

Notice of Meeting

Overview and Scrutiny Management Commission

Tuesday 5 April 2016 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

Date of despatch of Agenda: Thursday, 24 March 2016

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact David Lowe / Charlene Myers / Rachel Craggs on (01635) 519817 / 519695 / 5194

e-mail: david.lowe@westberks.gov.uk / charlene.myers@westberks.gov.uk / rachel.craggs@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 5 April 2016 (continued)

- To:** Councillors Steve Ardagh-Walter, Anthony Chadley, Dave Goff, Clive Hooker, Mike Johnston (Vice-Chairman), Rick Jones, Alan Macro, Ian Morrin, Richard Somner, Virginia von Celsing, Emma Webster (Chairman) and Laszlo Zverko
- Substitutes:** Councillors Peter Argyle, Paul Bryant, James Cole, Lee Dillon, Billy Drummond, Mollie Lock and Tim Metcalfe
- Other Officers & Members invited:** Catalin Bogos (Performance, Research and Consultation Manager)

Agenda

Part I

Page No.

- 1. Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
- 2. Minutes** 5 - 12
To approve as a correct record the Minutes of the meeting of the Commission held on 23 February 2016.
- 3. Declarations of Interest**
To remind Members of the need to record the existence and nature of any Personal, Disclosable Pecuniary or other interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
- 4. Actions from previous meetings** 13 - 14
To receive an update on actions following the previous Commission meeting.
- 5. West Berkshire Forward Plan 20 April 2016 to 31 July 2016** 15 - 16
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 20 April 2016 to 31 July 2016 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
- 6. Overview and Scrutiny Management Commission Work Programme** 17 - 26
Purpose: To receive new items and agree and prioritise the work programme of the Commission for 2016/17.
- 7. Items Called-in following the Executive on 24 March 2016**
To consider any items called-in by the requisite number of Members following the previous Executive meeting.



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 5 April 2016 (continued)

8. Consideration of Urgent Items

Purpose: To consider any items which an Urgent Decision is required to be taken by the Executive, in exception to the requirements of the Local Authorities(Executive arrangements) (Meetings and Access to Information) (England) Regulations 2012.

9. Councillor Call for Action

To consider any items proposed for a Councillor Call for Action.

10. Petitions

To consider any petitions requiring an Officer response.

11. Delivery of the Council Strategy - Priority 3: Enable the completion of more affordable housing 27 - 30

To provide a more in depth analysis of the overall performance status for the basket of measures used at corporate level to monitor progress of the delivery of Council Strategy Priority 3 – ‘Enable the completion of more affordable housing’.

12. Key Accountable Performance Report 2015/16: Q3 31 - 54

To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action.

Andy Day
Head of Strategic Support

If you require this information in a different format or translation, please contact Moira Fraser on telephone (01635) 519045.



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DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 23 FEBRUARY 2016

Councillors Present: Paul Bryant (Substitute) (In place of Virginia von Celsing), Anthony Chadley, Dave Goff, Mike Johnston (Vice-Chairman), Alan Macro, Ian Morrin, Richard Somner, Emma Webster (Chairman) and Laszlo Zverko

Also Present: Catalin Bogos (Performance Research Consultation Manager), Andy Day (Head of Strategic Support), Gabrielle Esplin (Finance Manager (Capital and Treasury Management)), Tandra Forster (Head of Adult Social Care), June Graves (Head of Care Commissioning, Housing & Safeguarding), Mac Heath (Head of Children and Family Services), Andy Walker (Head of Finance), Rachael Wardell (Corporate Director - Communities), David Lowe (Scrutiny & Partnerships Manager) and Charlene Myers (Democratic Services Officer)

Apologies for inability to attend the meeting: Councillor Steve Ardagh-Walter, Councillor Clive Hooker, Councillor Rick Jones and Councillor Virginia von Celsing

PART I

55. Minutes

The Minutes of the meeting held on 5 January 2016 were approved as a true and correct record and signed by the Chairman, subject to the following amendments:

- Page 9, paragraph 4 should state: *Steve Ardagh-Walter*.

56. Declarations of Interest

There were no declarations of interest received.

57. Actions from previous Minutes

There were 7 actions followed up from previous Commission meetings, the following points were noted:

Item 2.4: Councillor Alan Macro suggested that more could be done to encourage residents to return equipment. In his view there were items which could be returned but that remained in the possession of their previous users.

Item 2.7: Councillor Macro supported the recommendation but insisted that a range of payment methods should continue to be offered and clearly referenced on notice boards.

Resolved that the report be noted.

58. West Berkshire Forward Plan 10 February 2016 to 31 May 2016

The Commission considered the West Berkshire Forward Plan (Agenda Item 5) for the period covering 10 February 2016 to 31 May 2016.

David Lowe reminded Members that the item provided an opportunity to consider the need to conduct scrutiny on future planned topics scheduled for the Executive.

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Councillor Emma Webster highlighted, within item C2998, that the allocation of representatives on the Outside Body for the Royal Berkshire Fire and Rescue Service (RBFRS) was required on a four yearly basis.

Since the meeting it was confirmed that while the majority of appointments were made for four years there are certain appointments that need to be made annually - the appointment to the RBFRS was one of these (Moirra Fraser – Democratic Services Manager).

Resolved that the Forward Plan be noted.

59. **Overview and Scrutiny Management Commission Work Programme**

The Commission considered its work programme for 2015/2016.

David Lowe introduced Appendix B. The report detailed the findings of a Task Group following a review into the methods by which scrutiny of the Children and Families service could be conducted. It concluded that a panel should be established and:

- Comprise 4 Councillors;
- Meet on a quarterly basis;
- Determine its own work programme, providing annual reports to the Overview and Scrutiny Management Commission.

David Lowe introduced Appendix C which detailed changes to the operation of the Standards and Effectiveness Panel. Members heard that the Standards and Effectiveness Panel was established in 1998 to provide a forum for Councillors to engage with schools. The forum offered an opportunity to scrutinise performance within the relative informality of an open debate with senior management teams. The report set out a number of changes to the Panel's operation to ensure that it remained appropriately focused on the Council's priorities.

David Lowe explained that although the Panel was separate and autonomous, the Council's Constitution required that changes to the Panel's operation must be approved by the Overview and Scrutiny Management Commission.

Councillor Alan Macro requested that reports generated by the Panel were submitted for consideration by the Commission. He proceeded to comment on the number of members which formed the panel (detailed within sub-point 3 of section 2.3). Rachael Wardell advised that, although the number appeared relatively high, it increased the likelihood that Councillors would be represented at meetings.

Resolved that:

1. The Housing Grants and Loans Task Group would be added to the Work Programme;
2. Findings detailed within appendix B, Scrutiny of the Children and Families Service, be accepted;
3. Appendix C - Re-designation of the Standards and Effectiveness Panel be accepted;
4. The changes to the work programme be noted.

60. **Items Called-in following the Executive on 11 February 2016.**

No items were called-in following the last Executive meeting.

61. **Consideration of Urgent Items**

The Commission were requested to consider an urgent item in regarding to the following:

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The Council conducted a public consultation exercise (Phase 1) on its 2016/17 budget which ran from 3 November through to 14 December. The consultation contained 47 separate public consultation proposals which amount to £4.6m. This was part of a £10.8m package of savings proposals.

Shortly before Christmas the Government consulted the Council on its proposed Revenue Support Grant (RSG) proposals for the next four years. The consultation proposed that the Council have its RSG reduced by 44% in 2016/17 effectively meaning that the Council had to find a further £7m in order to deliver a balanced budget.

The Council is now conducting a Phase 2 public consultation exercise which will run from 15 January 2016 to 7 March 2016.

At its meeting on 1 March the Council will be required to set its 2016/17 budget which will mean that all Phase 1 savings proposals will need to be considered and determine as part of this process.

It is proposed that Phase 2 of the public facing savings proposals be reported back to the Executive on 24 March (not the 21 April as stated on the current forward plan) for them to make appropriate decisions. This change of date is so that all of those impacted by Phase 2 proposals are informed as early as possible.

Members were reminded that the introduction of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in September 2012 included a requirement to publish 28 clear days' notice of any intended key decision on the Forward Plan. On occasions, however, situations arise where an urgent decision needs to be made in respect of an item that does not appear on the Forward Plan. The process for taking an urgent decision without giving 28 days' notice requires the authority to consult all Members of the Overview and Scrutiny Management Commission to explain to them what the decision is about and why it is urgent.

Therefore, Members of the Commission would be consulted prior to the item being discussed by the Executive on the 24th March 2016 as an urgent item.

Andy Day, Head of Strategic Support, explained that a great deal of work and time was required in order to upload consultation responses and prepare the report in readiness for the Executive on 24th March 2016 – following closure of the Phase 2 Consultation. He reminded Members that it had previously been agreed that the Executive would consider the Phase 2 results in April, however, the date for consideration had moved in order that actions could commence and impacted parties could be informed at the earliest opportunity.

Members heard that the Phase 1 proposals would be considered at the Council meeting on 1st March 2016. The meeting would not consider the outcome of the Phase 2 consultation as this would still be in progress at the point of the meeting.

Members discussed whether the Council meeting on 1st March 2016 could be postponed in order to consider the outcome of the Phase 2 consultation. Andy Walker, Head of Finance, advised that the Council had a legal requirement to deliver a balanced budget by 11th March 2016. He stated that, in his judgment, changes could be made after the 11th March 2016 if necessary and could consider using the Transitional Grants. As Chief Finance Officer he was confident that the current methodology was acceptable.

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Councillor David Goff highlighted that the task of the Commission was to consider which group should be requested to consider the findings of the Phase 2 consultation. Members concluded that the urgent item should proceed to the Executive on 24th March 2016.

Resolved that the urgent item would be considered by Executive on 24th March 2016.

62. Councillor Call for Action

There were no Councillor Calls for Action.

63. Petitions

There were no petitions received at the meeting.

64. Delivery of Council Strategy.

The Commission considered a report (Agenda Item 11) outlining the progress of delivery against the Council's Strategy – Priority 5: Good at safeguarding Children and Vulnerable Adults.

Mac Heath, Head of Service for Children and Families Services, introduced the report and outlined the Key Performance Indicators detailed within Appendix A. He elaborated on those items which had been detailed in the exceptions report – Appendix B.

P&S1c&f01 – To reduce the percentage of posts that are filled by agency staff: Mac Heath explained that the service continued to work hard to address Social Worker recruitment and retention challenges. Reducing reliance on agency staff remained a top priority within the service and overall performance against the indicator was moving in the right direction.

Members heard that the service explored various ways to address the challenge but it was important to note that agency staff received higher pay and consequently any encouragement to join the Council, as a permanent member of staff, had to stand against the prospect of reduced wages.

P&S1c&f05 - Percentage of repeat referrals to Children's services within 12 months of a previous referral: Mac Health outlined that such cases might return to the service due to changing circumstances within the home or a relationship. He advised that performance was heading in the right direction – below that of the comparator authorities and the national average.

For the avoidance of doubt, Rachael Wardell advised that the service expected to achieve a percentage within the target range and that deviance from this would warrant further investigation. The service did not drive performance to achieve targets which could introduce unwanted behaviours. It was expected that the performance levels might fluctuate but this would not generate concern so long as it fluctuated within the expected range; although the service aimed to achieve performance within the targeted range it was far more important to ensure safeguarding and support was the main priority overall.

