

Notice of Meeting



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Executive

Thursday, 29th March, 2018 at 5.00 pm

**in the Council Chamber, Council Offices,
Market Street, Newbury**

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Date of despatch of Agenda: Thursday, 22 March 2018

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Democratic Services Team on (01635) 519462

e-mail: executivecycle@westberks.gov.uk

Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



WestBerkshire
C O U N C I L

To:	Councillors Dominic Boeck, Graham Bridgman, Anthony Chadley, Jeanette Clifford, Hilary Cole, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones
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Agenda

Part I

Page(s)

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 5 - 14
To approve as a correct record the Minutes of the meeting of the Committee held on 19 February 2018 and the Special meeting on the 22 February 2018 .
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Public Questions**
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.
 - (a) **Question submitted to the Portfolio Holder for Culture and Environment by Mr Simon Bowes:**
"Why can't we recycle plastic food tubs, flora tubs etc? In West Berks we can only recycle plastic bottles which is a fraction of household plastics?"
 - (b) **Question submitted to the Leader of the Council by Mr Tony Vickers:**
"Will the Leader accept some responsibility lies with his Party for allowing Nick Goodes to take some £20,000 of local taxpayers' money during his three years of so-called representation of Thatcham West residents, which belatedly has led to his disqualification."
 - (c) **Question submitted to the Portfolio Holder for Planning, Housing and Leisure by Mrs Martha Vickers:**
"Could the Council consider letting rough sleepers use the staff showers on the ground floor of the Market Street Offices at a time when they are not needed by the staff?"
5. **Petitions**
Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.



Items as timetabled in the Forward Plan

	Page(s)
6. Key Accountable Performance 2017/18: Quarter Three (EX3248) (CSP: All) Purpose: To report quarter three outturns, for the Key Accountable Measures which monitor performance against the 2017/18 Council Performance Framework.	15 - 66
7. Members' Question(s) Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution. <i>(There were no questions submitted by Members.)</i>	

Andy Day
Head of Strategic Support

West Berkshire Council Strategy Aims and Priorities

Council Strategy Aims:

- 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

Council Strategy Priorities:

- 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

If you require this information in a different format or translation, please contact Moira Fraser on telephone (01635) 519045.



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Agenda Item 2.

DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

EXECUTIVE

MINUTES OF THE MEETING HELD ON MONDAY, 19 FEBRUARY 2018

Councillors Present: Dominic Boeck, Graham Bridgman, Anthony Chadley, Jeanette Clifford, Hilary Cole, Lynne Doherty, Marcus Franks, James Fredrickson and Rick Jones

Also Present: John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Sarah Clarke (Acting Head of Legal Services), Melanie Ellis (Chief Accountant), Gabrielle Esplin (Finance Manager (Capital and Treasury Management)), Peta Stoddart-Crompton (Public Relations Officer), Andy Walker (Head of Finance) and Rachael Wardell (Corporate Director - Communities), Councillor Paul Bryant, Stephen Chard (Policy Officer), Councillor Lee Dillon (Shadow Executive Portfolio: Finance, Strategy & Performance, Economic Development, Property, Partnerships, Equality, Human Resources, Thatcham Vision, Pensions, Insurance, Health & Safety), Councillor Mollie Lock (Shadow Executive Portfolio: Education, Children's Services, Adult Social Care, Health & Wellbeing) and Councillor Tim Metcalfe

Apologies for inability to attend the meeting: Councillor Graham Jones

PART I

75. Minutes

The Minutes of the meeting held on 18 January 2018 were approved as a true and correct record and signed by the Leader.

76. Declarations of Interest

During consideration of Agenda Item 13 (Activity Team West Berkshire and the future of the Dolphin Centre, Pangbourne), Councillor Tim Metcalfe declared an interest in the item, but reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate.

77. Public Questions

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#).

(a) **Question submitted by Mr Thomas Tunney to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Thomas Tunney on the subject of tents being cleared away from near the football club was answered by the Portfolio Holder for Planning, Housing and Leisure.

(b) **Question submitted by Mr Thomas Tunney to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Thomas Tunney on the subject of the ownership of the tents, linked with the closure of the night shelter was answered by the Portfolio Holder for Planning, Housing and Leisure.

(c) **Question submitted by Mr Peter Norman to the Portfolio Holder for Culture and Environment**

A question standing in the name of Mr Peter Norman on the subject of road pollution was answered by the Portfolio Holder for Culture and Environment.

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(d) **Question submitted by Mr Peter Norman to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Peter Norman on the subject of the Core Strategy and Newbury's future housing requirements was answered by the Portfolio Holder for Planning, Housing and Leisure.

(e) **Question submitted by Mr Peter Norman to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Peter Norman on the subject of meeting future housing needs was answered by the Portfolio Holder for Planning, Housing and Leisure.

(f) **Question submitted by Mr Peter Norman to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Peter Norman on the subject of the benefit from land value uplift caused by a change in planning use was answered by the Portfolio Holder for Planning, Housing and Leisure.

(g) **Question submitted by Mr Peter Norman to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Peter Norman on the subject of the average price of an affordable two bedroom unit and how this compared with the average market price was answered by the Portfolio Holder for Planning, Housing and Leisure.

(h) **Question submitted by Ms Julie Wintrup to the Portfolio Holder for Community Resilience and Partnerships**

A question standing in the name of Ms Julie Wintrup on the subject of the savings generated by Citizen's Advice West Berkshire and whether these were factored into the Equality Impact Assessment was answered by the Portfolio Holder for Community Resilience and Partnerships.

(i) **Question submitted by Ms Julie Wintrup to the Portfolio Holder for Community Resilience and Partnerships**

A question standing in the name of Ms Julie Wintrup on the subject of whether a financial assessment was undertaken to demonstrate that no Stage 2 Equality Impact Assessment was needed was answered by the Portfolio Holder for Community Resilience and Partnerships.

(j) **Question submitted by Mr Tony Vickers to the Portfolio Holder for Finance and Transformation, Economic Development**

A question standing in the name of Mr Tony Vickers (asked on his behalf by Councillor Lee Dillon) asking why the Council was not using its ability to borrow from the Public Works Loan Board to help boost supply of affordable housing in West Berkshire was answered by the Portfolio Holder for Finance and Transformation, Economic Development.

78. **Petitions**

There were no petitions presented to the Executive.

79. **Investment and Borrowing Strategy 2018/19 (C3274)**

Councillor Hilary Cole explained that agenda items 6 to 9 would be briefly introduced by Councillor Anthony Chadley as Portfolio Holder for Finance. However, debate of the items was not planned for the Executive as they would be debated and determined at the Council meeting on 1 March 2018. Questions of clarity could however be asked.

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The Executive considered a report (Agenda Item 6) concerning the Council's borrowing limits as set out by CIPFA's Prudential Code and which recommended, for Council approval, the Annual Investment and Borrowing Strategy for 2018/19. The report also provided a forecast of the Council's long term borrowing requirements.

Councillor Chadley explained that the implementation of the Strategy would be reviewed during the coming financial year by the cross-party Treasury Management Group of which Councillor Lee Dillon was a Member.

Councillor Dillon referred to paragraph 3.2 of the supporting information which raised the need for investments to satisfy a set of conditions and specifically the references made to credit ratings. Councillor Dillon felt that credit ratings should be clearly stipulated ahead of any investment being made. Councillor Chadley acknowledged this point and stated that he would look to update the Strategy in the way described, ideally in advance of the Council meeting.

Councillor Dillon then referred to the credit ratings and limits proposed for the different categories of investments. He noted that for NHS Trusts, investment was to be subject to an individual lending agreement which would require Executive approval. Councillor Dillon felt, for due diligence purposes, that the Treasury Management Group should also be involved in this decision. Councillor Chadley agreed to take this suggestion on board.

RESOLVED to recommend that Council adopt the 2018/19 Investment and Borrowing Strategy.

Other options considered: Not applicable.

80. **Medium Term Financial Strategy 2018/19 to 2020/21 (C3275)**

The Executive considered a report (Agenda Item 7) concerning the Council's Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21. The MTFS was a rolling three year strategy which was built to ensure that the financial resources, both revenue and capital, were available to deliver the Council Strategy. The MTFS was required to be read in conjunction with the Revenue Budget 2018/19, Capital Strategy and the Investment and Borrowing Strategy reports.

The MTFS was designed to:

- 1) allocate the Council's available resources focussing on those determined as most critical in supporting the Council's priorities and statutory responsibilities;
- 2) ensure that capital investment was affordable; and
- 3) ensure that the Council had sufficient levels of reserves.

The MTFS was also designed to minimise the financial risks to the delivery of the Council Strategy by providing a clear picture of the resources available and allowing the Council to focus on its priorities.

Councillor Lee Dillon highlighted that there were typographical errors to be amended and recommended that the document be proof read.

In terms of specific points, Councillor Dillon referred to the figure of £5.2m to be raised from savings and income generation (paragraph 7.2 of the summary report). He felt it would be useful to understand how this figure would be split between savings and income generation, and this could create an income generation target.

Councillor Dillon next highlighted a discrepancy in the figures in the Medium Term Financial Model table in paragraph 9.2 of the summary report. This gave a negative Revenue Support Grant (RSG) of £1.79m, however a figure of £1.75m was referred to elsewhere in the report and this needed to be corrected. Keeping to the issue of negative RSG, Councillor Dillon was hopeful that the Government would be lobbied on this matter.

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Continuing with the Model table, Councillor Dillon questioned the Council Tax Collection Fund deficit/surplus as this was zero in 2019/20 and 2020/21. Line 19 (one off transitional grant funding) was shown as zero across the three years of the MTFs, he therefore suggested removal of this line. Line 9 (use of capital receipts) was also shown as zero across the three years, however the Capital Strategy and Programme report (agenda item 8) made reference to the use of capital receipts to fund the revenue cost of transforming Council services in 2018/19 and 2019/20. He felt that these figures should therefore be provided in the Model table.

Paragraph 3.3 of the supporting information highlighted savings requirements of £2.8m for 2019/20 and £240k for 2020/21 (this was based on the assumption that Council Tax increases would be at 2% per year). Councillor Dillon highlighted the need to understand the detail around this more fully as soon as possible.

Councillor Chadley gave thanks for this feedback. He would consider these points and provide a response to Councillor Dillon/consider changes to the document where appropriate, again prior to the Council meeting if possible. He agreed with the concerns in relation to negative RSG. Finally, on this item, Councillor Chadley agreed to look through the document and address any formatting issues/correct typographical errors.

RESOLVED to recommend that Council approve and adopt the Medium Term Financial Strategy 2018/19 to 2020/21.

Other options considered: None.

