

# Notice of Meeting

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# Executive

**Thursday 17 December 2015 at 5.00pm**

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

Date of despatch of Agenda: Wednesday, 9 December 2015

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

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Further information and Minutes are also available on the Council's website at [www.westberks.gov.uk](http://www.westberks.gov.uk)



To:	Councillors Dominic Boeck, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones, Alan Law and Garth Simpson
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# Agenda

## Part I

Pages

1. **Apologies for Absence**  
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 5 - 10  
To approve as a correct record the Minutes of the meeting of the Executive held on 19 November 2015.
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. **Public Questions**  
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.
  - (a) **Question submitted by Mr John Gardner to the Portfolio Holder for Highways, Transport and Emergency Planning**  
*"The report on the Council's website entitled 'West Berkshire Local Development Framework – Phase 4 Newbury and Thatcham' concludes that the Junction Mitigation revised option is the best way forward for managing traffic resulting from development in Sandleford. Can you confirm that you will be following this conclusion and if not what is your alternative plan?"*
  - (b) **Question submitted by Mr Peter Hudson to the Portfolio Holder for Education, Property, Broadband**  
*"With reference to the proposed 2016/17 budget cuts, specifically the removal of the Mortimer to Willink school bus, West Berkshire Council have identified an available route about which they have publicly stated that the step off points along the route are "adequate for small numbers of walkers". This route impacts 233 children who may be accompanied by an adult so the number of walkers at any one time could be in excess of 300. Does West Berkshire Council consider this to be a small number of walkers?"*
5. **Petitions**  
Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.



## Items as timetabled in the Forward Plan

	Pages
<p>6. <b>Council Performance Report 2015/16: Q2 (Key Accountable Measures and Activities) (EX2962)</b> (CSP: BEC, SLE, P&amp;S, HQL, MEC, BEC1, BEC2, SLE1, SLE2, P&amp;S1, HQL1, MEC1) Purpose: To report Quarter Two outturns against the Key Accountable Measures contained in the 2015/16 Council Performance Framework; to provide assurance to Members that the objectives laid out in the Council Strategy and other areas of significant/importance across the Council are being delivered; to present, by exception, those measures/milestones behind schedule or not achieved and cite any remedial action taken and its impact; and to present the narrative (performance intelligence) for each priority, highlighting key achievements and key areas of challenge.</p>	11 - 42
<p>7. <b>Financial Performance Report 2015/16 - Quarter Two (EX3020)</b> (CSP: MEC, MEC1) Purpose: To inform Members of the latest financial performance of the Council.</p>	43 - 68
<p>8. <b>Members' Question(s)</b> Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution. <i>(Note: There were no questions submitted relating to items not included on this Agenda.)</i></p>	
<p>9. <b>Exclusion of Press and Public</b> RECOMMENDATION: That members of the press and public be excluded from the meeting during consideration of the following items as it is likely that there would be disclosure of exempt information of the description contained in the paragraphs of Schedule 12A of the Local Government Act 1972 specified in brackets in the heading of each item. <a href="#">Rule 8.10.4 of the Constitution refers.</a></p>	

## Part II

<p>10. <b>Staffing Implications associated with savings put forward to deliver the 2016/17 Revenue Budget: Approval to Pay Redundancy Payments (EX3036)</b> <i>(Paragraph 1 - information relating to an individual);</i> <i>(Paragraph 2 - information identifying an individual)</i> (CSP: MEC, MEC1) Purpose: To seek approval to make the redundancy payments associated with the required staffing implications associated with savings to deliver the 2016/17 revenue budget.</p>	69 - 80
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Andy Day  
Head of Strategic Support

### West Berkshire Council Strategy Aims and Priorities

#### Council Strategy Aims:

- BEC** – Better educated communities
- SLE** – A stronger local economy
- P&S** – Protect and support those who need it
- HQL** – Maintain a high quality of life within our communities
- MEC** – Become an even more effective Council

#### Council Strategy Priorities:

- BEC1** – Improve educational attainment
- BEC2** – Close the educational attainment gap
- SLE1** – Enable the completion of more affordable housing
- SLE2** – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy
- P&S1** – Good at safeguarding children and vulnerable adults
- HQL1** – Support communities to do more to help themselves
- MEC1** – Become an even more effective Council

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



# Agenda Item 2.

## DRAFT

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

## EXECUTIVE

### MINUTES OF THE MEETING HELD ON THURSDAY, 19 NOVEMBER 2015

**Councillors Present:** Dominic Boeck, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones, Alan Law and Garth Simpson

**Also Present:** John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Martin Dunscombe (Communications Manager), Andrea King (Head of Prevention and Developing Community Resilience), Rod Mercer (Chief Accountant (Operations)), Ian Priestley (Chief Internal Auditor), Andy Walker (Head of Finance), Rachael Wardell (Corporate Director - Communities), Stephen Chard (Policy Officer), Councillor Manohar Gopal and Councillor Alan Macro

#### PART I

#### 34. Minutes

The Minutes of the meeting held on 10 September 2015 were approved as a true and correct record and signed by the Leader.

Councillor Alan Macro referred to the final paragraph of item 27 – Home to School Transport Policies and queried whether an ‘easy payment’ option would be available to parents to enable them to spread the cost of home to school transport over a year. Councillor Dominic Boeck explained that a response had been e-mailed by Officers to Councillor Mollie Lock, Shadow Portfolio Holder for Education, on this point and he believed that this cost could be spread over a year.

#### 35. Declarations of Interest

There were no declarations of interest received.

Councillor Roger Croft, newly elected Leader of the Council, announced the new Executive which consisted of the following nine Members with the following Portfolios:

Councillor Roger Croft	Leader of the Council, Portfolio Holder for Strategy and Performance, and Finance
Councillor Graham Jones	Deputy Leader of the Council, Portfolio Holder for Health and Wellbeing, and Devolution
Councillor Dominic Boeck	Portfolio Holder for Education, Property and Broadband
Councillor Hilary Cole	Portfolio Holder for Adult Social Care, Housing, Countryside, Community Culture and Leisure Services
Councillor Lynne Doherty	Portfolio Holder for Children’s Services
Councillor James Fredrickson	Portfolio Holder for Communications, Democratic and Electoral Services, Finance Assurance, Legal, Human Resources and ICT
Councillor Marcus Franks	Portfolio Holder for Partnerships, Equality, Community Safety, Environmental Health, Trading Standards, Waste and Customer Services

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Councillor Alan Law Portfolio Holder for Planning, Economic Development, Regeneration and Pensions

Councillor Garth Simpson Portfolio Holder for Highways, Transport and Emergency Planning

Councillor Alan Macro offered his congratulations to Councillor Fredrickson on becoming an Executive Member and to those Members with an extended Portfolio.

### 36. Public Questions

There were no public questions submitted.

### 37. Petitions

There were no petitions presented to the Executive.

### 38. School Funding Formula 2016/17 (EX3052)

The Executive considered a report (Agenda Item 6) concerning the requirement of the Council to decide the formula factors to use to distribute funding to all primary and secondary schools for the 2016/17 financial year.

Councillor Dominic Boeck explained that since the change to School Finance Regulations in 2013/14, the Council had been required annually to approve the school funding formula. This was in consultation with the Schools Forum and also included consultation with all maintained and academy schools. The Department for Education (DfE) had announced the arrangements for the 2016/17 funding formula for primary and secondary schools on 16 July 2015. There were no amendments to the regulations, and therefore the options available for the formula to be used to distribute funding to schools remained the same as for 2015/16.

School funding allocations were paid for from the Dedicated Schools Grant (DSG) and did not impact on the Council's budget. It was likely that the funding rate (per pupil) that the DSG was based upon would also remain the same, although this would be subject to the Government's spending review. The Council would be notified of its actual DSG funding for 2016/17 in mid December 2015.

At the Schools Forum meeting held on 13 July 2015, it was agreed that if there was no change to the regulations that would be of benefit to West Berkshire schools, their preferred option would be no change to the formula for 2016/17. A briefing/consultation document setting out this proposal (see Appendix C) had been sent to all primary and secondary schools on 1 September 2015. There had only been a few responses to the consultation and all except one had agreed with all the proposals. The one exception asked for consideration to be given to allocating more money through the deprivation factor, due to the fact that West Berkshire did have some pockets of serious deprivation.

At the meeting of the Schools Forum held on 28 September 2015, the members of the Forum confirmed that their preferred option would be to keep the funding formula the same for 2016/17 as that used in 2015/16 and this was recommended in the report.

If there was a funding shortfall, this would be addressed through an adjustment to the basic entitlement rate. If additional funding was available, the Schools Forum, at its January 2016 meeting, would decide whether this was all allocated through the basic entitlement rate or through other factors including deprivation.

Councillor Alan Macro referred to Appendix C (3) to the report and queried the justification for the fact that the budget for the two federated schools was 50% higher per pupil than a primary school with a similar number of pupils. Councillor Boeck agreed to provide a written answer on that point.

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### RESOLVED that:

- (1) The formula factors for 2016/17 remain the same as those used in 2015/16.
- (2) If there was a funding shortfall, this would be addressed through an adjustment to the basic entitlement rate.
- (3) If there was additional funding available, the Schools Forum, at its January 2016 meeting, would decide whether this was all allocated through the basic entitlement rate or through other factors including deprivation.

**Reason for the decision:** The Council is required to decide the formula factors to use to distribute funding to all primary and secondary schools for the 2016/17 financial year.

**Other options considered:** None.

### 39. Emotional Health re-design proposals for Children's Mental Health (EX3058)

Councillor Lynne Doherty introduced the report (Agenda Item 7) which provided an update on the Brilliant West Berkshire Building Community Together emotional health re-design proposals for children and young people's emotional health services and which sought Executive approval of the design proposals for the Emotional Health Academy which included the creation of additional posts.

Emotional health need was one of the most common early indications of additional need; left unsupported, early emotional health difficulties could rapidly develop into a diagnosed mental health condition. Over 5,000 West Berkshire children had been referred to the Child and Adolescent Mental Health Service (CAMHS) last year alone for emotional health services.

80% of children and young people asking CAMHS for support/help in West Berkshire did not receive a service. The vast majority of children subject to Child Protection Plans and those open to the Youth Offending Team had emotional health needs and many had mental health disorders. Most children were waiting over a year to be seen by a mental health professional and some were waiting over two years; for most children and young people, their condition would deteriorate significantly in that time.

Currently children and young people requiring extra mental health support were referred to a CAMHS single common point of entry (CPE). If they met the criteria and threshold they would be referred to Primary CAMHS workers who worked at Tier 2, or for more intense and specialist Tier 3 and 4 interventions. The Council currently gave £80k a year in funding which funded two 0.5 FTE (full time equivalent) workers. Just under 6,000 contacts for help and support had been made in West Berkshire in the last year which meant that having a resource of 1.0 FTE was insufficient to cope with demand.

As part of the Brilliant West Berkshire work it was proposed to create an Emotional Health Academy which was an innovative idea unique to West Berkshire and would use the funding provided by the Council more wisely. Schools and Clinical Commissioning Groups (CCGs) had also been asked to provide funding and the service would grow proportionately to reflect the level of funding from other agencies. The Department of Health and the Department for Education had looked at the proposals and had provided feedback that they were innovative. Feedback received from partners had also been positive.

The creation of an Emotional Health Academy would ensure that:

- Children would be seen in a week, rather than waiting a year. Newly qualified psychology graduates and other emotional health qualified staff would be trained to work with children and families in the communities in which they lived.

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- The Council would work in partnership to ensure that these staff worked closely with schools, GP surgeries, Children's Centres, the Police and crucially with the voluntary sector.
- The needs of the whole family would be looked at, not just the child by testing a new way of working with adult services to see how the Council could work more effectively with whole families; where both adults and children were affected by emotional health needs.
- Sustaining good health – the Council would support children and young people to develop sustainable strategies to keep themselves well and promote their long-term well-being; by drawing on their own resources, the resources of their friends and family; by utilising and creating community led resources.
- Getting to children early would reduce the pressure on child protection services and Tier 3 mental health services later.

The report also proposed to commission specialist voluntary sector providers to provide more non-stigmatising care in, and to, communities in close partnership with the Academy.

The Academy would require the creation of additional posts (four minimum and eight maximum) within the employment of West Berkshire Council. The business case appended to the report outlined the plans which would ensure that the Emotional Health Academy became financially self-sustaining and this would fund the posts.

Councillor Doherty felt these proposals were an excellent example of looking to improve service delivery in a more innovative way. The Executive was asked to give its support to progressing the implementation of the Emotional Health Academy, Emotional Health Triage and associated partnership working with the voluntary, community and faith sectors; and to approve the creation of new and additional posts.

Councillor Alan Macro noted that it was proposed for newly qualified psychology graduates to work with children and adolescents with emotional health needs and he queried whether these trainees would be adequately supervised. Councillor Doherty explained that a full time Clinical Worker and clinical supervision provided by Berkshire Healthcare Foundation Trust would be a key factor of this proposal and this was detailed within the full proposal document which had been provided.

Councillor Macro then queried how services would be covered during the transition from the existing service delivery to the new proposals, i.e. prior to the recruitment of the new posts. Councillor Doherty reported that the recruitment process for the new posts would commence immediately, subject to the Executive's approval, to enable workers to be recruited and inducted before the current Tier 2 Primary CAMHS contract came to an end, to enable the Academy services to be operationalised in good time for the 1 April 2016. It was also the intention for service provision to develop over time, i.e. as new posts were recruited to.

Councillor Macro also asked whether the service could continue should external funding cease, for example, from the CCGs. Councillor Doherty clarified that the CCGs had already indicated that they would be willing to contribute funding and there would be clarity by mid December 2015 on the funding which would be provided by schools. The Emotional Health Academy had a sustainable business model (see the Emotional Health Academy Business Case). The longer term intention was for children and young people with emotional health needs to be supported within their school/within their community.

**RESOLVED that** the design proposals for the Emotional Health Academy be approved, including the creation of additional posts.



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**Reason for the decision:** To provide an update on the Brilliant West Berkshire Building Community Together emotional health re-design proposals for children and young people's emotional health services and to approve the design proposals for the Emotional Health Academy which includes the creation of additional posts.

**Other options considered:** The Council could continue funding Berkshire Healthcare Foundation Trust to deliver the service. However, there were some concerns in relation to this option which were detailed within the report.

### 40. **Result of the review of the Insurance Fund by the Overview and Scrutiny Management Commission (EX3042)**

Councillor Roger Croft presented the report (Agenda Item 8) which outlined the results of the Overview and Scrutiny Management Commission's (OSMC's) scrutiny of the insurance fund.

