

Notice of Meeting

Overview and Scrutiny Management Commission

Tuesday, 21 October, 2014 at 6.30pm
in Council Chamber Council Offices
Market Street Newbury

Date of despatch of Agenda: Monday, 13 October 2014

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact David Lowe / Charlene Myers / Elaine Walker on (01635) 519817 / 519695 / 5194

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Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 21 October 2014 (continued)

- To:** Councillors Brian Bedwell (Chairman), Jeff Brooks (Vice-Chairman), Sheila Ellison, Dave Goff, Roger Hunneman, Mike Johnston, Alan Macro, Garth Simpson, Virginia von Celsing, Quentin Webb, Emma Webster and Laszlo Zverko
- Substitutes:** Councillors Peter Argyle, Paul Bryant, George Chandler, Gwen Mason, Tim Metcalfe, David Rendel, Julian Swift-Hook and Keith Woodhams

Agenda

Part I

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1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any),
2. **Minutes** 1 - 22
To approve as a correct record the Minutes of the meeting of the Commission held on 1 July 2014 and 21 July 2014.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any Personal, Disclosable Pecuniary or other interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Actions from previous Minutes** 23 - 24
To receive an update on actions following the previous Commission meeting.
5. **West Berkshire Forward Plan** 25 - 26
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 01 November 2014 to 28 February 2015 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
6. **Overview and Scrutiny Management Commission Work Programme** 27 - 30
Purpose: To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2013/14.
7. **Items Called-in following the Executive on 9 October 2014**
To consider any items called-in by the requisite number of Members following the previous Executive meeting.



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 21 October 2014 (continued)

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| 8. | Councillor Call for Action
<i>Purpose: To consider any items proposed for a Councillor Call for Action.</i> | |
| 9. | Continuing Healthcare (CHC)
<i>Purpose: To assess the effect of the CHC operations policy and procedures in practise</i> | 31 - 34 |
| 10. | Affordable housing
<i>Purpose: To examine the process for delivering affordable housing within new developments.</i> | 35 - 40 |
| 11. | Performance Report for Level One Indicators
<i>Purpose: To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action.</i> | 41 - 62 |
| 12. | Annual target setting
<i>Purpose: To note the report following a review of the annual targets for 2014/15.</i> | 63 - 74 |

Andy Day
Head of Strategic Support

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



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OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 1 JULY 2014

Councillors Present: Peter Argyle (Substitute) (In place of Mike Johnston), Brian Bedwell (Chairman), Jeff Brooks (Vice-Chairman), Paul Bryant (Substitute) (In place of Sheila Ellison), Dave Goff, Roger Hunneman, Gwen Mason (Substitute) (In place of Alan Macro), Virginia von Celsing, Quentin Webb, Emma Webster and Laszlo Zverko

Also Present: Nick Carter (Chief Executive), Steve Duffin (Head of Adult Social Care Change Programme), Jo England (Client Financial Services Manager), Mark Evans (Head of Children's Services), June Graves (Head of Care Commissioning, Housing & Safeguarding) and Rachael Wardell (Corporate Director - Communities), David Lowe (Scrutiny & Partnerships Manager), Charlene Myers (Democratic Services Officer) and Councillor Irene Neill (Children and Young People, Youth Service, Education)

Apologies for inability to attend the meeting: Councillor Sheila Ellison, Councillor Mike Johnston and Councillor Alan Macro

Councillor(s) Absent: Councillor Garth Simpson

PART I

1. Minutes

The Minutes of the meeting held on 15 May 2014 and 20 May 2014 were approved as a true and correct record and signed by the Chairman.

2. Declarations of Interest

There were no declarations of interest received.

3. Actions from previous Minutes

The Commission received an update on the actions from the previous minutes.

Item 2.3, Affordable Housing: The Chairman explained that the item was postponed in order to allow negotiations to continue between the Council and the developers. Councillor Jeff Brooks stressed that the discussions should take place at a suitable time and therefore supported the view that the item should be postponed.

Councillor Brooks proposed that the item was deferred until September/ October 2014 in order to ensure the item was revisited promptly, irrespective of the progress of negotiations.

Councillor Webster proposed that if negotiations were still underway then it would not obstruct the Commission from discussing the topic which looked to review access to affordable housing in general.

Resolved that

- The topic for Affordable Housing would be deferred until September/ October 2014.

4. West Berkshire Forward Plan 18 June 2014 to 30 September 2014

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 1 JULY 2014 - MINUTES

The Commission considered the West Berkshire Forward Plan (Agenda Item 5) for the period covering 18 June 2014 to 30 September 2014.

David Lowe advised that a matter had arisen that necessitated the consideration by the Executive of an urgent decision. The matter related to recruitment and retention of staff in Children's Services.

David Lowe quoted the following from the Constitution: *the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in September 2012 included a requirement to publish 28 clear days' notice of any intended key decision. On occasions, however, situations arise where an urgent decision needs to be made in respect of an item that does not appear on the Forward Plan.*

The Commission heard that as notice of the need to include the urgent item was received within the 28 working day period but before five clear working days before the meeting, the authority needed to give notice to all Members of the Overview and Scrutiny Management Commission about the decision and the reasons why it was deemed to be urgent.

The report would set out a strategy to address recruitment and retention issues in Children's Services and the investment required to implement the strategy. The item was considered urgent as delays in implementing the strategy could compromise the Council's position.

Councillor Jeff Brooks questioned whether the item related to Agenda item 7. Rachael Wardell advised that the matters were unrelated, the urgent item for consideration related to the proposal to introduce a three tier foster care system and specifically the communications and marketing of the model. By contrast the proposal for urgent consideration was developed in response to the increased level of agency staff employed and turnover in key front line teams and the risk this posed to children and young adults. The proposal sought to respond specifically to the issue of staff recruitment and retention and was felt that the matter required urgent attention.

The Commission heard that a special Management Board meeting was scheduled for 17 July 2014 in order to consider the item and accelerate it through the Executive cycle in order that it could be considered at the Executive meeting of 24 July.

Councillor Brook asked whether the item would be subject to Call-In. Nick Carter advised that it would not. *(Note added post meeting)*

The call-in procedure shall not apply where the decision taken by the Executive has to be implemented before the expiry of the call-in period. This will only be the case if one of the following applies:

- *The item is deemed an Urgent Key Decision as set out in Rule 5.4.7 (Special Urgency – Key Decision).*

David Lowe explained that the Commission could have sight of the report prior to discussion at the Executive and subsequently provide their recommendations. As such, a special OSMC meeting would be required before 24 July 2014.

Councillor Brooks stressed that the time available for the Commission to meet and consider the report ahead of the Executive meeting was impracticable.

Councillor Zverko Lazlo joined the meeting at 18:15

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Rachael Wardell offered to explain the proposal in more detail and provide reassurance that the urgent item had arisen as a necessity, in order to address the risks associated with the staff arrangements in the Children and Young People service.

The Commission heard that the report focused on staff issues within four key front line teams, Referral and Assessment, East and West Long Term Team and the Disabled Children's Team. Those teams were currently becoming increasingly reliant on high levels of agency staff which was most detrimental to procedures, practice and damaging to children and families.

Rachael Wardell explained that the teams had previously used agency staff who tended to stay with the team for a longer period of time, however, more recently there had been a noticeable increase in the turnover of agency staff and subsequently more changes to family social workers. Rachael Wardell stressed that the Council had sought to introduce measures to encourage the retention of key staff before now but the issue had since developed to the point where immediate action was required.

The report would propose measures to retain staff, subject to their performance, over a period of three years by the inclusion of financial incentives and training.

Councillor Brooks queried whether the urgent item addressed a statutory pressure. He stated that the issue appeared to relate to an operational issue which had not been highlighted to the Commission before. Councillor Brooks explained that he was uncomfortable with the suggestion that the Executive would consider the proposal for a three year commitment with restricted intervention by the Commission. It was stated that the Commission had limited information, therefore it was agreed that a special meeting would be organised in order to discuss the report ahead of the Executive and, if necessary, make comment and recommendation for consideration alongside the report.

Councillor Emma Webster stated that although the issue triggered a level of uncertainty amongst the Commission, she considered that Officer's would have done everything possible to address the issue before requesting an urgent intervention which ultimately sought to protect vulnerable residents of West Berkshire.

Resolved that

- The Children Services: Recruitment and Retention report would be available to review from 17th July 2014 and a special meeting would be organised for 21st July 2014 to discuss ahead of the Executive on 24 July 2014.
- The Forward Plan be noted.

5. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme 2013/14.

Councillor Peter Argyle advised that the initial Children Service Governance Task Group was due on 18 July 2014.

Resolved that the work programme be noted.

6. Items Called-in following the Executive on 8 May 2014 and 19 June 2014

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Councillor Jeff Brooks introduced the item, Children's Services External Placements which he and Councillors David Allen, Tony Vickers, Roger Hunneman, Alan Macro had called in. The report had been agreed at the 08 May 2014 Executive meeting.

Councillor Brooks stated that whilst he supported the 'invest to save' concept in relation to the proposals, he asked that the decision to employ a Social Media Administrator and an increased advertising budget, together totalling £200,000 over 4 years, be scrutinised.

Mark Evans explained that the proposal was part of a larger project which aimed to increase the number of local foster carers thereby enabling children to remain local. The current arrangements relied upon the service of independent foster carers, which was expensive and involved the child being located far from their school.

The Commission heard that currently 99 children were placed with local foster carers at a cost of £1.5 million and 27 children were placed with independent foster carers at a cost of £1.2 million. Mark Evans highlighted the vast difference between placement costs and stated that the project also aimed to provide better quality care.

Mark Evans stressed that the foster care market was extremely competitive. The Fostering Network, a charity representing foster carers' and children in foster care's interests, issued a press release on the 25 May 2014 reemphasising the need to recruit younger foster carers as many existing foster carers were reaching the end of their foster care career. The marketing campaign aimed to encourage a wider demographic of local foster carers with a specific set of skills in order to support more challenging foster care cases. Mark Evans stated that the most effective way to reach potential new foster careers was via social media. Advertising via social media was proven to be successful as demonstrated within Hampshire County Council and other local authorities.

Mark Evans explained that the cost of £200,000 over the course of 4 years should be considered in the wider context of the £4 million budget to deliver care.

Councillor Irene Neill explained that the paper detailed the launch of the project and that currently it was not possible to provide the job description for the Social Media Administrator. The process for developing the specific job description would take place in due course.

Councillor Jeff Brook felt that the proposal over looked the current skills available within the Council's Communications Team and encouraged isolated working between the two. He felt that the item could be considered in more detail if the job descriptions were available.

Councillor Emma Webster advised that she researched the item in advance of the meeting. In her opinion the placement of a Social Media Administrator within the service enabled detailed and informative responses to enquiries, as it was often the case that the Officer had a greater understanding of the team and service.

Councillor Webster proposed that the details of the call-in did not require further scrutiny. Councillor Quentin Webb concurred with Councillor Webster, the intention of the role was clear and required the support from the Commission in order to deliver a function which would enhance the service.

Steve Duffin explained that local foster carers cost roughly £20,000 per placement per year; independent fostering agencies cost the Council approximately £37,000 per year. The reason 27 children had been placed with independent foster carers was due to the shortage of local foster carers. By recruiting two additional foster carers the savings would cover the costs of the Social Media Administrator role. The Commission heard that it was beneficial if children were placed with local foster carers for reasons aside from the financial impact.

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Councillor Hunneman asked whether the proposal considered uniting the campaign with other Local Authorities. Mark Evans advised that the option was considered but the nature of the recruitment was competitive and required concentrated, local advertisements.

Councillor Hunneman asked whether the role would be reviewed for its effectiveness. Mark Evans stated that the service constantly reviewed the effectiveness of recruitment and the proposed role would form part of the reviews.

Councillor Webster proposed that the role was reviewed in 12 months time to gauge effectiveness and ascertain the savings delivered. The Commission was encouraged to look at page 35 of the agenda which stated that the service would not expect to see savings from a reduction in the use of independent foster carers for 2 years post implementation. If the Commission was minded to scrutinise the savings delivered by the role then it was suggested that the activity had a regard to the savings forecasted longer term.

Councillor Paul Bryant felt that the details of the job description were required in order to fully consider the proposal. Rachael Wardell explained that the job description would be in place before the role was advertised and that an operational process existed to ensure the service recruited appropriately.

The Commission voted on the matter, there were four abstentions received and seven votes in favour of the proposal.

Resolved that

- The item would return to the Commission in 12 months post implementation to review the effectiveness and savings delivered by the Social Media Administrator.

7. Councillor Call for Action

There were no Councillor Call for Action.

8. Petitions

There were no petitions to be received at the meeting.

9. Fairer Contributions Policy

Councillor Gwen Mason introduced a report detailing the Fairer Contributions Policy and thanked the Commission for postponing the item in order that a representative from the Disability External Scrutiny (DES) Board could contribute towards the discussion.

Councillor Mason explained that feedback provided via the DES Board suggested that overall the Fairer Contributions Policy was difficult to understand and therefore required simplification. However, the suggested topic for scrutiny sought to review the Disability Related Expenditure of the Fairer Contributions Policy in particular.

Jo England introduced the report to the Commission. The current Fairer Contribution Policy had been in place since April 2012, the Policy's purpose was to provide a mechanism to establish how much an individual receiving an adult social care service would be required to contribute towards the cost of their care.

On 21 July 2003 the Council introduced the Fairer Contribution Policy which was broadly in line with the Department of Health's (DH) 2001 guidance. As the previous policy had only charged individuals 50% of any Attendance Allowance or care component of Disability Living Allowance in payment, the new policy dramatically increased the amount that individuals had to pay.

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To alleviate the financial impact additional elements of expenditure were also included in the 2003 policy that was over and above the DH guidance. These included the inclusion of water rates, an element for building maintenance for owner occupiers and not charging for a second carer. A decision to charge an individual 90% of their chargeable income was also made to alleviate the financial impact.

The Policy was reviewed on an annual basis to take account of new DH capital thresholds and benefit rates. The next major change to the Policy was on 7 April 2008 when the Policy was amended to charge individuals 100% of their chargeable income in line with the DH guidance.

In response to budget reduction proposals for 2012/13 the Policy was reviewed and following wide consultation a decision was made to remove the concessions included in the 2003 Policy. This included charging for second carers and removing expenditure items from the policy that should be covered by general living expenses i.e. water rates and building maintenance.

Jo England stated that Disability Related Expenditure, allowable as part of the financial assessment, was also reviewed to bring it in line with the DH guidance and neighbouring authorities.

The Chairman welcomed Alan Fleming from the DES Board to comment on the report and explain why they requested the item for scrutiny.

Alan Fleming thanked the Commission for inviting him to the meeting and stated that he was the Deputy Chairman of the DES Board. He proceeded to explain that the DES Board were concerned that the current DRE policy was inadequate and resulted in a negative financial challenge for those in need.

The Commission heard that on occasion service users had to prioritise living related expenditure in order to meet care costs. Alan Fleming provided examples of the types of additional support residents required around the home and garden and the dilemmas faced when trying to fund them. Alan Fleming referred to the increased number of DRE appeals since the change was made to the policy and suggested that this was evidence that residents were unhappy with the guidance.

Alan Fleming stressed that the challenges impacted on his extended family who would deliver the support he was otherwise unable to afford. Alan Fleming stated that this was a common issue amongst service users.

Councillor Brain Bedwell asked Officer's to explain how they dealt with the issues outlined by Alan Fleming. Jo England explained that the guidance was provided by Central Government and restricted levels of discretion. The DH guidance was designed to ensure that a service user had sufficient money to meet their basic housing costs and disability related expenditure and retain their basic 'Protected Income'.

The assessment calculation was summarised as the following;

The financial assessment will make sure that all service users retain a basic living cost allowance plus 25%. This was a level of 'protected income' that would not be considered in the financial assessment. Each service user would have at least this level of income to pay for their housing, living and disability related expenses, before they are asked to pay an assessed charge for Adult Social Care Services.

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The financial assessment calculation was represented as:

- Assessable income
- Level of 'protected income'
- Housing expenses
- Allowable expenses
- Disability related expenses
- = Net disposable weekly income

For adult social care services that have an assessed charge, the Financial Assessments and Benefits Team will undertake a financial assessment to work out how much service users will be charged.

The financial assessment considered service users':

- *Income and savings*
- *Allowable expenditure (such as housing costs) and*
- *Extra expenses they may have due to a disability or condition.*

Councillor Roger Hunneman asked how the Council helped service users to manage basic needs expenditure. Jo England stated that government grants were in place to help support residents; these were outside the charging policy. The Commission heard that residents would be entitled to their basic income plus 25% before the assessment considered charges for Care.

June Graves explained that of the various grants available there were flexible payback options to consider. The Adult Social Care Service endeavoured to support service users so they could remain in their home by way of making necessary modifications, the grants were designed to assist with such work.

Councillor David Goff asked whether the challenges highlighted by Alan Fleming could have been met under the previous policy and requested clarification from Officer's in terms of the changes made in 2012.

Jo England explained that the previous policy funded health care which should have been funded by health services, contribution towards water rates and building maintenance. The policy was amended and subsequently brought in line with Central Government guidance and policies within neighbouring Local Authorities.

Officers were asked to clarify the cost to the Council associated with the Policy. Jo England stated that each case was assessed in isolation; there was no upper limit in terms of allowances as such restrictions would contradict the purpose of the policy.

Councillor Jeff Brooks referred to point 5.5 of the cover report and suggested that it would have been helpful if Officers provided details regarding the savings made by the change. Furthermore, Councillor Brooks suggested that the Commission required sight of the consultation results in order to assess the effectiveness of the policy. In his view the Commission required more detailed information in order to consider the item appropriately. Councillor Brooks stated that there was no doubt the policy required simplification; he stated that the quality of information contained within the report was questionable.