81. **Capital Strategy and Programme 2018/19 to 2022/23 (C3276)**

The Executive considered a report (Agenda Item 8) which outlined the five year Capital Strategy for 2018 to 2023, which included the Minimum Revenue Provision Statement and the Asset Management Plans for Property and Highways, and which set out the funding framework for Council's five year capital programme for 2018/19 to 2022/23.

Councillor Anthony Chadley highlighted that despite ongoing pressure on the Revenue Budget, the Council continued to make significant investment in the future of West Berkshire through its Capital Programme. This was largely funded by prudential borrowing.

Councillor Lee Dillon referred to the report's financial implications where it was highlighted that the Capital Strategy and Programme would in the main be funded from prudential borrowing, as also indicated by Councillor Chadley. However, he queried this as the pie chart in paragraph 6.1 of the Medium Term Financial Strategy report stated that 62% of capital expenditure would come from a combination of grants (40%), S106 (18%) and Community Infrastructure Levy (4%).

The financial implications also stated that the future level of CIL funding was particularly uncertain and would be kept under close review. Councillor Dillon was concerned therefore that it was proposed that CIL would fund 4% of capital expenditure. Councillor Dillon felt it would be useful to gain an understanding of the level of this specific risk. More generally, Councillor Dillon gave his view that risk statements needed to be quantified.

Councillor Chadley gave a commitment to look into these points and adjust reports if found necessary to do so, again in time for the Council meeting if possible.

RESOLVED to recommend that Council approve the Capital Strategy and Programme 2018/19 to 2022/23.

Other options considered: Not applicable.

82. Revenue Budget 2018/19 (C3277)

Councillor Chadley presented the report (Agenda Item 9) which recommended to Council the 2018/19 Revenue Budget. This included a proposed Council Tax requirement of £94.84m requiring a Council Tax increase of 2.99% in 2018/19 together with a 3% precept ring-fenced for Adult Social Care. The Council Tax increase would raise £2.7m and the precept a further £2.7m ring-fenced for Adult Social Care.

The report also proposed the fees and charges for 2018/19 (as set out in Appendix H) and the Parish Special Expenses (Appendix I), and recommended the level of General Reserves (set out in Appendices F and G).

Councillor Lee Dillon referred to the consultation response for the garden waste collection service saving proposal where 86% of respondents disagreed with the proposal. Councillor Dillon suggested that the harm from this proposal, if implemented, could be mitigated by giving residents the option of paying for this service via direct debit. Restricting the ability to pay for this service to online only could exclude some residents without internet access.

Councillor Dominic Boeck agreed this was a sensible suggestion that was being considered in order to make this process as user friendly as possible.

RESOLVED that the following be recommended to Council:

1. That Council approves the 2018/19 Council Tax requirement of £94.84m requiring a Council Tax increase of 2.99% with a 3% precept ring-fenced for Adult Social Care.
2. That the fees and charges be approved as set out in Appendix H and that appropriate statutory notices would be placed where required.
3. That the Parish Special Expenses be approved as set out in Appendix I.
4. That the responses received to each of the public facing savings proposals in the public consultation exercise undertaken on the 2018/19 budget be acknowledged and noted.
5. That, in relation to the Garden Waste Collection Service, if the proposal is approved then it is recommended that delegated authority be granted to the Head of Transport and Countryside, in consultation with the Section 151 Officer, Monitoring Officer and Portfolio Holder for Waste, to enable the necessary contract changes to be made to facilitate the changes to the Garden Waste Collection Service.

Other options considered: It is proposed to increase Council Tax by 2.99% with a 3% precept ring-fenced for Adult Social Care. If these options were not taken, the savings requirement would be £5.4m higher. All available options had been considered in order to keep the savings requirement to the level identified.

83. Financial Performance Report 2017/18 - Quarter Three (EX3305)

The Executive considered a report (Agenda Item 10) which informed Members of the latest financial performance for 2017/18.

Councillor Anthony Chadley drew Members attention to the proposal in the report to release £509k from the Adult Social Care (ASC) Risk Reserve. Subject to the Executive's approval on this matter, this would mean that the current financial forecast would be an overspend of £860k against a net revenue budget of £117.4m. If the reserve was not released as proposed, then the overspend would be £1.37m. Either way, the forecast would have an impact on the level of the Council's reserves at year end if the overspend could not be brought down by this time.

Councillor Chadley also highlighted a typographical error in both the summary report and supporting information. Paragraph 5.4 of the summary report and paragraph 1.3 of the

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supporting information should both state that the Education forecast overspend had increased by £124k from the previous quarter.

Councillor Lee Dillon had a number of questions on this report. If the proposed release of the ASC Risk Reserve was approved, then just over £900k would have been released to date from this fund in 2017/18 and the fund would then total £1.044m. He queried whether there was confidence that it would not prove necessary to fully utilise the Risk Reserve. Councillor Dillon also noted a risk to the ASC budget should providers withdraw their services.

Councillor Chadley highlighted that the service specific risk reserves had been established for specifically identified risks. A decision had already been made and a further decision proposed in this report to release funds from ASC Risk Reserve as risks materialised in-year and it was considered right to make adjustments in-year, in particular to meet increased inflationary costs. However, the potential to use the risk reserves was always carefully considered and efforts continued to drive down overspends. Councillor Chadley added that extensive work had been undertaken to improve both the modelling of risks and forecasting, and this would continue moving forward.

Councillor Rick Jones described the efforts made in ASC to improve forecasting in this volatile area which was under considerable pressures. He stated that he was reasonably confident that the forecast overspend for 2017/18 was as accurate as possible, beyond the emergence of a major pressure. Councillor Rick Jones added that risks were published via the Council's Strategic Risk Register.

Moving to transformation funding, while some investment had taken place, £1m had been placed into a Transformation Reserve and around £660k of this remained unallocated. Councillor Dillon was concerned that there had not been greater use of the fund to transform services and he asked how this could be expedited. In response to this point, Councillor Chadley explained that use of the Transformation Reserve was only considered for projects that could maximise best value from this relatively small sum, i.e. commercialisation. A risk averse approach was taken and it was the aim to use this Reserve as efficiently as possible.

Councillor Dillon next referred to the overspend in the Education Service. He queried whether the costs incurred by the Disabled Children's Team should also be contributed to by Children and Family Services as this would provide a more realistic picture of where pressures were being felt and where costs were met from. Councillor Lynne Doherty clarified that this team was within Children and Family Services and they made the placements. Costs were currently met in Education.

Councillor Dillon asked for an explanation for the increase to salary costs and agency staff costs in the Communities Directorate. Salary costs had increased by £2.5m and agency costs by £670k from that originally budgeted. Councillor Chadley explained that increased salary costs in fact related to a re-identification of the amounts and this was in line with expectations. It was highlighted in the report to provide greater transparency, it would also aid comparisons. Councillor Chadley added that agency costs had increased in Month Nine to cover sickness absence in front line services.

RESOLVED that:

- The latest financial performance of the Council be noted.
- £509k be released from the Adult Social Care Risk Reserve. This confirmed the forecast overspend of £860k.

Other options considered: Not applicable.

84. Members' Questions

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#).

(a) Question to be answered by the Portfolio Holder for Community Resilience and Partnerships submitted by Councillor Lee Dillon

A question standing in the name of Councillor Lee Dillon on the subject of the publication of air quality figures was answered by the Portfolio Holder for Community Resilience and Partnerships.

(b) Question to be answered by the Portfolio Holder for Culture and Environment submitted by Councillor Lee Dillon

A question standing in the name of Councillor Lee Dillon on the subject of the legislation under which the Council was proposing to introduce charging of green waste collections was answered by the Portfolio Holder for Culture and Environment.

(c) Question to be answered by the Portfolio Holder for Highways and Transport submitted by Councillor Lee Dillon

A question standing in the name of Councillor Lee Dillon asking what economic impact assessment was undertaken to help understand the impact on local businesses of on street car parking in Thatcham Town Centre was answered by the Portfolio Holder for Highways and Transport.

85. Exclusion of Press and Public

RESOLVED that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information)(Variation) Order 2006. Rule 8.10.4 of the Constitution also refers.

86. Activity Team West Berkshire and the future of the Dolphin Centre, Pangbourne (URGENT ITEM)

(Paragraph 1 – information relating to an individual)

(Paragraph 2 – information identifying an individual)

(Paragraph 3 – information relating to financial/business affairs of particular person)

(Councillor Tim Metcalfe declared a personal interest in Agenda Item 13 by virtue of the fact that he was a Trustee of the Adventure Dolphin Charity, he was formerly the Council's representative for Adventure Dolphin and he had a private interest in the organisation. As his interest was personal and not prejudicial or a disclosable pecuniary interest, he determined to remain to take part in the debate.)

The Executive considered an exempt report (Agenda Item 13) which concerned the closure of the service known as the Activity Team West Berkshire, redistribution of its equipment and the asset transfer of the Dolphin Centre.

RESOLVED that the recommendations in the exempt report be agreed.

Other options considered: as outlined in the exempt report.

(The meeting commenced at 6.00 pm and closed at 7.10 pm)

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CHAIRMAN

Date of Signature

DRAFT

Note: These Minutes will remain DRAFT until approved at the next meeting of the Committee

EXECUTIVE

MINUTES OF THE MEETING HELD ON THURSDAY, 22 FEBRUARY 2018

Councillors Present: Dominic Boeck, Graham Bridgman, Jeanette Clifford, Hilary Cole (Vice-Chair, in the Chair), Lynne Doherty, Marcus Franks, James Fredrickson and Rick Jones

Also Present: John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Sarah Clarke (Acting Head of Legal Services), Richard Turner (Property Service Manager) and Andy Walker (Head of Finance), Moira Fraser (Democratic and Electoral Services Manager) and Gabrielle Mancini (Group Executive - Conservatives)

Apologies for inability to attend the meeting: Councillor Anthony Chadley and Councillor Graham Jones

PART I

87. Declarations of Interest

There were no declarations of interest received.

88. Exclusion of Press and Public

RESOLVED that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraph 6 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information)(Variation) Order 2006. Rule 8.10.4 of the Constitution also refers.

89. Property Purchase (Urgent Item)

(Paragraph 6 - information relating to proposed action to be taken by the Local Authority)

The Executive considered an exempt report (Agenda Item 4) which sought approval for the Property Services Team to acquire a property on the best possible terms, subject to the usual surveys and upon satisfactory completion of the due diligence process, delegated authority sign off on behalf of the Council to acquire the property.

RESOLVED that the recommendations in the exempt report be agreed.

Reason for the decision: as outlined in the exempt report.

Other options considered: as outlined in the exempt report.