By way of background, Councillor Croft explained that Councillor Alan Law, at the time Portfolio Holder for Finance, asked the OSMC to review the operation and level of funding of the insurance fund. The results of the review were outlined in the OSMC report and in summary the review recommended that:

- the Council maintain a fund of between £950,000 and £1,500,000;
- the Head of Finance and the Finance Portfolio Holder conduct an annual review of the fund, making necessary adjustments to maintain the fund within the above limits; and the results of the review be reported to the Governance and Ethics Committee.

At the time the OSMC conducted the review, the level of the fund was £1,295,000. However at year end, 31 March 2015, this had dropped to £802,000.

The Head of Finance and Finance Portfolio Holder had since carried out a review of the insurance fund in line with the OSMC recommendation. This resulted in the transfer of balance sheet funds of £273k from the Berkshire Receipts Reserve (set up in 1998 to cover claims relating to Berkshire County Council) to the insurance fund reserve to bring the insurance fund back within the agreed limit of £950,000 to £1,500,000.

Councillor Law stated that he was willing to support the proposal to accept the OSMC's recommendations. In previous years, the fund had remained at between £1.2m and £1.4m which he felt was overly high. He was therefore a little disappointed at the proposed range for the fund. Councillor Law also questioned the reasons why the fund had dropped to £802,000. Councillor Croft confirmed that this was due to the Council needing to use this fund to meet the cost of claims which were at a relatively high level, which was why the fund was set up, as the Council had a large excess. Councillor Croft agreed to provide a more detailed written answer to Councillor Law and Councillor Alan Macro on this point.

Councillor Macro then queried whether claims could still be made against the Berkshire Receipts Reserve or whether this had been removed. Councillor Croft explained that the Section 151 Officer was comfortable with the cost of potential claims being met from the insurance fund reserve.

**RESOLVED that** the recommendation of the OSMC for an annual review of the insurance fund by the Head of Finance and Finance Portfolio Holder be accepted, with a view to maintaining a fund of between £950,000 and £1,500,000.

#### **Reasons for the decision:**

- (1) To consider the response to the OSMC's scrutiny review of the insurance fund.
- (2) To outline the result of the annual review of the insurance fund.

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(3) To highlight pressures on the insurance budget.

**Other options considered:** None.

**41. Members' Questions**

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

**(a) Question to be answered by the Leader of the Council submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of whether consideration had been given to the Council co-operating with neighbouring authorities on all major procurements in order to reduce costs was answered by the Leader of the Council.

**(b) Question to be answered by the Portfolio Member for Children's Services submitted by Councillor Alan Macro**

A question standing in the name of Councillor Alan Macro on the subject of how successful the recruitment of a Social Media Executive had been in helping to reduce external foster care placements was answered by the Portfolio Member for Children's Services.

**(c) Question to be answered by the Portfolio Member for Property submitted by Councillor Alan Macro**

A question standing in the name of Councillor Alan Macro on the subject of the progress made in selling the depot site in Pound Lane, Thatcham was answered by the Portfolio Member for Property.

*(The meeting commenced at 5.00pm and closed at 5.23pm)*

**CHAIRMAN** .....

**Date of Signature** .....

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## Key Accountable Performance 2015/16: Q2

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<b>Committee considering report:</b>	Executive on 17 December 2015
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	03 December 2015
<b>Report Author:</b>	Catalin Bogos
<b>Forward Plan Ref:</b>	EX2962

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### 1. Purpose of the Report

- 1.1 To report quarter two outturns against the Key Accountable measures contained in the 2015/16 Council Performance Framework.
- 1.2 To provide assurance to Members that the objectives laid out in the Council Strategy and other areas of significance / importance across the council are being delivered.
- 1.3 To present, by exception, those measures / milestones behind schedule or not achieved and cite any remedial action taken and the impact, if it has, to allow the scrutiny and approval of the corrective or remedial action put in place.
- 1.4 To present the narrative (performance intelligence) for each priority; highlighting key achievements and key areas of challenge.

### 2. Recommendations

- 2.1 To note progress against the Key Accountable measures and that there are no measures reported as 'red' and to celebrate achievements.
- 2.2 To review those areas reporting as 'amber' to ensure that appropriate action is in place.
- 2.3 To note there are no proposed changes to targets or plans requested by Services and detailed as part of the Exception Reports.

### 3. Implications

- 3.1 **Financial:** Any implications will be highlighted in the individual exception reports.
- 3.2 **Policy:** Any implications will be highlighted in the individual exception reports.
- 3.3 **Personnel:** Any implications will be highlighted in the individual exception reports.
- 3.4 **Legal:** Any implications will be highlighted in the individual exception reports.
- 3.5 **Risk Management:** Any implications will be highlighted in the individual exception reports.

3.6 **Property:** Any implications will be highlighted in the individual exception reports.

3.7 **Other:** None

**4. Other options considered**

4.1 None

## 5. Executive Summary

- 5.1 The report appraises progress against a basket of 27 key accountable measures and activities aligned to the objectives set out in the Council Strategy.
- 5.2 Of the 27 reported measures, outturns are available for 21. Those not reported are comprised of, 4 which are reported once a year and 2 were unavailable for the publication of this report.
- 5.3 13 are reported as 'green' – or are on track to be delivered / achieved by year end.
- 5.4 8 are reported as 'amber'- behind schedule, but still expect to achieve or complete the measure / activity by year end.
- 5.5 No measures are being reported as 'red' - that we have not achieved, or do not expect to achieve, the activity or target within the year.
- 5.6 Those reported as 'amber'; behind schedule, but expected to be achieved at year end are:

<i>List of reported 'amber' measures / activities</i>	<i>Target</i>	<i>Q1 outturn</i>	<i>Q2 outturn</i>
<b><i>Priority 5. Good at Safeguarding children and vulnerable adults</i></b>			
1. To maintain a high percentage of (single) assessments being completed within 45 working days	>=90%	71.2%	79.7%
2. To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days	>=95%	84.1%	84.6%
3. Percentage of LAC with Health Assessments on time	>90%	50.8%	72.7%
4. % of Leaving Care Clients with Pathway Plans	100%	79.9%	89%
5. Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	92%	92.9%	90.4%
<b><i>Core Business</i></b>			
6. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	61.6%	63.9%
7. Decrease the level of delayed transfers of care (DTC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	4	3.3	4.7
8. Ensure % of claims for Local Welfare Provision are processed within 10 working days	95%	97%	85%

## 6. Conclusion

- 6.1 Overall performance is assessed as being on track to achieve the expected end of year levels. There are no measures identified as RAG rated 'red' and for the ones judged 'amber' (behind schedule but still expected to achieve the end of year targets) plans have been put in place at service level without requests for additional actions to be taken at strategic level and without the need to revise the initially agreed targets.

## 7. Appendices

### 7.1 Appendix A - Supporting Information



# West Berkshire Council Performance Report

Key accountable measures and activities 2015/16

Update: Quarter two

**compiled by:**

Jenny Legge

Research, Consultation & Performance Officer

Strategic Support Unit

[westberks.gov.uk/performance](http://westberks.gov.uk/performance)

November 2015

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Available from [westberks.gov.uk/strategyandperformance](http://westberks.gov.uk/strategyandperformance)

## Purpose of this report







To provide an update on progress against the council's key accountable measures and activities at quarter two 2015/16.

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;
  -  indicates that data can only be reported at a single point of the year and progress cannot be tracked – e.g. GCSE results or the road condition survey, whilst;
  -  indicates that quarterly data is unavailable when this report was published
  -  indicates that a measure is not targeted and results are being recorded as a baseline for future monitoring.
- (E) indicates that an outturn is an estimate and will be confirmed during the year.

Where measures / activities are reported as 'red' or 'amber', 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 (e) if any actions is required from Strategy Board.

In total, there are 27 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 1*: a reference code
- *Column 2*: the title of the measures
- *Column 3-7* previous years' outturns and comparative performance



- *Column 8*: the current year's target.
- *Columns 9-10*: quarterly outturns and RAG ratings.
- *Column 11*: 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, 27 key accountable measures and activities are captured in total.

Education operates on an academic year basis and their service plan covers the academic year ending September 2015. A suite of key accountable measures, relating to attainment in this period, are included in this basket of measures.

Of the 27 reported measures, outturns are available for 21. Those not reported are comprised of, 4 which are reported once a year and 2 were unavailable for the publication of this report.

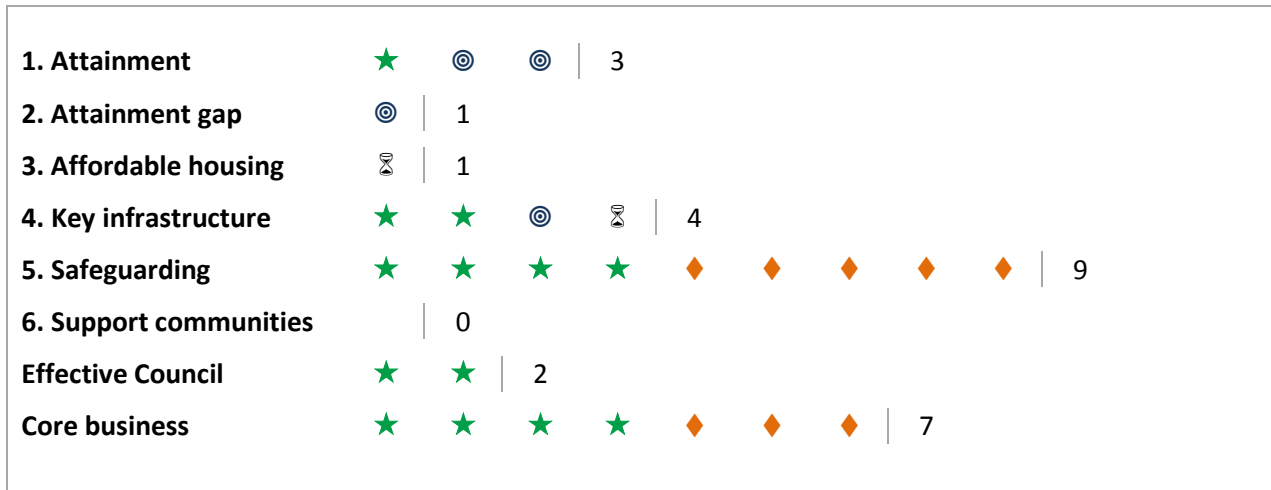
13 are reported as 'green' – or are on track to be delivered / achieved by year end.

8 are reported as 'amber'- behind schedule, but still expect to achieve or complete the measure / activity by year end.

The summary table below shows year end outturns by directorate.

Overview of performance outturns	2012/13	2013/14	2014/15	2015/16 (Quarter two)			
	YE	YE	YE	Overall	Comm	Env	Res
Green	45	36	40	13	8	3	2
Amber	0	1	0	8	8	0	0
Red	3	9	11	0	0	0	0
<i>Annual (yet to be reported)</i>	0	1	0	4	3	1	0
<i>Baseline (yet to be targeted)</i>	-	-		0	0	0	0
<i>Unavailable at time of publication</i>	1	0	1	2	1	1	0
<b>Total</b>	<b>49</b>	<b>47</b>	<b>52</b>	<b>27</b>	<b>20</b>	<b>5</b>	<b>2</b>

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



★ On track / achieved    ◆ Behind schedule    ■ Unachievable    ◎ Annual    ⌚ Data not available    ⋈ Baseline

The 8 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:

List of reported ‘amber’ measures / activities	Target	Q1 outturn	Q2 outturn
<b>Priority 5. Good at Safeguarding children and vulnerable adults</b>			
1. To maintain a high percentage of (single) assessments being completed within 45 working days	>=90%	71.2%	79.7%
2. To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days	>=95%	84.1%	84.6%
3. Percentage of LAC with Health Assessments on time	>90%	50.8%	72.7%
4. % of Leaving Care Clients with Pathway Plans	100%	79.9%	89%
5. Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	92%	92.9%	90.4%
<b>Core Business</b>			
6. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	61.6%	63.9%
7. Decrease the level of delayed transfers of care (DTOC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	4	3.3	4.7
8. Ensure % of claims for Local Welfare Provision are processed within 10 working days	95%	97%	85%

## **Narratives by Council Strategy Priorities (key achievements, key challenges, demand management)**

This section highlights only key achievements, key challenges or significant evolution of the levels of demand.

### **1. Contextual intelligence/demand on services**

▲ School Admissions: There has been a very large influx of overseas pupils during August, which is still continuing. A lot of these children are coming from India and Portugal. The parents, particularly those from India, are being employed by Vodafone. This influx has effectively wiped out any surplus provision, especially in the infant age group in Newbury. More children are still arriving. We are discussing this impact as an urgent agenda item. This trend is being seen in other parts of Berkshire as well.

▲ Numbers of Deputyship clients are at the ceiling of 150, as the maximum caseload the team can work with at any one time. This means a waiting list is in place. The situation is monitored with the care managers for those people waiting. Where there is a priority for support to be in place, alternative interim arrangements can be made.

▲ A number of services reported that they experiencing difficulties in staff recruitment – Teachers, Planning Officers, Development Control Officers, Minerals & Waste Officers and Social Workers for children’s social care.

### **2. Key Achievements (✓) and Key Challenges (▲) – by Council Strategy priorities**

#### (i) Attainment

▲ Schools will face significant challenges from the new Ofsted inspection framework starting in September 2015 and a rising of outcome thresholds from summer 2016. 2015 is the last year the current statutory tests will be used. From next summer, pupils will be assessed on a “tough” new national curriculum, which came into effect in September 2014. This could result in more schools being seen as less than ‘good’ or “coasting”. There will be a subsequent pressure on the Local Authority delivery of school improvement.

✓ Exclusions are reducing and attendance is improving, but there continues to be more to do in both these areas, particularly around vulnerable groups.

✓ The Education Capital Programme is progressing well, with the successful completion of a number of key basic need projects for the start of the 2015/16 academic year and important improvement works expected by the end of the calendar year 2015.

✓ Newly configured Early Years and Children’s Centre arrangements have been in place from 1 April 2015. The grouped centres are beginning to establish themselves and to work with users to plan local programmes which are deliverable within the resources available or to develop and support local solutions. We continue to work to increase two year old take up of the free entitlement, ensuring that there are sufficient quality places and that families in need have support from children’s centres and health professionals.

#### (ii) Attainment Gap

▲ ✓ New Special Educational Need (SEN) arrangements continue to be rolled out and embedded, with positive feedback from schools and parents/carers. The challenge is around the significant level of resource required for the delivery of this statutory service that will be subject to inspection from 2016 onwards.

