

## Appendix E – Exception Reports

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	-			
REASON FOR RED:									
<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 reasoning aspects of mathematics paper.</p>									

## **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%	-				
REASON FOR RED:										
<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>										
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:										
<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	-				
REASON FOR RED:										
<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





be co-ordinated with other works (e.g. West Berkshire's own Highway improvement programme).

This speed of build is being closely monitored by Superfast Berkshire to ensure that Gigaclear are progressing as fast as possible and get as close to their original target as possible. However, in order to 'manage expectations', it is proposed that the KPIs are adjusted to reflect a completion date at the end of June 2018. This has been discussed with the Superfast Berkshire Project Board who has accepted the likely extension to the project.

**FINANCIAL IMPLICATIONS:**

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).

There are no financial implications for Superfast Berkshire, West Berkshire Council or local communities. Just the frustration that faster broadband will have taken longer than was originally anticipated.

**SERVICE PLAN UPDATES REQUIRED:**

The service will update the KPIs for 2017/18 and beyond to reflect the more realistic completion date set out above.

**STRATEGIC ACTIONS REQUIRED:** None

Nick Carter		Chief Executive Officer (CEO)				Q4 2017		RED	
Indicator Ref: 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							
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	Behind schedule			
REASON FOR RED: 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.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: None									
FINANCIAL IMPLICATIONS: None									
SERVICE PLAN UPDATES REQUIRED: None									
STRATEGIC ACTIONS REQUIRED None									

Rachel Wardell / Tandra Forster		Adult Social Care (ASC)				Q4 2017		RED	
Indicator Ref: P&S1asc04		% of care homes rated good or better by Care Quality Commissioning (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 %	4 / 5 80 %			
REASON FOR RED:									
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>									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
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.									
A new permanent full time manager has now been recruited to further help embed good practice.									
FINANCIAL IMPLICATIONS: None									
SERVICE PLAN UPDATES REQUIRED: KPI now includes Shared Lives and Reablement services for 2016/17.									
STRATEGIC ACTIONS REQUIRED: Whilst improvements are identified, the CQC have not considered the home to be at significant risk and will not prioritise a review. The home will remain categorised as ‘requiring improvement’ until a further review takes place.									
April 2017 – Request from CQC received for PIR (Provider Information Return), expectation that they will complete a review by Sept 2017									

Rachael Wardell/Mac Heath		Children and Family Services				Q4 2017		RED	
Indicator Ref: P&S1c&f14		The number of weeks taken to conclude care proceedings							
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	28			
REASON FOR RED:  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 be in discussion with the judiciary and the Local Family Justice Board. It is accepted that Court capacity has contributed to our proceeding timescales and it is not attributable to delays within Local Authority planning.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:  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.									
FINANCIAL IMPLICATIONS:  There can be financial implications if it delays placement arrangements being able to be concluded but largely concerns the importance of timely outcomes for children and their families.									
SERVICE PLAN UPDATES REQUIRED: None Required									
STRATEGIC ACTIONS REQUIRED: None Required									

Nick Carter / Sean Anderson			Customer Services				Q4 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	22.75 days		
<b>REASON FOR RED:</b> December 2015 budgetary pressures coupled with the Universal Credit being scheduled for full working age implementation by 2020/21 required changes to be made in staffing arrangements, in particular, the employment of new benefits assessment officers. These matters contributed to some performance issues. The need for new IT infrastructure also contributed to longer processing times.  Despite these difficulties the Council’s average processing time for the entire year finished 0.75 of a day above the national average as identified by the most recent performance figures issued by DWP.  <b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> Server replacement during April 2017.  <b>FINANCIAL IMPLICATIONS:</b> In order to avoid the potential loss of Subsidy Grant as a result of delays in processing claims management action has been put in place which will involve monitoring this area of activity more closely.  <b>SERVICE PLAN UPDATES REQUIRED:</b> Performance targets for 2017/18 should be based on the capacity determined by the Administration Subsidy grant availability.  <b>STRATEGIC ACTIONS REQUIRED:</b> Nothing at this stage but performance targets may need revisiting in light of the comments made above.								

Nick Carter / Sean Anderson		Customer Services				Q4 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	8.7 days		
<b>REASON FOR RED:</b> December 2015 budgetary pressures coupled with the Universal Credit being scheduled for full working age implementation by 2020/21 required changes to be made in staffing arrangements, in particular, the employment of new benefits assessment officers. These matters contributed to some performance issues. The need for new IT infrastructure also contributed to longer processing times.								
Despite these difficulties the Council’s average processing time for the entire year finished 0.3 of a day within the national average identified by the most recent performance figures issued by DWP.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> Server replacement during April 2017.								
<b>FINANCIAL IMPLICATIONS:</b> In order to avoid the potential loss of Subsidy Grant as a result of delays in processing claims management action has been put in place which will involve monitoring this area of activity more closely.								
<b>SERVICE PLAN UPDATES REQUIRED:</b> Performance targets for 2017/18 should be based on the capacity determined by the Administration Subsidy grant availability.								
<b>STRATEGIC ACTIONS REQUIRED:</b> Nothing at this stage but performance targets may need revisiting in view of the above.								