Catalin Bogos, Performance, Research and Consultation Manager, advised that a revised benchmark range was agreed at Corporate Board and brought performance indicators in line with other Local Authorities.

Councillor Emma Webster asked whether the current benchmark considered the required performance levels in order to achieve a 'Good' rating by Ofsted. Mac Heath advised that the service obtained learning from previous inspections and compared performance against other Local Authorities in terms of 'what Good looks like'. It was of paramount

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importance to ensure the service continued to act appropriately and promote good practice.

Members noted the remarks by Officers and requested that the terminology used within the report was revised – to clarify performance overall.

Councillor Webster concluded that the service was striving to achieve an Ofsted rating of 'Good' and the question remained – what should the service measure their performance against in order to achieve the rating.

P&S1c&f07 – To maintain a high percentage of (single) assessments being completed within 45 working days: Mac Heath stated that the measure considered cases from the first point of contact with the service.

He advised Members that the Q3 results for the measure showed a positive increase in the percentage of cases assessed within 45 working days – 96% as at January 2016. The service conducted daily scrutiny of single assessments which remained open and continued to monitor levels on a monthly basis and cumulatively for the purpose of annual targets.

P&S1c&f11 – To increase the percentage of children subject to a Child Protection (CP) Plan that have received a visit within the past 10 working days: Mac Heath advised that a statutory visit was expected within 10 working days of a CP plan being implemented. He advised that the Q3 results showed an increase to 90%. He emphasised that the situation was challenging, the number of children subject to CP plans had increased, but evidence showed an improving picture overall.

Mac Heath was confident that visits were conducted within the specified timescales but, he stressed, Officers had to record the visit in order to demonstrate that it had taken place. Mac Heath advised that CP visits would not be acknowledged until records had been updated. He advised that, with this stringent approach, the situation was improving.

Councillor Richard Somner requested that the number of cases brought through to the beginning of Q1 was detailed within the report to provide context.

Councillor Webster suggested that it might be useful to set a target which focused specifically on the speed of recordings. Mac Heath acknowledged the suggestion and stated that whilst the situation was improving he would be inclined to keep existing indicators but would be open to changes in due course.

P&S1c&f17 – Percentage of Looked After Children with Health Assessments on time: Mac Heath advised that the service worked in conjunction with Health staff and good progress had been made to date. The Q3 results indicated that 97% of LAC had had a Health Assessment which was testimony to the hard work of the team. The indicator was monitored in a variety of forums, including the Local Safeguarding Children's Board, and would continue to be a focus area going forward.

P&S1c&f21 – Percentage of Care Leavers with Pathway Plans: Mac Heath stated that the level of engagement from Care Leavers varied which affected the ability to develop a Pathway Plan. He stressed that the young adults were not required to engage with the service to the same degree as other ages however, the team continued to encourage their participation. Q3 results indicated that the measure was improving – 95% of Care Leavers had Pathway Plans in place.

Rachael Wardell advised that there were specific groups for which a Pathway Plan would apply and that two of these specific groups already had 100% coverage. Every young person leaving care should have a Pathway Plan in place.

Mac Heath explained that a higher number of teenagers were entering care and this placed a pressure on services to provide Pathway Plans (where applicable) in order to increase independence.

P&S1c&f22 – Percentage of Looked After Children in family settings: Mac Heath stated that the performance level had improved since the end of Q1 which showed the benefits of the Social Workers recruitment strategy.

Members thanked Mac Heath for his presentation and welcomed Tandra Forster to present information regarding the performance of Adult Social Care Services.

Tandra Forster, Head of Adult Social Care, highlighted the exceptions reports detailed within Appendix B of the report.

OP2asc13 – Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months: Members were informed that the Q3 safeguarding statistics showed that 83% of clients with LTS had received a review in the past 12 months. Tandra Forster explained that approximately 1500 people were in receipt of LTS and the demand on services was increasing.

OP2asc15 - Proportion of people (65+) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services: Tandra Forster stated that this was an important indicator which measured care assistance services; the indicator was effective from the moment the client entered the reablement/rehabilitation service. Members heard that, on occasion, someone could be assessed for reablement and then have services provided but their health may deteriorate, pass away or return to hospital and as such it would be recorded that they had left the reablement/rehabilitation service.

The measure did not necessarily relate to safeguarding but was useful to monitor by the service. Tandra Forster advised that, going forward, the indicator would be repositioned under a more appropriate heading.

Members heard that the indicator measured a small cohort and was therefore prone to fluctuation. In response to questions asked by the Commission, Tandra Forster advised that the Department of Health specified the parameters of the measurement which the service was expected to follow.

P&S1asc04 – Percentage of care homes rated good or better by Care Quality Commissioning (CQC) in the area of “safe”: A recent CQC inspection rated Willows Edge as ‘Good’ but highlighted that in area ‘Safe’ it required improvement on the basis that:

- *The service was not always safe because there were not always sufficient staff to meet people’s needs;*
- *The provider’s medicines procedures did not provide guidance to staff on the circumstances when medicines may be given covertly. However, individual guidelines were provided in one case where this might be necessary and appropriate ‘best interest agreements’ had been obtained.*

Tandra Forster advised Members that, since the inspection, a number of remedial actions had been introduced. The service had requested a revisit by the CQC however, they were unable to accommodate the request due to limited resources and the need to prioritise higher risk sites. Tandra Forster reassured Members that the CQC did not consider Willows Edge to be at significant risk but until an inspection had taken place it was not possible to obtain a revised rating.

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Councillor Emma Webster asked for more information regarding the temporary support from two additional staff. Tandra Forster advised that the increased staffing level reflected the additional needs of clients within Willows Edge. She explained that, through the assessment process, an individual may be suitable for placement however, sometimes more challenging needs may arise over time.

Councillor Alan Macro asked whether the CQC rating affected the service's ability to place people at Willows Edge. Tandra Forster stated that the facility was considered 'Good' overall and there were no issues securing places for new clients. Rachael Wardell emphasised that the facility was rated as 'Good' and only 'Required Improvement' in some areas.

Members heard that it was not possible to know when the next CQC inspection could take place – due to the prioritisations made by CQC itself.

Councillor Webster highlighted the difference in the number of safeguarding indicators monitored by the Children and Families Services versus Adult Social Care services. Rachael Wardell advised that there were a higher number of statutory measures within Children's Services which would be reflected in the number of indicators for each area.

Members stated that they would prefer to see recent statistics. Councillor Webster acknowledged the feedback and advised the Commission that she had raised the request already with Officers.

Resolved that:

1. Catalin Bogos would provide the relevant national definitions associated with performance indicator P&S1c&f21;3
2. The report be noted.

65. Revenue and capital budget reports - Quarter Three

The Commission considered a report (Agenda item 12) concerning the Quarter Three Financial Performance Report (2015-2016).

Andy Walker, Head of Finance, Introduced the report to Members and advised that the forecast revenue position was an overspend of £0.6m, which was an increase of £0.1m from Quarter two.

The Communities Directorate forecasted an overspend of £0.9m at Quarter Three, which was similar to that at Quarter Two. The overspend was primarily the result of a £1.3m pressure within Children and Families Services, forecast overspends within Education of £0.4m and Prevention & Developing Community Resilience £0.1m, offset by savings within Adult Social Care and Care Commissioning, Housing & Safeguarding of £0.9m split approximately equally. Andy Walker explained that the Directorate was looking to mitigate the forecast overspend position further and was reviewing all spending plans to see what could be delivered in the remainder of the financial year.

Gabrielle Esplin, Finance Manager (Capital and Treasury Mgt), advised that the forecast capital spend was currently £42.2m against a revised budget of £43.1m with £0.9m expected to be re-profiled into 2016/2017.

Councillor Alan Macro asked why the number of Discretionary Housing Payments released had reduced. Rachael Wardell advised that this was as a result of fewer applications being received; Members were informed that promotion had not changed so it was assumed that the decrease in demand was a result of changing circumstances.

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Councillor Macro asked why the Education schemes had been deferred into 2016/17. Gabrielle Esplin explained that the subcontractor recently went into administration, which delayed the progress of work, and was compounded by ongoing environmental concerns on site.

Resolved that the report be noted.

(The meeting commenced at 6.30 pm and closed at 8.08 pm)

CHAIRMAN

Date of Signature

Agenda Item 4.

Title of Report:	Actions from previous meetings
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	5 th April 2016

Purpose of Report: To advise the Commission of the actions arising from previous meetings

Recommended Action: To note the report

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Charlene Myers
Job Title:	Strategic Support Service
Tel. No.:	01635 519695
E-mail Address:	cmyers@westberks.gov.uk

1 Introduction

1.1 This report provides the Overview and Scrutiny Management Commission with an update on the actions arising from the meeting held on 1 December 2015.

2 Actions

2.1 Action/ Response: The Housing Grants and Loans Task Group would be added to the Work Programme.

Resolution: Completed.

2.2 Action/ Response: Catalin Bogos would provide the relevant national definitions associated with performance indicator P&s1c&f21.

Resolution: Scrutiny required the exact definition of the indicator:

% of Leaving Care Clients with Pathway Plans

The definition was used for an APA (Annual Performance Assessment dataset) indicator.

Denominator: leaving care clients as at the last day of the quarter. This includes the following categories:

- Former relevant: Young people aged 18-21 who have been either eligible or relevant or both. Include young people of 21 and over if they are still being helped by the responsible authority.
- Eligible: a child who is aged 16 or 17 and has been looked after by a local authority for 13 weeks or periods which amounted in all to a prescribed period, which began after they reached the age of 14 and ended after they reached the age of 16. Exclude any children who were looked after under an agreed series of short term-placements (under the provisions of Reg. 13 of the Arrangement for Placement of Children (General) Regulations, 1991).
- Relevant: a child is a "relevant" if they are aged 16 or 17; is not subject of a care order, and at the time when they attained the age of 16 were detained or in a hospital and immediately before they were detained or admitted to hospital were looked after by a local authority for a period or periods amounting in all to at least 13 weeks, which began after they reached the age of 14.

For complete detail, see Children Leaving Care Act 2000 regulations and guidance.

Numerator: of the denominator the number that had a Pathway Plan (dated within the past year)

A Pathway plan sets out in writing, the manner in which the responsible authority proposes to meet the needs of the care leaver and the date by which, and by whom, any action required to implement any aspect of the plan will be carried out.

Appendices

There are no appendices to this report.

Agenda Item 5.

Title of Report:	West Berkshire Forward Plan
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	5th April 2016

Purpose of Report: To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 20 April 2016 to 31 July 2016 and decide whether to review any of the proposed items prior to the meeting indicated in the plan.

Recommended Action: That the Overview and Scrutiny Management Commission considers the West Berkshire Council Forward Plan and recommends further action as appropriate.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Charlene Myers
Job Title:	Strategic Support Officer
Tel. No.:	01635 519695
E-mail Address:	cmyers@westberks.gov.uk

Supporting Information

1. Introduction

- 1.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to take over the next 4 months.
- 1.2 In order to hold the Executive to account, Overview and Scrutiny Management Commission Members are asked to identify any areas of forthcoming decisions which may be appropriate for future scrutiny.
- 1.3 The West Berkshire Council Forward Plan for 20 April 2016 to 31 July 2016 is available at <http://info.westberks.gov.uk/index.aspx?articleid=29088> and will be displayed on screen during the meeting.

