

Meeting or Decision Maker:	Audit and Performance Committee
Date:	23 September 2020
Classification:	General Release
Title:	2020/21 Q1 Performance Report
Key Decision:	Review and challenge officers on the contents of the report
Report of:	Annelie Drabu and Sophie Shore, Strategy & Intelligence

1. Executive Summary

This performance report summarises the Council's performance and progress against its City for All strategy (CfA) at the end of Q1 for the 2020/21 financial year. A number of the Council's key performance indicators, particularly from Environment and City Management and Finance and Resources, are not available or off-track, a reflection of the lockdown period and Covid-19's economic impacts. As part of the Q2 collection process, services will review the scope and targets of their current performance indicators as the Council navigates the effects of the outbreak on its service delivery. The process is explained below.

2. Recommendations

- Committee to note the contents of the report, particularly the updated City for All delivery status and first quarter performance updates
- Committee to indicate any areas that require further investigation

3. Background and context

This performance report covers the detailed KPIs by directorate, which are now available in the appendix to reduce repetitions in the report. It also provides an overview of the new CfA vision and strategy and the progress against this since its launch in March 2020.

Quarterly Performance Report – 2020/21

1. Context and forward look

The performance report presents a broad overview of the Council's operating context and relevant work that is underway. The section considers the impact of Covid-19 on the Council's CfA strategy, shares key insights from officers' analysis and research, and highlights risks that are most significant to the Council's operation and reputation.

City for All

City for All (CfA) is the overarching vision and strategy for the Council. A fresh new CfA was launched in March 2020. It set a vision for the future of the city, our ambitions as an organisation and provided a range of our commitments for 2020/21 to deliver against these ambitions. The three key pillars of the CfA vision and strategy are:

- **Greener and Cleaner**
 - Tackling the climate emergency to create a better place now and to safeguard our city for future generations.
- **Vibrant Communities**
 - Making the most of the incredible opportunities in our city and building much needed housing for our residents.
- **Smart City**
 - Using cutting edge technology to transform council services and improve peoples' lives.

A delivery plan will underpin the vision and strategy incorporating the programmes and projects over the short to medium term that deliver against our ambitions. The situation brought about by Covid-19 has thrown up new major challenges in the city and revealed significant inequalities from the impacts of Covid-19. It has also enabled the council to work and deliver services in different ways, fundamentally changing the way we interact with our communities and the role communities can play in supporting our collective ambitions.

The delivery plan for CfA is currently with Cabinet for review in light of these challenges and opportunities. This plan will inform much of the Council's business priorities over the remainder of this year (and beyond).

Strategic risks

The seven risks outlined below are considered to be of strategic significance as they could impact the sustainability and delivery of the Council's statutory and non-statutory services and operations. If these risks were realised, there could be serious legal, financial or reputational impacts to the Council. Each strategic risk is contextualised and detailed with existing mitigation measures provided by services across the Council.

Another Covid-19 outbreak occurring in Westminster and neighbouring boroughs (or other infectious disease) – Public Health

Covid-19 has the capacity to spread quickly amongst the population and to amplify the health impacts of hot weather. There is also a heightened risk of increase in other infectious diseases due to a low uptake of vaccinations. If these risks were realised, population health and wellbeing would be impacted, especially in high risk settings such as hostels, care homes and schools, and NHS service demand would increase. Depending on the scale of the outbreak, the government may take measures to reduce the spread of the virus, including school closures, home isolation of identified cases, local lockdowns and social distancing or reinstating national lockdown.

The Public Health team monitors immunisation uptake quarterly, and quarterly updates are shared with GPs and CCGs to help with their monitoring activities and target areas of poor uptake. The Public Health team has built a separate tool to help GPs monitor immunisation uptake in their catchment areas. The Public Health team also has a communications plan in place to promote and encourage immunisations. As we head into the autumn, the current plan being drafted focuses on flu to help mitigate the risk of overwhelming the NHS in the event of a second Covid-19 wave.

In addition, the council has been monitoring testing, confirmed and suspected cases, and we are ensuring we are prepared by taking the appropriate measures, including the following:

- Incident management plans and control measures have been implemented as appropriate;
- Attendance at pan-London groups;
- A Tactical Delivery Group is taking place weekly with all directorates in attendance. This group is coordinating responses to business continuity, staff health and safety, human resource guidance alongside the impact on service delivery and vulnerable groups;
- Health Protection Business Partners are also working closely with internal and external colleagues;
- Partnerships with the NHS and Public Health England to ensure robust and timely responses and our communications plan are in place.

The council fails to meet its safeguarding responsibilities for a child, young person or adult – Adult Social Care and Children's Services

Independent scrutiny is provided by the Local Safeguarding Children's Board and the Safeguarding Adults Executive Board to ensure robust policies are in place, drive improvement in practice and support the implementation of lessons from case reviews. We monitor our recruitment process and staff are asked to attend safeguarding training as part of their induction and ongoing professional development.

In the event of an incident, there would be a co-ordinated and multi-agency response to ensure appropriate and timely action is taken. Additional measures are also in place to protect and safeguard individuals. Community development, communications and public engagement workstreams are established to prevent potential incidents. Learning outcomes are also discussed with the London Resilience Forum to feed future action plans.

Lockdown during Covid-19 has posed a particular risk, as it has reduced the visibility of children, and therefore referrals. We are encouraging community vigilance and working with schools on their provision to vulnerable children and the children of key workers. Throughout, we have maintained contact with vulnerable children through face-to-face and virtual means, depending on the need and the level of risk. We are currently working on our recovery and re-enabling provision plans which will consider the mitigations for increased demand as we move out of lockdown.

Loss of IT systems or data – Finance & Resources

Increased numbers of cyber-attacks, combined with the pressure to respond quickly to the emergency and the unprecedented rise in working from home (while data protection requirements remain unchanged) potentially increases the risk of unauthorised disclosure, data loss and wrongful use of personal data.

Critical business systems could be taken offline leading to financial loss through ransomware or outages on revenue generating systems as well as data compromise, leading to Information Commissioners' Office (ICO) fines, putting vulnerable residents' data at risk with associated reputational damage or the Council being unable to undertake business.

To date, there is no increase in staff reporting data breaches since Covid-19. We continue to focus on improving system availability and reducing the risk of data loss. Improvements around information security and data breach management are being made, such as the full migration to Windows 10 and the design of new policies, with the support of our Data Protection Officer. Cybersecurity is also being improved via mandatory training completion and corporate guidance on data handling when working from home, whilst maintaining existing controls such as secure email.

Financial pressures resulting in an inability to fund services for resident, businesses and visitors – Finance and Resources

A range of wider market dynamics contributes to increasing financial pressures placed on the Council, including changing levels of service demand, the impacts of Covid-19, Brexit, and central government policy. These affect services across the Council in different ways; however, ultimately, they could impact service quality and delivery and therefore the residents and businesses, our overall financial position and reputation. The Medium Term Planning process is in place as a mitigating action to ensure the Council balances its budget and identifies savings that can be made

Failure of a major contract or an inability to secure alternative provision resulting in the council being unable to provide services or meet its statutory obligations – Finance and Resources

The Council depends on a range of contracted partners to deliver its services. This supply chain could be disrupted by a number of factors such as the CoVID-19 pandemic, Brexit, and the economic fallout and uncertainties arising. This could ultimately delay or disrupt critical services or service delivery, resulting in non-compliance of contractual obligations, non-compliance of legal obligations, financial loss or impact the Council's reputation.

The Council has the following control measures in place: Procurement Code, the Supply Chain Resilience Forum, Contract Management Framework, scrutiny of all new contracts worth more than £100k, performance monitoring, periodic financial checks/ enhanced financial checks pre- and post-contract award, a contract segmentation now applied to all contracts (risk and value). The Procurement Code is being updated and the Procurement Governance Process has been improved.

