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# Key Accountable Performance 2017/18: Quarter Three – Supporting Information

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## 1. Introduction/Background

This report provides the Executive with an update on the Council's performance for quarter 3 (Q3) of 2017/18. Reflecting the Council's Performance Management Framework (see Appendix H 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 Strategic 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

2.1.1 Attached to this report is a summary dashboard showing a number of health of the District indicators (Appendix C). Although the Local economy indicators and some social care contextual measures are not within the Councils control, they do provide valuable information to the Council, partners and the residents as a whole about how the local economy is performing and about the social care challenges.

2.1.2 The notable changes to measures of volume, related to West Berkshire's Local Economy, are:

- There have been 22% less business 'births' (new business accounts registrations for National Non-Domestic Rates - NNDR) compared to Q3 in 2016/17. The number of closed business accounts (business 'deaths') was 17% higher compared to Q3 in 2016/17. However, the total number of live accounts (businesses registered for NNDR follows an upward trend since March 2017. Alternative measures are proposed in order to give a better indication of the health of the local economy by showing '*the number of properties subject to business rate*' and '*the number of these that are empty*'.
- The number of working age (16-64) claimants of unemployment benefit (JSA) is following the longer term downward trend (reduced by 6.9% quarter versus quarter). Younger claimants (16-24) has stopped decreasing after reaching an all time low of 20 (in December 2016) and remained stable at 35 claimants over the last three quarters.

2.1.3 Notable changes in the local Social Care measures of volume for Q3 are:

- The increasing trend of referrals to Children’s Services has been reversed at Q2. The result for Q3 is also 9% below the total referrals for Q3 last year.
- Following increases of the number of child protection plans over the previous four quarters (from 111 to 174), this quarter’s value at 145 is reversing this trend and is 24% lower than Q3 last year.
- The total Adult Social Care enquires data is not available. This is due to the change of the social care client records system (CareDirector), which requires additional work in order to ensure all the data reports are functioning correctly. More work is also prioritised to finalise the implementation of the system’s functionality needed to submit statutory returns.
- The number of adult safeguarding enquiries opened each quarter have been below the levels reached 12 months before for each of the last three quarters (e.g. Q3 this year was 26% below Q3 in 2016/17). The latest levels are similar with the ones during 2015/16. Further analysis is required to understand the factors that determined the reduction in numbers.
- The number of qualifying live applicants on the Common Housing Register has reduced every quarter from 841 in December 2015 when the new criteria came into force to 350 in September 2017. In Q3 this trend has stopped with the number increasing to 463. It is not possible to determine precisely the cause of this change although service intelligence suggests that it could be due to an increase of applicants having reasonable housing need or have local connection.

## 2.2 Performance by Council Strategy Priorities for Improvement (See Appendix E):

### 2.2.1 Improve Educational Attainment (RAG: AMBER)

- The education attainment results for the 2016/17 academic year have not been available before the production of this report and are expected in Q4.
- The % of schools judged ‘good’ or better by Ofsted has significantly improved from 80% at the end of March 2016 to 93.8% at the end of Q3, exceeding the year end target of 90%.

### 2.2.2 Close the Educational Attainment Gap (RAG: AMBER)

- The education attainment gap results for the 2016/17 academic year have not been available in time for being included in this report and are expected in Q4.

### 2.2.3 Enable the Completion of More Affordable Housing (RAG: RED)

- Based on the new reporting arrangements, affordable housing completions data is expected to be available at the end of Q4.
- Contextual information shows that house prices increased by 2.6% between September 2016 and September 2017.

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

- The completion of the second milestone for the Market Street redevelopment is on track against the revised target of July 2018. Work on site is expected to start with the transfer of the bus station to the Wharf.
- London Road Industrial Estate work is delayed due to ongoing court action. (see Appendix F - exception report).
- Sterling Cables project was delayed due to developer's viability issues. The Council has put in a bid to central government for Marginal funding to mitigate these issues and, in February 2018, has been informed that the bid (£1.5m) has been successful. (see Appendix F - exception report).
- Whilst expected to achieve one of the best superfast broadband connected areas in the UK, the Superfast Broadband project for West Berkshire remains behind forecast schedule albeit with previous engineering challenges now resolved. The service has requested to revise the timescales for achieving the target of 96.6% of premises connected from the end of March 2018 to the end of December 2018 (see Appendix F - exception report).