Appendices

There are no appendices to this report.

Agenda Item 6.

Title of Report:	Overview and Scrutiny Management Commission Work Programme
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	5 th April 2016

Purpose of Report: To receive, agree and prioritise the Work Programme of the Commission.

Recommended Action: To consider the current, proposed and future items for scrutiny.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.co.uk
Contact Officer Details	
Name:	Charlene Myers
Job Title:	Strategic Support Officer
Tel. No.:	01635 519695
E-mail Address:	cmyers@westberks.gov.uk

Executive Report

1. Introduction

- 1.1 The work programme for the Overview and Scrutiny Management Commission is attached at Appendix A for the Commission's consideration.
- 1.2 Appendix B details a suggested topic for scrutiny – to review the process specifically related to the Faraday Plaza planning application (application 12/00772/XOUTMA).
- 1.3 Appendix C details a suggested topic for scrutiny – review existing income generation of the Council and recommend further opportunities.

Appendices

Appendix A – Overview and Scrutiny Management Commission Work Programme

Appendix B - Suggested topic for scrutiny: Faraday Plaza.

Appendix C – Suggested topic for scrutiny: Reviewing existing income generation of the Council.

Overview and Scrutiny Management Commission Work Programme 2015/16

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
05 April 2016					
OSMC/09/02	Performance Report for Level One Indicators <i>To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action. Quarterly item.</i>	In meeting	Andy Day - Head of Strategic Support	Strategy and Performance	To receive the Quarter Three report.
OSMC/15/175	Delivery of the Council Strategy - Priority 3: Enable the completion of more affordable housing. <i>To monitor the progress made against the priority which had been set within the Council Strategy</i>	In meeting			Accepted for review following consideration at the meeting held 1 December 2015
03 May 2016					
OSMC/15/174 & OSMC/15/173	Delivery of the Council Strategy - Priority 1 & 2: Close the educational attainment gap & Improve educational attainment. <i>To monitor</i>	In meeting			Accepted for review following consideration at the meeting held 1 December 2015
OSMC/09/02	Performance Report for Level One Indicators <i>To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action. Quarterly item.</i>	In meeting	Andy Day - Head of Strategic Support	Strategy and Performance	To receive the Quarter Four report.
24 May 2016					

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/15/177	Delivery of the Council Strategy - Priority 6: Support communities to do more to help themselves. <i>To monitor the progress made against the priority which had been set within the Council Strateg</i>	In meeting			To be scheduled for meeting in July 2016 Accepted for review following consideration at the meeting held 1 December 2015
Items or items to be scheduled					
OSMC/15/163	CCFA - Hildens Drive <i>To examine the options for improvement of the car park at Hilden's Drive, Calcot</i>	In meeting	Nick Carter	Leader	Added to the programme following discussion at the March 2015 meeting (CCfA proposed by Councillors Webster and Linden).
OSMC/15/164	Adult Social Care/ NHS integration	Task Group	Tandra Forster	Adult Social Care	
OSMC/15/165	The Future Development and Provision of Shared Services	Task Group	Nick Carter	Chief Executive	
OSMC/15/166	Joint Commissioning	Task Group			
OSMC/15/167	The Implications of the Care Act	Task Group	Rachael Wardell	Adult Social Care	
OSMC/15/169	Devolution	Task Group	Nick Carter	Leader	

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/15/170	Brilliant West Berkshire	Task Group	Rachael Wardell	Children & Families Services	
OSMC/15/171	Berkshire Finances/ MTFS	Task Group	Andy Walker	Adult Social Care	
OSMC/15/178	Delivery of the Council Strategy - to become 'an even more effective Council' . <i>To monitor the progress made against the overarching aim of the Council Strategy</i>	In meeting			To be scheduled for meeting in September 2016. Accepted for review following consideration at the meeting held 1 December 2015

Task Group activity

OSMC/12/135	Annual target setting <i>To examine the annual targets being set for 2014/15.</i>	Task Group	Catalin Bogos – 2102 Strategic Support	Strategy and Performance	Annual review. Task group will be scheduled to meet May 2016.
OSMC/16/179	Housing Grants and Loans Policy <i>To contribute towards the development of the Housing Grants and Loans Policy.</i>	Task Group	Cathy Dodson - 2515 - Housing Strategy Team Leader	Care Commissioning, Housing and Safeguarding	

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Scrutiny Request

Actions by West Berkshire Council that led to the planning inspector in his recent appeal decision on the Faraday Plaza planning application:

- awarding costs against the Council
- stating that "comments offered to the committee were misleading
- stating that "the Council have misunderstood or misapplied the procedures applicable to the application, misinterpreted the weight due to their own policies relevant to the proposal and, in my view, misinterpreted the weight due to their own policies.

Subject

The actions by West Berkshire Council that led to the planning inspector in his recent appeal decision on the Faraday Plaza planning application (application 12/00772/XOUTMA):

- awarding costs against the Council
- stating that comments made to the Western Area Planning Committee on the update sheet were misleading
- stating that the Council misunderstood or misapplied the procedures applicable to the application
- stating that the Council misinterpreted the weight due to their own policies
- stating that, in his view, the Council perversely construed what was actually being proposed in the application.

Reason

The inspector's costs decision means that the Council will be required to spend a significant sum of money to reimburse the applicant's costs at a time of financial stringency.

To understand why the Western Area Planning Committee was given the advice that the inspector criticises.

To understand why no evidence was offered to substantiate any of the four reasons for refusal

To understand why there was a delay of well over two years between the application being submitted and being heard at the Western Area Planning Committee.

The evidence is provided in the inspector's appeal decision and costs decision notices.

Outcomes:

To ensure that:

- Planning decisions made in future are robust
- the Council does not lose planning appeals in such a way in future.
- to ensure that the Council does not incur unnecessary expenditure reimbursing planning applicants' costs

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Appendix C: Suggest a topic for scrutiny

Name	Councillor Lee Dillon
Your suggested topic for scrutiny	Reviewing existing income generation of the Council and recommend further opportunities
Your reasons for requesting that this topic be considered (Please include your reasons for suggesting the topic and include details of any evidence you may have)	The increasing pressure on the revenue budget of the Council means that we should be looking at how we can increase income streams through innovative ways
The outcomes that you hope scrutiny of this topic will achieve	Relieve pressure on the budget and reduce cuts to services through more money coming into the Council.
If you have already raised this issue with a Member or Officer of West Berkshire Council, please provide details here	Raised in a speech at Full Council
Topics suggested for scrutiny need to meet one of the following criteria. Please click the appropriate box(es):	<p>(1) The issue is an area of key public concern (e.g. as identified through Members' surgeries, constituents' concerns, the Annual Satisfaction Survey, raised in the local media, etc).</p> <p>(2) There is evidence of poor performance within the activity (i.e. through performance indicator data, experience of Members, internal or external auditor findings, etc).</p> <p>(3) It is a budgetary area in need of examination to ensure value for money is being obtained.</p>

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Title of Report:	Quarter 3 In Depth Performance Report – Council Strategy Priority 3 (Enable More Affordable Housing)
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	5 April 2016

Purpose of Report:

To provide a more in depth analysis of the overall performance status for the basket of measures used at corporate level to monitor progress of the delivery of the Council Strategy Priority 3 – ‘Enable the completion of more affordable housing’.

Recommended Action:

The Members of the Overview and Scrutiny Management Commission to note progress against the performance measures.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster (0118) 941 1676
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Catalin Bogos
Job Title:	Research, Consultation and Performance Manager
Tel. No.:	01635 519102
E-mail Address:	Catalin.bogos@westberks.gov.uk

Executive Report

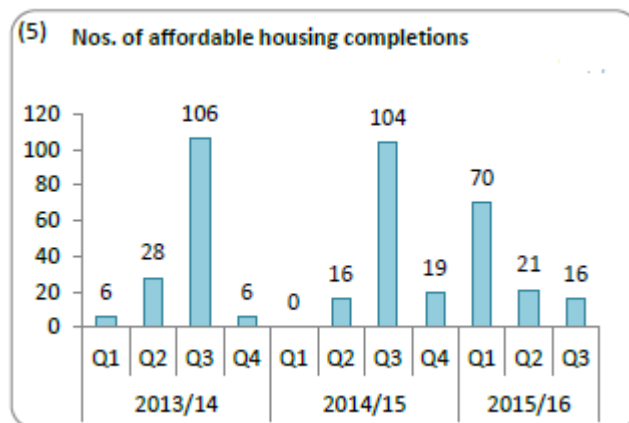
1. Purpose of the report

- 1.1 This report was produced following the decision of the Overview and Scrutiny Management Commission on the 1st December 2015 that in addition to the quarterly performance report, an ongoing and scheduled programme of scrutiny is put in place to monitor the progress that the Council is making in the achievement of its strategic priorities.
- 1.2 Performance reports are provided on a quarterly basis to the Corporate Board, the Executive and general public to assess the overall delivery of the Council Strategy. As part of the Council's performance management approach, these reports are also submitted for consideration at the Overview and Scrutiny Management Commission.
- 1.3 The focus of this paper is on the status of delivery of the Council Strategy Priority 3 – 'Enable the completion of more affordable housing'. The aim is to provide a more in depth level of information to allow the Commission to assess the activities delivered and the results achieved to date.

2. Quarter 3 results

- 2.1 One of the priorities for improvement that is part of the Council Strategy 2015-2019 under the aim of 'A Stronger Local Economy' is to 'Enable the completion of more affordable housing'.
- 2.2 The Council Strategy includes, as one of key activities planned, to 'Investigate new ways of delivering affordable housing'. It also states that 'We will publish the number of new affordable homes built on a quarterly basis'.
- 2.3 A placeholder for a performance measure focusing on the affordable housing completion was included in the Council Strategy Delivery Plan under this priority. This placeholder has been used whilst Strategy Board supported a process to find solutions for the delivery of the Council Strategy priority '*Enable the completion of more affordable housing – we are setting an ambitious target of facilitating the completion of 1000 new affordable homes across the district over the coming five years.*'
- 2.4 A small group of senior officers have been trained to apply new ways of working, aiming to generate solutions to the affordable housing shortage. These "Collaborative Architects" worked across 20 subject matter experts from our communities to define the problem, and come up with innovative solutions to deliver the expected number of affordable homes by 2020. Participants included representatives from the building trade, the world of finance, elected members and delegates from the private and social housing sectors.
- 2.5 Strategy Board will need to consider which, if any, of the options proposed by the Collaborative Architects is taken forward. These then can be adopted by the relevant services or partner organisations to define the specific delivery plans and timescales.

2.6 Until these plans are firmed up, relevant for this report is one of the measures of volume used as part of the quarterly performance reports to provide contextual information (e.g. not targeted measures): 'The number of affordable housing completions'. As illustrated by the chart below, the total for the first three quarters of this year is 107 compared with the same period of the previous financial year of 120.



2.7 In addition to the placeholder, four measures, grouped under the heading of 'Core Business' and relating to homelessness prevention and homes' adaptations, have been linked with this priority as part of the Council Strategy Delivery Plan. However, as the four measures are not directly linked to the delivery of more affordable homes, these measures have not been included as part of this report to allow the Commission to focus on the actual subject matter.