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Councillor Mason explained that a concern from the DES Board related to inconsistency of assessments and the difficulty services users had in understanding the outcome of an assessment. Jo England advised that the team comprised of three experienced advisors and an appeal process ensured service users could request a review of a decision.

Councillor Paul Bryant acknowledged that Members had concerns about the cost associated with the policy, he suggested that the report required information about how many clients the Council had, how the budget was allocated and the upper limit within the budget. It was agreed that the information would be helpful and would enable the Commission to fully consider the parameters of the policy.

Councillor Emma Webster made reference to item 6.6 of the policy which listed the exclusions of the DRE and asked whether they were exclusions as guided by Central Government or as agreed by the Council. Jo England explained that many of them were taken from the DH guidance. Councillor Webster suggested that crucial basic care needs included within the list placed people in a more vulnerable state. Councillor Webster echoed concerns raised by Members that the policy was confusing and required simplification.

Councillor Webster requested a review of the list to consider elements which could be altered if within the power of the Council to do so and within the constraints of the budget, and to understand elements which were outside the power of the Council to change but could be influenced to change in the longer term.

Jo England explained that elements of the policy were changed by Central Government. It was stated that the Fairer Contributions Policy would be reviewed as a part of the Care Act review in 2015/2016.

Councillor Hunneman queried why broadband and telephone charges were included within the DRE exclusion list. It appeared appropriate to assume that a large majority of service users would require such services in order to access the Fairer Contribution Policy. Jo England explained that DRE expenditure aimed to address unmet care needs, the decision was made that such services were paid for by the general public and a similar approach would be taken in the context of policy. Councillor Hunneman challenged the decision on the basis that services users had to prioritise expenditure based on a very limited source of funds.

Councillor Hunneman queried how many grant applications were successful. Jo England stated that the grant success rate was 86%, the proportion that was unsuccessful generally related to incomplete applications or a request for further information/ evidence.

The Commission heard that the assessment timescale varied dependant on a number of factors such as the involvement from other services, at which point the process was reliant on progress of the Department for Works and Pensions. The aim of the service was to complete an initial assessment within 21 days of receiving the referral.

Nick Carter suggested that the policy answered some of the questions raised by the Commission. He asked whether Members felt the issue related to the boundaries of the DRE and to what extent the Council could exercise its discretion and create an opportunity to widen the scope of the policy. Nick Carter suggested that such information could be bought back to the Commission for further consideration.

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David Lowe explained that in response to an action captured within the previous meeting, Councillor Mason was asked to clarify the scope of the item. The Commission heard that the DES Board wanted to highlight the issue relating to the operation of the DRE specifically. David Lowe suggested that the issue concentrated on the content of the DRE exclusion list and therefore, by providing Members with information about the flexibility of the list within Local Authorities, the item could be revisited.

Councillor Brooks challenged the proposed scope of the discussion; he felt the Commission required evidence to illustrate the efficiency of the policy by way of understanding the reasons for appeals, the output from the consultation and nature of complaints received. It was suggested that in order to appropriately consider the topic, a better understanding of the service user experience would be required. Councillor Brooks suggested that the item be deferred until such time when the information was available.

Councillor Webb asked whether the Government guidance was statutory. Jo England stated that it was not.

June Graves reminded the Commission that the policy was reviewed and subsequently amended following the 2012 consultation. The consultation invited all service users to comment on the proposed changes to their individual situation. The Commission heard that the previous policy delivered services above and beyond Government guidance which was proving difficult to maintain. The revised policy brought the Council in line with other local authorities .

June Graves stated that the assessment considered input from the support team around the individual at that time, she stressed that the policy enabled a degree of flexibility in order to deliver the best arrangement of the individual. The service took a person centred approach, in conjunction with a view to the benefits awarded to that individual. June Graves explained that the income generated from charges to care was used to deliver the wider Adult Social Care service and was therefore part of the financial dynamic of the service delivery.

June Graves stated that the number of appeals correlated with the change to the policy. Previous assessments were more generous and it was therefore less likely that someone would appeal the decision.

The Chairman suggested that an OSMC task group formed part of the wider review of the policy. June Graves welcomed the inclusion of an OSMC task group.

Councillor Mason asked whether Members were part of the appeal process, Jo England stated that they were not. Councillor Mason suggested that this was changed. It was agreed that a member of the DES Board would also form part of the OSMC task group.

Resolved that

- A Task Group would be established in order that the Commission could contribute towards the DRE policy review.
- Officers would provide information regarding the constraints of the Government guidance around the DRE exclusion list.

10. Key Accountable Measures

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Nick Carter introduced the item to the Commission, he highlighted that item 1.4 illustrated areas of over performance which should be noted. Nick Carter stated that in some cases Red items were outside the control of the Council and it was considered realistic to see some areas reported as red due to the challenging targets set.

Councillor Emma Webster asked whether there should be any concern regarding the reported status of the grants allocated; Rachael Wardell explained that the status was representative of one case above the targeted number of cases to be concluded within the set timescale.

Councillor Paul Bryant asked why the number of Performance Indicators (PI) had increased. Nick Carter explained that PI's were locally determined, the Executive and Commission were involved in the development of the indicators but overall they were produced by Officers. Officer's focused on areas of high risk, under performance or strategic priority.

Indicator were reviewed in a yearly basis, decided by the Council and not mandated by Government. It was considered appropriate to set roughly 50 PI's.

Councillor Roger Hunneman stated that the Target Setting Task Group was due to meet later in the month, considering the report retrospectively. Nick Carer explained that in order to set the indicators consideration was given to the outturn from the previous year and therefore it was expected that the information would be delayed.

Councillor Hunneman suggested that the PI's included cross border measures in order that the Council could compare performance against other Local Authorities. Nick Carter highlighted that where possible national comparisons were reflected within the report.

Councillor Jeff Brooks suggested that concern should be given to the trend of some items were previously reported as amber and then deteriorated to red. He stated that it could be assumed that the service had sufficient warning to manage the performance. Councillor Brooks highlighted areas where targets had been adjusted and whether they were justified.

Councillor Brian Bedwell stated that if the Commission required then an Officer could be asked to attend the meeting in order to expand on items contained within the report.

Resolved that

- The report was noted.

11. Severe Weather

David Lowe introduced the Severe Weather report to the Commission. The report illustrated the methodology of the review and sought to receive the Commission's approval prior to commencement of the Task Group.

The scope of the review would consider the Council's preparedness and response to recent severe weather along with ongoing maintenance within communities.

Councillor Brian Bedwell stressed that the review involved numerous meetings through the course of September, he encouraged Members to make necessary arrangements in advance to ensure they were available.

Resolved that

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- The report was noted

12. Scrutiny Annual Report

David Lowe introduced the item and stated that the report would be submitted to full Council on 22 July 2014.

Resolved that

- The report was noted

(The meeting commenced at 5.00 pm and closed at 7.30 pm)

CHAIRMAN

Date of Signature

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON MONDAY, 21 JULY 2014

Councillors Present: Brian Bedwell (Chairman), Jeff Brooks (Vice-Chairman), Sheila Ellison, Dave Goff, Roger Hunneman, Alan Macro, Garth Simpson, Virginia von Celsing, Quentin Webb, Emma Webster and Laszlo Zverko

Also Present: Nick Carter (Chief Executive), Mark Evans (Head of Children's Services) and Rachael Wardell (Corporate Director - Communities), David Lowe (Scrutiny & Partnerships Manager), Charlene Myers (Democratic Services Officer) and Councillor Irene Neill (Children and Young People, Youth Service, Education)

Apologies for inability to attend the meeting: Councillor Mike Johnston

PART I

1. **Declarations of Interest**

There were no declarations of interest received.

2. **Children's Services Recruitment and Retention Strategy**

The Commission considered the report (Agenda item 3) outlining the rationale for and outcomes required of the Children's Services Recruitment and Retention Strategy.

Rachael Wardell introduced the item by explaining that Children's Services was faced with an acute staffing crisis in its highest risk child protection teams. The problem was part of a wider national issue caused by a shortage of experienced child and family social workers, however, it was imperative that measures were implemented to address the problem in a local context.

The challenges related specifically to front line staff and particularly those who carried out statutory duties. The issue was already affecting the ability to provide safe and effective child protection services.

Measures had previously been introduced to address the problem, including the revised career progression arrangements implemented earlier in the year, but recently the situation had deteriorated significantly and therefore the urgent implementation of additional more focused measures was required. Rachael Wardell stressed that the situation was affecting the performance of front line teams and ultimately the effectiveness of the service.

The Commission heard that the problem of a higher than desirable proportion of roles covered by agency staff had existed for some time before but since certain key staff had left front line teams recently the service had become more vulnerable and turbulent.

Mark Evans explained that the covering report was presented in two sections. Section one detailed the recruitment and retention challenges and their impact, the second

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outlined the strategy that had been developed to address the issue and also included detailed costing associated with the its delivery.

In order to attract staff and create a stable team, the strategy outlined the introduction of a number of non-financial incentives designed to improve the working environment for social workers. The strategy also proposed financial incentives, which would be publicised through a marketing and advertising strategy for the recruitment of staff, and modifications to the terms and conditions associated with the roles which recognised the challenges specific to the area of work. Mark Evans advised that the strategy aimed to make the Council the employer of choice for Social Workers.

Councillor Irene Neill advised that the local challenges were consistent with those being experienced nationally and were a common problem amongst Local Authorities. The Commission was asked to agree the strategy in order that the process could move forward, recognising that elements within the strategy required further development before implementation.

Councillor Roger Hunneman recognised the challenges being faced by Social Workers. He referred the Commission to page 20 of the report which suggested that the issue had been in existence for 3 years previous. Councillor Hunneman questioned why the issue had not been addressed with the same degree of importance or urgency before now.

In response, Rachael Wardell stated that changes to the maintenance of staffing levels had been introduced previously and a paper outlining career pathways in Social Work had been considered by the Executive in January 2014. The current report aimed to address issues that were similar but which had now taken on new dimensions and presented greater risk. Rachael Wardell explained that the team most exposed by the current problem was the Referral and Assessment team which worked with highly vulnerable young people.

In light of the information contained within items 13.2 and 13.3 of the report, Councillor Hunneman asked Rachael Wardell to clarify how the funds would be obtained. The Commission heard that initially funds would be provided from reserves and that in subsequent years they would come from efficiency saving opportunities and budget reprofiling across the Communities Directorate.

Rachael Wardell explained that with the implementation of the strategy they expected to see a reduction in agency costs over time and that early prevention measures would reduce the number of Child Protection and looked after children cases, which would in turn deliver savings in the longer term. The report provided details of financial impacts based on a 'worse case' scenario, illustrating that the proposed strategy would cost less to deliver than the current dependency on agency staff.

The Commission heard that every effort would be made to avoid reducing the funding for early prevention services as it was clear that this aspect of the service provided longer term benefits and savings.

Councillor Quentin Webb stated that the report was informative and clearly identified the need to reposition the service. He was comforted to know that savings would be obtained from within the directorate.

Councillor Brain Bedwell highlighted the proposed developed of an academy to support, train and develop the Council's own skilled workers. He compared the function to

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 21 JULY 2014 - MINUTES

apprenticeships and stated that the proposal should provide a stable work force. He therefore fully supported the idea.

Councillor Jeff Brooks stressed that without the extraordinary meeting the Commission would not have had the opportunity to view the proposal ahead of consideration at the Executive.

Councillor Brooks was disappointed to see that the issue had been known to the service some time prior to the action now being proposed. He questioned the previous reliance on agency staff, stating that it was an expensive resource and evidently less stable. The Commission heard that the Shadow Executive had not been aware of the issue until recently.

He was concerned about the profile of the proposed three year payments and questioned the financial implications in the longer term.

Councillor Brooks disputed the expectation that the service could recruit a new member of staff with the broad skill set as outlined on page 24, point 5.1.3 of the report (the recruitment officer). He suggested that the remuneration package could be amended so it was in line with similar roles within the recruitment industry, comprising a basic pay rate and, as an incentive, financial reward for securing the recruitment of new staff.

Councillor Brooks suggested that the role should be incorporated within the Human Resources team, therefore avoiding isolated working and encouraged a holistic view across the recruitment process.

Councillor Brooks was encouraged to see that the service had explored new ways to address the problem and believed that it was not appropriate to leave the situation in its current state. However, he felt that the current proposal was not yet fit for purpose.

Councillor Neill advised that the recruitment role would link into the HR team and welcomed the suggestion on the pay arrangements. She agreed that they could be explored.

In response to points raised, Mark Evans advised that the service expected to recruit someone with the majority of the skills as outlined on page 24, point 5.1.3, but realised that it was unlikely they would secure someone who possessed them all. Mark Evans explained that it was likely that further development would be required but they expected the individual to have the capability to begin recruitment activity promptly after appointment.

Councillor Alan Macro asked how the service proposed to manage the incentive payments and extra leave entitlement. Mark Evans stated that the bonus was a fixed sum of money and the policy regarding the profile of payments was not yet finalised.

Rachael Wardell invited the Commission to consider the costs and assumptions table on pages 15 and 16 of the report. The Commission heard that the allocation of bonus payments and retention leave allowance would be awarded across different years as the incentives would be made available to staff currently in post who would be able to draw on some of some of their existing service to receive the benefits sooner. Similarly, it was not expected that new members of staff would join the team at the same point in time. Rachael Wardell advised that fixed sum retention bonus was £15,000.

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Councillor Garth Simpson asked whether the service had quantified the difference in staff costs between the current arrangement and proposed changes. Mark Evans suggested that the amount was hard to quantify at this stage but the service was confident that cost reduction would be delivered, irrespective of the incentives and training associated with the proposal, as the service moved away from relying on expensive agency staff. Mark Evans suggested that modelling could be prepared to demonstrate the expected costs avoided.

Rachael Wardell felt it was important to remind the Commission that the financial impact was only one element of the problem. The primary challenge was to ensure that safe and effective services were in place for vulnerable children.

Councillor David Goff asked how the academy would be resourced. Mark Evans explained that a part of the cost associated with the strategy was the recruitment of a Team Leader dedicated to the academy., who would not additionally have to face the challenges of managing caseload. Mark Evans advised that similar models had been introduced in Local Authorities elsewhere and had proved to be successful.

Children's Services had a sponsored graduate trainee programme in place currently but the availability of resource limited the number of trainees to two per year. Mark Evans stated that the rate of training was not at a pace to keep up with demand and staff turnover and the academy aimed to address the challenge. Councillor Bedwell reinforced the benefits of such schemes which created localised, stable and skilled staff.

Councillor Hunneman asked whether a Children's Services Risk Register was in place and why the proposal was not in favour of staff 'hot desking'. Mark Evans advised that a risk register was in place and that fixed desks and team areas were preferred in order to provide a supportive working environment.

Councillor Hunneman asked why the proposal included the allocation of lease cars. He reminded the Commission that a decision had been made to stop providing lease cars some time ago, the Strategy therefore proposed a reversion to previous practice.

Rachael Wardell advised that the directorate had been expected to find efficiency saving some years ago and decisions had been taken to reduce or cut activity that would not directly impact the delivery of services. Nick Carter advised that lease cars had been removed in order to save money as a preferred option above cutting front line staff. It was accepted that although there was now a need for lease cars, it did not mean that any decision taken previously had been wrong.

Councillor Brooks advised that the Commission, through the Resource Management Working Group used to review the Risk Register, through which they may have been clearer about the position of Children's Services before now.

He stressed that page 3 of the report failed to provide a satisfactory explanation as to why the paper was not subject to Call-In. David Lowe advised that the report had been completed incorrectly and that the proper reason why the item should not be subject to Call-In was that :

- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's positions

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 21 JULY 2014 - MINUTES

Councillor Macro asked whether the incentive scheme could be extended to other teams within Children's Services. The Commission heard that current resources were focused towards highly vulnerable teams and, although other teams were potentially at risk of experiencing similar issues, at this stage it was the core teams required immediate attention.

Councillor Emma Webster expressed that she was in favour of the proposed academy. She asked how the Executive would receive information and recommendations from the Commission at such late notice. David Lowe advised that the same report as received by the Commission had already been published as part of the papers for the Executive meeting of 24 July and that recommendations and comments arising from the Commission's debate would accompany the report as an addendum.

Councillor Webster proposed acceptance of the recommendations contained on page 5 of the report, points 5.1, 5.2 and 5.3. Councillor Webb seconded the proposal.

Councillor Brooks endorsed the report but suggested that the recommendations were incomplete. He felt they required more information, including why the topic had arrived at crisis point without any apparent warning. Councillor Brooks proposed the inclusion of work to look into the payment schedule for the recruitment role.

Councillor Webster accepted the suggestion by Councillor Brooks and amended her proposal accordingly. The proposal was seconded by Councillor Webb.

Resolved that:

- The recommendations would be accepted as detailed on point 5.1, 5.2 and 5.3 of the report and an additional recommendation would be included to outline the need to review the recruitment role remuneration arrangements.

3. Homelessness - Young Families

The Commission considered the report (Agenda item 4) outlining the Task Groups findings into the reasons why West Berkshire appeared to have a disproportionate amount of young families facing homelessness.

Councillor Quentin Webb explained that the task group was formed following an agreement by the Commission to commence a review into Recommendation 12 of the Homelessness review conducted in November 2012:

"Further investigation should be undertaken into the reasons why West Berkshire seemed to have a very large proportion of young families facing homeless whose friends and extended family were unwilling or unable to provide them with temporary housing/accommodation"

The report outlined the format of meetings, witnesses invited to partake in the discussion and the information obtained. Councillor Webb explained that through the process of the review it became apparent that the situation was not as significant as first thought. The Commission heard that the actual number of young homeless families had reduced and there was little difference between the national and local proportions; however the long term impact on those families and their children, and the resulting societal cost remained significant.

