

<b>TITLE</b>	<b>Quarter 2 2020/21 Performance Monitoring Report</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee on 25 November 2020
<b>WARD</b>	(All Wards);
<b>LEAD OFFICER</b>	Director, Communities, Insight and Change - Keeley Clements

## **OUTCOME / BENEFITS TO THE COMMUNITY**

This report provides accountability and transparency against the Council's Key Performance Indicators (KPIs) for service areas and provision of these to our Customers.

## **RECOMMENDATION**

To endorse the Council's Q2 Performance Monitoring Report for the period covering Jul-Sep 2020/21 performance.

## **SUMMARY OF REPORT**

The Council responded to the first wave of the Covid-19 pandemic, supporting individuals and businesses through provision of essential and additional services. It also required an urgent response by the Council to enable us to continue to provide services and support the needs of our residents, businesses, voluntary sector organisations and staff.

As part of the Council's response to Covid it established a formal staff redeployment programme which, at its, peak enabled 107 staff members (equating to approximately 10% of our total employees) to be formally redeployed to support business critical areas enabling the continuation of statutory services and providing a tailored response to the emerging needs of our community. Covid regulations also forced the closure of some of our premises such as leisure centres and libraries etc. This had some effect across our KPIs.

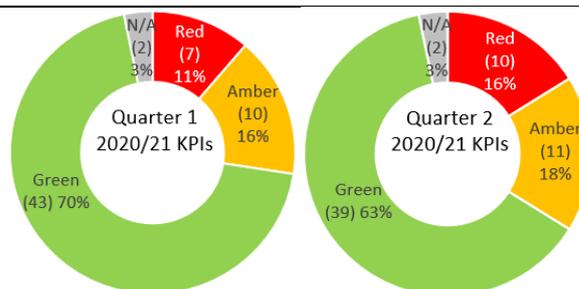
This quarter saw the majority of re-deployed staff returning to their substantive posts and resources have focussed on enabling the reopening of services and facilities safely, however staff have also now had to take overdue leave during this reporting period again impacting some of our KPIs.

During this reporting period not all services have been able to resume fully with some operating at reduced capacity due to social distancing measures, such as our leisure centres and recycling centres. Only 2 out of 9 libraries re-opened part way through Q2 and whilst visits have increased, they are not at pre Covid-19 levels.

The financial pressure arising from the pandemic is now becoming clearer and has been included in the Revenue Budget Monitoring position for Q2. This currently forecasts an overspend of 2%, which is an improvement on the forecast at Q1, however the situation is being closely monitored. Council Tax collection remains on track with collection rates as expected for this time of year.

Despite the significant impacts of Covid-19 and the response and recovery efforts of the Council, performance at the end of Q2 has remained positive across the majority of our Key Performance Indicators (KPIs), however the impact of the pandemic has resulted in less KPIs overall on track compared with Q1:

- 63% (39) are on track for delivery and therefore Green
- 18% (11) are reported as Amber since performance is off-target
- 16% (10) are Red since the target is not being achieved in Q2



- Five KPIs have achieved an improved RAG rating (four from Amber to Green, one from Red to Green)
- Five KPIs have remained Red but are showing improved performance against their target

A total of 9 KPIs have seen a deterioration in RAG rating, detailed reasons for this have been analysed and where necessary, actions have been identified to address this. Further details of all KPIs are listed in Appendix A which accompanies this report.

The Council is preparing to respond to the second wave of the pandemic and the likely impact of entry into Tier 2 restrictions however we are doing what we can to remain in tier 1. Although these will be less restrictive than the first wave of the pandemic which resulted in significant closures, this will reduce options for re-deployment of staff to areas of need it is therefore likely that as we move further into the second wave of the pandemic there will be more significant impacts upon performance of services in the coming months.

## Background/Context

- The Council's Key Performance Indicators (KPIs) measure how well each service is delivering against its current objectives.
- This performance report and appendices covers **Q2 2020/21 July, August, September**.
- There are 67 KPIs (five of which are in development) and details of the KPIs, found in Appendix A, includes year on year trends where available.
- Each KPI is intended to be a SMART target (Specific, Measurable, Achievable, Realistic and Timely), which takes into account historic trend information and benchmarking to compare Wokingham Borough performance with national trends.
- KPIs are assigned a RAG status (**Red, Amber, Green**) 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 against target and actions being taken to address.