3. Conclusion

3.1 Plans are being progressed to identify and implement solutions for delivering more affordable homes.

3.2 The number of affordable housing completions is monitored and reported on a quarterly basis.

Appendices

None

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Key Accountable Performance 2015/16: Q3

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	5 April 2016
Portfolio Member:	Councillor Roger Croft
Date Portfolio Member agreed report:	3 March 2016
Report Author:	Jenny Legge / Catalin Bogos
Forward Plan Ref:	EX2963

1. Purpose of the Report

- 1.1 To report quarter three outturns against the Key Accountable measures contained in the 2015/16 Council Performance Framework.
- 1.2 To provide assurance to Members that the objectives laid out in the Council Strategy and other areas of significance / importance across the council are being delivered.
- 1.3 To present, by exception, those measures / milestones behind schedule or not achieved and cite any remedial action taken and the impact, if it has, to allow the scrutiny and approval of the corrective or remedial action put in place.

2. Recommendations

- 2.1 To note progress against the Key Accountable measures and celebrate achievements.
- 2.2 To review those areas reporting as 'amber' or 'red' to ensure that appropriate action is in place.
- 2.3 To approve the proposed changes to targets or plans requested by Services and detailed in point 5.7.

3. Implications

- 3.1 **Financial:** Any implications will be highlighted in the individual exception reports.
- 3.2 **Policy:** Any implications will be highlighted in the individual exception reports.
- 3.3 **Personnel:** Any implications will be highlighted in the individual exception reports.
- 3.4 **Legal:** Any implications will be highlighted in the individual exception reports.
- 3.5 **Risk Management:** Any implications will be highlighted in the individual exception reports.

3.6 **Property:** Any implications will be highlighted in the individual exception reports.

3.7 **Other:** None

4. Other options considered

4.1 None

5. Executive Summary

- 5.1 The report appraises progress against a basket of 27 key accountable measures and activities aligned to the objectives set out in the Council Strategy.
- 5.2 Of the 27 reported measures, outturns are available for 24. Those not reported are comprised of, 2 which are reported once a year and 1 which was unavailable at the time of publication of this report. Therefore, of the measures reported:
- 5.3 19 (79%) are reported as 'green' – or are on track to be delivered / achieved by year end.
- 5.4 4 (17%) are reported as 'amber'- behind schedule, but still expect to achieve or complete the measure / activity by year end.
- 5.5 1 (4%) is reported as 'red' - not achieved, or do not expect to achieve, the activity or target within the year;
- 5.6 Those reported as 'amber' and 'red' are as follows:

<i>List of reported 'amber' measures / activities</i>	<i>Target</i>	<i>Q1 outturn</i>	<i>Q2 outturn</i>	<i>Q3 outturn</i>
Priority 5. Good at Safeguarding children and vulnerable adults				
1. % of Leaving Care Clients with Pathway Plans	100%	◆ 79.9%	◆ 89.0%	◆ 99.0%
2. Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	92%	★ 92.9%	◆ 90.4%	◆ 88.7%
Core Business				
3. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	◆ 61.6%	◆ 63.9%	◆ 74.0%
4. Decrease the level of delayed transfers of care (DTC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	4	★3.3	◆4.7	◆4.8

<i>List of reported 'red' measures / activities</i>	<i>Target</i>	<i>Q1 outturn</i>	<i>Q2 outturn</i>	<i>Q3 outturn</i>
Priority 5. Good at Safeguarding children and vulnerable adults				
1. To maintain a high percentage of (single) assessments being completed within 45 working day	>=90%	◆ 71.2%	◆ 79.7%	■ 79.1%

- 5.7 In 2015/16, a new performance framework was introduced that gave Corporate Board the option to amend service plans on a quarterly basis in order to ensure they remain fit for purpose and will be approved/signed off by the same decision makers (that agreed them at the beginning of the year) as part of the quarterly performance reporting. For quarter 3 the following request has been made:

Requests for amendments - measures / activities	Target	
Priority 2. Close the educational attainment gap		
To reduce the GCSE educational attainment gap to 22 percentage points	22ppt Annual Academic year 2014/15	<p>*Request to amend measure, as current measure is a mixture of KS2 outturn and GCSE measures. Request change to include :</p> <p>“Reduce the attainment gap at KS2 (level 4+ Reading Writing Maths combined) between disadvantaged and other pupils.” Target 14/15 - 22 percentage points (22ppt) Outturn for 14/15 is 18ppt Outturn for 13/14 is 24ppt</p> <p>And</p> <p>“Reduce the attainment gap at GCSE (5A*-C including English and Maths) between disadvantaged and other pupils.” <i>Target 14/15 - 30ppt</i> Outturn for 14/15 is 34.7ppt Outturn for 13/14 is 33.4ppt</p>

6. Conclusion

- 6.1 During quarter 3, 79% of measures were reported as ‘green’, slightly less than for quarter 3 2014/15 when 36 out of 45 (80%) measures were reported as ‘green’, with 7 (16%) as ‘amber’ and 2 (4%) as ‘red’.
- 6.2 For those measures identified as RAG rated ‘red’ and for the ones judged ‘amber’ (behind schedule but still expected to achieve the end of year targets) plans have been put in place at service level without requests for additional actions to be taken at strategic level and without the need to revise the initially agreed targets.

7. Appendices

- 7.1 Appendix A - Supporting Information



West Berkshire Council Performance Report

Key accountable measures and activities 2015/16

Update: Quarter three

compiled by:

Jenny Legge

Research, Consultation & Performance Officer

Strategic Support Unit

westberks.gov.uk/performance

February 2016

For queries contact: Catalin Bogos (01635 519102 or catalin.bogos@westberks.gov.uk)

Available from westberks.gov.uk/strategyandperformance

Purpose of this report







To provide an update on progress against the council's key accountable measures and activities at quarter three 2015/16.

The key measures / activities within this report have been distilled from those routinely monitored and managed through individual service delivery plans to focus more singularly on those which are of particular importance / significance key in delivering the strategic objectives in the Council Strategy and to the ongoing work of the council as a whole. This report therefore:

- provides assurance to the Executive that the objectives laid out in the Council Strategy are being delivered;
- provides assurance to the Executive that areas of significance / particular importance are performing;
- acts as an early warning system, flagging up areas of significance / particular importance which are not performing - or are not expected to perform - as hoped;
 - and therefore ensures that adequate remedial action is put in place to mitigate the impact of any issues that may arise.

Conventions used in this report

Throughout the report we have used a RAG 'traffic light' system to report progress:

-  means we have either achieved / exceeded, or expect to achieve what we set out to do;
 -  means we are behind schedule, but still expect to achieve or complete the measure / activity by year end;
 -  indicates that we have not achieved, or do not expect to achieve, the activity or target within the year;
 -  indicates that data can only be reported at a single point of the year and progress cannot be tracked – e.g. GCSE results or the road condition survey, whilst;
 -  indicates that quarterly data is unavailable when this report was published
 -  indicates that a measure is not targeted and results are being recorded as a baseline for future monitoring.
- (E) indicates that an outturn is an estimate and will be confirmed during the year.

Where measures / activities are reported as 'red' or 'amber', an exception report provides (a) a description of why the measure / activity will not be achieved / completed, (b) the impact of not achieving, (c) the remedial action being taken to mitigate the impact of this as well as (d) the revised anticipated year end position (e) if any actions is required from Strategy Board.

In total, there are 27 key measures or activities which are appraised by the Executive through this reporting mechanism. In the report, these are aligned to the strategic priorities laid out in the Council Strategy.

The main body of the report presents these in more detail. Along with a description of the measure, the table also provides:

- *Column 1*: a reference code
- *Column 2*: the title of the measures
- *Column 3-7* previous years' outturns and comparative performance

- *Column 8*: the current year's target.
- *Columns 9-11*: quarterly outturns and RAG ratings.
- *Column 12*: and supporting commentary or volume data.

Comparative outturns

To complement monitoring progress in absolute terms, an indication of our comparative standing is provided. This will only relate to standardised, nationally reported measures and by default the data is compared to England as a whole. Outturns are presented in relation to quartiles, although in some cases it should be noted that a direct, national comparison is not possible as the measure is locally defined and monitored.

Because of the timescales involved in compiling, validating and publishing relative performance statistics, these are usually available 6-12 months in arrears. As such, the data we are able to use to compare our relative performance, will ordinarily relate to the previous year.

Summary of Performance

Across this reporting framework as a whole, 27 key accountable measures and activities are captured in total.

Education operates on an academic year basis and their service plan covers the academic year ending September 2015. A suite of key accountable measures, relating to attainment in this period, are included in this basket of measures.

Highways and Transport report on the percentage of work orders of permanent pothole repairs a quarter in arrears and are currently reporting 'green' for quarter 2.

Of the 27 reported measures, outturns are available for 24. Those not reported are comprised of, 2 which are reported once a year and 1 which was unavailable at the time of publication of this report. Therefore, of the measures reported:

19 (79%) are reported as 'green' – or are on track to be delivered / achieved by year end.

4 (17%) are reported as 'amber'- behind schedule, but still expect to achieve or complete the measure / activity by year end.

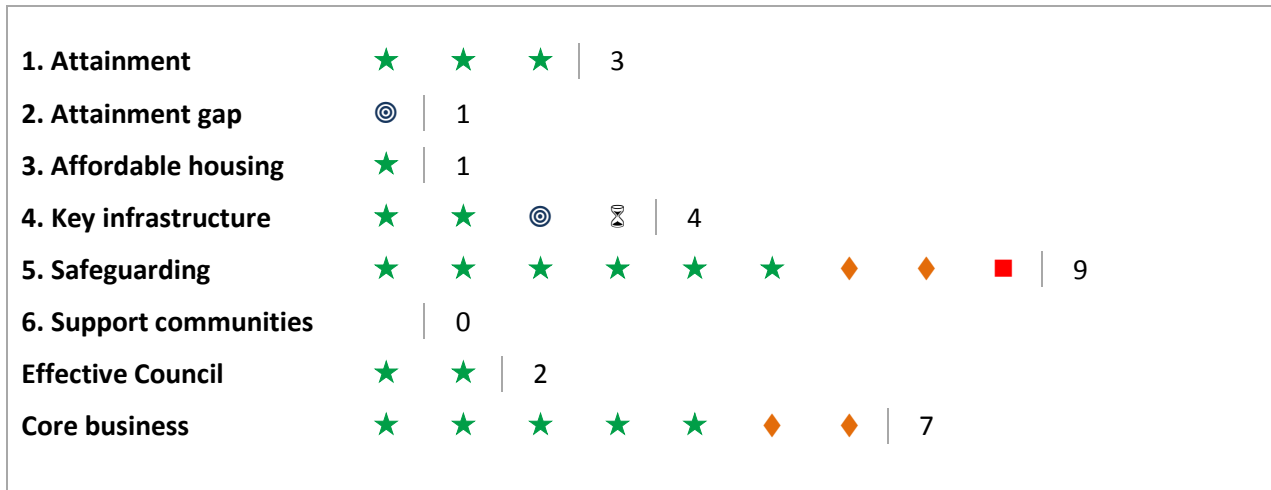
1 (4%) is reported as 'red' - not achieved, or do not expect to achieve, the activity or target within the year;

In quarter 3 in 2014/15 36 out of 45 (80%) measures were reported as 'green', 7 (16%) as 'amber' and 2 (4%) as 'red'.