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Councillor Webb explained that the way in which the Council's Housing Service operated inflated the number of homelessness acceptances above that of other Local Authorities. The Task Group concluded that all agencies appeared to be functioning appropriately according to their remit and no pressing issues had been forthcoming; however the group agreed that there was scope for better interagency working.

Councillor Webb highlighted the recommendations issued on page 39 of the report and welcomed questions from the Commission.

Councillor Roger Hunneman asked whether the review consider the need to teach life skills within Schools. Councillor Webb advised that the Task Group recognised that more work was required to equip younger people with essential living skills, as detailed within the report and highlighted within recommendation (E).

The Commission discussed whether the recommendation appropriately addressed the apparent need to teach life skills (such as budgeting) which appeared to hinder a young persons's ability to live independently.

David Lowe advised the Commission that, if they were minded to, then a recommendation could be added to address the issue specifically. Rachael Wardell reminded the Commission that the Communities Directorate had very limited influence upon the curriculum in Schools and Academies. Rachael Wardell suggested that the recommendation was realistic and within the ability of the Education Service to implement.

Councillor Webb proposed acceptance of the report inclusion of the additional recommendation as discussed. The proposal was seconded by Councillor Macro.

Resolved that

- An additional recommendation would be added to the report: *The Head of Education should explore with schools the scope for life skills, as might be required by a self-sufficient adult, to be taught as part of or alongside the existing curriculum.*

(The meeting commenced at 6.30 pm and closed at 8.00 pm)

CHAIRMAN

Date of Signature

DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 30 SEPTEMBER 2014

Councillors Present: Brian Bedwell (Chairman), Roger Hunneman, Mike Johnston, Alan Macro, Garth Simpson, Quentin Webb and Laszlo Zverko

Also Present: Nick Carter (Chief Executive) and Carolyn Richardson (Civil Contingencies Manager), David Lowe (Scrutiny & Partnerships Manager) and Charlene Myers (Democratic Services Officer)

Apologies for inability to attend the meeting: Councillor Jeff Brooks, Councillor Sheila Ellison, Councillor Dave Goff, Councillor Virginia von Celsing and Councillor Emma Webster

PART I

1. Declarations of Interest

There were no declarations of interest received.

2. Agreement of the Severe Weather Scrutiny recommendations

Councillor Quentin Webb proposed that the minutes of the meetings conducted on 1 September 2014, 5 September 2014 and 11 September 2014 be considered in advance of the discussion. Councillor Brian Bedwell presented the proposal to the Commission. The Commission concluded that the order of discussion would be altered to enable consideration of the points mentioned within the minutes.

The minutes were signed as a true and correct record and signed by the Chairman subject to the following amendments:

Minutes from 1 September 2014

Page 19, 5th paragraph: *Councillor Jeff Brooks asked whether the new RBFRS Head Quarters at Theale could be considered as an alternative EOC/TCG should circumstances dictate. Carolyn Richardson advised that discussions were underway to explore the feasibility of using the building.*

Minutes from 5 September 2014

Page 43, 1st Paragraph: Councillor Alan Macro wished to clarify that he suggested it would be useful to have a localised list of various resources.

Minutes from 11 September 2014

Page 49: Aliceby Court would be corrected to Alice Bye Court.

The Commission considered the draft recommendations (Agenda item 3). Councillor Paul Bryant stated that the tone of the recommendations suggested that the response was less than satisfactory. He stressed that the response overall was managed effectively although it was recognised that improvements could be made. David Lowe reassured the Commission that the report, considered at the meeting on 1 September 2014, would be updated to incorporate the evidence received during the review. The report would

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subsequently reflect key messages regarding the response and the positive feedback received.

Members of the Commission highlighted that the recommendations failed to include the need to review the Sandbag Policy which had been a reoccurring focus of discussion throughout the review. David Lowe advised that the recommendations would be updated to include the proposal.

Councillor Bedwell stated that the recommendations would be considered in order of the report and Members would be invited to provide their feedback.

Item 1: Councillor Bedwell advised that the Communication Strategy would consider the methodology and means regarding the distribution of messages.

It was suggested that consideration should be given to the repeating communications, to address the gaps in knowledge of local flood risk arising from people moving into and out of the district.

Item 2: Councillor Webb suggested that further advice could be obtained from the Association of British Insurers (ABI).

Item 3: Councillor Webb proposed that a link to Floodline could be added on the Council website to encourage residents to register. Carolyn Richardson advised that the Communication Strategy would consider this as an option.

Item 5: Councillor Mike Johnston suggested that consideration be given to adapting existing systems instead of procuring a new management system. Carolyn Richardson advised that some consideration had been given to the need for a management system already. In conclusion it was possible that a number of solutions could be suitable but more detailed reviews were required.

David Lowe advised that the recommendation would state that a new system would be selected 'if necessary' to indicate that existing options should be considered first.

Councillor Bryant advised that the introduction of a new system would entail training and regular use to ensure Officers were confident using it. Carolyn Richardson stated that the usability of the system would be a key factor in the decision making process.

Item 6: Councillor Webb stressed that he was not in favour of the recommendation. He stated that the proposal was impracticable and focused on flood events alone.

Councillor Bryant stated that the recommendation was reasonable and required further consideration before being discounted. He supported the suggestion that the facility could be extended to include other events.

The Commission supported the recommendation as it had been identified that residents had difficulty contacting the correct agencies. Councillor Webb requested that his objection was recorded.

Item 8: Councillor Laszlo Zverko asked whether Carolyn Richardson was happy with the recommendation. Carolyn Richardson advised that agencies were jointly developing a form of communication to provide necessary updates. The Commission heard that Carolyn Richardson was not necessarily the appropriate person to which the action should be assigned. She would confirm the contact and report back to the Commission.

Item 10: Councillor Bryant queried the source of funding for Parish Councils and in response it was stated that some of the funding would be provided by the Council.

Councillor George Chandler stated that the provision of pumps in communities was futile if residents lacked the necessary training on how they should be operated and

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maintained. The Commission heard that larger water pumps required supervision by skilled operators and it was therefore questionable whether they were a realistic option.

David Lowe reinforced the rationale behind the recommendation: the Commission had identified the need to enhance community resilience and responsibility for community flood protection by procuring their own resources.

It was recommended that the wording was altered to reflect that Parish Councils were encouraged to consider localised needs for resources and consideration should be given to all suitable forms of protection. It was concluded that the Commission could not insist that every community purchased resources as the need varied across the district.

Item 17: Carolyn Richardson confirmed that she was happy with the proposal but suggested that the responsibility should be assigned to the Thames Valley Local Resilience Forum (TV LRF)

Item 19: Councillor Bryant suggested that the activity could be an opportunity to engage school children and educate them on the procedures for future events.

The Commission noted that the wording reflected the current level of influence the Head of Education had on Academies therefore, the recommendation was advisory.

Item 23: Councillor Garth Simpson asked whether the Council would be susceptible to compensation requests if private land was used in as an option to alleviate flood risk. David Lowe advised the option was considered during recent flooding but clarity was required in order to understand the implications.

Item 24: The audit would include a RAG status to clarify the level of preparedness.

Item 28: Councillor Bedwell advised that a large proportion of Parish Councils had emergency plans however it was not clear whether the plans were adequate. It was agreed that an audit would be beneficial in order to ascertain the frequency at which plans should be exercised and reviewed.

David Lowe advised the Commission that Town Councils had vision groups in place which would act as the mechanism for the introduction of a Flood Forum.

Item 29: Councillor Webb suggested that it would be beneficial if the Environment Agency simplified the information and procedures for riparian owners to avoid obstacles and delays.

Item 33: The wording would be altered to include all forms of support to minimise the pressure on Council staff alone.

Item 35: The Commission collectively expressed the urgent need for Thames Water to address the recommendation. Nick Carter suggested that the Commission could request visibility of the Thames Water Programme of Capital Works to confirm the organisation's commitments.

Item 37: In response to concerns raised by the Commission David Lowe emphasised that the recommendation asked the Head of Highways and Transport to consider the feasibility of providing keys, whilst giving thought to the possible consequences and how it would be managed.

Item 41: Councillor Webb stated that he did not support the recommendation and questioned the value it would add. It was agreed that adverse weather was occurring more frequently. It was not intended that the cause of severe weather would be considered but it would consider the implications and how they could be minimised in the long term.

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Nick Carter advised that the Commission had adequate authority to agree the review. The recommendation would be amended accordingly.

Councillor Macro proposed that a recommendation should be included to request regular maintenance of medium term flood alleviation measures such as the one in place at Pingewood, adjacent to the Kennet and Avon Canal. The Commission supported the proposal and the report would be amended accordingly.

Councillor Bedwell concluded the meeting by expressing the Commission's appreciation for the support and contribution towards the review provided by residents, officers and external agencies.

Councillor Bedwell gave specific thanks to Carolyn Richardson, Civil Contingency Manager, for her effort and commitment during the recent severe weather and the course of the review. Carolyn Richardson thanked the Commission for their support and stated that the recommendations were extremely valuable although some would take a longer period of time to complete due to their complexity.

Resolved that the recommendations would be amended in accordance with the points raised during the debate and would be issued to the Executive for consideration.

Resolved that the recommendations would be amended in accordance with the points raised during the debate and would be issued to the Executive for consideration.

(The meeting commenced at 6.30 pm and closed at 8.00 pm)

CHAIRMAN

Date of Signature

Agenda Item 4.

Title of Report:	Actions from previous meetings
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report: To advise the Commission of the actions arising from previous meetings

Recommended Action: To note the report

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Brian Bedwell – Tel (0118) 942 0196
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Contact Officer Details	
Name:	Charlene Myers
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1. Introduction

- 1.1 This report provides the Overview and Scrutiny Management Commission with an update on the actions arising from meetings held 1 July 2014 and 21 July 2014 that have not already been addressed.

2. Actions

- 2.1 **Resolution:** The work programme would be updated to incorporate a review into the effectiveness and savings delivered by the Social Media Administrator 12 months post implementation.

Action/ Response: Completed

- 2.2 **Resolution:** A Task Group would be established in order that the Commission could contribute towards the DRE policy review

Action/ Response: The Task Group will be formed in early 2015 and the DES board will be invited to contribute towards the review.

- 2.3 **Resolution:** Officers would provide information regarding the constraints of the Government guidance around the DRE exclusion list

Action/ Response: To be included in the DRE policy review.

- 2.4 **Resolution:** An additional recommendation would be added to the Homelessness - Young Families report: The Head of Education should explore with schools the scope for life skills, as might be required by a self-sufficient adult, to be taught as part of or alongside the existing curriculum.

Action/ Response: Completed

- 2.5 **Resolution:** The recommendations would be accepted as detailed on point 5.1, 5.2 and 5.3 of the Children's Services Recruitment and Retention Strategy and an additional recommendation would be included to outline the need to review the recruitment role remuneration arrangements.

Action/ Response: Completed

Appendix

None

Agenda Item 5.

Title of Report:	West Berkshire Forward Plan
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report: To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 18 June 2014 to 30 September 2014 and decide whether to review any of the proposed items prior to the meeting indicated in the plan.

Recommended Action: That the Overview and Scrutiny Management Commission considers the West Berkshire Council Forward Plan and recommends further action as appropriate.

Overview and Scrutiny Management Commission Chairman	
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Supporting Information

1. Introduction

- 1.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to take over the next 4 months.
- 1.2 In order to hold the Executive to account, Overview and Scrutiny Management Commission Members are asked to identify any areas of forthcoming decisions which may be appropriate for future scrutiny.
- 1.3 The West Berkshire Council Forward Plan *01 November 2014 to 28 February 2015* is available at <http://www.westberks.gov.uk/index.aspx?articleid=1594> and will be displayed on screen during the meeting.

Appendices

There are no appendices to this report.

Agenda Item 6.

Title of Report:	Overview and Scrutiny Management Commission Work Programme
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report: To receive, agree and prioritise the Work Programme of the Commission.

Recommended Action:

- To consider the current items and any future areas for scrutiny.

Overview and Scrutiny Management Commission Chairman	
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Supporting Information

1. Introduction

- 1.1 The work programme for the Overview and Scrutiny Management Commission is attached at Appendix A for the Commission's consideration. Members are also asked to consider any future areas for scrutiny.

Appendices

Appendix A – Overview and Scrutiny Management Commission Work Programme

Overview and Scrutiny Management Commission Work Programme - 2014/15

Reference	Subject	Purpose	Format	Methodology	Start Date	End Date	Lead Officer / Service Area	Portfolio Holder	Status	Comments
OSMC/09/02	Performance Report for Level One Indicators	To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action. Quarterly Item	In meeting		quarterly item	Oct-14	Andy Day - Head of Strategic Support	Councillor Roger Croft	Scheduled	Quarterly item. To be heard Q1: Sept 14, Q2: Jan 14, Q3: March 15
OSMC/14/155	Affordable Housing	The process for obtaining and delivering affordable housing within new developments, using Parkway as case study	In meeting		Oct-14	Oct-14	Gary Lugg / June Graves	Councillor Tony Vickers	in progress	Item postponed - agreed at meeting 1 July 2014
OSMC/11/119	Continuing Healthcare (CHC)	To assess the effect of the CHC operations policy and procedures in practise	In meeting		Dec-13	Oct-14	Tandra Forster – 2736 Adult Social Care	Councillor Keith Chopping	Scheduled	Monitoring of the CHC independent review action plan. At the April OSMC meeting the CCGs were asked to return to the October meeting to provide further performance update.
OSMC/11/129	Housing Allocations policy	To conduct a review of the effectiveness of the Council's Housing Allocation Policy	In meeting		Nov-14	Nov-14	Mel Brain - 2403 Social Care Commissioning and Housing	Councillor Roger Croft	Scheduled	Review of the policy 12 months after its implementation. Item will also consider proposed changes to the scheme following receipt of further advice from the government.
OSMC/14/151	Children's Services governance arrangements	To assess the extent to which the internal and partnership bodies governing the activities of Children's Services collectively proved a feamework that is necessary, comprehensive, efficient and effective.	Task Group		May-14	Nov-14	Mark Evans - 2735 Children's Services	Councillor Irene Neill	In progress	Suggested by Rachael Wardell and added to the work programme at the meeting of 25 February 2014. Task Group established - first meeting 18 July 2014
OSMC/12/149	Newbury town centre parking	To ensure that the needs of Newbury residents, businesses and visitors are appropriately balanced.	Task Group		Sep-14	Jan-15	Mark Edwards--2208 Highways and Transport	Councillor Pamela Bale	To be scheduled	Suggested by Councillor Tony Vickers and added to the work programme at the meeting of 2 July 2013. To be discussed following completion of the BID/WBC car parking review
OSMC/14/153	Severe weather	To understand the effect of and response to severe weather experienced during the winter of 2013/14.	Special meetings		Jun-15	Jun-15	Carolyn Richardson - 2105 Civil Contingencies Manager	Councillor Pamela Bale	Scheduled	Review concluded in September 2014 - recommendations to be revisited in 2015. 1. Sand bag policy review 2. Communications Strategy 3. Recommendations / action plan progress report
OSMC/12/135	Annual target setting	To examine the annual targets being set for 2014/15.	Task Group (Clrs Webb, Webster & Vickers)	Task group working directly with PM officers	May-15	Jul-15	Jason Teal – 2102 Strategic Support	Councillor Roger Croft	Scheduled	Annual review. Task group scheduled to meet 30th June 2014.
OSMC/14/159	Reducing External Placements Costs	review the effectiveness and savings delivered by the Social Media Administrator.	In meeting		Jul-15	Jul-15	Mark Evans - 2735 Children's Services	Councillor Irene Neill		agreed at the meeting 1/7/14 that the item would return to the Comision 12 months post implementation to review the effectiveness and savings delivered by the Social Media Administrator.
OSMC/14/152	Fairer Contributions policy	To assess the intent and scope of the Fairer Contributions policy.	In meeting		May-14	Early 2015	June Graves - 2733 Head of Care Comm, Housing, Safeguarding	Councillor Keith Chopping	To be scheduled	Suggested by Councillor Gwen Mason and added to the work programme at the meeting of 25 February 2014. Heard at the meetings of 25 June 2014 1 July 2014. Agreed that there would be scrutiny involvement in the review of the policy scheduled to take place in Oct
OSMC/09/157	Revenue and capital budget reports	To receive the latest period revenue and capital budget reports	In meeting	Quarterly item.	Apr-14	Ongoing	Andy Walker – 2433 Finance	Councillor Alan Law	Scheduled	May lead to areas for in depth review.
OSMC/14/158	Delayed Transfer of Care	To identify the causes of Delayed Transfers of Care (DToC) and how they might be addressed.	Task Group		TBC		Tandra Forster – 2736 Adult Social Care	Councillor Keith Chopping	to be scheduled	Suggested by Councillor Roger Hunneman and added to the work programme at the meeting of 20 May 2014
OSMC/14/154	Self Insurance Fund	To determine the level at which the Self Insurance Fund should be set, balancing the level of risk with the size of the reserve.	Task Group		TBC		Andy Walker – 2433 Finance	Councillor Keith Chopping	To be scheduled	Suggested by Councillor Alan Law and added to the work programme at the meeting of 8 April 2014.

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Agenda Item 9.

Title of Report:	Continuing Health Care – progress update
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report: To update the Overview and Scrutiny Management Commission on the progress that has been made on handling applications for Continuing Health Care.

Recommended Action: It is recommended that the Commission notes the content of the report and brings to a close its examination of Continuing Health Care.

