

Audit and Performance Committee Report

Meeting or Decision Maker:	Audit and Performance Committee
Date:	3rd February 2015
Classification:	General Release
Title:	Quarter 3 (April - December 2014) Performance and Finance Report
Better City, Better Lives:	Report provides assurance against key BCBL projects and initiatives
Key Decision:	Review and challenge Officers on the contents of the report
Financial Summary:	Period 9 (December 2014) 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 two (April – December 2014) update to the Audit & Performance Committee on the City Council's financial position, delivery against the 2014/15 Business Plans and Better City, Better Lives projects and initiatives.

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

Report sets out how the City Council is delivering on the Better City, Better Lives vision and Medium Term Savings Plan.

2014/15 FINANCIAL YEAR OUTTURN REPORT AS AT P9

Key Messages for Projected 14/15 Outturn:

Revenue

At Period 9, the Council is projecting a potential overall **deficit to Budget of £0.28m**, before the impact of planned management action. This is significantly reduced from Period 8 by £1.24m. The major adverse variance is in Housing, while nearly all other Services are forecasting to end the year better than budget. Opportunities to mitigate the residual shortfall to budget, such as bringing forward savings proposed under Medium Term Planning continue to be actively examined.

Capital Expenditure

The total projected outturn for capital is £65.34m, a £0.15m overspend against the approved CRG forecast. This reflects a CRG approved increase of £0.75m in Corporate & Commercial Services for ICT expenditure leaving a net reduction of £0.48m. This reduction is within Growth, Planning and Housing and relates to projects that will slip into 15/16.

SECTION 1: REVENUE PROJECTED OUTTURN

1. Operating Budget

The Council set an operating budget of c£211m of expenditure. The projected outturn (at P9) against this budget is a £0.28m deficit which is due to an adverse movement within Housing, offset by favourable variance across most other Service Areas (see Table 2 which reports budgets, projected outturn and variances by Service Area).

2. Service Area Revenue Projected Outturn

The adverse variance of £0.28m to budget (see Table 2 below) is made up of the following:

- Unfavourable variances (overspends) to budget within:
 - Housing where the service is reporting an overspend to budget of £3.4m. Homeless numbers remain high and securing suitable accommodation within the central government set TA subsidy level remains challenging. Costs exceed budget relating to procurement of accommodation; the use of specialist units for households who are required to live in adapted accommodation in borough lead to the use of high cost units; and high numbers of legal challenges prevent the use of cheaper out of borough properties for most households.

Table 1 – Homeless numbers

Homeless numbers	01/04/14	31/12/14
Private Sector Rented	1,338	1,458
Bed and Breakfast	190	183
Self-contained Accommodation	398	381
Housing Association Leased (no cost)	326	308
HRA Properties (temp use)	38	38
Total	2,290	2,368

- Favourable variances (underspends) to budget as follows:
 - City Management & Communities shows a favourable variance to budget of £1.20m, which can be attributed to increased income from traffic management orders (£0.7m, covering road closures for road works, the use of cranes for accessing a building site etc) and temporary structures (£0.4m, relating to scaffolding and hoarding on or over the highway) within Public Protection & Licensing, an increase in commercial waste income, and lower Transportation expenditure.
 - Corporate & Commercial Services are forecasting a favourable variance of £1.07m. This is due to underspends in Customer contracts, Procurement salaries and running costs, underspends within Legal & Democratic Services as well as a reduction in expenditure in Revenue & Benefits.
 - Policy, Performance & Communication are forecasting a favourable variance of £0.35m. This arises from increased income from external communications trading and Public Realm funding, as well as salary underspends.

Table 2 – P9 Forecast Outturn by EMT Directorate

Directorate	P9 FULL YEAR ANALYSIS			Vs Previous Period		Better / Worse / Unchanged
	Budget	Projected Outturn	Projected Variance	Previous Period Variance	Current Vs Previous Period Movement	
	£000	£000	£000	£000	£000	
Adults Services	80,834	80,752	82	80	1	Better
Children's Services	40,380	40,380	0	0	0	Unchanged
Growth, Planning & Housing	29,298	32,431	(3,133)	(3,134)	0	Unchanged
City Management & Communities	16,596	15,401	1,195	872	324	Better
Corporate & Commercial Services	25,695	24,621	1,074	273	802	Better
Policy Performance & Communication	7,472	7,122	350	270	80	Better
Chief Of Staff	711	656	55	55	0	Unchanged
City Treasurer	10,376	10,275	101	67	34	Better
SERVICE AREA TOTAL	211,362	211,637	(276)	(1,517)	1,241	Better
Government Funding	231,396	230,188	(1,209)	(1,209)	0	Unchanged
Corporate Income	1,000	1,000	0	0	0	Unchanged
Total Funding / Income	232,396	231,188	(1,209)	(1,209)	0	Unchanged
Less: Corporate Financing	23,125	21,916	(1,209)	(1,209)	0	Unchanged
Corporate Financing	209,272	209,272	0	0	0	Unchanged
Net Surplus/(Deficit)	(2,090)	(2,366)	(276)	(1,517)	1,241	Better

SECTION 2: CAPITAL EXPENDITURE PROJECTED OUTTURN

For 2014/15 the projected outturn for Service Areas as at Period 6 is £64.24m which is £6.72m above the approved budget. (See Table 3 which reports budgets, projected outturn and variances by Service Area).

In September Property presented their new 5 year strategy to CAB/EMT outlining expenditure plans. The projected outturn for 2014/15 includes the £17.82m for Cavendish Square Gardens and Underground Car Park and a further £3.84m in development opportunities.

Property is projecting an outturn of £6.43m which is £4.99m below the 2014/15 Approved Budget. The reduction is due to a number of movements, primarily the revised profiling (and delay until subsequent years) of City Hall refurbishment and landlord's responsibility costs.

Following the temporary suspension of the Marylebone Library scheme the projected outturn has reduced by £9.69m against the 2014/15 Approved Budget. The revised project is due to be presented to Gate 1 shortly.

