and when we collect waste and what the opportunities are for significantly increasing recycling. This risk has been highlighted as part of the MTP savings process.

Parking

- ✘ Increased risk on Penalty Charge Notice (PCN) and paid for parking due to impacts of the Deregulation Bill in April 2015, plus external factors. The Deregulation Bill that became law in April bans the use of CCTV to enforce parking restrictions for all contraventions except those involving moving traffic. It also introduced a 10 minute grace period where a vehicle has been left beyond a period of permitted parking within a designated bay. This is being monitored closely and is partly being offset by further contract cost reductions and projected improvements to other revenue streams.
- ✘ Print and fulfilment Corporate Contract costs are currently being funded by the service and causing an overspend of £210k.
- ✘ Outcomes of the city-wide occupancy survey and the implementation of any recommended policy changes as a result, may have reputational risk to the service and require a complex implementation plan.
- ✘ A reduction in Service Level Achievement has been seen since April and a number of actions are in place to address this, including:
 - Increased resources, shift re-alignment and overtime
 - Additional quality checks to review calls over 7 minutes to understand the root cause and any actions required
 - Additional call listening exercises by completing side by side reviews for instant feedback
 - Avoidable contacts review
 - Further training and support to all teams
 - Identifying changes to call arrival patterns to allow trend analysis based on a wider range of data

Highways

- ✘ The volumes of priority one highway responses are still above budgeted levels but the risk has significantly reduced from £250k to £75 for the full year. Work is continuing to mitigate the remaining risk.
- ✘ A review of the indexation method used in our contracts is being carried out by the industry following an initial report by the Highways Term Maintenance Association (HTMA) that it does not reflect the higher prices seen on contracts within the M25. The review report is expected at the end of November 2015.

Community Services

- ✘ Delays relating to the Active Queens Park project associated with the progression of the appropriation of Genesis properties. Valuation reports have been commissioned and a Cabinet Member report has been issued for a decision to enable the project to progress with works commencing in the December 2015.
- ✘ Library visits were slightly below target in Quarter 1. Church Street and St. John's Wood Library both saw a drop of over 10%. Both libraries had a significant number of class visits either cancelling or not arriving. Action is being taken to improve links with the local schools in order to maintain a regular programme of class visits.
- ✘ Freedom Passes- MTP Saving. Following detailed analysis of the saving proposal, a risk has been identified with delivering the MTP saving due to the nature of the funding model. The 15/16 saving will be mitigated and plans are being progressed regarding any potential saving which could be achieved.

2.2.3 Key Service performance Indicators

The table below provides an assessment of the key indicators selected for City Management and Communities. Service commentary has been provided for all 'Off Track' indicators. Additional analysis can be undertaken on request from Committee Members.

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
Waste and Parks Services					
Improved street environmental cleanliness through the proportion of street surveyed for Detritus that falls below grade	2.10%	4%	1.98%	On Track	Stable
Improved street environmental cleanliness through the proportion of street surveyed for Litter that falls below grade	3.60%	5%	1.75%	On Track	Stable
Improved street environmental cleanliness through the proportion of street surveyed for graffiti that falls below grade	2.30%	3%	2.22%	On Track	Stable
Improved street environmental cleanliness through the proportion of street surveyed for fly posting that falls below grade	0.20%	2%	1.59%	On Track	Stable
Satisfaction with Westminster City Council's Parks and open space	95%	95%	95%	On Track	Stable
The yearly proportion of waste sent for recycling and recover, rather than to landfill	98%	97%	97%	On Track	Stable
To maintain the low monthly average of missed waste collection complaints per 100,000	4.63	5.00 per 100,000	3.44 per 100,000	On Track	Stable
Public Protection and Licensing					
Number of employees in business equipped with skills and knowledge to help them contribute to the safety and compliance of businesses in Westminster. Selling best practice / shared knowledge to other local authorities.	1200	900	455	On Track	Improving
Days of disruption saved on the road network as a result of collaborative working	408 days	100 days / quarter	118	On Track	Stable
Pest Control Customer Satisfaction levels	100%	90%	90%	On Track	Stable
Customer Satisfaction rates with Home Improvement Agency (HIA)	90%	90%	90%	On Track	Stable

