

Cabinet

Date of meeting: 11 July 2016

Report title: Performance Report – Q4 2015/16

Wards: All

Report Authorised by: Chief Executive: Sean Harriss

Portfolio: Deputy Leader (Investment & Partnerships): Councillor Paul McGlone

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Report summary

This report provides Cabinet with an overview of performance for Quarter 4 against agreed outcome indicators and key performance measures.

In relation to Outcome Indicators – those that enable a judgement to be reached around whether the Council’s 13 community outcomes are being achieved – there is reasonable progress overall. Currently, 5 outcomes are rated green overall; and 8 outcomes are just off target and rated amber. Further analysis is provided against outcomes where new data has been published in Q4.

In relation to Key Performance Measures, performance has improved in Q4 with the proportion of green indicators increasing and the proportion on red indicator reducing when compared to Q3. At a general level, this suggests that some indicators that have underperformed are starting to improve.

Indicators that have been red for two or more consecutive quarters are listed in the report along with the management actions in place to improve performance in order that Cabinet can consider these in more detail and provide challenge. In addition, recommendations are made at the end of the report as to where further scrutiny is needed against some indicators where activity to improve performance appears insufficient and assurance is needed that plans are in place.

Finance summary

There are no capital or revenue implications arising as a direct result of this report.

Recommendations

- (1) To comment on and challenge performance against the outcome indicators and key performance measures set out in this report.
- (2) To endorse the conclusions and recommendations for improvement activity.

1. Context

- 1.1 The Community Plan sets out the Council's aspirations and priorities for 2013-16. It does this through our outcomes framework which identifies where we want to make the biggest difference, helping us to prioritise our resources and drive all the activities we commission. The outcomes framework has three overarching outcomes: more jobs and sustainable growth; communities feel safer and more resilient; and cleaner, greener streets. Under these three overarching outcomes 13 community outcomes are identified.
- 1.2 This report provides a review of performance for Quarter Four (Q4) against the 13 community outcomes. It does this in two ways:
- Outcome indicators – a basket of high-level indicators which are aligned to our 13 outcomes which help us understand the wider wellbeing of the borough; and,
 - Key Performance Measures – a basket of more operational indicators which the Council is responsible for achieving across our priority areas.

On-going development of the performance management framework

- 1.3 There has been a minor adjustment to a small number of indicators to enable clearer reporting and benchmarking. These adjustments are listed below and it is recommended that Cabinet approve these:
- A small number of children's services indicators have had targets re-set by the then Director of Children's Services. This because previous targets were considered overly ambitious and more realistic targets have been set.

2. Proposals and Reasons

Quarter 4 performance against outcomes

- 2.1 An overview of achievement against the Council's 13 community outcomes is provided in **Appendix A**. This shows that in this quarter:
- 5 outcomes are rated green overall; and
 - 8 outcomes are rated amber overall.
- 2.2 This is a broadly similar position overall compared to performance in Q3 when six outcomes were rated green, six outcomes rated amber and one outcome rated red. This change has occurred mostly as a result of data becoming available for a small number of annual indicators during this quarter, as follows:
- 2.3 Data for the majority of Outcome Indicators was published in previous quarters. Analysis of this data can be found in previous reports to Cabinet and has not been replicated in this report. However, analysis of indicators where new data has been published highlights some particular issues which are summarised below.

People have the skills to find work

- 2.4 Performance against this outcome slipped from green to amber. This is as a result of the number of apprenticeships being completed by 16-18 year olds and by all residents falling when compared to the previous year. In 2013/14 (the latest available data from the Skills Funding Agency) 90 16-18 year olds completed an apprenticeship compared to 100 in the previous year; and 620 residents completed an apprenticeship compared to 730 in the previous year. These figures are expected to increase in future years reflecting their growing popularity among employees and young people and the government's push to create 3 million by 2020.
- 2.5 More positively, the proportion of residents with NVQ1 and below has reduced by 3.2% compared to the previous year and is now better than the inner London average. There are likely to be a number of factors that have impacted on this reduction: residents with low or qualifications moving out of the borough replaced by residents with higher level qualifications; residents with lower qualifications become older than 'working age' so dropping out of the data and not counted; and some residents increasing their qualification levels. Relating this analysis to the employment rate; this remains strong at 80.1%. However, it does point to pockets of residents with low or no qualifications struggling to find work. For example, the claimant rate in Lambeth is particularly high for older residents whilst the the gap with the overall JSA rate has generally widened over the last 12 months.

