

<b>Title of Report:</b>	<b>Council Plan Outcomes 2010/11 Year End: Update on Achievement</b>
<b>Report to be considered by:</b>	Executive
<b>Date of Meeting:</b>	16 June 2011
<b>Forward Plan Ref:</b>	EX2109

**Purpose of Report:**

- 1) To report year end outturns against each of the outcomes identified in the 2010/11 Council Plan.
- 2) To report remedial action that is or has been taken, where achievement has not been met.

**Recommended Action:**

- 1) To note performance against each of the outcomes identified in the 2010/11 Council Plan.
- 2) To note and approve remedial action being taken, where achievements have not been met at the end of the municipal year.

**Reason for decision to be taken:**

The Council Plan sets out the purpose and ambition of West Berkshire Council. It defines the Council's main focus of activities and the measures of performance against which it will assess itself.

Monitoring and managing performance within each of these main areas of work is key in making sure the Council delivers what it has set out to achieve - and where this has not happened, in ensuring that appropriate action is taken to mitigate the impact of the target not being met.

**Other options considered:**

Not to report progress against the Council's stated aims and ambitions.

**Key background documentation:**

- Performance data contained within the performance portal.
- 2010/11 Council Plan.

The proposals contained in this report will help to achieve the following Council Plan Priorities:

- CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged
- CPP2 – Raise levels of educational achievement** – improving school performance levels
- CPP3 – Reduce West Berkshire’s carbon footprint** – to reduce CO<sub>2</sub> emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Themes:

- CPO1 - Better Roads and Transport**
- CPO2 - Thriving Town Centres**
- CPO3 - Affordable Housing**
- CPO4 - High Quality Planning**
- CPO5 - Cleaner and Greener**
- CPO6 - Vibrant Villages**
- CPO7 - Safer and Stronger Communities**
- CPO8 - A Healthier Life**
- CPO9 - Successful Schools and Learning**
- CPO10 - Promoting Independence**
- CPO11 - Protecting Vulnerable People**
- CPO12 - Including Everyone**
- CPO13 - Value for Money**
- CPO14 - Effective People**
- CPO15 - Putting Customers First**
- CPO16 - Excellent Performance Management**

The proposals contained in this report will help to achieve the above Council Plan themes and outcomes by: effectively communicating what is planned and what has been achieved and the setting and maintaining of minimum standards of service in key areas.

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## Implications

<b>Policy:</b>	Any policy implications will be highlighted in the individual exception reports.
<b>Financial:</b>	Any financial implications will be highlighted in the individual exception reports.
<b>Personnel:</b>	Any personnel implications will be highlighted in the individual exception reports.
<b>Legal/Procurement :</b>	Any legal implications will be highlighted in the individual exception reports.
<b>Property:</b>	Any implications for property will be highlighted in the individual exception reports.
<b>Risk Management:</b>	Any implications for risk management will be highlighted in the individual exception reports.
<b>Equalities Impact Assessment:</b>	Any implications for equalities will be highlighted in the individual exception reports.
<b>Corporate Board's Recommendation:</b>	That the report be considered by Management Board on 24 <sup>th</sup> May and Executive on 16 <sup>th</sup> June 2011.

<b>Is this item subject to call-in?</b>	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval		<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council		<input type="checkbox"/>
Delays in implementation could compromise the Council's position		<input type="checkbox"/>
Considered or reviewed by Overview and Scrutiny Commission or associated Task Groups within preceding six months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>