Commission Chairman	
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Executive Report

1. Introduction

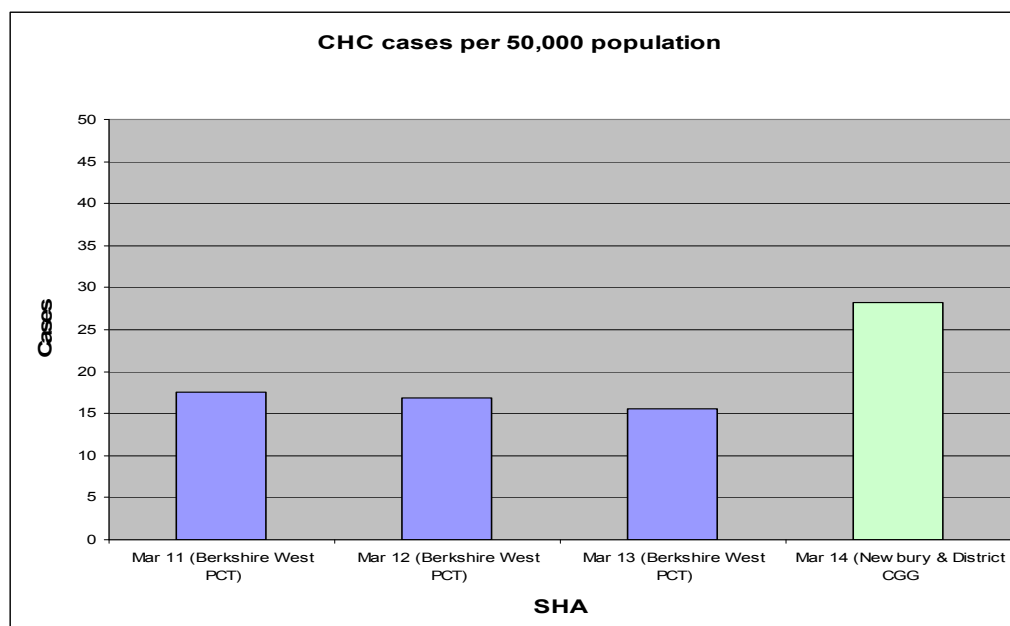
- 1.1 At the Overview and Scrutiny Committee on 4th April 2014 Rachael Wardell, Corporate Director, and Cathy Winfield, North West Reading CCG Chief Officer, presented a positive update of progress that had been made on implementing the joint action plan which had followed an external review of Continuing Health Care arrangements. The Commission noted the good progress and asked for a further update in four months.
- 1.2 This report provides the requested update and will be presented to the Commission by the Council's Chief Executive and the North West Reading CCG Chief Officer.

2. Progress

- 2.1 Good joint working between the CCGs and the authority continues with regular meetings between senior staff in place.
- 2.2 Historically there was a concern about the number of people in the community waiting for CHC assessment. The original waiting list is complete other than two cases where the responsible commissioner is unclear. In one of these cases the Council and the CCG will be writing jointly to Hampshire CCG with our position. In the second case we are not agreed on the eligibility of the individual and have jointly agreed to have an independent view from Broadcare (engaged by CCG to provide CHC support) and meet on Friday 10th October to discuss and agree the way forward. In the meantime the CCG are proceeding without prejudice to the assessment.
- 2.3 We do have current cases over the 28 days – at the end of August there were 6 cases. However, this represents a significant improvement on the last reported position where there were 18 cases over 3 months old. The 28 day time frame proves challenging at times, often for reasons outside both the CCG's and Council's control such as awaiting care records, professional reports and delays in arranging the MDT as a result of family request. However, the CCG has maintained its investment in additional support, via Broadcare, to ensure cases are handled as efficiently as possible. We are monitoring any current cases or any other issues, if necessary, through the joint meetings.
- 2.4 The Council have retained one of the two CHC Advisors and she has attended many of the Broadcare Multidisciplinary Team meetings. Her expertise is being used to review referrals before they are made and this is helping to ensure that referrals are appropriate and of high quality. This CHC advisor is also playing a key role in increasing the understanding of the CHC process across social work staff in both adult services and children's services.
- 2.5 The expenditure on CHC for West Berkshire continues to be in line with expectations. Spend year to date (month 5) for Adult CHC is £2.071m compared with the £1.769m in the same period last year. Forecast outturn is £5.284m compared with the 13/14 outturn of £5.195m. This is based on Newbury and District CCG data and pro rata spend by North West Reading CCG. It should be stressed

that the award of CHC funding is in no way dependent upon available budgets, if a person meets the eligibility criteria for CHC funding then it must be provided.

- 2.6 The following table simply provides the number of people, per 50,000 of population, in receipt of CHC funding. For the years 2011 to 2013 this is shown at PCT level, for 2014 it is possible to provide the information at CCG level.



- 2.7 National policy is that all patients in receipt of NHS Continuing health care funding will be offered a personal budget and the CCGs are moving towards implementing this, taking learning from Oxfordshire who have already implemented this approach. We are also working with two independent organisations with experience of personal health budgets to support our implementation of PHBs.

3. Conclusion

- 3.1 It is assessed by those working in both health and social care in West Berkshire that the measures that have been put into place have had the desired effect and the system for Continuing Health Care is now operating as it should.
- 3.2 It is not considered that there is a requirement for further scrutiny of this matter and performance monitoring should now be conducted as through the Council's usual framework

4. Recommendation

- 4.1 It is recommended that the Commission notes the content of the report and brings to a close its examination of Continuing Health Care.

Appendices

There are no appendices to this report.

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Agenda Item 10.

Title of Report:	Affordable housing
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report: To introduce to the Overview and Scrutiny Management Commission the terms of debate for the examination of the arrangements for affordable housing.

Recommended Action: To conduct scrutiny and make recommendations as appropriate.

Commission Chairman	
Name & Telephone No.:	Councillor Brian Bedwell (0118) 942 0196
E-mail Address:	bbedwell@westberks.gov.uk

Contact Officer Details	
Name:	Nick Carter
Job Title:	Chief Executive
Tel. No.:	01635 519101
E-mail Address:	ncarter@westberks.gov.uk

Executive Report

1. Introduction

- 1.1 At its meeting of 20 May 2014 the Overview and Scrutiny Management Commission agreed that it would review the process for delivering affordable housing.
- 1.2 This report sets out the context of the review in order that the Commission might carry out its examination of the subject.

2. Scope of the review

- 2.1 The topic was proposed for scrutiny by Councillor Tony Vickers. His submission as considered by the Commission is shown at Appendix A.
- 2.2 The minutes of the meeting of 20 May 2014 record:

Affordable Housing Process

Councillor Tony Vickers requested that the process for obtaining and delivering affordable housing within new developments, using Parkway as a case study, be added to the Commission's work programme.

Following discussion at, and also after, the previous meeting of the Commission, Councillor Vickers had reviewed the scope of his suggestion and amended it to request consideration of the process by which affordable housing is agreed and delivered, rather than scrutiny of planning policy. Councillor Vickers wished the Parkway development to be used as an example as the money invested by the Council in the development had shown no return benefit to the local population. Councillor Vickers added that it would be necessary to review how CIL (Community Infrastructure Levy) related to this process.

Councillor Webster agreed that the process for delivering affordable housing would be a suitable topic for scrutiny, but did not wish it to include a review of how the Parkway development was handled. Councillor Webster believed that the review should focus on improvement for the future rather than unpicking past actions.

The Chairman clarified that it was not intended that the Parkway development would be discussed, and that the focus would be on the system and how it was operating to the benefit of West Berkshire residents.

Councillor Jeff Brooks explained that by reviewing some details of the Parkway development lessons could be learnt for the future.

Councillor Hunneman told the Commission that there were one or two sizeable developments expected in his ward, and it would therefore be beneficial if this scrutiny could be undertaken soon.

The Commission agreed to add this item to the work plan.

3. Conduct of the review

3.1 To enable the Commission to appropriately examine the process for the delivery of affordable housing, the following officers will be in attendance at the 21 October meeting:

- (1) Nick Carter, Chief Executive
- (2) June Graves, Head of Housing
- (3) David Holling, Head of Legal Services
- (4) Gary Lugg, Head of Planning
- (5) Bryan Lyttle, Planning and Transport Policy Manager
- (6) Gary Rayner, Development Control Manager

3.2 The following aspects of the topic will be covered:

- The policy framework
 - Housing policy (to include its demand and the differing forms of 'affordable housing')
 - Planning policy (national and local)
- The planning approval and adoption process
 - The application process (including pre-apps and consultation with the Housing Service)
 - Viability (the National Planning Policy Framework and local process, including the use of consultants, and decision making)
 - Legal agreements
 - Enforcement
- Parkway
 - Policy vs the approved scheme and why there were variations
 - The use of S106 funding
 - The legal agreement

4. Recommendation

4.1 It is recommended that the Commission conducts scrutiny and makes recommendations as appropriate.

Appendices

Appendix A Scrutiny topic request form

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Suggest a topic for scrutiny

Your suggested topic(s)	
Your suggested topic for scrutiny:	
The process for obtaining and delivering affordable housing within new developments, using Parkway as case study	
Your reasons for requesting that this topic be considered:	
see attached notes for further details	
Topics suggested for scrutiny need to meet one of the following criteria. Please click the appropriate box(es):	
The issue is an area of key public concern (e.g. as identified through Members surgeries, constituents' concerns, the Annual Satisfaction Survey, raised in the local media, etc).	X
There is evidence of poor performance within the activity (i.e. through performance indicator data, experience of Members, internal or external auditor findings, etc).	
It is a budgetary area in need of examination to ensure value for money is being obtained.	
There has been a pattern of budgetary overspends within the area.	
It is a corporate priority for the Council as published within the Council Strategy.	X
It has an external focus (e.g. scrutiny of the Council's partners, government agencies, utility providers, private sector companies, etc)	
It is a Central Government priority area.	
It is an area of new Government legislation that has significant implications for the Council or its partners.	
The outcomes you hope scrutiny of this topic will achieve:	
More expeditious delivery of affordable units from future major developments (esp. Sandleford Park, Market Street & London Road Estate)	
If you have already raised this issue with a Member or Officer of West Berkshire Council, please provide details here:	
Raised at several meetings with Head of Housing, also at Full Council budget meeting this March, where Leader of Council expressed concern. EX1239 (April 2014) covers part of the policy area.	

Notes on Scrutiny Request: The process for obtaining and delivering affordable housing within new developments, using Parkway as case study

1. The Parkway Development would not have included any affordable housing units (or would not have proceeded at all) had there not been a contribution of £900,000 of money given to the developers (SLI) in 2008 to make the project economically viable to them. This suggestion was originally made by Cllr Hunneman (then Opposition Housing Spokesman and Ward Member) and accepted by Western Area Planning Committee, who were not involved in working out the detail.

2. The 37 affordable units were substantially complete by October 2012, six months after the first apartments went on sale. However the Section 106 Agreement covering this matter did not oblige the developer to have any ready for occupation until 74 apartments were sold, which did not happen until early March 2014. The Agreement refers to affordable units being “capable of being used and occupied as such”, in addition to being **constructed**.

3. SLI chose not to close a deal with a Registered Provider (RP) until much later than the units were complete (March this year, we believe) and units cannot be offered for occupation through the Common Housing Register until the RP has agreed a tenancy policy with this Council. This seems to show that the S106 Agreement can interpret ‘delivery’ very differently to what most Members and the public would regard the word to mean.

4. The matters to be scrutinised include:-

- a. Member involvement (planning committee of Executive Members) with the detailed wording of the S106 Agreement.
- b. How the decision on timing of the handover of affordable units was made - and why it allowed over 18 months between their actual completion and the commencement of handover to a Housing Association.
- c. How other schemes elsewhere handle similar situations, e.g. can a S106 oblige the developer to make “capable of being used and occupied” tie more closely to the construction schedule.
- d. Whether this Council could have done anything once it was realised (in early 2013) that the delay would be so great.
- e. Whether (in the case of money from the Council’s “S106 Housing Pot”) the timing of cash transfer can be linked to the handover of units to the RP.
- e. What (if anything) can be done to prevent a similar situation arising in future.

5. The subject was referred to Planning Policy Task Group at OSMC meeting on 8 April. However subsequent discussion with Head of Planning & Planning Portfolio Holder (and her Shadow) indicate that all believe this to be more relevant for Housing and Legal Services to comment on.

6. It is hoped that the Chief Executive, Head of Legal Services, Head of Housing and the Planning Department can assist by giving evidence in a meeting of the Commission.

Cllr Dr Tony Vickers, Lib Dem Housing Spokesman and Planning Policy Task Group Vice Chair
30th April 2014

Agenda Item 11.

Title of Report:	Quarter 1 Council Performance Report
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report:

1. To report Q1 outturns against the key accountable measures and activities contained in the Council's performance framework
2. To report by exception those measures / activities not achieved or behind schedule and cite remedial action taken and the impact it has had.

Recommended Action:

1. To note progress against the key accountable measures and activities contained in the Council's performance framework.
2. Review those areas reporting as 'amber' to ensure that appropriate corrective or remedial action has been put in place

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Brian Bedwell – Tel (0118) 9420196
E-mail Address:	bbedwell@westberks.gov.uk

Contact Officer Details	
Name:	Charlene Myers
Job Title:	Strategic Support Officer
Tel. No.:	01635 519695
E-mail Address:	cmyers@westberks.gov.uk

Executive Summary

1. Introduction

1.1 This report sets out the Council's progress in quarter 1 against its key accountable measures and activities for 2014/15. In doing so, it provides assurance to the Commission that objectives laid out in the Council Strategy and other areas of significance / importance across the Council are being delivered.

1.2 The report appraises progress against a basket of 53 key accountable measures and activities aligned to the objectives set out in the Council Strategy.

1.3 Of the 53 reported measures, outturns are available for 37.

- 27 are reported as 'green' – or are on track to be delivered / achieved by year end.
- 10 are reported as 'amber' – or behind schedule, or still anticipate being delivered / achieved by year end.
- No measures are reported as 'red'.

1.4 Areas where services have more significantly outperformed anticipated outturns over the course of the year include:

- Looked after children cases which were reviewed within required timescales
- Child Protection cases which were reviewed within required timescales
- Proportion of adults with a learning disability who live in their own home or with their family (ASCOF 1G)
- Proportion of repeat safeguarding referrals through the monitoring and review of protection plans
- Level of delayed transfers of care from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)
- Percentage of people presenting as homeless where the homelessness has been relieved or prevented
- Average number of days taken to make a full decision on new Benefit claims
- Average number of days taken to make a full decision on changes in a Benefit claimants circumstances
- 'Major' planning applications determined within 13 weeks.
- 'Minor' planning applications determined within 8 weeks.

2. Equalities Impact Assessment Outcomes

2.1 There is no decision to be made and therefore no Equality Impact Assessment has been undertaken.

Appendices

Appendix A – Year end Performance Report: Key Accountable Measures and Activities 2014/15.

Consultees

Local Stakeholders: n/a

Officers Consulted: All data / commentary signed off by Heads of Service as minimum, Corporate Board

Trade Union: n/a

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West Berkshire Council Performance Report

Key accountable measures and activities 2014/15

Update: quarter one

compiled by:

Research, Consultation & Performance Team

Strategic Support Unit

westberks.gov.uk/performance

July 2014

For queries contact: Jason Teal (01635 519102 or jteal@westberks.gov.uk)

Purpose of this report

To provide an update on progress against the council's key accountable measures and activities at quarter one, 2014/15.


The key measures / activities within this report have been distilled from those routinely monitored and managed through individual service delivery plans to focus more singularly on those which are of particular importance / significance key in delivering the strategic objectives in the Council Strategy and to the ongoing work of the council as a whole. This report therefore:



- provides assurance to the Executive that the objectives laid out in the Council Strategy are being delivered;
- provides assurance to the Executive that areas of significance / particular importance are performing;
- acts 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.

Conventions used in this report

Throughout the report we have used a RAG 'traffic light' system to report progress:

- ★ means we have either achieved / exceeded, or expect to achieve what we set out to do;
- ◆ means we are behind schedule, but still expect to achieve or complete the measure / activity by year end;
- indicates that we have not achieved, or do not expect to achieve, the activity or target within the year;

Indicators reported as  are annual indicators that can only be reported at a particular point in time – i.e. GCSE results or the road condition survey, whilst;

Indicators reported as  are where the quarterly data is unavailable or  not provided at the time of print.

Where measures / activities are reported as 'red', an exception report provides (a) a description of why the measure / activity will not be achieved / completed, (b) the impact of not achieving, (c) the remedial action being taken to mitigate the impact of this as well as (d) the revised anticipated year end position.

In total, there are 53 key measures or activities which are appraised by the Executive through this reporting mechanism. In the report, these are aligned to the strategic priorities laid out in the Council Strategy.

The main body of the report presents these in more detail. Along with a description of the measure, the table also provides:

- *Column 2:* an indication of whether or not the council has direct / complete control over performance.
- *Column 3:* an indication of the impact on either, service users or the community more generally, should the measure not be achieved.
- *Column 4-6:* previous years' outturns and comparative performance
- *Column 7:* the current year's target.
- *Columns 8-9:* quarter 1 outturn and RAG rating.

- *Column 10:* and supporting commentary or volume data.

Comparative outturns

To complement monitoring progress in absolute terms, an indication of our comparative standing is provided. This will only relate to standardised, nationally reported measures and by default the data is compared to England as a whole. Outturns are presented in relation to quartiles, although in some cases it should be noted that a direct, national comparison is not possible as the measure is locally defined and monitored.

Because of the timescales involved in compiling, validating and publishing relative performance statistics, these are usually available 6-12 months in arrears. As such, the data we are able to use to compare our relative performance, will ordinarily relate to the previous year.

Summary of Performance

Across this reporting framework as a whole, 53 key accountable measures and activities are captured in total.

Education operates on an academic year basis and, as such, are developing their service delivery plan in time for the start of the new academic year in September 2014. However a suite of key accountable measures relating to attainment in 2014/15 are included in this basket of measures.