#### 2.2.5 Good at Safeguarding Children and Vulnerable Adults (RAG: GREEN)

- Following the good result at the Care Quality Commission (CQC) inspection of the Willow Edge adult social care home, all five adult social care services are now rated at least 'Good' in the inspection domain of safe. In addition, the CQC inspected Birchwood Care Home at the end of September. The Council took over the responsibility for this care home in June 2017. The home, which already had a rating of 'Requires Improvement', is now rated as 'Inadequate'. A detailed action plan has been agreed with the aim of achieving 'Good' when the home is re-inspected in March 2018.
- The reported timeliness of responding to adult safeguarding concerns has improved and exceeded the target during October – December 2017. However, the cumulative, annual target is unlikely to be met due to lower performance levels for the first two quarters of this year. The improvements achieved in Q3 are due to actions taken by the service, including the change to the new recording system (CareDirector), management and operational level work to improve practice, processes and activity recording. (See Appendix F - exception report).

#### 2.2.6 Support Communities to do More to Help Themselves (RAG: GREEN) - Progress has continued on a number of work streams that are part of this priority:

- **Community conversations:** From the beginning of the financial year, the total number of community conversation undertaken is 11 which exceeds the year end target of 10 community conversations. 63.3% of identified communities have agreed what actions will be undertaken to address locally identified needs (see Appendix F - exception report).
- At the end of Q3, the Building Communities Together team was supporting 11 live and two pending (Bucklebury School and Beansheaf) community conversations. There have been World Café type events in Hungerford (this is being considered for a Community Forum) and Lambourn (the Parish Council

is involved in looking into the potential for a Community Forum). The conversation in Thatcham has matured into a Community Forum. In response to a request for a public meeting a World Cafe was held in Hermitage to address the issues of concern and to explore community resilience.

- A Peer Mentoring Conversation involved 100 young people talking about issues relevant to them and sharing their concerns. The outputs of this conversation have been shared with staff across Education services. The community conversation in Calcot is ongoing as is the one in Newbury; both of which are considering community solutions to address community isolation. A special conversation took place with the rough sleepers and the outcomes informed the development of the Making Every Adult Matter project (aiming to address the root causes of homelessness).
- **The devolution agenda:** Devolution deals have been agreed with both Hungerford Town Council and Thatcham Town Council. The Executive has agreed to transfer Hungerford Library to Hungerford Town Council with the Friends of Hungerford Library taking on the responsibility for managing the building. The Council's library function will be retained in this building as part of this transfer. It is hoped to have a formal handover of the building on the 3<sup>rd</sup> of April. The Council has also agreed to transfer three playgrounds with open spaces to Thatcham Town Council. A date for a formal handover of these assets has yet to be agreed.

## 2.3 Performance by Council Strategy's core business areas:

### 2.3.1 Protecting our children

- Good performance was maintained for the timeliness of single assessments (98.4% within timescales) and for placement stability of LAC (only 2.7% of cases with three or more placement moves this year).
- The average number of weeks to conclude care proceedings has slightly improved from 35 to 32 weeks but remains higher than the national target of 26 weeks. As previously reported, the delays are not attributable to Local Authority case planning. Work will continue with the judiciary to reduce the timescales, where possible. (see Appendix F exception report for details).

### 2.3.2 Bin collection and street cleaning

- The estimated result for the household waste recycled, composted, reused or recovered at 85.1% has further improved from last quarter 82.3% which reached a level above the year end target of 80%.
- Better performance (rating of 'good') was achieved against the target (rating 'satisfactory') in relation to maintaining an acceptable level of litter, detritus and graffiti.