## Executive Summary

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- 1.1 This report sets out the Council's achievements against the key activities and measures articulated through the 2010/11 West Berkshire Council Plan.
- 1.2 It details performance outturns for the year and remedial action put in place to counter the impact of not achieving any targets / actions not achieved. This report will be published – alongside the quarterly updates on achievements of Council Plan ambitions– at [westberks.gov.uk/performance](http://westberks.gov.uk/performance).
- 1.3 The Council Plan sets out the purpose and ambition of West Berkshire Council. It defines the Council's main focus of activities and the measures of performance against which it will assess itself. Monitoring and managing performance within each of these main areas of work is key in making sure the Council delivers what it has set out to achieve - and where this has not happened, in ensuring that appropriate action is taken to mitigate the impact of the ambition not being achieved.
- 1.4 The corporate strategy is available to download at [westberks.gov.uk/councilplan](http://westberks.gov.uk/councilplan).
- 1.5 In total, there are 107 key activities or measures spread over the 16 different themes around which we assess our delivery of the overarching objectives within the Council Plan. Over the course of 2010/11, 78 of these activities / measures (74% of the 106 reported) were successfully achieved. This compares similarly with 2009/10, where the Council achieved 77% (92/119) of its key activities / measures by year end.
- 1.6 Overall, at the end of the year, 28 (26%) activities / measures are being reported as 'red' - that is to say that the target or project set was not achieved by the end of the financial year. Despite the significant budgetary challenges faced by the Council over the past 12 months, this compares with 23% reported at year end 2009/10. Of these 26 measures / activities, 11 reported red in the final quarter.
- 1.7 Within the Council Plan, there were 3 themes where all measures / activities were completed or met: in a further 7 themes, 1 key measure or activity was not achieved. Affordable Housing, High Quality Planning and Cleaner Greener are highlighted as areas where fewer of the objectives were met.
- 1.8 None of the activities reported as 'red' have highlighted the service impact as being high. Full details for these targets and any actions which will be taken to resolve the issues identified are contained in the exception report section of the main report.

## Executive Report

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### 2. Performance Overview

- 2.1 This report sets out the Council's achievements against the key activities and measures articulated through the 2010/11 West Berkshire Council Plan.
- 2.2 It details performance outturns for the year and remedial action put in place to counter the impact of not achieving any targets / actions not achieved.
- 2.3 This report will be published – alongside the quarterly updates on achievements of Council Plan ambitions– at [westberks.gov.uk/performance](http://westberks.gov.uk/performance) and will form the basis of the Council's annual report, summarising the Council's position and achievements over the past year and how the Council spent it's money on the community's behalf.
- 2.4 The Council Plan sets out the purpose and ambition of West Berkshire Council. It defines the Council's main focus of activities and the measures of performance against which it will assess itself. Monitoring and managing performance within each of these main areas of work is key in making sure the Council delivers what it has set out to achieve - and where this has not happened, in ensuring that appropriate action is taken to mitigate the impact of the ambition not being achieved.
- 2.5 The Council Plan is available to download at [westberks.gov.uk/councilplan](http://westberks.gov.uk/councilplan).
- 2.6 In total, there are 107 key activities or measures spread over the 16 different themes around which we assess our delivery of the overarching objectives within the Council Plan. Over the course of 2010/11, 78 of these activities / measures (74% of the 106 reported) were successfully achieved. This compares similarly with 2009/10, where the Council achieved 77% (92/119) of its key activities / measures by year end.
- 2.7 The table below breaks down progress against these stated measures or activities by Council Plan theme.

Nos of 2010/11 Council Plan outturns reporting green / red.	Nos. of measures / activities	Green	Red
Successful School and Learning	11	9	2
Safer Communities	8	7	1
Including Everyone	10	8	2
Better Roads and Transport	5	3	2
Cleaner and Greener	7	3	4
Thriving Town Centres	4	3	1
Affordable Housing	7	2	5
High Quality Planning	14*	8	5
Vibrant Villages	4	3	1
A Healthier Life	6	6	0
Promoting Independence	8	6	2
Protecting Vulnerable People	5	5	0
Value for Money	4	4	0
Effective People	5	4	1
Putting Customers First	6	5	1
Effective Performance Management	3	2	1
<i>Overall</i>	<i>107</i>	<i>78</i>	<i>28</i>

\* 1 measure in this area remains unreported as there is not yet enough data available to confidently provide an estimate.

