
Key Accountable Performance 2016/17: Quarter Four– Supporting Information

1 Introduction/Background

- 1.1 This report provides the Executive with an update on performance of the Council during quarter 4 of 2016/17. Reflecting the Council's Performance Management Framework (see Appendix F for the technical background and conventions), information is provided to cover the following areas:
- Any notable changes to the Measures of Volume
 - Delivery of the Council's Strategy priorities and core business areas of activity
 - Update on the progress being made with the Corporate Programme
 - An overview of the key Corporate Health Measures

2 Supporting Information

2.1 Measures of Volume (contextual, non-targeted measures) – See Appendix C

2.2 The measures of volume related to West Berkshire's Local Economy to highlight include:

- On average there have been less business 'births' each quarter compared to the previous year but also less business 'deaths'. This means that there continues to be a net gain in the number of businesses (registered for NNDR).
- On a longer term downward trend, the number of working age (16-64) claimants of unemployment benefit (JSA), at quarter 4 is slightly higher. This will continue to be monitored to identify if the trend is reversing or there is some other reason for this change. Younger claimants (16-24) also continued to reduce.
- Last two quarters have seen a slow down in the net change (increase) in number of new properties built compared with the quarterly levels over the previous 2 years.

2.3 Similarly, notable changes in the local Social Care area are:

- A 15% increase year on year of referrals to Children's Services (one of the reasons being the consolidation of 'front door' arrangements) and a 6% increase in child protection plans (for a few large sibling groups the service had to progress to a level of statutory intervention quickly due to the level of concerns). This increase in demand has placed pressures on the service.
- Whilst the number of new Adult Social Care enquires cannot be compared with last year's level (due to changes in recording practice) and the number of Long Term Service Clients remained similar to the previous year, the number of adult

safeguarding enquiries has increased by 11%. In addition, increasing waiting lists levels indicate pressure at the ‘front door’ for adult social care. It is understood that vacancies resulting from the reshaping of the Adult Social Care teams and the more time-intensive intervention required in some cases under the new delivery model is the cause of this.

2.4 Performance by Council Strategy Priorities for Improvement (See Appendix D):

(A) Priority for Improvement: Improve Educational Attainment (RAG: AMBER)

- 2.5 The key measures for Year 1 and Key Stage 4 (KS4, end of secondary stage) educational attainment show an improvement and the targets being exceeded. However, Phonics decoding for Year 1 remained in the 3rd quartile nationally and the KS4 attainment is border line between the top and second quartile.
- 2.6 The results for key Stage 2 (KS2) assessments for 11 years olds, assess the new, more challenging curriculum introduced in 2014, and as a result need to be treated with caution. The % reaching the Expected standard in Reading, Writing and Mathematics at 56% for West Berkshire is better than the national average of 54%. This result places the Council in the second quartile, which is below the Council’s target of top quartile. The reason for not achieving this target is largely due to scores in writing which are Teacher assessed. Considering the previous consistent trend of very high performance in writing, the variation in teacher assessment nationally is seen as a factor that impacted on West Berkshire. School level analysis enabled the identification of a number of remedial actions which are being undertaken. This includes the provision of bespoke support and training, feedback following moderation of how teachers scored pupils and providing regular updates to schools on available resources to improve standards etc. (see exception report Appendix E).

(B) Priority for Improvement: Close the Educational Attainment Gap (RAG: AMBER)

- 2.7 The result for the key attainment measure for disadvantaged¹ pupils at KS4 has achieved the target to improve from a rank position of 96th in 2015 and has reached the 67th place out of 152 local authorities in 2016. This places the Council in the second quartile nationally.
- 2.8 The Phonics decoding results of Year 1 pupils eligible for Free School Meals (FSM) and attainment of disadvantaged pupils at KS2 are below West Berkshire’s comparator group and ranked bottom quartile (missing their targets for this year). Factors identified as contributing to this performance include the very small FSM cohorts in schools, timeliness of using the additional phonics teaching, specific schools with higher cohorts of pupils needing targeted support, variation in teacher assessment at KS2 and the complexity of barriers that pupils in the cohort are facing.
- 2.9 As solutions are being implemented to increase the educational attainment of all pupils’ cohorts in the District, the reduction of the educational gap means that the disadvantaged cohorts need to improve even more. The actions being taken to improve performance include targeted support for identified schools’ teachers and pupils, closer monitoring in year of the progress pupils are making, professional development programmes for teachers and thematic (pupil premium) networking.