(The meeting commenced at 12.30 pm and closed at 12.44 pm)

CHAIRMAN

Date of Signature

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Key Accountable Performance 2017/18: Quarter Three - Summary Report

Committee considering report:	Executive
Date of Committee:	29 March 2018
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	15/03/2018
Report Author:	Catalin Bogos
Forward Plan Ref:	EX3258

1. Purpose of the Report

- 1.1 To report quarter three 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 predicted to be 'amber' (behind schedule) or 'red' (not achievable) 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 and the key achievements in all services.
- 2.2 To review those areas reported as 'amber' or 'red' to ensure that appropriate action is in place. In particular, to consider the results and improvement actions for:
 - (a) Timeliness of reviews of clients with a Long Term Adult Social Care Service;
 - (b) the milestones for the key infrastructure projects: London Road Industrial Estate and Sterling Cables;
- 2.3 To agree that two measures of volume: '*No. of closed accounts (businesses no longer registered for National Non Domestic Rates (NNDR)*' and '*No. of new accounts (businesses registered for National Non Domestic Rates (NNDR)*' are replaced, starting quarter 4, with alternative measures of volume '*No of properties which are subject to business rates*' and '*No. of empty business premises*' in order to better reflect the health of the local economy.
- 2.4 To agree a change in target from 'March 2018' to 'December 2018' for the number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above (see Appendix F exception reports).

2.5 To agree targets set in line with national expectations for the new measure '*the number of bed days due to Delayed transfers of care (DTC) from hospital*'. Depending on the number of days of each month of the quarter the proposed targets are 402.4 (for 28 days month), 431.2 (30 days month) and 446 (31 days month).

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

Executive Summary

5. Introduction / Background

This report provides the Executive with a summary of the Council performance during quarter three 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 most of the areas and for the others progress has been made, for example, finding solutions to viability issues for Sterling Cables development, increasing the proportion of adult social care (ASC) safeguarding concerns with a timely response, increasing the number of community conversations.

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

6.2 Good performance in relation to children's social care continued this quarter. Improvements have been achieved in relation to waste recycling, the timeliness of deciding on benefit claimants' changes in circumstances and reducing delayed transfer of care (DTC, local measure). Challenges remain relating to timely reviewing long term ASC cases despite the improvement during quarter two.

6.3 In terms of the Corporate Programme, good progress is reported for most areas of activity. Some delays in the initial stages of the New Ways of Working service reviews work stream are being addressed.

6.4 High level corporate health indicators show that the revenue budget forecast overspend has increased compared with the previous quarter to £860k above the £117.4m net budget set by Council in March 2017. The main factors impacting the forecast are the increasing cost of home care and residential placements in ASC and residential placement pressure in Children and Family Services. Staff turnover has increased from last quarter by only two percentage points to 10%. (See Council Performance Scorecard).

7. Conclusion

7.1 The Council continues to perform well against ambitious targets. This quarter performance was maintained at levels better than targets for most of the measures and for the remaining ones improvements are evident. The Corporate Programme is reporting 'on track' across most areas of work and actions are implemented to address some delays relating to service reviews. Resources' management is impacted by raising costs and increasing demand. The forecast overspend increased from quarter 2 and is now at 0.7% of the total revenue budget.

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

- London Road Industrial Estate – to note ongoing dependencies on court action.
- Timeliness of reviews of clients with a Long Term Adult Social Care Service – to note actions being taken to improve performance and the challenges in terms of sustaining specialist officer resource to deliver the reviews.

7.3 An amendment to the timescales to deliver the target for the West Berkshires Superfast Broadband project by December 2018 is requested following the actions implemented to speed up the remaining stage of network extension. Two new measures of volume are proposed for approval to replace the existing ones to better reflect the health of the local economy.

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
- 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.

Council Strategy 2015-2019: Performance Scorecard

Summary of Performance Quarter 3 2017/18

Council Strategy

Priorities for Improvement	RAG* Status	Core Business
Educational Attainment	A	Protecting our Children
Close the Attainment gap	A	Bin Collection & Street Cleaning
More Affordable Housing	R	Providing Benefits
Key Infrastructure Improvements	G/R	Collecting Council Tax & Business rates
Safeguarding Children & Adults	G	Older People & vuln. Adults wellbeing
Communities Help Themselves	G	Planning and Housing
More Effective Council	G/A	



Corporate Programme

	RAG* Status	
Service Transformation	G/A	Workforce Projects
New Investment and Income Opportunities	G	Other Programme Activity

Corporate Health

Net budget for 2017/18: **£117.4m**

Staff turnover (of 1,508 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



* RAG (Red, Amber, Green) performance measured over Strategy's lifetime for Priorities and against year end targets for Core Business and Corporate Programme.



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

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 3rd 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.

Background Papers:

Council Strategy 2015-2019 (refreshed March 2016)

Subject to Call-In:

Yes: No:

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

Wards affected:

All

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.

Officer details:

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Job Title: Performance, Research and Consultation Manager
Tel No: (01635) 519102
E-mail Address: Catalin.Bogos@westberks.gov.uk

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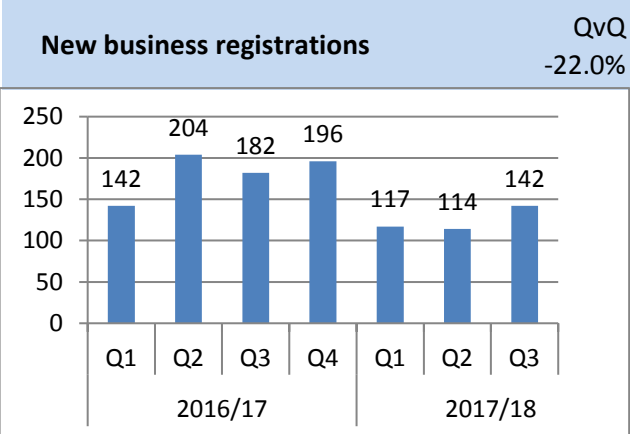
District Wide Health Check Q3 2017/18



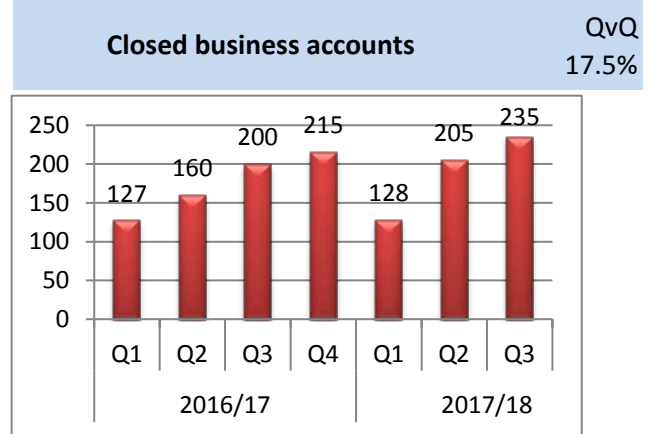
Arrows indicate direction of travel (DoT) latest quarter versus same period last year unless otherwise stated. Values between brackets are the actual values for the quarter.

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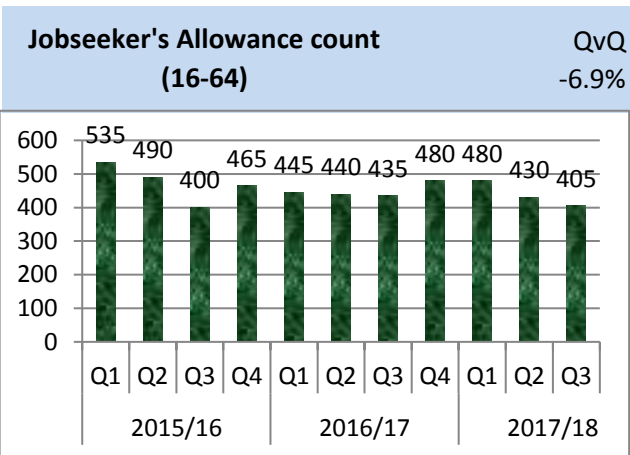
Local Economy



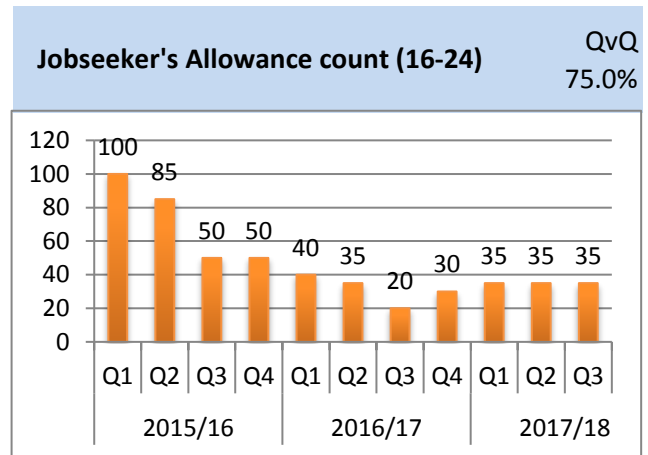
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



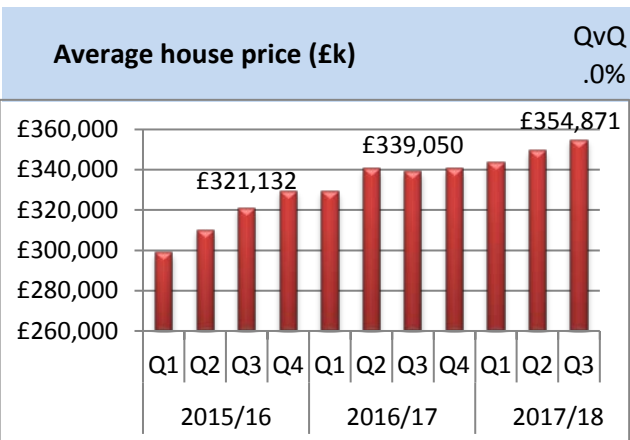
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



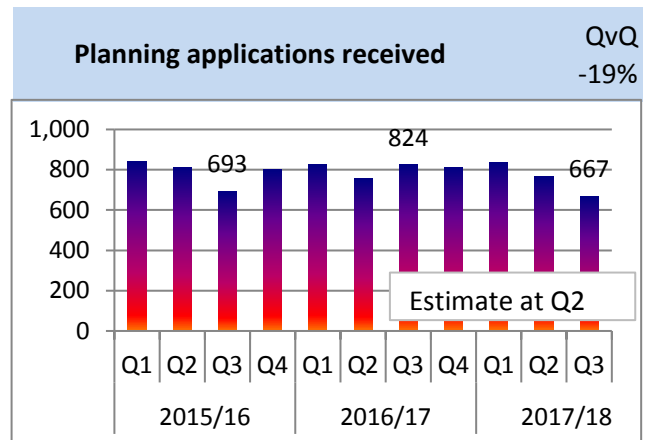
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



Reported for last month in the quarter. Number of young people aged between 16 and 24 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



Figures from Q3 2016/17 onwards have been updated to reflect changes in the data published by the land registry. Q1 now includes data for June 2017. Q3 is an an average of October and November data only. December data is not yet available.