- 2.8 From this we can see that there are 3 themes within which all measures / activities were completed or met: in a further 7 themes, 1 key measure or activity was not achieved. Affordable Housing, High Quality Planning and Cleaner Greener are highlighted as areas where fewer of the objectives were met.
- 2.9 Meeting our aspirations in the housing area has been difficult in the past year, not least because of the current economic climate which has a serious impact on housing development, and the restriction of access to the private rented market due to benefit reforms.
- 2.10 Performance in the planning arena has been affected by the increase in planning applications to the highest ever level together with resource constraints created by the difficult national and local financial position. This is reflected – for example – in longer times being taken to determine planning applications (2 of the key measures captured in this strategic plan).
- 2.11 With respect to greener issues, the difficulties experienced in meeting the targets concerning voltage optimisation and advanced metering reflect the issues we have encountered in delivering this new, innovative technology. This is an emerging sector and as such, the understanding of the technology, the companies involved and the associated procurement systems are not yet fully developed.
- 2.12 Overall, at the end of the year, 28 (26%) activities / measures are being reported as ‘red’ - that is to say that the target or project set was not achieved by the end of the financial year. Despite the significant budgetary challenges faced by the Council over the past 12 months, this compares with 23% reported at year end 2009/10. Of these 28 measures / activities, 13 reported red in the final quarter.
- 2.13 It is worth noting that in setting particularly stretching and challenging targets to improve the outcomes for our communities it is perhaps inevitable that there will be some we do not achieve. Although we aim to achieve everything we set out in our Council Plan, when a target is not met, we ensure that robust actions are taken to mitigate any adverse consequences. Equally, it is worth pointing out that we monitor and report on a number of measures through these performance updates which are not wholly within the Council’s control – e.g. school attainment, crime or housing completions – or are subject to changes in Government guidelines. Although we do our best to influence them, we cannot always do so enough to prevent the target going red.
- 2.14 None of the activities reported as ‘red’ have highlighted the service impact as being high.
- 2.15 Full details for these targets and any actions which will be taken to resolve the issues identified are contained in the exception report section of the main report. Those highlighted as ‘red’ are listed below:

<b>Summary of red measures / activities – West Berkshire Council Plan 2010/11.</b>				
<b>Theme</b>	<b>Measure / activity</b>	<b>Out-turn</b>	<b>Qtr red</b>	<b>Commentary</b>
<i>Successful Schools and Learning</i>	Increase to 57 the number of primary schools where 55% or more pupils score Level 4 or above in English and Maths at the end of Key Stage 2.	37	Q2	The boycotting of KS2 SATs by a number of schools meant that the absolute target of 57 could not be achieved.
	Increase numbers of school staff trained in safeguarding to 92%.	81%	Q4	Schools are responsible for ensuring that all appropriate people attend this training. All courses towards the latter end of the year were fully subscribed meaning that some had to wait for a subsequent course.
<i>Safer Communities</i>	Work in partnership to reduce house burglaries by 9%	7%	Q3	Although not hitting the annual target, this represents a 19% reduction in burglaries compared to the same