All young people achieve their ambitions

- 2.6 Educational attainment data has been published in quarter 4 and continues to point to strong performance in Lambeth. At 57% the proportion of pupils achieving 5 or more A* to C grades at GCSE continues to be better than the national average (54%). Similarly, the educational attainment gap between Lambeth and national averages at Key Stage 2 (KS2) and Key Stage 4 (KS4); for Looked After Children (LAC); Special Educational Needs children; or children receiving free school meals are all narrower than the national average.
- 2.7 However, the data also highlights a particular performance issue. The gap in educational attainment for children eligible for free schools meals at KS4 has widened in Lambeth to 20 percent from 14 percent in 2014/15. Similarly, the gap in education attainment for children eligible for free school meals achieving good levels of development in the Early Years Foundation Stage Profile (EYFSP) has also widened to 17% from 9%. Whilst longer term trends show that educational outcomes in Lambeth have improved, it will be important to ensure that children from deprived backgrounds have the same access to educational opportunities as their peers.

People lead environmentally sustainable lives

- 2.8 Performance against this outcome slipped from green to amber due to two indicators deteriorating in performance – air quality and household waste per household. In relation to air quality, Lambeth has some of the highest levels of air pollution in the UK, which can adversely affect the health of our residents. However, levels of air quality are impacted by a wide number of external factors outside of the Council's control, such as the weather, pollution from other parts of Europe blown into London or buildings works with high emissions near to the monitoring equipment. An Air Quality Action Plan is currently being written which will outline the actions we will take to improve air quality in the borough. In relation to household waste per household, this needs to be seen in

a wider context. Performance was just one per cent off target in 2015/16 and substantially lower than the amount of waste collected during 2014/15 (622kg compared to 657kg).

Vulnerable children and adults get support and protection

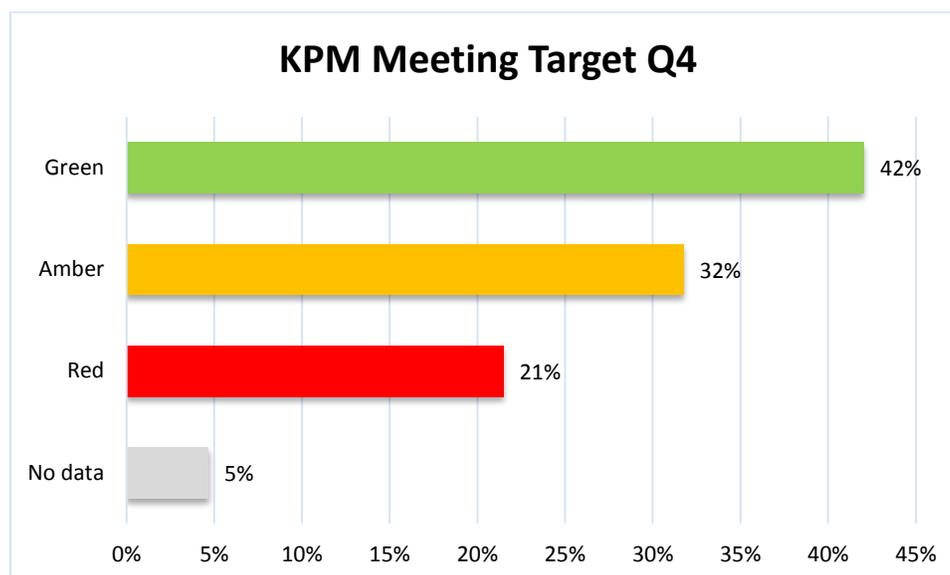
2.9 Progress against this outcome improved in Q4. This is mostly due to new data becoming available for two indicators that measure user satisfaction in Adult Social Care – the ‘proportion of people who say that services have made them feel safe and secure’; and ‘overall satisfaction of people who use services with their care and support’. Both have improved considerably compared to 2013/14 – the former by 8.5% and the latter by 6.5%. This suggests that services are more closely meeting clients’ needs. However, any comparisons need to be treated with some degree of caution due to changes in survey methodology.

