

# Agenda Item 44.

<b>TITLE</b>	<b>Quarter 1 2019/2020 Performance Monitoring Report</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee on 18 September 2019
<b>WARD</b>	(All Wards);
<b>LEAD OFFICER</b>	Deputy Chief Executive - Graham Ebers

## OUTCOME / BENEFITS TO THE COMMUNITY

Accountability and transparency of the delivery of key council priorities and to inform decision making.

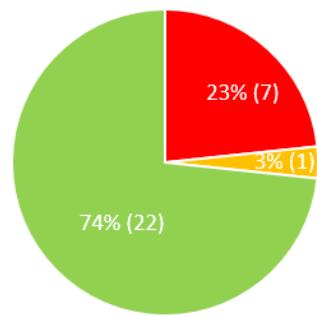
## RECOMMENDATION

- 1) Consider the proposed Key Performance Indicators (KPIs) for 2019/20 and advise of any changes required.
- 2) Consider the Quarter 1 performance report.
- 3) Review the narrative for any measures reported as red to explain causes of deterioration and to detail the actions in place to improve performance.
- 4) Identify any areas of performance which may require further insight or investigation.

## SUMMARY OF REPORT

The KPIs proposed for 2019/20 are listed in Appendix A. These measures have been identified by each service to provide the best indication of service delivery and to effectively track performance in achieving the Council's objectives for the year. 36 KPIs have been identified for 2019/20.

For Quarter 1 2019/20, 22 KPIs (74%) are reported as Green since the assigned targets are being achieved. One KPI (3%) is marginally off target and reported as Amber and seven KPIs (22%) are reported as Red since the indicators are not achieving the Quarter 1 targets. Further details of the Red KPIs are listed below. The six remaining KPIs have not been assigned a RAG rating for this first quarter in 2019/20 since the measure is being established and will be reported in quarter 2.



## Background

1.0 For 2019/20, a review of the Council's performance measures has taken place to identify, for each service, which Key Performance Indicators (KPIs) give the best indication of how well the service is delivering against its current objectives. The KPIs selected by services, and proposed for Member review, for 2019/20 are listed in Appendix A. Following the review by services, some indicators have been combined to provide an overview of delivery, some are no longer being measured (due to being less relevant or reliable) and some new measures have been agreed or are in development to align with the Council's key priorities over the coming year.

## **New Performance Indicators for 2019/20**

1.1 14 new Key Performance Indicators have been introduced to quarterly reporting for 2019/20 to support the Council's key priorities. These are listed as "new" in Appendix A under each service area. Many of the new KPIs are established and performance information for Quarter 1 is being reported. Some of the new KPIs are still in development and performance for these will be reported once the measure is fully established within the service.

## **Supporting Performance Measures (Appendix B)**

1.2 To support the KPIs, some services have identified supplementary performance measures which will continue to be monitored each quarter to provide further detail of service performance. The supplementary performance measures will be made available to view via the Council website (referenced as Appendix B).

## **Archived Performance Indicators (Appendix C)**

1.3 Following the review of KPIs by each service, it is proposed for a number of indicators to be archived and hence no longer reported corporately for 2019/20. In many cases, the archived measures will continue to be monitored internally within the service and hence further detail can be obtained, upon request. In other cases, the indicators may already be monitored closely through other working groups or committees and for some, it is considered that the indicators provide less value than others in monitoring service delivery. Appendix C details the proposed archived indicators, along with a justification for each.

## **Performance Measures for 2020/2021**

1.4 The new Council Plan for Wokingham borough is being developed with a view to the plan being agreed and in place by March 2020. The new Plan will set the agreed strategic direction for the Council over the next five years. A new set of performance indicators aligned to the new Council Plan priorities will be developed and measured for the reporting year April 2020 – March 2021. The suite of new measures are being developed over the coming months with a view to reporting back to Executive and Overview and Scrutiny in March 2020. New ways of reporting, to include richer information and benchmarking both nationally and locally for comparison with neighbouring boroughs will be included where appropriate.

1.5 All Key Performance Indicators should have a SMART (specific, measurable, achievable, realistic and timely) target assigned which takes into account historic trend information and benchmarking to compare Wokingham borough performance with national trends. Direction of travel continues to be monitored closely to ensure that each KPI maintains good performance, or shows signs of improvement, where required. KPIs are assigned a RAG (Red, Amber, Green) status to indicate whether performance is on target (Green), close to target (Amber) or missing the target (Red). Indicators are assigned to a Director and lead Executive Member. The commentary provides further information related to that indicator and aims to explain the data, any variances and actions being taken.