Summary of red measures / activities – West Berkshire Council Plan 2010/11.				
Theme	Measure / activity	Out-turn	Qtr red	Commentary
				period in the previous year.
<i>Including Everyone</i>	Provide 25 work placements through the Pathways to Employment services	4	Q3	The P2E officer role was vacant whilst the substantive post holder was on secondment. There was no back fill available to fulfil the activities for this role.
	Increase in the number of young people engaging with the library service by 3%	0%	Q4	On going vacancies within Library Services is impacting on the planned developments to support this activity.
<i>Better Roads and Transport</i>	Improve resident positive perception of the condition of the local road and footway network to exceed the national average using the NHT survey.	32%	Q4	Overall satisfaction with Highways and Transport services showed an improvement from 2009, as did perceptions of local bus services, pavements, footpaths and road safety. However, perceptions of road condition scored lower than the previous year and was below the average score for all highway authorities.
	Following the successful trial of real time passenger information (RTPI) for buses in Thatcham, extend the facility to appropriate bus stops in Theale, Calcot, Tilehurst and Purley.	Not completed	Q4	There has been a delay in ordering the special RTPI screens for these sites, due to discussions with suppliers on meeting elements of the specification. Procurement of the display equipment is now proceeding.
<i>Cleaner and Greener</i>	Promote 'Sustainable Schools', by working with them to develop an action plan to encourage sustainable practice in school management, curriculum and engagement in their local and global communities	Not completed	Q3	The post responsible for delivering this target was deleted in the 2009-10 Senior Management Review, creating a resource pressure. However, an external resource seconded from Brookfield's Special School, has continued to work with schools to encourage sustainability.
	Install 'advanced metering' technology in at least five council buildings	3	Q4	The two remaining installations will be installed in two primary schools in early 2011/12. The slight delay is due to the schools wanting to minimise the impact of the installation work on students and staff.
	Install 'voltage optimisation' technology in five council buildings	0	Q2	Evaluation of the capital costs, payback periods and ease of implementation have indicated that it is not a viable option in many schools. Accordingly only 1 of the 5 planned schools are likely to proceed.
	Introduce a Sustainable Procurement Impact Assessment to ensure that environmental and social considerations are integrated within the procurement process in order to reduce adverse impacts on health, social conditions and the environment	Not completed	Q4	Although not completed by year end, consultation on the content of the Sustainable Procurement Impact Assessment has now been completed, and a SPIA will be submitted to Corporate Board for consideration on 21 <sup>st</sup> June 2011, where it will be asked to agree for implementation of the SPIA to be rolled out across the Council for contracts valued in excess of £50,000.
<i>Thriving Town</i>	Subject to the outcome of the independent survey to	Not completed	Q4	Due to the current economic climate, coupled with other priorities, it has not

Summary of red measures / activities – West Berkshire Council Plan 2010/11.				
Theme	Measure / activity	Out-turn	Qtr red	Commentary
<i>Centres</i>	determine the level of local residents' support, work with other stakeholders to develop a scheme for redevelopment of the Wharf area, including the proposed pavilion in the park	ed		been possible to progress the project on quickly as had been hoped
<i>Affordable Housing</i>	Prevent 450 people from becoming homeless through early intervention	373	Q3	Change in the housing market that means previously used prevention tools are more limited.
	Help 180 applicants into the private rented sector through the Threshold Loan Scheme.	114	Q2	The scheme has been restricted as the increase in the number of households defaulting on their loans has made it unsustainable.
	Award 85 new grant loans to bring properties up to a safe and decent standard	37	Q2	Insufficient applications from residents have been received due to tightened criteria and the introduction of charges.
	Assist 30 applicants to purchase a home with an equity loan deposit through the First Step West Berkshire scheme	2	Q2	Newbury Building Society has advised that the first-time buyer market is extremely slow with people being reluctant to enter the market.
	Facilitate a total annual provision of 80 new affordable housing units - with 25% of this total as new units in rural areas	31	Q2	The delivery of housing - including affordable housing - has been severely impacted by the recession.
<i>High Quality Planning</i>	Facilitate the delivery of at least 265 new homes.	150 Est.	Q4	The development industry has not recovered from the recession and continues to report low levels of demand in the housing market and problems sourcing and securing capital funds
	Adopt the Local Development Framework's core strategy	Not adopted	Q4	During the Public Examination (Q3) the Inspector raised additional questions about the level of housing proposed and the supporting justification - even though the level in the plan was the same as the South East Plan. As a direct result the Council was forced to undertake a further round of consultations.
	Ensure that the number of upheld planning appeals is less than the national average.	38%	Q4	A large number of appeals were upheld in Q4 (9 out of 15). Most of these decisions failed to recognise the value of the Council's recently adopted tighter approach to householder development in the AONB where more emphasis was placed on measurable size and proportion considerations.
	80% of 'major' planning applications determined within 13 weeks.	46%	Q2	The increase in planning applications to the highest ever level together with resource constraints created by the difficult national and local financial position has resulted in performance below target.
	80% of 'minor' planning	46%	Q2	The increase in planning applications to the highest ever level together with