Quarter 4 performance against key performance measures

Performance overview

2.10 A total of 107 key performance measures were due to be reported on in Q4. During this period:

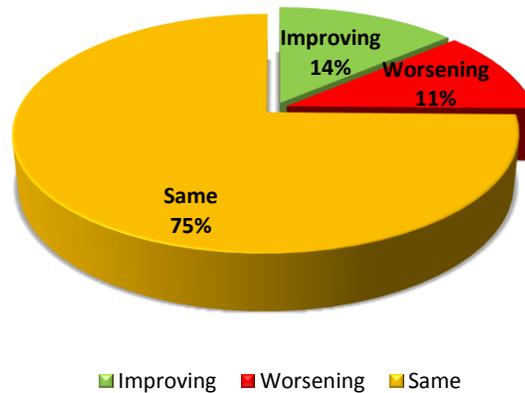
- 42% (45) are rated as green (achieving target);
- 32% (34) were rated as amber (within 10% of achievement of target);
- 21% (23) were rated as red (more than 10% off from achieving target); and,
- Data for 5% (5) indicators is not yet available at the time of writing the report.



2.11 This represents improved performance compared to Q3 when 38% of Key Performance Measures were rated as green, 32% rated as amber and 29% rated red.

2.12 At an overall level there have been a small number of indicators (22) which have had a change in RAG rating between Q3 and Q4, with the vast majority remaining stable.

KPMs Showing improvement against target Q3 to Q4



The table below shows the changes within this:

Improving indicators		Worsening indicators	
Red to Amber	6	Green to Amber	7
Red to green	0	Amber to Red	3
Amber to green	6	Green to red	0

2.13 The fact that expected levels of performance have been maintained during the year is to be acknowledged, particularly as the organisation continued to experience change and upheaval as a result of the impact of on-going budget reductions; structural changes and reductions in staff numbers.

2.14 Direction of travel shows how performance changes over time for each indicator. Depending on the type of indicator, performance is either compared to 1) the outturn in the previous quarter; or 2) performance at the same period in the previous year. When trend data for Q4 is compared this shows that:

- 53% (46) of indicators improved;
- 30% (26) of indicators deteriorated; and,
- 17% (15) of indicators had no change.

2.15 This is a similar position compared to Q3. However, of the 26 indicators that did deteriorate 10 resulted in a worse RAG rating.

Performance issues and concerns

2.16 The section below provides further comment and analysis on Key Performance Measures (i.e. those within the Council's control) that have been red for two consecutive quarters or more, or where there are particular performance issues. A full list of performance against all Key Performance Measures by outcome can be found in **Appendix B**.