## **Red Key Performance Indicators for Quarter 1 2019/20**

1.6 The following KPIs are reported as Red for Quarter 1 since the assigned targets are not being achieved. Services have provided narrative below to explain the reason for the underperformance and the actions in place to work on improvements.

## **ADULT SERVICES (5 RED KPIs)**

### 1.7 New KPI - Safeguarding timeliness – concerns completed within 2 working days

#### New KPI - Safeguarding timeliness – enquiries completed within 28 days

Safeguarding timeliness is known as an area in need of improvement within Adults Services. Staff are being employed to form an Adult Safeguarding Hub, which will change the current way of working and should improve performance for these measures. The Hub is scheduled to launch in Autumn 2019.

### 1.8 New KPI - Proportion of people receiving long term care who were subject to a review in the last 12 months

All overdue reviews in Brokerage and Support have been shared with relevant managers and a business case has been agreed for an additional four workers to support with the volume of review cases. There has also been an issue where cases that are open to safeguarding have been taken off the review list. This will be managed differently from now on.

### 1.9 KPI VP1iii – Delayed transfers of care (delayed days)

Adult Social Care targets have been met within all months of Q1, but the overall target for both Adult Social Care (ASC) and Public Health has not been met. There is ongoing support being offered to reduce health delays including the utilisation of the Oak Wing at Suffolk Lodge, developing a joint care pathway with Public Health, and allowing cross-system access for both ASC and health staff to avoid delays caused by access to information.

### 1.10 KPI VP9 – Number of initial carer assessments completed

Performance is currently some way off the target. Carers may request for a separate assessment of their needs or be assessed jointly with the person they are caring for. Steps have been taken to ensure that joint assessments are always recorded as such. Until recently, these have not always been correctly recorded and performance has potentially been understated. Staff will also be reminded about individual carer assessments at all forthcoming team meetings - ensuring these are always being discussed and offered.

## **CHILDREN'S SERVICES (1 RED KPI)**

### 1.11 New KPI - Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral

Over the last year, the service has struggled to appoint appropriately qualified and experienced workers and since early 2018 has been operating at less than 50% capacity. Following decisions by the Council in 2018/19 to significantly improve the budget for the service, actions have been taken and the SEND care management team is now fully staffed. It is expected that the 20 week assessment timeliness will achieve 100% target by early 2020.

## **LOCALITY & CUSTOMER SERVICES (1 RED KPI)**

### 1.12 KPI CE10 Percentage of calls answered

The monitoring for this period includes the month of April which is the busiest period for customer interaction with the Customer Delivery team due to annual council tax billing, primary school offer day and garden waste renewals. This year there was a peak in customer contact as a result of the introduction of food waste collection, a new contract with our Waste contractors Veolia which saw changes to all garden waste rounds (18k households) and an issue with Income Manager (our payment system that affected all garden waste payments – 18K residents) all combined together to result in a significant increase in volume of calls,

increased waiting times and therefore an increased abandonment rate of customers not wanting to remain on hold.

1.13 Whilst the abandonment rate was higher than average, the wait time for customers who chose to stay on hold was 1m 54 sec. The target wait time is 90 seconds, after which point the call back service activates, whereby customers have a choice to remain on hold or receive a call back on the same day from the team. The volume of calls answered have now returned to meet the target of 95% and resilience planning is ongoing to predict peaks in demand and manage these more effectively and to explore opportunities to spread the introduction of future changes across the year rather than focusing on a traditional start date of April.

#### **FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

***The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m***

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	N/A	N/A	N/A
Next Financial Year (Year 2)	N/A	N/A	N/A
Following Financial Year (Year 3)	N/A	N/A	N/A

#### **Other financial information relevant to the Recommendation/Decision**

None

#### **Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)**

This report covers the whole of the council's operations.

#### **Reasons for considering the report in Part 2**

None

#### **List of Background Papers**

Appendix A – Key Performance Indicators 2019/20 – Summary & detail

Appendix B – Supplementary Performance Measures

Appendix C – Proposed Archived Indicators

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