Table 3 – Capital Expenditure Projected Outturn by Service Area

	P9 YTD Analysis			P9 Full Year Analysis			2014/15	Prior Period
	Forecast Net £000	Actual Net £000	Variance Net £000	Forecast Net £000	Projection Net £000	Variance Net £000	Budget Net £000	Projection Net £000
All Areas								
Adult Services	696	21	675	933	750	183	933	750
Children's Services	3,818	2,545	1,273	3,042	3,042	(0)	4,713	3,042
Growth, Planning & Housing	30,074	34,388	(4,314)	45,606	44,094	1,512	26,677	44,577
City Management & Communities	5,866	929	4,936	7,152	6,855	297	17,197	6,855
Corporate & Commercial Services	2,797	7,826	(5,030)	3,750	5,594	(1,844)	3,000	4,844
City Treasurer	5,000	0	5,000	5,000	5,000	0	5,000	5,000
TOTAL	48,250	45,709	2,541	65,483	65,336	147	57,521	65,068
Contingency	0	0	0	0	0	0	0	0
Self financing	0	0	0	0	0	0	0	0
Development Opportunities	0	0	0	0	0	0	0	0
OTHER TOTAL	0	0	0	0	0	0	0	0
TOTAL (NET)	48,250	45,709	2,541	65,483	65,336	147	57,521	65,068

SECTION 3: FINANCE STRATEGIC PROJECTS

At Period 9 the status of Finance Strategic projects is as follows:

Finance/HR Managed Services Programme – This remains the key strategic project for the Council's Finance and Human Resources Teams who are continuing to work, in conjunction with Tri-Borough colleagues, the Service provider BT and Programme Managers PWC, towards a successful go-live on 1st April 2015. The first phase of Business Testing took place before the Christmas break. Issues raised during this initial phase were addressed over the Christmas break by BT and the second phase has now started. This Business Testing is scheduled to be completed by early February where the solution it is required to be signed off by the Councils as being "fit for purpose". At this point the project moves into its final

implementation stage of when training and transition of service delivery takes place. Work is on-going to ensure continuity of supply from affected outsourced suppliers until go-live and through the transition.

Medium-Term Financial Planning/Strategic Planning – Work on the MTP is being added into the Council Tax Report which is to be presented to Cabinet on 23rd February and Full Council on 4th March for formal approval.

Annual Accounts Plan - The Annual Accounts project continues apace and work is progressing toward implementing improved business as usual processes to facilitate the more efficient production of the Council's annual accounts in 2014/15. By applying project management methodology, enhancing the Council's technical expertise and implementing rigorous quality assurance techniques, we will be assuring the production of the annual accounts in May 2015.

KEY MESSAGES:

Corporate Health

- The **2014 City Survey** is now complete and shows the Council has been able to increase many reputation measures, some to record highs. Satisfaction with the way the Council runs the city currently stands at 87%, up 2% on 2013. Three quarters of residents (76%) agree the Council offers good value for money (up 5% on 2013). Furthermore, over three quarters of residents (77%) say they feel informed about services and benefits (up 9% on 2013).
- Both the cost and number of **Temporary Agency Contractors (TACs)** continue to increase. The total cost for the rolling year to the end of December was £17.92M well above the £12M target for the year. The total number of TACs at the end of December was 313, just above the target of 300.
- **Savings programme** - At the end of December, a significant number of savings plans are in place to deliver on the £24.27M savings target for the year. To date, 70% of plans have either been completed or are being implemented to deliver £16.87M and 28% of plans are in place to deliver £6.79M. However there are no plans in place to deliver £612K of the savings target.

Key Service Updates

- In partnership with Central London Boroughs Westminster agreed a ground breaking, £11m **employment pilot** with Government to support nearly 4,000 long-term unemployed residents with health conditions.
- There has been a continued increase in **the number of people admitted into residential and nursing care as a rate per population**. The increasing demographic pressures and people presenting with high and complex needs are impacting on delivery. The increase in cognitive impairments has added a particular pressure. A three borough placement panel has been set up so colleagues can discuss alternative provision options and provide challenge as necessary.
- Since April 2014 forty-seven (68%) of the sixty-nine **children or young people requiring foster placements have been placed with Tri-B foster carers** compared to 83% (90 of 108) in 2013/14. Recruitment of foster carers remains a challenge for the Children’s Service. The Service has produced a detailed recruitment plan and additional work is underway to improve performance.
- As part of this **Better Care Fund plan**, the Council developed a single, coordinated Community Independence Service across the Tri-borough area, which will ensure more people can be cared for at home rather than needing to spend time in hospital. This area of service will see a further £1.1m investment in the coming financial year.
- Completion of the **University Technical College** has been delayed and is now expected by December 2016. This follows a risk appraisal of enabling works which are no longer viable due to cost and risks of undertaking prior to the determination of the main planning application. University Technical College member organisations will be consulted on options to open in 2016 in temporary accommodation, and to defer opening until 2017 or pursue other options.
- The new contracted **Parking Service** is now fully operational with NSL. The City Council has also put a **new customer centre contract** in place with a shift away from face-to-face/telephone contact to online.

SECTION 1: CORPORATE OVERVIEW

1.1 Progress against corporate objectives and outcomes (Better City, Better Lives)

There are a total of 67 Priority Projects and Activities which are linked to the Better City, Better Lives ambitions, of these, two have been completed and a further 61 are on track to be delivered in 2014/15. However, the remaining four projects are at risk are:

- **80% of children in foster care are placed through the Tri-B Fostering and Adoption Service**
Since April 2014 forty-seven (68%) of the sixty-nine children or young people requiring foster placements have been placed with Tri-B foster carers. Recruitment of foster carers remains a challenge for the Children's Service. A paper was provided to the Audit and Performance Committee in September 2014 which outlined the reasons behind the historical low recruitment numbers and the remedial actions in place to increase recruitment. The Service has produced a detailed recruitment plan and additional work is underway to focus efforts on areas that yield more success in terms of recruitment such as actively advertising in the West London area and supporting activities such as community based marketing stands and local open days.
- **Deliver 60 housing specialist housing units for older people at Darwin House**
Following the review on the recent consultation on the Clinical Commissioning Group project, there were a number of concerns raised by the local community therefore a decision was made to put the project on hold in order to allow Council Officers to have a conversation with key stakeholders on the way forward. The position will be reviewed again in the next few months.
- **Licensing Protocol - Prepare to implement a licensing fee system based on cost recovery**
The Licensing Protocol project is working to implement a licensing fee system based on greater cost recovery. There have been delays to the implementation of the licensing fee system as the Service considers implications of the Hemming case possible legal, financial and reputational risks around this project. The Licensing Service continues to contribute to income generation and cost recovery areas of work including training of businesses and delivering pre-application advice for licensing. This has helped towards the cost recovery of the service and reduced enforcement costs.
- **Public realm improvements to retail environment of the Queensway area**
The public realm improvements to Queensway have been delayed due to concerns expressed by the Cabinet Member. A detailed project plan is now being developed with a completion date scheduled for 2016.

