

# Notice of Meeting

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# Executive

**Thursday 30 March 2017 at 6.00pm**

**in the Council Chamber, Council Offices,  
Market Street, Newbury**

Date of despatch of Agenda: Wednesday 23 March 2017

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Democratic Services Team on (01635) 519462

e-mail: [executivecycle@westberks.gov.uk](mailto:executivecycle@westberks.gov.uk)

Further information and Minutes are also available on the Council's website at [www.westberks.gov.uk](http://www.westberks.gov.uk)



## Agenda - Executive to be held on Thursday, 30 March 2017 (continued)

<b>To:</b>	Councillors Dominic Boeck, Anthony Chadley, Jeanette Clifford, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones
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# Agenda

## Part I

Pages

- 1. Apologies for Absence**  
To receive apologies for inability to attend the meeting (if any).
- 2. Minutes** 5 - 14  
To approve as a correct record the Minutes of the meeting of the Committee held on 16 February 2017.
- 3. Declarations of Interest**  
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
- 4. Public Questions**  
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution. *(Note: There were no questions submitted relating to items not included on this Agenda.)*
- 5. Petitions**  
Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.

## Items as timetabled in the Forward Plan

Pages

- 6. Council Performance Report 2016/17: Q3 (Key Accountable Measures and Activities) (EX3111)** 15 - 66  
(CSP: All)  
Purpose:
  - (1) To report Quarter Three outturns for the Key Accountable Measures which monitor performance against the 2016/17 Council Performance Framework.
  - (2) To provide assurance to Members that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively.



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## Agenda - Executive to be held on Thursday, 30 March 2017 (continued)

- (3) To present, by exception, those measures that are predicted to be 'amber' (behind schedule) or 'red' (not achievable) and provide information on any remedial action taken and the impact of that action.
- (4) To recommend changes to measures/targets as requested by services.

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### 7. **Members' Questions**

Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.

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(a) **Question to be answered by the Portfolio Holder for Children and Young People submitted by Councillor Mollie Lock**

*"How many children attend a school within their catchment area that is not their nearest school and so are therefore not eligible for free home to school transport?"*

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(b) **Question to be answered by the Portfolio Holder for Corporate Services and External Affairs submitted by Councillor Lee Dillon**

*"How many fraudulent claims for benefits have the Council identified in the last year and of those how many have been successfully prosecuted?"*

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(c) **Question to be answered by the Portfolio Holder for Adult Social Care submitted by Councillor Lee Dillon**

*"How will the Council spend the additional Adult Social Care funding from the Chancellors recent budget?"*

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### 8. **Exclusion of Press and Public**

RECOMMENDATION: That members of the press and public be excluded from the meeting during consideration of the following items as it is likely that there would be disclosure of exempt information of the description contained in the paragraphs of Schedule 12A of the Local Government Act 1972 specified in brackets in the heading of each item. [Rule 8.10.4 of the Constitution refers.](#)

## Part II

### 9. **Staffing implications associated with savings put forward to deliver the 2017/18 Revenue Budget: approval to pay redundancy payments (Strand 4) (EX3196)**

67 - 76

*(Paragraph 1 – information relating to an individual)*

*(Paragraph 2 - information identifying an individual)*

(CSP: MEC)

Purpose: To seek approval to make the "Strand Four" redundancy payments set out in this report associated with savings to deliver the 2017/18 Revenue Budget.



## Agenda - Executive to be held on Thursday, 30 March 2017 (continued)

Andy Day  
Head of Strategic Support

### West Berkshire Council Strategy Aims and Priorities

#### Council Strategy Aims:

- BEC** – Better educated communities
- SLE** – A stronger local economy
- P&S** – Protect and support those who need it
- HQL** – Maintain a high quality of life within our communities
- MEC** – Become an even more effective Council

#### Council Strategy Priorities:

- BEC1** – Improve educational attainment
- BEC2** – Close the educational attainment gap
- SLE1** – Enable the completion of more affordable housing
- SLE2** – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy
- P&S1** – Good at safeguarding children and vulnerable adults
- HQL1** – Support communities to do more to help themselves
- MEC1** – Become an even more effective Council

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



# Agenda Item 2.

## DRAFT

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

## EXECUTIVE

### MINUTES OF THE MEETING HELD ON THURSDAY 16 FEBRUARY 2017

**Councillors Present:** Anthony Chadley, Jeanette Clifford, Hilary Cole, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones

**Also Present:** John Ashworth (Corporate Director - Environment), Thomas Bailey (Senior Contracts and Commissioning Officer), Robert Bradfield (Team Leader (Contracts & Commissioning)), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), June Graves (Head of Care Commissioning, Housing & Safeguarding), Trish Guest (Commissioner (BCES)), Shiraz Sheikh (Principal Solicitor), Peta Stoddart-Crompton (Public Relations Officer), Andy Walker (Head of Finance), Lesley Wyman (Head of Public Health and Wellbeing), Stephen Chard (Principal Policy Officer), Councillor Lee Dillon, Councillor Billy Drummond, Councillor Carol Jackson-Doerge, Councillor Mollie Lock, Jo Reeves (Principal Policy Officer) and Councillor Quentin Webb

**Apologies for inability to attend the meeting:** Councillor Dominic Boeck, Councillor Roger Croft and Rachael Wardell

#### PART I

##### 97. Minutes

Councillor Graham Jones opened the meeting by explaining that the Council Leader, Councillor Roger Croft, and his wife Zelda had been involved in a serious car accident while travelling in France. With great sadness, Councillor Graham Jones reported that Mrs Zelda Croft died in the accident and Councillor Croft had been seriously injured and was currently in hospital in a stable condition. Councillor Graham Jones passed on the condolences of the Executive Members and other Members to Roger, his family and friends at this very difficult time.

Councillor Lee Dillon added the condolences of the Liberal Democrat Group to Councillor Roger Croft, his family and friends. He added that Members of the Executive were in their thoughts as Councillor Croft's friends and colleagues.

Councillor Graham Jones then expressed his sadness at the tragic death of West Berkshire schoolboy Kaden Reddick who died after an accident in the Topshop store in Reading Town Centre on Monday 13 February 2017. Councillor Jones sent condolences on behalf of the Council to Kaden's family and friends at this very difficult time.

A one minute silence was then observed to mark these tragic events.

Councillor Graham Jones explained that he would fulfil the position of Acting Leader and Councillor Hilary Cole Acting Deputy Leader until Councillor Croft was able to return. Councillor Graham Jones expressed thanks for the support of Member colleagues on both sides of the Chamber over the past few sad days.

The Minutes of the meeting held on 19 January 2017 were approved as a true and correct record and signed by the Acting Leader.

##### 98. Declarations of Interest

There were no declarations of interest received.

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### 99. Public Questions

A full transcription of the public and Member question and answer sessions is available from the following link: [Transcription of Q&As](#).

#### (a) Question submitted by Miss Sarah Lowes to the Leader of the Council

A question standing in the name of Miss Sarah Lowes on the subject of safeguards the Council would be putting in place to protect the interests of businesses within West Berkshire who relied on trade with the EU was answered by the Acting Leader of the Council.

#### (b) Question submitted by Mrs Martha Vickers to the Portfolio Holder for Planning and Housing

A question standing in the name of Mrs Martha Vickers on the subject of the Homelessness Reduction Bill was answered by the Portfolio Holder for Planning and Housing.

### 100. Petitions

There were no petitions presented to the Executive.

### 101. Investment and Borrowing Strategy 2017/18 (C3118)

Councillor Graham Jones explained that as Agenda Items 6 to 9 would ultimately be determined at Council on 2 March 2017, the Executive debate was proposed to be minimal. Councillor Lee Dillon gave his agreement to this and stated that Liberal Democrat Members did not intend to debate these items in any detail at the Executive.

The Executive considered a report (Agenda Item 6) concerning the Council's borrowing limits as set out by CIPFA's Prudential Code, and which recommended the Annual Investment and Borrowing Strategy for 2017/18.

#### **RESOLVED that:**

- (1) The adoption of the 2017/18 Investment and Borrowing Strategy be recommended to Council.
- (2) Formulation of Treasury Management Policy in compliance with the Local Government Act 2003 and CIPFA's Prudential Code and Code of Practice for Treasury Management be recommended to Council.

**Other options considered:** Not applicable.

### 102. Medium Term Financial Strategy (MTFS): 2017-2018 to 2019-20 (C3119)

The Executive considered a report (Agenda Item 7) concerning the Medium Term Financial Strategy (MTFS) which was a rolling three year strategy built to ensure that the financial resources, both revenue and capital, were available to deliver the Council Strategy. The MTFS should be read in conjunction with the Revenue Budget 2017-18, Capital Strategy and Investment and Borrowing Strategy reports.

The aim of the MTFS was to:

- (1) Allocate the available resources focussing on those determined as most critical in supporting the Council's priorities and statutory responsibilities;
- (2) Determine the level of service the Council would realistically be able to provide;
- (3) Ensure that capital investment was affordable; and
- (4) Ensure that the Council had sufficient levels of reserves.

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Councillor Anthony Chadley added that the MTFs helped to forecast levels of expenditure and income to inform budgetary requirements over the three year period. The document also had a key role in helping to close the Council's funding gap over this time period.

**RESOLVED that** the Medium Term Financial Strategy 2017-18 to 2019-20 be recommended for approval by Full Council.

**Other options considered:** None.

### 103. Capital Strategy and Programme 2017/18 to 2021/22 (C3120)

The Executive considered a report (Agenda Item 8) which outlined the five year Capital Strategy for 2017 to 2022 which included the Minimum Revenue Provision (MRP) Statement and the Asset Management Plans for Property and Highways, and which set out the funding framework for the Council's five year Capital Programme.

**RESOLVED that:**

- (1) The Capital Strategy and Programme would be recommended for approval by Full Council.
- (2) Council would be requested to delegate authority to the Executive to increase the Capital Programme by up to £50 million in 2017/18 in line with the proposed property investment strategy which was still to be finalised.

**Other options considered:** Not applicable.

### 104. Revenue Budget 2017/18 (C3121)

The Executive considered a report (Agenda Item 9) concerning the 2017/18 Revenue Budget to be recommended to Full Council. The Revenue Budget contained a proposal for a Council Tax requirement of £88.4m which would be formed by a proposed Council Tax increase of 1.99% in 2017/18 with an additional 3% precept ring-fenced for Adult Social Care (ASC). The Council Tax increase and ASC precept would raise £4.2m, leaving a gap of £4.7m to be met from savings and income in 2017/18.

The report also proposed the Fees and Charges for 2017/18 as set out in Appendix H and the Special Expenses set out in Appendix I. The report also recommended the level of General Reserves as set out in Appendix F and Appendix G.

**RESOLVED to recommend to Council that:**

- (1) Council approve the 2017/18 Council Tax requirement of £88.4m, requiring a Council Tax increase of 1.99% with a 3% precept ring-fenced for Adult Social Care.
- (2) The Fees and Charges are approved as set out in Appendix H and the appropriate statutory notices be placed where required.
- (3) The Special Expenses are approved as set out in Appendix I.
- (4) The responses received to each of the public facing savings proposals in the public consultation exercise undertaken on the 2017/18 budget be acknowledged and noted, and that the Transition Grant of £1.37m be allocated as follows:
  - (a) £140k to Short Breaks
  - (b) £30k to Citizens Advice Bureau
  - (c) £200k to Libraries
  - (d) £1m to be put into a Transformation Fund, to assist West Berkshire Council to transform and improve the way it delivers its services.

**Other options considered:** It is proposed to increase Council Tax by 1.99% with a 3% precept ring-fenced for Adult Social Care. If these options were not taken, the savings

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requirement would be £4.2m higher. All available options have been considered in order to keep the savings requirement to the level it is.

### 105. Financial Performance Report 2016/17 - Quarter Three (EX3137)

The Executive considered a report (Agenda Item 10) informing Members of the latest financial performance of the Council.

Councillor Lee Dillon noted that it was proposed to mitigate the forecasted £765k overspend through in-year savings or using reserves and questioned how those savings might be found at this point in the financial year. Councillor Chadley advised that the assumption had been made that the Council would use its reserves.

Councillor Dillon enquired how Strategic Support had achieved an underspend of £100k and Customer Services had achieved a £91k saving and how this saving might impact on customers. Nick Carter advised that the savings were accrued from a variety of budgets and he could provide further detail outside the meeting. Councillor James Fredrickson commented that services were sharing resources and this ethos was carried out by officers on a day-to-day basis.

#### **RESOLVED that:**

- (1) The Executive note the latest financial position of the Council.

**Other options considered:** Not applicable – factual report for information.

### 106. A Proposed Shared Emergency Planning Service (EX3232)

The Executive considered a report (Agenda Item 11) which set out a proposal for a Shared Emergency Planning Service across Berkshire.

Councillor Marcus Franks felt that, subject to approval, this would become another good example of a shared service. It was proposed that West Berkshire Council would act as the lead authority as West Berkshire held a level of expertise in this important area of activity. A Joint Team of five full time equipment (fte) was proposed to be established.

While a small level of savings would be achieved from this arrangement, the key driver was to increase resilience.

Executive approval was in the process of being sought across all six Berkshire unitary authorities and this was expected by April 2017. Subject to agreement being reached in all cases, the shared service should be in place by the autumn of 2017.

Councillor Lee Dillon queried whether West Berkshire Council would be able to maintain its income stream, currently in the region of £8k annually, once the shared service was established. Councillor Franks confirmed this was his expectation.

#### **RESOLVED that:**

- (1) The six unitary authorities in Berkshire set up a shared Emergency Planning Service through delegation to West Berkshire Council to act as lead authority. A collaboration agreement between the six unitary authorities will set out what will be provided by the lead authority to others. It is intended that the governance under the agreement would be through the Berkshire Chief Executives' Group.
- (2) The Shared Service will provide Emergency Planning, Business Continuity Planning and Out of Hours Co-ordination (where appropriate) to all six unitary authorities.
- (3) A Joint Team of 5 fte is established. The Team Manager will be based in the Lead Authority. Two teams of 2 fte will be based in Berkshire West and Berkshire East. It is proposed that no fixed base is established. The Team Manager will be responsible for deciding on work locations in liaison with the six unitary authorities.



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- (4) The budget for the service is set in the first year at £371k and apportioned to each unitary authority as an annual payment as follows:
- |                    |      |
|--------------------|------|
| Bracknell Forest - | £45k |
| Reading -          | £65k |
| RBWM -             | £71k |
| Slough -           | £48k |
| West Berkshire -   | £82k |
| Wokingham -        | £60k |
- (5) Permanent staff would TUPE to the Lead Authority on their existing terms and conditions and will be slotted into the staffing structure set out in this report where appropriate. Vacancies will be filled through internal/external recruitment where required. Subject to Executive approval in all six unitary authorities, the Service will commence on 1 October 2017.

