

Exception Reports – Appendix F

Nick Carter		Chief Executive Officer (CEO)				Q2 2017		RED	
Indicator Ref:		Market Street Redevelopment for 17/18: start on site (Milestone 2)					Type: text		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	-	■	★	■			Mar-18	-	
Qrtly outturn	-	-	-	-					
YTD outturn	-	Rescheduled to Jan 2018	On track	Delayed					
<p>REASON FOR RED:</p> <p>This is dependent on Grainger handing over half a million contribution, which is itself dependent on Grainger acquiring acceptable build quotations from sub-contractors (i.e viability).</p> <p>Tendering process for the new bus station will commence in end Q4 beginning of Q1.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</p> <p>None</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>SERVICE PLAN UPDATES REQUIRED:</p> <p>Request to change the target date to start on site from March 2018 to beginning of July 2018.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>									

Nick Carter		Chief Executive Officer (CEO)				Q2 2017	RED	
Indicator Ref:		Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)					Type: text	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	■	■			tbc dependent on court	
Qrtly outturn	-	-	-	-				
YTD outturn	-	Delayed	Delayed	Delayed				
<p>REASON FOR AMBER:</p> <p>Continued delay due to ongoing court action. The case brought against the Council by Faraday Developments Ltd (FDL) was won in the High Court, however, the appellant sought leave to appeal. In October 2017 the Court of Appeal granted FDL leave to appeal and the Council will be defending its case. As a result the legal process continues.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: None</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Nick Carter / Kevin Griffin		ICT & Support Services				Q2 2017/18		AMBER	
Indicator Ref: SLE2ict02		Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above							
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	★	★	◆	◆			96.6%	Higher is better	
Qrtly outturn	-	-	-	-					
YTD outturn	57,340 (82.8%)	60,519 (87.3%)	62,557 (85.6%)	64,124 (87.7%)					
REASON FOR AMBER:									
<p>Gigaclear has continued to expand the superfast broadband build into more areas (25/38 communities are now live). However the scale of the rollout and the nature of building a brand new fibre network has a significant impact on West Berkshire's roads and some delays have been experienced because we need to avoid excessive traffic disruption. Gigaclear also had to change their delivery sequence to connect to a different internet backhaul connectivity to the one originally planned, which also slowed down their progress.</p>									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
<p>Extra resources are being deployed to accelerate the deployment but Gigaclear and Superfast Berkshire the project is expected to run at least until the end to the end of 2017/18.</p> <p>Gigaclear has completed the connection to their alternative internet backhaul networks which will now enable an increased rate of completion for remaining areas to go live. Gigaclear have also brought in additional sub contract resources that can work under the main contractor, this will enable the build to be expedited in remaining areas without impacting the critical path roll out. Gigaclear is also pre staging their cabinets, which reduces the time for onsite commissioning.</p> <p>Superfast Berkshire is working closely with Highways and Gigaclear to ensure highways permissions and traffic considerations are managed as smoothly as possible.</p> <p>It is expected that delivery will complete at the end of 2017/18 with this mitigation in place.</p>									

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.

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

Rachael Wardell / Tandra Forster		Adult Social Care				Q2 2017		RED
Indicator Ref: PS1asc2		% of adult social care safeguarding concerns responded to within 24 hours				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	■			=>92%	Higher is better
Qrtly outturn	135/143 94.4%	151/157 96.2%	120/139	210/252				
YTD outturn	718/768 93.5%	573/614 93.3%	86.3%	83.3%				
REASON FOR RED:								
<p>YTD 42 out of 252 (83.3%) concerns were not responded to within 24 hours, however with implementation of care director additional checks and revision of our processes we aim to improve our performance to year end.</p> <p>Discussion and review of practice in safeguarding has indicated a shift in practice to ensure all concerns have been recorded on the same day in a timely way and that the recording of these concerns is on the system. Previously the safeguarding team has managed any presenting risk however recording has been delayed and on occasion completed in retrospect which is not in line with national minimum standards. However we are confident that the risk to the individual was managed.</p> <p>On occasion, concerns can be received where there is not enough necessary information to inform decision making sometimes this requires waiting one or two additional working days to receive required information from the original referrer. In this period Safeguarding ensure that arrangements are made to ensure the safety of the individual concerned.</p> <p>In September we transitioned to care director, as a result of this there were 5 days where the system was unavailable and the safeguarding team were recording concerns outside of the system which were then added at a later date. Checks have been made to ensure these have been transcribed to care director, but this could have had a negative impact on our figures.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>With the implementation of care director we have a number of mechanisms by which we can monitor concerns and S42s more closely through the use of views and dashboards, this will allow the safeguarding team and operational manager to be aware of any concerns on the system and ensure they are responded to in a timely way. We will spot check and audit these records to ensure that practice is being consistently applied.</p>								

The implemented system changes in Q2 ensuring timely and robust recording of all concerns can now be monitored effectively by the safeguarding adult lead. Where there are exceptional circumstances that are over and beyond 24hrs (this is often in relation to contact with the original referrer being required) we can monitor these closely. The changes in process have been confirm with the ASC management team to ensure clarity of process.

FINANCIAL IMPLICATIONS:

Remedial actions will be completed within existing resources.