A significant incident occurring in Westminster (e.g. weather event, fire, terror attack, etc.) – Environment and City Management

To help ensure Westminster’s sustainability and resilience, we work closely with other local authorities, the emergency services and partner organisations. This coordination enables us to respond quickly if potential threats such as terrorism or extreme weather were realised.

Terrorism

Future controls are detailed within Prevent, Protect and Emergency Planning and Business Continuity. In addition to carrying out test exercises, the council participates fully in Safer City, a pan-London annual exercise, and engages in joint partnership working with the Metropolitan Police Service.

Flooding

The Council follows the GLA’s London Strategic Flood Framework and Environment Agency Guidance, the Serpentine Reservoir Inundation Plan, and it also has its own Westminster Plan for Major Emergencies, WCC Staff 10 Point Plan for Business Continuity, and test exercises. The Thames Barrier is also a major existing control against flood events.

The impact of Brexit on Council services and communities across Westminster – Growth, Planning and Housing

Britain left the EU on 31 January 2020 and entered a transition period during which HMG will be negotiating trade and other arrangements with the EU27, until 31 December 2020. The economic impact of Covid-19 will have an unknown impact on the progress of these negotiations and also on the likely outcome of the trade and other negotiations.

The impacts of Brexit are far-reaching and has an influence on many parts to the Council's service delivery and objectives both medium and long term. Central Government have not yet updated Local Government on planning assumptions, although the previous "reasonable worse-case scenario of 'No Deal'" remains applicable to the current situation. The lack of financial mitigation from the Treasury may mean that there are further pressures on local government funding impacting on finances available to deliver services. Officers are monitoring the key issues that will impact Westminster.

We will continue to develop our Business Continuity plans and specific 'Day 1 No-Deal Plans' for critical services, should the UK leave without a deal. We will also hold regular meetings with the WCC Brexit Strategic Board to mitigate risks.

2. Key Performance Indicators – highlights

Update on KPIs flagged for minimum or off-track performance at 19/20 Year End

In the 19/20 Year End report, officers flagged KPIs that either met the minimum standard or were off-track in relation to their target ranges. The table below provides an update on these KPIs by presenting their Year End target assessment and their 20/21 Q1 performance and target assessment. Further detail on each KPI assessment can be found in the relevant directorate's section of the [appendix](#).

19/20 Year End Target assessment	Directorate Key Performance Indicators - 19/20 Year End performance		20/21 Q1 Performance (Target assessment)
Minimum standard met or not available	Growth, Planning and Housing % of satisfaction with repairs service - 83%	➔	85% (On track) p29
	Environment and City Management % urgent lighting defects made safe within agreed timescale - 97%		100% (Target exceeded) p19
	Adult Social Care & Public Health Opiate misusers - 6.3%	➔	6% (Minimum standard met) p12
	People Services % of BAME employees in senior leadership roles (band 5 and above) - 14%		16% (Minimum standard met) p38
	People Services Increase the number of women in senior leadership roles (band 5 and above) - 43%		44% (Minimum standard met) p36
	Children's Services To promote independence of young people by offering Independent Travel Training		Not available. To be replaced from Q2
	Children's Services % of Westminster's pupils who achieve 9 – 4 (A* - C) in English and Mathematics - 75.2%		Not available. Due Autumn 2020 p14
Target missed	Children's Services % of children who receive a 2-2.5-year development review - 68.5%	➔	70% (On track) p12
	Finance and Resources Less than 4% calls abandoned - 7.02%		3.8% (Target exceeded) p27
	Finance and Resources Number of days taken to collect debt - 108.8 days		63.68 days (On track) p25
	Growth, Planning and Housing Residents into jobs through WES - 390 residents		36 residents (On track) p30
	Growth, Planning and Housing		Not available. To be replaced from Q2

19/20 Year End Target assessment	Directorate Key Performance Indicators - 19/20 Year End performance		20/21 Q1 Performance (Target assessment)
	% of WCC suppliers with commitments delivered to profile - 52%		64% (Minimum standard met) p29
	Growth, Planning and Housing Satisfaction with ASB case handling - 63%		
	Environment and City Management % of streets that pass the street score survey for litter - 97%		96% (Off track) p22
	Environment and City Management Number of Houses of Multiple Occupation (HMO) improved - 62 HMO		9 HMO (Off track) p20
	Finance and Resources Council tax collected - 94.52%		35.3% (Off track) p26
	Finance and Resources Percentage of business rates collected - 95.53%		26.7% (Off track) p26

Highlights of KPIs exceeding or missing targets in Q1

The table below outlines those KPIs that have performed exceptionally well or are off-track in relation to their target ranges. A common reason for most of the KPIs listed as off-track is the effects of Covid-19 and/or lockdown. Further details can be found in the [appendix](#).

Directorate Key Performance Indicators		20/21 Q1 Performance (Target assessment)
Environment and City Management % of carriageway and footway defects repaired or made safe within 24 hours		100% (Target exceeded) p19
Environment and City Management % of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision		100% (Target exceeded) p19
Environment and City Management % of women accessing specialist domestic abuse services who report a reduction in abuse		97% (Target exceeded) p22
Children's Services % care leavers in education, training or employment (at age 19, 20, 21) (excluding those not in touch)		70.9% (Target exceeded) p14
Children's Services Increased proportion of Education, Health and Care assessments which are completed within 20 weeks, excluding exceptions		100% (Target exceeded) p14
Children's Services % of children who reach expected levels for reading, writing and maths at the end of primary school		70% (Target exceeded) p14

Directorate Key Performance Indicators	20/21 Q1 Performance (Target assessment)	
Growth, Planning and Housing Number of cases of homelessness prevented <i>(Defined as outcomes from a combination of Housing Solutions and Shelter work)</i>		155 (Target exceeded) p29
Growth, Planning and Housing Contact centre - % calls answered in 30 seconds		87% (Target exceeded) p30
Growth, Planning and Housing % planning appeals determined in favour of the Council (Excluding telephone boxes)		90% (Target exceeded) p30
Growth, Planning and Housing 1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)		1,503 (Target exceeded) p30
People Services % of staff turnover is managed at appropriate benchmark levels (excluding redundancies)		11% (Target exceeded) p38
People Services % of apprenticeship starts in relation to the public sector target of 2.3% of total headcount		3.3% incl schools 3.8% exc schools (Target exceeded) p38
People Services Positive action - % of Band 4 roles which have BAME candidate on the shortlist		100% (Target exceeded) p38
Legal Services Percentage of clients satisfied with Legal service as measured by the satisfactory survey		95% (Target exceeded) p37
Environment and City Management To complete all high-risk food premises inspections (category A-B)		35% (Off track) p20
Environment and City Management Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety		44 hazards (Off track) p21
Environment and City Management % of licensed premises that are safe and well managed following a single inspection		0% (Off track) p21
Environment and City Management Total participation in Council sports, leisure and wellbeing activities		543,977 (53% of projected amount in Q1) (Off track) p22
Environment and City Management 2% increase in real and virtual visits to libraries		Not available (Off track) p22
Environment and City Management % of appointments to register births available within 5 days of enquiry		57% (Off track) p23
Finance and Resources Variance between budget and full year forecast		£22.5m (Off track) p26

Directorate Key Performance Indicators	20/21 Q1 Performance (Target assessment)
Finance and Resources Variance between capital budget and FY forecast	£56.531m (Off track) p26

New KPIs

As a result of changes in data availability, new strategic priorities and operating contexts, some services across the Council have proposed new KPIs to more meaningfully monitor and evaluate their service delivery and impact. Some of these have already been introduced into this Q1 report, and others will be included in the Q2 report. As a rolling process, services re-design their KPIs as and when needed throughout the financial year. Covid-19 will highlight the need to review the KPIs to align them to CfA updated commitments and wider ways of working. This will be presented at Q2, including a full review of targets.

