Key Accountable Performance 2018/19: Quarter Four

Committee considering report:	Executive on 25 July 2019
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	4 July 2019
Report Author:	Jenny Legge/Catalin Bogos
Forward Plan Ref:	EX3423

1.   Purpose of the Report

1.1   To report quarter four 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 'red', as detailed in Appendix F. To ensure that appropriate actions are in place, especially for the measures relating to the Superfast Broadband Project for West Berkshire and the number of bed days due to Delayed Transfers of Care (DToC).

2.3   In particular, to consider and refer for further analysis at the Overview and Scrutiny Management Commission (OSMC) the results and improvement actions for:

(a)   the education attainment for Free School Meals cohorts,

(b)   the timeliness of reviews of ASC clients with Long Term Support,

(c)   the homelessness prevention and alleviation, and

(d)   a number of measures reported under the Protecting Children core business.

2.4   To note the increasing concern in 2018/19 regarding safeguarding and quality relating to some Adult Social Care providers.

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 4

Council Strategy

Priorities for Improvement	*RAG status		Core Business
Educational Attainment	**R**	**G**	Protecting our Children
Close the Attainment Gap	**R**	**G**	Bin Collection & Street Cleaning
More Affordable Housing	**R**	**G**	Providing Benefits
Key Infrastructure Improvements	**G/R**	**R**	Council Tax & Business rates collection
Safeguarding Children & Adults	**G/R**	**G/R**	Older & Vulnerable Adults Wellbeing
Support Communities	**G**	**G/R**	Planning and Housing
More Effective Council	**G/R**		

Corporate Programme

Strategic Transformation	**G/A**	**G**	Strategy Development
Major ICT Projects	**G/A**	**G/A**	Service Transformation

Corporate Health

Net budget for 2018/19:	£119.4m		Staff turnover (of 1,562 FTE) rolling 12 months
2018/19 Q1 forecast overspend	**£1.3m**	**14.5%**	2018/19 Q1 staff turnover
2018/19 Q2 forecast overspend	**£1.3m**	**13.7%**	2018/19 Q2 staff turnover
2018/19 Q3 forecast overspend	**£250k**	**14.7%**	2018/19 Q3 staff turnover
2018/19 Q4 provisional underspend	**£81k**	**13.0%**	2018/19 Q4 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 four 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   **Measures of volume** indicate a rise in demand/need for Adult and Children's social care and the resultant pressure this places on our services.

6.2   In terms of **priorities for improvement**, the majority of areas performed well. Education attainment data for summer 2018 shows that despite improvement achieved by West Berkshire, the ambitious benchmarking targets have not been meet as other Local Authorities have also improved. Very small cohorts of pupils with Free School Meals is a key factor that impacted declining education attainment results – this is an area prioritised in the Council Strategy 2019-2023 as part of the wider priority to 'Support everyone to reach their full potential'.

The Children and Family Service had positive feedback from Ofsted regarding safeguarding arrangements and more adult social care service users reported that their services made them feel safe and secure. The successful road surfacing programme resulted in the District achieving the best result since 2005 with a very low percentage of roads in need of repair. Superfast Broadband West Berkshire Project experienced delays but new management at the contractor company is expected to achieve the connectivity target, albeit a few months later than planned. Targets have been exceeded for community engagement and also for devolution deals agreed with Town and Parish Councils.

6.3   For **core business areas**: Good performance continued this quarter for the Key Accountable Measures (KAMs) relating to children's social care. Improvements have been achieved for household waste recycling, the timeliness of processing benefits claims and for timeliness of determining planning applications. Council Tax and Business Rates' collection targets have been missed but were likely to be achieved during April 2019. Adult Social Care reablement and financial assessment measures achieved strong performance.

Delays Transfers of Care (DToC) have been negatively impacted by a number of factors and despite good performance earlier in the year, the annual target has been missed. However, the results are still better than last year. No significant progress has been made to improve the proportion of ASC Long Term Cases reviewed. Homelessness prevention measure is negatively impacted by the increase in demand.

6.4   **Corporate Programme**: Good progress is being reported across the majority of the projects. Eight projects for system or ICT infrastructure upgrade are running behind schedule due to factors attributable primarily outside of the Council.

6.5 **Corporate Health**: High level corporate health indicators show that against the budget for 2018/19 a provisional year end under spend of £81k was achieved following a Council wide programme to reduce expenditure and the use of service risk reserves. Staff turnover has improved compared to last year by one percentage point to 13%. (See Council Performance Scorecard).

7.   Conclusion

7.1   In some areas the growth and complexity of demand means an increase in the pressure on Council's services, especially in social care (see Appendix F).

7.2   The majority of the areas are performing well and 53% of the key accountable performance measures further improved from 2017/18. The overall proportion of the measures rated 'green' is below last year's level but 25% of the targets have been set at more challenging level for 2018/19.

7.3   Action plans are in place to address performance of the measures rated 'red' and the Executive is asked to review and approve these actions and to note the overall performance reported. In particular, recommendations for more in depth scrutiny at OSMC are made for the measures relating to:

(1)   Educational attainment of the free school meals cohorts of pupils,

(2)   Timeliness of reviews of the Adult Social Care Long Term Cases,

(3)   Homelessness prevention and alleviation, and

(4)   The additional (key strategic) measures reported under Protecting our Children core business area.

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 – Key Accountable Measures of Volume Dashboard

8.5   Appendix E – Key Accountable Measures by Strategic Priority

8.6   Appendix F – Exception Reports

8.7   Appendix G – Technical Background and Conventions

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Appendix A

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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 Risk
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*"	☐	☒
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	☐	☒
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?	☐	☒
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?	☐	☒
Will your project/system involve CCTV or monitoring of an area accessible to the public?	☐	☒
Will you be using the personal data you collect to match or cross-reference against another existing set of data?	☐	☒
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	☐	☒

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, polices, 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:	24/05/2019

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: 24/05/2019**