1.2 Corporate Health Indicators

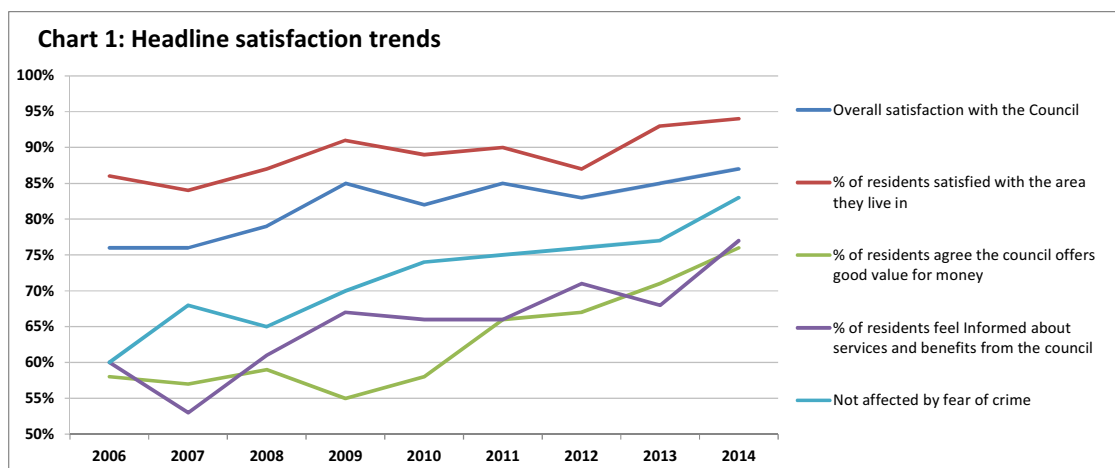
Overall the organisation is performing well against the corporate health measures, 16 (81%) are on target to fall within target levels for 2014/15. There has been particularly strong performance against the reputation and customer measures, with the handling of customer contacts, response times of stage two complaints and resident and staff satisfaction with the Council all meeting or exceeding target levels.

Two of the workforce measures have not been met. The total cost of agency staff has increased this quarter to £17.9M compared to £17.1M reported in the last quarter, exceeding the target of £12M. Particular areas of concern are Corporate Services whose costs have increased the most. Staff turnover has decreased this quarter to 11.85% from 12% in quarter two however this is still higher than the target level of 11.5%. This indicates an increase in staff leaving the business voluntarily which could be attributed to a wider upturn in the jobs market or the recent restructure announcements.

Measure	2013/14 Position	2014/15 Target	Quarter 3 Position (YTD)
Workforce (*2014 Staff Survey)			
1. Sickness absence days per employee (YTD)	5.5 days	6 days	5.76 days
2. Staff turnover as a proportion of workforce (YTD)	11.2%	11.5%	11.85%
3. Cost of Agency Staff to the council (YTD)	£15.1m	£12.0m	£17.92m
4. Overall staff perceptions of the Council as being positive*	66%	> 66%	67%
5. Staff agree the Council is an equal opportunities employer*	76.8%	> 76.8%	78%
6. Staff agree they feel informed about what is going on in the Council*	59%	> 59%	59%
Reputation (2014 City Survey)			
7. Overall satisfaction with the Council	85%	> 85%	87%
8. Residents satisfied with the area they live in	93%	> 93%	94%
9. Residents agree the council offers good value for money	71%	> 71%	76%
Customer (*2014 City Survey)			
10. Residents feel Informed about services and benefits from the Council*	68%	> 68%	77%
11. % of stage 2 complaints response completed within 10 working days	76%	70%	77%
12. Resident feel the Council is helpful when you contact it*	65%	> 65%	68%
13. Total customer calls answered in 20 seconds by the Council	N/A	80%	94%
14. Total customer calls answered in 60 seconds by the Council	N/A	95%	97%
Finance (Source Period 9 Finance Report)			
15. Variance between budget and actual spend (- Under, + Over spend)	-£0.6M	Balanced Budget	+£0.28M
16. Total savings achieved or on track to be achieved for 2014/15	£26.6m	£23.3m	£16.87M

1.3 City Survey 2014 Headlines and Results

- Satisfaction with the Council is at a record high of 87%. This is a two percent increase on 2013.
- Satisfaction with Westminster as a place to live remains very high, with over nine in ten (94%) saying they are satisfied with the area. This is in-line with the result from 2013 (93%).
- Three quarters of residents (76%) agree the council offers good value for money. This is a five percentage point increase on 2013.
- Over three quarters of residents (77%) say they feel informed about services and benefits, a rise of nine points since 2013 and the highest result recorded to date. Residents also now feel better informed about plans for their local area (75%, up from 63% in 2013).
- Residents continue to feel safe in Westminster. Over nine in ten (96%) feel safe in general where they live and over four in five (83%) feel safe after dark.
- Fear of crime continues to fall, currently at 16%, a drop of six percentage points since 2013.
- Expectations on council services remain high. Four in five residents think services will get better (27%) or stay the same (54%) over the next 12 months. Only three percent think services will get worse. This is a risk the council will need to manage over the coming 12 months, pending medium term planning.



Note: The City Survey is conducted via face-to-face in-home interviews. 1,019 residents aged 16 or over were interviewed between 11- 30th September 2014.

