

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: £1,277k	14%	Q1 staff turnover
Q2 forecast over spend: £698k	14%	Q2 staff turnover
Q3 forecast over spend: £765k	15%	Q3 staff turnover



Key Accountable Performance 2016/17: Quarter Three

Committee considering report:	Overview and Scrutiny Management Commission – 16 th May 2017
Portfolio Member:	Councillor James Fredrickson
Report Author:	Jenny Legge / Catalin Bogos
Forward Plan Ref:	EX3111

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 3rd 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 2nd 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