Of the 53 reported measures, outturns are available for 37.

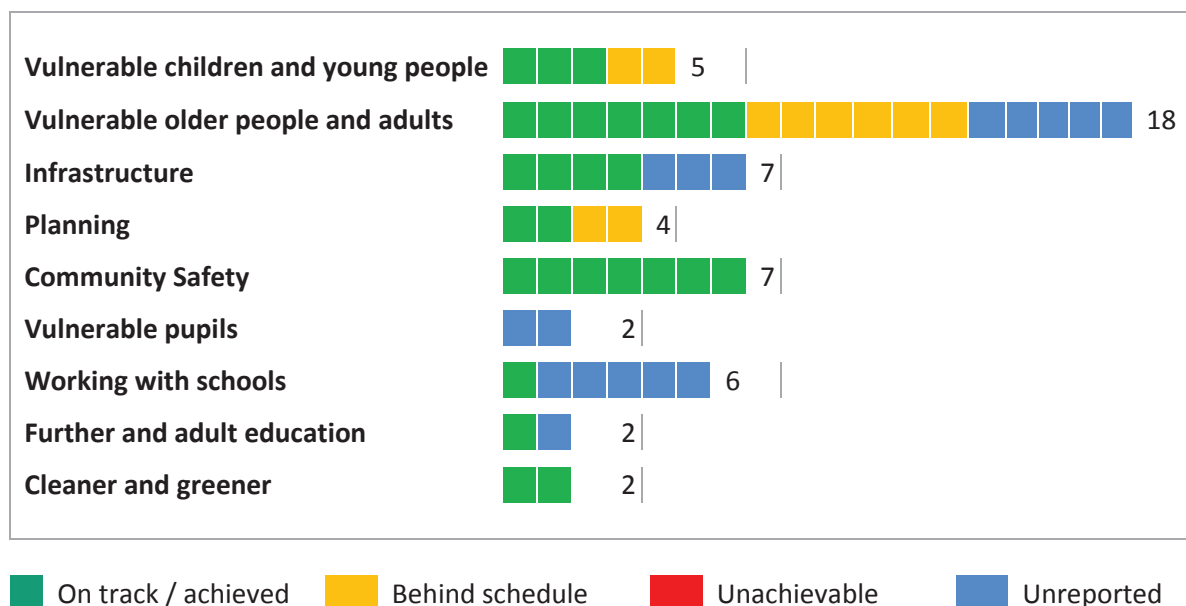
- 27 are reported as 'green' – or are on track to be delivered / achieved by year end.
- 10 are reported as 'amber' – or behind schedule, or still anticipate being delivered / achieved by year end.
- No measures are reported as 'red'.

The summary table below shows year end outturns by directorate.

Overview of performance outturns	2011/12 YE	2012/13 YE	2014/15 YE
Green	27	45	36
Amber	0	0	1
Red	12	3	9
<i>Annual</i>	<i>0</i>	<i>0</i>	<i>1</i>
<i>Unavailable</i>	<i>0</i>	<i>1</i>	<i>0</i>
Total	39	49	47

2014/15 (Q1)			
Overall	Comm	Env	Res
27	14	10	3
10	6	2	2
0	0	0	0
10	8	2	0
6	5	1	0
53	33	15	5

This graph summarises the same data against the council's priorities.



The 10 measures reported as amber are listed below. (For more information on each of these measures, including detailed outturns, commentary and exception reports – please consult the main body of this report:

<i>List of reported amber measures / activities: Q1 2014/15</i>	<i>Service</i>	<i>Target</i>	<i>Q1 outturn</i>
Children and young people			
1. Looked after children cases which were reviewed within required timescales	Children's	99%	98%
2. Child Protection cases which were reviewed within required timescales	Children's	99%	84%
Older people and vulnerable adults			
3. Proportion of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	ASC	77%	75%
4. Proportion of repeat safeguarding referrals through the monitoring and review of protection plans	CCH&S	<8%	10%
5. Level of delayed transfers of care from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	ASC	4	7.2 (P)
6. Percentage of people presenting as homeless where the homelessness has been relieved or prevented	CCH&S	78%	77%
7. Average number of days taken to make a full decision on new Benefit claims	Customer	<18.5 days	18.88 days
8. Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Customer	<8 days	9.41 days
Planning			
9. 'Major' planning applications determined within 13 weeks.	P&C	60%	38% (P)
10. 'Minor' planning applications determined within 8 weeks.	P&C	65%	59% (P)

Key accountable measures and activities 2014/15

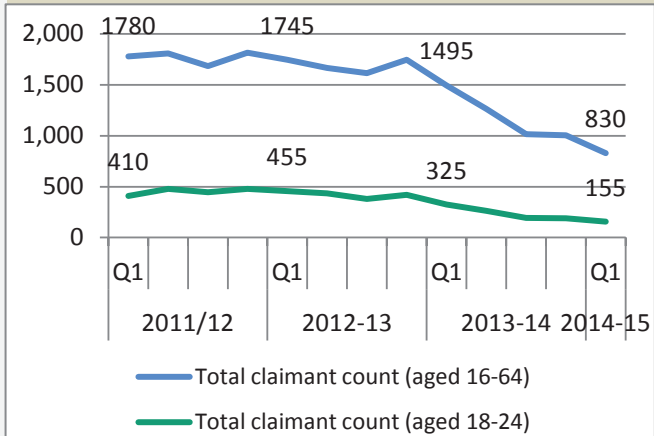
Quarter 1

Contextual and volume measures

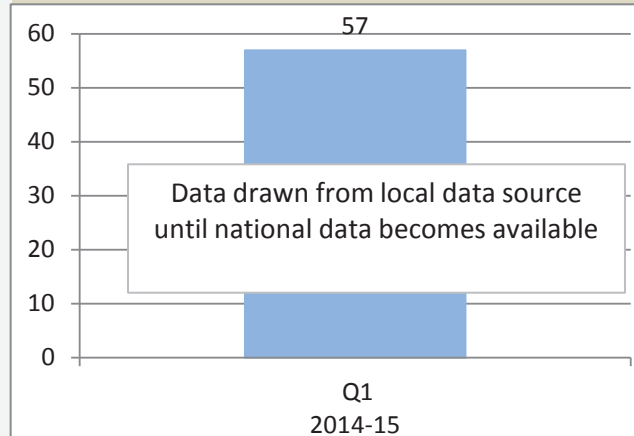
Economy

Q v Q
diff.

Total claimant count



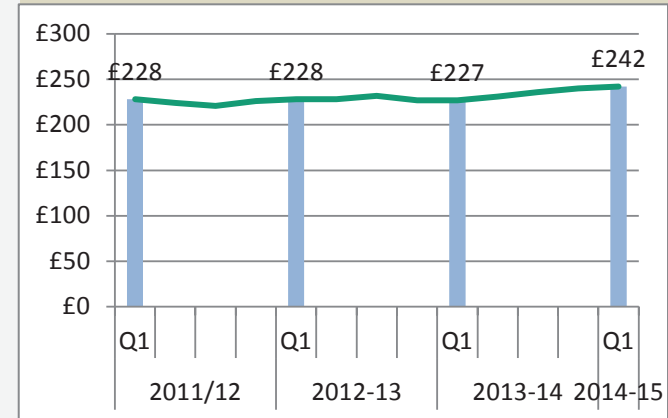
Nos. of people starting an apprenticeship in a West Berkshire business



Average house price (£k)

Q v Q
diff.

7%

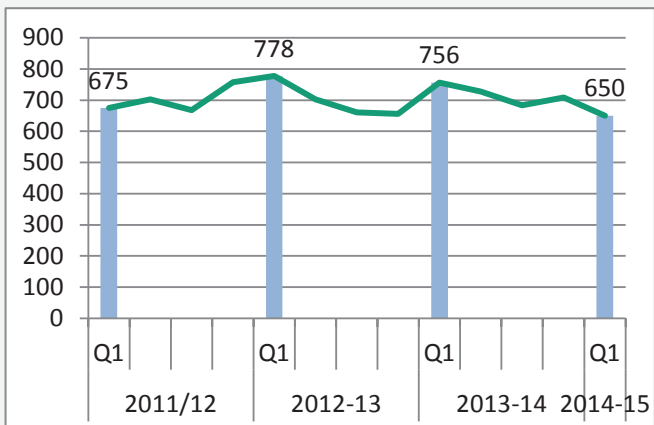


Economy

Q v Q
diff.

Total nos. of planning applications (Received)

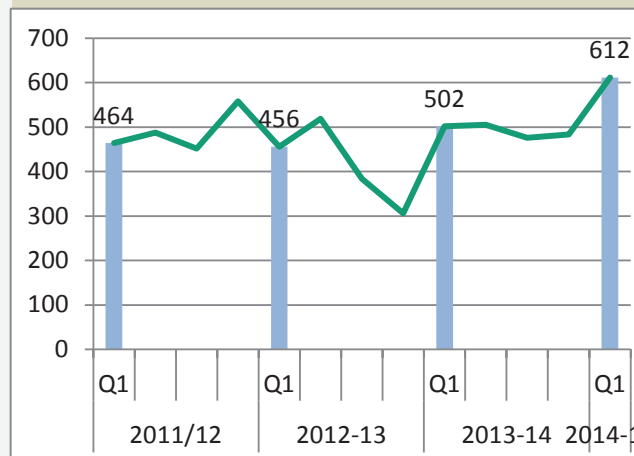
-14%



Nos. of local authority searches completed

Q v Q
diff.

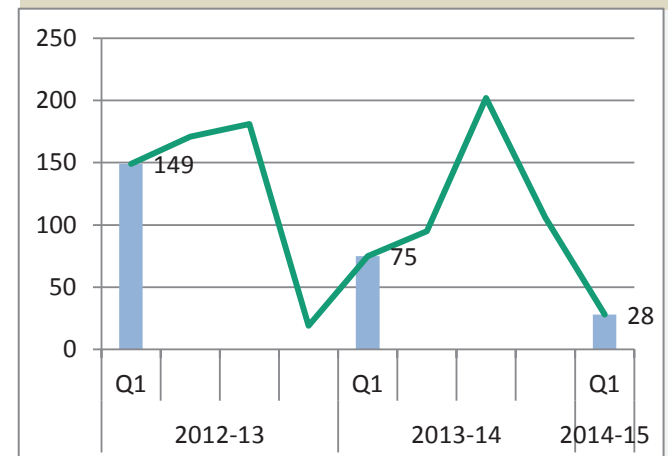
22%



Net change in number of properties in West Berkshire

Q v Q
diff.

-63%

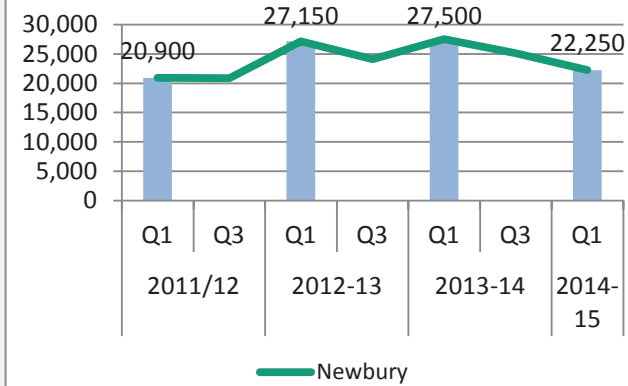


Economy

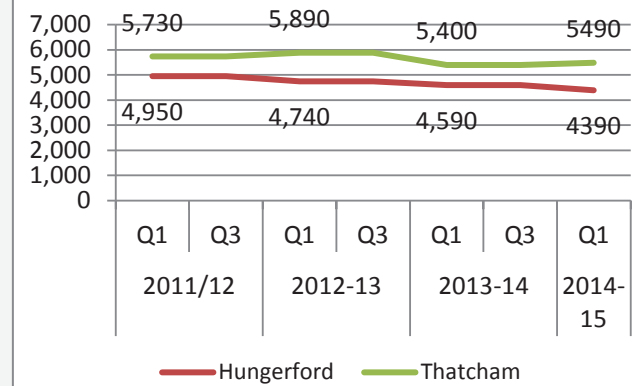
Q v Q
diff.

Newbury Town centre footfall

-19%



Hungerford & Thatcham Town centre footfall

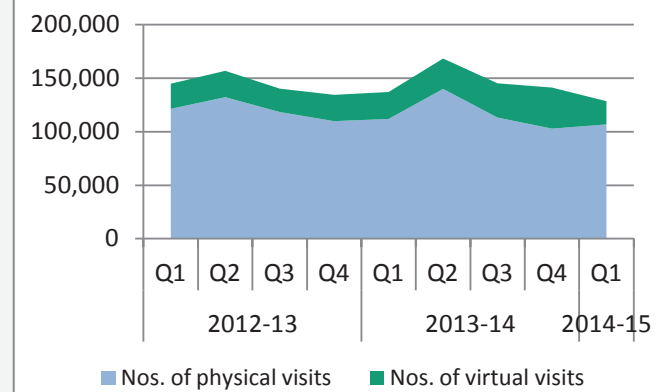


Culture and Leisure

Q v Q
diff.

Number of visits to library venues
(physical / virtual)

-6%

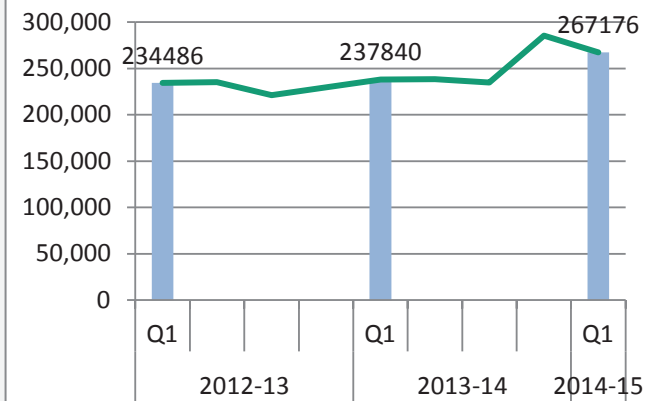


Culture and Leisure

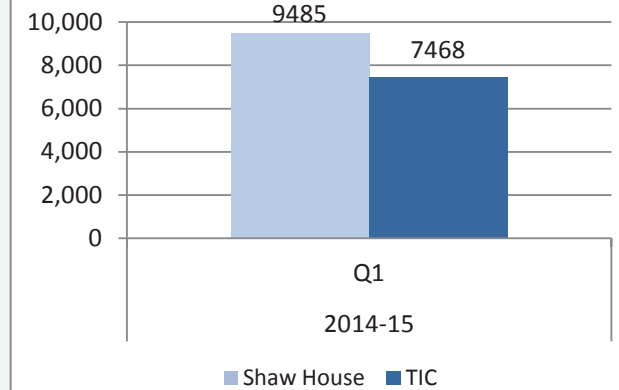
Q v Q
diff.

Number of visits to sports and leisure centres

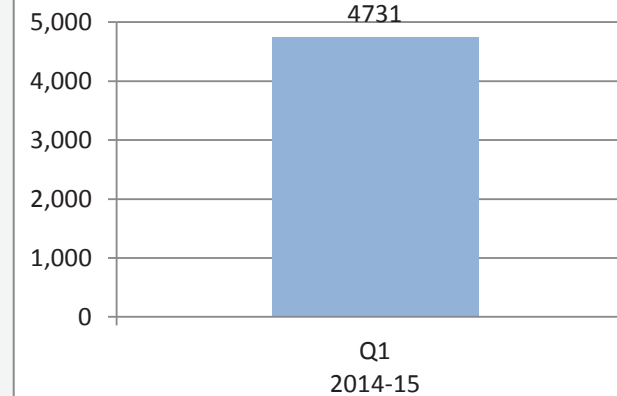
12%



Number of users of heritage venues (Shaw House, Museum and Tourist Information Centre) - Museum not yet open



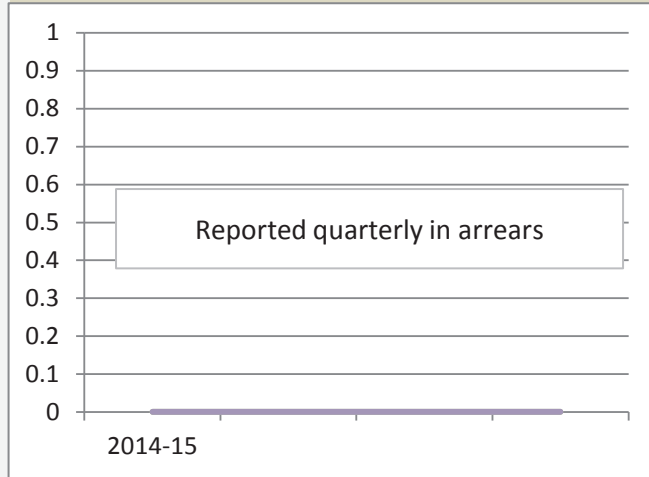
Number of users of Activity Team West Berkshire service and venues



Transport

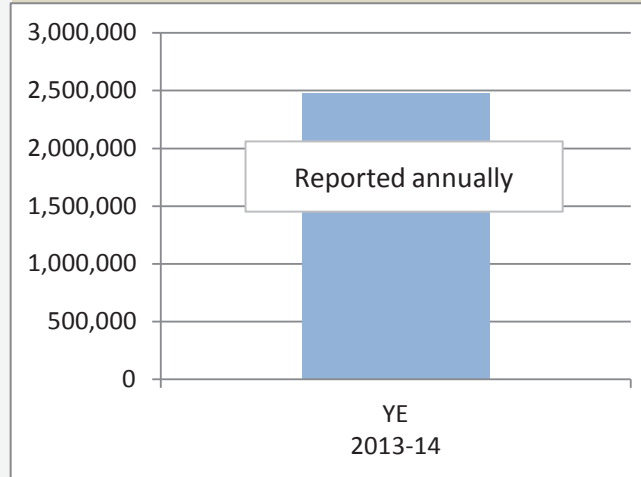
Q v Q
diff.