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
Highways					
Average performance against response times for all lighting priorities	93%	98%	97.2%	On Track	N/A
Average performance against response times for all highways priorities	93%	98%	97.5%	On Track	N/A
Parking					
Maintain levels of overall Customer Satisfaction with the Parking Service	84%	84%	84%	On Track	Stable
Improved parking compliance levels	98.75%	98%	98.81	On Track	Stable
Community Services					
Total number of visitors to Westminster libraries as a proportion of the target	2,096,102	2,120,123	500,837	On Track	N/A
Total number of volunteer hours contributed to Westminster Libraries as a proportion of the target	11,585	11,585	2,152	On Track	Deteriorating
Service Commentary: The number of hours contributed by volunteers is lower than Quarter 1 last year but it is expected that these will increase in Quarter 2 as the service is currently recruiting volunteers to deliver the Summer Reading Challenge.					
Maintain satisfaction levels of our users within Westminster libraries (2014 City Survey)	91%	91%	91%	Achieved	Improving
Number of visits to the Council's sports and leisure facilities	3,776,188	3,700,000	703,414	On Track	Stable
Participation in sports development programmes	72,422	62,400	Update due in Q2	On Track	N/A
Number of accredited sports clubs	65	70	65	On Track	Stable
Number of sports volunteers	70	80	70	On Track	Stable

Quarter 1 position¹ – Latest figures reported at the end of June 2015.

Status² – Achieved, target level met. On Track, target level will be met by year end. Off Track, target level is at risk of not being met by year end.

Direction of Travel³ - Improving on last year's position. Stable: No change, same as last year's position. Deteriorating on last year's position.

2.3 Children's Services

2.3.1 Notable Areas of Achievement

- ✓ Engagement with Westminster City College to ensure more accessibility for young people with Special Educational Needs (SEN) and/or disabilities.
- ✓ Family Lives contract has been extended providing support for vulnerable families through children's centres.
- ✓ Early Help teams continue to work intensively with young people and their families, who are on the edge of care. As part of the Focus on Practice innovation programme there is a project developing predictive modeling IT system to assist with identifying children who are more at risk of coming into care.
- ✓ First year of Focus on Practice programme has completed. Of 220 WCC staff members, 64% are enrolled and attending systemic practice training. The impact of changes in practice on families and children are already being reported anecdotally.
- ✓ Data quality in relation to Child Sexual Exploitation (CSE) has improved with more cases being identified and progressed. The Multi-Agency Sexual Exploitation panel has revised terms of reference to improve case monitoring and focus on perpetrators. A Tri-borough Co-ordinator has been employed for CSE.
- ✓ Healthy Relationship Healthy Baby (HRHB) programme has been operating since 1 April with a team based in Queens Park, funded by Stefanou Foundation
- ✓ Revised children's centre model has been implemented from 1st July with the planned, reduced budget. This will deliver additional two year old offer capacity.
- ✓ Enhanced scrutiny of Looked After Children and Care Leavers cases moving towards permanency to ensure barriers and delays are identified and addressed.
- ✓ Family Group Conference process reviewed and refined. There is now better and earlier identification of family network members who can potentially care for children.
- ✓ The Youth Offending Service continue to recruit mentors who will be offered to all young people in custody as well as those on the cusp of custody.

2.3.2 Service pressures and challenges

- ✘ National concerns surrounding child sexual exploitation, missing children and female genital mutilation (FGM). Westminster is working closely with police colleagues and is co-chairing a Multi-Agency Sexual Exploitation meeting which responds to individual young people at risk, and builds a strategic picture of victims, perpetrators and places. Westminster has a Missing Children's Co-ordinator in the Multi Agency Safeguarding Hub who tracks all reported missing children and young people. The service is engaged in a programme with St. Mary's Hospital to raise awareness and respond proactively to FGM across our children's partnerships.
- ✘ An increase in the number of Unaccompanied Asylum Seeking Children has impacted the target to reduce 14-17 year olds coming into care. Westminster will engage on a service improvement programme called "Focus on Practice" which will minimise adolescent care admissions, examine cost effective housing options for UASC outside traditional foster care placements and work on targets to reduce young people coming into care.

2.3.3 Key Service performance Indicators

The table below provides an assessment of the key indicators selected for Children's Services. Service commentary has been provided for all 'Off Track' indicators. Additional analysis can be undertaken on request from Committee Members.

