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

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| Committee considering report: | Executive on 20 December 2018 |
| Portfolio Member: | Councillor Dominic Boeck |
| Date Portfolio Member agreed report: | 6 December 2018 |
| Report Author: | Jenny Legge/Catalin Bogos |
| Forward Plan Ref: | EX3421 |

1. Purpose of the Report

- 1.1 To report quarter two 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. Recommendations

- 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 (CEO)
- 2) Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above
- 3) Average number of days taken to make a full decision on new Benefits claims (F&P)
- 4) % of people presenting as homeless where the homelessness has been relieved or prevented (D&P)

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" (ASC)

- 2) % of clients with Long Term Service (LTS) receiving a review in the past 12 months (ASC)
 - 3) % of 'major' planning applications determined within 13 weeks or the agreed extended time (D&P)
 - 4) % of 'minor' planning applications determined within 8 weeks or the agreed extended time (D&P)
- 2.3 To note that the D&P Service are considering an alternative KPI for “% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant applications”.

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 known direct implications.

4. Other options considered

- 4.1 None

Council Strategy 2015-19: Key Accountable Performance Scorecard

Summary of Performance for 2018/19: Quarter 2

Council Strategy

Priorities for Improvement

*RAG status

Core Business

Educational Attainment **R**

Close the Attainment Gap **R**

More Affordable Housing **R**

Key Infrastructure Improvements **G/A**

Safeguarding Children & Adults **G/R**

Communities Help Themselves **G**

More Effective Council **G/A**

G Protecting our Children

G Bin Collection & Street Cleaning

G/A Providing Benefits

G Council Tax & Business rates collection

G/R Older & Vulnerable Adults Wellbeing

G/A Planning and Housing



Corporate Programme

New Legislation Preparation **G**

Strategic Transformation **G**

G Strategy Development

G Service Transformation

Corporate Health

Net budget for 2018/19: **£119.4m**

Staff turnover (of 1,566 FTE)
rolling 12 months

2018/19 Q1 forecast overspend **£1.3m**

2018/19 Q2 forecast overspend **£1.3m**

14.5% 2018/19 Q1 staff turnover

13.7% 2018/19 Q2 staff turnover



*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

- 5.1 This report provides the Executive with a summary of the council performance during quarter two 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

- 6.1 Notable this quarter is the number of measures of volume that reached significantly higher levels compared to the previous 2.5 years for most of them. These suggest increased demand and pressure on Adult Social Care (ASC) service (new requests for services, long term service clients, safeguarding enquiries opened), on Children and Family Services (number of Looked after Children) and other services (number of reported crimes, house price, FOI requests etc.).
- 6.2 Reduction/downward trend is evident relating to: planning applications received and people killed or seriously injured on West Berkshire's roads.
- 6.3 In terms of priorities for improvement, most areas are performing well. Milestones for this year for key infrastructure projects (Market Street and Sterling Cables) have been completed but the Superfast Broadband Programme is impacted by further delays. Birchwood Nursing home improved its Care Quality Commission (CQC) rating to "Requires Improvement" and further improvement actions continue. The end of year target for the number of community engagements facilitated by the Building Communities Together Team has already been exceeded.
- 6.4 Under the 'More effective council' aim, a minority of measures/milestones have not achieved their targets (see exception reports Appendix E).
- 6.5 For core business areas: Good performance continued this quarter for the Key Accountable Measures (KAMs) relating to children's social care.
- 6.6 The measure relating to waste recycling is an estimated 7% better than the target. Street cleanliness measure is on target but has declined compared to last year. The ASC Reablement / rehabilitation (still at home 91 days after hospital discharge) measure has further improved. Reviews of ASC long term clients is now rated Red, due to staff deployment solutions not being possible over the summer. In planning, local target setting towards the end of Q1 has meant that adjustments to how applications are processed have only recently been made, but performance declined for major and minor applications (RAG Red) and improved for 'other' (householder applications etc.). The homelessness prevention measure has declined, but more work is needed to ensure the reporting methodology is correct following the Homelessness Reduction Act implementation.
- 6.7 Corporate Health: Revenue budget forecast overspend is £1.3m (including a number of mitigation strategies). Since Q1, staff turnover has reduced by approximately 1% to 13.7%.

7. Conclusion

- 7.1 Significant increases on a number of measures of volume suggest increasing pressure on Council's services.
- 7.2 The Council continues to perform well in most areas. Improvements have been achieved in some activity domains (e.g. key infrastructure projects, community engagement, some ASC). The Corporate Programme is reporting good progress across all areas of work.
- 7.3 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. Performance of a small number of measures is impacted by factors outside the Council's control. In addition, based on the analysis of the available information at Corporate Board:
 - (1) Four measures (ASC long term cases review, Homelessness prevention and minor/major planning applications' determination) are proposed for the Executive to monitor closely.

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
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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

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|--------------------------|--|
| 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 |
|--|--------------------------|-------------------------------------|
| Will you be processing SENSITIVE or “special category” personal data? 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” | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will you be personal processing data on a large scale? Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will your project or system have a “social media” dimension? Note – will it have an interactive element which allows users to communicate directly with one another? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will any decisions be automated? 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? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will your project/system involve CCTV or monitoring of an area accessible to the public? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will you be using the personal data you collect to match or cross-reference against another existing set of data? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Will you be using any novel, or technologically advanced systems or processes? Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised | <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?

| | |
|---|---|
| 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 |
| 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