2.16.1 *Lambeth residents have more opportunities for better quality homes*

Performance issues		
OF.63	Number of new private sector tenancies created as a prevention of homelessness	This indicator has been rated red throughout 2015/16. The annual target always was very challenging in the context of a competitive, high rent, local and London market. However, performance in Q4 is 16% above levels reported in Q3 and 83% above levels reported last year. In terms of management actions, private sector procurement plays a key role in the Temporary Accommodation Reduction Plan and is monitored monthly at the Temporary Accommodation Reduction Plan meetings. In addition, private sector procurement has helped to hold down temporary accommodation occupation levels, and pegging them back at March 2015 levels.
OF.68	Number of households in nightly charged accommodation (B&B Hotels and Annexes)	<p>Performance has been red throughout 2015/16 and has worsened compared to Q3. Every effort is made to minimise use of unsuitable shared BB Hotels for families. However over 80% of the total temporary accommodation population comprises families with children/single pregnant women and in the absence of old style leased properties for use as temporary accommodation (PSL) many London councils are forced to rely on self-contained B&B Annexe accommodation for families.</p> <p>There is a Temporary Accommodation Reduction Plan in place that is monitored at monthly meetings. The transfer of families out of B&B Annexe accommodation and into permanent homes in the private sector is monitored at those meeting and remains a high priority. In addition, the Temp to Settled Programme ensures that the use of B&B Annexes is minimised by quickly matching families to homes in the private rented sector.</p> <p>A major achievement in 2015/16 was the delivery of a 12% reduction in the average weekly net unit cost of B&B accommodation achieved through the combined effect of the London-wide cap on what councils will pay for this accommodation, and close monitoring of for transfer of families in high cost B&B.</p>
OF.69	Number of families in shared Bed and Breakfast hotels for over 6 weeks	Performance has improved throughout the year and use of shared B&B hotels for families is kept to a minimum however there will be occasions when it is used as a last resort in the absence of suitable alternative accommodation. The transfer of families out of shared B&B and into more suitable self-contained accommodation is a high priority for the business and is the subject of close management scrutiny.

OF.70	Number of private sector empty dwellings brought back to use through intervention	<p>This indicator has been red for the whole of 2016/17 and continue to underperform. Actual number of properties returned to use in Q4 is 11, which is 79% of the cumulative Year to Date target. Work is ongoing to develop a more effective working relationship and information exchange protocols with Housing advice services to improve take up of empty property grant funding. We are balancing the work with more enforcement action against the owners of properties that are causing a nuisance and blight on neighbourhood properties as well as the local community.</p> <p>To improve performance information exchange protocols with Housing Advice services have been established to improve the take up of Council nominated tenants and empty property grant funding. However, the take up of grants remains low as the conditions attached to the funding is not attractive in the current local rental market conditions.</p>
OF.71	Percentage of housing management provider KPIs that achieve target	<p>Of the 36 Housing Services indicators reported for this quarter, 20 exceeded target (green RAG status) and a further seven were very close to target (amber status). For five measures no data was available at the time of reporting (these relate to the capital programme and to empty homes). Taken together, the green and amber measures account for 87 per cent of all the measures for which we have data for Q4. However the indicator OF.71 takes account only of the proportion of measures appearing as green (65 per cent). With that in mind, this indicator as reported in the corporate digest this quarter appears as red. A new suite of nine measures for Housing Services has been agreed for 2016/17 which will give a more rounded and complete picture of the service going forward.</p> <p>The two service areas where measures have appeared throughout the year with a red RAG status are Section 20 service charge collection and complaints management. For Section 20 service charge collection performance has improved during the year and is now on a strong upward trajectory. For complaints management the number of complaints continues to reduce. The focus going forward will be on ensuring more early resolutions take place with residents reducing the need for them to escalate. One measure for the repairs service, overdue repairs, appears as red for the final month of the year after having been on target for the previous 11 months. We have challenged our contractors about this and going forward expect performance to be on target throughout the coming year.</p> <p>In relation to Section 20 service charge collection we are actively chasing debts on Northgate. The final accounts raised from</p>

		December 2015 to January 2016 will continue to impact positively on collection. We will also be looking at options for reconfiguring leaseholder service in 2016 in a way that fosters improved performance. For complaints management the real issue for Housing management complaints is the percentage of complaints upheld at review stage. The complaints function will shortly be moving to the central complaints unit who will also carry out the reviews, we will continue to monitor this indicator throughout 2016/17 to ensure the new structure delivers better results
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2.16.2 People have the skills to find work