¹ Disadvantaged pupils are pupils in eligible for Free Schools Meals for the previous 6 years, Looked After or adopted from care

(C) Priority for Improvement: Enable the Completion of More Affordable Housing (RAG: RED)

- 2.10 Provisional Q4 data (14) and updated Q3 data (44) on affordable housing completions bring the total for 2016/17 to 166 completions. Whilst this is higher than the 158 achieved for the previous year, it is still below an average annual level of 200 needed by 2020.
- 2.11 Contextual information (see Appendix C) shows increasing pressure in terms of house prices and little variation in the number of new planning applications.
- 2.12 Work continues to enable the delivery of more affordable housing and the latest available data shows that 225 completions will now be required on average each year in order to achieve the overall target of 1,000 houses.

(D) Priority for Improvement: Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy (RAG: GREEN/RED)

- 2.13 Good performance was achieved for the principal road (A roads) network's condition. The detailed planning application for the Market Street Redevelopment has been submitted as per the revised timetable.
- 2.14 Continued delay due to ongoing court action resulted in the London Road Industrial Estate Redevelopment falling behind schedule (the appeal decision is still pending).
- 2.15 West Berkshire households' access to superfast broadband is just below the re-profiled target for the end of March 2017 as the rate of network build has increased this year. (see Appendix E Exception Report). Service planning process for 2017/18 will agree a new completion date. Once delivery is completed, West Berkshire will have extended Superfast Broadband coverage to in excess of 99%, becoming one of the best areas in the UK.
- 2.16 The Highway Improvement Programme has exceeded the target of 95 out of the 100 programmed schemes to be complete by year end. The remaining four schemes that had to be deferred due to utility works will be carried forward to the following year.

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

- 2.17 The Improvement Programme across Children and Family Services continued to progress and improved practice was becoming embedded across many areas of activity. The service continued to progress with preparations for the next Ofsted Inspection and considered that it had a strong performance data set to evidence the progress made.
- 2.18 The time taken to respond to adult safeguarding concerns was better than the target.
- 2.19 Only one (of five) Adult Social Care Services was not rated Good or better in the area of safe (in 2015). It is expected that the Care Quality Commission (CQC) will complete a review by September 2017 and it is hoped that the outcome will be a rating of good or better based on the improvements already made (see exception report).

- 2.20 The increase in demand for Children and Family Services is impacting on service capacity. Repeat child protection plans are higher than expected as are repeat referrals. However, a number of successes are noted during the quarter including a reduction of the agency social worker rate and the timeliness of single assessments completed.
- 2.21 Information on both Adult Social Care and Children's Service, together with feedback received from Ofsted's monitoring visit suggest good progress is being made. At the time of producing this report Ofsted were conducting a two weeks re-inspection of Children and Family Service. The outcome of the inspection will feature in future performance reports.

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

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

- **The new multi agency Building Communities Together Team** – work was completed to ensure the multiagency team (including staff from Thames Valley Police and also the Council) was able to start in April 2017. The team will be focused on sustaining and developing Community Conversations and exploring other community engagement opportunities to build community resilience.
- **The Library Service** – commenced its journey into a transformed service that will see a 44% reduction in employed staff and significant involvement of volunteers and financial contribution from the community. Community engagement has been a key aspect of the library transformation and a high level of management resource has been allocated to support this activity. This will be an ongoing need during 2017/18.
- **Community conversations** – Despite some challenges in sustaining momentum with some of the earlier conversations, there have been some notable outcomes, particularly in Hungerford where thematic problem solving meetings aimed to address domestic abuse, anti-social behaviour and mental health. Community Anchors and other participants informed the creation of a new toolkit for supporting existing and new conversations (e.g. in Newbury starting Jun 2017 and in Calcot aiming to engage and enable young people to contribute).
- **The devolution agenda** has been progressed. The parish portal has been finalised and was ready to launch on 3 April 2017 enabling town and parish councils to submit expressions of interest to take over local services and assets. Further advice and promotion of devolution opportunities was delivered in a workshop for all town and parish clerks in June 2017.

2.23 Performance by Council Strategy's core business areas:

(a) Core business: Protecting our children

- 2.24 The timeliness of single assessments is well above the target and previous year's results. Child protection reviews, LAC reviews and the completions of health assessments and dental checks have all shown improvement in performance.

- 2.25 The results of the majority of the measures indicate good improvements and performance above the end of year targets. The timeliness of concluding care proceedings is underperforming against the target set for the end of year. Work is taking place with the judiciary to ensure the delays in care proceedings were not attributable to the Council.

(b) Core business: Bin collection and street cleaning

- 2.26 The estimated result for the household waste recycled, composted, reused or recovered (82.6%) is above the year end target (80%). The measure regarding the level of litter, detritus and graffiti achieved a 'good' assessment (better than the target).

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

(c) Core business: Providing benefits

- 2.28 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 improved compared to previous quarters as a result of new staff recruitment and training. The results are in line with the national averages but at 22.75 days and 8.7 days respectively have narrowly not achieved the year end targets set by the Council by 4.25 days and 0.7 days respectively. The introduction of a new server coupled with new staff becoming more experienced is expected to improve performance further.