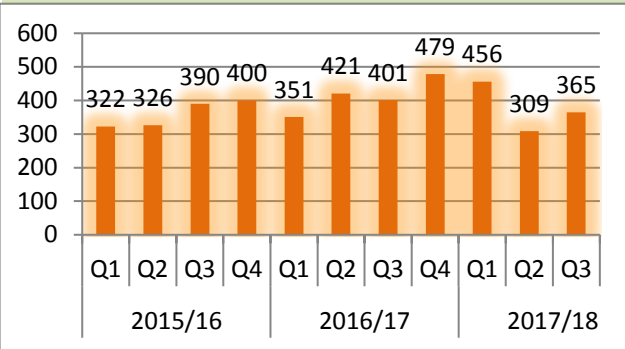


Q2 result has been confirmed. Q3 is an estimate and will be updated at Q4. The total number of applications received by Planning, either by post or via the planning portal

Social Care

Referrals to Children & Family Services

QvQ
-9%

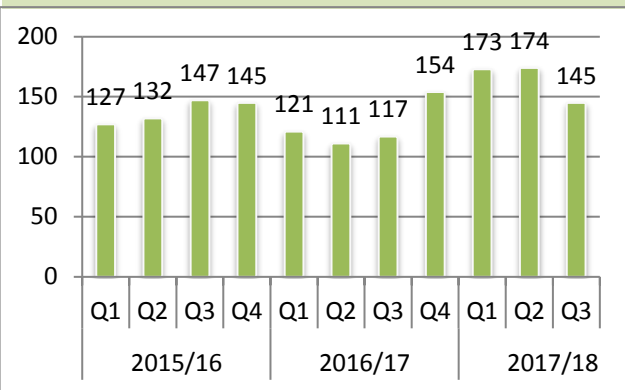


ASC new enquiries

Unable to provide Q3 data due to transition to CareDirector.
No comparison can be made with data prior to Q3 2016/17 due to changes in working practices.

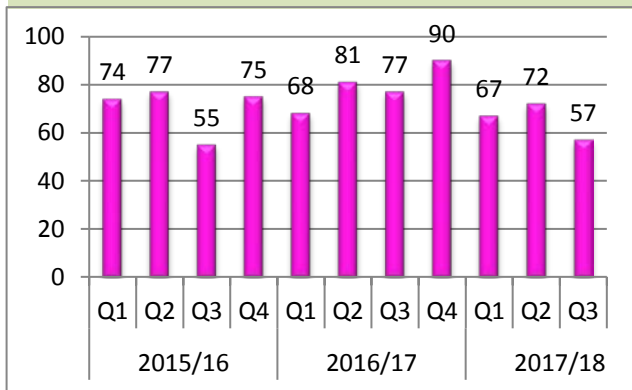
Child protection Plans

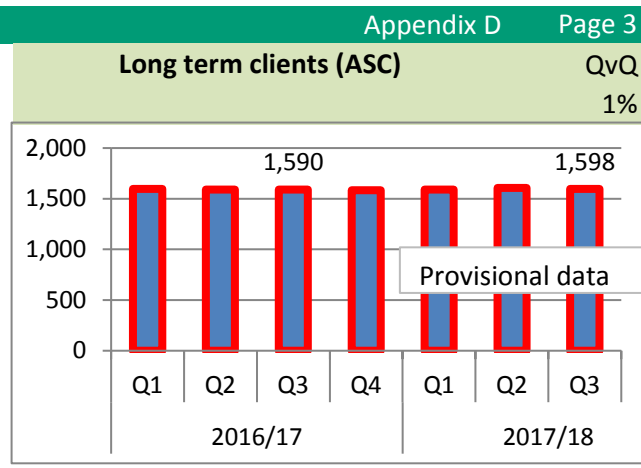
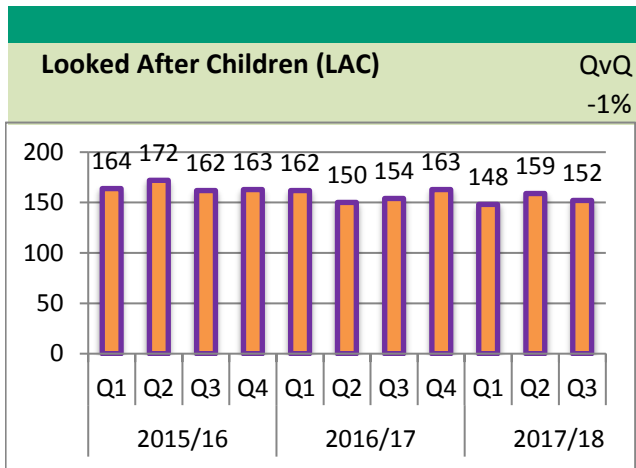
QvQ
24%



Adult safeguarding enquiries opened

QvQ
-26%

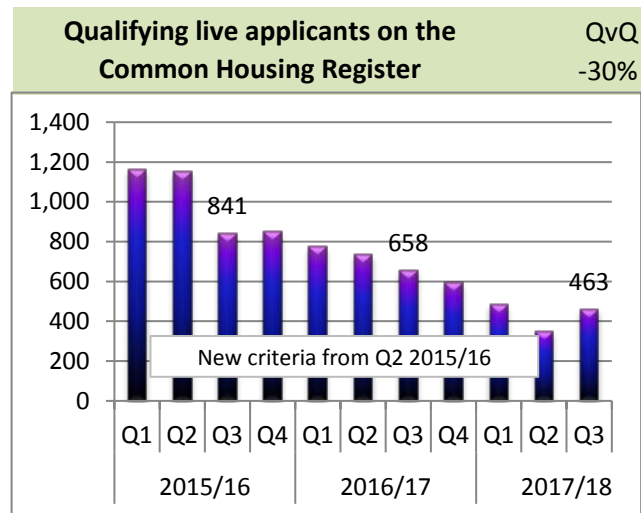
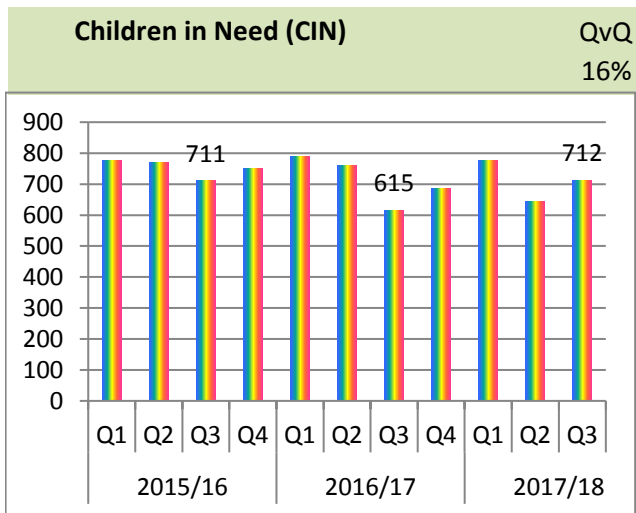




Provisional data - Reported as snapshot, not year to date.

Data before 2016/17 has not been provided as it is not comparable due to the implementation of the Care Act, where we reviewed work flow with the previously joint MH team. This identified a cohort of clients that previously were captured as receiving 'long term professional support'. A decision was made post April 2015 that their support was primarily health focused, they would not be reviewed under Care Act eligibility and were closed.

Social Care



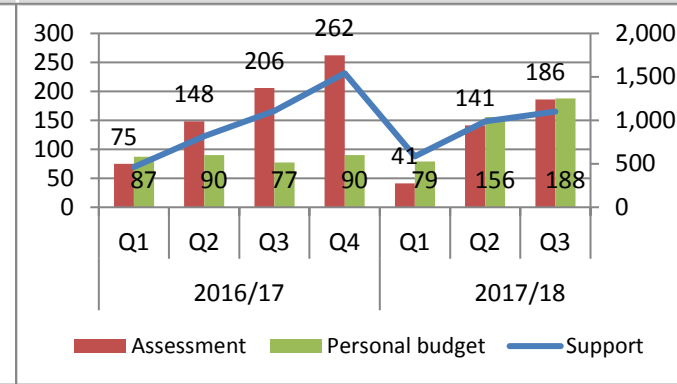
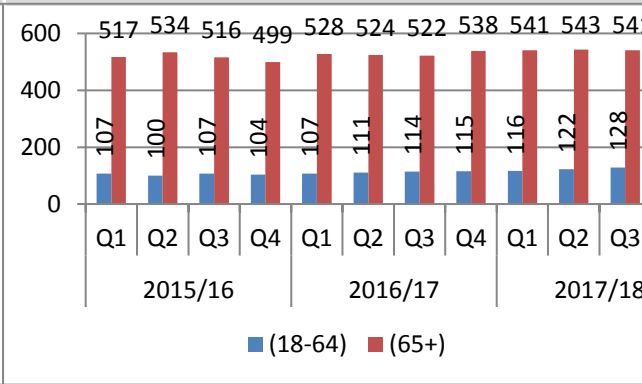
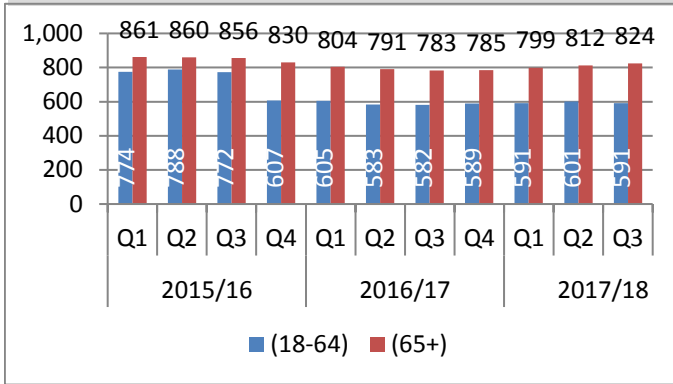
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

1. ASC: No. of clients aged 18-64 or 65+ in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / Personal Budget cash payment/ Community support / Extra Care Housing)

2. ASC: No. of clients aged 18-64 or 65+ in the last 12 months in receipt of a Long Term Service (LTS) residential/nursing care