## KPIs in Development

The following KPIs are in development.

- Alternative measure of Delayed Transfers of Care
- Reach and engagement of WBC Communications
- Resident subscribers to Wokingham Borough Connect
- Channel shift - % Digital transactions
- Staff engagement survey – to develop more frequent reporting

Data for these is either coming from multiple sources and analysis is being carried out to ensure these proposed metrics will be reliable indicators, or they relate to programmes and projects where action plans and targets are yet to be finalised. An update will be provided to Committee once these new indicators are finalised.

## Analysis of Performance

Across the Council, 9 indicators have deteriorated in RAG rating, 5 have remained Red - static and 5 have improved in RAG rating between Q1 and Q2. The split is as follows;

3 indicators have moved from Green to Red  
1 indicator has moved from Amber to Red  
5 indicators have remained Red  
5 indicators have moved from Green to Amber  
0 indicators have moved from Red to Amber  
4 indicators have moved from Amber to Green  
1 indicator has moved from Red to Green

This is a summary of the movement of KPI's and key areas to note.

3 indicators moved from Green to Red in Q2. This arose from the impacts of the pandemic resulting in a rise in Adult safeguarding concerns and subsequent impact upon timeliness of response (KPI AS4), an increase in fly tipping incidents resulting from closure and reduced capacity of the recycling centres (KPI CIC8) and proportion of homeless applicants supported into settled accommodation has been impacted as opportunities to assist households in securing accommodation (particularly in the private sector) has been limited due to the restrictions of Covid-19 (RA5d).

5 KPIs moved from Green to Amber in Q2.

KPI CIC13 This arose from a high volume of calls being received particularly relating to waste services and resident and business enquiries relating to Council Tax or Business Rates leading to a 1% drop in the number of calls being answered compared with Q1.

KPI PG19 moved from Green to Amber due to a slight decrease in the recycling rate which may be due to the recycling centres having been closed, with an additional increase in the amount of residual waste being received at the recycling centre.

KPI RA7 Revenue Budget Monitoring Forecast position has remained red when spend related to the pandemic is included. The indicator is showing a forecast overspend of 2% which is an improvement on Q1 which forecast a 4% overspend. During Quarter 1 the financial impact of Covid-19, and the level of central government financial support, was uncertain. The level of spend was tracked, monitored closely and reported to central government. Now that the financial impacts of Covid-19 are better understood, and there is more clarity around the level of central government financial support, Covid-19 spend is integrated into the full revenue budget position. The level of spend will continue to be tracked, monitored closely and reported to central government.

KPI RA4, Participation in Social Isolation Leisure Activities, although showing an improvement since Q1, remains off target. Social distancing measures mean that not all activities in leisure centres have resumed and restrictions are in place on the numbers who can participate in each session which has impacted visitor numbers.

KPI CIC5 Visits to Libraries remain less than last year due to the fact that some libraries remain closed with only partial opening with Covid secure measures being implemented part way through the reporting period. The digital offer has been expanded and has seen a substantial increased take up rate during the last two quarters.

The Adult Services KPIs have been impacted by increase in workload due to the pandemic as well as resourcing implications arising from redeployed staff returning to their substantive posts and staff taking annual leave that had been delayed due to the first wave of the pandemic. AS4 has moved from Green to Red due to an increase in safeguarding concerns and a plan has been put in place which should see an improvement in Q3. Despite this, through the concerted efforts of the service,

KPI AS1 remains Green and KPIs AS7, AS9 and AS11 have all seen improved direction of travel closer towards their targets.

KPI CS1 has remained green and during Q2, no child became subject to a child protection plan for a second or subsequent time within 24 months.

KPI RA2 has remained green but has improved since Q1, the occupancy rate of WBC owned regeneration units has risen from 78% to 87% in Q2, which equates to £1.948m committed income from these lettings at Peach Place and Elms Field. This is a positive result in what has and continues to be a very difficult market.