Number of permanent pot hole repairs completed



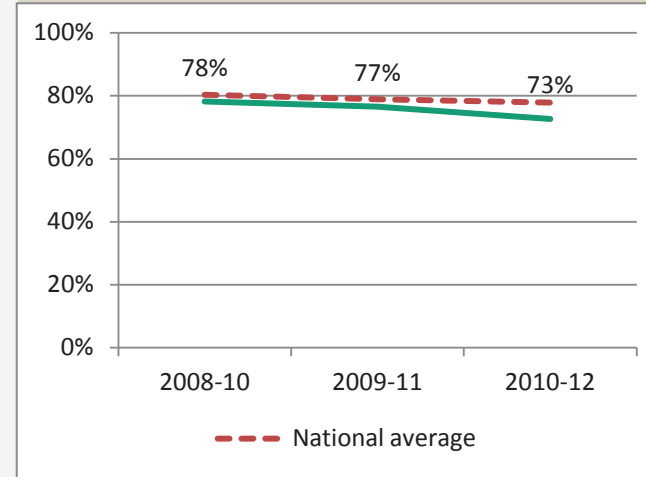
Q v Q
diff.

Number of bus passenger journeys commencing in West Berkshire



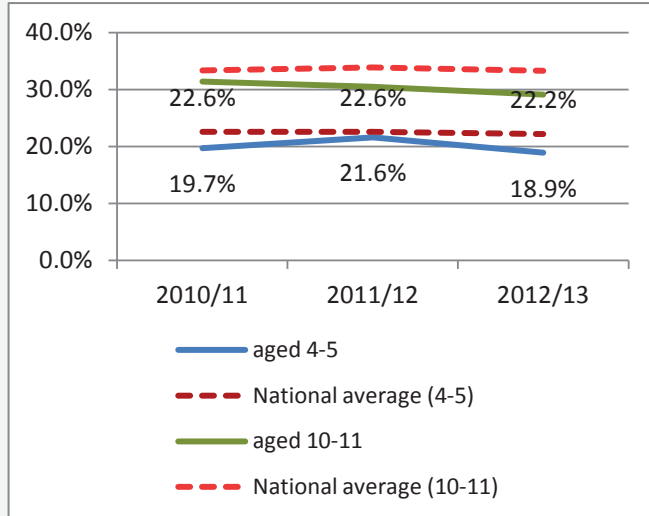
Health

Mortality rate of female under 75s from cancers considered preventable

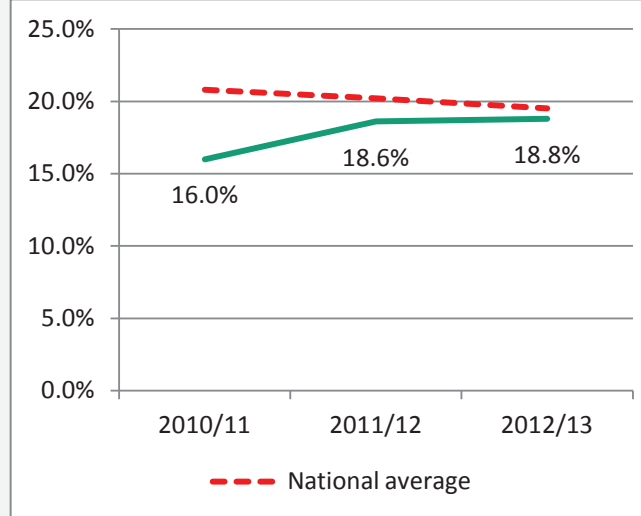


Health

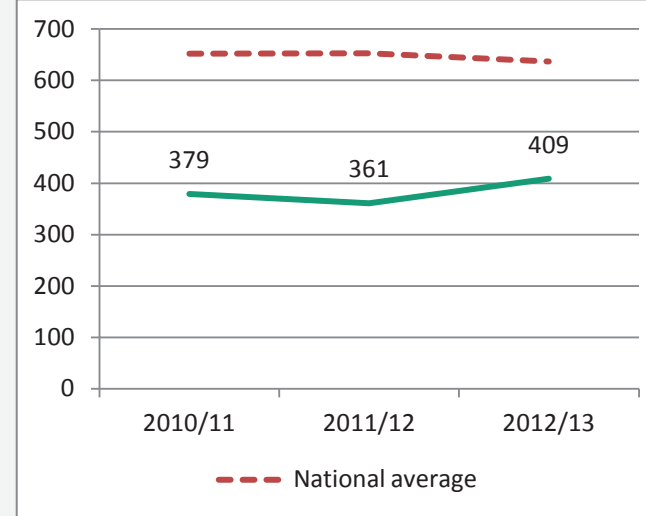
Prevalence of excess weight in children



Smoking prevalence in adult population



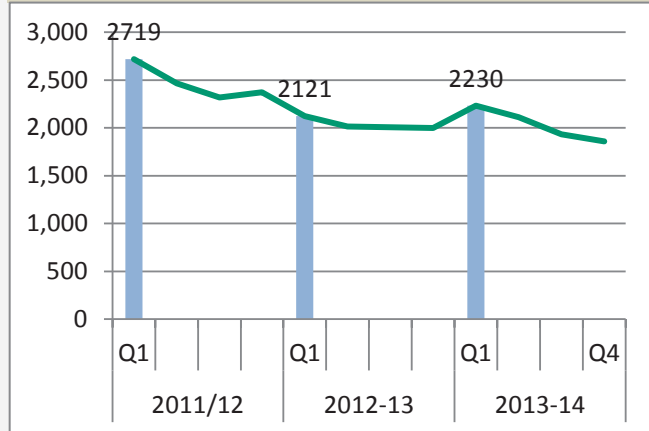
Nos. Alcohol related admissions to hospital



Community safety

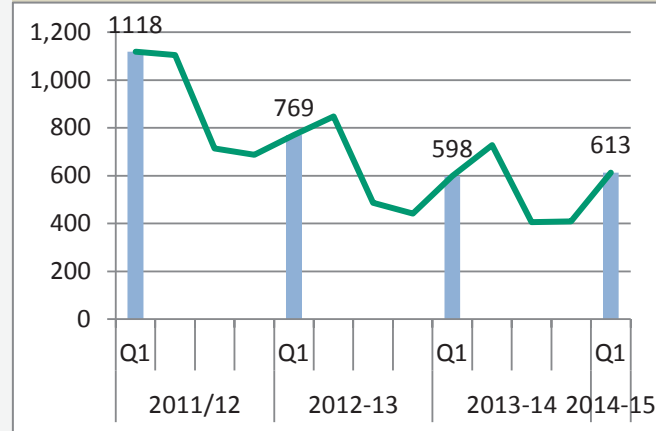
Q v Q
diff.

Nos. of crimes reported to Thames Valley Police (all) - Q1 data not available.

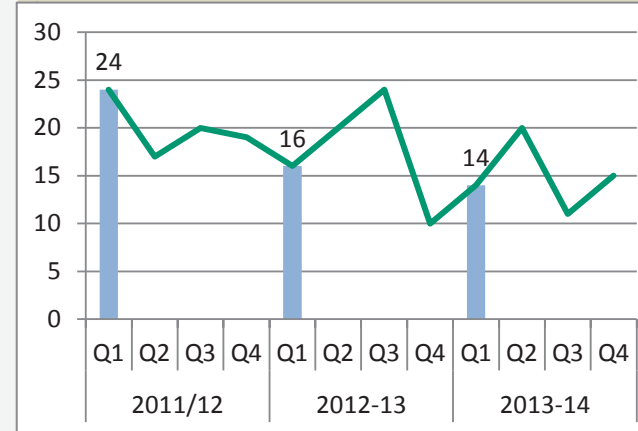


Nos. of ASB incidents reported to Thames Valley Police

3%



Number of people killed or seriously injured on roads in West Berkshire (incl. Highway Agency roads)

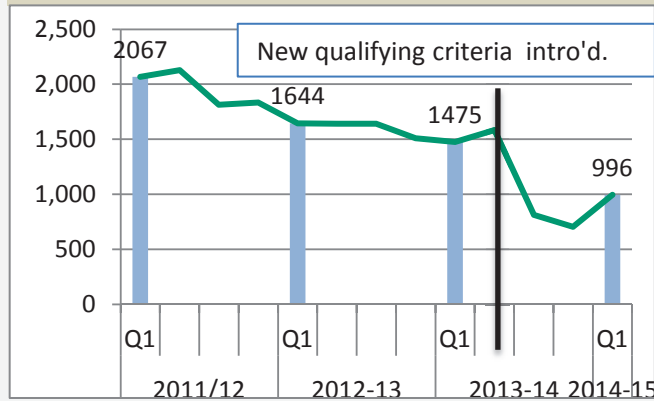


Vulnerable Adults

Q v Q
diff.

Nos. of live applicants on the Common Housing Register in the reasonable preference group

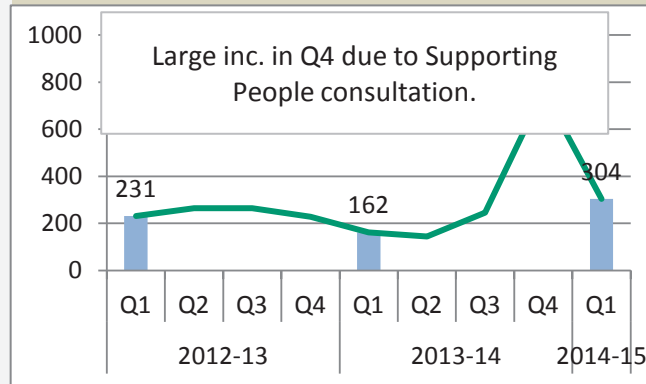
-32%



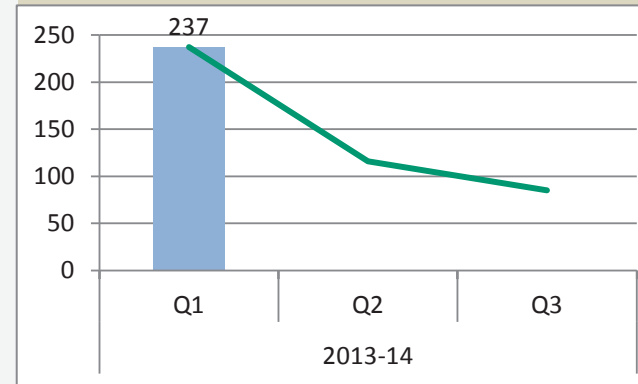
Number of welfare benefits assessments - adults

Q v Q
diff.

88%



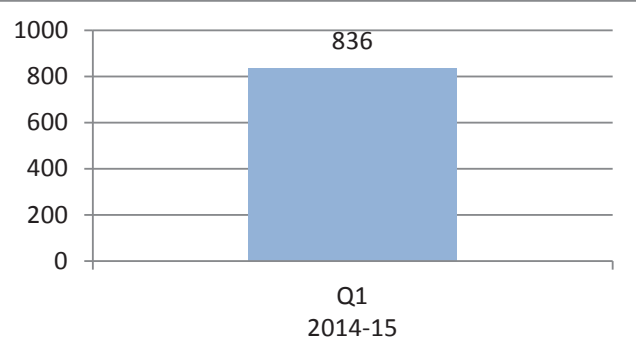
Nos of Discretionary Housing Payments awarded - *Q4 & Q1 data not provided.



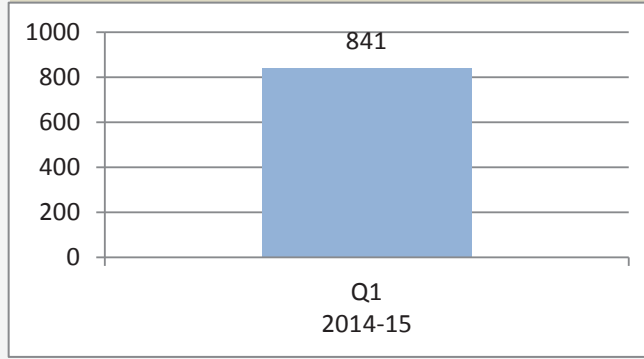
Vulnerable Adults

Q v Q
diff.

Number of clients 18-64 in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / PB cash payment/ Community support / ECH)
(NEW)

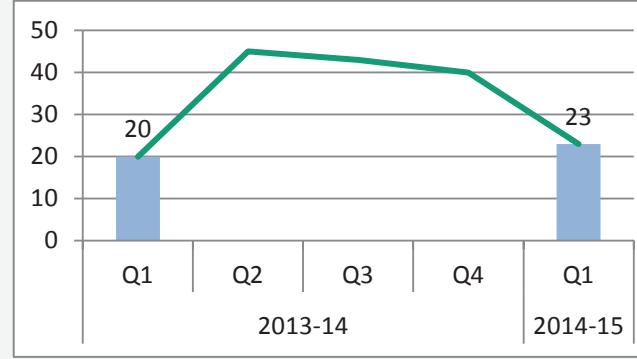


Number of clients 65+ in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / PB cash payment/ Community support / ECH)
(NEW)



Number of adult safeguarding referral episodes received

15%

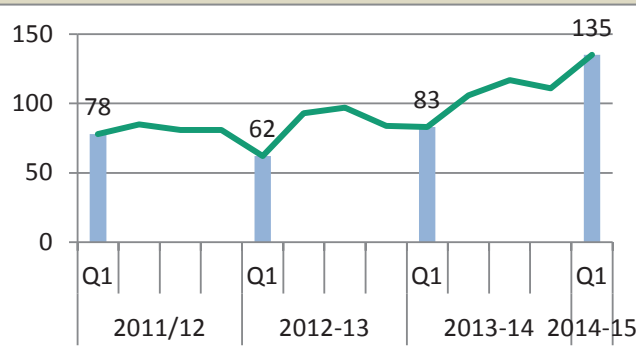


Vulnerable Children

Q v Q
diff.

Number of Children subject to Child Protection Plans

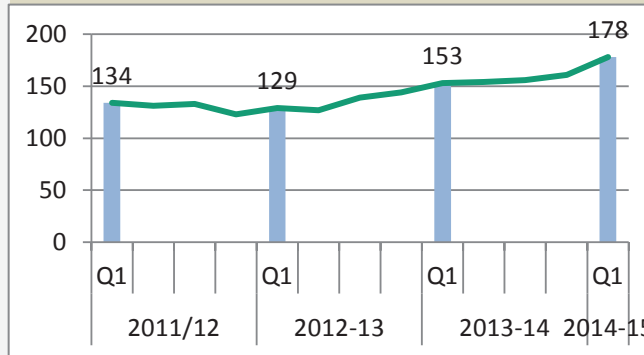
63%



Nos. of Looked After Children cases

Q v Q
diff.

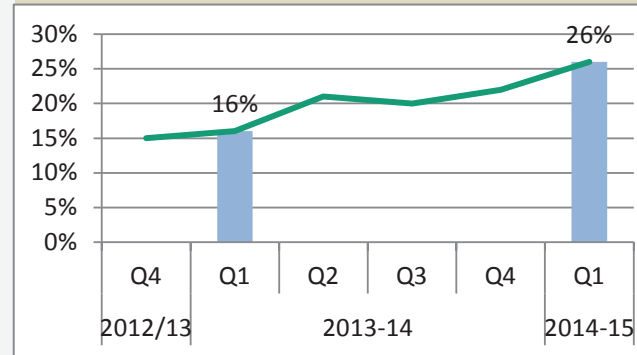
16%



Percentage of posts filled by agency workers

Q v Q
diff.

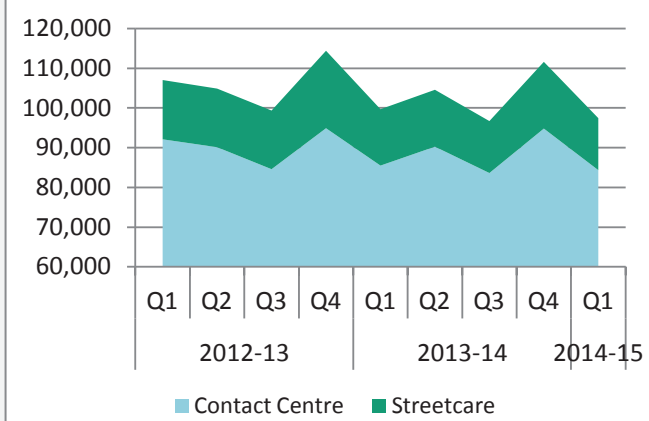
10pp



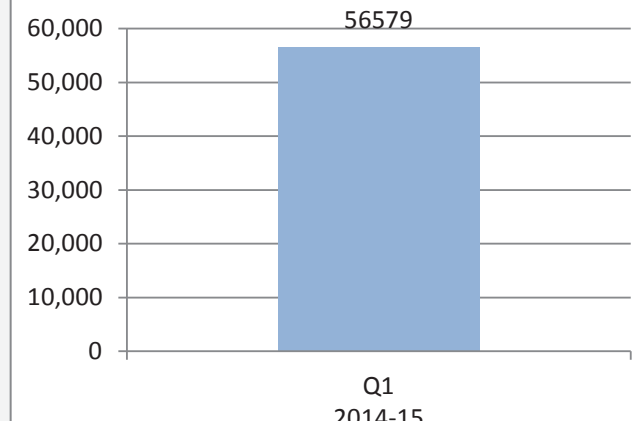
Communication

Q v Q
diff.