3. ASC: No. of Carers receiving an assessment against eligibility criteria/support during the year/personal budget



Provisional data
Rolling 12 months

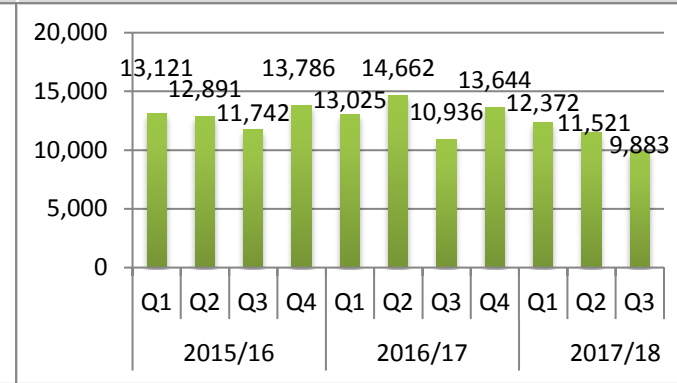
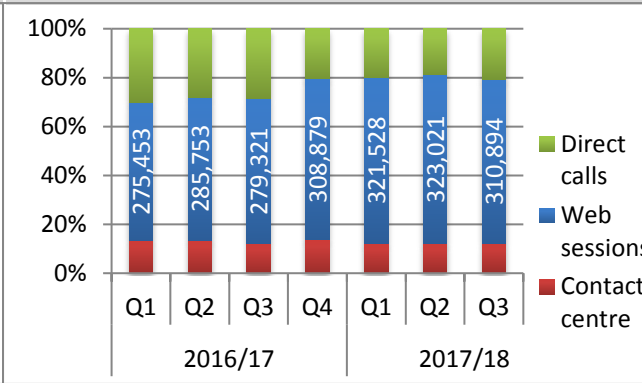
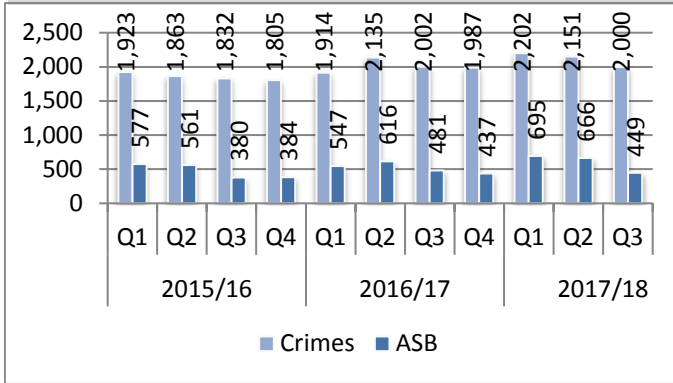
Provisional data
Rolling 12 months

YTD figures (1st Apr - 4th Sep from Raise [128] + 4th Sep - 31st Dec from CD [58])

4. BCT: No of all crimes and anti-social behaviour (ASB) incidents reported to Thames Valley Police
QvQ
Crime: -.1%
ASB: -6.7%

5. CS&ICT/SS: Direct calls, Contact Centre calls and Individual website sessions

6. CS&ICT: No. of Streetcare enquiries (received directly through Contact Centre & online fault reporting) (Total)
QvQ: -9.6%



6.4% increase on the same period as last year
1,810 for 2017/18 compared to 1,644 for the same period in the previous year = 10% increase.

From Q2 individual sessions on Planning's Public Access site will be included.

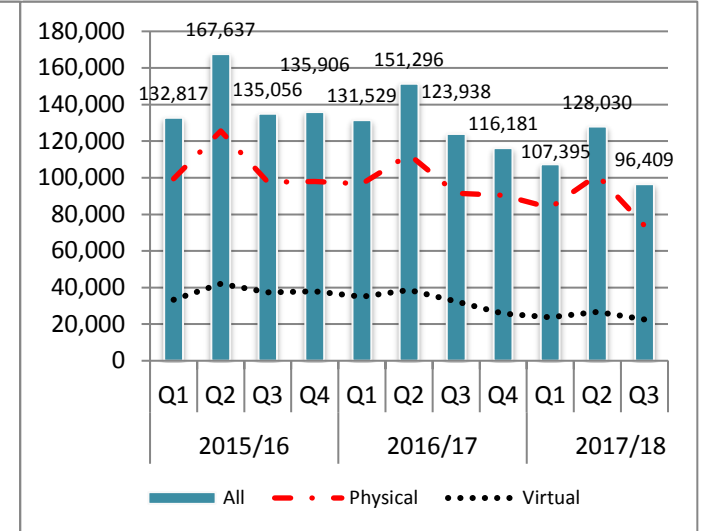
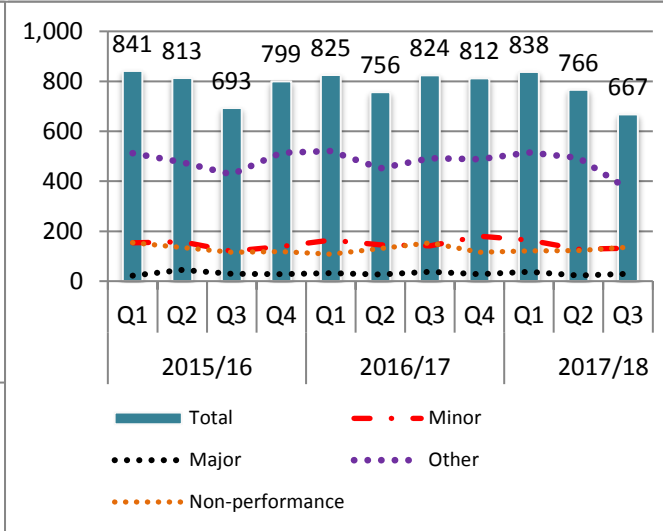
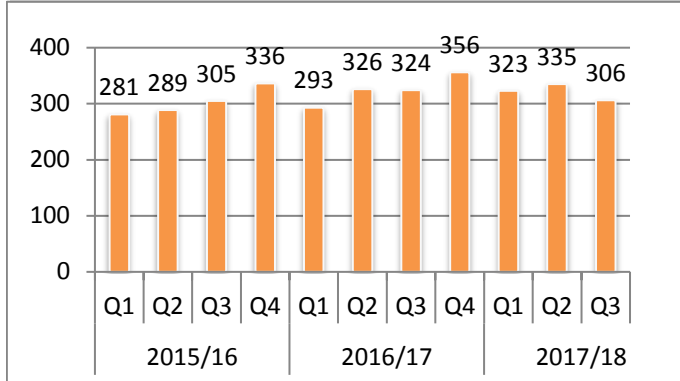
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

7. SS: No. of Freedom of Information requests received QvQ: -5.6%

8. D&P: Number of planning applications received (Total) QvQ: -19.1%

9. PP&C: Number of visits to libraries, including the Mobile and 'At Home' Service (Total) QvQ: -22.2%

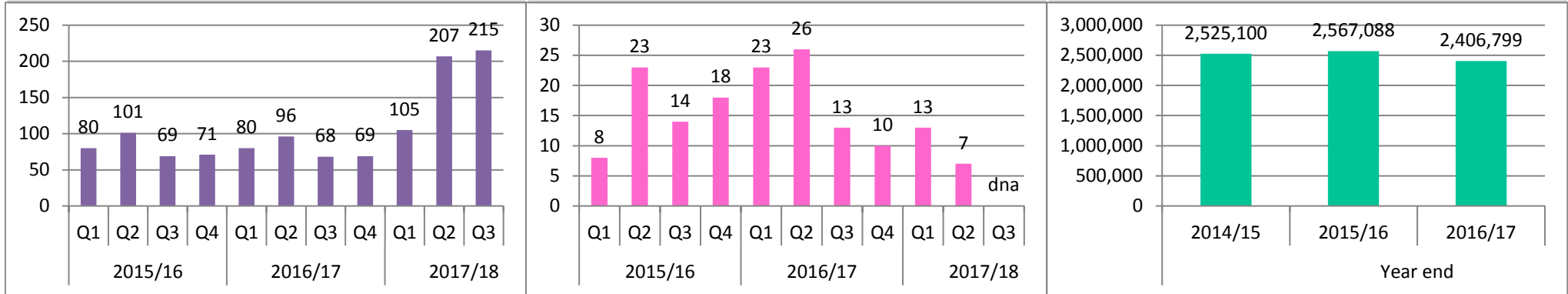


Q2 result has been confirmed. Q3 is an estimate and will be updated at Q4.
The total number of applications received by Planning, either by post or via the planning portal

Libraries are experiencing a year of major change as we implement the 44% reduction in service agreed by members last March. Phase 1 of the project (April to December 2017) focused on implementing the operational changes including the recruitment and training of over 200 volunteers. Phase 2 (January 2018 onwards) focuses on increasing library usage through marketing, business development, events and activities.

Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year) Appendix D

10. PP&C: Number of volunteers across libraries, including the Mobile and 'At Home' Service QvQ: 216.2%	11. T&C: Number of people killed or seriously injured on roads in West Berkshire (incl Highway Agency roads) Q2vQ2: -43.5%	12. T&C: Number of bus passenger journeys commencing in West Berkshire YrvYr: -6.2%
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Generally reported quarterly in arrears

Strategic Priority: BEC1 - Improve educational attainment

BEC1kt1 Continue to develop our work with schools to improve outcomes for all children and young people.

FINANCIAL YEAR				Historical outturns									
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
BEC1kt6E FY1	Educ	% of schools judged good or better by Ofsted under the new Framework (harder test)	Elaine Ricks	(68 / 82) 76.8%	local	75%	★ 87%	local	90%	★ 90.2%	★ 95.1%	★ 93.8%	Ofsted did not inspect any west Berkshire schools during Q3. YTD: 75 / 80 De-designated schools have been excluded from the calculation. Schools are de-designated when they become sponsored academies and will be included in the calculations once they have been inspected.