**Other options considered:** Retention of the status quo. This has been used as the basis for testing the Business Case which has been developed by BGG Associates.

### 107. Homelessness Services (EX3202)

The Executive considered a report (Agenda Item 12) which provided information on the tender process for homelessness services and which sought delegated authority to award and enter into a contract with the successful tenderer.

Councillor Hilary Cole provided an update to the information contained within the report to advise that the current contractors, Two Saints, were able to provide 76 places which, whilst still a decrease from the current provision, was an increase of 13 places from the original tender requirements. A2 Dominion would be providing 27 places for young people who were homeless which was one more than the original tender. Overall the total units for homelessness would be reduced from 108 to 103, but would deliver an annual saving of £350k.

Councillor Lee Dillon welcomed the slight increase in the provision compared to the original proposed reduction and highlighted the focus that homelessness had recently held in the local and national media. There had been a huge community response and he was of the view that the reduction to this service provided evidence of how the reduction in local authority funding from central government was now effecting the most vulnerable. Councillor Cole expressed the view that it was laudable that the community had come forward to see how they could support the Council to support homeless people. She invited Councillor Dillon to attend a round table discussion on homelessness with private and voluntary sector partners which would also be promoting the Every Adult Matters Campaign. She advised that the Council were mindful of their responsibilities, whilst welcoming the involvement from local communities and businesses.

#### **RESOLVED that:**

- (1) Authority be delegated to the Head of Contracts, Commissioning and Housing, in consultation with the Head of Legal Services and Head of Finance, to enter into the Homelessness Services contracts with the successful tenderer.

**Other options considered:** Termination of all homelessness provision.

### 108. Public Health Nursing Services - 0-19 (25 SEND) Healthy Child Programme (HCP) (EX3169)

The Executive considered a report (Agenda Item 13) which sought delegated authority to award the integrated Healthy Child Programme (HCP) Public Health Nursing Services contract to the successful bidder following a competitive tender process.

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Councillor Graham Jones explained that this report was originally scheduled for consideration at the previous Executive, but had been delayed to this meeting to allow time for work to be conducted on ensuring safeguarding compliance within the contract. This had been achieved.

Councillor Graham Jones pointed out that the proposed contract would achieve a saving of approximately £315k on current arrangements.

### **RESOLVED that:**

- (1) Authority be delegated to the Corporate Director (Communities), Head of Public Health and Wellbeing, Portfolio Holder for Children and Young People, Portfolio Holder for Health and Wellbeing, in consultation with the Head of Finance and Head of Legal Services, to award the contract to the successful bidder following a competitive tender process as outlined in the report.
- (2) Following the tender evaluation, the contract can be awarded subject to the provider implementing any necessary and appropriate changes within agreed timescales.

**Other options considered:** Not applicable.

### **109. Berkshire Community Equipment Service Contract Award (EX3229)**

The Executive considered a report (Agenda Item 14) which informed Members of the tender process and sought delegated authority to award and enter into a contract with the successful tenderer.

It was proposed that West Berkshire Council would act as Lead Authority under an existing S75 (NHS Act 2006) Agreement on behalf of the six Berkshire Unitary Authorities and the seven Berkshire Clinical Commissioning Groups for this contract.

### **RESOLVED that:**

- (1) Authority be delegated to the Head of Contracts, Commissioning and Housing, in conjunction with the Head of Legal Services and Head of Finance to enter into the contract with the successful tenderer, NRS Healthcare Ltd, for a period of five years from 1 April 2017 with an option to extend for a further two years as set out in the report.

**Other options considered:**

- (1) The previous five year contract expires on 31st March 2017 and procurement regulations and the value of the contract meant that a full competitive procurement process using the Open Procedure as defined within the Public Contracts Regulations (2015) was the most appropriate option for ensuring continuity of service.
- (2) Economies of scale, and government guidance in terms of providing an integrated community equipment service, mean that this service is most cost effectively delivered as a single shared service and therefore it is not feasible to bring it in-house. The service is shared between the 13 S75 partners in Berkshire and is centrally located at a depot in Theale, serving all areas of Berkshire.

### **110. Contract Award - Complex Needs Service for Clients with a Learning Disability (EX3230)**

The Executive considered a report (Agenda Item 15) which sought approval to award a contract for the complex needs learning disability service at Blagden Close, Newbury.

Councillor Rick Jones explained that this service was provided for a small number of clients who had particularly complex needs. This was the only suitable venue for the provision of this service within West Berkshire.

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It was recommended that the contract be awarded to the successful existing provider, Choice Care Group, for a period of five years, with the option of a three year extension.

Councillor Rick Jones commended the work of Officers in negotiating a 2.5% saving on the previous contract.

Councillor Lee Dillon was pleased to note that Blagden Close residents and their families had been consulted to help inform the updated specification. He queried whether they had any particular requests and whether these had been accommodated. In response, Councillor Rick Jones reiterated that the provision of care was excellent and the concern for residents and their families was that this level of service should continue. They were pleased that the current arrangement was proposed to continue.

### **RESOLVED that:**

- (1) The contract for the provision of the complex needs learning disability supported living service at Blagden Close be awarded and entered into with the successful tenderer, Choice Care Group, for a period of five (+ three) as set out in the report.

### **Other options considered:**

- (1) Do nothing – this is not an option due to the complex nature of the client group and increased pressure to ensure that services in the community are available for this complex needs group in light of the Transforming Care agenda.
- (2) Bring service in house. However, the Council does not currently have the skill set to deliver a complex needs service for clients with a learning disability.

## **111. Members' Questions**

A full transcription of the public and Member question and answer sessions is available from the following link: [Transcription of Q&As](#).

- (a) **Question to be answered by the Portfolio Holder for Planning and Housing submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of the level of impact that the approval or refusal of the Sandford application would have on the local plan was answered by the Portfolio Holder for Planning and Housing.

- (b) **Question to be answered by the Leader of the Council submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon requesting an update on the progress being made between West Berkshire Council and Greenham Common Trust with regards to property investments to generate income was answered by the Portfolio Holder for Corporate Services and External Affairs.

- (c) **Question to be answered by the Portfolio Holder for Culture and Environment submitted by Councillor Mollie Lock**

A question standing in the name of Councillor Mollie Lock asking when the Council will be able to resubmit an application for the Padworth waste site was answered by the Portfolio Holder for Planning and Housing.

## **112. Exclusion of Press and Public**

**RESOLVED that** members of the press and public be excluded from the meeting for the under-mentioned items of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraphs 1, 2, 3, 5 and 6 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information)(Variation) Order 2006. Rule 8.10.4 of the Constitution also refers.

**113. Public Health Nursing Services - 0-19 (25 SEND) Healthy Child Programme (HCP) (EX3169)**

*(Paragraph 3 – information relating to financial/business affairs of particular person)*  
*(Paragraph 5 – information relating to legal privilege)*  
*(Paragraph 6 – information relating to proposed action to be taken by the Local Authority)*

The Executive considered an exempt report (Agenda Item 18) which sought delegated authority to award the integrated Healthy Child Programme (HCP) Public Health Nursing Services contract to the successful bidder following a competitive tender process.

**RESOLVED** that the recommendations in the exempt report be agreed.

**Reason for the decision:** as outlined in the exempt report.

**Other options considered:** as outlined in the exempt report.

**114. Berkshire Community Equipment Service Contract Award (EX3229)**

*(Paragraph 3 – information relating to financial/business affairs of particular person)*

The Executive considered an exempt report (Agenda Item 19) which informed Members of the tender process and sought delegated authority to award and enter into a contract with the successful tenderer.

It was proposed that West Berkshire Council would act as Lead Authority under an existing S75 (NHS Act 2006) Agreement on behalf of the six Berkshire Unitary Authorities and the seven Berkshire Clinical Commissioning Groups for this contract.

**RESOLVED** that the recommendations in the exempt report be agreed.

**Reason for the decision:** as outlined in the exempt report.

**Other options considered:** as outlined in the exempt report.

**115. Contract Award - Complex Needs Service for Clients with a Learning Disability (EX3230)**

*(Paragraph 3 – information relating to financial/business affairs of particular person)*

The Executive considered an exempt report (Agenda Item 20) which sought approval to award a contract for the complex needs learning disability service at Blagden Close, Newbury.

**RESOLVED** that the recommendations in the exempt report be agreed.

**Reason for the decision:** as outlined in the exempt report.

**Other options considered:** as outlined in the exempt report.

**116. Staffing implications associated with savings put forward to deliver the 2017/18 Revenue Budget: approval to pay redundancy payments (Strand 3) (EX3195)**

*(Paragraph 1 – information relating to an individual)*  
*(Paragraph 2 – information identifying an individual)*

The Executive considered an exempt report (Agenda Item 21) which sought approval to make the “Strand Three” redundancy payments set out in this report associated with savings to deliver the 2017/18 Revenue Budget.

**RESOLVED** that the recommendations in the exempt report be agreed.

**Reason for the decision:** as outlined in the exempt report.

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**Other options considered:** as outlined in the exempt report.

*(The meeting commenced at 5.00pm and closed at 5.40pm)*

**CHAIRMAN** .....  
**Date of Signature** .....

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## Executive Performance Scorecard Q3

### Council Strategy

Priorities for Improvement	RAG Status	Core Business
Educational Attainment	A	G/A Protecting our children
Close the Attainment gap	A	G Bin collection and street cleaning
More affordable housing	R	R Providing benefits
Key Infrastructure improvements	A	G Collecting Council Tax & Business rates
Safeguarding children & adults	G	R/G Older people & vuln. adults wellbeing
Communities to help themselves	G/A	G/A Planning & housing
More effective council	G/A	



### Corporate Programme

	RAG Status	
Asset Management	A	G Commercialisation
Resilient Communities	G	A Service Reviews
Demand Management	G	G Staffing Arrangements

### Corporate Health

Net budget for 2016/17: £116.8m	RAG Status	Staff turnover (of 1,421.1 FTE)
Q1 forecast over spend: <b>£1,277k</b>	14%	Q1 staff turnover
Q2 forecast over spend: <b>£698k</b>	14%	Q2 staff turnover
Q3 forecast over spend: <b>£765k</b>	15%	Q3 staff turnover



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# Key Accountable Performance 2016/17: Quarter Three

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<b>Committee considering report:</b>	Executive on 30 March 2017
<b>Portfolio Member:</b>	Councillor James Fredrickson
<b>Date Portfolio Member agreed report:</b>	6 March 2017
<b>Report Author:</b>	Jenny Legge / Catalin Bogos
<b>Forward Plan Ref:</b>	EX3111

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## 1. Purpose of the Report

- 1.1 To report quarter three outturns, for the Key Accountable Measures which monitor performance against the 2016/17 Council Performance Framework.
- 1.2 To provide assurance to Members that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively.
- 1.3 To present, by exception, those measures that are predicted to be 'amber' (behind schedule) or 'red' (not achievable) and provide information on any remedial action taken and the impact of that action.
- 1.4 To recommend changes to measures / targets, as requested by services.

## 2. Recommendations

- 2.1 To note progress against the Council Strategy Priorities for improvement and acknowledge the key achievements in all service areas.
- 2.2 To review those areas reporting as 'amber' or 'red' to ensure that appropriate action is in place.
- 2.3 To decide on the changes suggested by the Corporate Board:
  - (a) To replace the following measure of volume:
    - No. of transactions through WBC website for 'most requested tasks' with
    - Number of individual sessions (customer contacts) through our websites

## 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 This report presents qualitative and quantitative information to assess the performance levels achieved against measures from all the services provided by the council, identified for reporting at Executive level. It includes results against the measures of volume and key accountable measures combined with service performance intelligence. The first page of this paper – the Executive Performance Scorecard, provides a high level summary of performance.

## 6. Performance by Council Strategy Priorities for Improvement:

### (A) Priorities for Improvement: Improve Educational Attainment and Close the Educational Attainment Gap

#### 6.1 Demand

**Number of Pupils:** The latest information on demand related to education attainment was reported as part of Q1 and will be updated once February 2017 schools census data has been released. Local intelligence shows that demand on the Learning Support Services is increasing as is the ASD (Autism Spectrum Disorder) diagnoses in line with the national trends.

#### 6.2 Performance: Attainment and Attainment Gap Reduction

The annual results (2016) for the educational attainment measures show that 80% for Year 1 Pupils achieving the expected level in Phonics decoding. This is better than the target of 78%, but placed West Berkshire in the 3<sup>rd</sup> best quartile nationally.

Only 54% of the subgroup of Year 1 pupils eligible for Free School Meals (FSM) has achieved the expected level of Phonics decoding compared with the target of 59%. Actions have been implemented to address situations where schools have only one or two pupils on FSM in each year group or to improve the leadership of the teaching of phonics for schools that have bigger cohorts.

The first results for the KS2 assessments against the new, more challenging curriculum, show that 56% of the 11 year olds achieved the national standard in Reading, Writing and Mathematics (RWM). This is above the national average of 54% but placed West Berkshire in the 2<sup>nd</sup> best quartile nationally which is below the target 'top quartile' for the 2015/16 academic year.

The subgroup of disadvantaged pupils at KS 2 has not improved the comparative position nationally (target 112 vs. result 122 of 152 Local Authorities). See the exception report for a detailed analysis and actions being implemented to improve performance.

#### 6.3 Additional intelligence

The School Improvement and Governance Team continues to make good progress towards the key priority of "Every School a Good School". The percentage of Ofsted good and better schools reached 87% (from 75% in Jan 2015) with no inadequate schools. As the team faces a significant reduction over the next year, the risk is that schools may start to fail as preventative work diminishes.

#### 6.4 Priority delivery status

**The latest available results (2016) suggest that further progress is required to achieve the priority by 2020. Additional intelligence shows that improvement plans have been put in place to support this progress.**

#### **(B) Priority for Improvement: Enable the Completion of More Affordable Housing**

#### 6.5 Demand

The number of new housing applications received during Apr to Dec 2016 (1,698) is similar to the number received for the first nine months of 2015/16.

The downward trend regarding the qualifying live applicants on the Common Housing Register has continued during quarter 3. This follows the update in autumn 2015 of the qualifying criteria requiring a two year local connection.

Over the last 12 months Land Registry data shows that the average price for properties in West Berkshire has increased by 7% from £321k (Q3 2015/16) to £343k (Q3 2016/17) continuing the trend from 2013.