SECTION 2: SERVICE DELIVERY BY EMT DIRECTORATE

2.1 Growth, Planning and Housing

2.1.1 Key Service updates

- Together with partners the City Council is working to support **residents into employment**:
 - In partnership with Central London Boroughs Westminster agreed a ground breaking, £11m employment pilot with Government to support nearly 4,000 long-term unemployed residents with health conditions.
 - The number of residents supported into paid employment opportunities continues to rise with 453 reported at the end of December, exceeding the target of 300 for the year.
 - Through our successful Families and Communities Employment Service programme we have supported 68 Westminster residents into work.
 - To date, the Help Enterprise project has worked with 76 residents in temporary accommodation to become self-employed.
 - The Council has taken on 18 apprentices and 14 interns since April 2014.
 - The Council began its Universal Support pilot in October 2014. Working in partnership with the DWP we are working to resolve the issues at the root of people's barriers to employment.
- **Development Planning** targets for the determination 'major' and 'minor' applications and appeals are being met. There is a significant improvement on quarter two for 'major' applications which has increased by 9% in quarter three to exceed the target by 7%. The percentage of 'other' applications processed within the required time scales is currently underperforming at 75% against a target of 80%. However, since quarter two there has been an improvement of 8% in quarter three indicating an improving trend in performance
- **The hostels decant programme** – The renegotiation of existing hostel management contracts and the decommissioning of two uneconomical hostel services is now complete. This allowed all supported housing savings of £950k to be delivered in full, along with a further £700K of in-year savings. Achieving the supported housing savings has been a key deliverable for the Housing Service for the last two years. Dean Street and Greek Street hostels have been closed and the residents moved on into more independent, better quality and cost effective accommodation.
- **Rough Sleepers** - At the official street count on the 26 November 2014, 265 people (including foreign nationals) were seen rough sleeping in the City. The general rough sleeper (those whom the Council is able to assist) figure of 83 is within the target level of 100. However, the remaining 182 people are from A10 countries who we are unable to accommodate and support. The City Council is lobbying hard with central government for the need for national solutions to this increase in rough sleeping linked to economic migration from Europe.
- At the end of December 2014, the **investment portfolio** has delivered gross income improvement of £2m, compared to the same period last year. In total £21.1M of gross income has been delivered so far this year compared to £28.7M last year. To reach this year's income target a further £8.5M will need to be achieved by year end which is subject to the progress of property sales and acquisitions, which reduce and increase rent income respectively.

- A five year business plan has been completed for the **investment portfolio** which aims to deliver £7m of savings over three years and £20m over the five year business plan period. The service was also set a target to find an additional £480,000 of gross revenue this year. As at the end of quarter three approximately £900,000 of gross revenue growth has been achieved. The team faces considerable challenges over resource and delivery of the five year business plan which includes several large projects.

2.1.2 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.

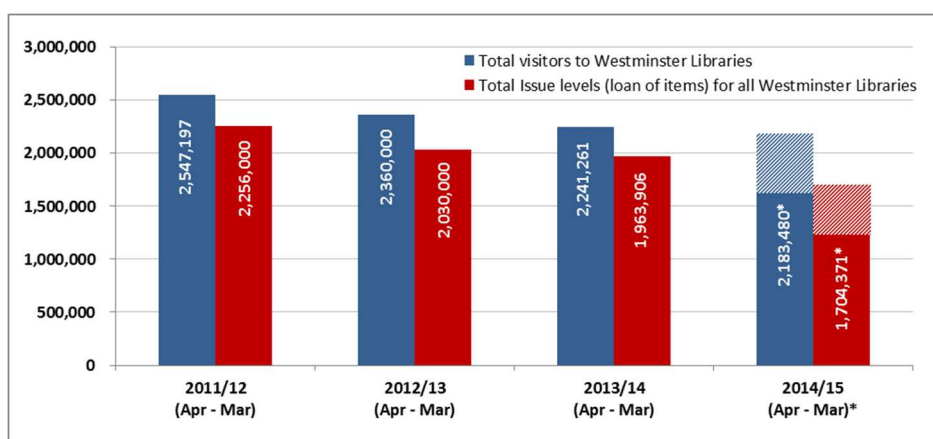
Performance Indicator	2013/14 Performance	2014/15 Target	Quarter 3 position	Status ¹	Direction of Travel ²
Housing Services					
1. Households prevented or relieved from becoming homeless through active homelessness casework or discharged into private sector.	607	525	377	Off Track	∅
Service commentary: Homelessness levels remain very high combined with a continued loss of private rented sector tenancies, out of borough placement being challenged and the Government's subsidy levels.					
2. Number of affordable homes delivered	108	478 by 2016/17	97	On Track	∅
Service commentary: Exchange of contracts for 2 Ashbridge Street in Churchill Gardens has taken place. The redevelopment of this site will provide over 30 intermediate affordable homes. In addition, a number of Section 106 sites are at planning submission stage. If approved, they will deliver 150 affordable homes in Westminster. The Service expects bulk of the affordable housing supply to be delivered in 15/16.					
3. Rough sleeper numbers to be maintained below 100	85	Less than 100	83	On Track	∅
4. Tenant Satisfaction with services provided by landlord	90%	79%	84%	On Track	∅
5. Number of households in temporary accommodation.	2,283	Less than 2,550	2,372	On Track	↔
Property Services					
6. Increase the total income generated from the Council's investment portfolio by 3%	£28.7m	£29.6m	£21.1M	Off Track	∅
Service commentary: The rate of income achieved may increase further as more rent reviews are agreed. It is also subject to the progress of property sales and acquisitions, which reduce and increase rent income respectively.					
7. Investment Portfolio - achieve capital receipts target	N/A	£12.5M	£0.9M	Off Track	N/A
Service commentary: Year on year comparisons are irrelevant due to the variable nature of the timing and quantity of capital receipts. Further disposals are expected near the end of this financial year or early in 2015/16. These will be used to fund the acquisition of other properties to enhance further the value and the income-generating potential of the investment portfolio.					
8. Investment Portfolio – keep the number of void properties below 4%	2.68%	Less than 4%	1.9%	On Track	∅
Planning Services					
9. % of Other Applications determined within 8 weeks	70%	80%	75% (1,146 of 1530)	Off Track	∅
Service commentary: Additional staff members are being appointed by externally funded stakeholders in order to address this issue and bring performance back on track. There has been a continued improvement since quarter 2 of 67%, performance is continuing to improve and is anticipated target will be achieved by year end.					
10. % of Major Applications determined within 13 weeks	78%	60%	67% (6 of 9)	On Track	∅
11. % of Minor Applications determined within 8 weeks	69%	65%	68% (532 of 781)	On Track	↔
12. % of Planning Appeals determined in favour of WCC	TBC	66%	77% (31 of 40)	On Track	N/A
Economic Development					
13. Total number of residents supported into paid employment opportunities for 14/15 from all programmes monitored by the Work and Skills Board	623	300	452	On Track	↔

Status¹ – 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 Travel² - ∅ Improving on last year's position. ↔ No change, same as last year's position. ↘ Deteriorating on last year's position.