<p><b>REASON FOR RED:</b></p> <ul style="list-style-type: none"> <li>• Collection down by 0.5% on same position last year. This was down to a combination of factors. The overall net expected income from Council Tax last year rose by about £6m due to an increase in the number of properties, increasing Council Tax levels and a reduction in the entitlement of Council Tax reduction.</li> <li>• In January 2017 we completed a Single Resident Discount Review with Capita Solutions. In some cases where the discount was cancelled more time was required to collect the outstanding balance in full. They are being pursued.</li> <li>• The service continues to take legal action against persistent defaulters.</li> <li>• The new Revenues &amp; Benefits Manager has only been in post for 6 months at the time of reporting Some procedures have been changed and these are still being bedded in.</li> <li>• The service is operating with one full time vacancy although an appointment is expected shortly.</li> <li>• The upgrading of some IT infrastructure. .</li> </ul> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b></p> <ul style="list-style-type: none"> <li>• Produced draft version of a revised recovery and write off policies which looks at different ways of collecting outstanding debt. This should be completed by 1<sup>st</sup> July. Have already completed a revised recovery timetable</li> <li>• Purchased new server which is currently being tested and will be installed shortly (date to be confirmed). Once installed system speeds and productivity should improve.</li> </ul>	
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- Plan a revised timetable for accounts to be reviewed where a discount has been applied (to be completed by 31<sup>st</sup> May)

**FINANCIAL IMPLICATIONS:**

As in % terms less money has been collected, income generated for the Council will be reduced

**SERVICE PLAN UPDATES REQUIRED:**

There is a need to review the targets for collection. With a significant number of new properties (approx 1000 ) being planned for the next financial year and changes to the Council Tax reduction scheme having a target of 99% would be challenging.

**STRATEGIC ACTIONS REQUIRED**

- Agree a new recovery/write off policy



Nick Carter / Sean Anderson		Customer Services				Q4 2016/17		RED	
Indicator Ref: CBecus05		The 'in-year' collection rate for Business Rates							
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	★	★	★	★	★	■	99%	Higher is better	
Qrtly outturn			-	-	-	-			
YTD outturn	99%	99%	34.0%	59.26%	85.1%	98.2%			
REASON FOR RED:									
The main reason why the collection of Business Rates is lower (by 0.7%) from last year, is due to 2 ratepayers disputing their liability. One company owes over £400k and the other £225K. This relates to more than 0.7% of the debt.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
In relation to both cases legal opinions are being sought. In respect to the larger of the 2 debts other local councils are having the same issue and therefore a joint opinion is being requested.									
It is not clear when a response will be provided.									
FINANCIAL IMPLICATIONS: Less income for the council									
SERVICE PLAN UPDATES REQUIRED: None – at the present time – Need to monitor situation in terms of next course of action.									
STRATEGIC ACTIONS REQUIRED: None									

Rachel Wardell / Tandra Forster		Adult Social Care (ASC)				Q4 2017	RED	
Indicator Ref: P&S1asc04		Proportion of clients with LTS receiving a review in the past 12 month (Relates to those clients that have had a LTS for longer than 12 months)						
Executive		2015/16	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	★	★	★	■	75 %	Higher is better
Qrtly outturn	-		-	-	-	-		
YTD outturn	-	1129 / 1187 95.1%	1121/1196 93.7%	1010/1219 82.9%	934/1211 77.1%	826/1240 66.6%		
REASON FOR RED:								
Additional capacity was put in place at the end of 2015/16 to ensure reviews were completed for all long term clients under the new Care Act eligibility framework by 31 March 2016. Additional capacity resulted in an increased pace at the end of last year which meant that for Q4 2016-17 the number of reviews due was significantly inflated ; the teams were unable to maintain the completion of reviews required.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
New Review Team as a result of ASC restructure are considering proportional approach to reviews based on the specific circumstances/needs of each client.								
Care Director supports a proportional approach to reviews and minimises paperwork to be completed.								
Q1 2017/18 provides an opportunity for the Review team to catch up on overdue reviews, weekly report provides detail of reviews required and will continue to be monitored.								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Rachel Wardell / Tandra Forster		Adult Social Care (ASC)				Q4 2017		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	2015/16				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	■	★	■	◆	■	■	4.0	Lower is better	
Qrtly outturn	-	-	16.7	13.7	13.3	13.4 (Jan data)			
YTD outturn	4.5	7.5	16.7	13.7	13.3	13.4 (Jan data)			
REASON FOR RED:									
<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 13.7) providing evidence that we have had a greater success at getting people out of hospital.</p> <p>DToc have remained challenging; both nationally and our neighbouring authorities have shown a decrease in performance. Looking across the West of Berkshire some improvement has been made in the last 2 quarters regarding our BCF target around bed days delayed.</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>* Performance for January has been released, ytd performance is 13.4, national data for March is not available until late May 2017.</b></p>									

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:**

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 CCG lead and are starting to see improvements in the discharge process.

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 BCF Plan 2016/17, monitored by H&WB.

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

**SERVICE PLAN UPDATES REQUIRED:** None.

**STRATEGIC ACTIONS REQUIRED:**

DToC continues to be an area that will be targeted through the BCF Plan 2017/18, monitored by H&WB.

Aim to introduce the use of Step Down beds to support discharge from hospital. (June 2017)

There have been some challenges in understanding Mental Health (MH) delays and ensuring that the reasons are jointly agreed. This will continue to be actively discussed with MH colleagues.

Rachael Wardell / June Graves		Care, Commissioning, Housing and Safeguarding				Q4 2016/17		RED	
Indicator Ref: CBgcchs09		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	82 / 95	66 / 68		15 / 24 62.5%	85 / 98 86.7%	5/28 18%			
YTD outturn	86.3 %	97.1 %	29 / 50 58 %	44 / 74 59.5%	129 / 172 75.0%	134 / 200 67.0%			
REASON FOR RED:									
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									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
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FINANCIAL IMPLICATIONS: None									
SERVICE PLAN UPDATES REQUIRED: None									
STRATEGIC ACTIONS REQUIRED: None									