
Key Accountable Performance 2018/19: Quarter One - Summary Report

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	09 October 2018
Portfolio Member:	Councillor Dominic Boeck
Date Portfolio Member agreed report:	16 August 2018
Report Author:	Catalin Bogos
Forward Plan Ref:	Ex. 3420

1. Purpose of the Report

- 1.1 To report quarter one outturns for the Key Accountable Measures (KAMs) which monitor performance against the 2018/19 Council Performance Framework.
- 1.2 To provide assurance that the objectives set out in the [Council Strategy 2015-2019](#) and other areas of significant activity are being managed effectively.
- 1.3 To present, by exception, those measures which are predicted to be 'amber' (behind schedule) or 'red' (not achievable) at year end, 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. Recommendation(s)

- 2.1 To note progress against the KAMs and key achievements in all services.
- 2.2 To review those areas reported as 'amber' and 'red' to ensure that appropriate actions are in place:

Amber:

- 1) (LRIER) London Road Industrial Estate redevelopment 2018/19 milestone: Create and gain approval for the business plan
- 2) Average number of days taken to make a full decision on new Benefits claims
- 3) % of clients with Long Term Service (LTS) receiving a review in the past 12 months
- 4) % of 'major' planning applications determined within 13 weeks or the agreed extended time
- 5) % of 'minor' planning applications determined within 8 weeks or the agreed extended time

- 6) % of 'other' planning applications determined within 8 weeks or the agreed extended time

Red

- 1) % of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"
- 2.3 To note and approve additions and amendments made to KAMs, following Corporate Board's requests for further information during the target setting process.
- (a) Delayed Transfer of Care (DToC) target will be set nationally during Q2
- 2.4 To agree to remove the KPI "% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant applications" and investigate a more meaningful alternative.
- 2.5 To agree to report the number of people aged 16-24 and 16-64 who claim Claimant Count as a measure of volume, instead of those just claiming Jobseekers Allowance to reflect the move towards Universal Credit.

3. Implications

- 3.1 **Financial:** To be highlighted and managed by individual services.
- 3.2 **Policy:** To be highlighted and managed by individual services.
- 3.3 **Personnel:** To be highlighted and managed by individual services.
- 3.4 **Legal:** To be highlighted and managed by individual services.
- 3.5 **Risk Management:** To be highlighted and managed by individual services.
- 3.6 **Property:** To be highlighted and managed by individual services.
- 3.7 **Other:** There are no other know direct implications.

4. Other options considered

- 4.1 None

Council Strategy 2015-19: Key Accountable Performance Scorecard

Summary of Performance for 2018/19: Quarter 1

Council Strategy

Priorities for Improvement

*RAG status

Core Business

Educational Attainment **available Q2**

G Protecting our Children

Close the Attainment Gap **available Q2**

G Bin Collection & Street Cleaning

More Affordable Housing **available Q4**

G/A Providing Benefits

Key Infrastructure Improvements **G/A**

G Council Tax & Business rates collection

Safeguarding Children & Adults **G/R**

G/A Older & Vulnerable Adults Wellbeing

Communities Help Themselves **G**

G/A Planning and Housing

More Effective Council **G/A**



Corporate Programme

New Legislation Preparation **G**

G Strategy Development

Strategic Transformation **G/A**

G Service Transformation

Corporate Health

Net budget for 2018/19: **£125.4m**

Staff turnover (of 1,555 FTE)
rolling 12 months

2018/19 Q1 forecast overspend **dna**

14.5% 2018/19 Q1 staff turnover

*dna = data not available at time of publication



*Red, Amber, Green (RAG). For Strategic Priorities, this is measured over the life of the Council strategy (2015-2019). For Core Business and the Corporate Programme, the RAG relates to year end targets



Executive Summary

5. Introduction / Background

- This report provides the Executive with a summary of the Council performance during quarter one 2018/19. Performance is shown against the priorities for improvement (Council Strategy 2015-19), core business activity, the Corporate Programme and Corporate Health Indicators. The overall position is summarised in the Key Accountable Performance Scorecard.

6. Synopsis

- In terms of priorities for improvement, most areas are performing well. The measure for the six Adult Social Care (ASC) provider services inspection's outcomes, shows that one nursing home recently transferred under the Council's responsibility, was rated by the Care Quality Commission (CQC) as "inadequate". An improvement plan has been put in place and it is expected that an improved rating will be given at the next inspection.

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

Good performance continued this quarter for the measures relating to children's social care core business. However, performance in a number of the measures from the wider set of KPIs for children's social care, are of concern and whilst the service believe that under-performance may be impacted by recording and reporting this matter needs further investigation.

The measure relating to waste recycling is estimated 10% better than the target likely due to seasonal variations. DTOC (delayed transfers of care) and reablement/rehabilitation (still at home 91 days after hospital discharge) measures have also shown improvement since Q4. In planning, local target setting towards the end of Q1 has meant that adjustments to how applications are processed have only recently been made and performance is expected to improve in later quarters.

- Corporate Programme: The Corporate Programme shows a mixed picture with good progress being made in relation to a number of flood alleviation improvement projects. However, projects such as the roll out of Superfast Broadband and London Road Industrial Estate Regeneration are behind schedule and in the case of Broadband the completion date has had to be re-profiled.
- Corporate Health: Since Q4 2017/18 Staff turnover has increased by 1% to 14.5%.

7. Conclusion

- 7.1 The Council continues to perform well in most areas. Improvements have been achieved in some activity domains (e.g. waste recycling, some ASC). The Corporate Programme is reporting good progress across most areas of work.

7.2 Most of the measures RAG rated Amber or Red have achieved results only slightly below targets, and are not of significant concern at this stage. Corporate Board is investigating the performance results for a number of additional measures relating to children's safeguarding which is believe to be impacted by data recording issues. Based on the analysis of the available information at Corporate Board, there are no measures proposed at this stage for more in depth considered by the Executive or for further scrutiny.

8. Appendices

- 8.1 Appendix A – Data Protection Impact Assessment
- 8.2 Appendix B – Equalities Impact Assessment
- 8.3 Appendix C – Supporting Information
- 8.4 Appendix D – District Wide Health Check Dashboard
- 8.5 Appendix E – Key Accountable Measures of Volume (Dashboard and by Service)
- 8.6 Appendix F – Key Accountable Measures by Strategic Priority
- 8.7 Appendix G - Exception Reports
- 8.8 Appendix H – Quarterly Service Requests
- 8.9 Appendix I – Technical Background and Conventions

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Strategic Support
Team:	Performance, Research and Consultation
Lead Officer:	Catalin Bogos
Title of Project/System:	n/a
Date of Assessment:	n/a

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be personal processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using the personal data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

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 outturns and to review any remedial actions proposed.
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	24/07/2018

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 report on progress on delivering the Council Strategy Priorities and Core Business objectives.
Objectives:	To ensure decision making bodies are informed of the progress made with delivering the Council Strategy Priorities and Core Business objectives.
Outcomes:	Corporate Board and the Executive Committee are informed of performance levels and have reviewed any actions proposed to improve performance.
Benefits:	All beneficiaries of the council's services should benefit, either directly or indirectly, from the delivery of better outcomes.

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
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No

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: 24/07/2018