	Directorate and Key Performance Indicator	Start Quarter
+	Children's Services % of children achieving a good level of development	Q1 20/21
	Children's Services % first time entrants to the criminal justice system	Q2 20/21
	Growth, Planning and Housing 345 Westminster residents supported into Interims (Work trials, training, work placements and volunteering)	Q1 20/21
	Growth, Planning and Housing Re-designed Social Value KPI	Q2 20/21
	Finance and Resources Re-designed GDPR KPI	Q2 20/21

Appendix: Directorate review - KPIs and top scoring risks

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Adult Social Care & Public Health

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Target range definitions	Minimum	The minimum level for the KPI that will still allow the service to deliver	Q1 Target assessment definitions	Target off track	Off track to meet the minimum target level
	Ideal	A level which is acceptable for service continuity		Target exceeded	Exceeded ideal target level
	Aspirational	The level at which the service is improving beyond current capability		Target on track	On track to meet the ideal target level
				Minimum standard met	Met the minimum target below ideal level

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
1. Total number of new permanent admissions to residential/nursing care of people aged 65 years and over	86	105	→	95	→	85	25	Target on track	
2. Delayed transfers of care, acute days attributed to social care (cumulative)	Not Available	1,213	→	1,103	→	1,047	Not Available	N/A	Data production has been suspended by the NHS in February to create capacity for Covid-19 response. This is out of the Local Authorities control as information is NHS data.
3. % of carers (caring for an adult) who have received an assessment or review of their needs	91.2%	77%	→	87%	→	92%	29%	Target on track	The target thresholds for this KPI have been changed from 80%/90%/95%. This is due to carers requiring multiple contacts as a result of our Covid-19 response which will impact on the capacity of the service.
4. % of service users receiving an assessment/review	93%	80%	→	90%	→	95%	23%	Target on track	

*Commentary on Public Health KPIs 5-11: Q1 KPIs are not presently available. Due to the nature of the work and the services provided this data is cleansed and made available to LAs by NHS England 6-8 weeks after each quarter ends. As such latest available information is the Year end information found below and reported in the last reporting cycle.

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
5. % of children who receive a 2-2.5-year development review	68.5%	65%	→	70%	→	75%	70%	Target on track	The mandated health visiting service is a key component of the pre-birth to five programme and performance continues to exceed the London average across all indicators. This particular target is impacted by children being referred to specialist paediatric services for review and by families leaving the area.
6. % of alcohol misusers in treatment, who successfully completed treatment and did not re-present within 6 months	36.92%	25%	→	35%	→	40%	37.44%	Target on track	
7. Community Champions - Number of residents reached through activity	15,090	10,000	→	12,000	→	14,000	Not Available*	N/A	
8. % of opiate misusers in treatment, who successfully completed treatment and did not re-present within 6 months	6.3%	Mid Percentile	→	7%	→	7.37%	6%	Minimum standard met	
<p>Service commentary: Successful completions of opiate treatment remains comparatively high and are anticipating a return to top quartile performance for the comparator group of local authorities. Westminster has a high degree of co-morbidity due to cocaine use within the treatment population, placing it in the highest PHE complexity cluster, and making sustaining high performance across all categories of use a continued challenge. This data fluctuates due to the way this is reported and the time lag. Not all individuals returning to treatment have relapsed but are requesting interventions linked to their wider support needs e.g. Covid-19 may have had an impact on some individuals returning to treatment services for support due to being at risk of relapse.</p> <p>Mitigating action: We look at local monitoring data and work with providers to understand why there is a lower percentage and also consider the actual numbers and how this impacts on percentage swings. Providers are asked to review all returners and identify themes where lessons can be learned, and improvements can be made. External factors such as Covid-19 would be taken into account in this process.</p>									
9. Stop Smoking Services – number of 4 week quits	1,107	820	→	920	→	1,000	168	Target on track	
10. Total Sexual Health Screens Undertaken through E-services	34,354	8,000	→	9,000	→	10,000 (Annually)	Not Available*	N/A	
11. Screening Positivity rate (% screens resulting in diagnosis)	2,59%	5%	→	4%	→	3%	Not Available	N/A	

Top scoring risks

Score	Risk			
25	Health Protection (Pandemic)			
	Impact	Pandemics are large scale outbreaks of infectious diseases that can cause increase in mortality and morbidity. Pandemics can cause significant economic, social and political disruption.		
	Existing controls	Health protection Business Partners working closely with internal and external colleagues. Partnerships with the NHS and Public Health England to ensure robust and timely responses.	Future controls	Full deployment of Public Health staff to work actively with all stakeholders to both gather information, plan, and implement strategies.
20	Outbreak – second wave Outbreak – second wave / outbreak in high risk setting (school, hostel, care home)			
	Impact	Population health and wellbeing		
	Existing controls	1. Dashboards in place to monitoring testing, confirmed and suspected cases 2. Incident Management plans in place	Future Controls	Dashboards in place to monitoring testing, confirmed and suspected cases
16	Enforcement Public health powers are required to deal with a symptomatic uncooperative individual			
	Impact	Reputational, media interest, finance		
	Existing controls	1. Input to multi-agency meetings, particularly around homeless cohort 2. Legal advice and documents/ templates created 3. Awareness raised at Silver/ Gold at WCC 4. Raised as a pan-London issue 5. Discussions on using PH reserves if necessary	Future controls	Raised as a pan-London issue and discussion on using PH reserves if necessary
16	Heatwave – Covid-19 Heatwave – Covid-19 will amplify the risks of hot weather: - potential increase in adverse outcomes amongst the same population groups affected by both high temperature and Covid-19. For example, older people and those with comorbidities such as cardio-respiratory diseases - increase in exposure to indoor overheating due to Covid-19 restrictions - system-level risks related to concurrency of impacts. For example, increased demand on social care services to prevent both heat and Covid-19 related harms			
	Impact	- Population health and wellbeing, NHS service demand		
	Existing controls	Communications plan in place	Future controls	Communications plan continues to be implemented
16	Public Health Prevention Activity reductions Prevention – impact on residents’ health by reduced uptake of public health promotion/ prevention activity (health checks, health visiting, sexual health, stop smoking, obesity etc.)			
	Impact	Population health and wellbeing		
	Existing controls	1. Recovery dashboard in place to monitor wider population impact and enable swift remedial action 2. Performance management arrangements enhanced to identify which statutory and non-statutory elements of the Public Health commissioning portfolio are being delivered	Future controls	Further enhanced monitoring to be looked at and considered for future arrangements

Children's Services

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. % of Westminster schools judged to be outstanding by Ofsted	34%	27%	→ 32%	→ 37%	34%	Target exceeded	
2. % of Westminster's pupils who achieve 9 - 4 (A*-C) in English & Mathematics	75.2%	74%	→ 76%	→ 78%	Not available	N/A	Annual KPI – Due in Autumn 2020
3. % care leavers in education, training or employment (at age 19, 20, 21) (excluding those not in touch)	68%	50%	→ 60%	→ 80%	70.9%	Target exceeded	
4. Increased proportion of Education, Health and Care assessments which are completed within 20 weeks, excluding exceptions	99%	80%	→ 90%	→ 100%	100%	Target exceeded	The target has increased to more challenging ranges for FY 20/21. A KPI around exceptions might be presented at Q2.
5. % of children who reach expected levels for reading, writing and maths at the end of primary school	70%	58%	→ 68%	→ 73%	70%	Target exceeded	
6. % of children achieving a good level of development	NEW	70%	→ 72%	→ 75%	71%	Target on track	Twelve of the Early Learning Goals, in the prime areas, personal, social and emotional development, communication and language and physical development, and the specific areas of literacy and maths are considered together to make up a 'good level of development'.