SERVICE PLAN UPDATES REQUIRED:

No changes required, remedial actions should address performance.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Mac Heath		Children and Family Service				Q2 2017	RED	
Indicator Ref: CBaCFS11		Number of weeks taken to conclude care proceedings (Children Social Care)				Type: nsnapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	■	■			<=26	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	23	28	35	35				
REASON FOR AMBER:								
<p>This indicator measures the average number of weeks taken to conclude care proceedings for those concluded ytd. The target of 26 weeks is a national one. The National Average is some way adrift from this at 30 weeks (2013-2016).</p> <p>We are in discussion with the judiciary and the Local Family Justice Board about these delays. It is accepted that Court capacity has contributed to our proceeding timescales and it is not attributable to delays within Local Authority planning.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
As above – we’re in continued discussion with the judiciary and Local Family Justice Board about these delays.								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Dirc / HoS		Service				Q2 2017	AMBER	
Indicator Ref: CBdF&P9		Average number of days taken to make a full decision on changes in Benefit claimants circumstances				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	◆			=<9 days	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	5.85 days	8.7 days	12.55 days	9.53 days				

REASON FOR AMBER: Q2 result shows an improvement from Q1 but is still slightly down on target.

The section is currently running with 2 vacancies and is preparing for the implementation of Universal Credit.

Full roll out of Universal Credit (UC) will impact in December 2017. Despite the possible loss of new claimants the authority will be required to support new claimants in making and maintaining application for UC as well as assisting DWP UC Assessment Centre in the assessment of new claims. This will result in an increase in activity which attracts additional funding but is not subject to performance indicator measurement

60% of changes of circumstances are processed within the current targets. The remaining 40% are pending whilst the claimant provides further information

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: Since March, IT/software issues have been alleviated by the installation of a new server. This has improved general response or processing times and we are continually liaising with our software suppliers to ensure that these remain.

In relation to staffing the section has recently appointed 2 officers to vacant posts. Both these new officers will start in November and their require training which will be undertaken by current members of staff. We will continue to fill vacancies until such time as we understand the affects of the implementation of Universal Credit which commences on the 6th December 2017.

We will also continue to monitor performance on a weekly basis and take the appropriate action when and where necessary.

Additional work that has been requested for the Department of Work & Pensions (DWP) in terms of data matching is being supported by employing a temporary member of staff, thus removing the pressure of current staff having to do this work as well.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Tandra Forster		Adult Social Care				Q2 2017	AMBER	
Indicator Ref: CBFasc5		% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	◆			≥75%	Higher is better
Qrtly outturn	1129/1187 (95.1%)	826/1240 (66.6%)	806/1239 (65.1%)	903/1264 (71.4%)				
YTD outturn	95.1%	66.6%	65.1%	71.4%				
REASON FOR AMBER:								
<p>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 2015 /16 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 and at year end 2016 / 17 over due reviews at year end were at 66%.</p> <p>During Q1 of 2017/18 we completed analysis of the cases that were overdue a review, this identified that a high proportion (43%/88 people) had a primary support reason (PSR) of Learning Disabilities or Mental Health. Care reviews for individuals with these types of need tend to be more complex which means they take longer. Whilst the team had been established as multi-disciplinary a skills analysis identified the need to increase the number of staff with expertise in learning disabilities and mental health.</p> <p>This has been addressed by recruiting two staff with the relevant skills. In addition the Care Act allows us to take a proportionate approach to reviews; this means we can use a range of different methods including telephone</p> <p>Performance has increased for Q2, We still have a number of reviews that are currently overdue, 97 have an allocated worker, which is indication that their review is in progress and we are confident that we will meet the target for this year.</p>								

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:

Weekly report provides detail of reviews required and is being actively used to focus work.

During Q1, review of the data and skill set within the team has taken place to understand support needed to meet year end targets
Increased team FTE temporarily to focus on overdue reviews where the primary support reason is Learning Disability and Mental Health (the main proportion of overdue reviews) which will allow us to meet target

Care Director supports a proportional approach to reviews and minimises paperwork to be completed; looking to fully apply this approach where appropriate and safe to do so.

STRATEGIC ACTIONS REQUIRED: None

John Ashworth / Gary Lugg		Development and Planning				Q2 2017/18	AMBER	
Indicator Ref: CBO6dp14		% of people presenting as homeless where the homelessness has been relieved or prevented				Type: No+		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆			75%	Higher is better
Qrtly outturn	-	-	39/61 63.9%	42/52 80.8%				
YTD outturn	79%	269/349 77%	39/61 63.9%	81/113 71.7%				
REASON FOR AMBER:								
The drop in performance related primarily to 2 members of staff being on long term sick leave. Both have now returned and so performance has improved. Also it is not always possible to prevent homelessness and increasingly the clients approaching the Council have more complex needs and circumstances.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
The situation will continue to be closely monitored to identify the reasons why prevention is unsuccessful to establish if there is more work that can be carried out in certain areas e.g. with landlords, parents (parental eviction) or other.								
STRATEGIC ACTIONS REQUIRED:								
It should be noted that a new Prevention Duty is due to be implemented under the Homelessness Reduction Act. This will require the Council to take all reasonable prevention actions and a separate paper is being prepared as this will have significant resource and financial implications.								