Contact centre and Streetcare enquiries

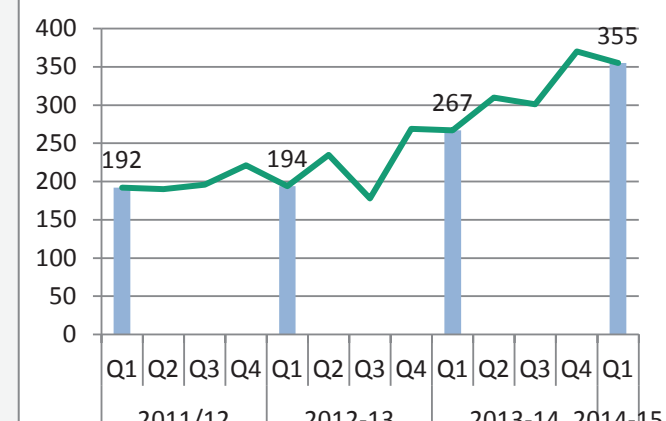


Nos. of transactions through WBC website for 'most'



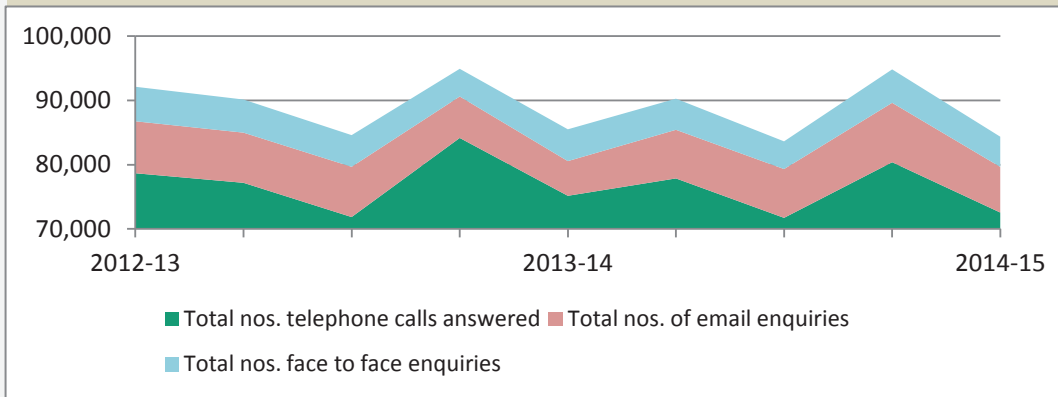
Nos. of Freedom of Information requests

33%

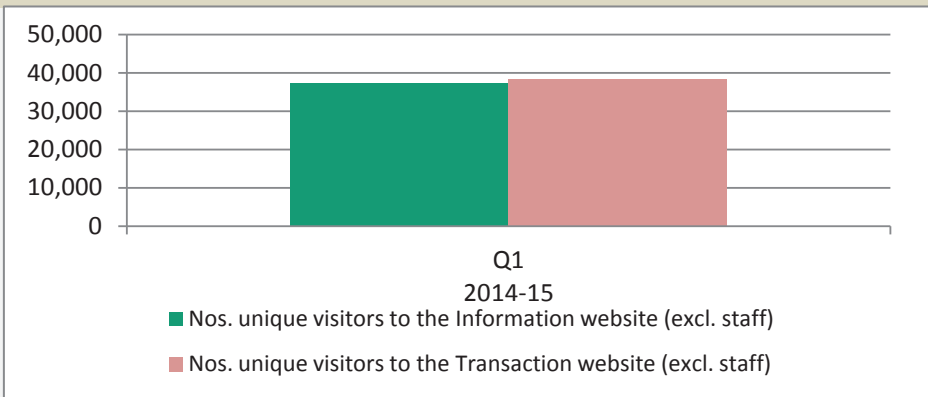


Encourage customers to 'Choose Digital'

Customer services



Visits to new WBC website - live on 19 May 2014.



Key accountable measures and activities 2014/15

Quarter 1

Performance outturns by strategic priority

2014/15 West Berkshire Council Key Accountable Report

Measure / activity	Direct control	Impact	2012/13 qtile	2013/14 Year end outturn	2013/14 qtile	2014/15 target	Q1 RAG / outturn	Supporting commentary
Caring for and protecting the vulnerable								
Children and young people								
To maintain a high percentage of (single) assessments being completed within 45 working days	Y	Medium	New measure	New measure	New measure	70%	★ 91%	Q1: 117 / 128
Looked after children cases which were reviewed within required timescales	Y	High	-	99%	-	99%	◆ 98%	Q1: 154 / 157 Three reviews (one family) have been held late. Performance could still reach 99% by year end depending on performance for the remainder of the year and whether or not these particular young people remain in care.
Child Protection cases which were reviewed within required timescales	Y	High	1st	93%	TBC	99%	◆ 84%	Q1: 67 / 80 Low performance on this indicator is likely to be a recording issue, and will need addressing to allow a true picture of performance to be obtained. *As at the end of July (when recording omissions have been put right) – our performance is 98% (63 out of 64). One review conference was held 5 days late because it was rescheduled in order to allow a mother to attend.
To maintain a low percentage of children receiving a child protection plan for a second or subsequent time within a 2 year period.	Y	High	4th	3%	TBC	<15%	★ 9%	Q1: 5 / 55
Maintain 85% of benefits assessments within 3 weeks of referral from Children's Services	Y	High	Local	95%	Local	90%	★ 94%	Q1: 59 / 63
Older people and vulnerable adults								
Maintain overall satisfaction of people who use services with their care and support. (ASCOF 3A)	Y	High	104 / 149 3rd	58%	TBC	60%	🕒 Annual - Q4	
Increase proportion of service users with an eligible service receiving a SDS or direct payment (ASCOF1C, part 1)	Y	High	147 / 150 4th	42%	TBC	70%	🕒 data not available	We have had to focus resources on the 2013/14 statutory returns, which delayed the development of the reports to extract this data. This data will be available for Q2.
Maintain the proportion of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	Y	High	57 / 151 2nd	76%	TBC	77%	◆ 75%	Q1: 291 / 387 *Awaiting comment.
Maintain % of safeguarding alerts responded to within 24 hours.	Y	High	-	87%	-	90%	★ 92%	Q1: 104 / 113 Improvements in recording information delivered through focused work with staff.
Reduce the proportion of repeat safeguarding referrals through the monitoring and review of protection plans	Y	Medium	Local	10%	Local	<8%	◆ 10%	Q1: 17 / 171. Concerns about vulnerable adults that resulted in a referral to safeguarding in Q1, were previously referred in Q2 - Q4 2013/14. This relates to 17 people over the course of the last 12 months. The Safeguarding Team will continue to monitor repeat referrals and ensure initial action to any safeguarding concerns is robust .

2014/15 West Berkshire Council Key Accountable Report

Measure / activity	Direct control	Impact	2012/13 qtile	2013/14 Year end outturn	2013/14 qtile	2014/15 target	Q1 RAG / outturn	Supporting commentary
Caring for and protecting the vulnerable								
Older people and vulnerable adults								
Decrease the level of delayed transfers of care from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	Y	High	138 / 141 4th	9 *	TBC	4 *	♦ 7.2 (P)*	Working proactively with the acute sector, social workers are engaging at the earliest possible stage to ensure a timely discharge. Data is provisional - released a month behind * DTOC is a snapshot count of the number of patients (per 100,000 aged 18+) delayed at midnight on the last Thursday of a reporting period (a calendar month). This number is attributable to social care services only (ie. excluding Health services).
Waiting times for Access for All assessments - measure to be confirmed. Proportion of people with a completed assessment within x days	Y	High	New measure	New measure	New measure	TBC	⌚ data not available	We have had to focus resources on the 2013/14 statutory returns, which delayed the development of the reports to extract this data. This data will be available for Q2.
Maintain the overall satisfaction of carers with social services. (ASCOF3B)	Y	High	56 / 152 2nd	Not available	TBC	46%	⌚ data not available	As above
Increase the number of carers receiving a carers assessment or review	Y	High	-	682	-	700	⌚ data not available	As above
Maintain the percentage of vulnerable people maintaining independent living through the provision of a housing related support service	Y	High	Local	97%	Local	98%	★ 99%	Q1: 497 / 500 Provisional data - still waiting for providers.
Maintain the proportion of people supported to move on from short term accommodation into independent living in a planned way	Y	Medium	Local	76%	Local	70%	★ 86% (P)	Q1: 48 / 56 Provisional data - still waiting for providers.
Maintain the percentage of people accessing a housing related support service who have been assessed as needing support who go on to achieve economic wellbeing by improving debt management skills	Y	Medium	Local	91%	Local	85%	★ 86%	Q1: 36 / 42 Information available from the Supporting People website.
Maintain the percentage of people presenting as homeless where the homelessness has been relieved or prevented	Y	High	Local	81%	Local	78%	♦ 77%	Q1: 121 / 158 *Awaiting comment
Maintain the proportion of claims for Discretionary Housing Payment are determined within 28 days following receipt of all relevant information	Y	High	Local	84%	Local	80%	★ 85%	
Maintain percentage of financial assessments within 3 weeks of referral to the Welfare Benefits Team	Y	High	Local	99%	Local	97%	★ 99%	Q1: 301 / 304
Ensure 95% of claims for Local Welfare Provision are processed within 10 working days	Y	High	-	95%	-	95%	★ 100%	Q1: 116 / 116
The average number of days taken to make a full decision on new Benefit claims	Y	High	-	18.47 days	-	<18.5 days	♦ 19	*Awaiting comment
The average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Y	High	28 / 120 1st	7.58 days	TBC	<8 days	♦ 9	*Awaiting comment

2014/15 West Berkshire Council Key Accountable Report

Measure / activity	Direct control	Impact	2012/13 qtile	2013/14 Year end outturn	2013/14 qtile	2014/15 target	Q1 RAG / outturn	Supporting commentary
Promoting a vibrant district								
Infrastructure								
Ensure that no more than 5% of the principal road network (A roads) is in need of repair	Y	High	2nd	3%	TBC	<5%	🟡 Annual - Q4	
Ensure that no more than 10% of the classified non-principal road network (B and C roads) is in need of repair	Y	High	2nd	7%	TBC	<10%	🟡 Annual - Q4	
Aim to complete at least 75% of all works orders for permanent pothole repairs within 28 days of the order date.	Y	High	Local	-	Local	75%	🕒 data not available	Data will be available at the end of August and will be reported at Q2
Bring 80 empty homes back into use for by 31/03/15 using the councils framework for engaging with identified empty home owners	N	High	Local	93	Local	80	🟢 0	
Approve 95% of high priority Disabled Facilities Grants within 9 weeks of receipt of full grant application	Y	High	Local	92%	Local	95%	🟢 100%	Q1: 5 / 5 The anticipated number of DFGs is expected to reduce this year. This is not due to lack of demand but operational issues with partner agencies which we are currently working to resolve.
Nos of West Berkshire premises able to receive standard broadband services 2Mb/s or above	N	Medium	Local	64,386 (93.6%)	Local	66,241 (96.3%)	🟢 On track	Now progressing into the delivery phase of the programme
Nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	N	Medium	Local	41,287 (60.0%)	Local	51,956 (75.5%)	🟢 On track	As above
Planning								
60% of 'major' planning applications determined within 13 weeks.	Y	High	12/152 1st	72%	TBC	60%	🟡 38% (P)	Q1: 5 / 13 Provisional data. Reduced level as a consequence of extensions of time period (primarily to deal with preparation of legal agreements) agreed with individual applicant/developers as now allowed for by Govt guidance.
65% of 'minor' planning applications determined within 8 weeks.	Y	High	42 / 152 2nd	67%	TBC	65%	🟡 59% (P)	Q1: 66 / 111 Provisional data. Slightly below target as a temporary consequence of increasing numbers of 'major' planning applications and some impact from preparation of legal agreements.
75% of 'other' planning applications determined within 8 weeks.	Y	High	24 / 152 1st	90%	TBC	75%	🟢 92% (P)	Q1: 358 / 388 Provisional data.
Ensure that the proportion of upheld planning appeals is less than the national average.	Y	Medium	82 / 152 3rd	43%	TBC	<35%	🟢 33% (P)	Q1: 7 / 21 Provisional data.
Community Safety								
Continue working in partnership with Thatcham Flood Forum, Cold Ash Community Partnership and the Environment Agency to complete construction of the Cold Ash retention basins	N	Medium	Local	Commenced	Local	Mar-15	🟢 On track	
Complete Winterbourne flood alleviation scheme	Y	Medium	Local	-	Local	Mar-15	🟢 On track	

2014/15 West Berkshire Council Key Accountable Report

Measure / activity	Y	High	New measure	New measure	New measure	TBC	Q1 RAG / outturn	Supporting commentary
Promoting a vibrant district								
Community Safety								
Complete Oak End Way, Padworth property protection scheme	Y	Medium	Local	-	Local	Mar-15	★ Complete	
Complete Cromwell Road, Newbury flood alleviation bund	Y	Medium	Local	-	Local	Mar-15	★ On track	
Work with the Environment Agency and other partners to deliver flood alleviation scheme in Purley	Y	Medium	Local	-	Local	Aug-14	★ On track	
Work with the Environment Agency and other partners to deliver flood alleviation scheme in Eastbury	Y	Medium	Local	-	Local	Mar-15	★ On track	
Completion of Flooding Scrutiny Review	Y	Medium	Local	-	Local	Mar-15	★ Ongoing	

2014/15 West Berkshire Council Key Accountable Report

***Please note these outturns are based on academic years**

Measure / activity	Direct control	Impact	2011/12 outturn / qtile	2012/13 outturn / qtile	2013/14 Target	2013/14 RAG / outturn	2013/14 Qtile	Supporting commentary
Improving Education								
Vulnerable pupils								
KS2: Proportion of SEN children (without statement) who achieve level 4 or above in Reading, Writing and Maths	Y	High	33%	38% 3rd	13%	⊙ -	-	Provisional data available Q2. Validated data available Q3
KS4: Proportion of children eligible for FSM who achieve 5+A*-C grades at GCSE (incl English and Maths)	Y	High	22% 4th	32% 4th	32%	⊙ -	-	As above
Working with schools								
KS1-2: Proportion pupils making 2+ levels of progress in Reading	Y	High	New measure	87% 3rd	88%	⊙ -	-	As above
KS1-2: Proportion pupils making 2+ levels of progress in Writing	Y	High	New measure	92% 2nd	93%	⊙ -	-	As above
KS1-2: Proportion pupils making 2+ levels of progress in Maths	Y	High	79% 4th	84% 4th	87%	⊙ -	-	As above
KS2: Prop'n pupils achieving at least level 4 in Reading, Writing and Maths	Y	High	74% 3rd	77% 2nd	78%	⊙ -	-	As above
KS4: Proportion pupils gaining 5+ A*-C at GCSE including English and Maths (maintained schools)	Y	High	58% Local	66% Local	67%	⊙ -	-	As above
<i>KS4: Proportion pupils gaining 5+ A*-C at GCSE including English and Maths (academies only)</i>	N	High	-	60% Local	-	-	-	<i>Non-targeted</i>
The number of schools judged good or better by Ofsted under the new Framework	Y	High	61	62	63	★ 63	-	

2014/15 West Berkshire Council Key Accountable Report									
Measure / activity	Direct control	Impact	2011/12 Municipal year outturn	2012/13 Municipal year outturn	2013/14 Municipal year outturn	2014/15 target	Q1 RAG / outturn		Supporting commentary
Improving Education									
Further and adult education									
The proportion of people aged 16-18 not in education, employment or training (NEET)	N	High	4.5%	dna	3.4%	<3.4%	★	3.2%	
The proportion of YP in jobs with training, including apprenticeships	N	High	30%	dna	58.6%	50%	⌚	data not available	

2014/15 West Berkshire Council Key Accountable Report									
Measure / activity	Direct control	Impact	2012/13 qtile	2013/14 Year end outturn	2013/14 qtile	2014/15 target	Q1 RAG / outturn		Supporting commentary
Protecting the Environment									
Cleaner and greener									
Maintain the proportion of household waste recycled/composted/reused	Y	Medium	-	49% (P)	-	49%	★	50% (P)	Q1: 11,198 / 22,485 Provisional data. This quarter's result is an estimate based on partial availability of data and will not be finalised until the next quarter. This result is also subject to change once figures are validated and confirmed by DEFRA after quarter 4.
% of household waste landfilled	Y	Medium	-	17% (P)	-	<20%	★	17% (P)	Q1: 3,839 / 22,485 Provisional data. As above.

End of report

Agenda Item 12.

Title of Report:	Output from the Key Accountable Measures task group
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 October 2014

Purpose of Report: To provide to the Overview and Scrutiny Management Commission the output from the Key Accountable Measures task group.

Recommended Action: To note the contents of the report.

Task Group Chairman	
Name & Telephone No.:	Councillor Quentin Webb (01635) 202646
E-mail Address:	qwebb@westberks.gov.uk

Contact Officer Details	
Name:	Jenny Legge
Job Title:	Principal Policy Officer (Research & Consultation)
Tel. No.:	01635 503043
E-mail Address:	jlegge@westberks.gov.uk

Executive Report

1. Introduction

- 1.1 Each year the Overview and Scrutiny Management Commission establishes a task group to help set the measures by which the Executive will assess the Council's performance.
- 1.2 This report sets out the methodology that was used and the measures agreed.

2. Methodology

- 2.1 A task group comprising Councillors Quentin Webb and Tony Vickers, working with officers from Strategic Support, met with Heads of Service and other senior officers to review the performance that had been achieved against targets that had been set in previous years. From this, targets for the Municipal Year 2014/15 were then derived.
- 2.2 Councillor Webb was the task group Chariman.

3. Output

- 3.1 The task group's recommendations for both 'key accountable' and 'context/volume' measures for the 2014/15 Municipal Year were agreed with Heads of Service and incorporated in the Council's performance reporting framework as shown at Appendices 1 and 2 respectively.