Top scoring risks

Score	Risk		
16	School budget deficits Schools with falling rolls and those with budget reductions of pupil are at risk of developing budget deficits.		
	Impact	Schools funding is largely driven by pupil numbers and therefore those with falling rolls have reductions in their funding. 15 of the 52 mainstream schools will see a budget reduction in 2020-21 (compared to 2019-20) and all of these schools have a reduction in pupil numbers. There may also be a financial and reputational impact for the council with supporting maintained schools to put in place financial strategies. Other schools' budgets may be affected if schools in deficit are not able to repay their deficits. If a school is unable to manage its deficit in line with prescribed financial regulations, a number of risks are posed to the Authority. There is a financial risk when a deficit passes to the Authority (i.e. the debt is transferred to the General Fund) if a school is academised following government intervention. Financial risk can also result from a school having to close as a result of continuing falling rolls making it unsustainable. Both of the aforementioned also carry reputational and political risks.	
	Existing controls	<ul style="list-style-type: none"> Schools Forum agree the formula used to allocated budgets to schools with the aim of keeping per pupil funding reductions to a minimum, within the constraints of available resources. Officers ensure adherence to financial regulations and promote a wider understanding of financial management through the delivery of training to schools' staff and governing bodies. Sessions aim to provide those involved with school finances and operational and strategic decision making with a greater understanding of their budgets and their financial responsibilities so that resources can be managed effectively. All maintained schools provide quarterly returns to the Authority for financial monitoring and reporting purposes, and schools with deficit recovery plans are required to provide this information on a monthly basis. Schools with falling rolls of more than 5%, who had not previously received allocations, were able to apply for an allocation from the falling rolls fund. The Schools' Forum finalised allocations in March 2020. School deficit reporting is now a standing item on the agenda at Schools Forum meetings. Officers continue to support and promote the development of joint arrangements between schools and are engaging with the relevant Dioceses in relation to Voluntary Aided Church schools. 	Future controls

Score	Risk			
16	Delivery of savings and service failure Inability to deliver savings plans in required timescale as a result of Covid-19			
	Impact	<ul style="list-style-type: none"> - Failure to meet the needs and expectations of our customers and politicians - Failure to deliver a statutory service - Failure to improve and/ or make changes within service - Savings not realised There have been additional cost burdens on Children’s Services as a result of Covid-19. For instance, there have been cost pressures on our short breaks service because we have enhanced provision and we have sent laptops and ensured connectivity to vulnerable children.		
	Existing controls	Support senior managers to manage existing budgets effectively as well as identify future savings by ensuring that there is clarity around budget available and additional growth bids that had been agreed. Ensure current savings are on track and recovery plans are put in place Financial reporting and performance reporting to become more closely linked to enable senior managers to derive insight into emerging trends to facilitate proactive responses to emerging risks. Financial Planning process	Future Controls	We will continue to monitor our savings plans and Covid-related spend as lockdown eases and we begin the recover and re-enabling provision process. Recovery and re-enabling actions will be planned over one, three- and six-month timescales as above
16	High pressure on our short break SEND service			
	Impact	Provision of short breaks is a statutory duty. Increased referrals for short break services puts pressure on our team’s capacity and on funding (some of which comes from our High Needs Block). We only get a very small amount of money for a portage worker from this in WCC. It is known that supporting families early following the diagnosis enables families to cope better and could prevent the risk of families seeking residential support later.		
Existing controls	Due to the growing demand for short break places we have worked to create hubs and satellite services that provide access in north and south of the borough. Our Short Breaks menu has now been created and launched on the local offer website. We are currently looking at further developments to improve our youth and 0-5 offer across both boroughs. As a result of demand on the service we are currently bidding for additional funding to increase our capacity with the Short Breaks Team - as caseloads are expected to further increase in 2020.	Future controls	We will continue to monitor pressure on our short breaks service at our Strategic Implementation Group and Children and Families Act Executive Board, as well as via our quarterly SEND SEF.	

Score	Risk		
16	Postponement of significant transformation projects means that there will be a delay in improvement to key areas, for example inclusion in schools		
	Impact	In order to respond to the Covid-19 crisis, we have suspended some business as usual (BAU) projects in order to manage the immediate risks associated with the pandemic. Projects such as our review of alternative provision and creation of an inclusion strategy sought to secure improved outcomes for young people in education and beyond. The realisation of these benefits will be delayed and the postponement of projects risks losing the traction gained through engagement to date with stakeholders and partners. Some transformation projects are also set to deliver savings and efficiencies which will be delayed.	
	Existing controls	We will continue to monitor projects and identify opportunities for re-starting transformation projects as part of our wider work on recovery and re-enabling provision. There may be ways to engage with stakeholders and partners virtually to ensure that the momentum is kept ahead of restarting projects. The experience of delivering children's services through the pandemic lockdown period may offer opportunities to underline the significance of some of our transformation projects, for instance the importance of the attendance of vulnerable children at schools. Future engagement with stakeholders may also be helped by our close collaboration and collective problem solving with partners during this time.	Future controls
16	Low numbers of children attending at school		
	Low numbers of children attending at school, particularly low numbers of vulnerable children attending at school.		
	Impact	Lack of attendance at school has a clear impact on educational outcomes among vulnerable children but school attendance is also a key way in which we can help to ensure the safety and wellbeing of our young people. Schools are a major referral route into the Council as teachers and other staff identify safeguarding concerns among their pupils. Increasing time with family also risks tension in the home and pressures on family life. Furthermore, school provides a social function with peer-to-peer contact which is likely to be lacking at home.	
Existing controls	We have worked on our communications to schools and families to ensure a clear message that vulnerable children should be in attendance at school wherever possible. Where attendance isn't possible or parents and guardians choose not to send their children to school, we are ensuring contact with our vulnerable young people by face-to-face or virtual contact, depending on the level of vulnerability. We have supported schools to ensure the provision of FSM for all of those who are eligible and have helped schools to source supplies of PPE. The re-opening of schools is likely to encourage more vulnerable children to attend.	Future controls	Senior leaders in Children's Services will continue to monitor attendance levels closely and regularly (at least weekly) including attendance of very young children at nurseries and other early years settings.

Score	Risk		
16	The lack of visibility of children as a result of the Covid-19 lockdown The impact of this pandemic on the safety, wellbeing and learning of our children, and the potential for increased demand for social care services as we move out of lockdown.		
	Impact	Our usual referral routes for Children’s Services have been affected by Covid-19. Referrals have reduced significantly as children have been ‘out of sight’. This has implications for the safety of our young people and the ability of staff and the community to provide a safeguarding function. Once lockdown eases, there is a risk that referrals will rapidly increase. This could impact on our ability to take timely action and intervene effectively and have staffing capacity and financial implications. There are also likely to be delays in the court system’s ability to process cases as lockdown eases.	
	Existing controls	We launched a communications campaign to encourage community vigilance around the safeguarding of children and young people. We have worked extensively with schools on their provision to vulnerable children and the children of key workers. Throughout, we have maintained contact with vulnerable children through face-to-face and virtual means, depending on the need and the level of risk. We are currently working on our recovery and re-enabling provision plans which will consider the mitigations for increased demand as we move out of lockdown.	Future controls

Environment and City Management

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Target range definitions	Minimum The minimum level for the KPI that will still allow the service to deliver Ideal A level which is acceptable for service continuity Aspirational The level at which the service is improving beyond current capability	Q1 Target assessment definitions <ul style="list-style-type: none"> Target off track Off track to meet the minimum target level Target exceeded Exceeded ideal target level Target on track On track to meet the ideal target level Minimum standard met Met the minimum target below ideal level
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Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
1. % of urgent lighting defects made safe within agreed timescale	97%	95%	→	98%	→	100%	Target exceeded	
2. % of carriageway and footway defects repaired or made safe within 24 hours	98%	95%	→	98%	→	100%	Target exceeded	
3. % of total licences issued within 28 days from the publication date of the Licensing Sub-Committee decision.	90%	70%	→	80%	→	90%	Target exceeded	<p>The Licensing Service implemented a new procedure whereby a summary decision of the LSC hearing is approved and sent out to interested parties no later than 5 working days after the hearing. The licence is then issued within 28 days of this date meaning the process is now more succinct & efficient. This has helped in ensuring the service is able to exceed this target.</p> <p>Target ranges might be changed for Q2 and beyond.</p>

Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	Ideal	Aspirational			
4. To complete all high-risk food premises inspections (category A-B)	Not provided	100%	100%	100%	35%	Target off track	<p>164 remote assessments for premises rated 0, 1 and 2.</p> <p>The Q1 35% figure includes remote assessments for unrated premises and Cat A and B overdue for inspection, which were open during the pandemic.</p> <p>40 inspections of unrated premises completed FHRs revisits – 11 allocated to the officers so far.</p> <p>Inspections are being reinstated as the City reopens.</p>
<p>Service commentary: Food hygiene inspections suspended in March, in addition 6 food officers were redeployed. A number of food businesses were closed. Since May, the officers were inspecting unrated (newly registered) food businesses to help them with deliveries during the business closure period. 38 physical inspections of new premises have been completed in May and June.</p> <p>Mitigating action: The remaining Food officers have been doing remote assessments of high-risk food businesses rated FHRs 0 – 2 and Cat A and B to ensure that they operate safely during the Covid-19 pandemic. Inspection of A and B premises recommenced in July.</p>							
5. Number of Houses of Multiple Occupation improved (buildings with more than one household including shared facilities)	62	50	65	75	9	Target off track	<p>This refers to houses in multiple occupation (HMOs) where works have been carried out by the landlord to improve living standards (e.g. fire safety, excess cold, etc.).</p> <p>Inspections of HMOs have ceased since the start of the year due to Covid-19 pandemic. This has removed our ability to achieve anticipated outputs regarding Private Rented Sector improvements. In addition, Covid-19 restrictions have prevented landlords and contractors from carrying out works within properties.</p> <p>Inspections are being reinstated as the City reopens.</p>

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
<p>Service commentary: Inspections of HMOs have ceased since the start of the year due to Covid-19 pandemic, however they will be resuming w/c 3rd August 2020. This has removed our ability to achieve anticipated outputs regarding Private Rented Sector improvements. In addition, Covid-19 restrictions have prevented landlords and contractors from carrying out works within properties.</p> <p>Mitigating action: Not provided</p>								
6. Number of hazards removed from residential dwellings which pose a serious and immediate threat to people's health or safety	592	400	→	500	→	600	44	Target off track
<p>Service commentary: Physical inspections of Private Rented Sector dwellings ceased due to Covid-19 restrictions with complaints responded remotely. In addition, contractors' access to properties was severely limited to carry out required works.</p> <p>Mitigating action: Physical inspections of single-family dwellings have only resumed in July.</p>								
7. % of licensed premises that are safe and well managed following a single inspection	80%	65%	→	70%	→	100%	0%	N/A
<p>Due to the Covid-19 pandemic and social distancing regulations, licenced premises have been closed during this reporting period, hence the 0% rating.</p> <p>Target ranges might be changed from Q2 onwards.</p>								
8. Number of vulnerable residents supported to continue living in their homes	1,057	600	→	800	→	1,000	67	Minimum standard met
<p>Covid-19 has prevented works going on site and handyperson service is only actioning emergency cases. We are working towards starting adaptation works by the beginning of August. The team are working on 330 open cases and 94 new referrals received this year.</p> <p>Due to previous performance exceeding aspirational targets, target ranges might be changed from Q2 onwards.</p>								
9. Reduction in new rough sleepers spending more than one night out	87%	75%	→	85%	→	92%	75%	Minimum standard met
<p>Due to the pandemic, the ability to find referrals on the streets was hampered, as was finding a route away from the streets as No Second Night Out service was closed.</p>								

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
10. % of women accessing specialist domestic abuse services who report a reduction in abuse	92%	75%	→	75%	→	80%	97%	Target exceeded	
11. Total participation in Council sports, leisure and wellbeing activities	4.7m	3.5m	→	3.7m	→	4.1m	543,977 (53% of projected amount in Q1)	Target off track	We are not expected to reach targets identified for the 2020/21 year. We are currently at 13% of the total year target and 53% of the quarterly target.
<p>Service commentary: Due to the Covid-19 pandemic, all leisure facilities were closed. Tennis courts were reopened as of the 16th May 2020.</p> <p>Mitigating action: During lockdown, there was a plethora of Online Activities provided and signposted to by the ActiveWestminster website, and Everyone Active's website, as well as digital memberships giving access to a number of online services. Paddington Recreation ground has remained open throughout the lockdown providing access to informal outdoor recreation. We have phased a re-opening with outdoor facilities (starting with tennis courts) opening in May and then facilities within indoor sites since 1st August (starting with Gyms and Exercise Classes).</p>									
12. Ensuring parking compliance across the City is over 97%	98%	97%	→	98%	→	99%	Not Available	N/A	Bi-annual survey not done in April due to Covid. Will be carried out before October.
13. Availability of residents parking in Westminster (Ratio of residential permits issued against parking bays available on the street)	97%	85%	→	90%	→	95%	90%	Target on track	
14. % of streets in Westminster that pass the street score survey for litter	97%	98%	→	98%	→	98%	96%	Target off track	
<p>Service commentary: This issue has resulted due to vehicles not being moved/driven due to COVID19 lockdown measures and street cleansing not being able to access spaces or litter not being visible due to vehicle cover. The litter is suspected to have been wind-blown</p> <p>Mitigating action: We have informed our street cleansing contractor of the need to pay attention to the fine detail work, which will be monitored/followed up going forward.</p>									
15. 2% increase in real and virtual visits to libraries	8.4%	1%	→	2%	→	3%	Not Available	N/A	

Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
<p>Service commentary: There were no physical visits to any WCC library. All sites were closed because of the Covid-19 lockdown. There was huge increase in virtual visits for main e- resources; e- book, e-mag, e-audio and e-news. It went up by 80% compared to Q1 last year, but we were down in visits to our website and catalogue.</p> <p>Mitigating action: Not provided</p>							
16. % of appointments to register births available within 5 days of enquiry	96%	95%	→ 95%	→ 98%	57%	Target off track	
<p>Service commentary: Birth registration appointments were suspended on 23/03/20 for all but urgent births, as a result of the Covid-19 pandemic and the need to prioritise deaths, avoid non-essential travel and maintain staff at home. Appointments resumed on 29/06/20, it is anticipated that it will take 3 to 4 months to clear the 1300+ backlog of births and catch up to current births.</p> <p>Mitigating action: Not provided</p>							
17. % of satisfied users across the Libraries Services (City Survey)	95%	85%	→ 90%	→ 95%	Not Available	N/A	Only 2018 survey results available. Survey is usually conducted in Q3/Q4.
18. Number of Emergency planning exercises completed	19	6	→ 7	→ 10	0	Target off track	
<p>Service commentary: Covid-19 resulted in the cancellation of all large-scale events and was also the focus of all organisation's emergency planning functions.</p> <p>Mitigating action: n/a</p>							

Top scoring risks

Score	Risk			
20	Abuse and violence against staff working in public facing roles Due to the front facing roles of many of our staff in CMC there is a risk of abuse and violence.			
	Impact	This obviously puts our staff health and wellbeing at risk and hinders their ability to provide essential services.		
	Existing controls	Refreshed training, continued monitoring of AIRS reporting, role specific violence and aggression risk assessments, strengthening relations with local and community police.	Future controls	The risk to staff is monitored by the quarterly City Management and Communities Health and Safety committee. Local measures are in place to minimise the risk.
16	Continued decline in demand for Paid for Parking and Permits			
	Impact	A decline in revenue across the majority of parking income streams is expected this financial year resulting in a net risk of £2.1m to the Parking Service budget.		
	Existing controls	Full city-wide rollout of Diesel Surcharge in 2019/20 Q2 and surplus revenue generated from suspensions has helped mitigate the current deficit.	Future Controls	A number of commercial opportunities investigated in order to help mitigate the expected deficit across various income streams.
16	Significant increases in crime in Westminster, particularly around violence, theft and robbery, alongside the detection rate has halved to 5% in a year. This is at the same time as a reduction of policing resources following the planned Basic Command Unit merger.			
	Impact	The new BCUs have gone live, however there is still concern that the level of policing resources, support and responsiveness will reduce in Westminster as a result of the merger which is a significant risk, particularly given the high volume of crime associated with the West End and Evening and Night Time Economy. The Covid-19 pandemic has had a significant impact on crime, with major reductions in all aspects apart from domestic violence. Weekly community safety meetings with the police have occurred during the pandemic and will continue for the foreseeable future.		
	Existing controls	Ongoing discussions with MPS over current concerns. Strategic assessment completed detailing increases in crime and will be raised at the Safer Westminster Partnership Meeting in November. A letter has been sent to the Policing Minister by the Leader, requesting an urgent allocation of additional officers back into Westminster. Covid-19 has seen significant reductions in nearly all crime types which has been monitored with weekly partnership meetings.	Future controls	Ongoing monitoring through P&S (and A&P). Meeting to take place on 10th October to raise concerns with Steven House Deputy Commissioner MPS.