#### 6.6 Performance

Confirmed data on the affordable housing completions during quarter 3 was not available in time for it to be included in this report. Service level intelligence suggests that the number of affordable homes completed for 2016/17 is likely to exceed the number of completions achieved during the previous financial year. Quarter 2 result shows that there have been 158 completions during 2015/16 (average 40 per quarter) and an additional 109 during the first two quarters of this financial year reaching a total for Apr 2015 Sep 2016 of 267. This is below an average of 50 per quarter (200 per year) needed to fully deliver this priority.

#### 6.7 Priority delivery status

***Confirmed Q3 actual completions data is not available. The latest available data shows that more completions are required on average each quarter to achieve the priority's target.***

#### **(C) Priority for Improvement: Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy**

#### 6.8 Demand

The number of Highways and Transport Service requests received through the Contact Centre has continued the downward trend started in quarter 1.

#### 6.9 Performance

The milestone regarding the submission of the detailed planning application to WBC for the Market Street Redevelopment has been completed as per the revised timescales (quarter 3) with planning permission being granted in Dec 2016.

Continued delay due to ongoing court action resulted in the London Rod Industrial Estate Redevelopment falling behind schedule.

A number of measures have been put in place to address delays in the work required to achieve 94% of West Berkshire households having access to superfast broadband by the end of March. Whilst progress is being made, the target for March 2017 is likely that will be missed and the service is going to discuss the target with the project board and will report back with their decision. Close contract monitoring will focus on achieving the completion of the network by the end of 2017.

Performance has already exceeded the target set for the end of year for the completion of the flood prevention and drainage improvement schemes.

The Highway Improvement Programme is virtually complete and it is expected that 95 out of the 100 programmed schemes will be complete by year end, thus meeting the target. Only a few schemes have had to be deferred due to utility works and these will therefore be carried forward to next year.

#### 6.10 **Additional intelligence**

£6m has been awarded by the Thames Valley Local Enterprise partnership from the latest government Growth Deal towards improvements to Newbury Rail Station and the area to the South of the station. This will complement the new Market Street development and will provide better access to this important gateway to Newbury (Expected delivery by 2020).

#### 6.11 **Priority delivery status**

**A number of measures that are part of this priority's delivery are behind schedule but with plans in place to improve performance.**

**(D) Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults**

#### 6.12 **Demand**

**Adult Social Care** - The total number of safeguarding concerns for Q3 has reduced compared to Q2 but overall there is an upward trend over the last 3 years. Of those concerns meeting the threshold, 50% proceeded to a full S42 enquiry which is considered to be a good rate of conversion in comparison to national data (40%) and strong indication that cases presented are appropriate. DoLS (Deprivation of Liberty Safeguards) year end prediction for the number of applications received has been slightly revised from 700 down to 670 based on the current rate and it is still high compared to last year's levels.

**Children and Family Services** - The challenges in regard to the volume of contacts being made to the front door of children's statutory services have continued and are being monitored. Alongside other agency colleagues within the MASH (Multi-Agency Safeguarding Hub), the service has an increasingly sophisticated understanding of the data. However, the Early Help and Targeted Services pathways need to be strengthened as work is escalated and stepped down across different tiered services.

The reduction in the Looked After Children numbers and Child Protection Plans continued to be successfully maintained. The number of children in need have also seen a downward trend (with a more significant reduction by the end of quarter 3).

### 6.13 Performance

It was previously reported that improvements had been made to address the fact that only four out of the five Adult Social Care Services inspected (three care homes, Shared Lives and the Reablement Service) were rated by the Care Quality Commission (CQC) 'Good' or better in the area of safe. (see exception report).

Timeliness of responding to adult safeguarding concerns was below target at the end of quarter 3 due partially due to data recording practices although these are being addressed. The other available data provides reassurance that the necessary work is being done to address individuals' safeguarding concerns. (see exception report)

The Improvement Programme across Children and Family Services continues to progress and consolidation is becoming embedded across many areas of practice.

The changes to the Children's service made earlier in the year with the creation of a Multi Agency Safeguarding Hub (MASH) and the Children in Care Team (CiCT), are now beginning to evidence improved processes and building towards improved outcomes. The MASH which is within the Contact, Advice and Assessment Service underwent significant scrutiny in December 2016 with a two day monitoring visit undertaken by Ofsted. Their findings (yet to be published at the time of writing) evidenced a strengthening of the safeguarding systems and thresholds. They also analysed the assessments and strategy meetings with largely positive results.

### 6.14 Additional intelligence

Adult Social Care service has completed the implementation of the new team structure but is experiencing difficulties in recruitment, especially Occupational Therapists and experienced Social Workers, which is impacting on the service's ability to support Safeguarding, DoLS and complex case work.

The challenge of Social Work recruitment in Children's Service is still evident, but the service continued the reduction in use of agency social worker staff. Over the next two quarters the service will be focusing on the training and retention offer in recognition of the 'social worker market' and offers being made by neighbouring boroughs, alongside the challenges to appoint to experienced senior and management social work roles.

### 6.15 Priority delivery status

**Local intelligence from Adult Social Care and Children & Family Service plus feedback received from Ofsted's monitoring visit suggest good progress is being made to deliver this priority.**

## (E) Priority for Improvement: Support Communities to do More to Help Themselves

### 6.16 Demand

The Council had to identify unprecedented levels of savings as a result of the significant funding reductions by government. For 2017/18 it was estimated that the Council's budget would be £117m and to achieve a balanced budget, £8m of savings would have to be identified. Internal restructures and a potential increase in Council Tax would cover the majority of these required savings. In addition, a public consultation was conducted between Oct and Dec 2017 on just under £1m savings/income proposals which impacted on the public. Solutions continue to be explored with Parishes and communities on how to help them help themselves to deliver some of the key services that they value.

### 6.17 Performance

Progress has been made on a number of work streams that are part of this priority:

- **The new multi agency Community Resilience Team** is due to start on April 1st and will comprise officers from both the Council and Thames Valley Police. The team will seek to enhance community engagement through a range of activities including community conversations. This approach is also one of the two short term priorities of the newly agreed Health and Well Being Board's Strategy.
- The **Building Community Together co-design work** with partners and the subsequent creation of the Emotional Health Academy and Emotional Health Triage has led to improvements in the outcomes for over 400 children. Staff (mostly in schools) have been trained in emotional health support and this has led to reductions in Tier 3 CAMHs referrals (33%) and waiting list (43%).
- Together with Reading University, students in areas relating to therapeutic functions have been selected for placements in West Berkshire's workforce to increase resources and extend workforce development strategies. Berkshire's Building Community together programme has been recognised and showcased at national level. Consultancy is being offered to other local authorities as an opportunity to draw additional income into the Council.
- **The devolution agenda** has also progressed. A new devolution prospectus is in preparation and will be launched in April. It will set out a menu of services from which Parish and Town Councils can choose to take on. Individual discussions continue with a number of Parish and Town Councils with libraries being the main discussion point at the moment as the Council moves towards a new service delivery model which will, in a number of cases, involve communities doing more to help support their own library provision.
- **Neighbourhood Development Plans and Parish Plans** - Work continues with 5 communities (Purley, Hamstead Marshall, Enborne, Thatcham and Brightwalton) to refresh their Parish Plans. These plans give local people the opportunity to engage with other residents, community groups, and service providers to set out a vision for their community.

## 6.18 Priority delivery status

**Progress is evident on a number of work streams that are part of this priority's delivery.**

### (F) Overarching aim: Become a More effective council

## 6.19 Performance

Corporate Programme Board is monitoring a range of initiatives that support the aim of becoming a more effective council. The key updates for quarter three relating to these initiatives are:

- **Asset Management** – The Council is exploring a number of approaches and business cases to identify ways to generate income or meet its statutory duties based on the way assets are managed.
- **Demand Management** – The New Ways of Working in Children's Services have been implemented covering new services (MASH, Early Intervention Service, Children in Care Service). Progress is being made to identify solutions for managing the demand on Legal, ICT, Finance and HR services. The Digital Transformation Programme is exploring solutions to streamline a number of processes and make better use the technology in making the Council's services more effective.
- **Commercialisation** – progress continued in this area with alternative service delivery models being explored. Services offered to Schools and Academies are also being looked at as are shared services and assessing a different approach to procurement.
- **Services Review** – Waste Service Review – The Waste Service Review is complete and following recommendations a Waste Service Project Group has been formed and is working on a waste savings strategy.
- **Staffing arrangements** – 'Valuing each other' project utilised a very productive focus group based approach for engagement with staff. The initial findings have been evaluated and one of the first outcomes (the removal of scores from the appraisal process) has been implemented. This will continue with follow up sessions with the focus groups.

## 6.20 Additional intelligence

The basket of key accountable measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that:

- 65% (24 / 37) of the reported measures are Green and expected to be achieved or exceeded at the year end:
- 8% (3 / 37) are reported Amber (behind schedule but still expected to achieve the targets) and:
- 27% (10 / 37) are reported as Red (do not expect to/have not achieved the activity or target).



This level of performance across the council is below that achieved for quarter 3 2015/16, when 79% (19 / 24) of measures were RAG rated Green, 17% (4 / 24) Amber and 4% (1 / 24) Red. (see exception reports for further details).

An analysis of the ten measures RAG rated red this quarter shows that the ones with a greater degree of significance are:

- Three of the education attainment measures are below targets. These relate to results at KS2 for all pupils, for the KS2 disadvantaged pupils cohort and for the Free School Meals cohort at the end of Year 1 for Phonics.
- Two measures relate to the timeliness to making decision on new or changes in circumstances to benefit claims – these have already been highlighted as part of Q2 report and no alternative plans or targets have been proposed.
- The timeliness of the claims for discretionary housing payment determination has been impacted by a staffing vacancy.
- The DTOC measure, whilst improved from Q2, continues to underperform compared to the ambitious target and is impacted by unprecedented demand on A&E services and capacity in the homecare and nursing/residential placements market. (See exception reports for further details.)

#### 6.21 Overarching aim delivery status

**The Programme Board is monitoring and reporting progress of a number of work streams.**

**The Council's Services Overall performance (key accountable measures) is below the level achieved for quarter 3 of the previous year.**

## 7. Core Business Measures

### 7.1 Core business: **Protecting our children**

At the end of quarter 3, good performance is evident regarding the timeliness of single assessments, child protection reviews and LAC reviews, completions of health assessments and dental checks.

**The results of the majority of the measures indicate that they are on the trajectory to achieve the expected end of year performance. The timeliness to conclude care proceedings for children's social care is expected to underperform against the year end target (see exception report for details).**

### 7.2 Core business: **Bin collection and street cleaning**

The estimated result for the household waste recycled, composted, reused or recovered (84.5%) has further improved and is above the year end target (80%). Similarly the measure regarding the level of litter, detritus and graffiti achieved a 'good' assessment (better than the target).

**There are no issues to highlight regarding this core business area.**



### 7.3 Core business: **Providing benefits**

The average number of days to make a full decision on new benefit claims and to make a full decision on changes in a benefit claimant's circumstances have increased to 23.3 days (target 18.5) and decreased respectively to 10.9 days (target under 8 days).

**This is an area already reported at Q2 as not on track to achieve the end of year targets. See exception reports for further details.**

### 7.4 Core business: **Collecting Council Tax and Business rates**

Quarter two results show that the activity is on track to achieve the end of year targets for the 'in year' collection of Council Tax and also the Business Rates.

**There are no issues to highlight regarding this core business area.**

### 7.5 Core business: **Ensuring the wellbeing of older people and vulnerable adults**

Results are above the targets for the timeliness of reviews of adult social care clients with a long term service (77.1% vs target 75%), timeliness of financial assessments referred to the Financial Assessment & Charging team (99.6% vs. target 90%) and the measures relating to reablement/rehabilitation service.

The Delayed Transfers of Care (DTC) measure has improved from quarter 1 but it still indicating that the very challenging target (4) is unlikely to be met. Options are being explored to create capacity in the nursing/residential care market but these have significant budget implications. (see exception report for further details).

**Good performance to be noted relating to the majority of the measures for this core business area.**

**Results for DTC measure will be reviewed once quarter 3 data is published to assess the impact of improvement plans put in place.**

### 7.6 Core business: **Planning and housing**

Good performance achieved last quarter continues for quarter 3 for the majority of the measures, including for the timeliness of determining planning applications (major, minor and other), prevention of homelessness and timeliness of the Disabled Facilities Grant's approval.

The adoption of the Housing Site Allocation Development Plan Document (HAS DPD) is now on track to achieve the revised target of June 2017 (previously Dec 2016).

The timeliness to determine the claims for Discretionary Housing Payments has further improved this quarter but at 65.3% is RAG rated Red against the end of year target of 70% (see exception report for further details).

**Good performance for the majority of the measures should be noted in relation to this core business area.**

**The only areas requiring attention is the timeliness of determining the claims for Discretionary Housing Payments and relates to staff recruitment issues (see exception reports).**

## 8. Conclusions

- 8.1 The results achieved by the end of Quarter 3 2016/17 show the following progress for the **priority areas** of the Council Strategy 2015-2019 (see the attached scorecard):

**Education Attainment and Gap** – actions have been put in place to address results below expected levels at KS2 and Year 1 Phonics Decoding for Free School Meals cohort. Confirmed KS4 results have not yet been published.

**More Affordable Housing** – confirmed data for Q3 is not available. The latest available data showed the average quarterly completions below the level needed to achieve the priority's target.

**Infrastructure Improvements** – some of the measures or milestones are behind schedule but plans are in place to improve performance and achieve targets.

**Safeguarding children and vulnerable adults** - Local intelligence from Adult Social Care and Children & Family Service plus feedback received from Ofsted's monitoring visit suggest good progress is being made to deliver this priority.

**Support Communities** – progress is evident on work streams relating to this area and plans are advancing to further focus the delivery of this priority.

- 8.2 **The Corporate Programme Board** is coordinating a number of initiatives in order to support the delivery of the overarching aim 'An Even More Effective Council'.

- 8.3 **Core business areas'** performance:

**Bin collection and street cleaning** and **Collecting council tax and business rates** – are evidencing overall good progress

**Protecting our children, Older people & vulnerable adults' wellbeing** and **Planning and housing** – are on the planned trajectory for the majority of their measures but also include areas that require further improvements (see exception reports).

**Providing benefits** – the performance measures in this area are unlikely to achieve the end of year targets following changes in the service delivery resources (from contractors to newly employed staff) needed to achieve savings at the start of the year.

- 8.4 Quarter three performance 2016/17 (65% of reported measures rated Green, 8% Amber and 27% Red) was below the one for Quarter three in 2015/16 (79% of measures rated Green, 17% Amber and 4% Red).