Attainment Gap results are expected to be published by the Department of Education at the end of December 2015.

(iii) Affordable Housing

✓ Collaborative Architects (CAs) are a small number of senior officers trained to work in new ways, including with partner organisations, in order to generate ideas and identify solutions to help the council meet the strategic priorities within the Council Strategy. To drive forward the council's influence and direct involvement in the delivery of new affordable housing, the CAs work has intensified and some initial outputs from this work should be seen in the next reporting period. Care Commissioning, Housing and Safeguarding staff are supporting all the CAs work streams, either as subject matter experts or as CAs themselves.

▲ Sandlesford Planning Application has been received, but at the time of writing is invalid.

(iv) Key Infrastructure

✓ In the first half of 2015/16 the Highways and Transport Service has overseen the resurfacing of 102 roads, which equates to 91% of our programme this year. We are on track to achieve the resurfacing at least 145 miles of road by the end of 2018/19. As the weather has been reasonably good, the number of highway emergencies has been relatively low at 187 in Q1 and 198 in Q2. The service received 1,263 service requests during Q1 and 1,391 in Q2, a 15% reduction for the same period last year.

▲ A number of major infrastructure improvements are being carried out across the district including the new road layout associated with IKEA at Calcot, and the replacement of the Boundary Road railway bridge in Newbury by Network Rail. Dealing with the congestion caused by the closure of Boundary Road has been very challenging and the project has attracted criticism in the local press. Work will continue throughout most of 2016, as will the challenge.

✓ Parish Road Shows - The Planning service presented six Planning Road shows over the last six months and has spoken to in excess of 150 Parish and Town councillors.

✓ Countryside – Work is continuing to repair Public Rights of Way damaged by the 2014 flooding. Most of the work is now complete.

▲ The % of invalid planning applications (due to inaccuracies in plans, missing the necessary documentation etc.) has historically been about 50% (in line with national average). However, this has increased to 75% in Q2 for no obvious reason. This has created additional work for the Planning Registration Team.

▲ The combination of increased workload in Development Control, 11% in overall workload over the last 2 years with a forecast increase of 7% in year 2015/16, and recruitment difficulties has resulted in significant pressure on the team. To manage this, public access to Officers has had to be restricted to allow them to focus on processing applications. If the workload continues to increase, there will be a delay in determining applications that will impact on performance and may increase in complaints.

✓ The new Community Infrastructure Levy (CIL) system has been operating since April 2015.

(v) Safeguarding

✓ Key achievements in Children and Families Services relate to the improvement of: the quality and frequency of supervision for Social Workers; systems management; timescales in addressing drift and delay in long term cases, and assessment timescales within our Contact, Advice and Assessment Team.

▲ Continuous recruitment and retention of children's services Social Workers and workforce stability remains a challenge, as does the development of a well informed workforce training and development plan to enhance the quality of our service delivery and increase the skills of our workforce.

▲ Capacity and demand remains challenging, with increasing referrals and S47 (Child Protection) enquiries.

✓ The biggest news for Adult Social Care (ASC) is that our Care Act judicial review was successful. We are currently working with Department of Health to provide them with a range of additional qualitative and quantitative information.

✓ The government's decision to delay the implementation of phase 2 of the Care Act to 2020 means we have closed the Programme and are now concentrating on bedding in the changes.

▲ The Joint Care Provider Project is an approach where social care and health professionals work together to prevent delays in the discharge of individuals from hospital back into their home, with a level of care and clinical support to enable the individual to be as independent as possible. We are starting to see the impact of this project with a steady increase in the numbers of people accessing the service. Whilst progress has been good, higher numbers of attendances in Accident and Emergency (A&E) resulting in an increase in hospital admissions, has impacted our Delayed Transfer of Care performance (DTC). Activity has slowed and we are already seeing an improvement in this area which should show in Q3.

✓ Measures of volume highlight excellent progress in reducing the waiting lists at the ASC first point of contact team (Access for All team) following a temporary increase in capacity, we are also starting to see a steady increase in new requests for support for all adults.

(vi) Support Communities

✓ During quarter 1 and quarter 2, Turnaround Families' performance has been sustained as the highest performing Troubled Families programme in the country. Restorative skills and training have significantly increased the impact on improving outcomes for children and families with multiple needs.

✓ The Quality Assurance and Safeguarding Service (QASS) has recruited to the advertised permanent posts and will be 100% permanently staffed from January 2016. ▲ However, the caseloads for Independent Reviewing Officers (IROs) have now exceeded maximum levels of 80 cases per worker, due to increased volumes of children in the child protection and Looked After Children's services; which increases the volume of conferences and reviews required. In addition to ensuring the full complement of IRO staff, the team will retain one agency IRO and the Service Manager is managing all disputes to reduce time pressure on the team members and provide secure management oversight of professional practice.

✓ A number of community conversations between residents, council and partner agency staff are underway to identify skills and assets that could be used to help each other and solve local challenges. The first meeting was for Hungerford and Lambourn, to which over 40 people arrived to contribute. A guiding team (including Police Officers, Children's Centre staff, Sovereign staff, Fire Service Officers, members of the voluntary community, the faith sector and school leaders) has been established, under the leadership of the key 'community anchor', Suzanne Taylor - Hungerford Nursery Headteacher/Children's Centre Manager. Another community conversation is scheduled for 14 December 2015 in Thatcham, led by Aimee Read (Children's Centre Manager), Sovereign Housing (Sarah Pallister and Lee Dillon) and Thatcham Youth.

✓ Restorative practice training had been provided to 700 staff and volunteers between June 2015 and 13th November 15. A further 62 young people were trained in October, with more accessing the training this month.

▲ The number of physical visits to Libraries is down compared to this time last year whilst the number of virtual visits remains similar. Use of the public accessible PC's is declining as libraries offer the attractive

alternative of Wi-Fi, with users accessing via their own devices. Partnership working with the Corn Exchange is delivering LibraryFest and Making Connections Outreach activities targeting dementia and other health related groups within the community. The summer reading challenge attracted over 4000 children whilst over 450 adults joined in the 'Grown Ups' challenge.

✓ The various initiatives and projects to help children and adults to eat a healthier diet and be more physically active are progressing well.

▲ The only initiative that is not being delivered on target is the Healthy Cooking On a Budget courses in areas of deprivation. This will be addressed in the last 6 months of the year to ensure we reach the target. Lets get Going healthy lifestyle courses for 7-12 year olds was successfully tendered out across Berkshire West and going forward these courses will be provided by Solutions 4 Health rather than Berkshire Youth. We will ensure that the courses are run by working through our Health in Schools Co-ordinator.

(vii) Overarching aim - Effective Council

▲ Challenges for Public Health and Wellbeing (PH&WB) include the requirement to make a 6.2% saving in 2015/16 and to put forward considerable savings for 2016/17, in case the ring fence is removed from the budget. There is also a possibility that the funding formula for 16/17 may change and could mean a further decrease in the overall PH&WB budget, going from 0.013% of the total to 0.012%. There is a consultation currently going on.

✓ The Communications team has been progressing the development of a new intranet whilst also looking at the opportunities that might exist for greater digitisation of Council services. The aim of digitisation is to provide a better service to our residents, in a more cost effective way.

▲ Around 10% of our users continue to experience some performance issues when working from home using Citrix. ICT is still working on resolving these issues.

✓ On the 30 September 2015, the external auditors KPMG gave their signed opinion on the Annual Statements, assessing that it gave a true and fair view of the financial position of the Authority's expenditure and income for the year then ended and that it had been prepared properly in accordance with relevant standards. ▲ It also issued three recommendations relating to the titles of assets, consideration of Value for Money (VFM) as part of procurement and school bank reconciliations.

✓ The draft Medium Term Financial Strategy 2016/17 to 2019/20 has been to Strategy Board. A funding gap of £10.76m for 2016/17 has been identified, although the Autumn Statement and Local Government Settlement will give more certainty over the income we are expecting to receive. Directors have identified savings plans amounting to circa £11 million for 2016/17 and those savings with a public impact are currently out to consultation. Draft savings plans are currently being reviewed for 2017/18 and 2018/19.

(viii) Other areas - Core Business

▲ For Customer Services, increasing workloads in Housing Benefits and Council Tax, due to the evolving impact of welfare reform, are impacting on the service. Of note, West Berkshire became the first Council in Berkshire to have Universal Credit applied to it. On the front-line we are evidencing increasing numbers of residents with complex issues and debt management concerns as a result of the welfare reforms, and this is taking capacity out of the service.

▲ The Member Development Programme continues to be rolled out, although Members attendance has been patchy. The number of standards complaints is of concern at the moment, both in terms of managing demand but also in terms of Parish and District Councillor failing to understand the requirements of the Code of Conduct.

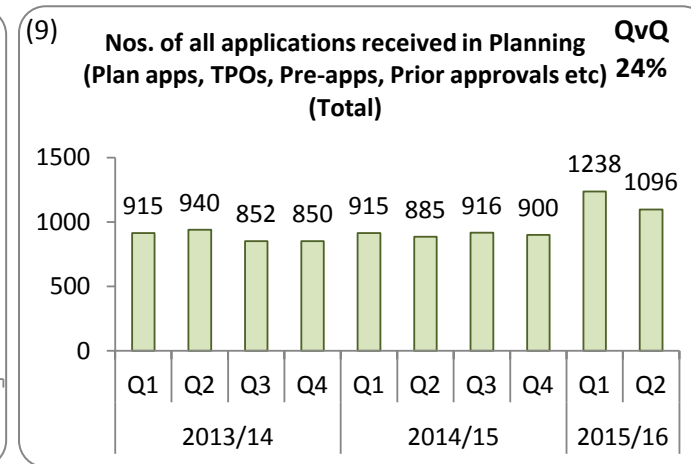
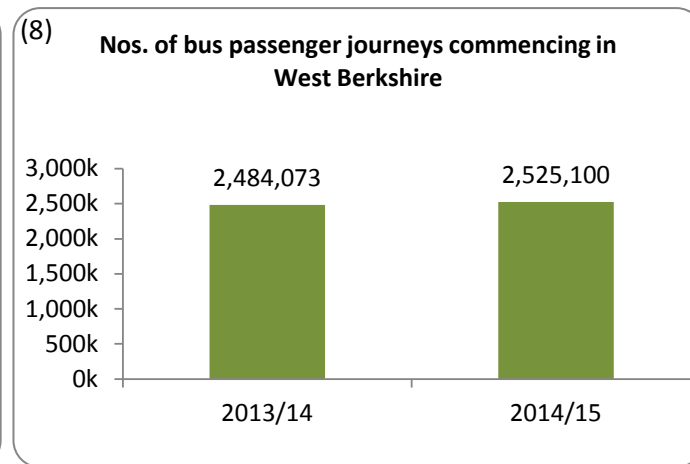
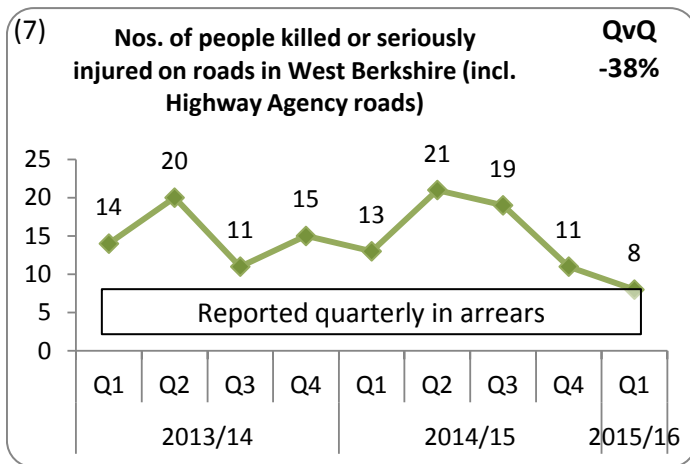
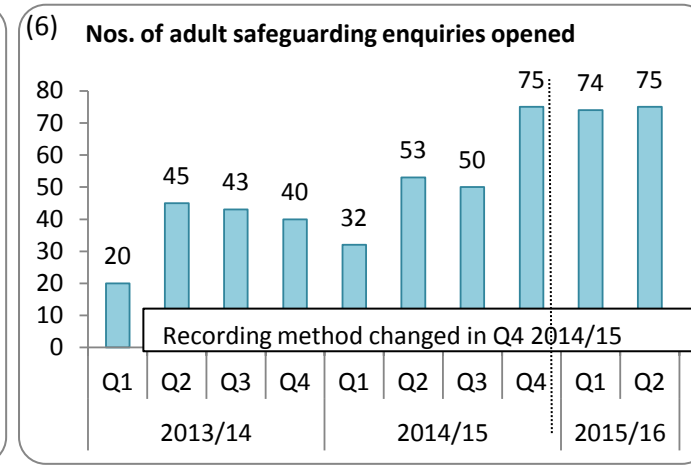
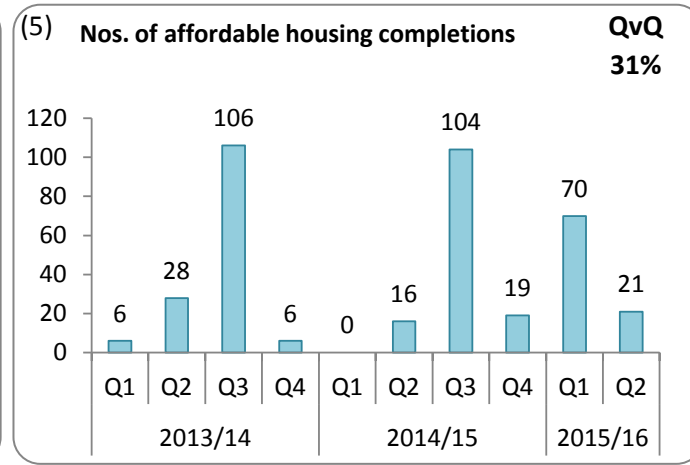
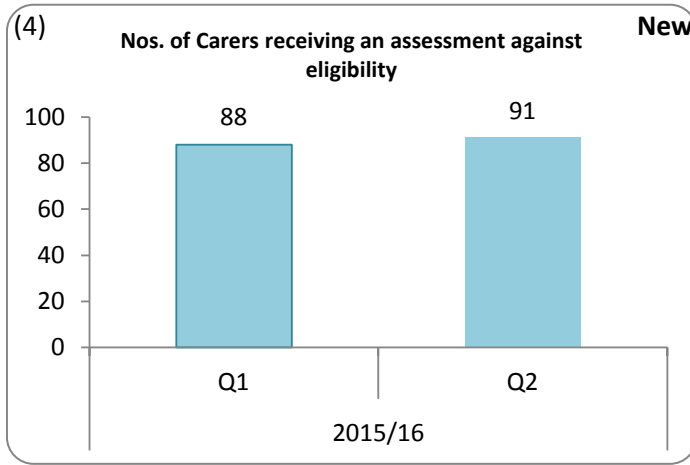
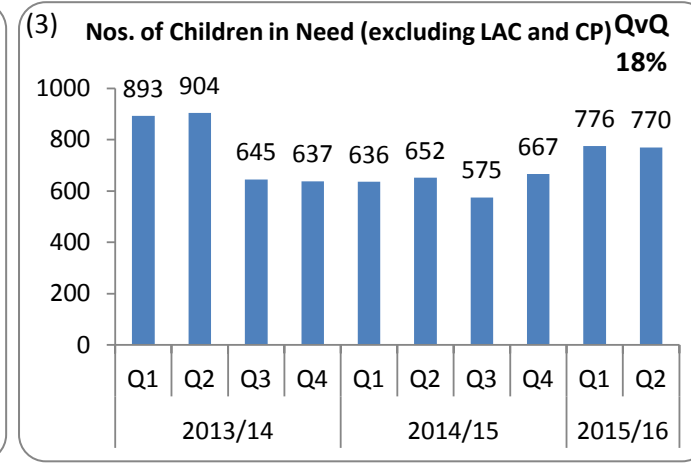
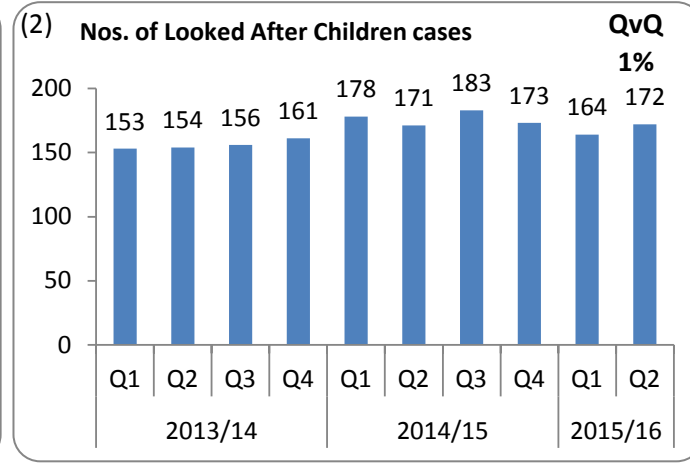
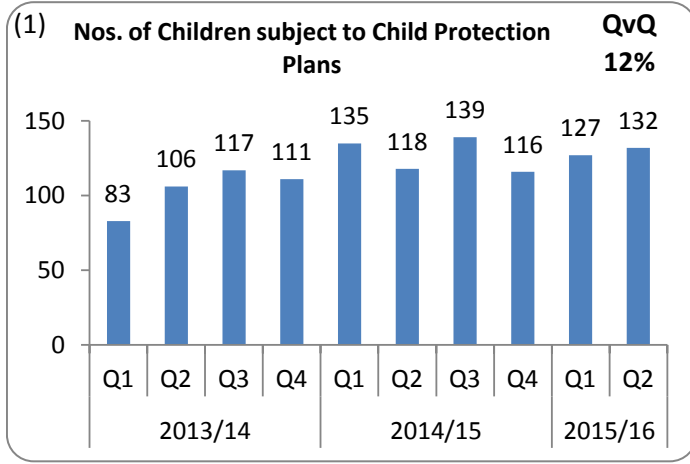
- ✓ The 2015 Employee Attitude Survey (EAS) results became available in late summer and each Service Management Team (SMT) have been briefed on their results. Work is progressing to agree any potential actions to be taken at Corporate level.
- ✓ Collaborative Architects (CAs) have supported Strategy Board with the Leadership Development Programme and this work is on-going.
- ✓ An experienced Human Resources (HR) Assistant has been seconded into a new HR Officer role in Children and Family Services to focus on recruitment and retention and to support the service with a development plan. The HR Manager (Operations) has been assisting Education Services with a new recruitment website. The HR Manager (Corporate HR) has developed new guidance notes for the revisions to Teachers Pay changes.
- ▲ Work commenced on the redundancy programme in September. HR has been working to collate information from Heads of Service on savings which impact on the workforce (occupied and vacant). This has been more challenging this year, as there are several Public Consultations which need to be undertaken before actual savings will be known.
- ▲ Apprentice recruitment has proved difficult this year. Ten posts have been created, with seven apprentices recruited to date. Services are finding it financially difficult to create the posts for apprentices, so it will be difficult to meet the manifesto pledge of eighteen apprentices this year.
- ✓ We have also been successful in a judicial review which the Council lead on that we brought against the DCLG in respect of affordable housing restrictions.

