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# Key Accountable Performance 2017/18: Quarter Two

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	21 December 2017
<b>Portfolio Member:</b>	Councillor Graham Bridgman
<b>Date Portfolio Member agreed report:</b>	7 December 2017
<b>Report Author:</b>	Catalin Bogos
<b>Forward Plan Ref:</b>	EX3247

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## 1. Purpose of the Report

- 1.1 To report quarter two outturns, for the Key Accountable Measures which monitor performance against the 2017/18 Council Performance Framework.
- 1.2 To provide assurance 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 Key Accountable Measures and the key achievements in all services.
- 2.2 To review those areas reported as 'amber' or 'red' to ensure that appropriate action is in place. In particular, to consider the results and improvement actions for:
  - (a) the milestones for the key infrastructure projects: London Road Industrial Estate and Sterling Cables;
  - (b) timeliness to respond to Adult Social Care safeguarding concerns;
  - (c) % of people presented homeless where the homelessness has been relieved or prevented.
- 2.3 To agree an additional measure, proposed to be reported at the Executive Board starting at Q3, to be included as part of the performance framework in order to give an indication of the outcomes of the community conversations, namely: '*% of identified communities that have agreed what actions will be undertaken to address locally identified issues*'.
- 2.4 To agree a change in target from 'Mar 2018' to 'Jul 2018' for the Market Street Redevelopment's second milestone of 'starting on site' due to dependency on

developer to complete their viability related processes and hand over the contribution of £500k (see Appendix F exception reports).

### 3. Implications

- 3.1 **Financial:** Financial implications relating to performance results (above or below targets) are highlighted and managed by each service.
- 3.2 **Policy:** Policy implications are highlighted and managed by each service accordingly.
- 3.3 **Personnel:** Personnel implications are highlighted and managed by each service accordingly.
- 3.4 **Legal:** Legal implications are highlighted and managed by each service accordingly.
- 3.5 **Risk Management:** Risk management implication are highlighted and managed by each service accordingly.
- 3.6 **Property:** Property implications are highlighted and managed by each service accordingly.
- 3.7 **Other:** There are no other known direct implications as a result of this report.

### 4. Other options considered

None

# Council Strategy 2015-2019: Performance Scorecard

## Summary of Performance Quarter 2 2017/18

### Council Strategy

Priorities for Improvement	RAG* Status	Core Business
Educational Attainment <b>A</b>	<b>G</b>	Protecting our Children
Close the Attainment gap <b>A</b>	<b>G</b>	Bin Collection & Street Cleaning
More Affordable Housing <b>R</b>	<b>G/A</b>	Providing Benefits
Key Infrastructure Improvements <b>G/R</b>	<b>G</b>	Collecting Council Tax & Business rates
Safeguarding Children & Adults <b>G</b>	<b>G/A</b>	Older People & vuln. Adults wellbeing
Communities Help Themselves <b>G</b>	<b>G/A</b>	Planning and Housing
More Effective Council <b>G/A</b>		



### Corporate Programme

	RAG* Status	
Service Transformation <b>G</b>	<b>G</b>	Workforce Projects
New Investment and Income Opportunities <b>G</b>	<b>G</b>	Other Programme Activity

### Corporate Health

Net budget for 2017/18: <b>£117.4m</b>	Staff turnover (of 1,508 FTE)
2017/18 Q1 forecast overspend: <b>£870k</b>	<b>1.5%</b> 2017/18 Q1 Staff Turnover
2017/18 Q2 forecast overspend: <b>£602k</b>	<b>8.0%</b> 2017/18 Q2 Staff Turnover



\* RAG (Red, Amber, Green) performance measured over Strategy's lifetime for Priorities and against year end targets for Core Business and Corporate Programme.



## Executive Summary

### 5. Introduction / Background

- 5.1 This report provides the Executive with a summary of the Council performance during quarter two 2017/18. Performance is shown against the priorities for improvement as set out in the Council Strategy, core business activity, progress with the Corporate Programme and the main corporate health indicators. The overall position is summarised in the Council Performance Scorecard.

### 6. Synopsis

- 6.1 In terms of priorities for improvement, following the Care Quality Commission (CQC) inspection of the Willows care home, all Adult Social Care (ASC) services are now rated as 'Good' or better in the inspection domain of 'safety'. Equally notable is the fact that over 95% of the schools in the district are now rated 'Good' or better by Ofsted.

Reported timeliness of decisions on ASC safeguarding concerns has further declined but reassurance was given that risks are managed promptly and actions have been put in place to improve processes and recording practice.

The 'More effective council' aim, reflects that a minority of measures/milestones have not achieved their targets (see exception reports Appendix F).

- 6.2 Performance in relation to child protection continues to improve. Improvements have also been made in relation to the timeliness of providing benefits, reviews of the ASC long term cases and Council Tax and Business Rates collections. Improvement actions in these areas have been analysed in greater detail by the Overview and Scrutiny Management Commission (OSMC). Performance has improved for Homelessness prevention. A report will be prepared which outlines the Council's new duties under the Homelessness Reduction Act.
- 6.3 In terms of the Corporate Programme, good progress is reported across all areas of activity.
- 6.4 High level corporate health indicators have improved since last quarter. The revenue budget forecast overspend is £602k above the £117.4m net budget set by Council in March 2017. This is a reduction from the £870k overspend forecasted at the end of Q1. Staff turnover was 8% for the first 6 months of this year. (See Council Performance Scorecard).

### 7. Conclusion

- 7.1 The Council continues to perform well against ambitious targets. Notable achievements this quarter relates to all ASC services being rated by CQC at least 'Good' regarding safety and over 95% of the schools rated 'Good' or better by Ofsted. The Corporate Programme is reporting 'on track' across all areas of work. Resource management remains strong, most notably in relation to the budget.
- 7.2 Most of the measures RAG rated Amber have achieved results so far only slightly below targets, and are not of significant concern at this stage. Other areas for the Executive to note are:

- Milestone delayed for the Market Street Redevelopment – revised target is proposed for July 2018.
- London Road Industrial Estate and Sterling Cables – to note dependencies on court action and funding bid success, respectively.
- Timeliness of responding to adult social care safeguarding concerns – to note actions implemented and reassurance of risks being managed.

## 8. Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Supporting Information
- 8.3 Appendix C – District Wide Health Check dashboard
- 8.4 Appendix D – Key Accountable Measures of Volume
- 8.5 Appendix E – Key Accountable Measures by Strategic Priority
- 8.6 Appendix F – Exception Reports
- 8.7 Appendix G – Quarterly Requests for Reviews of Measures
- 8.8 Appendix H – Technical background and conventions used to report performance

## Appendix A

### 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.

<b>What is the proposed decision that you are asking the Executive to make:</b>	To note performance levels achieved and to review any remedial actions proposed.
<b>Summary of relevant legislation:</b>	
<b>Does the proposed decision conflict with any of the Council's key strategy priorities?</b>	No
<b>Name of assessor:</b>	Catalin Bogos
<b>Date of assessment:</b>	17/11/2017

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

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

<b>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.</b>		
(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.)		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>

Age		
Disability		
Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
<b>Further Comments relating to the item:</b>		

<b>3 Result</b>	
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b>	
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b>	

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](#).

<b>4 Identify next steps as appropriate:</b>	
<b>Stage Two required</b>	No
<b>Owner of Stage Two assessment:</b>	
<b>Timescale for Stage Two assessment:</b>	



Name: Catalin Bogos

Date: 17/11/2017

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