## 9. Appendices

- 9.1 Appendix A - Supporting Information

# Key Accountable Measures (KAMs) 2016/17

Update on progress: Quarter 3 YTD (October – December 2016)

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West Berkshire  
C O U N C I L

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## 1. Purpose and Conventions

To provide an update on progress against the council's Key Accountable Measures (KAMs) for 2016/17.

The key measures 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 priorities in the Council Strategy and to the core business 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.

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) (P) indicates that an outturn is an estimate/provisional and will be confirmed during the year.

Where measures 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.

## 2. Comparative Outturns

This will only relate to standardised, nationally reported measures. By default the data is compared to England as a whole. Our relative standing is presented as quartiles (i.e. 4th quartile up to 1st quartile). Where available, this is included against the previous year's outturn. Where a direct, national comparison is not available, this is labelled as 'local'. Because of the timescales involved in central government, compiling, validating and

publishing relative statistics, these are only published 6-12 months in arrears, sometimes longer.

### **3. Measures of Volume**

In addition to the key accountable measures, a number of contextual measures are recorded. These are non-targeted measures, which serve to illustrate the workload in a service, as well as how this may have changed from the previous quarter, or on a like-for like basis, to the same period last year. These are presented in a dashboard in the last section of this report.

#### 4. Overview of Performance

Across this reporting framework as a whole, 44 KAMs are captured, 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.

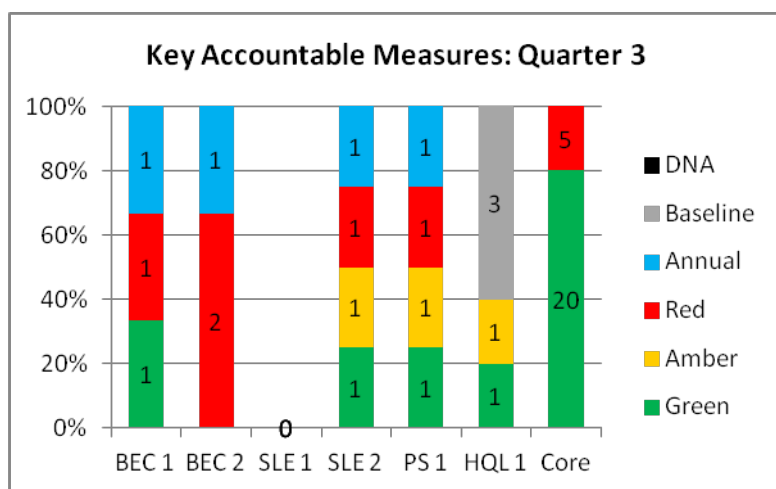
Education operates on an academic year. Therefore, attainment results refer to the 2015/16 academic year, where exams were taken in September 2016.

Of the 44 reported measures, outturns are available for 40. At the time of publication, 4 measures were unavailable as they are 'Annual' and due to be reported in quarter 4. Of the reported measures, 3 are being recorded as a baseline for targeting next year.

Therefore, of the 37 measures reported (excl. baselines):

- 24 (65%) are reported as 'green' – or are on track to be delivered by year end.
- 3 (8%) is reported as 'amber' – behind schedule, but expected to be delivered within the year
- 10 (27%) are reported as 'red' - not delivered, or not expected to be delivered within the year

Chart 1 below shows outturns by Strategic Priority.



- BEC 1 - Improve educational attainment
- BEC 2 - Close the educational attainment gap
- SLE 1 - Enable the completion of more affordable housing
- SLE 2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy
- PS 1 - Good at safeguarding children and vulnerable adults
- HQL 1 - Support communities to do more to help themselves
- Core - Core business

Chart 1

For those measures reported as 'amber' or 'red', details of the assessment, any remedial action taken and any strategic action required can be viewed in the Exception Reports at the end of section 6.

#### 5. Quarterly service requests for reviews of measures / targets

In 2015/16, a new performance framework was introduced that gave Heads of Service the option to amend their service plans on a quarterly basis in order to ensure they reflect the

reality of the service. This would for example include, which measures were still relevant, where they are reported to and any agreed targets. As part of the quarterly reporting, approval for any amendments is sought from the appropriate decision maker e.g. changes to Key Accountable Measures will need to be approved by Corporate Board and Executive Committee. The request being made this quarter are for:

## **Measures of Volume**

### **No. of transactions through WBC website for 'most requested tasks'**

**REQUEST:** Replace with 'Number of individual sessions (customer contacts) through our websites'. When matched with other contact data, this will provide benchmarking information.

We are aiming to have a more joined up approach to measuring the council's service two main contact channels, which are the internet and telephone calls. The transaction figures in isolation show the peaks and troughs of online usage; however they do not tell us how this compares to other contact channels. Also, the inclusion of viewing of planning applications, as a transaction, skews the overall figures because it was identified as a 'top task' rather than a transaction and has a substantially higher figure than the other transactions. The current measure therefore, doesn't reflect the overall picture of how people use our services and information online.

*(Please refer to the Exception Reports for full details.)*



Rachael Wardell / Ian Pearson		Education Service				Q3 2016/17	RED	
Indicator Ref: BEC2edAY09		At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined						
Executive	2013/14 Year End	2014/15 Year End	2015/16 Academic Year				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	Annual	Annual	■	Annual	Top 25%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	-	-	-	-	Rank 50 / 152 Quartile B	-		
<b>REASON FOR RED:</b>								
<p>The 2016 key stage 2 assessments (KS2) for eleven year olds are the first which assess the new, more challenging curriculum introduced in 2014. The new primary assessments are a mixture of tests and teacher assessment. Ofsted's National Director, Sean Harford, has advised that this year's results need to be treated with caution. This is due to the schools getting used to the new tests and also likely variations in judgements in teacher assessments across schools and local authorities.</p> <p>In the key measure of Expected Standard in Reading, Writing and Mathematics (RWM) West Berkshire scored 56% which is above the national scores of 54%. The reason West Berkshire is in Quartile B in the key measure of Expected Standard in Reading, Writing and Mathematics rather than Quartile A is largely due to low scores in writing which are Teacher Assessed. Reading scores, which were based on tests, are quartile A (rank 33/152) compared to writing (rank 125/152) which is quartile D. Mathematics is also quartile B (rank 75/152). However, this is an improvement on 2015 rank of 94/152.</p> <p>West Berkshire has previously had a consistent trend of very high performance in writing. The drop against national in 2016 can be seen to be partly due to the impact of variation in teacher assessment nationally. High reading tests scores support this point. However, evidence from local authority writing moderations showed that, in some schools, pupils were judged not to have reached the expected standard due to insufficient evidence of breadth and depth of writing, inconsistent spelling, and weaknesses in grammar and punctuation. Boys' writing scores were also typically lower than girls.</p> <p>In mathematics, the performance of girls lags behind that of boys. School analysis also shows that, in some schools, pupils did less well in the</p>								

reasoning aspects of mathematics paper.

#### **REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:**

##### **Writing and Mathematics**

- KS2 performance data was used to identify 10 schools for a Reading/Writing network and 10 schools for a mathematics network. These schools are receiving bespoke support and training to improve scores in 2017 from the LA Teaching and Learning School Improvement Adviser. The mathematics network is focusing on supporting year 3/4 teachers improve the performance of girls. The Reading/Writing network is also being supported by Nikki Gamble, a nationally renowned trainer and author on improving reading and writing.
- Schools which were moderated in writing were given very detailed feedback about what to do to improve writing scores. Schools which are being remoderated in 2017 are receiving early support visits to ensure that schools are on track to improve performance in 2017.
- The LA will continue to support LINK group moderations to help teachers identify what pupils need to demonstrate to achieve the expected standard or higher in writing.
- LA presentation was given to all headteachers and English subject leads about “lessons learned” from moderation of writing, identifying good practice and common areas for improvements. Headteachers and English subject leads have also been briefed on ways to engage boys in reading and how to motivate boys to write.
- The LA has organised a Literacy Shed Conference on Multi modal literacy for teachers and English Subject leads
- The LA is participating in the implementation of the Maths Mastery approach through involvement in the regional Maths Mastery Hub. A group of teachers are being trained in this approach which will be disseminated to all schools. CPD is being offered through the year on Maths Mastery.
- The LA teaching and learning consultant provides regular updates to schools on key resources to support improving standards in English and maths e.g. “No Nonsense Spelling, “ “No Nonsense Grammar” “Maths No Problem”, and termly meetings for English and maths co-ordinators which are used to disseminate key messages. The LA offers extensive CPD on all key aspects of improving reading, writing and mathematics. E.g. improving grammar, punctuation and spelling; bar modelling in mathematics.
- School Improvement Advisers are working with headteachers to set challenging targets for maths and writing and to ensure that school improvement plans have clearly identified actions to improve results.

**AND ALTERNATIVE PLANS:**

Termly monitoring of schools' progress against school targets. This is achieved through School Improvement Advisers visits. If schools are not on track , then schools must provide a plan of action to remedy this

**FINANCIAL IMPLICATIONS:** None

**SERVICE PLAN UPDATES REQUIRED:** None

**STRATEGIC ACTIONS REQUIRED:** None

Rachael Wardell / Ian Pearson		Education Service				Q3 2016/17		RED	
Indicator Ref: BEC2edAY07		Yr1 Phonics: Proportion of pupils eligible for Free School Meals (FSM) achieving expected level in Phonics decoding							
Executive	2013/14 Year End	2014/15 Year End	2015/16 Academic Year				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	-	★	Annual	Annual	■	Annual	59%	Higher is better	
Qrtly outturn	-	-	-	-	-	-			
YTD outturn	50%	55%	-	-	54%	-			
<b>REASON FOR RED:</b>									
<ul style="list-style-type: none"> <li>The reason for red is that whilst results in the Year 1 phonic scores rose from 77% in 2015 to 80% in 2016 ( national 81%), the percentage of Free School Meals (FSM) pupils passing the test fell from 55% to 54%.</li> <li>Numbers in the cohort are small 177/1955 and in many schools are 1 or 2 pupils in a year group. Schools with low numbers of FSM may not be as skilled at identifying and addressing their needs, especially the importance of early intervention and working with parents.</li> <li>Some schools only start using additional phonics teaching for pupils once they have fallen behind</li> <li>Three of the schools which have the highest number of Pupil Premium (PP) pupils had low PP scores in 2016. Leadership of the teaching of phonics has now improved in these schools.</li> </ul>									
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>									
<ul style="list-style-type: none"> <li>Based on an analysis of 2016 phonic results, a group of 6 schools have been identified to work with the LA teaching and learning consultant to improve results. PP pupils will be targeted for additional teaching. Teachers will identify strategies for more effective ways to engage parents of PP pupils. A tracking document for (PP) pupils, Special Educational Needs (SEN) and gender has been presented to these schools. Schools have also been trained how to analyse their data to calculate through the year how many pupils are “on track” to pass the test. The LA will scrutinise this data with the school in the spring term.</li> <li>The phonics FSM tracking document has been opened up to all schools.</li> </ul>									

- The LA CPD programme runs 2 phonic courses a year for teachers “Letters and Sounds – planning to meet children’s needs in phonics”.
- School Improvement Advisers have ensured that Headteacher have set challenging targets for the Year 2 phonics retake and the Year 1 phonics test 2017.
- Some of the schools with low FSM phonic scores also part of the KS1 Pupil Premium network.
- All school have access to the termly PP network for schools.

**SERVICE PLAN UPDATES REQUIRED:** None

**STRATEGIC ACTIONS REQUIRED:** None

Rachael Wardell / Ian Pearson		Education Service				Q3 2016/17		RED	
Indicator Ref: BEC2edAY10		To improve on 2015 rankings for disadvantaged pupils in KS2 for 2016							
Executive	2013/14 Year End	2014/15 Year End	2015/16 Academic Year				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	-	-	Annual	Annual	■	Annual	Improve on 112	Higher is better	
Qrtly outturn	-	-	-	-	-	-			
YTD outturn	-	-	-	-	Rank 122 / 152	-			
<b>REASON FOR RED:</b>									
<p>The 2016 key stage 2 assessments (KS2) for eleven year olds are the first which assess the new, more challenging curriculum introduced in 2014. The new primary assessments are a mixture of tests and teacher assessment. Ofsted's National Director, Sean Harford, has advised that this year's results need to be treated with caution. This is due to the schools getting used to the new tests and also likely variations in judgements in teacher assessments across schools and local authorities</p> <p>The number of disadvantaged pupils (Free School Meals in the last 6 years) in West Berkshire Year 6 cohort for eleven year olds is very small i.e. 307/1682. The number of current Free School Meals (FSM) in Year 6 is even smaller at 123 pupils.</p> <p>Identified reasons for the low rank</p> <ul style="list-style-type: none"> <li>The LA is rank 122 for this key measure of Expected Standard in Reading, Writing and Mathematics(RWM) due to only 33% of pupils achieving this measure ( 39% nationally) compared to 61% of pupils who are not disadvantaged.(60% nationally). However, when considering the performance of Free School Meals pupils (i.e. those currently receiving FSM) the rank is higher at 83 which is an improvement on the 2015 rank of 131.</li> <li>Disadvantaged pupils fare less well than their peers and also with national in each of the single subjects and especially in mathematics and writing. 2016 results for disadvantaged pupils can also be seen to be adversely affected by the unexpectedly very low scores in teacher assessment of writing for all pupils, falling from rank 16/152 to rank 140. West Berkshire has previously had a consistent trend of very high performance in writing.</li> <li>The drop in performance of three large primary schools with high percentages of disadvantaged pupils impacted negatively on overall</li> </ul>									

scores (14%).

- Headteachers cited a lack of resilience on the part of some disadvantaged pupils which meant they did not complete some of the new more challenging tests.

The reasons for low attainment for disadvantaged pupils are complex and can vary from school to school depending on the barriers those pupils face. Schools and the LA have raising achievement for these pupils as a key priority and there is no complacency. Typically, WB disadvantaged pupils are of White British origin – one of the lowest achieving groups nationally at all ages. Disadvantaged pupils from other ethnic groups achieve more highly e.g. Chinese, Bangladeshi and Indian. Several reasons have been offered for the differing performance between ethnic groups, including relative levels of aspiration, socio-economic inequalities and the prominence of particular cultural and curricular norms in education. The low 2016 scores do mask the improved provision in schools for disadvantaged pupils which is consistently reflected in positive Ofsted reports.