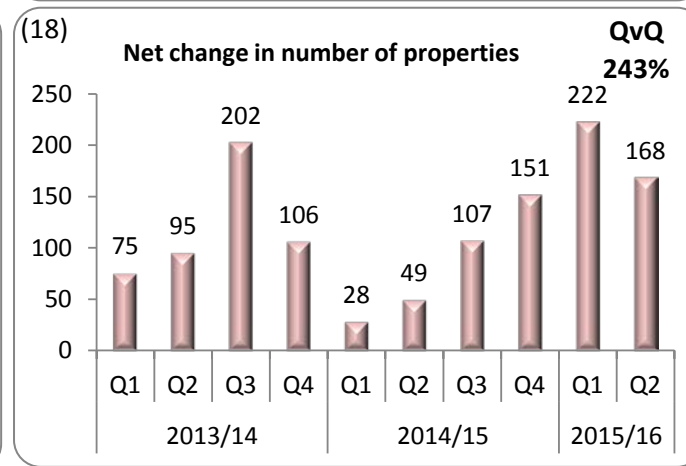
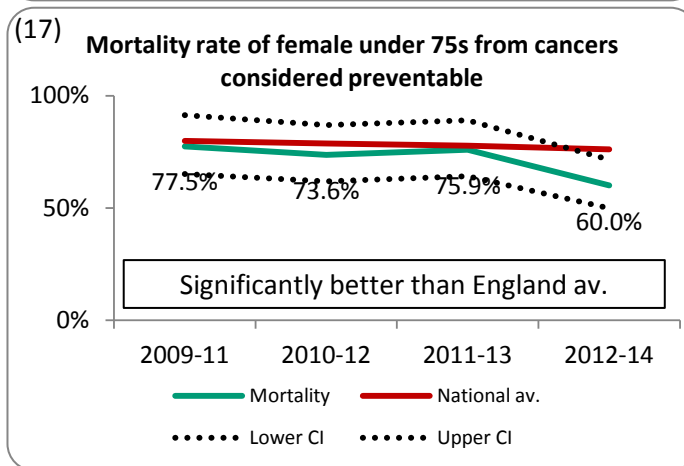
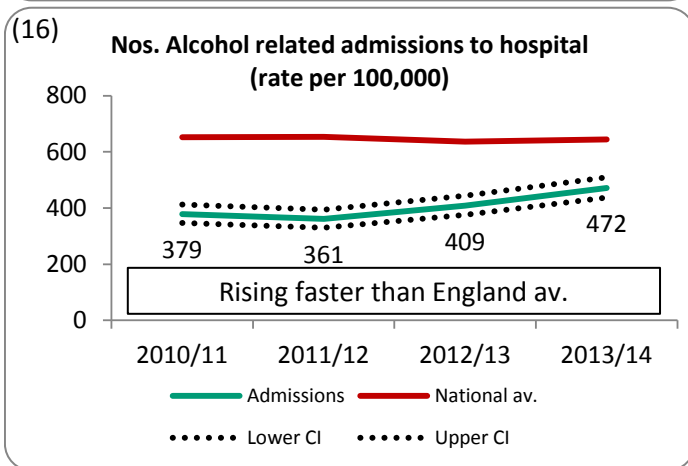
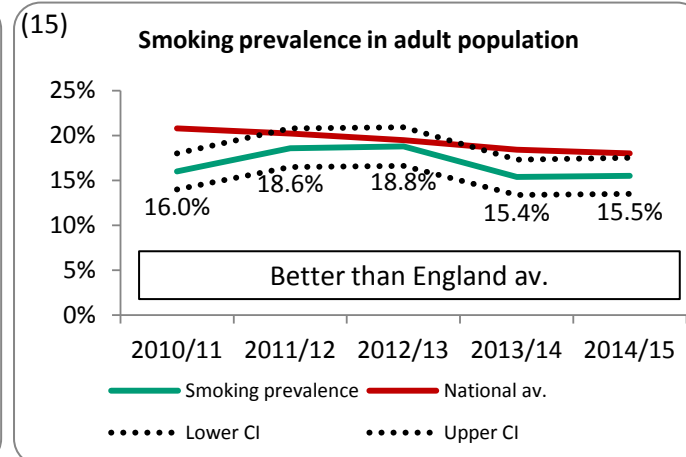
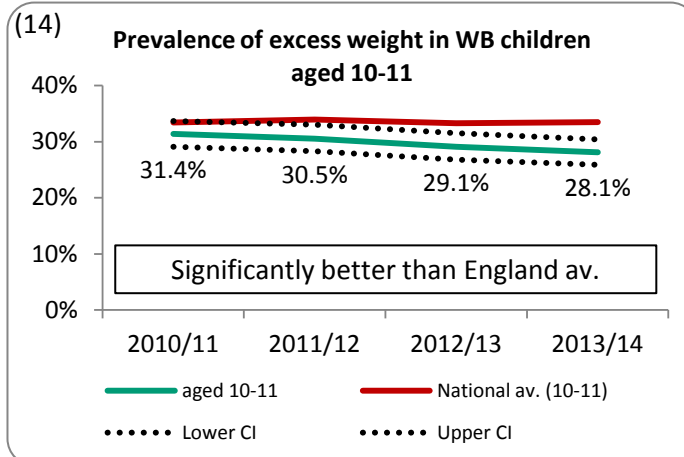
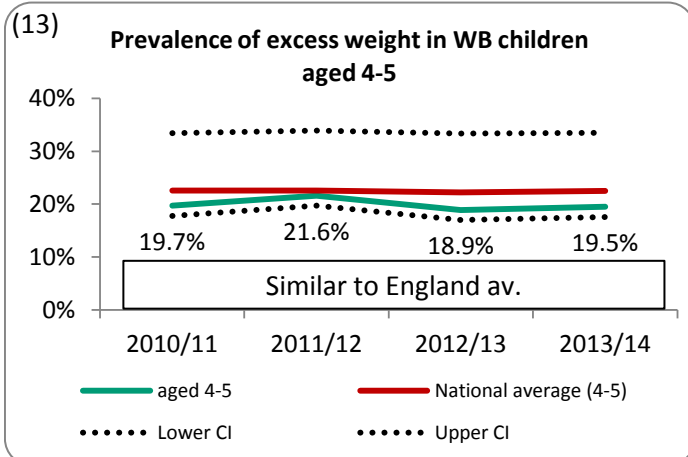
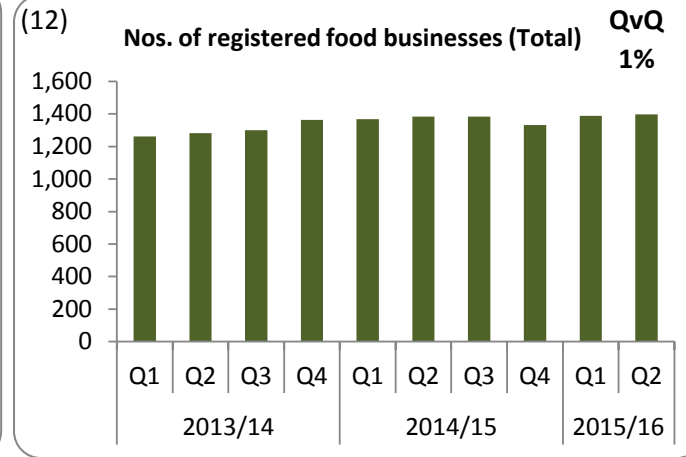
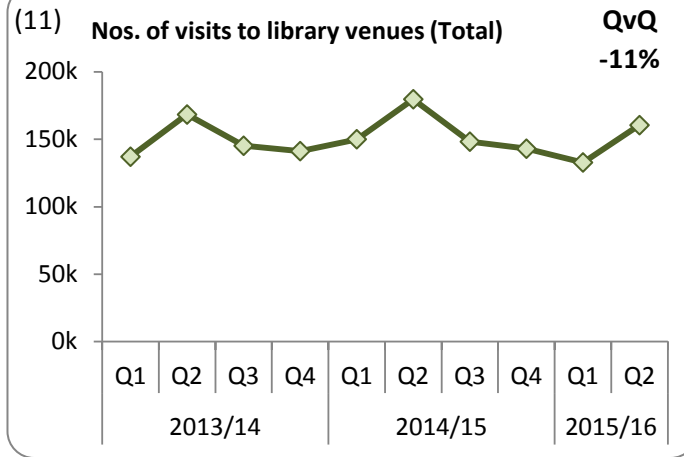
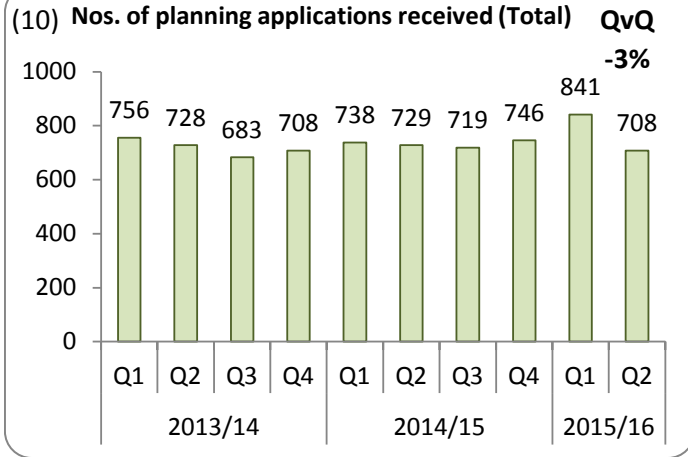
# **Key accountable measures and activities 2015/16**