ACADEMIC YEAR

ACADEMIC YEAR				Historical outturns									
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Target 2015/16	RAG/Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	National rank/Quartile 2016/17	Comment	
BEC1kt0E AY00	Educ	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Avril Allenby	71%	1st	Top 25%	- 75%	1st	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
BEC1kt1E AY2	Educ	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Elaine Ricks	-	-	Baseline	- Top 25% (51%)	Rank 38/152 1st	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
BEC1kt1E AY3	Educ	At KS2, the percentage achieving the expected standard is in the top 25% in England for reading, writing and maths combined	Elaine Ricks	-	-	Top 25%	■ Top 50% (56%)	Rank 50/152 2nd	Top 25%	🕒 Annual - Q4	dna	Reports Q4	

Strategic Priority: BEC2 - Close the educational attainment gap

BEC2kt1 Our disadvantaged children will have better results and will be closer to the results of other children

ACADEMIC YEAR

ACADEMIC YEAR				Historical outturns									
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Target 2015/16	RAG/Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	National rank/Quartile 2016/17	Comment	
BEC2kt0E AY18	Educ	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Avril Allenby	45%	4th	Top 25%	■ 57%	Rank 38/152 2nd	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
BEC2kt1E AY11	Educ	To improve on 2015/16 Academic year rankings for reading, writing and maths combined expected standard for disadvantaged pupils in KS2 in 2016/17 Academic Year	Elaine Ricks	-	-	Baseline	- Rank 122/152 (33%)	4th	To rank higher than 122/152	🕒 Annual - Q4	dna	Reports Q4	
BEC2kt1E AY12	Educ	To improve on 2015/16 rankings for attainment 8 for disadvantaged pupils in KS4 in 2016/17 Academic Year	Elaine Ricks	-	-	Baseline	- Rank 100/152 (39.5%)	3rd	To rank higher than 100/152	🕒 Annual - Q4	dna	Reports Q4	

Strategic Priority: SLE1 - Enable the completion of more affordable housing

SLE1kt1 Pursue options to accelerate the delivery of affordable housing in the district

Ref	Service	Title	Responsible Officer	Year end 2015/16	Historical outturns			National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
					National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17						
SLE1kt1D&P1	D&P	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	158	local	-	83 (T: -)	local	225 (17/18)	⊙ Annual - Q4	⊙ Annual - Q4	⊙ Annual - Q4	

Strategic Priority: SLE2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy

SLE2kt1 Invest £17m in our roads.

Ref	Service	Title	Responsible Officer	Year end 2015/16	Historical outturns			National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
					National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17						
SLE2kt1t&c1	T&C	% of the principal road network (A roads) in need of repair	Andrew Reynolds	2%	14/149 1st	5%	★ 3%	47/150 2nd	5%	⊙ Annual - Q4	⊙ Annual - Q4	⊙ Annual - Q4	

SLE2kt2 Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.

SLE2kt2ce o1	CEO	Market Street Redevelopment for 17/18: start on site (Milestone 2)	Nick Carter	Complete	-	Dec-16	★ Rescheduled for Jan 2018	local	Jul-18	★ On track	■ Delayed	★ On track	Service request in Q2 was granted to change target from March 2018 to July 2018 for the initial phase of relocating the bus station to the wharf.
SLE2kt2ce o2	CEO	Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)	Nick Carter	Complete	-	Apr-17	■ Delayed	local	tbc dependent on court	■ Delayed	■ Delayed	■ Delayed	See exception report for details.
SLE2kt2ce o4	CEO	Sterling Cables - Clear site and begin development	Nick Carter	-	-	Dec-16	★ Demolition and decontamination has commenced	local	Nov-18 (dependent on Marginal Funding Bid)	★ On track	◆ Delayed	◆ Delayed	See exception report for details

SLE2kt4 Invest £5.2m in flood prevention schemes.

SLE2kt6 Implement the Superfast Broadband Programme for Berkshire and West Berkshire.

SLE2kt6CS&ICT	CS&ICT	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	Richard Welch	57,340 (82.8%)	local	90%	■ 60,519 (87.3%)	local	70,584 (96.6%) June 2018	◆ 62,557 (85.6%)	◆ 64,124 (87.7%)	◆ 66,224 (90.6%)	Service request to change phase timescale to December 2018, so as to reflect the decision made by the project board.
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Strategic Priority: PS1 - Good at safeguarding children and vulnerable adults

PS1kt2 Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17					
PS1kt2asc3	ASC	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	Tandra Forster	(3/4) 75.0%	local	100%	■ (4/5) 80%	local	100%	★ 80.0%	★ 100.0%	★ 100.0%	YTD: 5 / 5
PS1kt2CFS1	CFS	Improved Ofsted rating for Children and Families Service	Mac Heath	Inadequate	local	Good	■ Waiting for visit	local	A rating of 'Requires Improvement' or above.	★ Rated 'Good'	★ Complete in Q1	★ Complete in Q1	Rated 'Good' during Q1

PS1 Other Measures that aren't aligned to a 'Key Thing' but are reported under this Strategic Priority

PS1asc2	ASC	% of adult social care safeguarding concerns responded to within 24 hours.	Tandra Forster	(135/143) 94.4%	local	92%	★ (151/157) 93.3%	local	92%	◆ 86.3%	■ 83.3%	■ 85.9%	YTD: 305 / 355 See exception report for details.
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Strategic Priority: HQL 1 - Support communities to do more to help themselves

HQL1kt1 Accelerate the delivery of local services for local communities by local communities.

No measures assigned

HQL1kt2 Work with local communities to help people live longer, healthier and more fulfilling lives and improve the health of the poorest fastest.

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17					
HQL1kt2phwb1	PH&WB	Monitor uptake of Identification & Brief Advice (IBA) training	Anees Pari	-	local	-	-	local	Jan-18	∞ Reports from Q3	∞ Reports from Q3	★ On track	The commissioning process to identify a trainer to provide IBA training is nearing completion and a provider is anticipated to be in place from November 2018. There is work ongoing to identify how the impact of the training can be measured with Sovereign Housing and the Crime Reduction Company agreeing to incorporate IBA in their practice by following up with clients who receive the intervention to establish whether their alcohol consumption has decreased.

HQL1kt9 Grow community conversations via Brilliant West Berkshire: Building Community Together partnership working

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quarter 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quarter 2016/17					
HQL1kt9bct1	BCT	Number of Community Conversations through which local issues are identified and addressed	Susan Powell	-	-	-	-	local	>10	★ 6	★ 6	★ 11	World Cafes in Hungerford (this is being considered for a Community Forum) and Lambourn (Parish Council is involved in looking into the potential for a Community Forum. 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 . Peer Mentoring Conversation which involved 100 young people talking about issues relevant to them and sharing their concerns. Outputs have been shared with Education. Community Conversation in Calcot is ongoing as is Newbury; both of which are considering community solutions to address community isolation. Special conversation took place with the rough sleepers
HQL1kt9bct4	BCT	% of identified communities that have agreed what actions will be undertaken to address locally identified issues	Susan Powell	-	local	-	-	local	100%	★ 0	◆ 66.7%	◆ 63.6%	Q2 request granted to report this measure to the Executive Committee. (YTD: 7 / 11 . 6 from Q2 plus Peer Mentors , Rough Sleepers, Hermitage, Lambourn and Bucklebury.) At the annual conference of Peer Mentors, from the majority of secondary schools, members of the BCT Team asked a series of questions to gather young peoples' views about their concerns and issues. The topics discussed were shared with colleagues across Education; rough sleepers were invited to a meeting to talk about the issues they face. The outcomes of that discussion informed the development of the Making Every Adult Matter project; the issues raised by residents at all of the community conversations are informing development of community forums.

Core Business:

a. Protecting our children

Ref	Service	Title	Responsible Officer	Year end 2015/16	Historical outturns				National rank/Quarter 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
					National rank/Quarter 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quarter 2015/16						
CBaCFS7	CFS	% of (single) assessments being completed within 45 working days	Mac Heath	(1251/1517) 82.5%	67/152 2nd	90%	★ 97%	dna	>=95%	★ 98.8%	★ 98.5%	★ 98.4%	YTD: 1,317 / 1,338	
CBaCFS11	CFS	Number of weeks taken to conclude care proceedings (children social care)	Mac Heath	23	local	26 weeks	■ 28	local	<=26 weeks	■ 35	■ 35	■ 32	See exception report for details	
CBaCFS12	CFS	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	Mac Heath	6%	5/152 1st	10%	★ 9%	dna	<=10%	★ 1.4%	★ 1.9%	★ 2.7%	YTD: 4 / 150	

c. Bin collection and street cleaning

CBct&c1	T&C	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	83%	local	80%	★ 82.5% (P)	local	80%	★ 78.8% (P)	★ 82.3% (P)	★ 85.1% (E)	Q3: 16,575 / 18,129 YTD: 50,810 / 59,736 This quarter's result is an estimate based on partial availability of data and will not be finalised until the next quarter. All results are subject to change once figures are validated and confirmed by DEFRA after quarter 4. The results for the previous quarter have been updated.
CBct&c1	T&C	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Jackie Ward	Good	local	Good	★ Good	local	Satisfactory	■ dna	★ Good	★ Good	Reports 3x per year from Q2

d. Providing benefits

CBdF&P8	F&P	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	19.04 days	local	18.5 days	■ 22.75 days	local	<20 days	◆ 21.13 days	★ 19.7 days	★ 19.7 days	
CBdF&P9	F&P	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Iain Bell	5.85 days	local	8 days	■ 8.7 days	local	<9 days	◆ 12.55 days	◆ 9.5 days	★ 8.71 days	For comparison, 2016/17 Q3 return = 10.92 days

e. Collecting Council Tax and Business rates

CbeF&P11	F&P	The 'in-year' collection rate for Council Tax	Iain Bell	99%	local	99%	★ (98,457,967/100,097,445) 98.4%	local	99%	★ 29.7%	★ 57.2%	★ 84.6%	Q3: 89,681,282 / 105,980,929 For comparison, 2016/17 Q3 return = 84.9%
CbeF&P12	F&P	The 'in-year' collection rate for Business Rates	Iain Bell	99%	local	99%	★ (85,577,727/87,139,235) 98.2%	local	99%	★ 34.9%	★ 59.4%	★ 84.5%	Q3: 74,975,039 / 88,682,240 For comparison, 2016/17 Q3 return = 85.1%

f. Ensuring the wellbeing of older people and vulnerable adults

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17					
CBfasc5	ASC	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Tandra Forster	(1129/1187) 95.1%	local	75%	■ (826/1240) 66.6%	local	75%	◆ 65.1%	◆ 71.4%	■ 72.8%	YTD: 895 / 1,229 See exception report for details.
CBfasc6	ASC	Decrease the number of bed days due to Delayed transfers of care (DTOC) from hospital	Tandra Forster	-	-	-	- dna	dna	Variable	◆ 613	◆ 613	★ 398 (P)	Service request to set the target to that of the national expectation: <ul style="list-style-type: none"> • Each quarter will be a snapshot of the last month in the quarter • The target will change for each quarter, depending on how many days are contained within the last month of the quarter - 28 days per month = 402.4 30 days per month = 431.2 31 days per month = 446 Q3 data is provisional and based on local monitoring. It is reporting a snapshot as of December 2017 (31 days per month) with a target of 446 days
CBfasc8	ASC	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	(53/67) 79.1%	117/152 4th	82%	★ (103/111) 92.8%	dna	83%	★ 92.1%	na dna	★ 84.3%	YTD: 70 / 83
CBfasc10	ASC	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	(1,545/1,555) 99.4%	local	90%	★ (438/441) 99.5%	local	98%	★ 99.1%	★ 99.4%	★ 100%	Q3: 410 / 410 YTD: 1,244 / 1,249