The 3 indicators that have deteriorated from **Green** to **Red** are:

<p><b>AS4: Safeguarding timeliness – concerns completed within 2 working days</b></p> <p><u>Rationale:</u> There has been a significant increase in safeguarding concerns into the team. Staffing gaps in July and August coupled with a bottle-neck into the safeguarding front-door have prompted a stabilisation plan which should see improvements in Q3.</p> <p><u>Actions to improve:</u> Two vacant posts have been recruited to which will bring the Adult Safeguarding Hub to full capacity.</p>	<p><b>Target 85% or more</b></p> <p>Q2 20/21 75% <b>Red</b> Q1 20/21 96% <b>Green</b></p>
<p><b>CIC8: Number of fly-tipping incidents</b></p> <p><u>Rationale:</u> The service forecast 2,656 fly-tipping incidents in Wokingham borough during 2020/21. This forecast is based on the closure of recycling centres, during lockdown, which although now open, are still running at partial capacity and more accurate recording of incidents. The target is to achieve a 10% reduction to this forecast by year end. Promotion of online reporting and publicity may also be a contributory factor to the increase.</p> <p><u>Action to resolve:</u> A zero tolerance communication campaign is due to commence on 1<sup>st</sup> November 2020.</p>	<p><b>Target 598 or less</b></p> <p>Q2 20/21 645 <b>Red</b> Q1 20/21 508 <b>Green</b></p>
<p><b>RA5d: Proportion of homeless applicants supported into settled accommodation</b></p> <p><u>Rationale:</u> Opportunities to assist households in securing accommodation (particularly in the private sector) has been limited due to the restrictions of Covid-19.</p> <p><u>Actions to improve:</u> Prevention and relief activities have resumed, after lockdown, and more properties are now becoming available on the market. The service continue to focus prevention and relief work in order to reduce the likelihood of households becoming homeless and in priority need.</p>	<p><b>Target 40% or more</b></p> <p>Q2 20/21 25% <b>Red</b> Q1 20/21 40% <b>Green</b></p>

1 indicator that has deteriorated from **Amber** to **Red** is:

<p><b>CS4: Percentage of Education, Health and Care Plan assessments completed within 20 weeks of referral</b></p> <p><u>Rationale:</u> The service continues to work towards improving against the 20 week deadline. Reasons as to why some EHCP assessments are not completed on time are variable. In some cases parents have requested additional time to feedback/submit evidence; in other cases, professional reports have been received late. Where schools cannot be named in a plan, these have been delayed until such a time as they can be.</p> <p><u>Actions to improve:</u> The service will continue to monitor and scrutinise data weekly, working with SEND team/ panel, using a tracker on a weekly basis to ensure deadlines are met.</p>	<p><b>Target 90% or more</b></p> <p>Q2 20/21 72% <b>Red</b> Q1 20/21 88% <b>Amber</b></p>
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The 5 indicators that have remained **Red** are:

<p><b>AS7: Proportion of people receiving long term care who were subject to a review in the last 12 months</b></p> <p><u>Rationale:</u> This indicator has improved in the last quarter in spite of the team carrying additional welfare checks. During this quarter there has been an emphasis on targetting reviews across ASC in order to achieve efficiency savings within the financial year.</p> <p><u>Action to resolve:</u> The emphasis on targetting reviews to achieve efficiency savings will continue; this may impact the service's ability to achieve the target.</p>	<p><b>Target 85% or more</b></p> <p>Q2 20/21 72% <b>Red</b> Q1 20/21 67% <b>Red</b></p>
<p><b>AS9: Permanent admissions to residential and nursing care homes per 100k population</b></p> <p><u>Rationale:</u> Self-funders and Continuing Healthcare Funders (CHC), who are funded under the hospital discharge guidance, are exaggerating the admissions number compared to pre Covid-19 quarters.</p> <p><u>Action to resolve:</u> Adults Social Care Team continues to monitor the situation closely and carefully.</p>	<p><b>Target 130 or less</b></p> <p>Q2 20/21 191.4 <b>Red</b> Q1 20/21 252.8 <b>Red</b></p>
<p><b>CIC5: Visits to Wokingham Borough libraries</b></p> <p><u>Rationale:</u> Covid-19 restrictions forced the closure of libraries in March 2020 and this continued throughout Q1 and with only partial opening during Q2 with Covid secure restrictions.</p> <p><u>Actions to improve:</u> Additional digital library services were developed and promoted during lockdown which led to a significant increase in virtual material loans. Some libraries have now re-opened at reduced capacity following the return of redeployed staff. The library service is initially operating at 15% of our usual public access capacity.</p>	<p><b>Target visits within 10% of previous qtr (comparison with Q4 19/20)</b></p> <p>Q2 20/21 16,722 <b>Red</b> Q1 20/21 0 <b>Red</b></p>