#### **REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:**

- Dedicated pupil premium (PP) KS1 network of 10 schools which are receiving bespoke support from the LA strategic lead for PP. There is a specific focus on working effectively to increase engagement with parents and how to gain most impact with pupil premium funding.
- Pupil premium network for all schools meet on a termly basis to share good practice and “get underneath” some of the issues.
- Pupil premium is a standing item at English and mathematic networks.
- Head teacher and Leadership/Governor Forums have had a dedicated focus on analysis of 2016 pupil premium results and what more can be done to improve.
- Targeted schools have pupil premium reviews provided by the LA. Approximately one third of WB schools have undertaken a pupil premium review.
- School Improvement Advisers (SIAs) who visit each school have worked with all Headteachers to ensure that challenging targets are set for PP pupils. The LA PP strategic lead has provided comprehensive PP data for SIAs for individual schools to analyse where patterns of achievement are low are and set key priorities.
- The LA Education vulnerable pupils group regularly discusses how improvement for these pupils can be raised and share strategies and information across Education.

**FINANCIAL IMPLICATIONS:** None

**SERVICE PLAN UPDATES REQUIRED:** None

**STRATEGIC ACTIONS REQUIRED:** None

Nick Carter / Kevin Griffin		ICT & Support Services				Q3 2016/17	RED	
Indicator Ref: SLE2ict02		Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	■		94%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	83%	83%	57,859 83.5%	58,832 84.9%	59,963 86.5%			
<b>REASON FOR RED:</b>								
<p>Gigaclear have expanded the build into more areas and taken on additional sub-contractors to increase the rate of network build. Their relationship with West Berkshire Highways has improved but still subject to the occasional issue that slows progress. The imposition of a 'Christmas embargo' (preventing build in specific areas during December) also had an impact on the planned build activity in some areas.</p> <p>Whilst Gigaclear has increased the rate of build over the last quarter, they will need to more than double to current rate of delivery over the next 12 months in order to complete the network build by the end of 2017.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<p>Gigaclear have acknowledged to rate of network build that is required and are bringing on board additional civils sub-contractors to address the delayed schedule in West Berkshire. This will also support the additional contracts recently secured across the south of England. It is highly unlikely that Gigaclear will reach the expected 94% by 31<sup>st</sup> March 2017 but they are expected to start closing the gap. This is being closely monitored by Superfast Berkshire to ensure that Gigaclear are being more proactive in addressing the speed of delivery. Gigaclear should be expanding their network at more than 3.5% per quarter.</p>								
<b>FINANCIAL IMPLICATIONS:</b>								
<p>There are no financial penalties for a late delivery under the phase 2 contract with Superfast Berkshire. However, Gigaclear are only paid once they can demonstrate that they have completed the build (and properties have been tested and available to take service).</p> <p>There are no financial implications for Superfast Berkshire, West Berkshire Council or local communities. Just the frustration that faster</p>								



broadband will have taken longer than was originally anticipated.

**SERVICE PLAN UPDATES REQUIRED:**

The service is going to discuss the target with the project board and will report back in Q4 as to their decision.

The delivery will continue to run into 2017/18 (as expected) and reaching 99% by Q3.

**STRATEGIC ACTIONS REQUIRED:** None

Nick Carter		Chief Executive Officer (CEO)				Q3 2016/17	AMBER	
Indicator Ref: CEO3		<b>Milestone 1 - London Road Industrial Estate Redevelopment (LRIER) with St. Modwen Plc.</b> Dependent on determination on JR (Aug/Sept 16) - St Modwen to create a business plan and present to the Project Steering Group for approval during Q1 2017						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	⊙	◆	◆		April-17	-
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	-	-	Behind schedule	Behind schedule			
<b>REASON FOR AMBER:</b> Continued delay due to ongoing court action. The Judicial Review action was won in the high court, however the appellant has sought leave to appeal the decision on the grounds of procurement and this is still pending.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b> None								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

Rachael Wardell / Tandra Forster		Adult Social Care (ASC)				Q3 2016/17	AMBER	
Indicator Ref: PS1asc03		Maintain % of safeguarding concerns responded to within 24 hours (Adult Social Care).						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	★	★	◆		92%	Higher is better
Qrtly outturn	91%	94%	-	(152/167) 91.1%	(138/155) 89.0%			
YTD outturn	91%	94%	(128 / 135) 94.8%	(280 / 302) 92.7%	(418 / 457) 91.5%			
<b>REASON FOR Amber :</b>								
Q3 updated following data cleansing.								
YTD 39/457 concerns were not responded to within 24 hours.								
Ytd we are still at 91.5% so believe overall target can be met.								
ASC staff are partially contributing to non performance in this KPI by staff opening up concern documents and using them to record a S42 enquiry. In order to meet the target the concern document should be closed as soon as a decision is made that further enquiries are required (within 24 hours).								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
Working directly with ASC managers to support staff to understand the relevance of each document they open in terms of process and data collection/performance. It is however reassuring to know the work is being done; it's the manner in which they are recording this work that causes a slight problem in terms of this KPI.								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

Rachael Wardell / Tandra Forster		Adult Social Care (ASC)				Q3 2016/17	RED	
Indicator Ref: P&S1asc04		% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	■	■		100 %	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	3 / 4 75%	3 / 4 75%	4 / 5 80 %	4 / 5 80 %	4 / 5 80 %			
<p><b>REASON FOR RED:</b> A CQC inspection in 2015 rated Willows Edge as good but highlighted one area, Safe as requiring improvement. This was on the basis that the service was not always safe because there were not always sufficient staff available to meet people’s needs. The provider’s medicines procedure 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 interests agreements had been obtained. The full report can be found here <a href="http://www.cqc.org.uk/location/1-111590066">http://www.cqc.org.uk/location/1-111590066</a></p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b></p> <p>Willows Edge has worked with the Care Quality team to improve performance, a recent CQ report have evidence we now meet CQC requirements. We are currently embedding outcomes, and in 3 months we are confident we will be a good service in all areas.</p> <p>A new permanent full time manager has now been recruited to further help embed good practice.</p> <p><b>FINANCIAL IMPLICATIONS:</b> None</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> None (KPI includes Shared Lives and Reablement services for 2016/17)</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> None. Whilst improvements are identified, the CQC do not consider the home is at significant risk and will not prioritise a review. The home will remain categorised as ‘requiring improvement’ until a further review takes place.</p>								

Nick Carter / Lesley Wyman		Public Health and Wellbeing				Q3 2016/17	AMBER	
Indicator Ref: HQL1phwb01		Tackle loneliness and social isolation by increasing the number of people who have connected with a service through the village agents volunteer scheme.						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			◆	◆	◆		120 pq (480pa)	Higher is better
Qrtly outturn	-	-	-	121	108			
YTD outturn	-	-	71	192	300			
<b>REASON FOR AMBER:</b>								
<p>Since 2014, the number of referrals to other agencies made by a village agent have averaged at around 120 per quarter. As shown in table one, it is not unusual for there to be a quarter with a lower number of referrals (see for example, Q2 2014/15 and Q2 2015/16). In addition, the number of referrals made to other agencies can vary from quarter to quarter, for example in 2015/16, in Q2 there was 90 referrals made but this had more than doubled to 193 in the next quarter.</p>								
<b>Table 1: Village Agent data collection (2014/15 to 2016/17)</b>								
	Number of referrals to other agencies made by a Village Agent							
	2014/2015	2015/2016	2016/2017					
April to June	133	105	71					
July to September	59	90	121					
October to December	143	193	108					
January to March	144	123	tbc					
Total	479	511	300					
<p>Between April 2016 and June 2016, two village agents were off sick, two parishes did not have a village agent and some village agents were making repeat visits to previous clients, so did not need to make any referrals. Also in this quarter, 7 village agents did not have any clients and</p>								

one village agent couldn't work due to illness. There were also only 16 referrals from other agencies, which was a drop from the previous quarter (January 2016 to March 2016) where there were 25 referrals to the Village Agent scheme.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:**

All the Village Agents have been actively involved in publicising the service attending Parish council meetings, Village Fetes, afternoon clubs etc. Several of them do regular pieces in their Parish Magazines about the various services that attend to give ongoing training at the monthly meetings. As shown in table 2 below, the number of referrals to the Village Agent scheme has increased from 48 in 2014/15 to 98 in 2015/16. This trend is continuing in 2016/17 and it is anticipated that more referrals will result in further referrals to other agencies.

**Table 2: Number of referrals into the Village Agent Scheme, 2014/15 to 2016/17**

	Number of referrals to Village Agent Scheme		
	2014/2015	2015/2016	2016/2017
April to June	12	17	16
July to September	7	21	35
October to December	13	35	31
January to March	16	25	tbc
	48	98	82

- Speed Volunteer dating Event (Thursday 9<sup>th</sup> February 2017) to recruit more village agents (and other volunteers)
- Ongoing promotion with adult social care (Garry Poulson is delivering a presentation)
- Increased promotion to GP practices
- Obtain client feedback through satisfaction survey to address any concerns

**STRATEGIC ACTIONS REQUIRED:** None

Rachael Wardell/Mac Heath		Children and Family Services				Q3 2016/17		RED	
Indicator Ref: P&S1c&f14		The number of weeks taken to conclude care proceedings (Children's Social Care)							
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	-	★	◆	◆	■		26 weeks	Lower is better	
Qrtly outturn	-	-	-	-	-				
YTD outturn	31	23	30	30	29				
<b>REASON FOR RED:</b>									
<p>This indicator measures the average number of weeks taken to conclude care proceedings for those concluded year to date. Although the majority of our cases fall within this threshold, there are a minority of cases where long delays have been unavoidable. The average has been pushed up as a result. We continue to be above the national average and are in discussion with the judicial and Local Family Justice Board (LJFB), as Court capacity has contributed to our proceeding timescales.</p>									
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>									
<p>An additional line has been added to our Internal 'Data Zone' to allow us to monitor 'month on month' as well as year to date performance. There continues to be discussion at Performance Board to ensure that delays are unavoidable and in the best interests of the child/young person concerned.</p>									
<b>FINANCIAL IMPLICATIONS:</b> None									
<b>SERVICE PLAN UPDATES REQUIRED:</b> None									
<b>STRATEGIC ACTIONS REQUIRED:</b> None									

Nick Carter / Sean Anderson		Customer Services				Q3 2016/17	RED	
Indicator Ref: CBdcus01		The average number of days taken to make a full decision on new Benefit claims						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	■	■		<18.5 days	Lower is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	17.86 days	19.04 days	22.8 days	23.14 days	23.27 days			
<p><b>REASON FOR RED:</b> In order to meet immediate (December 2015) budgetary requirements, experienced contractors had their contracts terminated in February 2016. The contractors were initially employed as a temporary resource to enable the Council to avoid potential redundancy costs arising out of the anticipated impact of Universal Credit on the Housing Benefit Caseload. Contractors by their nature come at a significant mark-up compared to their full time equivalent and with Universal Credit now scheduled for full working age implementation by 2020/21 it was cost beneficial to take on full-time staff. Whilst the new staff work up their experience it was known that performance would slip compared to previous years and indeed this has been the case. It will not be possible to achieve on-target this year it is thought that as long as the establishment remains stable and not withstanding any as yet unforeseen consequences of the welfare reform programme this service should improve next year and should be able to achieve target performance.</p> <p>As an indication as to where we are in a national context, the recently released performance figures from the DWP place current performance within the national average for quarter 1 of 2016/17.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> Over the coming months, we will improve performance to ensure we achieve the target of &lt;18.5 days during Q4, even though we will not be able to reach this target for the year overall.</p> <p><b>FINANCIAL IMPLICATIONS:</b> Potential loss of Subsidy Grant around 'Local Authority error overpayments' as a result of delays in processing claims has been mitigated but this area is being closely monitored to avoid such an occurrence.</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> Should resources need reviewing in the light of the reduction in Administration Subsidy, performance targets will need to be re-aligned to match the reduced capacity of the service.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> Nothing at this stage but performance targets may need revisiting in light of the comments made above.</p>								



Nick Carter / Sean Anderson		Customer Services				Q3 2016/17	RED	
Indicator Ref: CBdcus01		The average number of days taken to make a full decision on changes in a Benefit claimants circumstances						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	■	■		<8 days	Lower is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	6.18 days	5.85 days	13.31 days	12.16 days	10.92 days			
<p><b>REASON FOR RED:</b> In order to meet immediate (December 2015) budgetary requirements, experienced contractors had their contracts terminated in February 2016. The contractors were initially employed as a temporary resource to enable the Council to avoid potential redundancy costs arising out of the anticipated impact of Universal Credit on the Housing Benefit Caseload. Contractors by their nature come at a significant mark-up compared to their full time equivalent and with Universal Credit now scheduled for full working age implementation by 2020/21 it was cost beneficial to take on full-time staff. Whilst the new staff work up their experience it was known that performance would slip compared to previous years and indeed this has been the case. As we work through the year there is evidence that indicates that turnaround times are improving and whilst it will not be possible to achieve on-target this year it is thought that as long as the establishment remains stable and not withstanding any as yet unforeseen consequences of the welfare reform programme this service should improve next year.</p> <p>As an indication as to where we are in a national context, the recently released performance figures from the DWP place current performance within the national average for quarter 1 of 2016/17.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> Over the coming months, we will improve performance to ensure we achieve the target of &lt;8 days during Q4, even though we will not be able to reach this target for the year overall.</p> <p><b>FINANCIAL IMPLICATIONS:</b> Potential loss of Subsidy Grant around 'Local Authority error overpayments' as a result of delays in processing claims, has been now been mitigated but this area is being closely monitored to avoid such an occurrence.</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> Should resources need reviewing in the light of the reduction in Administration Subsidy, performance targets will need to be re-aligned to match the reduced capacity of the service.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> Nothing at this stage but performance targets may need revisiting in view of the above.</p>								

Rachael Wardell / Tandra Forster		Adult Social Care (ASC)				Q3 2016/17	RED	
Indicator Ref: 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	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	■	■			<4.0	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	4.5	7.5	16.7	13.7 (Nov 2016)	Data due Feb 2017			
<b>REASON FOR RED:</b>								
<p>During the early part of 2016/17 (Q1), as a system we experienced unprecedented demand, this was highlighted nationally by acute trusts. This demand flowed through so saw more people needing our assistance; we are helping a significant number and performing well on getting in early and quickly establishing what needs to happen next.</p> <p>Q2 showed an improved performance for delays attributable to ASC. (dropped to 13.8) providing evidence that we have had a greater success at getting people out of hospital.</p> <p>The key challenge for West Berkshire remains access to both homecare and nursing/residential placements, which is responsible for 70% of all social care delays. This means we struggle to get a small group of people out and their average length of stay stacks up; taken together these represent the most significant cause of delays.</p> <p>We are considering options to look at how we create capacity in the residential/nursing market but this will be challenging particularly from a budget perspective. We will continue to monitor and strive to improve on our performance but there are no easy answers.</p> <p><b>* National data for November / December is not available until late February 2017.</b></p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<p>The team have been doing some intensive work to improve discharge arrangements including a weekly systems call. Work continues with North Hants, we now participate in regular systems calls, have met with the Care Commissioning Group (CCG) lead and are starting to see improvements in the discharge process.</p>								

7 day working and work through Joint Care Pathway (JCP) scheme continues.