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
1. Percentage of children requiring foster care being placed with Tri-borough foster carers	71%	80%	60% (6/10)	Off Track	Deteriorating
<p>Service Commentary: Over the last 3 years we have experienced an on-going and increasing demand for placements for older children; combined with a number of requests to place sibling groups; plus a consistent stream of unaccompanied asylum seeking children. We have seen a decline in our numbers of foster carers being recruited and are reviewing our recruitment strategy accordingly. As a result we have not been able to meet the demand to place all children in house. Going forward our latest recruitment drive is now seeking to recruit in out of London areas and within neighbouring boroughs so that we can place children at risk of child sexual exploitation as well as meet the need for long-terms fostering requests.</p>					
<p>Timescales: ongoing challenge (see commentary above), no specific timescale can be provided on when performance will be back on track. However, the recruitment of additional foster carers is anticipated to mitigate increasing demand for placements by yearend.</p>					
2. Percentage of re-referrals to social care	9%	10%	12% (58/485)	On Track	Stable
3. Percentage of care leavers who are in suitable accommodation	88%	92%	78% (89/114)	On Track	Deteriorating
4. Percentage of care leavers who are in education, employment and training	67%	67%	69% (79/114)	On Track	Stable
5. Percentage of children in care in the same placement for at least 2.5 years	70%	81%	82% (51/62)	On Track	Improving
6. Percentage of child protection cases ending during the year with a duration of two or more years	0%	5%-10%	0%	On Track	Stable
7. Number of Looked After Children in Westminster	179	179	162	On Track	Stable
8. Number of borough resident population aged 14 to 17 entering care (excluding young people accommodated as a result of LAPSO Act 2012 or UASC status)	28	23	6 (June 2015)	On Track	Stable
9. Percentage of children in care with three or more placement moves	9%	10%	0%	On Track	Improving
10. Number of 16 to 18 year olds (years 12 and 13) not in education and training (NEET)	48	37	36	On Track	Improving
11. Percentage of children subject to a child protection plan for the 2 nd or subsequent time	3%	5%	4% (4/110)	On Track	Stable
12. Number of child protection cases	113	99	110	On Track	Stable
13. Percentage of Westminster's pupils who achieve at least 5 A*-C grades at GCSE including English and Mathematics	68%	70%	TBC	N/A	N/A
14. Percentage of primary pupils achieving Level 4+ in Reading, Writing and Mathematics at KS2	86%	86%	84%	Off Track	Deteriorating
<p>Service Commentary: This is a provisional figure and is subject to change. The service is also waiting to see the national and London's figures to be able to fully assess the Westminster's relative position. Overall trend over three years is one of improvement against London and national figures. 2014 saw a significant advance on the 2013 position (79%). This placed WCC 5th nationally of 150 local authorities, and top in London. The overall results mask improvements and dips in the results for individual schools. In schools where results have gone down targeted intervention work from the school standards service is planned.</p>					
15. Percentage of families on the Troubled Families Programme who will have resolved their offending, anti-social behaviour and poor school attendance	100%	100%	Update available in October	N/A	N/A
16. Number of places in education, employment and training for young people after they complete their GCSEs	99%	100%	Not yet available	N/A	N/A

Quarter 1 position¹ – Latest figures reported at the end of June 2015.

Status² – Achieved, target level met. On Track, target level will be met by year end. Off Track, target level is at risk of not being met by year end.

Direction of Travel³ - Improving on last year's position. Stable: No change, same as last year's position. Deteriorating on last year's position.

2.4 Adults Services and Public Health

2.4.1 Notable Areas of Achievement

Adult Services

- ✓ Policy and operational changes to support Phase I of the Care Act 2015 were successfully implemented on 1st April with metrics established to monitor performance and impact.
- ✓ The Community Independence Service (CIS) went live on April 1st which will ensure more people can be cared for at home, helping to avoid emergency hospital admissions, supporting timely and effective discharge from hospital and helping to reduce the need for on-going social care

Public Health

- ✓ The Public Health commissioning review has taken place and a 3-year commissioning and procurement plan has been developed.
- ✓ A new Integrated Hospital Discharge and seven day working pilot was launched earlier this year.
- ✓ There has been a continued reduction in the costs associated with Genito-Urinary Medicine (GUM) clinics and new tariffs have been negotiated.
- ✓ In Westminster, 28% of people presenting with HIV were at the late stage of HIV infection. This rate was better than England (45%) and London (41%), and is the third best in London.