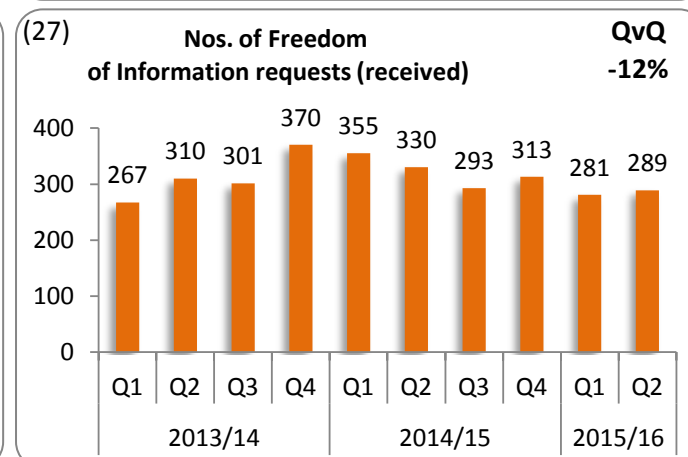
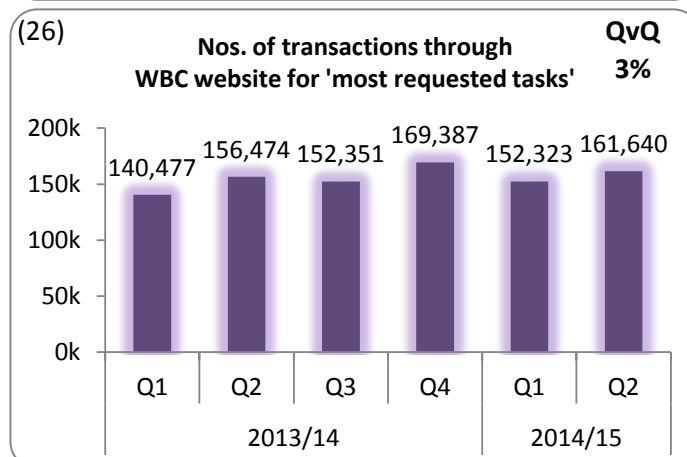
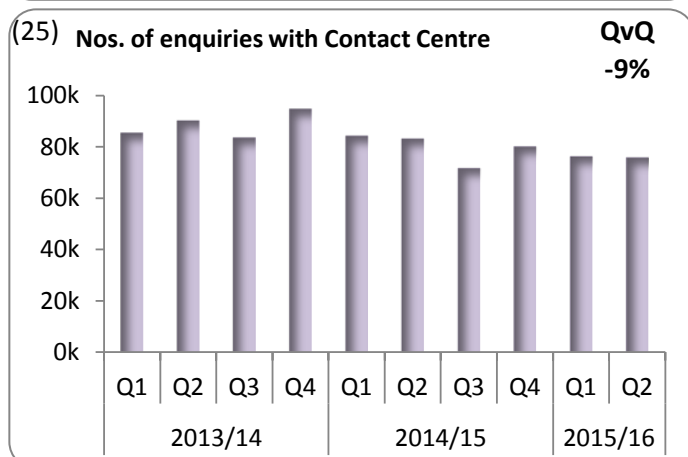
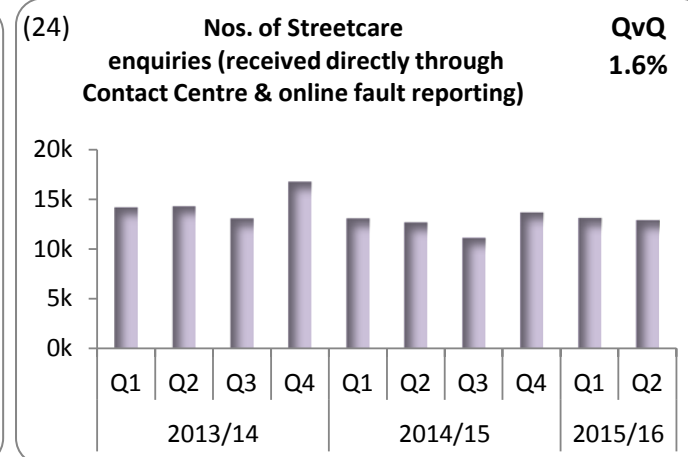
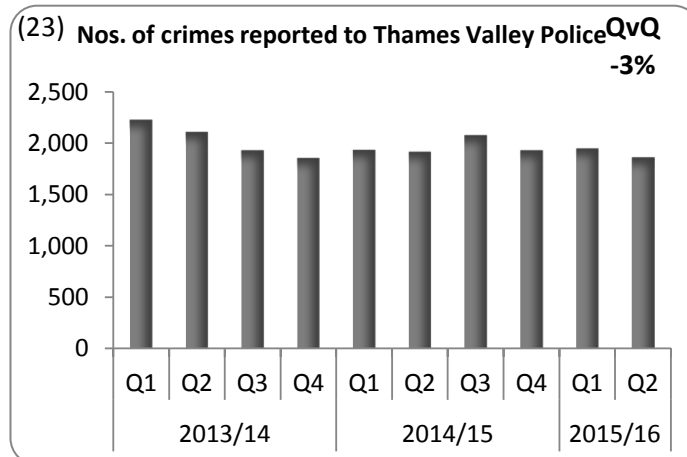
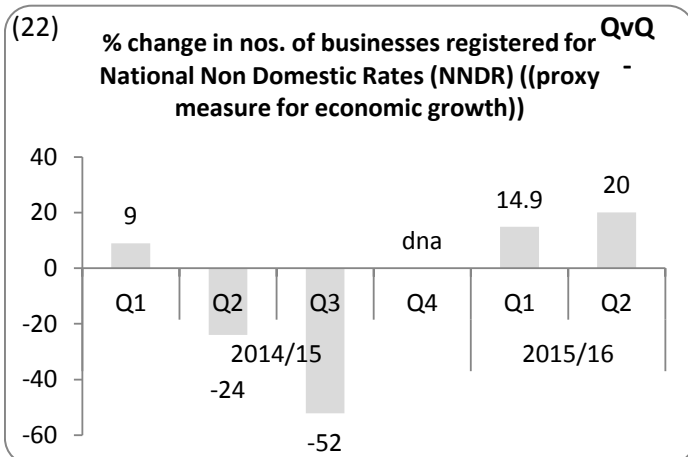
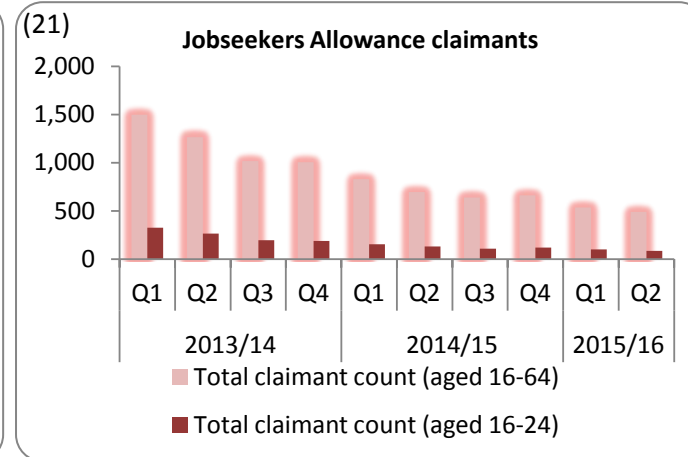
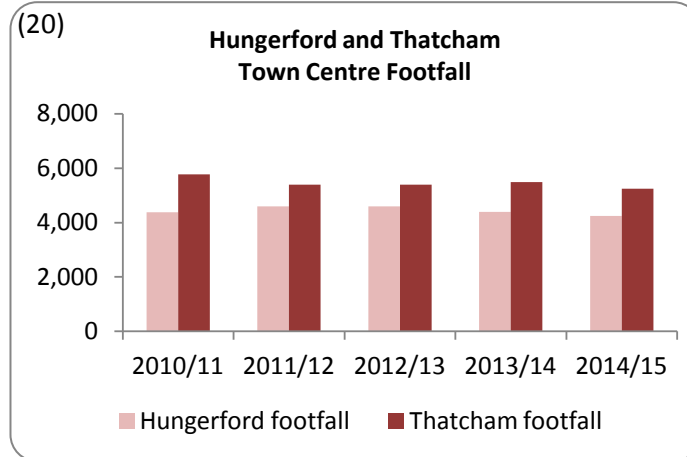
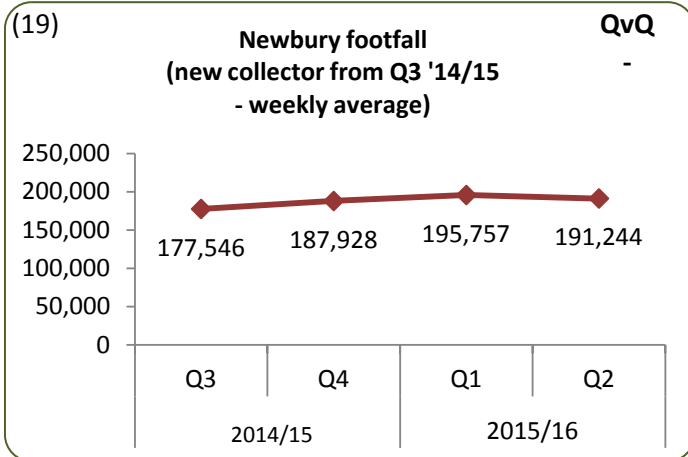
## **Quarter Two**

### **Contextual and volume measures**









# **Key accountable measures and activities 2015/16**

**Quarter Two**

**Exception reports**

Rachael Wardell / Mac Heath	Children and Family Services	14 October 2015	AMBER
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P&S1c&f07		To maintain a high percentage of (single) assessments being completed within 45 working days						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		■	◆	◆			>=90%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	New	70%	227 / 319 71.2%	615 / 772 79.7%				

**REASON FOR AMBER:**

Our performance against this indicator has improved since the start of the year (end of April = 61%) as the backlog of historical completions drop out of frame.

Performance for September alone was 98%. If our performance continues at this high level, the YTD figure will gradually improve.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:**

There is day to day close scrutiny of single assessments that are still open and we are monitoring monthly as well as YTD performance. The daily scrutiny of single assessments is having results and should continue to do so over the coming months.

**STRATEGIC ACTIONS REQUIRED**

None required

Rachael Wardell / Mac Heath		Children and Family Services				14 October 2015	AMBER	
P&S1c&f11		To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		■	◆	◆			≥95%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	-	84%	106 / 126 84.1%	110 / 130 84.6%				
<p><b>REASON FOR AMBER:</b> Our performance against this indicator is improving. However, there are ongoing challenges with respect to both the speed and accuracy of recording CP Visits. Where children are both CP and LAC, recording a visit as a LAC Visit is not sufficient but we recognise in some cases that this has been happening.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b> A slot at the next performance board will be dedicated to this indicator – to develop a clearer picture about the barriers to further improvement. Continued focus on this indicator and associated recording issues should result in achievement of the 95% target by year end.</p> <p><b>STRATEGIC ACTIONS REQUIRED</b> None required.</p>								

Rachael Wardell / Mac Heath	Children and Family Services	14 October 2015	AMBER
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P&S1c&f17		Percentage of LAC with Health Assessments on time						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			♦	♦			90%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	Not reported	63%	64 / 126 50.8%	93 / 128 72.7%				

**REASON FOR AMBER:**

There has been significant improvement towards our target since the end of quarter one. There continues to be a high level of scrutiny in relation to this indicator and we are therefore optimistic about achieving the target by year end.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:**

Health Assessments are carried out by colleagues working in Health. There are ongoing discussions at a senior level in order to address barriers to higher performance on this indicator. These are beginning to demonstrate positive improvement. No action over and above this is necessary – but the indicator needs to remain under scrutiny.

**STRATEGIC ACTIONS REQUIRED**

None required.

Rachael Wardell / Mac Heath		Children and Family Services				14 October 2015	AMBER	
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P&S1c&f17		% of Leaving Care Clients with Pathway Plans						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			♦	♦			100%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	Not reported	100%	79 / 100 79%	89 / 100 89%				

**REASON FOR AMBER:**

The 100% target set for this indicator is very difficult to achieve, as (at any one time) there are usually a few care leavers who are unwilling or difficult to engage with the pathway planning process.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:**

This indicator has been discussed at a recent Performance Board and there is concerted effort underway to ensure that young people have a pathway plan wherever possible. There are issues to be resolved in relation to cases that have already transferred to Adult Social Care and how we can ensure that these young people also have a Pathway Plan (or equivalent) in place that ensures all their needs are appropriately being met.

**STRATEGIC ACTIONS REQUIRED**

None



Rachael Wardell / Tandra Forster		Adult Social Care				15 October 2015	AMBER	
OP2asc13		Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆			90%	Higher is better
Qrtly outturn								
YTD outturn	Not reported	62%	796 / 1292 61.6%	837 / 1309 63.9%				
<b>REASON FOR AMBER:</b>								
<p>The change in eligibility framework resulting from the Care Act has created a new imperative for this work; all long term clients will have to have had a review under the new framework by 31 March 2016. Additional capacity has been brought in to focus on this area of work, it has taken time to bed in so there was a slow start to work in quarter 1. Additional capacity has resulted in increased pace; there is a lag in updating the case management system so progress is not accurately reflected.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<p>Continued focus on completing reviews, significant progress has been made on community based support and the team are now dealing with residential placements. In addition staff are working to ensure the case management system is updated so progress is more evident.</p>								
<b>STRATEGIC ACTIONS REQUIRED</b>								
None required.								

Rachael Wardell / Tandra Forster		Adult Social Care				15 October 2015	AMBER	
OP3asc14		Decrease the level of delayed transfers of care (DTOC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	◆			4.0	Lower is better
Qrtly outturn								
YTD outturn	9.2	4.5	3.3	4.7				
<b>REASON FOR AMBER:</b>								
The last quarter saw an increased number of attendances in A&E resulting in a higher number of admissions. This increase in activity combined with challenges in sourcing external homecare has hindered our ability to support timely discharge from hospital.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
Working jointly with health partners through the Joint Care Provider project we are engaging earlier with patients to help plan discharger, this work has been focused on the Royal Berkshire Hospital but has now been expanded to Great Western and North Hant Hospitals. We are also piloting 7 day working across all hospital pathways to ensure a consistent response across the week. In addition we anticipate increased capacity in external homecare following a recent contract award.								
<b>STRATEGIC ACTIONS REQUIRED</b>								
None required.								