Building relationships with North Hants and Swindon to improve discharge pathways.

Main challenges continue to be sourcing external care.

DToC continues to be an area that will be targeted through the Better Care Fund (BCF) Plan 2016/17, monitored by Health & Wellbeing Board (H&WBB).

**FINANCIAL IMPLICATIONS:** Increased cost in fines attributed to ASC as a result of higher number of delayed bed days.

**SERVICE PLAN UPDATES REQUIRED:** In Q2 a request was made to change the target, however the service no longer wish to do this. They will be reviewing the improvement target for 2017/18 but would like to see how this year ends.

**STRATEGIC ACTIONS REQUIRED:** None

Rachael Wardell / June Graves		Care, Commissioning, Housing and Safeguarding				Q3 2016/17	RED	
Indicator Ref: CBgchs09		Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	■		70%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	82 / 95 86.3 %	66 / 68 97.1 %	29 / 50 58 %	15 / 24 63 %	64 / 98 65.3%			
<b>REASON FOR RED:</b>								
Resources have been reduced - 1FTE post has been reduced to 0.5FTE, post currently vacant. We have had no DHP officer since beginning of April 2016. Other staff have therefore been picking up assessments on top of their own current workloads. We have been out to recruitment and did appoint but within a couple of weeks this person successfully applied for a secondment to a full-time role								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
We have had no DHP officer since beginning of April 2016. Other staff have therefore been picking up assessments on top of their own current workloads. We have been out to recruitment and did appoint but within a couple of weeks this person successfully applied for a secondment to a full-time role.								
<b>FINANCIAL IMPLICATIONS:</b> None								
<b>SERVICE PLAN UPDATES REQUIRED:</b> None								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

## 7. Performance Outturns by Strategic Priority and Core Business

The main body of the report presents performance outturns by Strategic Priority in 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 3-6* previous years' outturns and comparative performance
- *Column 7*: the current year's target
- *Columns 8-10*: quarterly outturn and RAG (red, amber, green) rating
- *Column 11*: supporting commentary or volume data.

This is followed by the untargeted measures of volume graphs, which give a context to the KAMs.

## Key Accountable Measures by Priority 2016/17

### BEC 1 - Improve educational attainment

ACADEMIC Year										
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	Target AY 2015/16	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
BEC1edAY06	Yr1 Phonics: Proportion of pupils achieving expected level in Phonics decoding	77%	3rd	0.8	3rd	78%	⊙ Annual	⊙ Annual	★ <b>80.0%</b>	Confirmed data
BEC1edAY08	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	-	-	Due Q4	dna	Top 25%	⊙ Annual	⊙ Annual	⊙ <b>Annual</b>	Finalised, verified data will be published in Q4
BEC1edAY09	At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	-	-	Top 50%	2nd	Top 25%	⊙ Annual	⊙ Annual	■ <b>Top 50%</b>	Ranked 50 / 152. See exception report for details.

### BEC 2 - Close the educational attainment gap

ACADEMIC Year										
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	Target AY 2015/16	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
BEC2edAY01	Yr1 Phonics: Proportion of pupils eligible for Free School Meals (FSM) achieving expected level in Phonics decoding	55%	4th	0.54	4th	59%	⊙ Annual	⊙ Annual	■ <b>54.0%</b>	Reporting the 2015/16 Academic year. See exception report for details.
BEC2edAY02	To improve on 2015 rankings for disadvantaged pupils in KS2 for 2016	-	-	Rank = 122 / 152	4th	Higher than 112	⊙ Annual	⊙ Annual	■ <b>Rank = 122 / 152</b>	See exception report for details.
BEC2edAY03	To improve on 2015 rankings for disadvantaged pupils in KS4 for 2016	-	-	Due Q4	dna	Improve	⊙ Annual	⊙ Annual	⊙ <b>Annual</b>	Finalised, verified data will be published in Q4

SLE 1 - Enable the completion of more affordable housing

\*NB. No targeted measures have been assigned. Actions are currently being monitored by the Corporate Programme Board. See Measures of Volume for 'No. of affordable housing completions'

SLE 2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
SLE2ht03	Ensure that no more than 5% of the principal road network (A roads) is in need of repair	3%	47/147 2nd	2%	dna	5%	⊙ Annual	⊙ Annual	⊙ <b>Annual</b>	Reports in Q4
SLE2ict02	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	52,085 (75.5%)	local	57,340 (82.8%)	local	65,287 (94.2%)	◆ 57,859 (83.5%)	◆ 58,832 (84.9%)	■ <b>59,963 (86.5%)</b>	The delivery will continue to run into 2017/18 (as expected) and reach 99% by Q3. See exception report for details.
CEO1	Milestone - Market Street Redevelopment: Submit detailed planning application to WBC Planning Committee	-	-	Complete	local	Dec-16	★ On track	■ Delayed	★ <b>Complete</b>	Target amended at Q2 to December 2016. Planning permission was granted in December 2016
CEO3	Milestone 1 - London Road Industrial Estate Redevelopment (LRIER) with St. Modwen Plc. Dependent on determination on JR (Aug/Sept 16) - St Modwen to create a business plan and present to the Project Steering Group for approval during Q1 2017	-	-	Complete	local	Apr-17	★ On track	◆ Delayed	◆ <b>Delayed</b>	Appeal decision is still pending. See exception report for details.

PS 1 - Good at safeguarding children and vulnerable adults

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
PS1asc03	Maintain % of safeguarding concerns responded to within 24 hours (Adult).	91%	local	94%	local	92%	★ 95%	★ 92.7%	◆ <b>91.5%</b>	Q3: 138 / 155 YTD: 418 / 457 Following data cleansing, the Q1 & Q2 data have been slightly amended. See exception report for details.
PS1asc04	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	-	local	75%	local	100%	◆ 80.0%	■ 80.0%	■ <b>80.0%</b>	Q3: 4 / 5 Relates to three homes, Shared Lives, and Re-ablement service. See exception report for details.
PS1c&f01	Improved Ofsted rating for Children and Families Service	-	-	Inadequate	-	> previous	◎ Annual	◎ Annual	◎ <b>Annual</b>	We are awaiting a re-inspection from Ofsted. This is likely to take place before March 2017.
PS1c&f02	Positive endorsement of progression from Peer Review of Children and Families Service	-	-	-	-	Mar-17	◎ Annual	★ Complete	★ <b>Complete</b>	The Safeguarding Peer Review acknowledged a number of positives through their visit and have made recommendations which continue to be progressed through the Children's Services Improvement Programme. A key priority being progressed in the service is 'there should be a focus on always doing the basics well in Children's Social Care rather than trying to deliver everything at the same time and the Team considering that now is a good time to focus on key issues when there is a strong stable workforce and a leadership team that can invoke and lead change.



HQL 1 - Support communities to do more to help themselves

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
HQL1pdcr0	All 6 communities involved in the Building Community Together have developed their community plan	-	-	6	-	-	≈ 5	≈ 5	≈ 5	Community conversations are underway in 5 of the 6 areas and local plans are under development. Hungerford and Lambourn's plans have been reported to BWB Board. Greenham will start their community conversation with a physical activities and sports event in March 17 (at the request of the community).
HQL1pdcr0	No of staff and volunteers that received Restorative Practice Training	-	-	859	local	-	≈ 137	≈ 155	≈ 172	Q3: 17 YTD: 172 132 have returned for Practice Integration Days.
HQL1pdcr0	No of children and young people that have received Restorative Practice Training	-	-	452	local	-	≈ 150	≈ 200	≈ 200	Q3: 0 YTD: 200 In addition, 50 CYP who have been nominated as Peer Mentors across West Berkshire received input on restorative practices and maintaining or attaining emotional health well-being; at the Peer Mentoring Conference.

HQL 1 - Support communities to do more to help themselves

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
HQL1phwb	Tackle loneliness and social isolation by increasing the number of people who have connected with a service through the village agents volunteer scheme.	-	-	dna	local	120 pq (420 pa)	◆ 71	◆ 192	◆ <b>300</b>	Q3: 108 Q1 and 2 figures confirmed.
HQL1ss03	Provide a range of support and advice to community groups on the development of parish plans, engaging with partners and the community	Achieved	local	Complete	local	Complete	★ On track	★ On track	★ <b>On track</b>	Currently working with 5 communities (Purley, Hamstead Marshall, Enborne, Brightwalton and Thatcham) to refresh their Parish Plans.

Core Business - a. Protecting our children

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBac&f05	To maintain a high percentage of (single) assessments being completed within 45 working days	71%	124 / 152 4th	86%	67 / 152 2nd	90%	◆ 86.6%	★ 93.5%	★ <b>95.5%</b>	YTD: 1,085 / 1,136
CBac&f10	The number of weeks taken to conclude care proceedings (Children's Social Care)	31	local	23	local	<=26 weeks	◆ 30	◆ 30	■ <b>29</b>	Please see exception report for details.
CBac&f12	Percentage of Looked After Children with Health Assessments on time	63%	local	98%	local	>90%	★ 92.7%	★ 97.1%	★ <b>99.0%</b>	YTD: 98 / 99
CBac&f13	Percentage of Looked After Children with Dental Checks completed on time	68%	local	88%	local	>90%	★ 97.2%	★ 94.3%	★ <b>96.0%</b>	YTD: 95 / 99

Core Business - a. Protecting our children

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBac&f14	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	5%	5 / 152 1st	6%	dna	<=10%	★ 0.6%	★ 4.7%	★ <b>6.0%</b>	YTD: 9 / 151
CBac&f15	% of Leaving Care Clients with Pathway Plans	100%	local	97%	local	>=95%	◆ 96.9%	★ 98.0%	★ <b>98.0%</b>	YTD: 99 / 101
CBapdc06	Child Protection Reviews - held on time	-	-	98%	-	>=95%	★ 100%	★ 98.7%	★ <b>98.6%</b>	Q3: 71 / 72
CBapdc07	Looked after children cases which were reviewed within required timescales	-	-	99%	-	>=95%	★ 99.3%	★ 100%	★ <b>100.0%</b>	Q3: 149 / 149

Core Business - c. Bin collection and street cleaning

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBccep11	Maintain the proportion of household waste recycled/composted/reused/recovered (Local Indicator)	82%	local	80.3% (E)	local	80%	★ 79.2% (P)	★ 83.8% (P)	★ <b>84.5% (E)</b>	Q3: 16,050 / 18,683 YTD: 53,638 / 63,511 This quarters result is an estimate based on partial availability of data and will not be finalised until the next quarter. This result is also subject to change once figures are validated and confirmed by DEFRA after quarter 4.
CBccep14	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators).	Satisfactory	-	Good	dna	Satisfactory	⊙ Annual	★ Good	★ <b>Good</b>	

Core Business - d. Providing benefits

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBdcus01	The average number of days taken to make a full decision on new Benefit claims	17.86 days	25 / 124 1st	19.04 days	72 / 124 3rd	<18.5 days	◆ 22.8 days	■ 23.14 days	■ <b>23.27 days</b>	2015/16 Q3 = 18.42 days See exception report for details.
CBdcus02	The average number of days taken to make a full decision on changes in a Benefit claimants circumstances	6.18 days	58 / 122 2nd	5.85 days	33 / 123 2nd	<8 days	◆ 13.31 days	■ 12.16 days	■ <b>10.92 days</b>	2015/16 Q3 = 6.67 days See exception report for details.

Core Business - e. Collecting Council Tax and Business rates

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBecus04	The 'in-year' collection rate for Council Tax	98%	11 / 152 1st	99%	4 / 152 1st	99%	★ 30%	★ 57.2%	★ <b>84.9%</b>	For comparison: 2015/16 Q3 return = 85%
CBecus05	The 'in-year' collection rate for Business Rates	99%	44 / 152 2nd	99%	26 / 152 1st	99%	★ 34%	★ 59.3%	★ <b>85.1%</b>	For comparison: 2015/16 Q3 return = 85%