2.4.2 Service Pressures and Challenges

Adult Services

- ✗ Preparatory work has begun to support Phase 2 of the Care Act 2015 requirements; any changes are being monitored by the Local Government Association with the Department of Health.
- ✗ One of the Council's Homecare Service providers is planning to exit the market by the end of August; a migration plan has been agreed to prioritise this provider's customers
- ✗ Reducing the number of non-elective hospital admissions is a key joint target across health and social care. The target to reduce admissions by 4.6% via the Better Care Fund programme is very ambitious given the demographic growth, historical trends and changing NHS and Social Care landscape. Current performance is stable against the previous year but at Quarter 1 the target is at risk. The Community Independence Service (CIS) is being rolled out at pace, with more active case finding, rapid response within two hours and closer working with GP's. Alongside the enablement focused homecare model, the CIS is expected to have a positive impact on this measure.

Public Health

- ✗ There is a financial risk to the Public Health grant allocation for 15/16, as a result of the Chancellor's announcement to reduce the Public Health budget by £200m in June for 2015/16. Business planning has been developed in accordance with different financial impact scenarios but the preferred option will be to implement a flat rate reduction of 6.2% across local government, although this will create uncertainty over the future of the planning and delivery of some of our public health services.

2.4.3 Key Service performance Indicators

The table below provides an assessment of the key indicators selected for Adults Services and Public Health. Service commentary has been provided for all 'Off Track' indicators. Additional analysis can be undertaken on request from Committee Members.

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
Adult Social Care					
1. Reduce non elective (unplanned) hospital admissions (cumulative, calendar year)	18,070	17,254 (4.6% reduction by Dec 15)	6,081	Off Track	Improving
<p>Service Commentary: There are a range of initiatives and projects as part of the Better Care Fund which are targeting Non-Elective Hospital Admissions. While current performance is on par with the previous year, the target reduction in admissions is at risk. There are a number of factors across health, social care and the wider community that can impact on hospital admissions so direct attribution is not possible however the reablement and rapid response service are actively working with GP's to 'case find' at risk residents.</p> <p>Timescales: ongoing challenge (see commentary above), no specific timescale can be provided on when performance will be back on track. However the reablement and rapid response service are actively working with GP's to 'case find' at risk residents. A more accurate update will be provided at Quarter 2.</p>					
2. Delayed transfers of care, acute days attributed to social care (cumulative)	861	432	32	On Track	Improving
3. Percentage of carers who have received an assessment or review	69%	95%	9% (89/999)	Off Track	Stable
<p>Service Commentary: We have set a very challenging target for assessing and reviewing carers so while performance is stable in relation to the previous year it is not currently on track to meet this stretch target. Operational resources are being focused on carers with a view to see significant improvements in the coming months.</p> <p>Timescales: Performance anticipated to be on track by Quarter 3 (December 2015).</p>					
4. New permanent admissions to residential care, aged 65+	75	74	5	On Track	Improving
5. New permanent admissions to nursing care, aged 65+	55	52	8	On Track	Improving
6. Total care home weeks, residential, 65+	15,893	15,943	2672	On Track	Improving
7. Total care home weeks, nursing, 65+	12,803	12,588	1974	On Track	Improving
8. Adults receiving a personal budget	83%	90%	83% (4,108/4,919)	On Track	Improving
9. Proportion of adults with a personal budget receiving a direct payment	23.00%	27%	22% (338/1553)	On Track	Stable
Public Health					
10. Number of adults and children attending obesity prevention programmes	522	600	N/A	N/A	N/A
11. Number of NHS health checks taken up by eligible population	6,147	TBC	1,834	On Track	Update
12. Total numbers of cigarette smokers who are recorded by the Stop Smoking Service as being off cigarettes after 4 weeks	702	862	316	On Track	Improving
13. Number of residents reached through community champion activities	N/A	20,000	3,035	Update	Update
14. Number of Children at 4-5 years old defined as obese	138	<138	138 (2013/14 academic year, 10.5%)	Target N/A	N/A
15. Number of Children at 10-11 years old defined as obese	303	<303	303 (2013/14 academic year, 26.6%)	Target N/A	N/A

Quarter 1 position¹ – Latest figures reported at the end of June 2015.

Status² – Achieved, target level met. On Track, target level will be met by year end. Off Track, target level is at risk of not being met by year end.

Direction of Travel³ – Improving on last year's position. Stable: No change, same as last year's position. Deteriorating on last year's position.