(d) Core business: Collecting Council Tax and Business rates

- 2.29 Despite previous quarterly results, the end of year percentage of 'in year' collection of Council Tax is below target by 0.5%. The result has been impacted by an increase in the number of properties in the district which has, in turn, resulted in a reduction in the proportion of income received.
- 2.30 Business rates collection was 0.8% below target due to two ratepayers disputing their liability (one company owning over £400k and the other £225k).
- 2.31 A number of actions have been put in place to improve performance including, improved IT infrastructure and support for newly recruited staff. It is proposed to also draft a revised recovery and write off policy. Consideration will be given to next year's targets based on the increase in demand for the service.

(e) Core business: Wellbeing of older people and vulnerable adults

- 2.32 The time taken to undertake financial assessments referred to the Financial Assessment & Charging team and the measures relating to reablement/rehabilitation service are all above the target.
- 2.33 The Delayed Transfers of Care (DTOC) measure has improved from quarter 1 but due to unprecedented demand, highlighted by the acute trusts and challenges in accessing homecare and nursing/residential placements, the target (4) has not been met. Further improvements have already been made by joining up processes with Health and providing 7 days working but the main challenge relates to sourcing external care and further actions are therefore planned (e.g. to introduce Step Down beds).

- 2.34 The timeliness of reviews of adult social care clients with a long term service has declined and the target of 75% was missed with a performance outturn of 67%. One of the reasons for not achieving the target was that during Q4 the service had experienced a reduction of resources compared to the previous year. Plans are being implemented to use a proportionality approach for reviews, based on the level of needs of each client.

(f) Core business: Planning and housing

- 2.35 Good performance continued for the majority of the measures, including the timeliness of determining planning applications (major, minor and other), prevention of homelessness, timeliness of the Disabled Facilities Grant's approval and the adoption of the Housing Site Allocation Development Plan Document (HAS DPD).
- 2.36 Despite the improvements achieved in quarter 3 in relation to the 'timeliness for determining the claims for Discretionary Housing Payments', Q4 performance at 67% was below the target (70%) due to recruitment and retention issues (see Appendix E Exception Report for further details).

2.37 Corporate Programme's performance part of the Overarching aim: Become a More effective council

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

- **Service Reviews** – The Waste Service Review has been concluded and a corporate project is now in place.

Plans have also been progressed to finalise the methodology to conduct future service reviews. The Planning Service and the Education Service have been identified as the first two reviews and these will begin over the next 6 months.

- **Demand Management** – The Digital Transformation Programme is exploring solutions to streamline a number of processes with the aim of using technology to improve Council services. Discussions around efficiency savings identified as part of the Bookings digitisation project are still ongoing and the project is still expected to improve the customer experience.
- **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.
- **Staffing arrangements** – The 'Valuing each other' project has been concluded following a number of successful focus group based activities with staff. The actions in response to these findings will now be delivered as part of everyone's day to day job (business as usual). Based on feedback it has been decided to take a different approach to the car allowance/leasing proposals
- **Commercialisation** – The temporary accommodation component of the programme has been transferred to become 'business as usual'.

The alternative service delivery models project was completed and the outcomes will be made available as guidance to all staff on the intranet. Services offered to Schools and Academies have also been reviewed and a new targeted approach will be adopted for the new municipal year.

- 2.39 Under the aim of 'A more effective council', an analysis of the basket of key accountable measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that 64% (25/39) of them were RAG rated Green and 36% (14/39) Red compared to 81% (21/26) Green for 2015/16.

2.40 Corporate Health Measures (see Council Performance Scorecard).

- 2.41 The Corporate Health Measures, which are applicable for all services, focus on the human resources measures which are useful from a management perspective. The provisional revenue outturn shows an over spend of £7,487 against a net revenue budget of £116.8 million, which is 0.006% of net budget. The staff turnover is now at 16% which is the highest level over the last two years. A healthy level of turnover should be expected (an average of 10%) and whilst the average for West Berkshire was above this level this figure did include redundancies.

