
Key Accountable Performance 2017/18: Quarter Four

Committee considering report: Executive on 14 June 2018

Portfolio Member: Councillor Rick Jones

Date Portfolio Member agreed report: 31 May 2018

Report Author: Catalin Bogos

Forward Plan Ref: EX3249

1. Purpose of the Report

- 1.1 To report quarter four 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 RAG rated 'red' (targets not achieved) 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 (KAM) and the key achievements in all services. Comparing to last year the same proportion of measures are RAG rated Green (against similar or more challenging targets than in 2016/17). In absolute terms, the results for the majority of the KAMs have further improved this year.
- 2.2 To review those areas reported as 'red' to ensure that appropriate action is in place. In particular, to consider the results and improvement actions for:
 - (a) Educational attainment of the Free School Meals and for disadvantaged pupils cohorts
 - (b) Older people and vulnerable adults' wellbeing
 - (c) Progress towards adopting the Local Plan and Minerals & Waste Local Plan
- 2.3 To agree a change in target from 'December 2019' to 'April 2020' for both measures, 'the submission of a New Local Plan for examination' and for 'the submission of a Minerals and Waste Plan for examination' (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 4 2017/18

Council Strategy

Priorities for Improvement

RAG* Status

Core Business

Educational Attainment **A/R**

Close the Attainment Gap **R**

Additional Affordable Housing** **A**

Key Infrastructure Improvements **G/R**

Safeguarding Children & Adults **G**

Communities Help Themselves **G/A**

More Effective Council **G/A**

G Protecting our Children

G Bin Collection & Street Cleaning

G Providing Benefits

G Collecting Council Tax & Business Rates

R/G Older People & Vulnerable Adults Wellbeing

G/A Planning and Housing



Corporate Programme

RAG* Status

Service Transformation **G/A**

New Investment and Income Opportunities **G**

G Workforce Projects

G Other Programme Activity

Corporate Health

Net budget for 2017/18: **£117.4m**

Staff turnover (of 1,564 FTE)

year to date, not annualised

2017/18 Q1 forecast overspend: **£870k**

2.9% 2017/18 Q1 Staff Turnover

2017/18 Q2 forecast overspend: **£602k**

8.0% 2017/18 Q2 Staff Turnover

2017/18 Q3 forecast overspend: **£860k**

10.0% 2017/18 Q3 Staff Turnover

2017/18 Q4 provisional overspend: **£276k**

14.0% 2017/18 Q4 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.

** 412 affordable units already constructed plus 700 permissions granted for affordable housing.



Executive Summary

5. Introduction / Background

- 5.1 This report provides the Executive with a summary of the Council performance during quarter four 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, good performance has been maintained for areas such as protecting children and vulnerable adults and most of the key infrastructure projects. Progress has been made to further improve education attainment but, as the other areas in the country have also made progress, West Berkshire's results remain in the top or second quartile nationally. Education attainment for disadvantaged pupils remains a challenge (bottom quartile). The highest annual number (171) of affordable homes completed over the last five years, was achieved but there are over 700 additional units with planning permission to be built by developers in order to deliver the ambitious Council priority of 1,000 affordable homes by 2020.

The 'More effective council' aim, reflects that a minority of measures/milestones have not achieved their targets (see exception reports Appendix F) and that the majority of the KAMs have further improved results compared to last year.

- 6.2 Good performance continued this quarter in relation to children's social care, waste recycling, and timeliness of planning applications' determination. Performance has further improved from last year for timeliness to decide on benefit claims, collection of Council Taxes and housing. Improvements have been achieved in relation to homelessness prevention and timeliness of decisions on benefit claimant's change in circumstances. Challenges remain relating to 'vulnerable adults and older people's wellbeing' (including the timeliness of reviews, delayed transfers of care, the outcome of the reablement services) due to the level and complexity of demand combined with the internal and external resources availability pressures.
- 6.3 In terms of the Corporate Programme, good progress is reported across the work streams; New Ways of Working made slower progress than expected but benchmarking and data analysis is now progressing.
- 6.4 High level corporate health indicators show that the net revenue expenditure in 2017/18 was £117.7m against a budget of £117.4m resulting in a provisional year end over spend of £276k or 0.23% of net budget. Staff turnover has improved compared to last year by two percentage points to 14%. (See Council Performance Scorecard).

7. Conclusion

- 7.1 The Council continues to perform well in most areas. Compared to last year, further improvements have been achieved for the majority of the KAM including in some activity domains scrutinised by the OSMC (e.g. timeliness to decide on benefit claims, collection of Council Taxes). In some areas improvement is evident even if

sometimes ambitious targets have not been met (e.g. education attainment). The Corporate Programme is reporting 'on track' across most areas of work even though there was slower progress with the New Ways of Working reviews. Resource management remains strong, whilst the provisional overspend is only 0.2% of the total revenue budget.

7.2 Most of the measures RAG rated Red have achieved results only slightly below targets, and are not of significant concern at this stage. Other areas for the Executive to review are:

- Educational attainment of the FSM and for disadvantaged pupils' cohorts – area already scrutinised in depth by OSMC in May 2017 and in April 2018 (the later, as part of the Social Mobility Report).
- Older people and vulnerable adults' wellbeing (timeliness or reviews, outcome of the reablement services) – most measures already scrutinised in depth by OSMC in October 2017.
- Progress towards adopting the Local Plan and Minerals & Waste Local Plan and the request to agree a new target of April 2020 for the milestone to submit the plan for examination for both of these pieces of work.

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 – Measures of Volume graphs

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.

| | |
|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| 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: | 17/11/2017 |

| 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. |

| |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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. (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.) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| 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: | | |
| | | |

| 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: | |
| 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: | |

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: 17/11/2017

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.