2.5 Corporate Services

2.5.1 Notable Area Achievements

Human Resources

- ✓ The Learning Management System went live in April, training courses reviewed and the introduction of new E-learning courses assisting employees to develop skill sets.
- ✓ Phase 2 of the Leadership Academy has been launched.
- ✓ The Council once again received the BSI18001 Health and Safety Standards accreditation.
- ✓ Continuing to support young people by recruiting apprentices, interns and graduates. This financial year, six apprentices and fourteen interns have joined since March 2015.
- ✓ The National Graduate Development Programme is a national graduate scheme for local government. A recruitment day was held in June involving senior managers from across the authority, 9 candidates were interviewed and assessed. Westminster's top 3 choice of candidates have all recently accepted and are due to start in September 2015
- ✓ In June 2015 a dedicated Organisational Development Advisor was recruited to lead on developing the apprenticeship offer.

Corporate Procurement

- ✓ The contract for Print and Document Management has been signed and the implementation is progressing successfully. Against an in year savings target of £1m, £400k has been delivered from the contract that went live in July 2015.
- ✓ Signing of the Sheltered Housing Strategy for Older People (SHSOP) contract which is a collaborative project with the NHS. This contract will deliver new management and the refurbishment of some key nursing homes throughout Westminster.
- ✓ Following early market engagement, a promising new supplier in leisure centre procurement has been identified, which may not have been included had we not done the early market engagement. The delivery of substantial community benefits will be a priority for the successful tenderer.
- ✓ A Procurement and Commercial Development Programme to deliver both Procurement, Legal and Contracts management training across Westminster is currently being developed.
- ✓ Against a target of ten Westminster let framework agreements, 3 have already created three and the target should be surpassed

2.5.2 Service pressures and challenges

Human Resources

- ✘ The main area of risk for HR is the impact of the go live of Managed Services. Issues with the structural build and payroll mean that HR staff resources have had to be diverted away from business as usual work to support the implementation and assist with troubleshooting issues. There is a risk therefore on the delivery of other HR projects.
- ✘ The MSP Occupational Health and Pension system interfaces have not been working correctly.
- ✘ Delivery of HR services have been affected by being unable to recruit permanent HR Business Partners and Advisers for two years because of the possibility of a HR Shared Service and the subsequent possibilities of needing to reduce numbers. Only 30% of posts are filled permanently and fixed term contract candidates are becoming more difficult to source as the economy improves.
- ✘ Temporary Agency Contractor (TAC) numbers and cost continue to be a concern although improvements have been seen in Q1 of 2015/16. HR is working with units to reduce TAC usage and reliance; issues with managed services have meant that some TACs have had to be retained for longer than previously envisaged. HR has set departmental targets for TAC numbers to further reduce TAC usage. HR has been encouraging the use of alternative recruitment solutions such as fixed term contracts, apprentices and internships.

2.5.3 Key Service performance Indicators

The table below provides an assessment of the key indicators selected for Corporate Services. Service commentary has been provided for all 'Off Track' indicators. Additional analysis can be undertaken on request from Committee Members.

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
Human Resources					
1. Total number of agency contractors	338	200	282	On Track	Improving
2. Total cost of agency contractors (£m)	£18.29m	£12.0m	£16.85m	On Track	Stable
3. Staff turnover excluding redundancies as a proportion of the workforce	12.49%	12.5%	Update available Q2	N/A	N/A
4. Sickness absence - rolling year average number of days per employee	5.76 days	6 days	Update available Q2	N/A	N/A

Quarter 1 position¹ – Latest figures reported at the end of June 2015.

Status² – Achieved, target level met. **On Track**, target level will be met by year end. **Off Track**, target level is at risk of not being met by year end.

Direction of Travel³ - **Improving** on last year's position. **Stable**: No change, same as last year's position. **Deteriorating** on last year's position.

2.6 City Treasurers Office

2.6.1 Notable Area Achievements

- ✓ The Council published its audited accounts on the 18th May, being 48 days from the year end – 20 working days of which were required to comply with the public inspection requirement. This was the earliest a set of Local Authority accounts published in 75 years and quicker than 83% of the FTSE companies. Council auditors also commented on the improved quality in the accounts.
- ✓ The Council's finance restructure is complete and new staff are arriving and undergoing in-house developed training programmes ensuring the highest professional and commercial standards.
- ✓ Lean reviews and other improvements have commenced which streamline and remove waste from processes.
- ✓ The Council has been asked to advise the Welsh Audit Office on the production of annual accounts

2.6.2 Service pressures and challenges

- ✗ The main area of risk for City Treasurer is the impact of the go live of Managed Services. The issues with the structural build and interfaces has meant limited access to financial information within the quarter. A number of plans for testing and updating the system are being prepared to resolve the issues.