2.2 City Management and Communities

2.2.1 Key Service updates

- The new contracted **Parking Service** is now fully operational with NSL. The Business Processing & Technology contract commenced on 1st November 2014, the service is now operating as expected with further improvements to the self-serve web portal expected to be implemented over the next few months. The People & Resources contract, which introduced a total marshalling approach, continues to be positively received by members of the public. The Service has already seen a positive shift in customer attitude and behaviour supported by a significant reduction in the volume of complaints and high level of parking compliance (98.75%) reported within Westminster.
- The new **transportation** contracts started on 1st April 2014 and were mobilised over the early part of the year and continues to progress well. The Transportation indicators for street lights are performing well. The percentage of lights out for the quarter was 1%, well below the target of 4%. The average performance against response times for lighting priorities is 91% against a target of 98%. This is slightly down on the previous quarter due to problems with new customer contact centre processes on priority calls. The performance against response times for highways priorities is 92% against a target of 98%. This is a significant improvement on the quarter two figure of 81%.
- Visits to **Westminster libraries** have declined slightly during 2014/15 and it is expected at the year end there will have been fewer visits overall than in 2013/14. For the most part this is attributable to the relocation of one of the busiest libraries (Marylebone) into a smaller, temporary site at Mackintosh House, pending the reprovision of the library on Luxborough Street. Charing Cross, another busy library, was also closed for a month for redecoration. Another key indicator, the loan of items, is also declining. This is due to format shift as customers borrow fewer physical books and other media and move to digital and online formats. Although overall Westminster is on trend in comparison with available national data, seven of the ten lending libraries are currently defying the trend and exceeding their targets. The site managers are tasked with delivering promotions and campaigns in local communities to promote library use which should mitigate some of the challenges in both these indicators. Work on promoting the Westminster libraries extensive online and digital offers will take place in early 2015/16.



*The 2014/15 figure presented in the chart above is the projected end of year position. The actual figure reported for the period Apr – Dec 2014 is 1,637,610 total library visits and 1,278,278 library issues. The actual full year position will be available in April 2015.

- **Create volunteering opportunities** - 175 sports volunteers were recruited up until the end of quarter three, up 91 on quarter two and exceeding the full year target of 100.

- **Active Queens Park Project** - Planning issues for the redevelopment of both the Moberly and Jubilee sites have been resolved. The redevelopment of the entire Moberly site and the development of the affordable housing on the Jubilee site will commence in April 2015. The development will deliver 40% increase in sporting provision for the Queens Park area and will provide a £20m sports centre at Moberly, a £2m community sports facility at Jubilee site, a new Multi-Use Games Area at St Augustine's School and twelve replacement affordable homes on the Jubilee site.
- **Westminster Mile 2015** - An ambitious target of over 8,000 participants has been set for the Flagship Westminster Mile event next year with a strong focus on promoting participation from children and families. Initial discussions with the event sponsors (BUPA) have taken place with a view to expanding the 'activation zone' in Green Park to be much larger and attractive to participants to spend more time at the event during the day. Uptake for the event to date has been extremely positive and remains well ahead of 2014 levels. Last year the Westminster Mile officially became the largest one mile event in the world, with 5,800 registrants.

2.2.2 Key Service performance Indicators

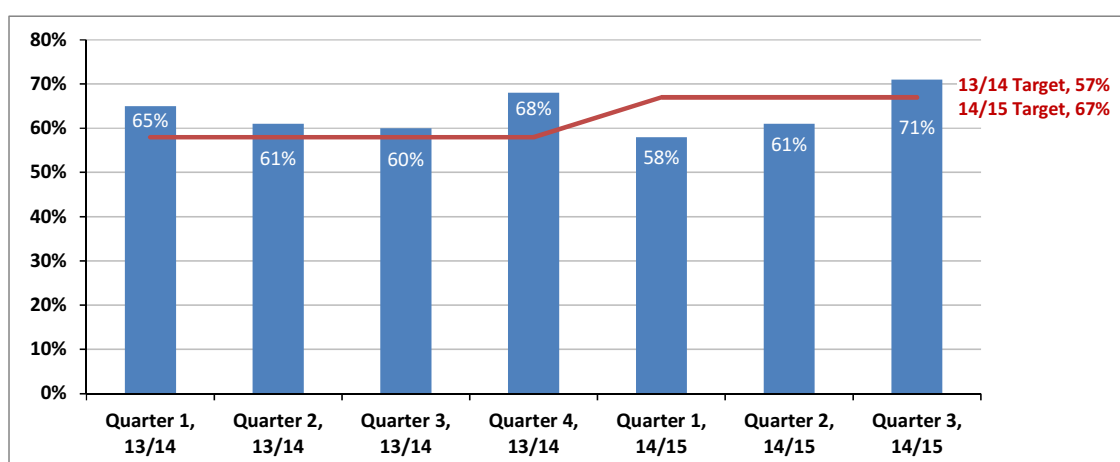
Performance Indicator	2013/14 Performance	2014/15 Target	Quarter 3 position	Status ¹	Direction of Travel ²
City Management Services					
1. Average performance against response times for all highways priorities	New indicator	98%	92%	Off Track	N/A
2. Average performance against response times for all lighting priorities	New indicator	98%	91%	Off Track	N/A
Service commentary: The performance against response times for highways and Lighting priorities is 92% and 91% respectively against a target of 98%. This is an improvement on the Q2 figure but is suffering with problems with the customer contact centre in prioritising calls. It is anticipated performance will be back on track from quarter four.					
3. Improved street environmental cleanliness through the proportion of street surveyed for Detritus, Litter, Graffiti and Fly-posting that falls below grade					
- Detritus that falls below grade	1%	3%	3.16%	On Track	↔
- Litter that falls below grade	4%	5%	4.84%		
- Graffiti that falls below grade	2%	3%	1.51%		
- Fly-posting that falls below grade	0.1%	1%	0.32%		
4. Satisfaction with Westminster City Council's Parks and open spaces	92%	84%	97%	On Track	∅
5. The yearly proportion of waste sent for recycling and recovery, rather than to landfill.	95%	90%	97%	On Track	∅
6. To maintain the low monthly average of missed waste collection complaints per 100,000	New Indicator	5 per 100,000	4.7 per 100,000	On Track	N/A
7. Maintain levels of overall Customer Satisfaction with the Parking Service	87%	87%	84%	On Track	↔
8. Improved parking compliance levels	99.00%	98.70%	98.75%	On Track	∅
9. Days of disruption saved on the road network as a result of collaborative working	70 days per quarter	100 days per quarter	408 days	On Track	∅
10. Number of employees in business equipped with skills and knowledge to help them contribute to the safety and compliance of businesses in Westminster	New Indicator	800 by year end	1,069	Achieved	N/A
11. Pest Control Customer Satisfaction levels	90%	90%	100%	On Track	∅
12. Customer Satisfaction rates with Home Improvement Agency (HIA)	93%	90%	90%	On Track	↔
Community Services					
13. Number of visits to the Council's sports and leisure facilities	3,521,410	3,592,700 by year end	3,592,700	Achieved	∅
14. Visitors to Westminster libraries as a proportion of the target	2,241,261	100% (2,241,261)	72% of target (1,637,610)	On Track	↔