Rachael Wardell / Tandra Forster		Adult Social Care				15 October 2015	AMBER	
OP3asc15		Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	Not reported	Not reported	★	◆			92%	Higher is better
Qrtly outturn								
YTD outturn		93%	65/70 92.9%	47 / 52 90.4%				
<p><b>REASON FOR AMBER:</b> This is a small cohort and is prone to fluctuations.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b> None.</p> <p><b>STRATEGIC ACTIONS REQUIRED</b> None required.</p>								

Rachael Wardell / June Graves		CCH&S				15 October 2015	AMBER	
CB01cchs08		Ensure 95% of claims for Local Welfare Provision are processed within 10 working days						
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	◆			95%	Higher is better
Qrtly outturn			-	49 / 67 73%				
YTD outturn	95%	97%	64 / 66 97%	113 / 133 85%				
<b>REASON FOR AMBER:</b>								
Communities Grant Officer was off sick for a period and other staff who would normally cover were on leave								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
No remedial action – officer back from sick leave and figures should increase in Q3.								
<b>STRATEGIC ACTIONS REQUIRED</b>								
None required								

# **Key accountable measures and activities 2015/16**

## **Quarter Two**

### **Performance outturns by strategic priority**

## 2015/16 West Berkshire Council Key Accountable Measures Performance Report - Quarter two

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
<b>Priority 1. Improve educational attainment</b>										
BEC1ed03	The number of schools judged good or better by Ofsted under the new Framework (harder test)	-	-	-	63	-	63	★ 67	★ None	No Ofsted inspections have taken place in Q2.
BEC1eday08	KS2: Prop'n pupils achieving at least level 4 in Reading, Writing and Maths	3rd	77% 2012/13 AY	2nd	82% 2013/14 AY	-	AY 2014/15 82%	⊙ Annual	⊙ Annual	Due to report confirmed data in Q3
BEC1eday09	KS4: Proportion pupils gaining 5+ A*-C at GCSE including English and Maths - First attempt results (maintained and Acad)	2nd	66% 2012/13 AY	1st	64% 2013/14 AY	-	AY 2014/15 61%	⊙ Annual	⊙ Annual	Due to report confirmed data in Q3
<b>Priority 2. Close the educational attainment gap</b>										
BEC2eday19	To reduce the GCSE educational attainment gap to 22 percentage points	-	-	-	23.4 pp 2013/14 AY	-	AY 2014/15 22pp	⊙ Annual	⊙ Annual	
<b>Priority 3. Enable the completion of more affordable housing</b>										
CBO1cchs11	Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information	-	84%	-	86%	-	80%	★ 97.2%	⌚ dna	Numerator and denominator are unavailable this quarter. However, the average time taken to process claims was 15 days.
<b>Priority 4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy</b>										
SLE2ht03	Ensure that no more than 5% of the principal road network (A roads) is in need of repair	50/143 2nd	3%	-	3%	-	5%	⊙ Annual	⊙ Annual	
SLE2ht06	Aim to complete at least 75% of all works orders for permanent pothole and edge of road repairs within 28 days of the order date.	-	(267/330) 81%	-	(413/610) 68%	-	75%	★ 100%	⌚ dna	Q1 result updated (879/879) Reported quarterly in arrears
SLE2ht11	Completion of at least 90% of the flood prevention and drainage improvement schemes listed in the capital programme.	-	-	-	(25/25) 100%	-	90%	★ 9.5%	★ 33.3%	Q2: 7 / 21
SLE2ict04	Increase nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	-	41,287 (60.0%)	-	-	-	tbc	★ 79%	★ 85%	Superfast coverage increased by 85% of 15,848 THP = 14,263 premises. This will take County coverage to 84.8%
<b>Priority 5. Good at safeguarding children and vulnerable adults</b>										
P&S1c&f07	To maintain a high percentage of (single) assessments being completed within 45 working days	Local	New	Local	70%	-	>=90%	◆ 71.2%	◆ 79.7%	Q2: 615 / 772 See exception report for details.
P&S1c&f08	ICPCs (Initial Child Protection Conferences) held within 15 days of S47 (child protection) enquiry (year to date)	3rd	81%	dna	77%	-	>=90%	★ 97.4%	★ 97.2%	Q2: 104 / 107
P&S1c&f10	Child Protection Reviews - held on time (snapshot)	1st	93%	4th	100%	-	>=95%	★ 100%	★ 97.6%	Q2: 83 / 85

2015/16 West Berkshire Council Key Accountable Measures Performance Report - Quarter two

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
P&S1c&f11	To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days	-	-	-	84%	-	>=95%	◆ 84.1%	◆ 84.6%	Q2: 110 / 130 See exception report for details.
P&S1c&f14	The number of weeks taken to conclude care proceedings (children social care)	-	-	-	31	-	<=26 weeks	◆ 27	★ 24	
P&S1c&f17	Percentage of LAC with Health Assessments on time	-	-	-	63%	-	>90%	◆ 50.8%	◆ 72.7%	Q2: 93 / 128 See exception report for details.
P&S1c&f21	% of Leaving Care Clients with Pathway Plans	-	-	-	100%	-	100%	◆ 79%	◆ 89%	Q2: 89 / 100 See exception report for details. * title of measure amended from ' LAC' to 'leaving care clients'.
P&S1asc03	Maintain % of safeguarding concerns responded to within 24 hours.	-	87%	-	91%	-	92%	★ 92.2%	★ 95.1%	
OP3asc15	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	-	-	-	93%	-	92%	★ 92.9%	◆ 90.4%	See exception report for details.

Priority 6. Support communities to do more to help themselves

PLACEHOLDER - additional measure to be confirmed for supporting communities approach linked to Health Visiting and School Nurses services

Become a More effective council

OP1asc06	Implement first phase of health and social care integration programme under the Better Care Fund framework.	.	.	.	-	-	Completed by March 2016	★ On track	★ On track	
OP3asc17	A new way of delivering adult social care (change programme) will be completed by May 2016	-	-	-	-	-	Completed by May 2016	★ On track	★ On track	Phase 1 has been completed

Core Business

OP2asc13	Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	-	-	-	62%	-	90%	◆ 61.6%	◆ 63.9%	Q2: 837 / 1309 See exception report for details.
OP3asc14	Decrease the level of delayed transfers of care (DTC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	138 / 141 4th	9	-	5	-	4	★ 3.3	◆ 4.7	See exception report for details.  * DTC 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). Data is reported a month in arrears

2015/16 West Berkshire Council Key Accountable Measures Performance Report - Quarter two

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
CBO1cchs08	Ensure % of claims for Local Welfare Provision are processed within 10 working days	-	95%	-	97%	-	95%	★ 97%	◆ 85%	Q2: 49 / 67 YTD: 113 / 133 See exception report for details.
CBO1cchs09	Maintain % of benefits assessments within 3 weeks of referral from Children's Services	-	95%	-	96%	-	85%	★ 96.8%	★ 95.5%	Q2: 44 / 47 YTD: 105 / 110
CBO1cep13	Maintain the proportion of household waste recycled/composted/reused/recovered (Local Indicator)	-	tbc	-	tbc	-	80%	★ 77.% (E)	★ 82.5% (E)	Q2: 18363 / 20785 YTD: 35252 / 42705 This quarters 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.
CBO3cep16	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators).	-	Good	-	Satisfactory	-	Good	⌘ dna	★ Good	
CEO5	Milestone: confirm plans regarding LGA review	-	-	-	-	-	Mar-16	🎯 Annual	★ Complete	



**End of report**

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## Financial Performance Report 2015-16 Quarter Two

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<b>Committee considering report:</b>	Executive on 17 December 2015
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	28 October 2015
<b>Forward Plan Ref:</b>	EX3020

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### 1. Purpose of the Report

- 1.1 To inform members of the latest financial performance of the Council.

### 2. Recommendation

- 2.1 To ensure that Members are fully aware of the latest financial position of the Council.

### 3. Implications

- 3.1 **Financial:** If the forecast position occurs at the end of the financial year, there will be a corresponding impact on the Council's General Reserves, a reduction of £0.5m. This is additional to the £0.7m from reserves and already agreed by Council to fund the Ofsted Improvement Plan within Children's Services.
- 3.2 **Policy:** n/a
- 3.3 **Personnel:** n/a
- 3.4 **Legal:** n/a
- 3.5 **Risk Management:** n/a
- 3.6 **Property:** n/a
- 3.7 **Other:** n/a

### 4. Other options considered

- 4.1 N/a – factual report for information

## 5. Executive Summary

- 5.1 This report presents the financial performance for Quarter Two of the 2015/16 financial year. At Quarter Two, the forecast revenue position is an over spend of £0.5m, which is a decrease of £0.4m from Quarter One and mainly as a result of the amount directly from reserves to support the Ofsted Improvement Plan.
- 5.2 The Communities Directorate is forecasting an over spend of £0.9m at Quarter Two, which is a decrease of £0.1m from Quarter One. The overspend is primarily the result of a £0.7m pressure within Children's and Family Services and a forecast overspend within Education of £0.3m. The Directorate is looking to mitigate this forecast overspend position further and is reviewing all spending plans to see what can be delivered in year.
- 5.3 The Environment Directorate is forecasting an underspend of £373k compared to a £7k underspend at Quarter One. This is primarily due to additional income from parking and development control.
- 5.4 The Resources Directorate is forecasting an overspend of £49k, which is an increased overspend of £59k from the £10k underspend in Quarter One. The major change from Quarter One is the lower income forecast within Legal Services.

## 6. Conclusion

- 6.1 The Quarter Two position is showing a forecast over spend of £0.5m. The Council remains in a challenging financial environment, and is faced with delivering savings of just under £6m, as well as addressing significant in year pressures in the Communities Directorate. The Council is taking steps to maintain financial discipline and ensure that savings are deliverable.

## 7. Appendices

- 7.1 Appendix A (1) – Financial Performance Q2 2015-16: Executive Report
- 7.2 Appendix A (2) – Financial Performance Q2 2015-16: Summary Revenue Forecast
- 7.3 Appendix A (3) – Financial Performance Q2 2015-16: Summary Capital Forecast
- 7.4 Appendix A (4) – Financial Performance Q2 2015-16: Summary Budget Movements
- 7.5 Appendix A (5) – Financial Performance Q2 2015-16: Directorate Summaries:
- (i) Communities Directorate
  - (ii) Environment Directorate
  - (iii) Resources Directorate
- 7.6 Appendix B – Equalities Impact Assessment

# Financial Performance Report 2015-16 Quarter Two Executive Report

## 1. Introduction

1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or overspend against the Council's approved budget. At Quarter Two the forecast revenue position is an overspend of £0.5m.

## 2. Summary Revenue Forecast

2.1 Track by Month/Quarter:

Service	Current Net Budget	Annual Net Forecast	Forecast (under)/over spend			Change from last quarter
			Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000	£000
DSG	(721)	(721)	0	0		0
Corporate Director - Communities	275	275	0	0		0
Adult Social Care	39,921	39,921	(877)	0		877
Care Commissioning, Housing & Safeguarding	5,847	5,747	(63)	(100)		(37)
Children's Services	15,032	15,716	1,945	684		(1,261)
Education	10,865	11,115	0	250		250
Adult Social Care Change Programme	1,212	1,212	0	0		0
Prevention and Developing Community Resilience	518	567	0	49		49
<b>Communities</b>	<b>72,949</b>	<b>73,831</b>	<b>1,004</b>	<b>882</b>		<b>(122)</b>
Corporate Director	167	167	0	0		0
Highways & Transport	7,850	7,653	(66)	(197)		(131)
Planning & Countryside	3,927	3,673	0	(254)		(254)
Culture & Environmental	21,555	21,633	59	78		19
<b>Environment</b>	<b>33,499</b>	<b>33,126</b>	<b>(7)</b>	<b>(373)</b>		<b>(366)</b>
Chief Executive	514	499	0	(15)		(15)
Customer Services	2,010	2,021	0	11		11
Finance	1,869	1,878	0	9		9
Human Resources	1,150	1,172	16	22		6
Information Technology	2,825	2,806	(12)	(19)		(7)
Legal	972	1,042	0	70		70
Public Health	229	229	0	0		0
Strategic Support	3,583	3,554	(14)	(29)		(15)
<b>Resources</b>	<b>13,152</b>	<b>13,201</b>	<b>(10)</b>	<b>49</b>		<b>59</b>
<b>Levies and Interest</b>	<b>5,331</b>	<b>5,322</b>	<b>0</b>	<b>-9</b>		<b>-9</b>
<b>Total</b>	<b>124,931</b>	<b>125,480</b>	<b>987</b>	<b>549</b>		<b>(439)</b>

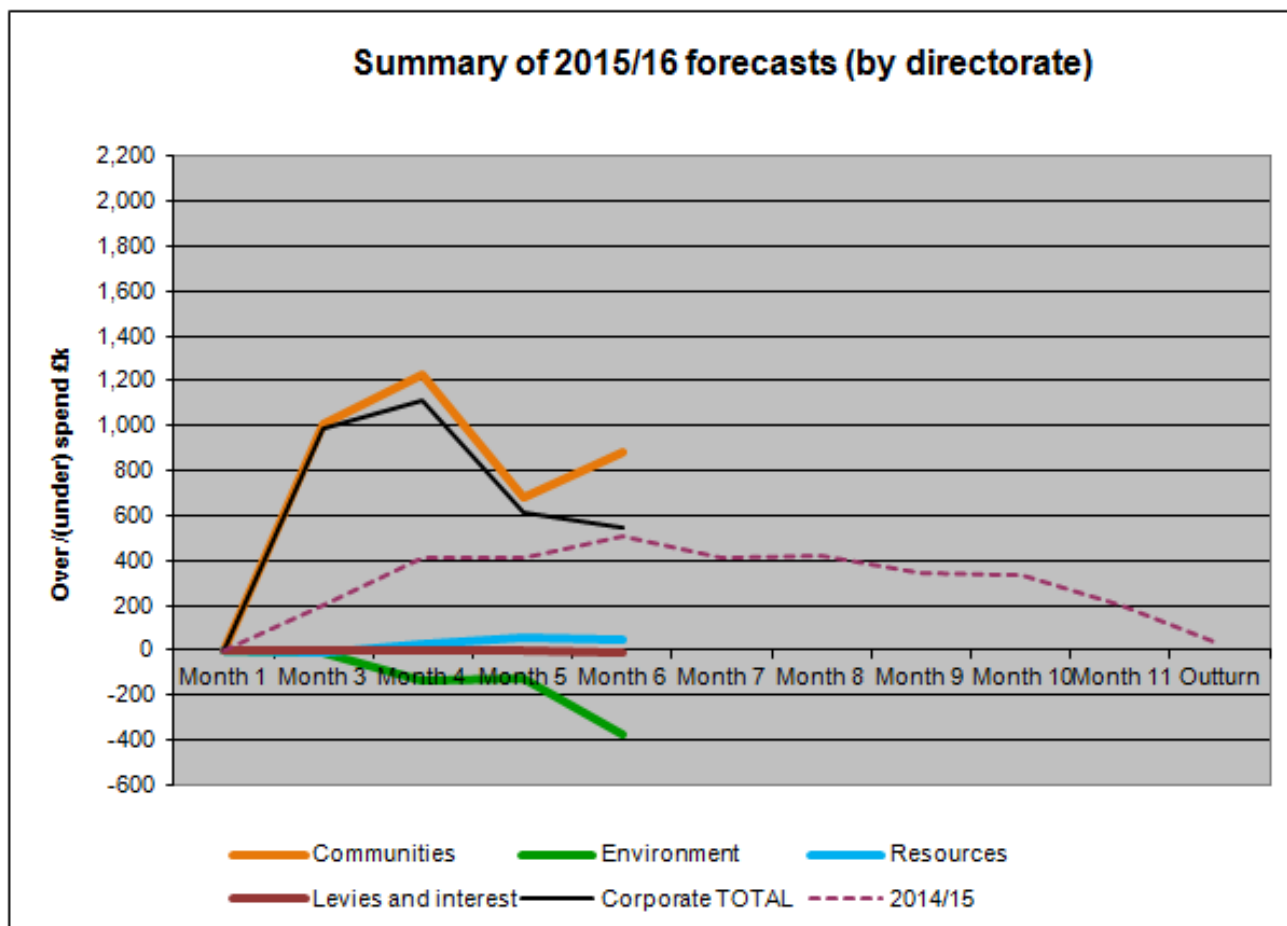
NB. Rounding differences may apply to nearest £k

- 2.2 The Communities Directorate is forecasting an overspend of £882k at Quarter Two, which is a decrease of £122k from Quarter One. The overspend is primarily the result of a £0.7m pressure within Children's and Family Services and a forecast overspend within Education of £0.3m. The Directorate is looking to mitigate this forecast overspend position further and is reviewing all spending plans to see what can be delivered in year.