Finance and Resources

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Number of days taken to collect debt	108.08 days	71 to 90 days	→ 61 to 70 days	→ 1 to 60 days	63.68 days (June P3)	Target on track	
2. Debt position 90-day change	£32,386m	Decrease debt by 2%	→ Decrease debt by 4%	→ Decrease debt by 5%	£19,183m	Target on track	<p>There were high volumes of invoices raised in P11 P12 which have been steadily paid. The volume of invoices raised is low compared to the volume raised in P11 P12.</p> <p>Debts aged 90 to 180 days declined compared to the same period in P2 but 181 to 365 & 365< both improved.</p> <p>The decision to suspend all debt recovery was made in mid-March 2020 effective to the 31st May. The civil courts are suspended for all hearings and the council's bailiff contract will not be used until August 2020 at the earliest, including for any personal contact with debtors. The IBC have now recommended recovery action, along with WCC central debt team commencing recovery action. Whilst we are on track, we will be impacted by aging debts due to the suspension of debt recovery.</p>

Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
3. Variance between budget and full year forecast	£0.530m	On budget	→ <£5m underspent	→ As per ideal	£50-60m	Target off track	The year to date variance is due to financial pressures arising from the pandemic.
<p>Service commentary: The biggest impact of the pandemic on the Council's finances is resulting from income reductions. The income variance to date is £19.8m. The expenditure variance to date is £3.5m.</p> <p>Mitigating action: Income variances mainly relate to Parking, Commercial waste and City Promotions events and filming reductions in income due to Covid-19 which have been affected by lockdown measures. Expenditure variances relate mainly to temporary accommodation costs incurred and Adult Social Care Costs relating to projected spend on PPE, £0.704m (this is an estimate and Adult Social Care share of PPE is 80%).</p>							
4. Variance between capital budget and FY forecast	£84.147m	On budget based on forecast	→ On budget based on forecast	→ On budget based on forecast	£73.722m	Target off track	£50m variance attributable to delays resulting from Covid-19 lockdown.
<p>Service commentary: A number of service areas are reprofiling capital budget due to projects delays resulting from the pandemic.</p> <p>Mitigating action: Project expenditure will be reprofiled to recognise that a significant part of planned expenditure will be deferred and projected expenditure in year will not be feasible. This is planned for Q2 20/21.</p>							
5. Percentage of council tax collected	96.67%	95%	→ 96.5%	→ 99%	35.3%	Target off track	2.8% down compared to Q1 2019/20
<p>Service commentary: Council Tax collection has been impacted due to Covid-19.</p> <p>Mitigating action: Recovery action has been commenced with 25,000 reminders being issued in June. Further recovery action is not currently an option due to the inability to take court action.</p>							
6. Percentage of business rates collected	97.58%	96%	→ 98.5%	→ 100%	26.7%	Target off track	7.4% down compared to Q1 2019/20
<p>Service commentary: NNDR collection has been severely impacted due to Covid-19.</p> <p>Mitigating action: Recovery action will commence in July. Only reminders can be issued due to the inability to take court action.</p>							
7. Percentage of stage 2 responses signed by Chief Executive with no need to return	98%	95%	→ 98%	→ 100%	98% (1/41)	Target on track	
8. Number of major business impact Priority 1 incidents per quarter (could affect more than 100 people)	13	22	→ 18	→ 12	3	Target on track	

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight
		Minimum	→	Ideal	→			
9. Significant incident attracting fines under new GDPR legislation such as Information Commissioner intervention regarding handling of data protection	0	3	→	1	→	0	Target on track	A new GDPR-related KPI is being developed by the Council's Data Protection Officer and should be operational by Q2 2020/21.
10. Less than 4% calls abandoned (Agilisys)	7.02%	<5%	→	<5%	→	<4%	Target exceeded	Call volumes for the first quarter have been lower than usual due to the impact of Covid-19.

Top scoring risks

Score	Risk		Future controls
25	Reliance on Commercial Income The Council generates significant sums of income from its services which help to recover costs or generate surpluses to fund overall revenue GF services. However, the generation of this income is dependent on demand, competition, the economy and existing legislation. The current Covid-19 emergency has led to significant drop in fee income, estimated at £50m. The current Covid-19 emergency has placed the council's debtors under increased pressures; therefore the council will need to extend debt.		Future controls None reported. Government support needs to materialise promptly to support businesses during the Covid-19 emergency
	Impact	If budgeted income levels from commercial income fail to materialise, there would be in-year overspends on budgets and as seen previously, a reduction in the GF balance. Some of this may now be offset by the government's co-payment scheme but further clarity on what will or will not be included is awaited and the scheme is currently only available up until March 2021.	
	Existing controls	Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets. Regular and detailed monitoring of Covid-19 impact on fees and charges, however this will only record not influence impact. Ongoing negotiation involving legal and procurement to ensure the best outcome, with briefings of senior execs and members in order to ensure an agreed response to contractors where needed.	
20	Delivery of Budgeted Savings Due to ongoing funding reductions, the Council must make savings from its revenue budget annually. This is crucial to set a balanced budget which is a legal requirement. Covid-19 has increased the probability of non-delivery, due to refocusing of staff onto immediate issues, reduction in commercial income and increased uncertainty.		
	Impact	Failure to realise these budgeted savings will result in overspends and a reduction in balances and reserves. This will have a knock-on impact on future year's budgets as the savings are intended to be ongoing, making balancing future budgets more difficult.	

Score	Risk			
	Existing controls	1) Robust challenge of all proposed MTP Savings during the MTP process (e.g. through Corporate Budget Group) 2) In-year monitoring of agreed MTP Savings 3) Covid-19 savings non-delivery monitoring 4) Establishing whether savings will be deliverable even if delayed by Covid-19 response, as part of the latest MTP/C4A refresh process	Future Controls	Robust scrutiny in the annual budget setting process for proposed savings and effective in year monitoring.
20	24/7 support for critical Authority systems 24/7 Service Design to manage business systems to ensure availability of services			
	Impact	Prolonged service outages leading to critical council service not being delivered out of hours		
	Existing controls	Out of hours network and service-desk support teams established.	Future controls	- Include 24/7 support in Networks 2020 project; - Include 24/7 support in Azure/ Cloudreach project; - IT to review critical business services and dependencies.
20	Information Security/ Data Breach Information Security- serious incident (data breach, malware outbreak, phishing, etc.)			
	Impact	All systems shutdown / Council unable to undertake business Risk of ICO fine (BA fined 183m 08/07/2019)		
	Existing controls	(a) 70% of endpoint devices migrated to Windows 10; (b) Staff awareness/training significantly increased due to Exec Director escalations and monitoring of compliance; (c) Completed CIS20 Security controls and audit; (e) 'Critical' patches reduced (but ongoing) (d) Implemented Protective DNS and DMARC/SPF.	Future controls	(a) Migrate to Windows 10; (b) Monthly comms to Gerald + Mike (security training to staff) (i) Ongoing patching (iii) design Intune policies; (v) Third Party/Log Management