Core Business - f. Ensuring the wellbeing of older people and vulnerable adults

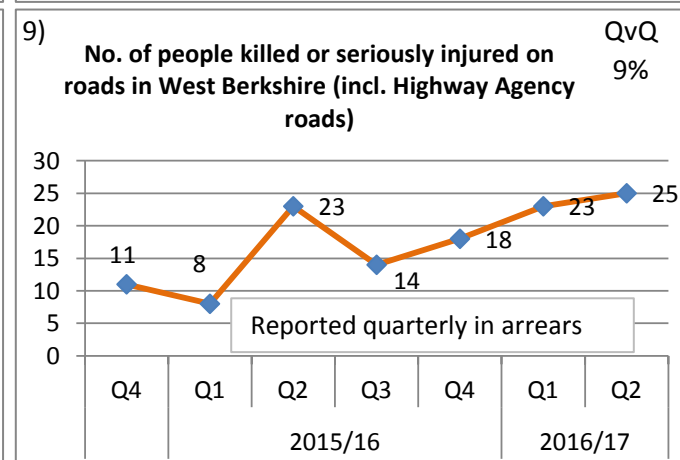
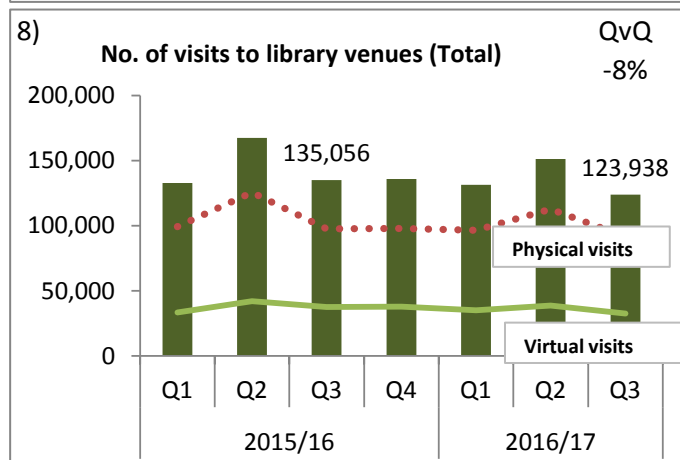
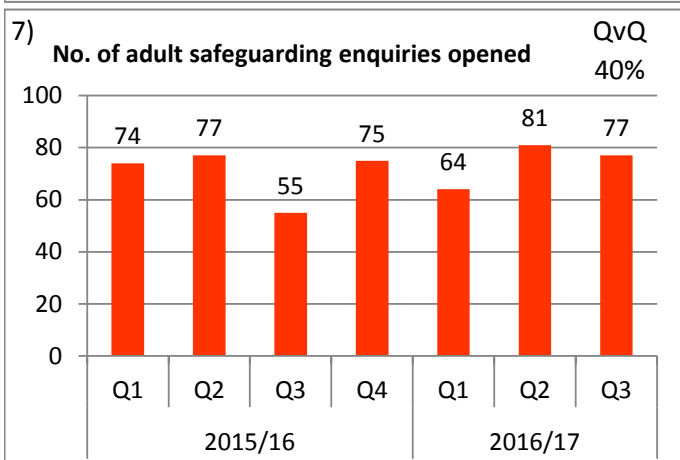
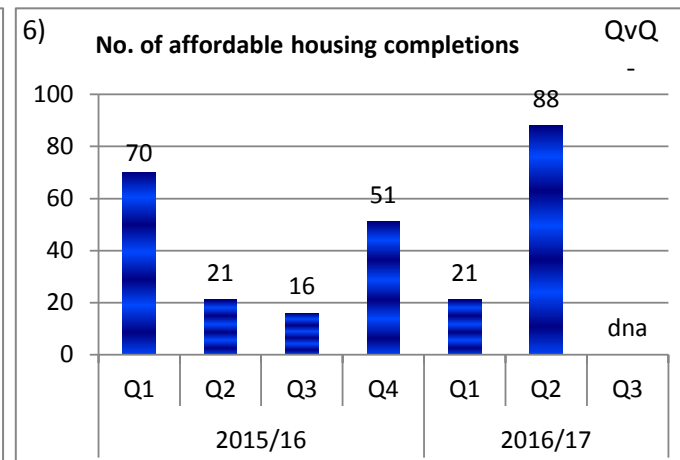
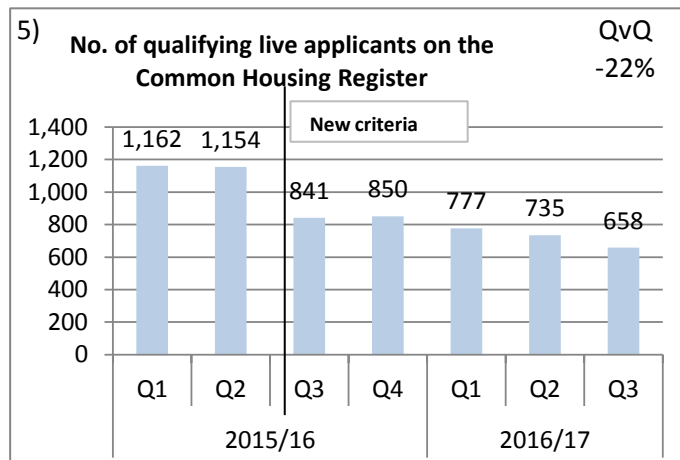
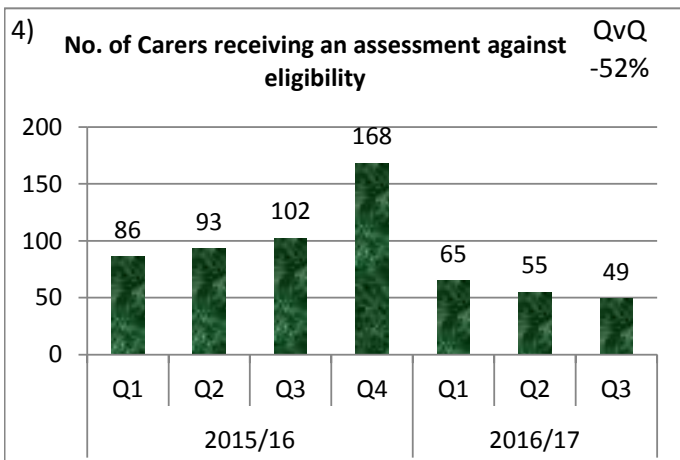
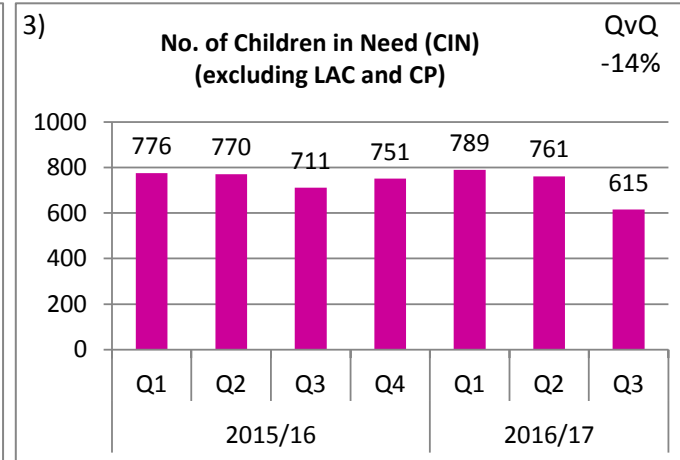
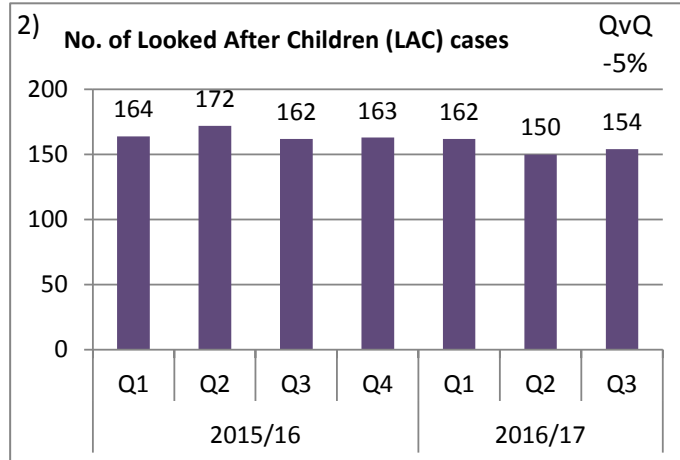
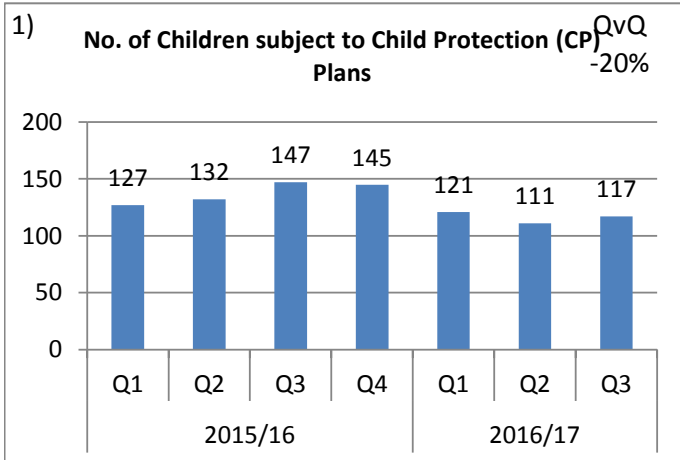
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBfasc06	Proportion of clients with Long Term Service (LTS) receiving a review in the past 12 months	62%	local	95%	local	75%	★ 93.7%	★ 82.9%	★ <b>77.1%</b>	Q3: 934 / 1,211
CBfasc07	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)	4.5	118 / 152 4th	7.5	127 / 152 4th	4	■ 16.7	■ 13.7	■ <b>dna</b>	Q1 data confirmed. Q2 data is for November 2016. Q3 data available in mid-February 2017. West Berkshire delayed transfers of care have increased this year, this is in line with the national picture. In Q2 a request was made to change the target, however the service no longer wish to do this. They will be reviewing the improvement target for 2017/18 but would like to see how this year ends.
CBfasc10	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	93%	14 / 151 1st	79%	117 / 152 4th	82%	★ 81.5%	★ 85.3%	★ <b>86.8%</b>	Q3: 79 / 91
CBfcchs07	Maintain percentage of financial assessments within 3 weeks of referral to the Financial Assessment & Charging Team	99%	local	99%	local	90%	★ 99.5%	★ 99.6%	★ <b>99.6%</b>	Q3: 401 / 403 YTD: 1,142 / 1,147

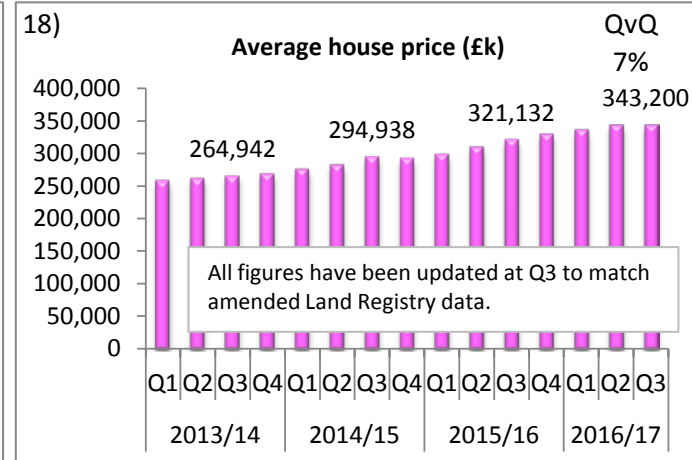
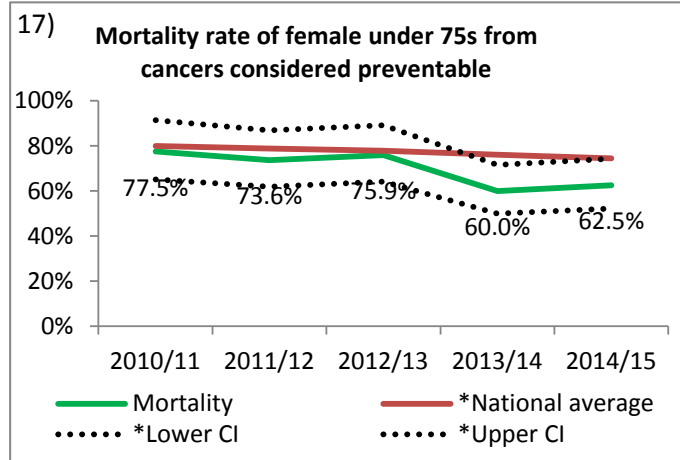
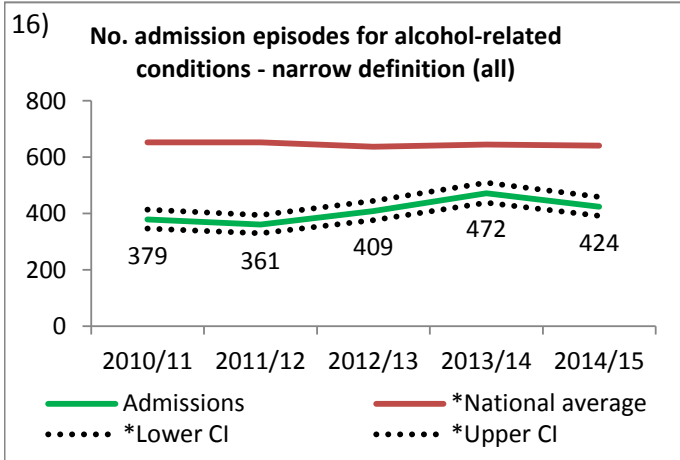
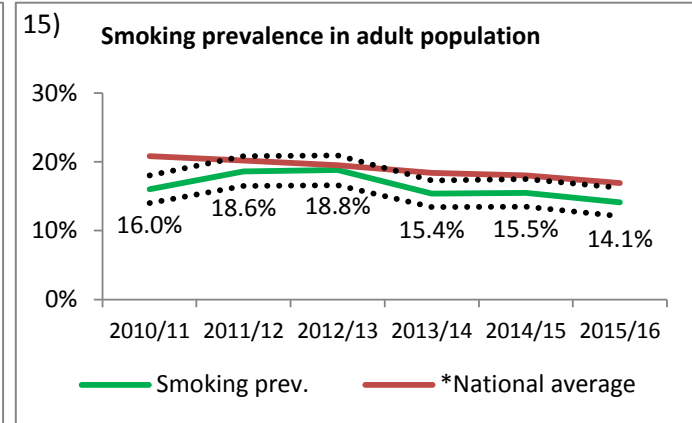
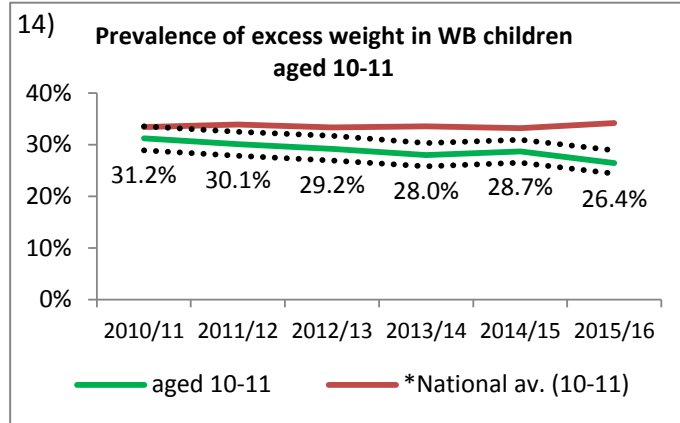
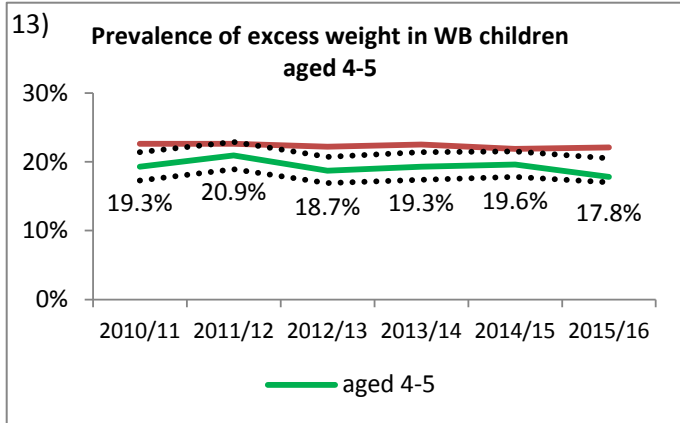
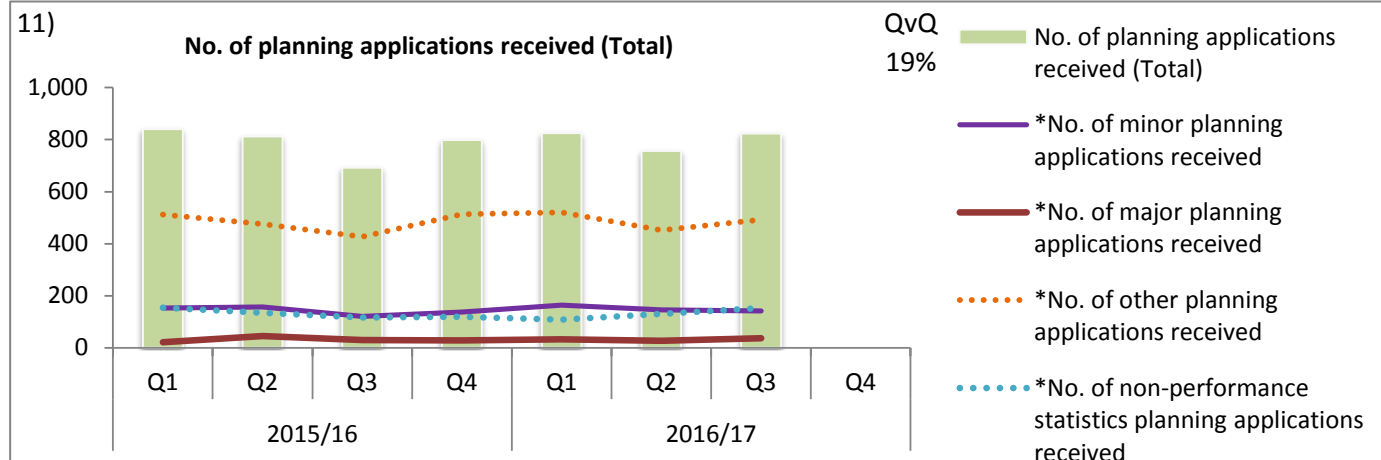
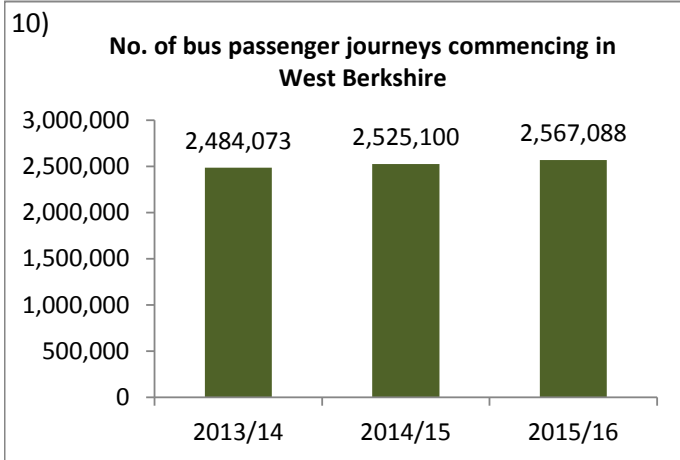
Core Business - g. Planning and housing