Status¹ – 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 Travel² - ∅ Improving on last year's position. ↔ No change, same as last year's position. ⚠ Deteriorating on last year's position.

2.3 Tri-borough Children's Services

2.3.1 Key Service updates

- **Sir Simon Milton Foundation - developing the new University Technical College (UTC).**
Completion of the University Technical College has been delayed and is now expected by December 2016. This follows a risk appraisal of enabling works which are no longer viable due to cost and risks of undertaking prior to the determination of the main planning application. University Technical College member organisations will be consulted on options to open in 2016 in temporary accommodation, and to defer opening until 2017 or pursue other options. With our partners including the Sir Simon Milton Foundation, the University of Westminster and Network Rail, this year we have completed the demolition of the old building and have progressed plans for a high quality UTC with input from employers and the local community.
- **80% of children in foster care are placed locally through the Tri-B Fostering & Adoption Service.**
Since April 2014 forty-seven (68%) of the sixty-nine children or young people requiring foster placements have been placed with Tri-B foster carers compared to 83% (90 of 108) in 2013/14. Recruitment of foster carers remains a challenge for the Children's Service. A paper was provided to the Audit and Performance Committee in September 2014 which outlined the reasons behind the historical low recruitment numbers and the remedial actions in place to increase recruitment. The Service has produced a detailed recruitment plan and additional work is underway to focus efforts on areas that yield more success in terms of recruitment such as actively advertising in the West London area and supporting activities such as community based marketing stands and local open days.
- **The target to reduce the proportion of young people coming into care aged 14-17 years** has been impacted by an increase in the number of Unaccompanied Asylum Seeking Children and the number of secure remands in response to the Pimlico Metropolitan Police activity. At the end of December 2014, forty-six (62%) of the seventy-four children or young people were reported to be coming into care, the lowest level recorded since the start of this year. However, the target to achieve 54% remains a challenge. Further analysis is being undertaken by the Service to determine if any of the new these entries into care could have been anticipated, and the findings of this will be available in quarter four to inform future work.
- At the end of December 2014, 133 (71%) care leavers were in education, employment and training. The highest level reported since quarter one of 2013/14.



2.3.2 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	2013/14 Performance	2014/15 Target	Quarter 3 position	Status ¹	Direction of Travel ²
Tri-borough Children's Services					
1. Percentage of young people coming into care aged 14-17 years (based on total entries to care reported)	54%	54%	62% (46 of 74)	Off Track	↔
Service commentary: This indicator has been negatively impacted by the increase in the number of unaccompanied asylum seeking children and the number of secure remands in response to the Pimlico Metropolitan Police activity. Further analysis of the data is being undertaken to determine if any of these new entries into care could have been anticipated, and the findings of this will be available in Quarter 4 to inform future work.					
2. Percentage of children requiring foster care being placed with Tri-borough foster carers	83%	80%	68% (47 of 69)	Off Track	↘
Service commentary: Since April 2014 forty-seven (68%) of the sixty-nine children or young people requiring foster placements have been placed with Tri-B foster carers. At the end of December 2014 of the cases referred to Fostering Placements Service seven (1 from November and 6 from December) were ongoing which may improve the current annual performance rate should these children be placed with Tri-B carers.					
3. Number of foster carers recruited	TBC	20	8	Off Track	↘
Service commentary: Recruitment of foster carers remains a challenge for the Children's Service. To date only eight foster carers have been recruited against a target to recruit 20 by April 2015. The Service has produced a detailed recruitment plan and additional work is underway to focus efforts on areas that yield more success in terms of recruitment such as actively advertising in the West London area and supporting activities such as community based marketing stands and local open days.					
4. Percentage of children subject to a child protection plan for the 2nd or subsequent time	6.1%	5%	3% (3 of 100)	On Track	∅
5. Number of Looked After Children in Westminster	176	179	193	On Track	↘
6. Percentage of children in care with three or more placement moves	9.5%	Less than 10%	4.7% (9 of 193)	On Track	∅
7. Percentage of children in care in the same placement for at least 2.5 years	81%	81%	82% (54 of 66)	On Track	↔
8. Percentage of re-referrals to social care	17%	Less than 10%	9% (118 of 1,361)	On Track	∅
9. Percentage of care leavers who are in education, employment and training	67.9%	67.0%	71% (113 of 160)	On Track	∅
10. Percentage of care leavers who are in suitable accommodation	92.3%	92%	96% (133 of 139)	On Track	∅
11. Percentage of families on the Troubled Families Programme who will have resolved their offending, anti-social behaviour and poor school attendance	40%	50%	51% (329 of 640)	On Track	∅
12. Number of places in education, employment and training for young people after they complete their GCSEs	99%	100% (1,522)	99% (1,506 of 1522)	On Track	∅
13. Percentage of primary pupils achieving Level 4+ in Reading, Writing and Mathematics at KS2	79%	79%	85%	Achieved	∅
14. Percentage of Westminster's pupil who achieved at least 5 A*-C grades at GCSE including English and Mathematics in 2014	70%	Improve on last year	70%	Achieved	↔

Status¹ – 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 Travel² – ∅ Improving on last year's position. ↔ No change, same as last year's position. ↘ Deteriorating on last year's position

2.4 Tri-borough Adults Services

2.4.1 Key Service updates

- There has been a continued increase in **the number of people admitted into residential and nursing care** as a rate per population. The department is committed to supporting people safely in the community where appropriate (see table 1 below), however increasing demographic pressures and people presenting with high and complex needs are impacting on delivery. The increase in cognitive impairments has added a particular pressure. A three borough placement panel has been set up so colleagues can share experiences of similar cases, discuss alternative provision options and provide challenge as necessary.