g. Planning and housing			Historical outturns														
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17		National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn		Q2 (YTD) RAG/Outturn		Q3 (YTD) RAG/Outturn		Q3 Comment
CBgD&P4	D&P	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	local	Dec-19	★	On track	local	Dec-19	★	On track	★	On track	★	On track	
CBgD&P5	D&P	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Behind schedule	local	Dec-19	★	On track	local	Dec-19	★	On track	★	On track	★	On track	
CBgD&P7	D&P	Subject to examination, adopt the Site Allocations Development Plan Document (DPD)	Bryan Lyttle	Behind schedule	local	Jun-17	★	On track	local	Jun-17	★	Complete	★	Complete in Q1	★	Complete in Q1	Adopted on 9 May 2017
CBgD&P9	D&P	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	(56/70) 80%	72/125 3rd	60%	★	(65/86) 75.6%	108/125 4th	60%	★	77.3%	★	74.5%	★	75.6% (E)	Q3: 24 / 31 YTD: 62 / 82
g. Planning and housing																	
CBgD&P10	D&P	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(298/411) 73%	78/125 3rd	65%	★	(329/437) 75.3%	99/125 4th	65%	★	68.9%	★	74.5%	★	76.4% (E)	Q3: 98 / 122 YTD: 279 / 365
CBgD&P11	D&P	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(1,127/1,274) 89%	32/125 2nd	75%	★	(1,193/1,290) 92.5%	45/125 2nd	75%	★	83.9%	★	85.6%	★	85.7% (E)	Q3: 355 / 413 YTD: 961 / 1,121
CBgD&P14	D&P	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	79%	local	75%	★	(269/349) 77%	local	75%	◆	63.9%	◆	71.7%	■	71.9%	Q3: 60 / 83 YTD: 141 / 196 See exception report for details.
CBgD&P16	D&P	% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant application	Sally Kelsall	97%	local	80%	★	(63/66) 95%	local	90%	★	96.0%	★	98.0%	★	98.8%	Q3: 31 / 31 YTD: 81 / 82

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Nick Carter		Chief Executive Officer (CEO)				Q3 2017	RED	
Indicator Ref:		Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)				Type: text		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	■	■	■		tbc dependent on court	
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	Delayed	Delayed	Delayed	Delayed			
REASON FOR AMBER:								
Continued delay due to ongoing court action. The case brought against the Council by Faraday Developments Ltd (FDL) was won in the High Court, however, the appellant sought leave to appeal. In October 2017 the Court of Appeal granted FDL leave to appeal and the Council will be defending its case. As a result the legal process continues.								
The case will go before a judge at the Court of Appeal 12-13 June 2018. However, the final judgement date is unknown and could take at least 6 months. Position will be updated in Q4.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: None								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Nick Carter		Chief Executive Officer (CEO)				Q3 2017	AMBER	
Indicator Ref: CEO4		Sterling Cables - Clear site and begin development				Type: text		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	◆	◆		Nov-18 (dependent on Marginal Funding Bid)	n/a
Qrtly outturn	-	-						
YTD outturn	-	-	On track	Delayed	Delayed			
REASON FOR AMBER:								
Works on site halted due to developer viability issues. The site is being considered as a candidate for Marginal Funding, which if successful, should cause works to recommence.								
Update during Q4: WBC, on behalf of the developer, has put in a bid for central government for Marginal funding and thereby reduced the viability problem. As of 1st February 2018, WBC has been informed that the bid has been successful (£1.5m) and the developer and WBC are working up a revised development finance agreement; this includes WBC funding the new road into the development.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: None								
STRATEGIC ACTIONS REQUIRED: None								

Nick Carter / Kevin Griffin		ICT & Support Services				Q3 2017/18	AMBER	
Indicator Ref: SLE2ict02		Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above						
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	◆		96.6% March 2018	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	57,340 (82.8%)	60,519 (87.3%)	62,557 (85.6%)	64,124 (87.7%)	66,224 (90.6%)			
REASON FOR AMBER:								
The programme remains behind forecast schedule and for this reason this report is Amber for the current target date of March 2018.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
Superfast Berkshire and Gigaclear recognise that the original target baseline target to upgrade 11,748 premises to superfast broadband by December 2017 cannot be met. However, BDUK has confirmed this delay does not impact their target KPI for the UK.								
There remain only 3 West Berkshire communities to be built and all remaining highways permits have been applied and agreed in principle with West Berkshire Highways Agency (WBC HA).								
Broadband Delivery UK (BDUK) and Gigaclear are in discussions concerning the revision of BDUK funded premise numbers, the subsequent change request and remedial plan will commit to a completion of this phase of the project in Q3 2018. It is therefore requested in this report that the target date be changed to December 2018 for future reporting.								
It is also worth noting that many of the initial engineering challenges associated with this project have now been resolved and that the built infrastructure, initially isolated from the network, is now accessible. This should result in a rapid increase in the rate of premises upgrades from now on.								
Gigaclear have identified improvements in build process and design approach that are already being incorporated in Phase 3 projects that will expedite future build programmes.								

FINANCIAL IMPLICATIONS:

There are no financial implications for Superfast Berkshire, West Berkshire Council or local communities. Superfast Berkshire project resources are co coordinating the Phase 3 East Berkshire roll out, so there is no increase or additional project revenue cost.

The risk is with Gigaclear's cash flow as payment milestones are deferred through to project completion and an increase in programme cost for additional contractor resources.

SERVICE PLAN UPDATES REQUIRED:

The service have requested to update the KPIs for 2017/18 and beyond to reflect the more realistic completion date set out above.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Tandra Forster		Adult Social Care				Q3 2017		RED
Indicator Ref: PS1asc2		% of adult social care safeguarding concerns responded to within 24 hours					Type: Snapshot	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	■	■		=>92%	Higher is better
Qrtly outturn	135/143 94.4%	151/157 96.2%	120/139	90/113 79.6%	95/103 92.2%			
YTD outturn	718/768 93.5%	573/614 93.3%	86.3%	210/252 83.3%	305/355 85.9%			

REASON FOR RED:

YTD 50 out of 355 (85.9%) concerns were not responded to within 24 hours.

Performance relating to a 24 hour response to ‘concerns that meet the safeguarding threshold’, dropped to 83.3% for Q2. In Q3, this has improved to 86% but remains below target. YTD this relates to 355 concerns, where 50 concerns were not responded to within 24 hours.

If Q3 data alone is considered, this provides clear evidence of improvement and that the 92% target would be met. Of the 103 reported concerns in Q3, only 8 concerns were not be responded to within 24 hrs (92.3%). Clear evidence that we have improved but as the target is calculated ytd we are not able to improve significantly enough to take into account past performance in the year.

Discussion and review of practice in safeguarding in Q2 has indicated a shift in practice to ensure all concerns have been recorded on the same day in a timely way and that the recording of these concerns is on the system. Previously the safeguarding team has managed any presenting risk however recording has been delayed and on occasion completed in retrospect which is not in line with national minimum standards. However we are confident that the risk to the individual was managed.

On occasion, concerns can be received where there is not enough necessary information to inform decision making sometimes this requires waiting one or two additional working days to receive required information from the original referrer. In this period Safeguarding ensure that arrangements are made to ensure the safety of the individual concerned.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

With the implementation of care director we have a number of mechanisms by which we can monitor concerns and S42s more closely through the use of

views and dashboards, this will allow the safeguarding team and operational manager to be aware of any concerns on the system and ensure they are responded to in a timely way. We will spot check and audit these records to ensure that practice is being consistently applied.

The implemented system changes in Q3 ensuring timely and robust recording of all concerns can now be monitored effectively by the safeguarding adult lead. Where there are exceptional circumstances that are over and beyond 24hrs (this is often in relation to contact with the original referrer being required) we can monitor these closely. The changes in process have been confirmed with the ASC management team to ensure clarity of process.

FINANCIAL IMPLICATIONS:

Remedial actions will be completed within existing resources.

SERVICE PLAN UPDATES REQUIRED:

No changes required, remedial actions should address performance.

STRATEGIC ACTIONS REQUIRED: None

Nick Carter / Nick Carter		Better Communities Team				Q3 2017	AMBER	
Indicator Ref: HQL1kt9bct4		% of identified communities that have agreed what actions will be undertaken to address locally identified issues					Type: %snap	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	◆	◆		100%	Higher is better
Qrtly outturn	-	-	0/0	4/6	7/11			
YTD outturn	-	-	0%	66.7%	63.6%			
REASON FOR AMBER:								
<p>The number of community conversations held have increased during 2017/18 with the BCT Team supporting their instigation.</p> <p>Qtr 2 – Conversation held in Hungerford, Calcot, Newbury, Burghfield, Aldermaston and Thatcham. 4 identified potential actions (Hungerford, Calcot, Newbury and Burghfield) but no timescales were set.</p> <p>Qtr 3 – the 6 above plus Conversations with a Peer Mentors Event, Rough Sleepers, and in the communities of Hermitage, Lambourn and Bucklebury. 7 identified potential actions. Topics raised at the Peer Mentors Event were shared with colleagues across Education; outcomes from the meeting with some Rough Sleepers informed the development of the Making Every Adult Matter project.</p> <p>The activity of convening community conversations is being achieved but, it is important to note that the whole purpose of having community led conversations is for each community to decide what actions, if any, will arise and are taken forward and in what format. It is not within the gift of the Building Communities Together Team to decide on the action planning.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>As explained above. The BCT Team cannot take management action to ensure that all identified issues are progressed into actions. This is down to the community to decide. However the BCT has been very proactive in actually ensuring that Community Conversations have taken place i.e. Hermitage Parish Council asked for a public meeting which was held as a community conversation and was chaired by the BCT Team Manager. BCT Team members have supported police colleagues when they have organised a community conversation in Aldermaston and Beansheaf.</p> <p>Importantly whilst there may not have Actions arising from each Conversation there have been new and innovative ways of identifying</p>								

community issues and for potentially empowering communities in finding ways of addressing them.

On reflection it may not have been a good idea to set a target of 100% for a measure that is not within the control of the BCT Team and for a way of working that is still relatively new within the district. Community Conversations appear to have a great potential in supporting community engagement and building community resilience so whilst the target measure may not be achieved at year end it has been valuable work.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell		Children and Family Service				Q3 2017	RED	
Indicator Ref: CBaCFS11		Number of weeks taken to conclude care proceedings (Children Social Care)				Type: snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	■	■	■		<=26 Lower is better	
Qrtly outturn	-	-	-	-				
YTD outturn	23	28	35	35	32			

REASON FOR RED:

This indicator measures the average number of weeks taken to conclude care proceedings for those concluded ytd. The target of 26 weeks is a national one. The National Average is some way adrift from this at 30 weeks (2013-2016).