Performance issues		
OF.120	Number of employers supported to employ through Lambeth Working	<p>This indicator has been red for two consecutive quarters. Lambeth Working continues to take a pan-team holistic approach to employer contact, and only counting each employer once against this performance indicator regardless of how many times they recruit through the brokerage. The impact of this is particularly significant in construction, where developers/contractors may be on site for a period of years and recruit multiple residents on multiple occasions; however they are only counted against this target once. Performance in March was supported by the engagement of 25 employers, primarily for a two day recruitment event at Kia Oval.</p> <p>Performance indicators for 2016-17 have been revised so that they are more directly related to the outcomes contained in the Community Plan around supporting young Lambeth residents into employment / apprenticeships.</p> <p>Account Managers are no longer targeted on volume of vacancies secured from employers, instead working to KPIs including the creation of opportunities for priority group residents, reflecting the change in direction for Lambeth Working to become more responsive to the needs of residents with multiple barriers to employment.</p>

2.16.3 All young people have the opportunity to achieve their ambitions

Performance issues		
OF.16	Percentage of young people in suitable education, training or employment at	This performance indicator has been rated as red for two consecutive quarters. In Q4, engagement of young people in suitable EET in Lambeth has improved from 61% to 64%. This compares to a London average of 59% and places us 5 th out of 10

	the end of their YOS intervention	in our group of YOTs. To raise performance, a regular monthly monitor of NEET young people is produced with targeted intervention for the relevant young people and their parents by the two workers in the YOS that work on EET issues. In addition, this indicator also features in the YOS Improvement Plan.
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2.16.4 Older, disabled and vulnerable people can live independently and have control over their lives

Performance issues		
OF.80	Proportion of adults with learning disabilities in paid employment	This indicators has been rated red through 2015/16. There has been a decrease in the number of adults with learning disabilities in paid employment from 12 in 2014-15 to 9 in 2015-16. This performance measures focuses on service users with a learning disability in paid employment. Due to the eligibility criteria and the complex needs of our service users this remains a challenging indicator for Lambeth to increase numbers. The Camden society have seen an increase in referrals and we are in the process of accessing the impact of this on our cohort of service users.

2.16.5 Vulnerable children and adults get support and protection

It should be noted that performance indicators under this outcome that are concerned with children's social care are monitored and reviewed rigorously as part of broader activity around the Children's Services Improvement Plan. A monthly Children's Improvement Board take place where a regular performance digest containing many of the indicators listed below is presented and challenged. Additionally, children's social care performance is systematically monitored by, and discussed with Department for Education officials as part of their oversight of Lambeth's improvement work. As a whole, performance in children's services is starting to improve, particularly where there has been targeted action. Stability has improved for Looked After Children; they are in placements for longer and are being adopted more quickly. Equally, fewer are subject to longer term protection plans indicating swifter resolution to protection issues.

Performance issues		
OF.146	Average time between a child becoming looked after and being placed with adopters	This indicator has been red since Q1. Based on a rolling 12 month average, the average number of days between a child becoming looked after and placed with adopters was 866. This represents a steady improvement of over 100 days since July 2015. The push continues to be to progress adoptions for children who have been waiting for adopters for a number of years.
OF.149	Percentage of children subject to Child Protection	This indicator has been red since Q1 and performance has been steady since November 2015. Although there is a small cohort it is important to be assured that we understand the percentage in which drift and delay is a key factor in the length of the plan. This we would

	Plans for two or more years	expect to see reflected in alerts raised by the CP Chair. There is a continued attention on more long-standing CP Plans. All cases where children have been subject to a plan for 12 months or more have been audited and detailed reviews of these cases have commenced.
OF.155	Percentage of children looked after at 31 March with 3 or more placements during the year ending 31 March	Although this indicator has been rated red since Q1 there has been a reduction from a peak of 17.2% in December 2015 to 14% in March 2016. Placement Panel continues to scrutinise placements and there is management oversight requiring approval of all placement moves.
OF.157	Proportion of adult social care clients receiving a review	<p>Performance at the end of Q4 remains at red following slipped in Q3. The main reasons remain the same as in Q3: provider failures resulting in an increase in reassessments and safeguarding reviews; an increase in Deprivation of Liberty cases which are complex and take a significant amount of resource to complete; and the implementation of the Care Act and change in eligibility criteria has resulted in us undertaking full reassessments to meet the change in legislation. A policy is being developed to complete telephone reviews for service users. This will reduce the resource required to arrange and carry out face to face visits.</p> <p>Following the change in eligibility criteria and the requirement to carry out reassessments for all service users this financial year, we will be using standard review documentation for service users whose needs haven't changed in the next financial year and this should result in increased capacity. We are also looking at reviewing the definition of this indicator to ensure that it measures</p>
OF.161	Proportion of care leavers in employment, education or training	<p>There has been an improvement to 36% in March 2016 with work with young people who are not engaging. In part, this is due to rectifying the inconsistent inputting of data into the system, giving a more realistic reflection of performance.</p> <p>It has been identified that there is scope for a more coordinated approach across the Council and a need to move faster to address this particular area of need. The Chief Executive has set up an organisation-wide taskforce to consider how we support vulnerable and disadvantaged young people, building on the NEET specialist personal advisor in the service, which is now underway.</p>