<p><b>RA4: Participation in leisure centre activities to support those who may be experiencing social isolation</b></p> <p><u>Rationale:</u> The target for 2020/21 is to achieve 50% of the participation numbers recorded in Wokingham borough leisure centres during 2019/20. This target has been assigned to take account of the impacts of Covid-19 on leisure centres; whilst they are able to reopen, centres are having to operate at 50% capacity.</p> <p><u>Actions to resolve:</u> Work continues to explore options for increasing visitor numbers. Not all activities have resumed and restrictions are still in place on numbers participating in each session. Marketing is underway to promote special membership offers to encourage visitors to return.</p>	<p><b>Target 1060 or more</b></p> <p>Q2 20/21 543 <b>Red</b> Q1 20/21 0 <b>Red</b></p>
<p><b>RA7: Revenue monitoring forecast position</b></p> <p><u>Rationale:</u> During Quarter 1 the financial impact of Covid-19, and the level of central government financial support, was uncertain. The level of spend was tracked, monitored closely and reported to central government. Now that the financial impacts of Covid-19 are better understood, and there is more clarity around the level of central government financial support, Covid-19 spend is integrated into the full revenue budget position. Therefore Q2 is showing a financial pressure of a 2% overspend.</p> <p><u>Actions to improve:</u> The Council is monitoring the impact of Covid-19 closely and is reporting to central government on a monthly basis. The service is also making representations to government for the need for extra funding to cover the additional spend incurred.</p>	<p><b>Target +/- 1%</b></p> <p>Q2 20/21 2.04% <b>Red</b> Q1 20/21 4.00% <b>Red</b></p>

The 5 indicators moved from **Green** to **Amber** are:

<p><b>CIC13: Percentage of calls answered</b></p> <p><u>Rationale:</u> A high volume of calls are being received; particularly relating to waste services due to outlets being closed to collect waste receptacles and calls from residents and businesses, relating to Council Tax or Business Rate enquiries where Customer Delivery are providing additional support. Redeployed staff, who had helped to take additional calls following lockdown, have now returned to their own services. Despite this performance remains above Q4 19/20.</p> <p><u>Actions to improve:</u> Two additional team members have now been recruited to assist with the higher volume of waste calls. Agency resources have also been extended until mid-October to assist with Council Tax and Business Rate enquiries.</p>	<p><b>Target 95% or more</b></p> <p>Q2 20/21 93% <b>Amber</b> Q1 20/21 94% <b>Green</b></p>
<p><b>CIC16: Number of Stage 1 complaints received</b></p> <p><u>Rationale:</u> Q1 complaint numbers appear lower than usual, which may be an impact of Covid-19. Q2 numbers have returned to expected levels. The main themes for complaints this quarter relate to unclear communication around how decisions are reached across various services.</p> <p><u>Actions to improve:</u> A focus group with representatives from all directorates is meeting regularly to lead on the management, ownership and reporting of complaints for their area. They will work on improving cross-service complaints, gathering insight, trends and learning to feed into the focus group.</p>	<p><b>Target 36 or less</b></p> <p>Q2 20/21 38 <b>Amber</b> Q1 20/21 20 <b>Green</b></p>