Table 1: Supporting people in the community

	2013/14, Year end	Q1, 2014/15	Q2, 2014/15	Q3, 2014/15	Movement over 14/15
Permanent admissions of older people to residential and nursing care homes, per 100,000 population	472	144	192	345	∅ Increasing
Number of people supported in residential care - permanent placements (snapshot)	270	275	274	271	⊖ Reducing
Number of people supported in nursing care - permanent placements (snapshot)	235	234	235	228	⊖ Reducing
Number of people supported at home (snapshot)	3,953	4,125	4,197	4,351	∅ Increasing

- At the end of November, 340 (32%) of the 1,042 **known carers have received an assessment or review** by the Service to ensure they receive the appropriate level of support. This compares to 65% in 2013/14. Assessing and reviewing carers is closely monitored by the department on a monthly basis. While progress has been made, dedicated resources have now been allocated to this area of work. The department will continue to monitor this measure over the next quarter and is committed to its target for 100% of carers to have an assessment or review.
- The Service is making the necessary preparations to ensure compliance with the **new Care Act requirements**. Assessment and support planning tools were piloted and tested in December 2014. A training programme is now in place which will cover aspects of the new social work practices, prioritisation of people wellbeing, new duties in practice such as personal budgets and carer's assessments. Work is currently ongoing to establish a communication plan for all stakeholders.
- At the end of quarter three, results show 574 (up 70 on last quarter) people had successfully **quit smoking through NHS Stop Smoking Service** (21% of the full year target). To increase numbers a new service provider has been appointed. During quarter three, the new provider increased the number of advisors to support smoking quitters and set targets for GP clinics to increase smoking quitters.
- The City Council has successfully commissioned new healthy weight services which will see £1m invested in helping children and families maintain a healthy a weight. To date 393 adults and children have attended the obesity prevention programmes. We anticipate exceeding the target of 570 set for the year.

2.4.2 Key Service performance Indicators

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

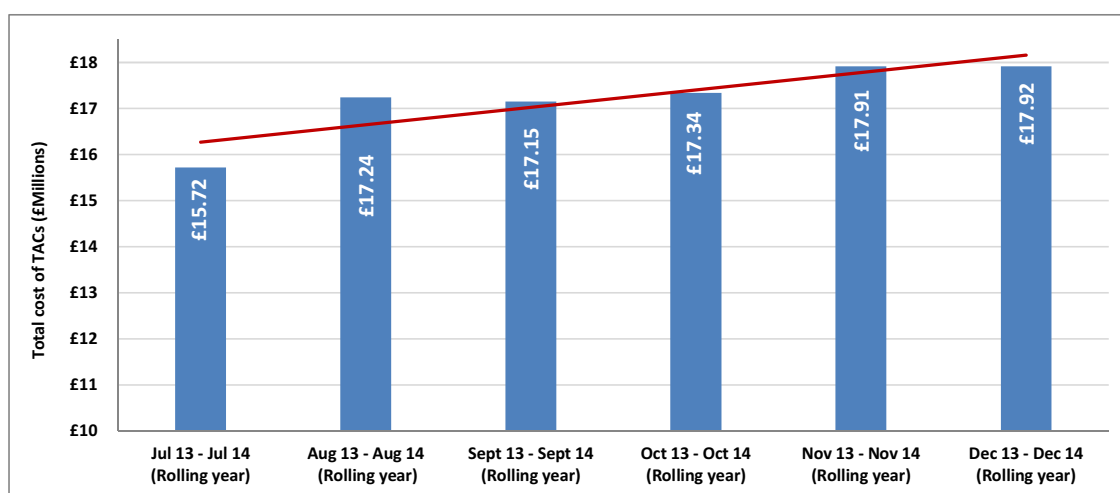
Performance Indicator	2013/14 Performance	2014/15 Target	Quarter 3 position	Status ¹	Direction of Travel ²
Tri-borough Adult Social Care					
1. Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	472.7	468.3	345	Off Track	↘
Service commentary: The department is committed to supporting people safely in the community where appropriate, however increasing demographic pressures and people presenting with high and complex needs are a risk to delivery. The overall number of people in placement is stable.					
2. Percentage of known carers who have received an assessment or review	100%	Improve on last year	32% (340 of 1,042)	Off Track	↘
Service commentary: Three care managers will be working on assessing carers between now and the end of the financial year. This will have a significant impact on performance which will be closely monitored by the department over the coming months. This measure is cumulative and will increase month on month.					
3. Number of people supported in residential care - permanent placements (snapshot)	270	<270	271	On Track	↔
4. Delayed Transfer of Care from hospital per 100,000, 18+ population (average per month)	225.2	208.1	160.6	On Track	∅
5. Number of people supported at home (snapshot)	3,953	More than 3,953	4,351	Achieved	∅
6. Number of people supported in nursing care - permanent placements (snapshot)	235	Less than 235	228	On Track	∅
7. Percentage of people completing reablement who require a core service (home care, day care, direct payments, meals, residential care, nursing care)	New Indicator	Decrease	32.5% (200 of 615)	N/A	N/A
8. Percentage of people completing reablement who do not require a service	New Indicator	Increase	36.7% (225 of 615)	N/A	N/A
9. Percentage of people with a learning disability (aged 18-64) in employment	7.8%	7.8% by year end	5.08% (26 of 450)	On Track	∅
Public Health					
10. Number of adults and children attending obesity prevention programmes	425	>425 by year end	384	On Track	∅
11. Number of NHS health checks taken up by eligible population	5,260	>5,260 by year end	4,151	On Track	∅
12. Stop Smoking Services – number of 4 week quits	2,722	>2,722 by year end	574	Off Track	∅
Service commentary: To increase numbers a new service provider was appointed in early 2014. During quarter three, the new provider increased the number of advisors to support smoking quitters, undertaken intensive work with GPs and set targets for GP clinics to increase smoking quitters.					
13. Percentage of people presenting with HIV at late stage of infection	20%	20%	19%	On Track	∅

Status¹ – 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 Travel² - ∅ Improving on last year's position. ↔ No change, same as last year's position. ↘ Deteriorating on last year's position.