### 2.3.3 Providing benefits

- Good performance levels achieved at quarter 2 for the timeliness of making decisions on new benefit claims measures has been maintained during quarter 3.

- The improvement trend for the ‘timeliness of making decisions on changes in a benefit claimant’s circumstances’ has continued and the results at quarter 3 (average 8.7 days) are better than the target for the end of year (less than 9 days). This was an area highlighted by the Executive and scrutinised in greater detail by the OSMC (Overview and Scrutiny Management Commission) at quarter one.

#### 2.3.4 Collecting Council Tax and Business rates

- Good performance achieved by the Revenues and Benefits service during the first two quarters, regarding ‘in year’ collection of Council Tax and Business rates has continued during quarter 3 and is expected to achieve their end of year targets. This was another area that was scrutinised by the OSMC.

#### 2.3.5 Wellbeing of older people and vulnerable adults

- Performance better than targets is reported for the timeliness to undertake financial assessments referred to the Financial Assessment & Charging team (99.8%), the proportion of older people still at home 91 days after discharge from hospital into reablement services and, based on provisional data, for the reduction of the number of bed days due to delayed transfer of care (DTC, new measure). Targets for DTC measure are proposed for approval and have been set in line with national expectations (see Appendix H).
- The timeliness of reviews of adult social care clients with a long term service, has been scrutinised by the OSMC at quarter 1. A number of actions put in place to address underperformance has resulted in improved results, from 65.1% in quarter 1 to 71.4 for quarter 2 and 72.8% in quarter 3. However, these improvements combined with other factors, such as the service not being able to retain the additional and specialist staffing resource, are not seen as sufficient to ensure that the end of year target of 75% will be met. (see Appendix F – exception report).

#### 2.3.6 Planning and housing

- The timeliness of determining planning applications (major, minor and other) and the timeliness of the Disabled Facilities Grant’s approval, continue to perform better than their targets.
- The activities to submit the New Local Plan for examination remain on track for December 2019. Similarly, it is estimated that the Minerals and Waste Local plan will be submitted to the Secretary of State for examination by the due date.
- Homelessness has been relieved or prevented in 71.9% of cases by the end of quarter 3 which is an improvement from 64% at quarter one and 71.7% at quarter 2. The circumstances for quarter 1 performance below target have been considered in more details at OSMC. However, improvements achieved over the last two quarters are not considered sufficient to fully alleviate the performance level achieved earlier in the year when it was impacted by long term staff sickness. Additional improvement actions are being implemented, including for the implementation of the Homelessness Reduction Act 2017

which focuses on prevention and on monitoring the prevention actions (see exception report for details)

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

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

- **Service Transformation** – The Financial Challenge Review process is evolving to help the Council address budget shortfalls in 2019/20 and 2021. All areas of the Council will participate.

The New Ways of Working reviews for Development & Planning and Education Services are continuing with analysis being undertaken in a number of targeted areas. Staffing capacity in key areas has been increased to address initial delays in the programme's delivery and it is still expected that all services within the authority will have been subject to review by 2020 as initially planned.

Agreement has been reached on changes to street cleansing schedules and a public consultation was carried out to ascertain public views on the introduction of charges for the collection of green waste.

Work on digitising bookings, courses, payments, virtual meetings and case management continues.

The Head of ICT has begun work to identify and reduce avoidable demand on his service.

- **Workforce projects** – A co-ordinator has been appointed into the HR service to ensure that the Council maximises the training opportunities for its staff that are following from the introduction of the Apprenticeship Levy.
- **Legislative compliance** – Briefings have been carried out for all staff on the requirements of the General Data Protection Regulations. Support will be provided to front line services to ensure that they remain compliant with the Council's duties.

A project has been established to prepare the Council to meet its new duties under the Homelessness Reduction Act which comes into force in April 2018.

- **Other Programme Activity** – The Programme Office continues to monitor a range of projects dealing with matters such as the Sandleford and Grazeley developments, infrastructure improvement and the development of a vision for the district out to 2036.