Growth, Planning and Housing

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Target range definitions	Minimum The minimum level for the KPI that will still allow the service to deliver Ideal A level which is acceptable for service continuity Aspirational The level at which the service is improving beyond current capability	Q1 Target assessment definitions Target off track Off track to meet the minimum target level Target exceeded Exceeded ideal target level Target on track On track to meet the ideal target level Minimum standard met Met the minimum target below ideal level
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Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
1. Number of cases of homelessness prevented (Defined as outcomes from a combination of Housing Solutions and Shelter work)	573	500	→	520	→	550	155	Target exceeded	
2. Affordable Housing units delivered in 19/20 (1,850 by 2023)	490 (793)	271 (1064)	→	293 (1086)	→	326 (1119)	5 (798)	Target on track	2019/20 figure reduced by 1 to 490.
3. % satisfaction with repairs service	83%	82%	→	84%	→	86%	85%	Target on track	During lockdown, the repairs service was reduced to emergency and urgent repairs only. Satisfaction on those jobs for the first quarter is above target, however, there is a backlog of repairs that will need to be cleared which may impact satisfaction levels over the remainder of the year.
4. Satisfaction with anti-social behaviour (ASB) case handling	63%	62%	→	64%	→	66%	64%	Minimum standard met	34% increase in ASB cases reported in Q1 due to lockdown. Performance improved in June to bring overall quarter to 64%, up slightly on 2019/20 performance. Targets adjusted from 72%/74%/76% to reflect current circumstances.

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
5. Contact centre - % calls answered in 30 seconds	72%	65%	→	70%	→	75%	87%	Target exceeded	Call volumes dropped during lockdown which facilitated an improved performance on call handling times. As the service returns to normal and call volumes increase, hence existing target levels being retained.
6. % of 'non-major' planning applications determined within 8 weeks	80%	68%	→	68%	→	80%	72%	Target on track	Minimum/Ideal targets based on MHCLG targets.
7. % of 'major' planning applications determined within 13 weeks i.e. larger scale development.	77%	60%	→	60%	→	79%	67%	Target on track	Minimum/Ideal targets based on MHCLG targets.
8. % planning appeals determined in favour of the Council (Excluding telephone boxes)	77%	60%	→	63%	→	67%	90%	Target exceeded	Lockdown has led to fewer appeals being determined. As volumes increase, performance levels will be challenged.
9. 1,000 businesses significantly engaged (including vouchers issued, Corporate Social Responsibility activity)	1,320	900	→	1,000	→	1,100	1,503	Target exceeded	Demand on the service has gone from 300 enquiries in a year to over 2,000 since lockdown. The annual target is therefore being reviewed.
10. 350 Westminster residents into jobs through our Westminster Employment Service (WES)	390	320	→	350	→	400	36	Target on track	We have reduced the Ideal jobs target from 400 to 350 to focus on academies, training initiatives and wellbeing support to respond to resident needs.

Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight		
		Minimum	→	Ideal				→	Aspirational
11. 345 Westminster residents supported into Interims (Work trials, training, work placements & volunteering)	299	293	→	345	→	380	36	Target on track	<p>The jobs target “% of Westminster residents supported by the Westminster Employment Coaching function that start work and stay in work for 6 months” has been replaced with an ‘Interims’ target which means work trials, training, work placements & volunteering to reflect our increased focus on helping residents to reskill and upskill in order to prepare for the new emerging jobs market.</p> <p>From Q2, we will incorporate figures from Westminster Adult Education Service (WAES) for skilling unemployed Westminster residents into KPI 11.</p> <p>In addition, the ‘Social Value: % of WCC suppliers with commitments delivered to profile’ KPI is being replaced. We are developing a more meaningful KPI to incorporate the impact of business in the community (not just suppliers but corporates, developers etc) for Q2.</p>
12. 1,000 young people engaged in enterprise and sector-based experiences	2,830	750	→	1,000	→	1,250	0	N/A	<p>Most engagement with schools takes place from September and their main focus will be on curriculum catch up. Many businesses will also be on recovery and stabilising their business and as such will not prioritise youth enrichment activities. We are developing and delivering a virtual offer which is uncharted territory and therefore have reviewed our annual target to account for the challenges of the pandemic on the one hand and the benefits of virtual engagement on the other.</p>

Top scoring risks

Score	Risk			
15	Building Regulations – Part B & Draft Building Safety Bill Building Regulations - Part B has been re-written following an independent review of the building regulations and fire safety following Grenfell. The buildings in scope has extended to cover most of the properties within Westminster. The new draft bill sets requirements for competence and resource of the local BC team. It has far reaching impact across the Council with the requirements safety cases for Council and private sector properties.			
	Impact	Burden on local authority - high call on resources to inspect buildings and legal responsibility for licensing of buildings		
	Existing controls	3 surveyors have passed new Local Authority Building Control (LABC) (the national representative association) competency exams. WCC has signed up to the LABC Quality Management System	Future controls	We are looking to recruit a new fire engineer and quality manager.
6	Cost of private sector housing affecting Council's ability to meet statutory homeless duties Supply of private sector housing affordable to households on benefits does not meet demand from the Council's statutory requirements (whether for TA, prevention or discharge of duty) and increasing costs of local housing market leads to continuing high levels of homelessness.			
	Impact	Impacts on the Council's ability to identify and source affordable and suitable properties to meet its statutory housing obligations; this can lead to increasing spend on accommodation and risk of legal challenge to suitability of property, particularly in terms of location.		
	Existing controls	Restructuring the Housing Solutions Service, implementing a new policy framework to support discharge of housing duty, sourcing additional properties through established contractors, continuing with schemes to purchase properties for TA, improved financial management information to identify changes in spend profile quickly, identifying new sources of affordable housing and making best use of vacant properties within WCC. In addition, changes within the way TA is funded through the removal of the management fee payable through Housing Benefit and its replacement by a block grant has led to opportunities identified through in-depth scrutiny of TA financial management information through period monitoring and thus the risk of a budget overspend is limited. Pan-London working e.g. Capital Letters, which is a govt initiative funding through govt grant to allow LAS to achieve better cost and capacity of private sector accommodation.	Future Controls	Homelessness Strategy Action Plan continues. Review of Allocations Policy. Continue to work collaboratively across Las.
6	Effects of Brexit on Labour Supply			
	Impact	Any future restrictions on immigrant labour supply could impact on price and the delivery of schemes.		
	Existing controls	Lobbying Govt to ensure protection of labour supply is high priority in Brexit negotiations	Future controls	Communications about rights of EU citizens
6	Uncertainty around effects of Brexit decision leading to the delaying or withdrawing of investment decisions, affecting our ability to deliver development schemes			

Score	Risk			
	Impact	Delays to development, increased contract costs		
	Existing controls	Continue to closely monitor the market	<table border="1"> <thead> <tr> <th data-bbox="1243 296 1541 386">Future controls</th> <td data-bbox="1541 296 2125 386">Closer monitoring of contract performance and increased communications with contractors, identifying potential problems earlier.</td> </tr> </thead> </table>	Future controls
Future controls	Closer monitoring of contract performance and increased communications with contractors, identifying potential problems earlier.			