OF.163	Percentage of children who wait less than 16 months between entering care and moving in with their adoptive family	<p>The percentage of children waiting less than 16 months increased to 34% in March, the highest outturn for the entire year although short of the target of 50%.</p> <p>For all adoption indicators (OF.146, OF.164, OF.165) a number of improvements to strengthen leadership and management oversight in adoption have been made including bringing in a strong interim management team and restructuring the service into two teams (pre and post adoption). There is now more robust challenge at the monthly adoption tracking meetings and a tracking tool has been developed to ensure adoption is considered as an option for all children under 8. The Family Finding team is now included at legal planning meetings and the child's second review so can now begin work sooner to find permanent families for children, and permanency planning meetings are held prior to the second review to ensure that care planning is clear and subject to scrutiny.</p>
OF.164	Percentage of children who leave care as a result of adoption	<p>Significant progress has been made with performance now at 10.6% compared to 7% at the end of 2014/15. Lambeth is now performing above the London average and approaching target. There has been a proactive drive to ensure adoption cases are reviewed and tackled via the placements and adoption tracker meetings.</p>
OF.165	Average timescale for children adopted between placement order and match to an adoptive family	<p>Performance against this indicator is showing significant improvement since August 2015. Historic cases in the system which have now been finalised continue to impact on this figure. The plans for family finding to ensure a swift match are reviewed at adoption tracker meetings. However, more work needs to be done to ensure that matches are made in a timely way.</p>

2.16.6 *People are healthier for longer*

Performance issues		
OF.104	Number of eligible adults (aged 40 - 74 and without pre-existing long-term conditions) who have received an NHS Health Check	<p>Improvement from Q1 2016/17 will be assessed through trend analysis following Q4. Data errors in Q1 have been rectified and performance will be monitored to ensure ongoing improvements are embedded.</p>

2.16.7 *Corporate Health*

Performance issues

OF.20	Agency workers as a percentage of workforce	<p>This indicator has been red throughout 2015/16. Recent months have seen an increase in the use of agency workers, from 15.5% to 17.1% in this quarter. Heads of HR Directorate are working closely with business areas to reduce usage where possible. There continues to be close scrutiny of data by the unions at CCF with a strong focus on longer term and higher paid agency workers.</p> <p>There is a high reliance of agency workers in children's social care. This is being addressed by looking closely at the need for agency workers as well as recruiting more permanent workers to the business area, including absorbing agency workers to permanent positions where possible. Running alongside this are plans to review remuneration as a means of recruiting and retaining staff. The service is currently undergoing a restructure and it is anticipated that this will also result in the number of agency workers reducing.</p>
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Conclusions and next steps