2.6.3 Key Service performance Indicators

Performance Indicator	2014/15 Performance	2015/16 Target	Period 4 (July) position	Target status ²	Direction of Travel ³
City Treasurer					
1. Income generated from Treasury Investment	£3.9m	Improve on last year	£4m	On Track	Improving
2. Variance between budget forecast and actual spend (for all EMT Directorates)	£2.83m underspend	£0.0m (Balanced budget)	£0.553m underspend	On Track	Improving
3. Total savings achieved or on track to be achieved for 2015/16	£25.2m	£36m	£11.643m completed	On Track	Improving

2.7 Policy Performance and Communications

2.7.1 Notable Achievements

- ✓ Allocated £220k of ward budget funding across 64 separate projects.
- ✓ Support and induction for new Warwick Ward councillor returned in May's by-election.
- ✓ Carried out public consultation on Baker Street changing into a two way street.
- ✓ Completed evaluation for Your Choice gangs project.
- ✓ First LA in the UK to achieve Corporate Accreditation by the Association of Project Management.
- ✓ Implementation of new Change Assurance Group, consisting of departmental Change Leads and leads from relevant support functions, to review and assure the portfolio of change programmes.
- ✓ Working with the Procurement team to implement new printers /copiers across the Council as part of the Print and Fulfilment programme, which has now moved on to renewing other organisational printing and mail capability.
- ✓ Produced a report on the extent of basement extensions using aerial photography and planning decisions to inform emerging policy.
- ✓ Successfully launched the West End Partnership's Vision and Delivery Plan at an event attended by over 300 guests in June 2015.
- ✓ Adopted enforcement of idling vehicles across Westminster to improve air quality.
- ✓ Submitted a sovereign Westminster response to the Government's business rate consultation and a joint response with a range of business and local government organisations.
- ✓ Collected a record £2.6 million in Mayoral Community Infrastructure Levy (CIL) this quarter.

2.7.2 Service pressures and challenges

- ✘ Basements and Mixed Use Regulation 19 Consultation period is underway from 16 Jul-9 Sept. Adopting these and other policies into the City Plan will be a key challenge for Quarter 2.
- ✘ Designation of two new neighbourhood forums in Victoria and Knightsbridge to increase the total of neighbourhood planning groups in Westminster to eleven.
- ✘ There will be a public examination of our CIL proposals. Preparations are starting now to ensure their prompt approval.
- ✘ Implications of Government housing policy announcements for the Housing Strategy and housing policies for the City Plan.

2.7.3 Key Service performance Indicators

Performance Indicator	2014/15 Performance	2015/16 Target	Quarter 1 position ¹	Target status ²	Direction of Travel ³
Policy, Performance and Communications					
1. Overall satisfaction with the Council	85%	85%	Update Q3	N/A	N/A
2. Residents satisfied with the area they live in	93%	93%	Update Q3	N/A	N/A
3. Residents agree the council offers good value for money	71%	71%	Update Q3	N/A	N/A
4. Resident feel the Council does enough for people like them	58%	58%	Update Q3	N/A	N/A
5. Residents feel Informed about services and benefits from the Council	68%	68%	Update Q3	N/A	N/A
6. Percentage of change programmes where Successful delivery of the project is on track, probable or feasible	100%	100% by yearend	81%	On Track	N/A
Service commentary: The Managed Services Programme is underway. Print and Fulfillment contract awarded to Ricoh, transition process begun. ICT Portfolio transitioned to Tri-borough management. Parking programme has transitioned to Business as usual. Work ongoing to define and agree deliverables arising from the medium term plan.					
7. Total customer calls answered in 20 seconds by the Council	80%	80%	83.5%	Achieved	Improving
8. Total customer calls answered in 60 seconds by the Council	95%	95%	92.8%	On Track	Improving

Quarter 1 position¹ – Latest figures reported at the end of June 2015.

Status² – Achieved, target level met. On Track, target level will be met by year end. Off Track, target level is at risk of not being met by year end.

Direction of Travel³ - Improving on last year's position. Stable: No change, same as last year's position. Deteriorating on last year's position.