Summary of red measures / activities – West Berkshire Council Plan 2010/11.				
Theme	Measure / activity	Out-turn	Qtr red	Commentary
	applications determined within 8 weeks.			resource constraints created by the difficult national and local financial position has resulted in performance below target.
<i>Vibrant Villages</i>	Hold four 'Parish Plan Surgeries' and two 'Meet the Expert' evenings to assist parish planners in developing their plans	5	Q3	1 Parish Plan Surgery was cancelled due to insufficient demand from community groups.
<i>Promoting Independence</i>	Further increase the numbers of known carers and carers who are supported to 2,000.	1,768	Q3	Reduction in grant funding to carers have reduced capacity to provide carers services.
	Support 182 people with a learning disability to participate in a work placement.	164 (prov.)	Q4	The dedicated Supported Employment role was vacant from Jan. 2011, leading to a drop in activity as the referral rate to supported work placements declined. The availability of placements has slowed down over the past year due to the recession and depressed job market.
<i>Effective People</i>	Run our third annual 'job fair' to promote job opportunities in the Council and with other local employers.	Not run	Q2	As the Council froze its recruitment in 2010/11, the 'job fair' was not held.
<i>Putting Customers First</i>	Ensure that 85% of customer service enquiries are dealt with at the first point of contact	81%	Q4	This target was raised in 2010 from 80% to 85%. Capacity issues and absence coupled with an increase in service demand resulted in this target not being met.
<i>Excellent Performance Management</i>	Effectively manage the performance management timetable cycle (including the redrafting of the Council Plan).	Not published	Q4	A significant amount of work has been undertaken on preparing a new corporate strategy. However, the scale of the Government's legislation and financial programme led to the view that more time is required to consider how the Council should respond to the many challenges that lie ahead. However, a new set of performance indicators and targets have been prepared and will form the basis of the Council's performance management framework for 2011/12.

### 3. Provisional or 'Grey' Indicators

- 3.1 There remain a number of measures for which data may not yet be available. Where possible, we have provided provisional or estimated data based on unaudited / best guesses – these are indicated as such within the report.
- 3.2 However, in one case (in the planning arena) the data is yet to be made available in time for this report to be fed into the executive cycle. Progress is marked as grey (GY) and is annotated as to when this data will be available.

#### **4. Consolidating our Services**

- 4.1 During the life of the Council Plan we sought to focus our resources, via the Medium Term Financial Strategy (MTFS), on delivering our priorities. Whilst undertaking the 2010/11 refresh of the Council Plan and MTFS we were aware of current pressures in public finances and the impact this would have on the stretched targets we set.
- 4.2 Although we anticipated a reduction in our finances, the level of cuts to public spending made by the coalition government were unprecedented and has led to a reduction of £1.1m from our budget in-year.

#### **5. Removal of central government funding / requirements**

- 5.1 When one of our activities was directly funded by government – or was measured directly by central government – and this funding / requirement has been removed or abolished, we have removed the measure / activity from our calculations in this report.
- 5.2 For the purposes of transparency, these have been ‘greyed out’ within the report rather than removed, a full list of these indicators can be found in appendix A.

### **Appendices**

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Appendix A – West Berkshire Council Plan 2010/11: Quarterly Report on Achievement of Outcomes

#### **Consultees**

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- Local Stakeholders:** n/a
- Officers Consulted:** All service heads, Council Plan outcome owners and data editors, Corporate Board.
- Trade Union:** n/a