The summary table below shows year end outturns by directorate.

Overview of performance outturns	2012/13	2013/14	2014/15	2015/16 (Quarter three)			
	YE	YE	YE	Overall	Comm	Env	Res
Green	45	36	40	19	14	3	2
Amber	0	1	0	4	4	0	0
Red	3	9	11	1	1	0	0
<i>Annual (yet to be reported)</i>	0	1	0	2	1	1	0
<i>Baseline (yet to be targeted)</i>	-	-		0	0	0	0
<i>Unavailable at time of publication</i>	1	0	1	1	0	1	0
Total	49	47	52	27	20	5	2

This graph summarises the same data against the council's priorities.



★ On track / achieved
◆ Behind schedule
■ Unachievable
⊙ Annual
⌚ Data not available
⋯ Baseline

The 4 measures reported as 'amber', and 1 reported as 'red', are listed below. (For more information on each of these measures, including detailed outturns, commentary and exception reports – please consult the main body of this report:

List of reported 'amber' measures / activities	Target	Q1 outturn	Q2 outturn	Q3 outturn
Priority 5. Good at Safeguarding children and vulnerable adults				
1. % of Leaving Care Clients with Pathway Plans	100%	◆ 79.9%	◆ 89.0%	◆ 99.0%
2. Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	92%	★ 92.9%	◆ 90.4%	◆ 88.7%
Core Business				
3. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	◆ 61.6%	◆ 63.9%	◆ 74.0%
4. Decrease the level of delayed transfers of care (DLOC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	4	★ 3.3	◆ 4.7	◆ 4.8

List of reported 'red' measures / activities	Target	Q1 outturn	Q2 outturn	Q3 outturn
Priority 5. Good at Safeguarding children and vulnerable adults				
1. To maintain a high percentage of (single) assessments being completed within 45 working day	>=90%	◆ 71.2%	◆ 79.7%	■ 79.1%

Quarterly service requests for amendments to measures / targets

In 2015/16, a new performance framework was introduced that gave Corporate Board the option to amend service plans on a quarterly basis in order to ensure they remain fit for purpose and will be approved/signed off by the same decision makers (that agreed them at the beginning of the year) as part of the quarterly performance reporting.

Requests for amendments - measures / activities	Target	
Priority 2. Close the educational attainment gap		
1. To reduce the GCSE educational attainment gap to 22 percentage points	22ppt Annual Academic year 2014/15	<p>*Request to amend measure, as current measure is a mixture of KS2 outturn and GCSE measures. Request change to include :</p> <p>“Reduce the attainment gap at KS2 (level 4+ Reading Writing Maths combined) between disadvantaged and other pupils.”</p> <p>Target 14/15 - 22 percentage points (22ppt) Outturn for 14/15 is 18ppt Outturn for 13/14 is 24ppt</p> <p>And</p> <p>“Reduce the attainment gap at GCSE (5A*-C including English and Maths) between disadvantaged and other pupils.”</p> <p>Target 14/15 - 30ppt Outturn for 14/15 is 34.7ppt Outturn for 13/14 is 33.4ppt</p>

Narratives by Council Strategy Priorities (key achievements, key challenges, demand management)

This section highlights only key achievements, key challenges or significant evolution of the levels of demand.

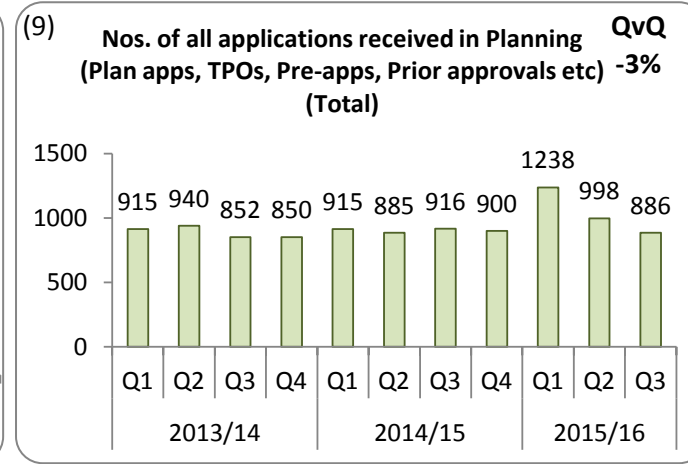
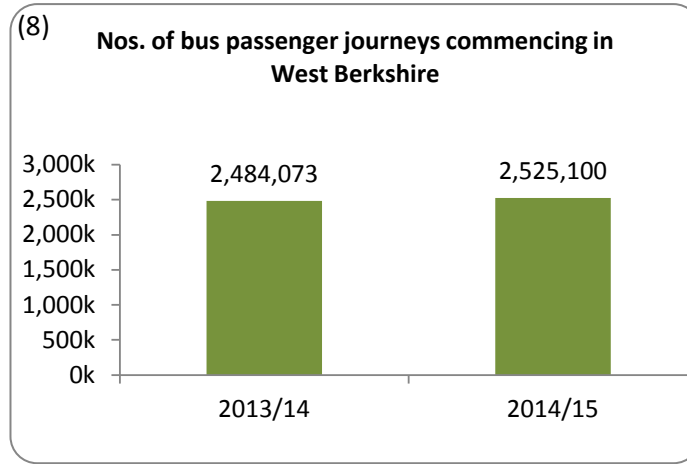
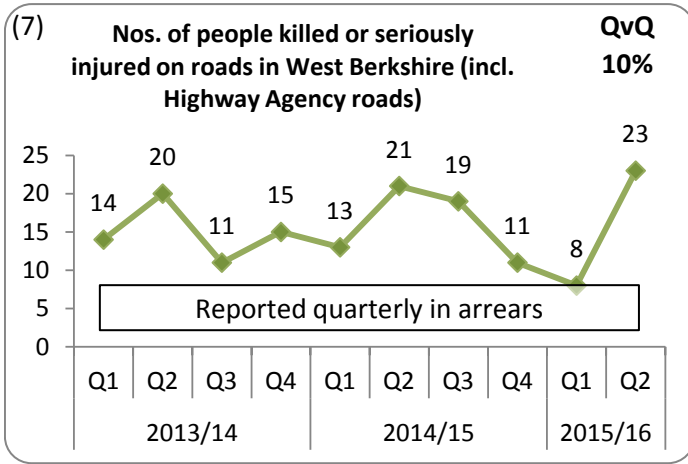
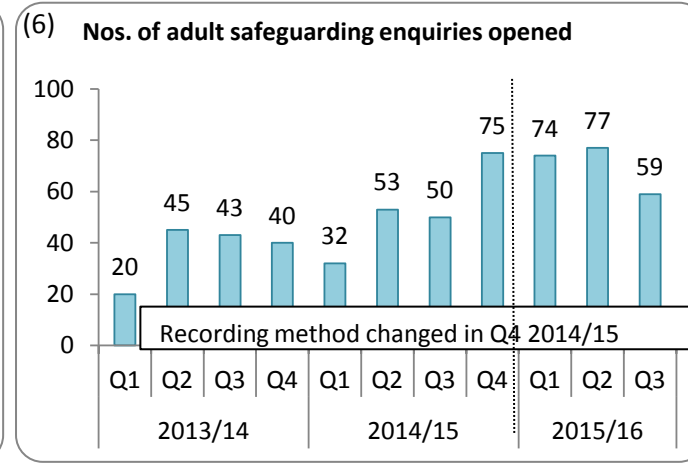
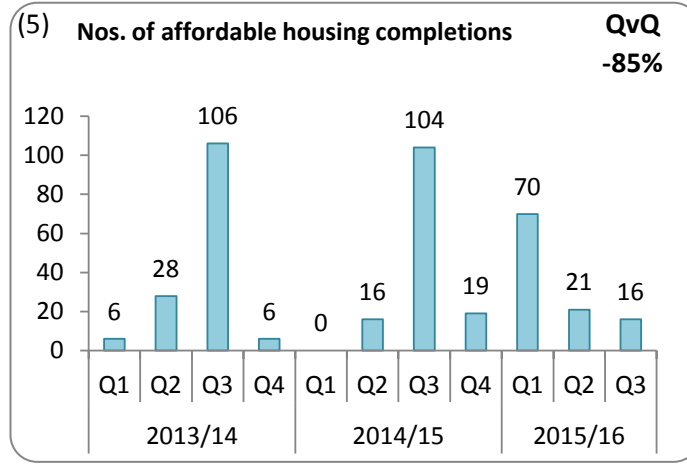
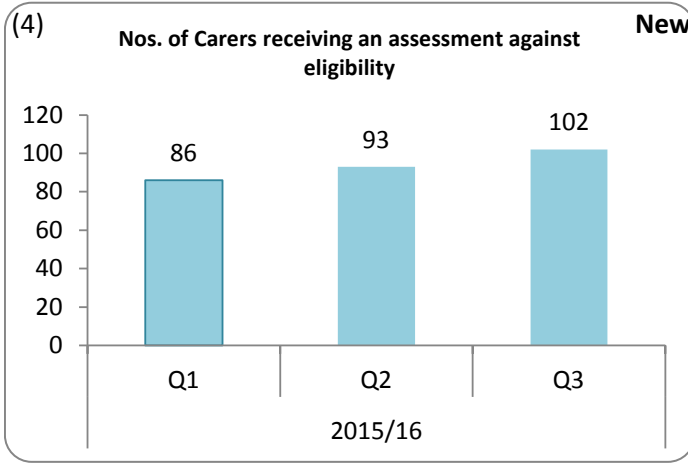
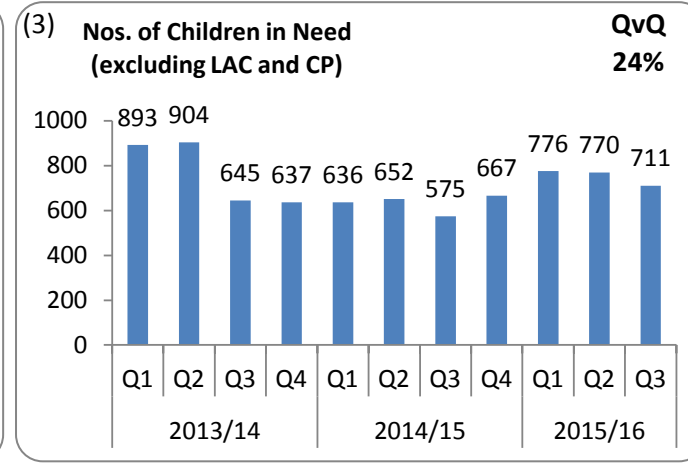
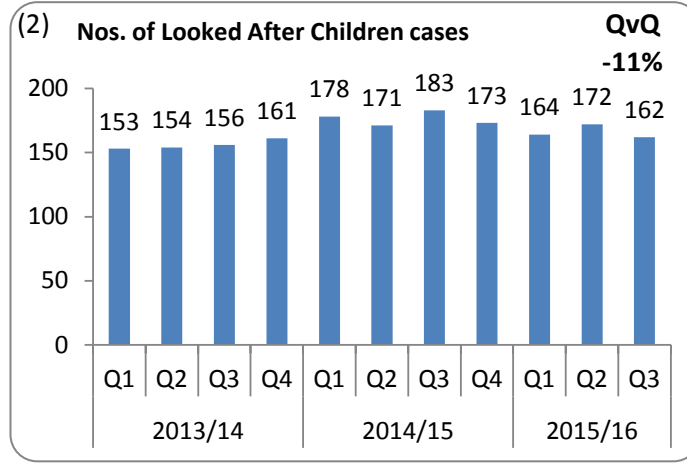
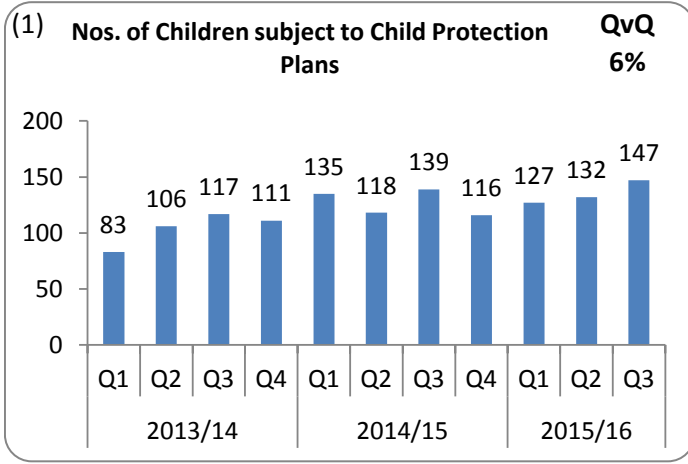
Contextual intelligence/demand on services