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBgcchs08	Maintain % of people presenting as homeless where the homelessness has been relieved or prevented	78%	local	79%	local	75%	★ 80.8%	★ 81.8%	★ <b>77.4%</b>	Q3: 52 / 78 YTD: 209 / 270

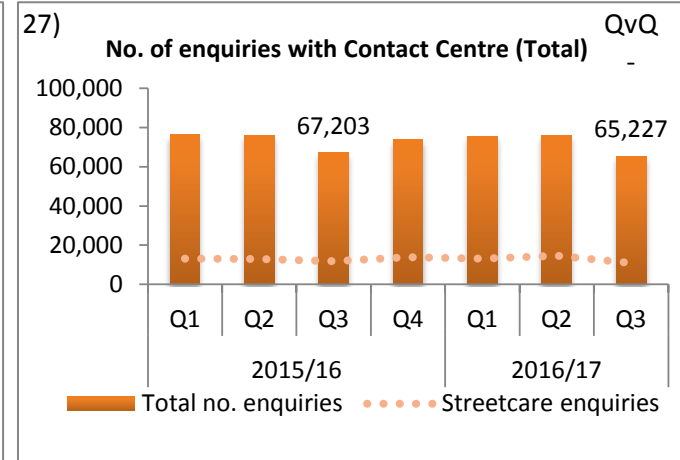
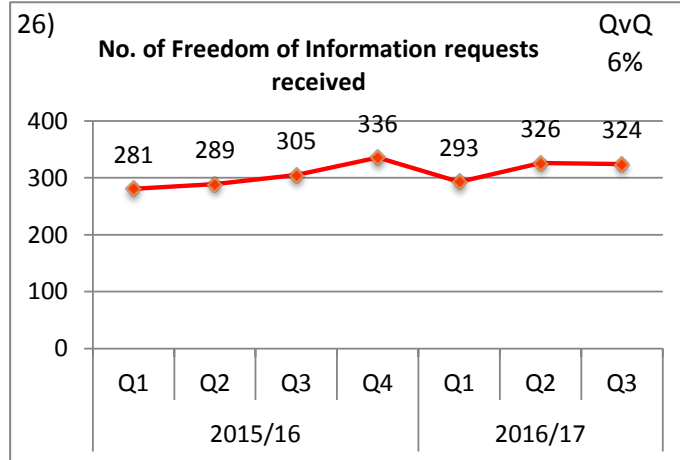
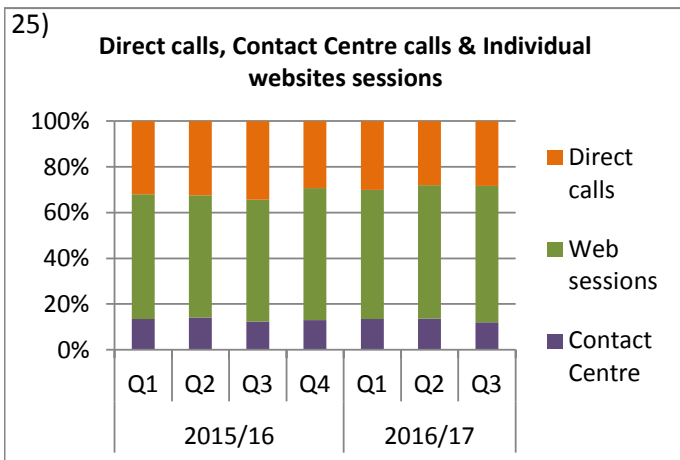
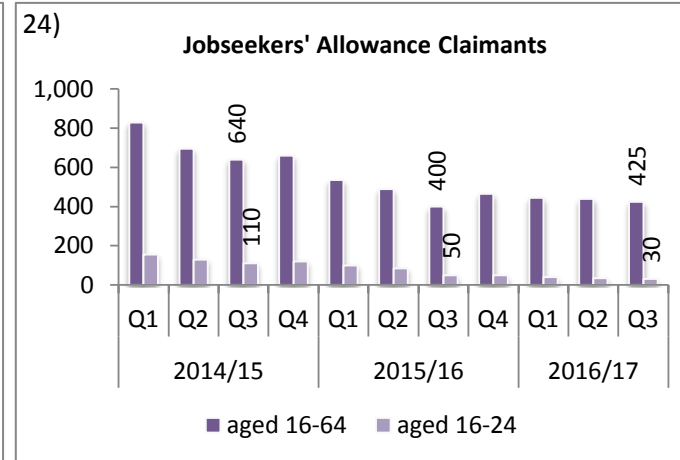
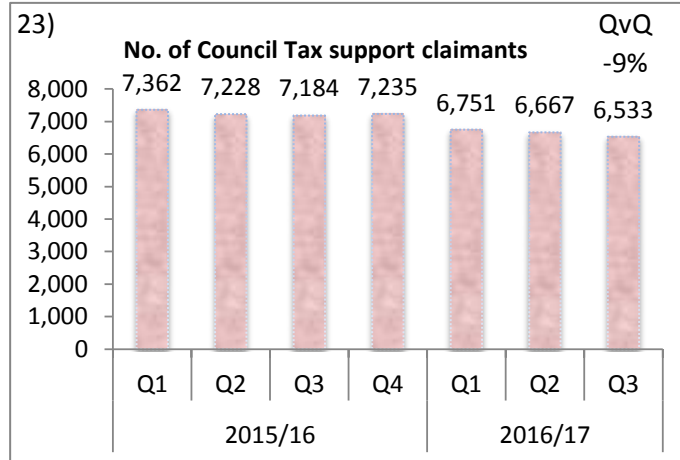
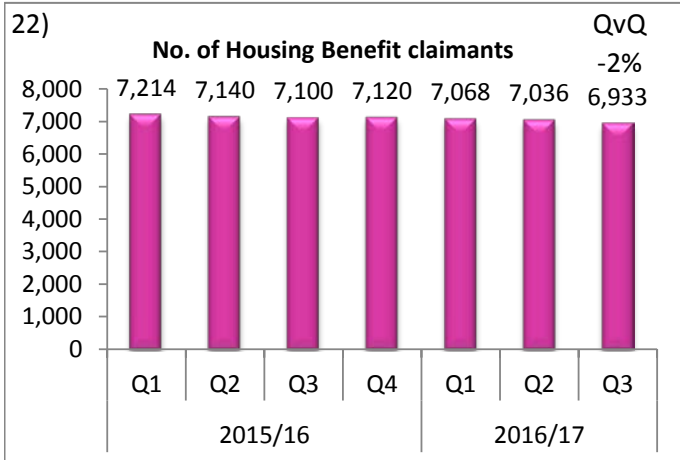
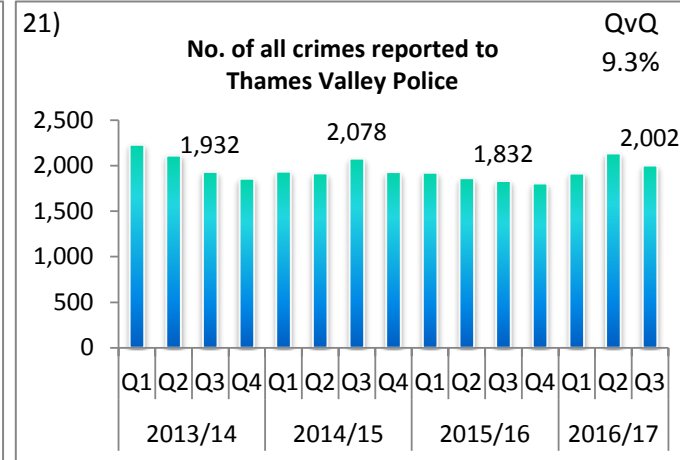
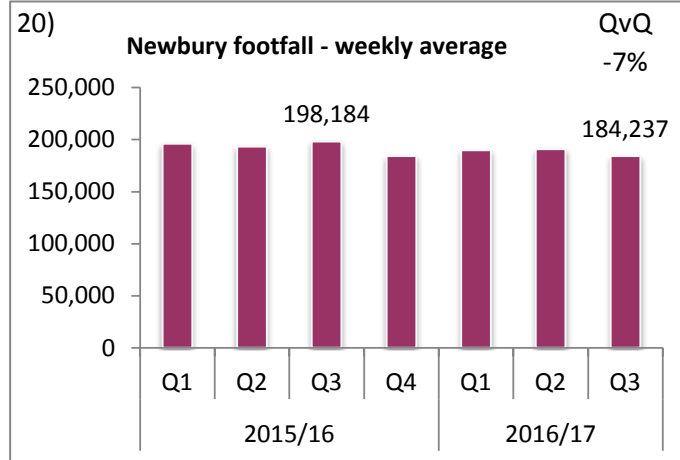
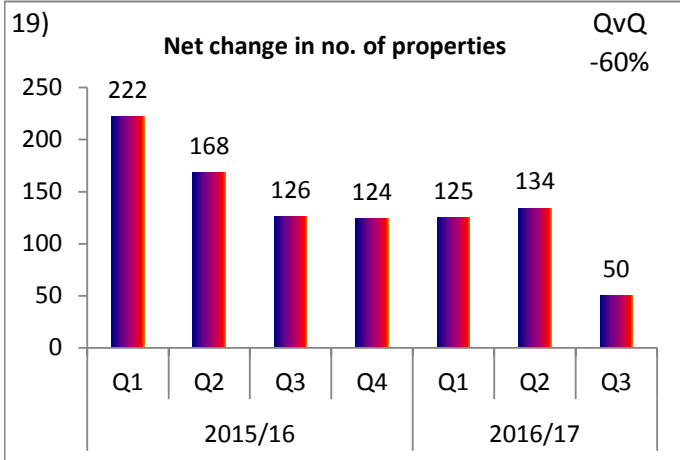
Core Business - g. Planning and housing

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	Q3 Comment
CBgcchs09	Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information	86%	local	97%	local	70%	◆ 58.0%	◆ 62.5%	■ <b>65.3% (P)</b>	Q3: 64 / 98 See exception report for details.
CBgcchs10	Approve % of high priority Disabled Facilities Grants within 9 weeks of receipt of full grant application	100%	local	97%	local	80%	★ 100%	★ 83.0%	★ <b>92.0% (P)</b>	
CBgpc11	Subject to examination, adopt the Site Allocations Development Plan Document (DPD) by June 2017	-	-	Behind schedule	local	Jun-17	★ On track	■ Behind schedule	★ <b>On track</b>	Target amended at Q2. Consultation on the Planning Inspector's Main Modifications closes at the end of January 2017.
CBgpc12	60% of 'major' planning applications determined within 13 weeks or the agreed extended time.	(56/76) 74%	88/125 3rd	(56/70) 80%	72/125 3rd	60%	★ 86.4%	★ 76.1%	★ <b>75.7% (E)</b>	Q3: 18 / 24 YTD: 53 / 70 Q2 result amended. Q3 result is an estimate and will be updated at Q4.
CBgpc13	65% of 'minor' planning applications determined within 8 weeks or the agreed extended time.	(320/446) 72%	73/125 3rd	(298/411) 73%	78/125 3rd	65%	★ 66.4%	★ 72.5%	★ <b>75.0% (E)</b>	Q3: 74 / 90 YTD: 264 / 352 Q2 result amended. Q3 result is an estimate and will be updated at Q4.
CBgpc14	75% of 'other' planning applications determined within 8 weeks or the agreed extended time.	(1146/1427) 80%	29/125 2nd	(1,127/1,274) 89%	32/125 2nd	75%	★ 96.2%	★ 93.9%	★ <b>93.0% (E)</b>	Q3: 278 / 306 YTD: 927 / 997 Q2 result amended. Q3 result is an estimate and will be updated at Q4.









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# Agenda Item 9.

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