2.5 Corporate and Commercial Services

2.5.1 Key Service updates

- Both the cost and number of **Temporary Agency Contractors (TACs)** continue to increase. The total cost for the rolling year to the end of December was £17.92M well above the £12M target for the rolling year. The total number of TACs at the end of December was 313, just above the target of 300. The graphs below show the rolling year total cost of agency staff since July 2014 to present.



TAC usage has been highlighted as an area for urgent action within the business. Addressing these two indicators remains a priority for business areas, with work being done to move TACs to fixed term contracts wherever possible.

- Savings programme** - At the end of December, a significant number of savings plans are in place to deliver on the £24.27M savings target for the year. To date, 70% of plans have either been completed or are being implemented to deliver £16.87M and 28% of plans are in place to deliver £6.79M. However there are no plans in place to deliver £612K of the savings target, although this is a significant improvement on quarter two where £3.3M of savings had no plans in place to deliver.
- Revenue** – At the end December, the Council is projecting a potential overall deficit to Budget of £0.28m against the net budget position of £211.2m for the Council. This is significantly reduced from Period 8 by £1.24m. The major adverse variance is in Housing, while nearly all other Services are forecasting to end the year better than budget. Opportunities to mitigate the residual shortfall to budget, such as bringing forward savings proposed under Medium Term Planning continue to be actively examined.
- The **2014 City Survey** is now complete and shows the Council has been able to increase many reputation measures, some to record highs. Satisfaction with the way the Council runs the city currently stands at 87%, up 2% on 2013. Three quarters of residents (76%) agree the Council offers good value for money, up 5% on 2013. Furthermore, over three quarters of residents (77%) say they feel informed about services and benefits (up 9% on 2013). Residents also now feel better informed about plans for their local area (75%, up from 63% in 2013). There have also been excellent levels of satisfaction with our services; 90% of residents are satisfied with street cleansing, and 83% feel safe in their local area after dark.

- The City Council has jointly-agreed a **Better Care Fund plan** to integrate health and social care for the benefit of residents supported by a pooled budget between the local authority and health partners. As part of this Better Care Fund plan, the Council developed a single, coordinated Community Independence Service across the Tri-borough area, which will ensure more people can be cared for at home rather than needing to spend time in hospital. This area of service will see a further £1.1m investment in the coming financial year.
- The City Council has put a **new customer centre contract** in place with a shift away from face-to-face/telephone contact to online. This has been supported by a new responsive council website that gives us a platform to drive channel shift. The earlier shift away from One Stop Shops to Your One Stop Express terminals in libraries and other council locations is a step many councils have not even managed to achieve yet.

2.5.2 Key Service performance Indicators

Performance Indicator Summary	2013/14 Performance	2014/15 Target	Quarter 3 position	Status ¹	Direction of Travel ²
Tri-borough Corporate and Commercial Services – Human Resources, Treasury and Pensions, Procurement, Revenue and benefits					
1. Total number of agency contractors	345	300	313	Off Track	↔
2. Total cost of agency contractors (£m)	£15.1m	£12.0m	£17.92m	Off Track	↔
Service commentary: Temporary Agency Contractor numbers are starting to deteriorate again, although our current number is close to the target level set for 2014/15 of 300, this increase may be due to the multiple restructures taking place and the current restrictions on recruitment. Once again costs have increase with the rolling year total to the end of December being almost £18 million.					
3. Staff turnover excluding redundancies as a proportion of the workforce	11.2%	11.5%	11.85%	Off Track	↔
Service commentary: Turnover excluding redundancies has decreased this quarter to 11.85% for the rolling year to December but is still higher than the target level this indicates an increase in staff leaving the business voluntarily which could be attributed to a wider upturn in the jobs market.					
4. Sickness absence - rolling year average number of days per employee per month	5.5 days	6 days	5.76 days	On Track	↔
5. Income generated from Investment Portfolio	£4.0m	£4.1m by year end	£2.9m	On Track	↔
6. Percentage of Council Tax collected	96.3%	96.2% by year end	85.9% (Last year 46.8%)	On Track	∅
7. Percentage of business rates collected	98.4%	98.1% by year end	89.1% (Last year 44.6%)	On Track	↔
Westminster Corporate Services – Corporate Finance, Policy, Performance and Communications					
8. Overall satisfaction with the Council	85%	Improve on last year	87%	On Track	∅
9. % of residents satisfied with the area they live in	93%	Improve on last year	94%	On Track	∅
10. % of residents agree the council offers good value for money	71%	Improve on last year	76%	On Track	∅
11. % of residents feel Informed about services and benefits from the council	68%	Improve on last year	77%	On Track	∅
12. Not affected by fear of crime	77%	Improve on last year	83%	On Track	∅
13. Variance between budget forecast and actual spend	£0.6m Underspend	£0 Balanced budget	£0.28M overspend	Off Track	∅
Service commentary: At Period 9, the Council is projecting a potential overall deficit to Budget of £0.28m, before the impact of planned management action. This is significantly reduced from Period 8 by £1.24m. The major adverse variance is in Housing, while nearly all other Services are forecasting to end the year better than budget.					
14. Total savings achieved or on track to be achieved for 2014/15	£26.6m	£24.27m	£16.865M	On Track	∅
15. Number of stage 2 complaints received	119 (Q3 of 2013/14)	Improve on last year	129 received of which 3 upheld	On Track	↔
16. Percentage of stage 2 complaints response completed within 10 working days	76% (Q3 2013/14)	More than 70%	77% (99 of 129)	On Track	∅

Status¹ – 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 Travel² - ∅ Improving on last year's position. ↔ No change, same as last year's position. ↔ Deteriorating on last year's position.