- 2.17 Most of the indicators that are listed above have been red for at least two consecutive quarters. The vast majority of indicators now appear to have actions and plans in place to improve performance over the longer term.
- 2.18 In more general terms, it will be important to keep a watch on the functions / service areas listed below as we move into Q1 of 2016/17, which have slipped or are continuing to underperform:
- OF.162: Percentage of Education, Health and Care Plans completed in 20 weeks (with valid exemption and without valid exemption) – performance against this indicator slipped to red in this quarter due to a significant increase in the number of requests for statutory assessment and the number of EHC plans issued, which led to a large backlog of cases. Management actions are in place to address this including recruitment and restructuring and it will be important to assess whether this leads to improvement in the next quarter.
 - OF.10: Narrow the gap in education attainment for children eligible for free school meals and their peers at key stage 4 – as pointed to in paragraph 2.6 the gap widened to 20% from 14% in 2014/15 and it will be important to ensure that children from deprived backgrounds have the same access to educational opportunities as their peers to reduce the gap in 2016/17.
 - OF.17: Rate of permanent exclusions from school – performance against this indicator has deteriorated compared to last year. Whilst managed transfers are used to avoid permanent exclusions it will be important to assess whether this represents the start of an upward trend
 - OF.124: Invoices from SMEs paid in 10 days – the target for this indicator has not been achieved. Whilst management actions are in place to address this including process reviews and identifying SMEs at an earlier stage, it will be important to see whether these lead to improvement in Q1 of 2016/17.
 - OF.114: Number of unemployed residents with barriers to progression that are supported into work through Lambeth Working – this indicator slipped to red in Q4. Management

actions are in place to support a significant change in direction for the service. In addition, performance indicators for 2016-17 have been revised to underpin the community plan.

3 Finance

- 3.1 There are no direct capital or revenue implications arising as a direct result of this report. Any business improvement activity to address poor performance will be delivered from within existing budgets.

4 Legal and Democracy

- 4.1 There are no legal implications arising directly from this report.
- 4.2 There are no further comments from Democratic Services.

5 Consultation and co-production

- 5.1 The completion of the performance report relies on service managers / Heads of Services to provide performance data and commentary on progress and management actions, particularly if the indicators is not achieving target.

6 Risk management

- 6.1 There are no risk implications arising from report.

7 Equalities impact assessment

- 7.1 The community plan incorporates the equality objectives to ensure they are closely aligned our broader strategic vision. This ensures that our equalities work is not an add-on, but an integrated part of how we deliver services and meet the needs of residents. Accordingly, there are a number of performance indicators that enable us to determine whether we are achieving our equalities objectives.

8 Community safety

- 8.1 There are no community safety implications arising from this report.

9 Organisational implications

- 9.1 Environmental
None.
- 9.2 Staffing and accommodation
None.
- 9.3 Procurement
None.

9.4 Health
None.

10 Timetable for implementation

10.1 Not applicable.

Audit trail				
Consultation				
Name/Position	Lambeth cluster/division or partner	Date Sent	Date Received	Comments in para:
Sean Harriss	Chief Executive	24.06.16		
Jackie Belton	Strategic Director:Corporate Resources	24.06.16		
Sue Foster	Strategic Director: Neighbourhoods & Growth	15.06.16		
Helen Charlesworth-May	Strategic Director: Children, Adults and Health	22.06.16		
Annie Hudson	Interim Strategic Director: Children's Services	23.06.16	01.07.16	2.16.5, 2.18, Appendix B
Rachel Sharpe	Director, Strategy & Commissioning – Housing, Communities & Environment	15.06.16	15.06.16	Appendix B
Neil Wightman	Programme Director – Housing	15.06.16	15.06.16	Appendix B
Martin Crump	Corporate Resources - Finance	06.06.16	07.06.16	3
Alison McKane	Legal Services	06.06.16	30.06.16	4.1
David Rose	Corporate Affairs - Democratic Services	07.06.16	13.06.16	
Councillor Imogen Walker	Deputy Leader: Finance	14.06.16		
Councillor Paul McGlone	Deputy Leader: Investment & Partnerships	21.06.16	23.06.16	
Councillor Jackie Meldrum	Cabinet Member for Adult Social Care	23.06.16	23.06.16	Appendix B

Report history	
Original discussion with Cabinet Member	14.06.16
Report deadline	29.06.16
Date final report sent	01.07.16
Report no.	276/15-16
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Background information	Performance Report – Q3 2015/16
Appendices	Appendix A – overview of Q4 performance against outcomes Appendix B – table of Q4 performance for full list of Key Performance Measures