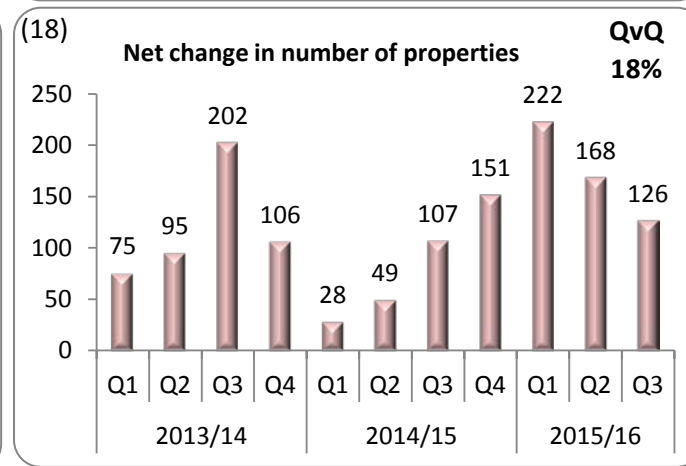
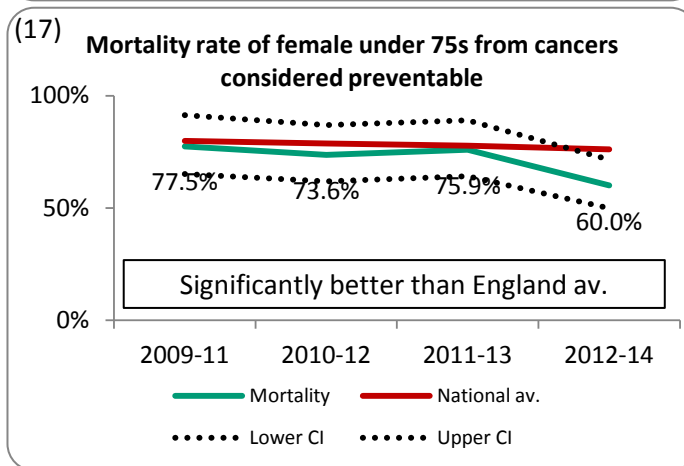
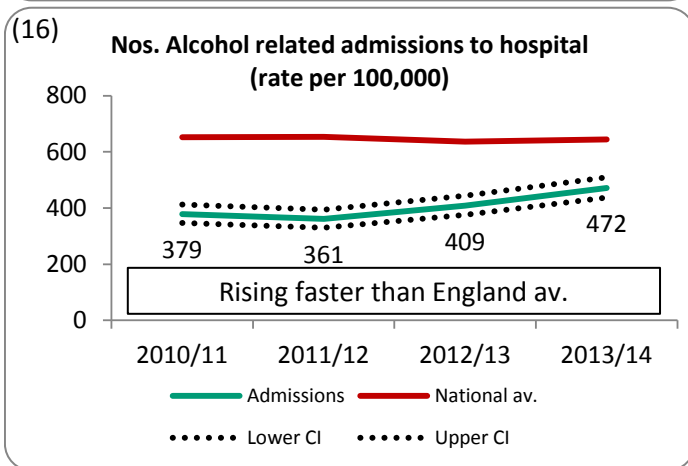
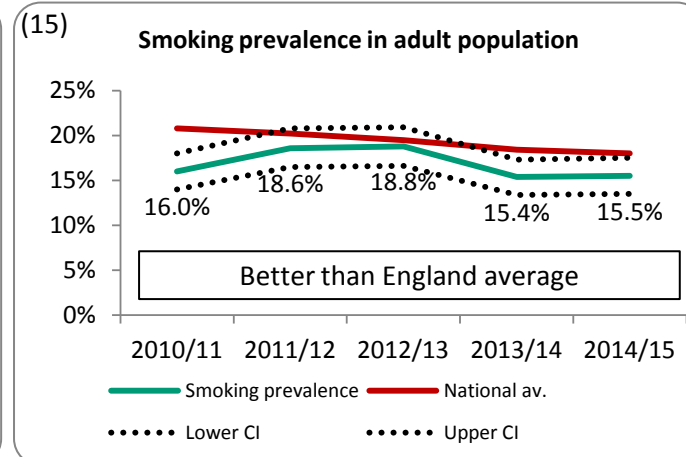
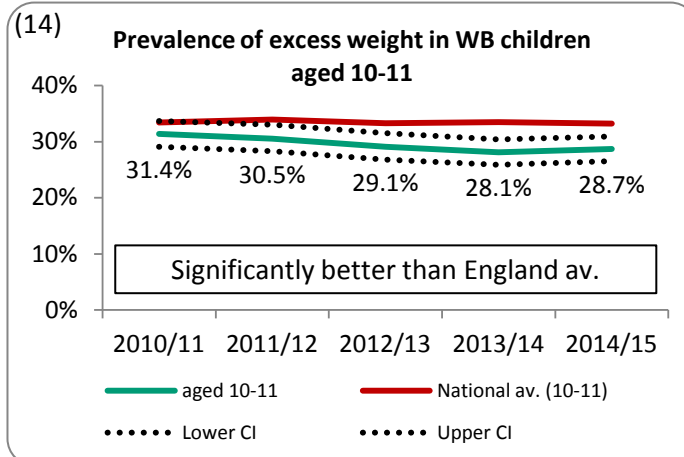
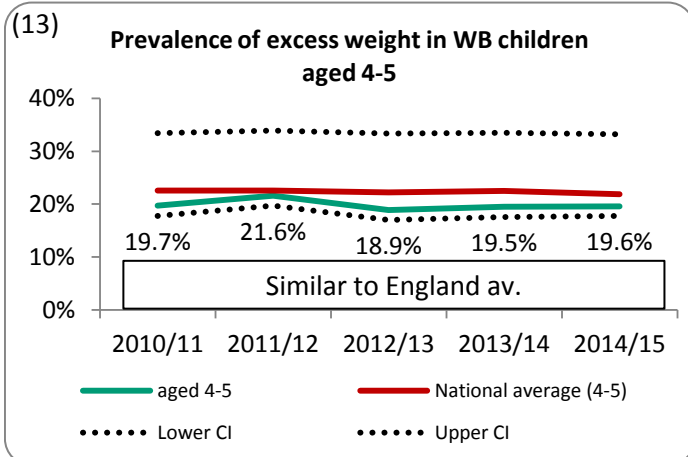
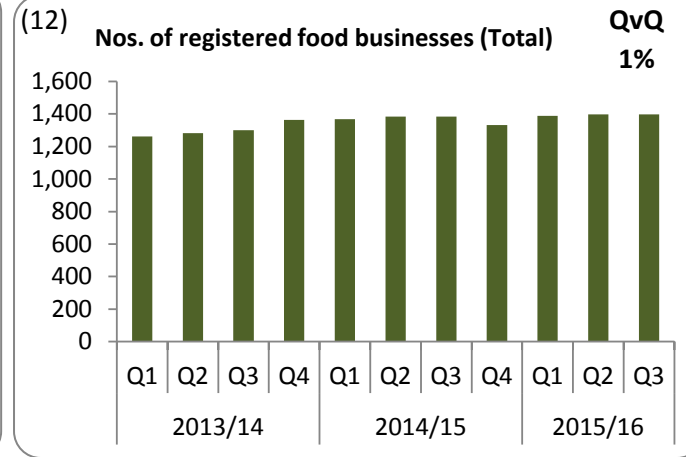
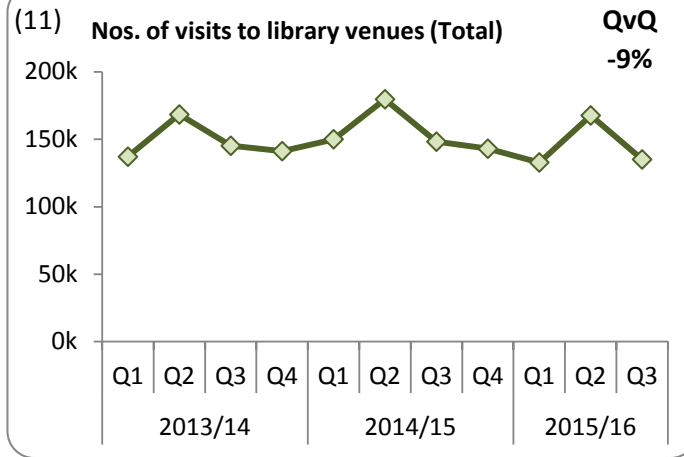
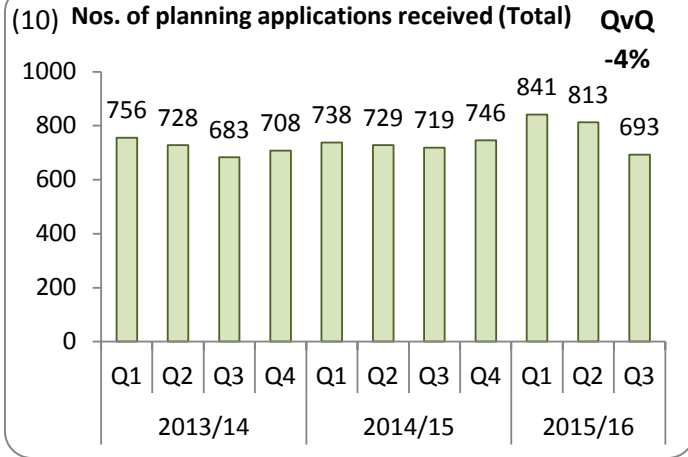
Due to additional capacity required in the services to identify additional savings proposals for a second phase of consultations, no Service Performance Intelligence is available for quarter three.