Innovation and Change

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q1 Target assessment definitions	Target off track Off track to meet the minimum target level Target exceeded Exceeded ideal target level Target on track On track to meet the ideal target level Minimum standard met Met the minimum target below ideal level
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Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Residents feel informed about services and benefits	69% (2019)	+4%	→ +5%	→ +6%	Not Provided		Insight not provided
2. Residents feel informed about plans for your local area	69% (2019)	+4%	→ +5%	→ +6%	Not Provided		Insight not provided
3. Residents have seen the Westminster Reporter	56% (2019)	+5%	→ +7%	→ +10%	Not Provided		Insight not provided

Top scoring risks

Score	Risk	
9	Impact of Brexit	
	Impact	<ul style="list-style-type: none"> Brexit could lead to ongoing political instability Brexit creates uncertainty for the economy of the City and the high number of EU nationals that currently work and reside in Westminster Lack of financial mitigation from the Treasury may mean that there are further pressures on local government funding impacting on finances available to deliver services

Score	Risk			
	Existing controls	PPC will be monitoring the convergence and divergence between the sides on the key issues that impact Westminster. There will be further work done with central London partners to understand and articulate specific issues relating to Westminster.	Future controls	Regular meetings with the WCC Brexit Strategic Board to mitigate risks
9	Managing public expectation during a time of austerity			
	Impact	Covid-19 has impacted our way of life in every way possible. The health impacts (people's mental health) and economic impacts will continue to be felt for many years to come. This offers both a challenge and opportunity for the council in managing public expectations of the role of the council and how we will support them through this period.		
	Existing controls	Proactively communicate changes to residents Work effectively to respond rapidly to challenges	Future Controls	More regular community engagement where residents feel that their concerns are heard, and changes are reflected in the communications and services delivered by the council.
9	Supporting services to change while protecting reputation			
	Impact	Expected future demands from services who will require PPC support through changes in service provision		
	Existing controls	- Launch of the change network to help temperate check aptitude for change within Council departments - Policy and programme management support to guide services through change	Future controls	Daily briefings are in place to discuss communications approach and reputation for major campaigns.
9	Impact on future filming and events revenue			
	Impact	There are a number of internal and external factors that are impacting on future filming and events revenue. Covid-19 has decimated event and filming activities and the advertising sector, which in turn has a significant impact on CPEF income. In addition, government guidance in relation to mass participation events remains vague and so this, combined with low consumer confidence and event organisers inability to obtain event insurance places further strain on the service. In addition, third party marketing budgets have been significantly reduced and therefore, even when circumstances allow, the sector will take some time to recover. In addition, social distancing guidelines make event and filming activity more difficult to facilitate and, in some cases, not possible. Notwithstanding the impacts of Covid-19, the ongoing uncertainty of Brexit continues to have an impact on the service.		

Score	Risk			
	Existing controls	The team is in regular contact with the market and will be adapting/responding accordingly. Measures are being taken to ensure that activities can resume when safe to do so. However, this is a market led service, so the significance of the measures that the council can put in place to attract event and filming activity into the city is unknown. With regards to maintaining public safety, the service is monitoring and reviewing government guidelines and implementing measures as required to ensure as far as is reasonably practicable the safety of the public, residents, organisers and the team itself.	Future controls	Ongoing reviews/analysis will be performed on the impacts of Covid-19/Brexit on the sector.
9	Fair Funding review and fiscal devolution			
	Impact	Financial impact on services across the council		
	Existing controls	There are plans in place to secure additional local fiscal flexibilities from HM Treasury through the Spending Review (SR) that will allow the Council to raise revenue independent of Government. To achieve that, we will build an unimpeachable case for fiscal devolution, whereby local authorities become more self-sufficient and less of a burden on the Treasury. In addition, we will raise concerns regarding proposals to change the current Fair Funding Review (FFR) would have a detrimental effect.	Future controls	Regular meetings with finance and senior stakeholders to prepare response to HM Treasury.

Legal Services

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Target range definitions	Minimum Ideal Aspirational	The minimum level for the KPI that will still allow the service to deliver A level which is acceptable for service continuity The level at which the service is improving beyond current capability	Q1 Target assessment definitions	Target off track Off track to meet the minimum target level Target exceeded Exceeded ideal target level Target on track On track to meet the ideal target level Minimum standard met Met the minimum target below ideal level
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Key performance indicator	2019/20 position	2020/21 target ranges			Position at Q1	Target assessment	Other contextual insight
		Minimum	→ Ideal	→ Aspirational			
1. Percentage of clients satisfied with Legal service as measured by the satisfactory survey	88%	70	→ 80	→ 100	95%	Target exceeded	
2. Percentage of cases that meet the agreed time frames for Legal cases in each area	N/A	80	→ 90	→ 100	Not available	N/A	Due to implementation of a new Case Management System, this data will not be available until 2020/21 Q2.

Top scoring risks

Score	Risk		
5	Risk of procurement challenge Risk of procurement challenge in respect of procurement of parking services for 2 contracts.		
	Impact	Contract is suspended. Potential legal costs involved in court proceedings and adverse publicity.	
	Existing controls	Legal advice to delay awarding contracts for 30 days to give the Council the opportunity to establish the likelihood of an actual legal challenge.	Future controls

People Services

Key performance indicators

The table below presents the latest cumulative outturns available for each KPI at the end of Q1 (April 2020 – June 2020).

Key performance indicator	2019/20 position	2020/21 target ranges				Position at Q1	Target assessment	Other contextual insight	
		Minimum	→	Ideal	→				Aspirational
1. % of staff turnover is managed at appropriate benchmark levels (excluding redundancies)	13%	16%	→	15%	→	14%	11%	Target exceeded	
2. % of BAME employees in senior leadership roles (band 5 and above)	14%	16%	→	17%	→	20%	16%	Minimum standard met	Reporting period: 04/2020 - 06/2020. Target ranges have been increased for 2020-21 to align with our ambitions to drive forward the Inclusion and Diversity agenda.
3. Hampshire target – HR transactions made via self-service	92%	90%	→	95%	→	97%	91%	Minimum standard met	Reporting period: 04/2020 - 06/2020. Target ranges have been increased for 2020-21 to continue driving self service via IBC and ensure end to end employee experience.
4. Increase the number of women in senior leadership roles (band 5 and above)	43%	44%	→	46%	→	50%	44%	Minimum standard met	Reporting period: 04/2020 - 06/2020. Target ranges have been increased for 2020-21 to align with our ambitions to drive forward the Inclusion and Diversity agenda.
5. % of apprenticeship starts in relation to the public sector target of 2.3% of total headcount	3.7% (Including schools) 4.6% (Excluding schools)	2% including schools	→	2.3% excluding schools	→	2.3% including schools	3.3% (inc Schools) 3.8% (exc Schools) (07/2019 - 06/2020)	Target exceeded	
6. Positive action - % of Band 4 roles which have BAME candidate on the shortlist	99%	95%	→	97%	→	100%	100%	Target exceeded	Target ranges have been increased for 2020-21.

Top scoring risks

Score	Risk			
9	No deal - brexit and impact on workers			
	Impact	Lack of meaningful data about employees' residential status. Potential impact on available workforce in some areas. Failure of any existing workers to follow correct "right to remain" process leading to employment issues.		
	Existing controls	Current recruitment system collects the collection of information on residential status.	Future controls	Need to monitor outcome from central Government.
9	Failure of IBC Stabilisation			
	Impact	Failure to align to agreed IBC contact volumes (calls/enquires) at exit of stabilisation period may lead to increased costs. Hampshire failing to carry out our statutory responsibilities such as DBS, right to work checks and reference, ONS return.		
	Existing controls	Regular Operational group meetings with the IBC. Bi-weekly group meetings and weekly WCC/IBC peer to peer meetings.	Future Controls	Comprehensive programme of business engagement to target trends and embed use of the 'my enquiry' portal as the primary IBC contact method.
9	IBC reporting			
	Lack of flexible and organisationally led reporting available from IBC			
	Impact	In order to fully analyse the impacts of change on structure and budget and to manage its workforce effectively, WCC need to be able to pull flexible and informative reports from IBC. Lack of reporting inhibits managers from analysing issues such as vacancy management, sickness triggers etc. Particularly at times where budget issues are being considered, managers need access to a full set of information about their staffing compliment.		
Existing controls	Constructive conversations took place with IBC in attempt to secure meaningful reports. IBC have realised that the process they had been advising was less helpful for some partners and have developed a new HR report combining all the information that it is felt we need. Engagement Sessions are planned in the near future to ensure report relevance.	Future controls	Further reporting is still a major concern and may need to wait until Business As Usual. Other councils in the Partnership do not currently use reporting functionality and employ Business Intelligence teams to analyse data dumps.	