The budget forecast variances for individual services between Quarter Two and Quarter One reporting are as follows:

- (1) Adult Social Care is forecasting on budget due to transfers of budgets from Adult Social Care to Children's Services between Quarter One and Quarter Two. The budget has been made available by releasing £400k from the Adult Social Care – Future Budget Requirements risk reserve and from capitalising £454k of the equipment expenditure which was previously funded from the revenue budget.
  - (2) The Care Commissioning, Housing and Safeguarding Service is forecasting a year end underspend of £100k, a £37k improvement on Quarter One. Since then, the Conference and Review (CAR) team transferred across to a new service, the Prevention and Developing Community Resilience Service and the Quarter Two budget monitoring reporting has been adjusted to reflect this change of £37k.
  - (3) Children's and Family Services are forecasting a net overspend of £684k as at Quarter Two. This is a reduction of £1.26 million on the Quarter One forecast and is primarily due to budget transfers from Adult Social Care of, £400k from the risk reserve and £454k from capitalising equipment, and additional investment of £478k within the Contact, Advise and Assessment Service (CAAS) as part of the overall Ofsted Improvement Plan investment of £668k.
  - (4) The Education Service is forecasting a £250k overspend at Quarter Two compared to an on budget position at Quarter One. The overspend forecast is primarily the result of pressures generated within the Home to School Transport (£238k) and Disabled Children's Team (£219k) budgets, offset by savings across a number of areas and the implementation of various initiatives to slow down expenditure on items where there will be no detriment to service delivery.
  - (5) The Prevention and Developing Community Resilience Service was established in Month 4. It is currently forecasting an overspend of £49k, an increase of £12k from the £37k overspend forecast in Quarter One, formerly showing on Care Commissioning, Housing and Safeguarding and as a result of an additional administration post in the CAR team to aid with increased workloads due to the number of children accessing resources in the Contact and Advice Service in Children's and Family Services.
- 2.3 The Environment Directorate is forecasting an underspend of £373k compared to a £7k underspend at Quarter One. This is primarily due to additional income from parking and development control.

- 2.4 The Resources Directorate is forecasting an overspend of £49k, which is an increased overspend of £59k from the £10k underspend in Quarter One. The major change from Quarter One is the lower income forecast within Legal Services.
- 2.5 Levies and Interest is forecasting a small increase to net interest received.
- 2.6 The following chart shows the forecasts per Directorate together with a corporate total and a comparison to last year.



### 3. Summary Capital Forecast

- 3.1 72% of the 2015/16 capital programme is committed as at the end of September 2015. Forecast capital spend in the year is currently £43.8 million against a revised budget of £45.2 million with a further £1.4 million now expected to be re-profiled into 2016/17. A breakdown of capital spend and commitments to date is shown in Appendix A(3).
- 3.2 Appendix A(3) also explains the changes from the original capital programme which was approved by the Council in March to the current revised capital programme. The changes mainly consist of budgets which were unspent at the end of 2014/15 which have been brought forward to 2015/16 to enable the continuation/completion of schemes already underway and additional external funding (mainly government grants and S106 contributions) which have been allocated since March less budgets which have been reprofiled to 2016/17.

- 3.3 Communities - 61.7% of the Communities Programme is committed at the end of Quarter Two.
- (1) In Adult Social Care funds will be moved between projects to accommodate an increase in the cost of the Notrees project. Additional spending on Telecare, allowed for in the current year budget is proceeding well, but funds set aside for prepayment cards are no longer needed for that purpose but will be used for a financial self assessment tool for the Client Financial Services. It is also planned to fund approximately £600k capital expenditure on occupational health equipment in order to generate a net saving in the revenue budget. The budget and forecast spend will be adjusted to reflect this in Quarter Three.
  - (2) In Care Commissioning, Housing and Safeguarding, the management of Home Repair Assistance grants is under review. A feasibility study is being undertaken for the redevelopment of the Four Houses Corner gypsy and traveller's site and it has been agreed that a contribution towards the cost of this scheme will be made from Council funding for the Disabled Facilities Grant programme unspent in 2014/15. The contract for the replacement for the RAISE system has now been let.
  - (3) The Children's Services budget for building works to foster carer's homes is expected to be spent in full this year.
  - (4) Underlying pressures of £1.1 million have arisen in 2014/15 and 2015/16 on the cost of a number of Education schemes, including the unexpected requirement to provide emergency temporary accommodation at Francis Baily Primary school. This is offset in the current financial year by £1.7m funding for schemes which need to be reprofiled, including the expansion of Spurcroft and the Willows primary schools which continue to be delayed due to planning and environmental issues. Spend in 2015/16 is therefore expected to be £0.6 million lower than the current year budget.
- 3.4 Environment - 86.9% of the total capital budget for Environment has been committed as at the end of September 2015.
- (1) Good progress is being made with the majority of Highways schemes including two major new schemes funded by the Challenge Fund grant from the Department for Transport (DfT), for replacement of street lights with LEDs and improvements to the A339 corridor.
  - (2) In Planning and Countryside, the cost of repairs to flood damaged rights of way are still expected to be contained within the amount of the Severe Weather Recovery grant brought forward from 2014/15 and additional investment in play area improvements will be funded from section 106 contributions.
  - (3) In Culture and Environmental protection capital maintenance programmes for leisure centre facilities and libraries and Shaw House are expected to be completed on schedule but £335k of the Waste Site budget will be reprofiled to 2016/17 to allow for Part 1 highways claims and for the future development of the household waste recycling centre (HWRC) at Padworth.



3.5 Resources - 61.4% of the Resources programme is committed at the end of Quarter Two. The London Road Industrial Estate Development Agreement has now been signed off but there is a risk of overspending on legal and consultancy costs for the scheme. The Agresso upgrade has been successfully implemented. Phase one of the Superfast Broadband project is due to be completed in the autumn and the contract for phase 2 has now been let and work on is expected to begin in October.

#### 4. Options for Consideration

4.1 N/a – factual report for information

#### 5. Proposals

5.1 N/a – factual report for information

#### 6. Conclusion

6.1 The Quarter Two position is showing a forecast overspend of £0.5m. The Council remains in a challenging financial environment, and is faced with delivering savings of just under £6m, as well as addressing significant in year pressures in the Communities Directorate. The Council is taking steps to maintain financial discipline and ensure that savings are deliverable.

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#### Subject to Call-In:

Yes:  No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

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#### Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

**MEC – Become an even more effective Council**

The proposals contained in this report will help to achieve the following Council Strategy priority:

**MEC1 – Become an even more effective Council**

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#### Officer details:

Name: Andy Walker  
Job Title: Head of Finance  
Tel No: 01635 519433  
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## Appendix A (2)

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# Financial Performance Report 2015-16 Quarter Two Summary Revenue Forecast

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### 1. Introduction/Background

- 1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or overspend against the Council's approved budget. At Quarter Two the forecast revenue position is an overspend of £0.5m.

### 2. Supporting Information

- 2.1 The table below shows the revised annual budget and compares the budgeted expenditure and income to the most recent forecast provided by budget holders to determine the latest forecast position:

	Budget		Forecasted Performance						
	Original Budget for 2015/16 £	Revised Budget for 2015/16 £	Expenditure			Income			Net
			Annual Expenditure Budget for 2015/16 £	Annual Expenditure Forecast for 2015/16 £	Expenditure Variance for 2015/16 £	Annual Income Budget for 2015/16 £	Annual Income Forecast for 2015/16 £	Income Variance for 2015/16 £	Net Variance £
Education (DSG Funded)	-720,891	-720,891	96,886,779	97,334,040	447,261	-97,607,670	-98,054,930	-447,260	1
Corporate Director - Communities	275,000	275,000	275,000	395,000	120,000	0	-120,000	-120,000	0
Adult Social Care	39,992,838	39,920,468	50,561,028	49,946,990	-614,038	-10,640,560	-10,026,520	614,040	2
Care Commissioning, Housing & Safeguarding	5,261,659	5,847,389	9,752,629	9,766,280	13,651	-3,905,240	-4,018,890	-113,650	-99,999
Childrens Services	13,425,398	15,032,438	15,841,988	16,897,540	1,055,552	-809,550	-1,181,600	-372,050	683,502
Education	10,595,347	10,864,947	14,006,776	13,945,150	-61,626	-3,141,830	-2,830,200	311,630	250,003
ASC Efficiency Programme	1,160,850	1,211,920	1,211,920	1,466,340	254,420	0	-254,430	-254,430	-10
Prevention and Developing Community Resilience	449,330	517,930	695,260	798,970	103,710	-177,330	-232,450	-55,120	48,590
<b>Communities</b>	<b>70,439,531</b>	<b>72,949,201</b>	<b>189,231,380</b>	<b>190,550,310</b>	<b>1,318,930</b>	<b>-116,282,179</b>	<b>-116,719,020</b>	<b>-436,841</b>	<b>882,089</b>
Corporate Director - Environment	166,750	166,750	166,750	166,750	0	0	0	0	0
Highways & Transport	7,623,299	7,849,949	12,569,679	12,695,090	125,411	-4,719,730	-5,042,140	-322,410	-196,999
Planning & Countryside	3,761,289	3,926,779	5,471,659	5,495,780	24,121	-1,544,880	-1,822,880	-278,000	-253,879
Culture & Environmental Protection	21,658,307	21,555,177	28,063,386	28,021,370	-42,016	-6,508,209	-6,388,320	119,889	77,873
<b>Environment</b>	<b>33,209,644</b>	<b>33,498,654</b>	<b>46,271,473</b>	<b>46,378,990</b>	<b>107,517</b>	<b>-12,772,819</b>	<b>-13,253,340</b>	<b>-480,521</b>	<b>-373,004</b>
Chief Executive	568,900	514,340	514,340	499,340	-15,000	0	0	0	-15,000
Customer Services	1,948,169	2,010,159	40,992,329	41,085,560	93,231	-38,982,170	-39,064,400	-82,230	11,001
Finance	1,862,960	1,869,490	3,826,400	3,838,450	12,050	-1,956,910	-1,959,520	-2,610	9,440
Human Resources	1,126,190	1,149,830	1,500,550	1,509,630	9,080	-350,720	-337,300	13,420	22,500
ICT & Corporate Support	2,801,949	2,824,679	3,710,869	3,684,910	-25,959	-886,190	-879,150	7,040	-18,919
Legal Services	962,160	971,710	1,214,030	1,214,030	0	-242,320	-172,320	70,000	70,000
Public Health & Wellbeing	-80,000	228,990	5,078,390	4,777,920	-300,470	-4,849,400	-4,548,930	300,470	0
Strategic Support	3,455,599	3,582,599	3,888,379	3,912,840	24,461	-305,780	-359,740	-53,960	-29,499
<b>Resources</b>	<b>12,645,926</b>	<b>13,151,796</b>	<b>60,725,286</b>	<b>60,522,680</b>	<b>-202,606</b>	<b>-47,573,490</b>	<b>-47,321,360</b>	<b>252,130</b>	<b>49,524</b>
Movement Through Reserves	-117,000	-3,493,550	-518,710	-518,710	0	-2,974,840	-2,974,840	0	0
Capital Financing & Management	8,753,210	8,825,210	9,229,060	9,220,060	-9,000	-403,850	-403,850	0	-9,000
<b>Levies &amp; Interest</b>	<b>8,636,210</b>	<b>5,331,660</b>	<b>8,710,350</b>	<b>8,701,350</b>	<b>-9,000</b>	<b>-3,378,690</b>	<b>-3,378,690</b>	<b>0</b>	<b>-9,000</b>
<b>Total</b>	<b>124,931,312</b>	<b>124,931,312</b>	<b>304,938,489</b>	<b>306,153,330</b>	<b>1,214,841</b>	<b>-180,007,177</b>	<b>-180,672,410</b>	<b>-665,233</b>	<b>549,608</b>

## Appendix A (3)

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# Financial Performance Report 2015-16 Quarter Two Summary Capital Budget

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### 1. Introduction/Background

- 1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or overspend against the Council's approved budget. At Quarter Two the forecast capital position in the year is currently £43.8 million against a revised budget of £45.2 million with a further £1.4 million now expected to be re-profiled into 2016/17.