<p><b>PG3: Local Plan Update</b></p> <p><u>Rationale:</u> Since the Draft Local Plan consultation the government announced the joint bid to the Housing Infrastructure Fund (HIF) by Wokingham, West Berkshire and Reading councils to forward fund infrastructure at Grazeley garden town was unsuccessful, necessitating consideration of alternative finance models. In addition the Urgent Action Area and the Detailed Emergency Planning Zone (DEPZ) around AWE Burghfield have been expanded and now cover the Grazeley area, requiring further investigation.</p> <p><u>Actions to improve:</u> Further engagement and investigation with stakeholders is required, which will have consequences on the timing of the next stage of preparing the Local Plan.</p>	<p><b>Target: On track</b></p> <p>Q2 20/21: <b>Amber</b> Q1 20/21: <b>Green</b></p>
<p><b>PG19: Percentage of household waste reused, recycled and composted</b></p> <p><u>Rationale:</u> There has been a slight decrease in the recycling rate as an extra 350 tonnes of residual waste was collected in Q2 compared to Q1. This may be due to the recycling centres reopening from mid-May which has increased the amount of residual waste being disposed of post-lockdown.</p> <p><u>Actions to improve:</u> Staff at the recycling centres are being vigilant to ensure waste arriving on-site is recycled wherever possible. A campaign is planned to reduce waste from households and to reinvigorate recycling rates further.</p>	<p><b>Target 52% or more</b></p> <p>Q2 20/21 51% <b>Amber</b> Q1 20/21 53% <b>Green</b></p>
<p><b>RA16: Business rates collection</b></p> <p><u>Rationale:</u> Business rates collections remain as expected, given the current circumstances and impacts caused by Covid-19. Collections for the year to date are only marginally below the 58% forecast.</p> <p><u>Actions to improve:</u> The service continue to liaise with businesses to ensure that payments are made as swiftly as possible during this challenging time.</p>	<p><b>Target Q2 58% or more</b></p> <p>Q2 20/21 57% <b>Amber</b> Q1 20/21 40% <b>Green</b></p>

The 4 indicators that have moved from **Amber** to **Green** are:

<p><b>AS11: Proportion of people who use services who receive direct payments – snapshot at end of the quarter</b></p> <p><u>Rationale:</u> In terms of the proportion of service users who receive direct payments, Wokingham ranks in the second quartile of local authorities across England (national average 28.5%). Increasing take up of direct payments is a priority and Adult Social Care is developing a plan to ensure this expansion. Performance continues to be consistent.</p>	<p><b>Target 31% or more</b></p> <p>Q2 20/21 32% <b>Green</b> Q1 20/21 30% <b>Amber</b></p>
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<p><b>PG6: Number of affordable dwellings completed</b></p> <p><u>Rationale:</u> Most affordable housing delivery is due to take place during Quarters 3 and 4. Overall predicted completions for the year are slightly down this year compared to previous years as the affordable housing on the large strategic sites is coming to completion.</p>	<p><b>Target for Q2 (cumulative) 92 or more</b></p> <p>Q2 20/21 92 <b>Green</b> Q1 20/21 36 <b>Amber</b></p>
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<p><b>RA1: Completion to time and budget of regeneration projects (Peach Place, Elms Field, Carnival Pool)</b></p> <p><u>Rationale:</u> A slight delay was reported in Quarter 1 due to Covid-19 restrictions on the construction work that could take place on the remaining apartments, above the commercial units. However work is now on-track with completions at Elms Field and fit-out of businesses and demolition of the Carnival site.</p>	<p><b>Target On time/ Within budget</b></p> <p>Q2 20/21 On time/ within budget <b>Green</b> Q1 20/21 Slight delay/ within budget <b>Amber</b></p>
<p><b>RA15: Council Tax collection</b></p> <p><u>Rationale:</u> Council Tax collections are as expected for the year to date, in-line with current forecasts; which take into consideration the current circumstances, and impacts, of Covid-19.</p>	<p><b>Target for Q2 57% or more.</b> <b>Target for Q1 30.1% or more</b></p> <p>Q2 20/21 57.2% <b>Green</b> Q1 20/21 29.1% <b>Amber</b></p>

The 1 indicator that has moved from **Red** to **Green** is:

<p><b>RA5b: Percentage of successful homeless reliefs</b></p> <p><u>Rationale:</u> During Q2 there were 14 households whose relief duty ended; 7 of these ended successfully where accommodation was secured for 6+ months.</p>	<p><b>Target 25% or more</b></p> <p>Q2 20/21 50% <b>Green</b> Q1 20/21 0% <b>Red</b></p>
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## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.*

	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

<b>Other financial information relevant to the Recommendation/Decision</b>
None

<b>Cross-Council Implications</b> (how does this decision impact on other Council services, including properties and priorities?)
This report covers the whole of the Council's operations.

<b>Public Sector Equality Duty</b>
This report covers a full range of services across the Council. It is for noting and discussion and does not contain recommendations for approval that would involve a policy or service alteration that would have implications upon people with protected characteristics under the Public Sector Equality Duty.

<b>Reasons for considering the report in Part 2</b>
N/A

<b>List of Background Papers</b>
Appendix A – Q2 KPI 2020-21 Summary and Detail

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