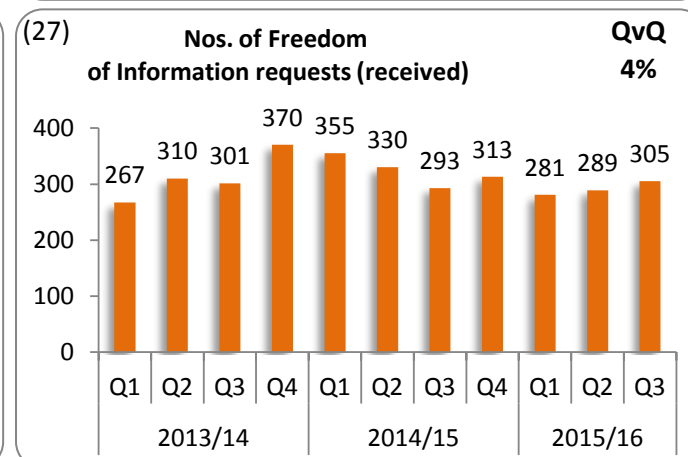
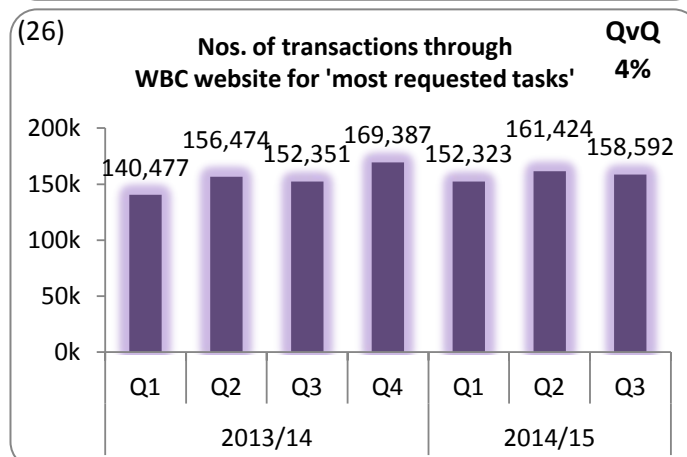
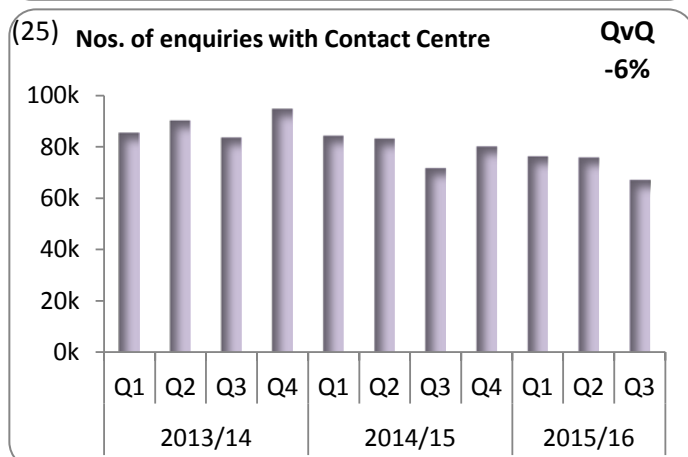
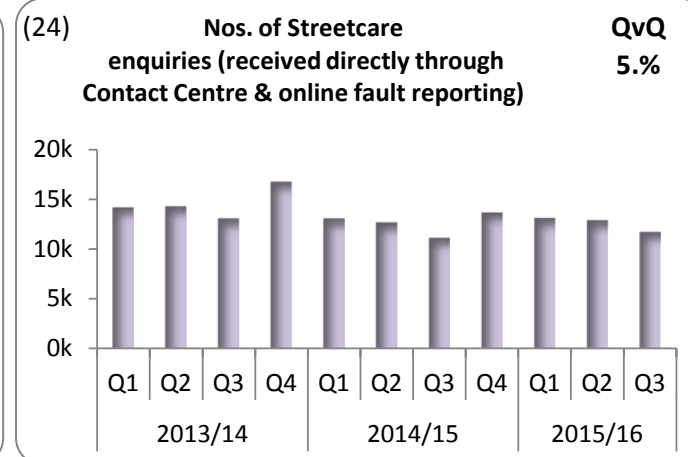
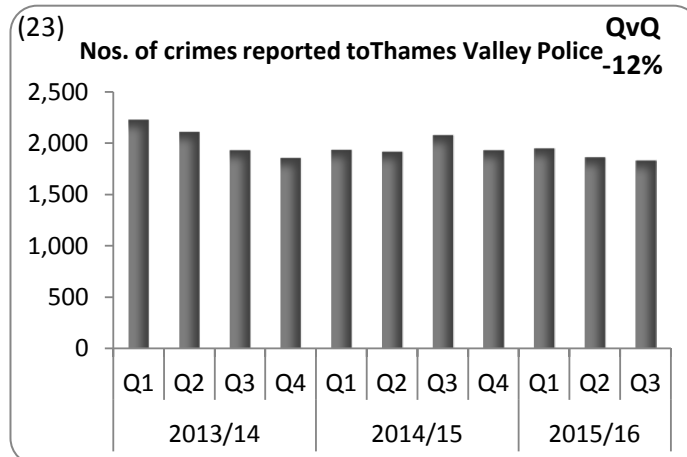
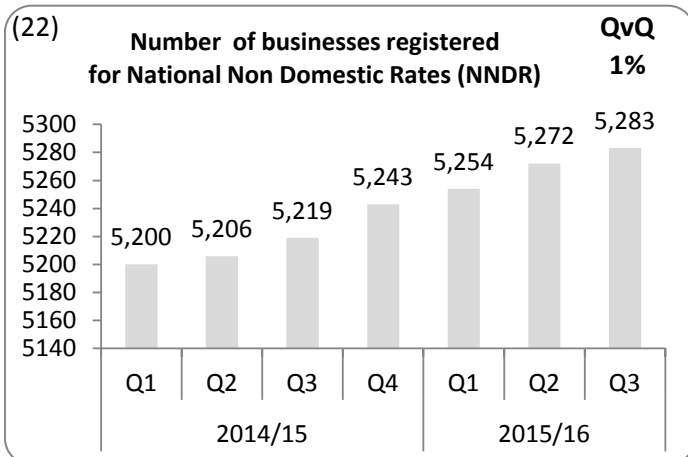
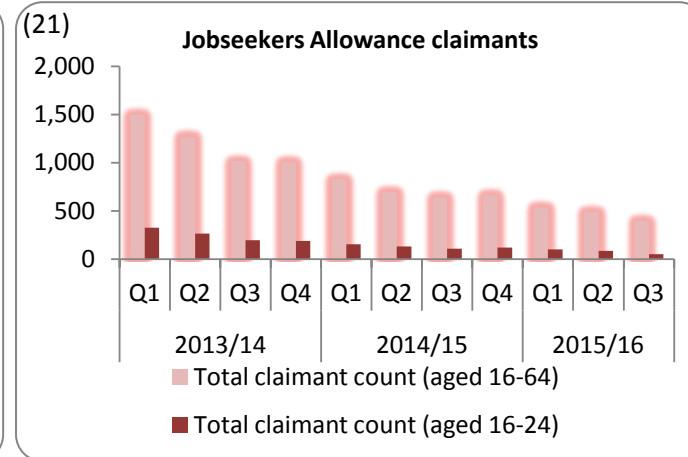
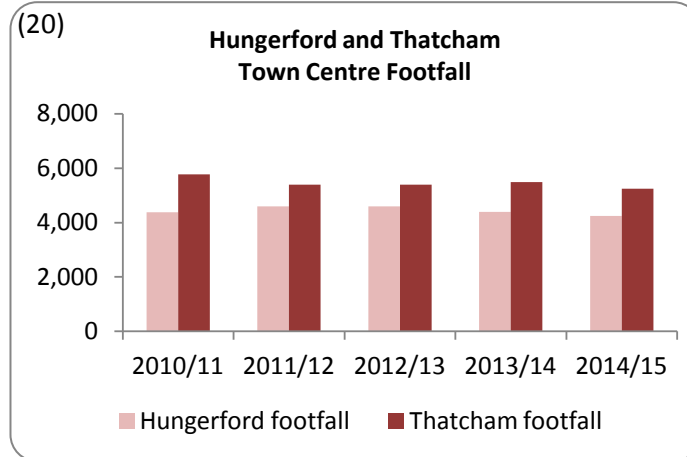
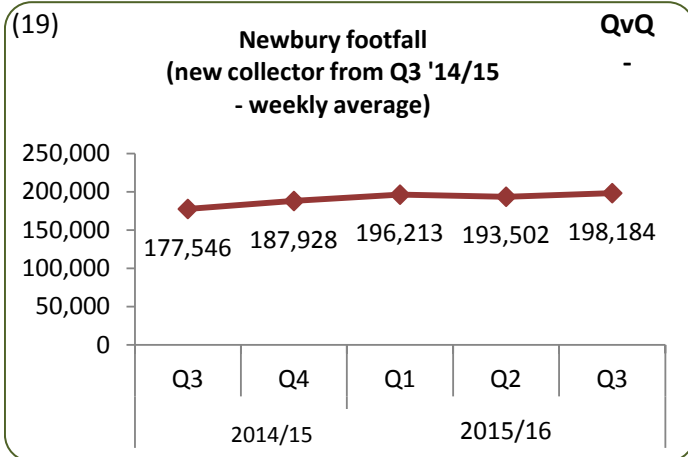
Key accountable measures and activities 2015/16

Quarter Three

Contextual and volume measures







Key accountable measures and activities 2015/16

Quarter Three

Exception reports

Rachael Wardell / Mac Heath	Children and Family Services	28 January 2016	AMBER
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P&S1c&f17		% of Leaving Care Clients with Pathway Plans						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			♦	♦	♦		100%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	Not reported	100%	79 / 100 79.0%	89 / 100 89.0%	96 / 97 99.0%			

REASON FOR AMBER:

The 100% target set for this indicator is very difficult to achieve, as (at any one time) there are usually a few care leavers who are unwilling or difficult to engage with the pathway planning process.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:

This indicator has been discussed at a recent Performance Board and there is concerted effort underway to ensure that young people have a pathway plan wherever possible. There are issues to be resolved in relation to cases that have already transferred to Adult Social Care and how we can ensure that these young people also have a Pathway Plan (or equivalent) in place that ensures all their needs are appropriately being met.

STRATEGIC ACTIONS REQUIRED

None

Rachel Wardell / Tandra Forster		ASC				26 January 2016	AMBER	
OP3asc15		Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		★	★	★	◆		92%	Higher is better
Qrtly outturn		93 %	65 / 70 92.9%	47 / 52 90.4%	47 / 53 88.7%			
YTD outturn		93%	92.9%	90.4%	88.7%			
REASON FOR AMBER:								
<p>This KPI is monitored by H&W Board on a monthly basis. This KPI is prone to fluctuations throughout the year due to a small cohort, with 47 / 53 clients being reviewed as still at home 91 days after hospital discharge.</p> <p>This quarter, the 6 clients not remaining at home relates to 2 clients going back into hospital and 4 clients now in permanent care home placements.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>Expecting an increase in the cohort due to increased hospital admissions at the end of Q3, and an increase in reablement services provided across the service, which will lead to a stabilisation of the KPI.</p>								
STRATEGIC ACTIONS REQUIRED								
None.								