4. Recommendation

- 4.1 It is recommended that the Commission notes the contents of this report.

Appendices

Appendix 1 2014/15 key accountable measures

Appendix 2 2014/15 contextual/volume measures

APPENDIX 1: Suggested PERFORMANCE measures to be reported as part of the 2014/15 basket of key accountable measures

	Service	2012/13		2013/14		2014/15	2015/16	2016/17	2017/18	Signific.	Qtrly / Annual
		outturn	National Quartile ‡	target	outturn	target	target	target	target		
Caring for and Protecting the Vulnerable											
VULN 1: To continue to implement the MUNRO Programme to modernise and improve services to children, young people and their families.											
To maintain a high percentage of (single) assessments being completed within 45 working days	Children	-	-	-	New Indicator	70%	70%	70%	70%		Qtrly
Looked after children cases which were reviewed within required timescales	Children	99%	-	98%	99% (N=157)	99%	99%	99%	99%		Qtrly
Child Protection cases which were reviewed within required timescales	Children	100%	1st	98%	93% (N=73)	99%	99%	99%	99%		Qtrly
VULN 6: Continue to improve our support to children and families experiencing all chronic forms of abuse											
To maintain a low percentage of children receiving a child protection plan for a second or subsequent time within a 2 year period.	Children	21.1%	4th	5<20%	3% (N=117)	<15%	<15%	<15%	<15%		Qtrly
VULN 9: Provide an information and signposting service so individuals can make informed decisions about options and the cost of their care and early intervention and support to access timely a											
Maintain percentage of financial assessments within 3 weeks of referral to the Welfare Benefits Team	CCHS	99%	-	97%	99% (N=2,681)	97%	.	.	.	Medium	Qtrly
Ensure 95% of claims for Local Welfare Provision are processed within 10 working days	CCHS	-	-	95%	95% (N=662)	95%	.	.	.	Medium	Qtrly
Maintain 85% of benefits assessments within 3 weeks of referral from Children's Services	CCHS	90%	-	85%	95% (N=713)	90%	.	.	.	High	Qtrly
VULN 10: Ensure that people have a positive experience of care and support.											
Maintain overall satisfaction of people who use services with their care and support. (ASCOF 3A)	ASC	62%	104 / 149 3rd	not yet known	58% (P)	60%	.	.	.	High	Ann - Q4
Increase prop'n of service users with an eligible service receiving a SDS or direct payment (ASCOF1C, part 1)	ASC	26.70%	147 / 150 4th	.	42.1% (P) (N=3,353)	70%	.	.	.	High	Qtrly
Maintain the prop'n of adults with a learning disability who live in their own home or with their family (ASCOF 1G)	ASC	77%	57 / 151 2nd	77%	76% (P) (N=392)	77%	.	.	.	High	Qtrly

VULN 11: Safeguard adults whose circumstances make them vulnerable and protect them from avoidable harm											
Maintain % of safeguarding alerts responded to within 24 hours.	ASC	.	-	90%	87% (N=540)	90%	.	.	.	High	Qtrly
Reduce the number of repeat safeguarding referrals through the monitoring and review of protection plans	CCHS	8%	-	8%	10% (N=165)	8%	.	.	.	High	Qtrly
VULN 12: Target services on helping adults back to independence and recovery, recognising that many can return to independence after a short period of support through reablement and rehab											
Decrease the level of delayed transfers of care from hospital and those attributable to social care from acute and non-acute settings	ASC	12.7	138 / 141 4th	<10.3 days	9 (P)	4	.	.	.	High	Qtrly
Prop'n of people with a completed AFA assessment within x days. <i>Measure still to be confirmed.</i>	ASC					TBC				High	Qtrly
VULN 13: Support carers to continue caring through increased numbers of carers identified assessed and supported.											
Increase the number of carers receiving a carers assessment or review	ASC	631	-	700	657 (P)	700	.	.	.	High	Qtrly
Maintain the overall satisfaction of carers with social services. (ASCOF3B)	ASC	46%	56 / 152 2nd		Not available	46%	.	.	.	High	Qtrly
VULN 15: Target services for housing related support to those most in need across the district.											
Maintain the percentage of vulnerable people maintaining independent living through the provision of a housing related support service	CCHS	99%	-	98%	97% (N=2,388)	98%	.	.	.	High	Qtrly
Maintain the number of people supported to move on from short term accommodation into independent living in a planned way	CCHS	63%	-	60%	76% (N=220)	70%	.	.	.	Medium	Qtrly
Maintain the percentage of people accessing a housing related support service who have been assessed as needing support who go on to achieve economic wellbeing by improving debt management skills	CCHS	-	-	83%	91%	85%	.	.	.	Medium	Qtrly
VULN 16: Continue to work to prevent homelessness offering the widest possible range of options, advice and interventions.											
Maintain the percentage of people presenting as homeless where the homelessness has been relieved or prevented	CCHS	78%	-	78%	81% (N=617)	78%	.	.	.	High	Qtrly

Maintain the prop'n of claims for Discretionary Housing Payment are determined within 28 days following receipt of all relevant information	CCHS	-	-	75%	84% (N=599)	80%	.	.	.	High	Qtrly
The average number of days taken to make a full decision on new Benefit claims	Cust	17.8 days	-	<18.5 days	18.47 days	<18.5 days				Medium	Qtrly
The average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Cust	7.0 days	28 / 120 1st	< 8 days	7.58 days	<8 days				Medium	Qtrly

Promoting a Vibrant District

Service	2012/13		2013/14		2014/15	2015/16	2016/17	2017/18	Signific.	Qtrly / Annual	
	outturn	National Quartile †	target	outturn	target	target	target	target			
VIB 1: Focus on carrying out essential highways maintenance.											
Ensure that no more than 5% of the principal road network (A roads) is in need of repair	H&T	4%	-	<5%	3%	5%				High	Ann - Q4
Ensure that no more than 10% of the classified non-principal road network (B and C roads) is in need of repair	H&T	6%	-	<10%	7%	10%				High	Ann - Q4
Aim to complete at least 75% of all works orders for permanent pothole repairs within 28 days of the order date.	H&T	-	-	75%	81% (N=330)	75%				High	Qtrly

VIB 3: Make best use of existing stock and seek to improve access to private rented accommodation addressing issues of affordability and quality

Bring 80 empty homes back into use for by 31/03/15 using the councils framework for engaging with identified empty home owners	CCHS	88	-	30	93	80	.	.	.	Medium	Qtrly
Approve 95% of high priority Disabled Facilities Grants within 9 weeks of receipt of full grant application	CCHS	99%	-	95%	92% (N=53)	95%	.	.	.	High	Qtrly

VIB 4: Lead and deliver the Superfast Berkshire project, as part of a national infrastructure programme, to meet or exceed the Government's targets for broadband coverage.

Nos of West Berkshire premises able to receive standard broadband services 2Mb/s or above	ICT	n/a	-	64,386 (93.6%)	64,386 (93.6%)	66,241 (96.3%)	68,806 (100.0%)	-	-	Medium	Qtrly
Nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	ICT	n/a	-	44,864 (65.2%)	41,287 (60.0%)	51,956 (75.5%)	57,079 (83.0%)	62,926 (91.5%)	65,686 (95.5%)	Medium	Qtrly

VIB 9: Provide a responsive planning service with a clear policy framework that balances protection of the environment, economic development and the housing needs of local residents.											
60% of 'major' planning applications determined within 13 weeks.	P&C	(38/52) 73.1%	12/152 1st	60%	72% E (N=57)	60%	60%	60%	60%	High	Qtrly
65% of 'minor' planning applications determined within 8 weeks.	P&C	(352/465) 75.7%	42/152 2nd	65%	67% E (N=397)	65%	65%	65%	65%	High	Qtrly
75% of 'other' planning applications determined within 8 weeks.	P&C	(1257/1381) 91%	24/152 1st	75%	90% E (N=1,343)	75%	75%	75%	75%	High	Qtrly
Ensure that the prop'n of upheld planning appeals is less than the national average.	P&C	33%	82/142 3rd	<35%	42% (N=75)	<35%	<35%	<35%	<35%	Medium	Qtrly
VIB 11: Work with local communities to help protect them from future flooding											
Continue working in partnership with Thatcham Flood Forum, Cold Ash Community Partnership and the Environment Agency to complete construction of the Cold Ash retention basins	H&T	Bid submitted for phase 1	-	Mar-14	Commenced	Mar-15				Choose	Qtrly
Complete Winterbourne flood alleviation scheme	H&T	-	-	-	-	Mar-15	-	-	-	Choose	Qtrly
Complete Oak End Way, Padworth property protection scheme	H&T	-	-	-	-	Mar-15	-	-	-	Choose	Qtrly
Complete Cromwell Road, Newbury flood alleviation bund	H&T	-	-	-	-	Mar-15	-	-	-	Choose	Qtrly
Work with the EA and other partners to deliver flood alleviation scheme in Purley	H&T	-	-	-	-	Aug-14	-	-	-	Choose	Qtrly
Work with the EA and other partners to deliver flood alleviation scheme in Eastbury	H&T	-	-	-	-	Mar-15	-	-	-	Choose	Qtrly
Completion of Flooding Scrutiny Review	SSU	-	-	-	-	Dec-14	.	.	.	High	Qtrly
Improving Education											
		AY 2011/12		AY 2012/13		AY 2013/14	AY 2014/15	AY 2015/16	AY 2016/17		
Service		outturn	National Quartile ‡	outturn	National Quartile ‡	target	target	target	target	Signific.	Qtrly / Annual
EDUC 2: Ensure appropriate support is in place for all the most vulnerable children, including those with special educational needs and disabilities, or who are looked after, or in need of safeguarding											
KS2: Prop'n of SEN children (without statement) who achieve level 4 or above in Reading, Writing and Maths	Educ	33%	-	38%	3rd	39%					Annual - Q2
KS4: Prop'n of children eligible for FSM who achieve 5+A*-C grades at GCSE (incl English and Maths)	Educ	21.9%	4th	32.0%	4th	32%					Annual - Q3

EDUC 3: Support schools and governors to continuously raise standards at all key stages and achieve an Ofsted inspection rating of good or better.											
KS1-2: Prop'n pupils making 2+ levels of progress in Reading	Educ	Measure did not exist	-	87%	3rd	88%	.	.	.	High	Annual - Q2
KS1-2: Prop'n pupils making 2+ levels of progress in Writing	Educ	Measure did not exist	-	92%	2nd	93%	.	.	.	High	Annual - Q2
KS1-2: Prop'n pupils making 2+ levels of progress in Maths	Educ	82.2%	-	84%	4th	87%	.	.	.	High	Annual - Q2
KS2: Prop'n pupils achieving at least level 4 in Reading, Writing and Maths	Educ	74.0%	-	77%	2nd	78%	.	.	.	High	Annual - Q2
KS4: Prop'n pupils gaining 5+ A*-C at GCSE incl. English and Maths (maintained schools)	Educ	58.3%	-	66%	Local	67%	.	.	.	High	Annual - Q3
<i>KS4: Prop'n pupils gaining 5+ A*-C at GCSE incl. English and Maths (academies)</i>	Educ	-	-	60%	-	non-targetted	non-targetted	non-targetted	non-targetted	-	Annual - Q3
The prop'n of schools judged good or better by Ofsted under the new Framework (harder test)	Educ	61	-	62	-	77%	.	.	.	High	Qtrly
		2012/13		2013/14		2014/15	2015/16	2016/17	2017/18		
	Statutory	outturn	National Quartile ‡	target	outturn	target	target	target	target	Signific.	Qtrly / Annual
EDUC 7: Support schools and work with other providers to ensure positive delivery of the raising of the participation age to 17 from September 2013 and 18 in 2015.											
The prop'n of people aged 16-18 not in education, employment or training (NEET)	Educ	3.7%	-	3.4%	3.4%	<3.4%	.	.	.	High	Qtrly
The prop'n of YP in jobs with training, including apprenticeships	Educ	41%	-	50%	59%	50%	.	.	.	High	Qtrly
Protecting the Environment											
		2012/13		2013/14		2014/15	2015/16	2016/17	2017/18		
	Statutory	outturn	National Quartile ‡	target	outturn	target	target	target	target	Signific.	Qtrly / Annual
Maintain an acceptable level of litter, detritus and graffiti (as outlined in the <i>Keep Britain Tidy</i> local environmental indicators).	C&EP	Good	-	Good	Good	Good	Good	Good	Good	High	Qtrly

ENV 3: Maximise the Prop'n of waste recycled and composted across the district.											
Maintain the prop'n of household waste recycled/composted/reused	C&EP	50%	25/151 1st	49%	49% E	49%	.	.	.	High	Qtrly
ENV 4: Minimise the amount of waste being sent to landfill sites.											
% of household waste landfilled	C&EP	17%	35/151 1st	<20%	17% E	<20%	.	.	.	High	Qtrly

Performance measures from 2013/14 not rolled over to 2014/15

	Service	2013/14		Rationale
		target	outturn	
Prop'n of child protection reviews plans lasting 2 years or more	Children's	<5%	2% (N=117)	Not included in 2014/15 service plan
Nos children accessing short term breaks	Children's	625	613	Not included in 2014/15 service plan
Nos of active foster carers	Children's	65	73	Target for nos of new foster carers (12) reported in service only.
Prop'n of new LAC placed within 20 miles of their home wherever possible	Children's	80%	80% (N=70)	Not included in 2014/15 service plan
Prop'n of LAC with 2 or less placements within the year	Children's	90%	96% (N=160)	Not included in 2014/15 service plan
Prop'n of older people still at home 91 days after discharge from hospital into reablement / rehabilitation	ASC	93%	87% (N=244)	Not included in 2014/15 service plan

APPENDIX 2: Suggested CONTEXTUAL and VOLUME measures to be reported as part of the 2014/15 basket of key accountable measures

Contextual measures	Service	2011/12 Year End	2012/13 Year End	Q1	Q2	Q3	Q4	2013/14 Year End
Total claimant count (aged 16-64)	SSU	-	-	1,495 (1.5%)	1,264 (1.3%)	1,017 (1%)	1,005 (1%)	-
Total claimant count (aged 18-24)	SSU	-	-	325 (3.9%)	264 (2.5%)	195	190	-
Nos. of people attaining an apprenticeship in a West Berkshire business	SSU	620	-	0	0			-
Average house price	SSU	-	-	£226,700	£230,967	£235,794	£240,464	-
Net change in nos of houses	Cust.							
Newbury footfall	SSU	-	-	27,500 (May '13)	-	25,090 (Oct '13)	-	-
Hungerford footfall	SSU	-	-	4,590 (May '13)	-	-	-	-
Thatcham footfall	SSU	-	-	5,400 (May '13)	-	-	-	-
Nos. of live applicants on the Common Housing Register in the reasonable preference group	CCHS	1,835	1,508	1,475	1,585	812	704	704
Nos. of crimes reported to Thames Valley Police (all)	SSU	9,875	8,152	2,230	2,111	1932	918	7,191
Nos. of ASB incidents reported to Thames Valley Police	SSU	3,625	2,547	598	727	402	409	2,136
Number of people killed or seriously injured on roads in West Berkshire (incl. Highway Agency roads)	H&T	80	70	14	20	11	#	45
Prevalence of excess weight in children aged 4-5	PHW							
Prevalence of excess weight in children aged 10-11	PHW							
Smoking prevalence in adult population	PHW							
Alcohol related admissions to hospital	PHW							

Mortality rate of female under 75s from cancers considered preventable	PHW							
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Measure of volumes (MoV)	Service	2011/12 Year End	2012/13 Year End	Q1	Q2	Q3	Q4	2013/14 Year End
Number of Children subject to Child Protection Plans	Children	-	-	83	106	117	111	-
Nos. of Looked After Children cases	Children	-	-	153	154	156	161	-
Number of clients 18-64 in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / PB cash payment/ Community support / ECH) <i>New statutory reporting definitions, aim is to baseline data for 2014-15</i>	ASC	-	-	-	-	-	-	-
Number of clients 65+ in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / PB cash payment/ Community support / ECH) <i>New statutory reporting definitions, aim is to baseline data for 2014-15</i>	ASC	-	-	-	-	-	-	-
Number of welfare benefits assessments - adults	CCHS	1,168	924	162	144	245	762	1,313
Nos of Discretionary Housing Payments awarded	CCHS	-	-	237	116	85		438
Number of adult safeguarding referrals received	CCHS	151	202	20	45	43	40	148

Total nos. of planning applications rec'd	P&C	2,804	2,798	756	728	683	700	2,867
Number of permanent pot hole repairs completed	H&T	-	-	-	-	-	-	-
Number of bus passenger journeys commencing in West Berkshire	H&T	-	-	-	-	-	-	-
Number of visits to library venues (split physical / virtual)	C&EP	528,842	576,281	137,061	168,334	145,190	141,208	591,793
Number of users of heritage venues (NEW) (split into Shaw House, Museum and TIC)	C&EP	59,963	64,599	-	-	-	-	66,082

Number of users of Activity Team West Berkshire service and venues	C&EP							
Number of visits to sports and leisure centres	C&EP	846,012	920,331	237,840	238,414	234,800	285,300	996,354
Total nos of enquiries with Contact Centre (total tel / email / f2f))	Cust	-	361,750	85,500	90,263	83,626	94,821	354,210
Total nos of Streetcare enquiries (received directly through Contact Centre & online fault reporting) (total sc tel / web / email)	Cust	-	46,692	14,195	14,325	13,082	16,799	58,401
% Streetcare enquiries by email / web (SC web + SS email / total SC enq)	Cust	-		38%	35%	38%	38%	37%
Nos. of transactions through WBC website for 'most requested tasks'	SSU	-	-	-	-	-	-	-
Nos. of Freedom of Information requests	SSU	799	876	267	310	301	370	1,248

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