3 Conclusion

- 3.1 Despite the ongoing significant financial pressures for 2016/17, the Council continued to work hard to deliver against agreed priorities for improvement and core business areas, maintaining challenging targets which were similar to previous years.
- 3.2 There has been good progress and good performance in a number of areas, most notably:
- Safeguarding Children and Vulnerable Adults - improvements made in order to achieve better outcomes at the imminent inspections;
 - Communities Helping Themselves – implemented a multi-agency approach to conduct community conversation for increasing community resilience and made progress with the devolution agenda
 - Key Infrastructure Improvements – maintained a low percentage of principal roads in need of repair, progressed milestones of the Market Street Redevelopment
 - Protecting our children – improved the timeliness of assessments, the measures supporting the health of the Looked After Children (LAC) and maintained excellent timeliness of Child Protection and LAC reviews;
 - Bin Collection and Street Cleaning – maintained good performance on recycling and on level of litter, detritus and graffiti;
 - Older people and Vulnerable adults' wellbeing – improved the outcomes of reablement services (after discharge from hospital) and maintained good timeliness of financial assessments.
 - Planning and housing – exceeding targets relating to the timeliness of determining planning applications, homelessness alleviation, timeliness of Disabled Facilities Grants approval.

3.3 Whilst there has been a higher proportion of measures RAG rated Red compared to 2015/16, an analysis of all these measures shows that actions have been implemented to improve performance, which in many of the cases was just below the targets/thresholds set:

- Education attainment and attainment gap – extensive plans are being delivered including training and support provided to identified schools to improve assessment scores and to ensure consistency of teacher assessments, coordination of subject specific support networks etc.
- Infrastructure – superfast broadband project was expected to require an additional 6 months but will deliver over 99% coverage making the district one of the best area in the country.
- Care homes rating at inspection – all necessary actions to improve the rating of one care homes in the area of 'safe' have been put in place and due to the home not being at significant risk it was not prioritised for re-inspection by the Regulator.
- Timeliness to conclude care proceedings – for a minority of cases delays have been unavoidable due to the courts' capacity rather than Local Authority case planning and resulted in West Berkshire's average being 2 weeks higher than the local and national target of 26 weeks.
- Timeliness of determining the claims for Discretionary Housing Payments was 3% below target due to staff recruitment and retention issues.
- Timeliness of decisions related to benefit claims – delays of less than one day compared to national averages have been addressed by implementing new IT and recruitment and training of new staff for the service.

3.4 Following an analysis at Corporate Board, it is proposed that the following measures RAG rated Red are considered by the Executive for further scrutiny:

- Council tax and business rates collections – target was not achieved by 0.6% in relation to council tax collection and actions have been put in to replace the IT servers, increase staff recruitment and support and the drafting of a new recovery and write off policies to collect outstanding debt. This is an area that could also be referred to the OSMC for review.
- Timeliness of adult social care long term cases – compared to previous year the service had less capacity available to conduct reviews and was planning to adopt a proportional approach (based on the level of need of each client) in terms of the way the reviews are conducted. This is an area that could also be referred to the OSMC for review.
- Enable more affordable housing completions – work continues to support this area however, more solutions are required relating to the housing affordability in the district. This is an area that could be further explored by the Strategy Board.
- Delayed Transfer of Care (DTC) from hospital – a number of actions have been implemented and this area has also been subject for scrutiny at OSMC. Performance has improved compared to the start of the financial year but the

key challenges in terms of access to homecare and residential/nursing care placements impacted on not being able to access the end of year targets.

Background Papers:

Council Strategy 2015-2019 (refreshed March 2016)

Subject to Call-In:

Yes: ☒ No: ☐

The item is due to be referred to Council for final approval ☐
Delays in implementation could have serious financial implications for the Council ☐
Delays in implementation could compromise the Council's position ☐
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months ☐
Item is Urgent Key Decision ☐
Report is to note only ☐

Wards affected:

All

Strategic Aims and Priorities Supported:

The proposals will help achieve the following 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**

The proposals contained in this report will help to achieve the following 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**

The proposals contained in this report will help to achieve the above Council Strategy aims and priorities by providing evidence on progress and inform any additional or remedial actions.

Officer details:

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Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:**
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	To note performance levels achieved and to review any remedial actions proposed.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	25/05/2017

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	Yes	Is changing	Yes
Service	No		

1. What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To inform about progress in delivering the Council Strategy priorities and core business areas.
Objectives:	Decision making bodies are up to date about the progress to deliver the priorities and core business related objectives of the Council Strategy.
Outcomes:	Corporate Board and Executive to note performance levels and review the actions to address any under-performance.
Benefits:	All beneficiaries of the Council's services should indirectly benefit from better outcomes delivered as highlighted in the Council's Strategy.

<p>2. Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)</p>
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Group Affected	What might be the effect?	Information to support this
Age		
Disability		
Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments relating to the item:		
It is not expected that the above categories of beneficiaries are directly impacted by the proposed decision.		

3. Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: Any changes to services as a result of performance reporting are managed at service level if necessary taking in consideration all the implications including the inequalities.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: Any changes to the services that impact on people's lives are being made at service level if necessary taking in consideration all the implications.	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

4. Identify next steps as appropriate:	
Stage Two required	No

Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Catalin Bogos

Date: 30/05/2017

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.