2.4.2 Under the aim of 'A more effective council', an analysis of the basket of the Key Accountable Measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that 75% (24/32) of them were RAG rated Green, 9% (3/32) Amber and 16% (5/32) Red compared to 65% (24/37) Green, 8% (3/37) Amber and 27% (10/37) Red for quarter three 2016/17.

## 2.5 Corporate Health Measures (see Council Performance Scorecard).

- 2.5.1 The Corporate Health Measures, which are applicable for all services, focus on human resources measures which are useful from a management perspective. The forecast net revenue budget variance increased from last quarter to £860k at the end of December against a net revenue budget of £117.4m, which is 0.7% of the net budget. The main driver of the forecast over spend is in the Communities Directorate which is forecasting an over spend of £966k. In Adult Social Care, commissioning rates are continuing to increase above the rate of inflation for both homecare and placements in care homes and there are residential placement pressures in Children and Family Services and in Education.
- 2.5.2 The staff turnover is now at 10% but due to the change in the organisation's structure was calculated only for April - December 2017 rather than on a rolling 12 months basis.

## 3. Conclusion

- 3.1 Quarter three results show that performance levels have been maintained at good levels on most of the areas and some have achieved further improvements.
- 3.2 Improvements or maintaining high performance was achieved in the following areas:
- Community Conversations – the number of community conversations has increased to 11 by the end of Q3, exceeding the target for the years of 10 conversations.
  - Protecting our children – high performance was maintained for the timeliness of assessments and placement stability;
  - Bin collection and street cleaning – levels of recycling have further improved and local environment's cleanliness was maintained to 'good'.
  - Timeliness of decisions on benefit claims – for new claims good performance achieved at Q2 has been maintained and for changes in circumstances cases performance improved and is now better than the target.
  - Collecting Council Tax and Business Rates – results continued to follow the expected trajectory to achieve the end of year targets.
  - Older people and vulnerable adults' wellbeing – good timeliness of financial assessments. The number of bed days due to delayed transfer of care improved/reduced and was better than target.
  - Planning and housing – exceeding targets relating to the timeliness of determining planning applications and timeliness of Disabled Facilities Grants approval.
- 3.3 An analysis of the measures RAG rated Amber or Red, shows that actions have been implemented to improve performance, which in many of the cases were just below the targets/thresholds set:
- Milestone delayed for Sterling Cables Redevelopment – solutions have been implemented to address viability issues.

- Timeliness to conclude care proceedings – performance has improved but still remains below target. The delays are not attributable to the local authority. Work with the judiciary to reduce timescales continues.
- Timeliness of responding to adult social care safeguarding concerns – to note improvement in performance at Q3, change in practice and processes. Recording approach is being brought back in line with national minimum standards and reassurance is provided that the risks to individuals are promptly managed.
- % of people presented homeless where the homelessness has been relieved or prevented – performance has improved but not to the extent required to mitigate the weaker results at Q1. OSMC has considered this area in detail. Actions are being implemented to focus on prevention and more detailed monitoring.

3.4 Based on the analysis of the available information at Corporate Board, it is proposed that the following measures RAG rated Amber or Red are considered by the Executive:

- Timeliness of reviews of clients with a Long Term Adult Social Care Service – to note that improvement actions have been scrutinised in detail by the OSMC. Performance has improved during quarter two, as additional, specialist resource was secured. The need to manage in year financial pressures meant that the additional staff could not be maintained and this will impact on being able to achieve the annual target.
- London Road Industrial Estate – to note ongoing dependencies on court action.
- Access to Superfast Broadband – to note progress made to address engineering challenges. A rapid increase in the rate of premises' upgrades is expected. To agree a change in target from March 2018 to December 2018.

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**Background Papers:**

Council Strategy 2015-2019 (refreshed March 2016)

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**Subject to Call-In:**

Yes:  No:

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

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**Wards affected:**

All

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**Strategic Aims and Priorities Supported:**

The proposals will help achieve the following Council Strategy aim(s):

- 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 priority(ies):

- 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.

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