Rachel Wardell / Tandra Forster		ASC				26 January 2016	AMBER	
OP2asc13		Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		★	◆	◆	◆		90%	Higher is better
Qrtly outturn		62%	769 / 1,292 61.6%	837 / 1,309 63.9%	888 / 1,200 74.0%			
YTD outturn		62%	61.6%	63.9%	74.0%			
REASON FOR AMBER:								
<p>The change in eligibility framework resulting from the Care Act has created a new imperative for this work; all long term clients will have to have had a review under the new framework by 31 March 2016. Additional capacity has been brought in to focus on this area of work, it has taken time to bed in so there was a slow start to work in quarter 1 and 2. Additional capacity has resulted in increased pace; there is a lag in updating the case management system so progress is not accurately reflected. Quarter 3 has shown a significant increase in the KPI, which is expected to continue to rise with ongoing additional capacity in place.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>Continued focus on completing reviews, significant progress has been made on community based support and the team are now dealing with residential placements. In addition staff are working to ensure the case management system is updated so progress is more evident.</p> <p>Now weekly monitoring of number of reviews required between now and 31 March 2016.</p>								
STRATEGIC ACTIONS REQUIRED								
None.								

Rachel Wardell / Tandra Forster		ASC				26 January 2016	AMBER	
OP3asc14		Decrease the level of delayed transfers of care (DTOC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3 (end of Oct)	Q4		
RAG		★	★	◆	◆		4.0	Lower is better
Qrtly outturn	9.0	4.5	3.3	4.7	4.8			
YTD outturn	9.0	4.5	3.3	4.7	4.8			
REASON FOR AMBER:								
<p>The last quarter saw an increased number of attendances in Accidents and Emergency Departments (A&E) resulting in a higher number of admissions. This increase in activity combined with challenges in sourcing external homecare and nursing/residential care placement has hindered our ability to support timely discharge from hospital.</p> <p>Main contribution to the Delayed Transfer of Care figure comes from Hampshire Hospitals NHS Foundation Trust, contributing an average of 2.6 patients (per 100,000 aged 18+) delayed to the total figure of 4.8. The contribution from RBH and Great Western Hospital is below (better than) target levels.</p> <p>November's figures (released mid-January) have resulted in the YTD (year to date) figure dropping to 4.5, due to an average rate of delays due to social care of 3 per 100,000 population, and local monitoring data suggests December's data will continue this trend.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>Working jointly with health partners through the Joint Care Provider project we are engaging earlier with patients to help plan discharges, this work has been focused on the RBH but has now been expanded to Great Western and North Hampshire Hospitals. We are also piloting 7 day working across all hospital pathways to ensure a consistent response across the week. In addition we anticipate increased capacity in external homecare following a recent contract award.</p>								
STRATEGIC ACTIONS REQUIRED								
None.								

Rachel Wardell / Mac Heath		Children and Family				22 January 2016		RED	
P&S1c&f07		To maintain a high percentage of (single) assessments being completed within 45 working days							
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	-	■	◆	◆	■		>=90%	Higher is better	
Qrtly outturn	-								
YTD outturn	-	70%	227 / 319 71.2%	615 / 772 79.7%	905/1,144 79.1%				
REASON FOR RED:									
Our performance against this indicator has improved since the start of the year (61% at the end of April) and month on month figures are now consistently in the high 80s/90s. However, year to date performance remains below our target because of poorer performance earlier in the year.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
There is day to day close scrutiny of single assessments that are still open and we are monitoring monthly as well as YTD performance. The daily scrutiny of single assessments is having results and should continue to do so over the coming months.									
FINANCIAL IMPLICATIONS:									
This indicator does not have direct financial implications.									
SERVICE PLAN UPDATES REQUIRED:									
No updates are required to the service plan. The indicator will remain in our service plan for next year.									
STRATEGIC ACTIONS REQUIRED: None									

Key accountable measures and activities 2015/16

Quarter Three

Performance outturns by strategic priority

2015/16 West Berkshire Council Key Accountable Measures Performance Report - Quarter three

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q3 (YTD) RAG / outturn	Q3 Supporting commentary
Priority 1. Improve educational attainment											
BEC1ed03	The number of schools judged good or better by Ofsted under the new Framework (harder test)	-	-	-	63	-	63	★ 67	★ 67	★ 67	No Ofsted inspections took place in Q2 or Q3.
BEC1eday08	KS2: Prop'n pupils achieving at least level 4 in Reading, Writing and Maths	3rd	77% 2012/13 AY	2nd	82% 2013/14 AY	-	AY 2014/15 82%	🕒 Annual	🕒 Annual	★ 82%	
BEC1eday09	KS4: Proportion pupils gaining 5+ A*-C at GCSE including English and Maths - First attempt results (maintained and Acad)	2nd	66% 2012/13 AY	1st	64% 2013/14 AY	-	AY 2014/15 61%	🕒 Annual	🕒 Annual	★ 62%	
Priority 2. Close the educational attainment gap											
BEC2eday19	To reduce the GCSE educational attainment gap to 22 percentage points	-	-	-	23.4 pp 2013/14 AY	-	AY 2014/15 22pp	🕒 Annual	🕒 Annual	🕒 Annual	*Request to amend measure. See main report for details.
Priority 3. Enable the completion of more affordable housing											
CBO1cchs11	Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information	-	84%	-	86%	-	80%	★ 97.2%	★ 98%	★ 100%	YTD: 73 / 73 Average time taken to process claims was 11 days.
Priority 4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy											
SLE2ht03	Ensure that no more than 5% of the principal road network (A roads) is in need of repair	50/143 2nd	3%	-	3%	-	5%	🕒 Annual	🕒 Annual	🕒 Annual	
SLE2ht06	Aim to complete at least 75% of all works orders for permanent pothole (PPR) and permanent carriageway repairs (PCR) within 28 days of the order date.	-	(267/330) 81%	-	(413/610) 68%	-	75%	★ 100%	★ 99.7%	🕒 dna	YTD: 1,245 / 1,249 Q1 & Q2 updated as work orders not captured by this measure had been included in error.
SLE2ht11	Completion of at least 90% of the flood prevention and drainage improvement schemes listed in the capital programme.	-	-	-	(25/25) 100%	-	90%	★ 9.5%	★ 33.3%	★ 85.7%	Q3: 18 / 21 On track for year end.
SLE2ict04	Increase nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	-	41,287 (60.0%)	-	-	-	83%	★ 79%	★ 85%	★ 83%	12,476 'eligible properties' upgraded to superfast broadband on contractual report - taking district to 83.3% coverage. Target achieved but continuing to extend coverage under Phase 2.
Priority 5. Good at safeguarding children and vulnerable adults											
P&S1c&f07	To maintain a high percentage of (single) assessments being completed within 45 working days	Local	New	Local	70%	-	>=90%	🔺 71.2%	🔺 79.7%	🔴 79.1%	Q3: 905 / 1144 See exception report for details.
P&S1c&f08	ICPCs (Initial Child Protection Conferences) held within 15 days of S47 (child protection) enquiry (year to date)	3rd	81%	dna	77%	-	>=90%	★ 97.4%	★ 97.2%	★ 96.2%	Q3: 179 / 186

2015/16 West Berkshire Council Key Accountable Measures Performance Report - Quarter three

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q3 (YTD) RAG / outturn	Q3 Supporting commentary
P&S1c&f10	Child Protection Reviews - held on time (snapshot)	1st	93%	4th	100%	-	>=95%	★ 100.0%	★ 97.6%	★ 98.9%	Q3: 89 / 90
P&S1c&f11	To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days	-	-	-	84%	-	>=95%	◆ 84.1%	◆ 84.6%	★ 95.9%	Q3: 141 / 147
P&S1c&f14	The number of weeks taken to conclude care proceedings (children social care)	-	-	-	31	-	<=26 weeks	◆ 27	★ 24	★ 24	
P&S1c&f17	Percentage of LAC with Health Assessments on time	-	-	-	63%	-	>=90%	◆ 50.8%	◆ 72.7%	★ 93.0%	Q3: 119 / 128
P&S1c&f21	% of Leaving Care Clients with Pathway Plans	-	-	-	100%	-	100%	◆ 79.0%	◆ 89.0%	◆ 99.0%	Q3: 96 / 97 See exception report for details.
P&S1asc03	Maintain % of safeguarding concerns responded to within 24 hours.	-	87%	-	91%	-	92%	★ 92.2%	★ 95.1%	★ 92.6%	YTD: 187 / 202
OP3asc15	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	-	-	-	93%	-	92%	★ 92.9%	◆ 90.4%	◆ 88.7%	YTD: 47 / 53 See exception report for details. This measure is monitored by the Health and Wellbeing Board on a monthly basis. Due to a small cohort, it is prone to fluctuations through the year. This quarter, the 6 clients not remaining at home relates to 2 clients going back into hospital and 4 clients now in permanent care home placements.
Priority 6. Support communities to do more to help themselves											
PLACEHOLDER - additional measure to be confirmed for supporting communities approach linked to Health Visiting and School Nurses services											
Become a More effective council											
OP1asc06	Implement first phase of health and social care integration programme under the Better Care Fund framework.	-	-	-	-	-	Completed by March 2016	★ On track	★ On track	★ On track	
OP3asc17	A new way of delivering adult social care (change programme) will be completed by May 2016	-	-	-	-	-	Completed by May 2016	★ On track	★ On track	★ On track	
Core Business											
OP2asc13	Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	-	-	-	62%	-	90%	◆ 61.6%	◆ 63.9%	◆ 74.0%	YTD: 888 / 1200 See exception report for details.

2015/16 West Berkshire Council Key Accountable Measures Performance Report - Quarter three

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q3 (YTD) RAG / outturn	Q3 Supporting commentary
OP3asc14	Decrease the level of delayed transfers of care (DTOC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	138 / 141 4th	9	-	5	-	4	★ 3.3	◆ 4.7	◆ 4.8	See exception report for details. * DTOC is a snapshot count of the number of patients (per 100,000 aged 18+) delayed at midnight on the last Thursday of a reporting period (a calendar month). This number is attributable to social care services only (ie. excluding Health services). Data is reported a month in arrears
CBO1cchs08	Ensure % of claims for Local Welfare Provision are processed within 10 working days	-	95%	-	97%	-	95%	★ 97%	★ 98%	★ 99%	Q3: 72 / 72 YTD: 203 / 205
CBO1cchs09	Maintain % of benefits assessments within 3 weeks of referral from Children's Services	-	95%	-	96%	-	85%	★ 96.8%	★ 95.5%	★ 97.4%	Q3: 82 / 82 YTD: 187 / 192
CBO1cep13	Maintain the proportion of household waste recycled/composted/reused/recovered (Local Indicator)	-	tbc	-	tbc	-	80%	★ 77%	★ 81.5%	★ 83.5% (E)	Q3: 16460 / 18735 YTD: 51544 / 61760 This result has been amended to include the full quarter's data. It is also subject to change once figures are validated and confirmed by DEFRA after quarter 4.
CBO3cep16	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators).	-	Good	-	Satisfactory	-	Good	⌚ dna	★ Good	★ Good	
CEO5	Milestone: confirm plans regarding LGA review	-	-	-	-	-	Mar-16	🎯 Annual	★ Complete	★ Complete	

End of report