In West Berkshire, a small number of case proceedings have gone over the required 26 weeks because of the complexity of the cases concerned and this is accepted by the courts as legitimate delay.

It is accepted that Court capacity has also contributed to our proceeding timescales.

We are in discussion with the judiciary and the Local Family Justice Board about the delays which relate to court capacity and are avoidable.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

As above – we’re in continued discussion with the judiciary and Local Family Justice Board about these delays.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED: None

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Tandra Forster		Adult Social Care				Q3 2017	RED	
Indicator Ref:		% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	◆	■		75%	Higher is better
Qrtly outturn	1,129/1,187	826/1,240	806/1,239	903/1,264	895/1,229			
YTD outturn	95.1%	66%	65%	71.4%	72.8%			
REASON FOR RED:								
<p>During Q1 of 2017/18 we completed analysis of the cases that were overdue a review, this identified that a high proportion (43%/88 people) had a primary support reason (PSR) of Learning Disabilities or Mental Health. Care reviews for individuals with these types of need tend to be more complex which means they take longer. Whilst the team had been established as multi-disciplinary a skills analysis identified the need to increase the number of staff with expertise in learning disabilities and mental health.</p> <p>This was addressed by recruiting two full time staff with the relevant skills, which has had a positive increase in our performance in Q2. In addition the Care Act allows us to take a proportionate approach to reviews; this means we can use a range of different methods including telephone</p> <p>We still have a number of reviews that are currently overdue, 125 have an allocated worker, which is indication that their review is in progress.</p> <p>In Q3 performance continues to improve, however the additional resource that was put in place has now been removed as part of in year changes to address over spend, this could impact on our ability to achieve this target.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>Weekly reports provides detail of reviews required and is being actively used to focus work.</p> <p>During Q1, review of the data and skill set within the team took place to understand support needed to meet year end targets Increased team FTE temporarily to focus on overdue reviews where the primary support reason is Learning Disability and Mental Health (the main proportion of</p>								

overdue reviews) which will allow us to meet target. Work continues to focus on these areas.

Care Director supports a proportional approach to reviews and minimises paperwork to be completed; looking to fully apply this approach where appropriate and safe to do so.

FINANCIAL IMPLICATIONS:

Remedial actions will need to be completed within existing resources.

SERVICE PLAN UPDATES REQUIRED:

No changes required.

STRATEGIC ACTIONS REQUIRED: None

John Ashworth / Gary Lugg		Development and Planning				Q3 2017/18	RED	
Indicator Ref: CBO6dp14		% of people presenting as homeless where the homelessness has been relieved or prevented					Type: %+	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	■		75%	Higher is better
Qrtly outturn	-	-	39/61 63.9%	42/52 80.8%	60/83 72.3%			
YTD outturn	- 79%	269/349 77%	39/61 63.9%	81/113 71.7%	141/196 71.9%			

REASON FOR RED:

The drop in performance related primarily to two members of staff being on long term sick leave. Both have now returned and so performance has improved. Also it is not always possible to prevent homelessness and increasingly the clients approaching the council have more complex needs and circumstances.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

The situation will continue to be closely monitored to identify the reasons why prevention is unsuccessful to establish if there is more work that can be carried out in certain areas e.g. with landlords, parents (parental eviction) or other. The new Homelessness Reduction Act will assist with this monitoring, as the legislation is focussed around prevention.

FINANCIAL IMPLICATIONS:

There could be an increase in the cost of Bed and Breakfast if households are not prevented from becoming homeless.

SERVICE PLAN UPDATES REQUIRED:

None

STRATEGIC ACTIONS REQUIRED:

Preparation is underway for the implementation of the Homelessness Reduction Act 2017. This will require the council to take all reasonable prevention actions for households, which includes a Personal Housing Plan for the council and household, to enable that household to remain in their accommodation rather than become homeless. It will take a while for the new processes and procedures to settle down. There will be increased reporting returns to be completed for submission to the Government which will measure and monitor the prevention activity introduced by the legislation.

Quarterly Service Requests for Reviews of Measures

In 2015/16, a new performance framework was introduced that gave Heads of Service the option to amend their service plans on a quarterly basis in order to ensure they reflect the reality of the service. This would for example include, which measures were still relevant, where they are reported to and any agreed targets. As part of the quarterly reporting, approval for any amendments is sought from the appropriate decision maker e.g. changes to Key Strategic Measures will need to be approved by Corporate Board.

Quarter 3 request:

MOV:

- No. of closed accounts (businesses no longer registered for National Non Domestic Rates (NNDR) and No. of new accounts (businesses registered for National Non Domestic Rates (NNDR))**

REQUEST from Finance and Property: Replace the above with these measures as from Q4

No of properties which are subject to business rates

No of empty properties subject to business rates

REASON: To use measures that give a better indication of the evolution of the local economy, by showing the number of properties, subject to business rates, that are occupied or empty.

KSM:

- Decrease the number of bed days due to Delayed transfers of care (DToC) from hospital**

REQUEST from Adult Social Care: To set a target to match the national expectation:

- Each quarter will be a snapshot of the last month of the quarter
- The target will change each quarter, depending on how many days are contained within the last month of the quarter -

28 days per month = 402.4

30 days per month = 431.2

31 days per month = 446.

REASON: In July 2017, the Local Area Performance (LAP) Metrics and the NHS Social Care Interface dashboard was published. The LAP guidance set the national expectations for DToC aiming to reduce delays to 3.5% of occupied hospital beds. It took into account previous performance and set expectations based on Q4 2016/17 performance. For West Berkshire, the prescribed methodology translates to the following in terms of actual bed days delayed per month. NB: the national expectations are different from those of the Better Care Fund.

- Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above**

REQUEST from Customer Service & ICT: Change the target date from March 2018 to December 2018.

REASON: To reflect the decision made by the Project Board to change the phase timescale.

Quarter 2 request:

KSM:

1. Market Street Redevelopment for 17/18: start on site (Milestone 2)

REQUEST from CEO/Special Projects: To change the target from March 2018 to July 2018.

REASON: Dependency on the developer completing a viability process.

DECISION: Agreed

2. % of identified communities that have agreed what actions will be undertaken to address locally identified issues

REQUEST from Better Communities Together: To report through to the Executive Committee (currently reported as part of the Council Delivery Plan).

REASON: The performance framework aiming to reflect the work in this area has been aligned with the performance measures used to report at the Health and Well-being Board. Reporting the proposed measure to the Executive will provide a better indication of the outcomes of the community conversations.

DECISION: Agreed

Quarter 1 request:

KSM:

3. % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information (Ref: CBgD&P15 - Reports to Corporate Board and Executive)

REQUEST from Development and Planning: HoS and Service Manager have asked for this KPI to be removed.

REASON: DHP data is collected via a spreadsheet which is less than ideal as it relies on someone updating it. In addition, the Indicator is from the point of receipt of all relevant information but this is difficult to capture on the spreadsheet. What inevitably happens is that the officer collating the stats has to go through numerous months of data to try and update previous month's submissions before looking at the current submission. The data is always out of date, always lags behind by several months and is not robust.

DECISION: Agreed

Technical Background and Conventions

To provide an update on progress against the council's Key Accountable Measures (KAMs) for 2016/17.

The measures within this report have been distilled from those monitored through individual service delivery plans and focuses on those which deliver the strategic priorities in the Council Strategy and the core business of the council as a whole. In order to:

- provide assurance to the Executive that the objectives laid out in the Council Strategy are being delivered;
- provide assurance to the Executive that areas of significance / particular importance are performing;
- act as an early warning system, flagging up areas of significance / particular importance which are not performing - or are not expected to perform - as hoped;
 - and therefore ensures that adequate remedial action is put in place to mitigate the impact of any issues that may arise.

Measures are RAG rated by projected year end performance, e.g. a prediction of whether the target or activity will be achieved by the end of the financial year (or, for projects, by the target date):

★ On target
 ◆ Behind target
 ■ Target missed
 ◎ Annual target
 ⌚ Data not available
 ≡ Baseline

Where measures are reported as 'red' or 'amber', an exception report is provided.

Comparative Outturns

This relates to standardised, nationally reported measures. By default the data is compared to England as a whole. Our relative standing is presented as quartiles (i.e. 4th quartile up to 1st quartile). Where available, this is included against the previous year's outturn. Where a direct, national comparison is not available, this is labelled as 'local'. Because of the timescales involved in central government, compiling, validating and publishing relative statistics, these are only published 6-12 months in arrears, sometimes longer.

Measures of Volume

In addition to the key accountable measures, a number of contextual measures are recorded. These are non-targeted measures, which serve to illustrate the workload in a service, as well as how this may have changed from the previous quarter, or on a like-for like basis, to the same period last year.

Scorecard

The Council Performance Scorecard is an overall summary of performance against the Council Strategy Priorities and Overarching Aim, Core Business areas and the two corporate health measures relating to revenue expenditure forecast and staff turnover.

A RAG rating is given to each Priority and the Overarching aim. This decision is not based on an exact formula, but is reached by the relevant decision bodies (e.g. Corporate Board,

Executive), through their discussion of the KSM report. The RAG judgement aims to reflect the likelihood of delivering the priorities and aims over the lifetime of the Council Strategy.

- Green (G) – indicates we have either achieved / exceeded or expected to achieve / exceed what we set out to do
- Amber (A) – indicates we are behind where we anticipated to be, but still expect to achieve or complete the activities as planned
- Red (R) indicates that we have either not achieved – or do not expect to achieve what we set out to do based on the current plans and results to date.

In a similar manner, an overall RAG rating is applied to each core business area and the Corporate Programme, but the focus is instead on the likelihood of achieving the end of year targets.

Dashboard

The dashboard is providing a visual representation for the evolution of some Measures of Volume. The elements used to provide information are as follows:

- Arrows – upwards or downwards based on the evolution of the measure quarter versus quarter (e.g. Q2 this year vs. Q2 of the previous financial year). In some cases it is more appropriate to compare Year to Date values and this is indicated by the 'YTD' text on the arrows. A sideways pointing arrow indicates that there is not much difference between the two reporting periods.
- Values on the arrows provided between brackets reflect the result for the reporting quarter (except where 'YTD' text is added which indicates that the value is year to date). The percentages provided on the arrows show the percentage variance between the reporting period (quarter only or year to date) and the corresponding period of previous year

To note: direction of travel is based on the difference between the two values and not as a result of a statistical test to assess if such a difference is statistically significant or not.