### 2. Supporting Information

- 2.1 The table below shows the original annual capital budget, changes to arrive at the revised annual capital budget and spend and commitments to date:

### ***Summary by Service***

Service Area	Original Budget 2015/16	14/15 Slippage	Other Agreed Changes to 2015/16 Budget (2)	Revised Budget for 2015/16 (1)	Total Expenditure 2015/16	Variance from Revised Budget		Committed (order placed, not yet paid)	Revised Budget Uncommitted
	£	£	£	£	£	£	%	£	%
<b><i>Resource Directorate</i></b>									
Chief Exec	45,000	-	0	45,000	31,534	13,466	29.9%	10,000	7.7%
Finance	105,000	207,230	0	312,230	175,145	137,085	43.9%	11,641	40.2%
ICT and Corporate Support	1,294,440	335,600	2,732,570	4,362,610	1,526,311	2,836,299	65.0%	1,151,209	38.6%
Strategic Support	61,000	30,030	16,500	107,530	55,440	52,090	48.4%	-	48.4%
<b><i>Total for Resource Directorate</i></b>	<b>1,505,440</b>	<b>572,860</b>	<b>2,749,070</b>	<b>4,827,370</b>	<b>1,788,431</b>	<b>3,038,939</b>	<b>63.0%</b>	<b>1,172,850</b>	<b>38.7%</b>
<b><i>Communities Directorate</i></b>									
Adult Social Care	875,460	229,990	0	1,105,450	176,842	928,608	84.0%	136,211	71.7%
Care Commissioning, Housing & Safeguarding	2,063,500	1,104,340	364,270	3,532,110	1,024,342	2,507,768	71.0%	58,346	69.3%
Childrens Services	20,000	2,210	0	22,210	0	22,210	100.0%	-	100.0%
Education Services	15,574,660	768,310	988,020	17,330,990	5,965,948	11,365,042	65.6%	6,202,250	29.8%
<b><i>Total for Communities Directorate</i></b>	<b>18,533,620</b>	<b>2,104,850</b>	<b>1,352,290</b>	<b>21,990,760</b>	<b>7,167,132</b>	<b>14,823,628</b>	<b>67.4%</b>	<b>6,396,807</b>	<b>38.3%</b>
<b><i>Environment Directorate</i></b>									
Culture & Environmental Protection (CEP)	506,080	937,570	-167,000	1,276,650	257,394	1,019,256	79.8%	275,590	58.3%
Highways & Transport	10,178,920	762,570	5,881,000	16,822,490	8,258,527	8,563,963	50.9%	6,869,745	10.1%
Planning & Countryside	135,000	153,440	0	288,440	213,470	74,970	26.0%	99,136	-8.4%
<b><i>Total for Environment Directorate</i></b>	<b>10,820,000</b>	<b>1,853,580</b>	<b>5,714,000</b>	<b>18,387,580</b>	<b>8,729,392</b>	<b>9,658,188</b>	<b>52.5%</b>	<b>7,244,471</b>	<b>13.1%</b>
<b>Totals</b>	<b>30,859,060</b>	<b>4,531,290</b>	<b>9,815,360</b>	<b>45,205,710</b>	<b>17,684,954</b>	<b>27,520,756</b>	<b>60.9%</b>	<b>14,814,129</b>	<b>28.1%</b>

<b>(1)</b>	<b><i>Revised budget includes additional grants and contributions received and/or allocated in 2015/16, less funds reprofiled into 2016/17</i></b>				
<b>(2)</b>	<b><i>Approved budget changes</i></b>				
	<b><u>Resources</u></b>				
	<i>Additional grant to Greenham Common Trust funded from Local Area Agreement reward fund</i>			<b>16,500</b>	<b>Approved CSG 15/07</b>
	<i>External funding for Superfast Broadband Budget</i>			<b>2,732,570</b>	<b>Approved CSG 08/09</b>
				<b>2,749,070</b>	
	<b><u>Communities</u></b>				
	<i>Additional S106 funding for Purchase of DYSOs approved by Asset Management Group</i>			364,270	<b>Approved CSG 15/07</b>
	<i>Reprofiling of Schools schemes approved by CSG in January 2015 not included in original budget</i>			988,020	<b>Approved CSG 15/07</b>
				<b>1,352,290</b>	
	<b><u>Environment</u></b>				
	<i>Reprofiling from 14/15 approved at CSG Dec 14 but not included in original budget</i>				
	<i>81583 A4 Calcot Widening</i>			500,000	<b>Approved CSG 15/07</b>
	<i>81508 LRIE A339 Access</i>			290,000	<b>Approved CSG 15/07</b>
	<i>81594 Upgrading Parking Equipment</i>			190,000	<b>Approved CSG 15/07</b>
	<i>2015/16 Budget for LED Street Lighting approved by Executive on 23rd April 2015</i>			4,344,000	<b>Approved CSG 15/07</b>
	<i>2015/16 Budget for A339 Improvements approved by Executive on 23rd April 2015</i>			2,476,000	<b>Approved CSG 15/07</b>
	<i>London Road Estate access improvements reprofiled to 2016/17</i>			-1,539,000	<b>Approved CSG 15/07</b>
	<i>Great Shefford Flood Alleviation Scheme reprofiled to 2016/17</i>			-280,000	<b>Approved CSG 15/07</b>
	<i>A340 rail bridge Aldermaston footway reprofiled to 2016/17</i>			-100,000	<b>Approved CSG 15/07</b>
	<i>Adjustment to budget as Car Park budget double counted</i>			-167,000	<b>Approved CSG 15/07</b>
				<b>5,714,000</b>	
	<b><i>Total Budget changes approved by Capital Strategy Group</i></b>			<b>9,815,360</b>	

## Appendix A (4)

# Financial Performance Report 2015-16 Quarter Two Summary Budget Movements

### 1. Introduction/Background

1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or overspend against the Council's approved budget and the budget movements across the Council. At Quarter Two the total budget movements net to the original budget.

### 2. Supporting Information

2.1 The table below shows the changes by Service to the original net budget position at Quarter Two:

Service	Original Net Budget £000	Current Net Budget £000	Variance £000	Explanation of Significant Budget Changes
DSG	(721)	(721)	0	
Corporate Director - Communities	275	275	0	
Adult Social Care	39,993	39,921	(72)	Budget increases: £394k transfer from the Adult Social Care Change Programme, £400k release of ASC Risk Fund. Budget decreases: £400k budget transfer in relation to the ASC risk fund release and £454k budget transfer in relation to the capitalisation of equipment - to Children's Services.
Care Commissioning, Housing & Safeguarding	5,262	5,847	585	Grant funding brought forward from 14/15 to be spent in 15/16 (Local Welfare Provision, Community Plus Fund, DHP, Healthwatch, Housing Support).
Children's Services	13,425	15,032	1,607	£668k from reserves for the Ofsted Improvement Plan, £400k additional budget from the ASC risk fund, £454k additional budget from capitalising equipment within ASC, £87k from reserves for a severance payment.
Education	10,595	10,865	270	Grant funding brought forward from 14/15 to be spent in 15/16 (SEN £244k, Pupil Premium £13k and Pan Berkshire Hub £12k).
Adult Social Care Change Programme	1,161	1,212	51	Budget increases: £500k brought forward funding from 14/15. Budget decreases: £394k transfer into Adult Social Care, £55k budget transfer
Prevention and Developing Community	449	518	69	£69k grant brought forward from 14/15 for Troubled families.
<b>Communities</b>	<b>70,439</b>	<b>72,949</b>	<b>2,510</b>	
Corporate Director	167	167	0	
Highways & Transport	7,623	7,850	227	Transport grant brought forward from 14/15 to be spent in 15/16, plus transfer from reserves for a procurement review
Planning & Countryside	3,803	3,927	124	Budgets carried forward from 14/15 for specific projects plus transfer of \$106 for Grounds Maintenance
Culture & Environmental Protection	21,617	21,555	(62)	Transfer to Capital Financing
<b>Environment</b>	<b>33,210</b>	<b>33,499</b>	<b>289</b>	
Chief Executive	569	514	(55)	Corporate training budget allocation
Customer Services	1,948	2,010	62	Grant funding brought forward from 14/15 to be spent 15/16
Finance	1,863	1,869	6	Grant funding brought forward from 14/15 to be spent 15/16
Human Resources	1,126	1,150	24	Transfer of Collaborative Leadership budgets from Services
Information Technology	2,802	2,825	23	Allocation of Corporate training budget
Legal	962	972	10	Allocation of Corporate training budget
Public Health	(80)	229	309	Transfer of budget from reserves
Strategic Support	3,455	3,583	128	Grant funding brought forward from 14/15 to be spent 15/16
<b>Resources</b>	<b>12,645</b>	<b>13,152</b>	<b>507</b>	
<b>Levies and Interest</b>	<b>8,637</b>	<b>5,331</b>	<b>(3,306)</b>	Movement through reserves of all budget changes
<b>Total</b>	<b>124,931</b>	<b>124,931</b>	<b>0</b>	

## Appendix A (5i)

# Financial Performance Report 2015-16 Quarter Two Directorate Summaries - Communities

### 1. Revenue

Service	Net Budget	Forecast (under)/over spend				Change from last quarter
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
DSG	(721)	0	0			0
Corporate Director	275	0	0			0
Adult Social Care	39,921	(877)	0			877
Care Commissioning, Housing & Safeguarding	5,847	(63)	(100)			(37)
Children's Services	15,032	1,945	684			(1,261)
Education	10,865	0	250			250
Adult Social Care Change Programme	1,212	0	0			0
Prevention and Developing Community Resilience	518	0	49			49
<b>Total</b>	<b>72,949</b>	<b>1,004</b>	<b>882</b>	<b>0</b>	<b>0</b>	<b>(122)</b>

#### 1.1 Overview

The forecast revenue overspend for the Communities Directorate as a whole is £882k against the budget of £72.9 million net, which equates to 1.2% of the directorate budget. This represents a decrease in the overspend from Quarter One of £122k. Of this change, amounts of £400k and £454k of budget have transferred from Adult Social Care to Children's Services. The remainder of this change since Quarter One is primarily a decrease to the Children's overspend of £1.26 million, which is partially offset by higher than budgeted spend within Education and Prevention and Developing Community Resilience.

- (1) Corporate Director - The Corporate Director's cost centre is forecasting an on budget position.
- (2) Adult Social Care - The Adult Social Care Service is forecasting an on budget position. This is due to transfer of budgets from Adult Social Care to Children's Services between Quarter One and Quarter Two. The budgets have been made available by releasing £400k from the Adult Social Care – Future Budget Requirements risk reserve and from capitalising £454k of the equipment expenditure which was previously funded from the revenue budget.
- (3) Care Commissioning, Housing and Safeguarding - The Care Commissioning, Housing and Safeguarding Service is forecasting a year end underspend of £100k, a £37k improvement on Quarter One. Since



then, the Conference and Review (CAR) team transferred across to a new service, the Prevention and Developing Community Resilience Service and the Quarter Two budget monitoring reporting has been adjusted to reflect this change of £37k.

- (4) Children's Services - Children's Services is forecasting an overspend of £684k as at Quarter Two. This is a reduction of £1.26 million on the Quarter One forecast and is primarily due to budget transfers from Adult Social Care of, £400k from the risk reserve and £454k from capitalising equipment, and additional investment of £478k within the Contact, Advise and Assessment Service (CAAS) as part of the overall Ofsted Improvement Plan investment of £668k.

The key financial pressures within the service at Quarter Two are:

- Increased placements and allowances £810k (against a net budget of £5.5 million, an increase of £31k on Quarter One).
- Pressures within the three Child Protection Teams predominantly as a result of employing high cost agency staff to cover vacant social worker posts, a forecast net overspend of £200k (against a total budget of £2.65 million) after £448k has been forecast to be spent as part of the Ofsted Improvement Plan investment.
- Joint arrangements £305k across Childcare Lawyers and the Emergency Duty Team (over a combined net budget of £465k).
- Youth Services £150k pressure (against a budget of £394k), as a result of a delay in the new service structure implementation, arising from the delayed consultation. The new service structure will be operational as of 1<sup>st</sup> September.2015.

The forecast includes a number of modelling assumptions around the recruitment of permanent staff (the Recruitment & Retention Strategy). Currently 11 of the 31 social worker posts across the three child protection teams are covered by members of agency staff. This is an improvement of three permanent staff since Quarter One. Over the course of the financial year the Recruitment & Retention Strategy is anticipated to achieve replacement of a further 8 agency workers with permanent members of staff. There is also £105k of agency expenditure in the management team, partially relating to supernumerary posts which have been commissioned in order to respond to the recent Ofsted judgement of inadequate.

Of the £668k investment into Children's and Family Services as part of the Ofsted Improvement plan, the additional spend can be broken down into the following areas:

- £478k investment into the Contact, Advice and Assessment Service to cover an increased agency spend forecast without budget in Quarter One.
- £64k investment into additional management posts (CSE Coordinator and a Children's Commissioner), not forecast in Quarter One.

- £126k investment in Training & Development and Audit, which was not forecast in Quarter One.
- (5) Education - The Education Service is forecasting an overspend of £250k at Quarter Two compared to an on budget position at Quarter One. The key pressures within the service are:
- Home to School Transport (HTST) budget pressure of £238k. This consists of a £315k pressure in the Special Education Needs transport which is being offset by an underspend in the Mainstream and Pupil Referral Units (PRU's) transport.
  - Disabled Children's Team (DCT) pressure of £219k. This has arisen mainly through the increase to Disability Care Packages of £109k (against a net budget of £436k) and Disabled Children's Residential Placements of £98k (against a net budget of £263k).
  - Education Welfare Officers (EWO) has an income target pressure of £28k. This has been a challenging target for the financial year which is now reported as red in the savings review.
  - The Pre-School Teacher Counselling has a pressure of £51k due to the low intake of training courses.
  - Other pressures on the budget total £47k, mainly in Education Psychologist and the Planning and Access service due to covering off the salaries savings and income target.
  - The pressures are offset by savings in Children in Public Care £26k, SEN Assessments £17k, Early Years Provision £40k, Premature Retirement Costs of £43k and Property £44k.
  - The Service has seen significant pressures and to reduce the forecast overspend the Service has implemented various strategies mainly across HTST in order to reduce the overall overspend by a further £165k. Together with the other elements above this delivers a net £250k overspend position within the Education Service.
- (6) Adult Social Care Change Programme - The Adult Social Care Change Programme is forecasting an on budget position.
- (7) Prevention and Developing Community Resilience - The Prevention and Developing Community Resilience Service was established in Month 4. It is currently forecasting an overspend of £49k, an increase of £12k from the £37k overspend forecast in Quarter One, formerly showing on Care Commissioning, Housing and Safeguarding.

The pressure has occurred within the CAR team as a result of the increased demand processed within the Contact Advice and Assessment Service (Children's and Family Services), due to the post-inspection Ofsted

Improvement Plan. This is leading to increased numbers of child protection conferences, which are the responsibility of the CAR team. Additional agency staff have been recruited to process the increased workloads however it may be necessary to create establishment posts to cover this additional work and to enable permanent recruitment, thereby reducing overall costs although this is not forecast whilst ongoing demand is assessed.

## 1.2 Risks identified

### (1) Adult Social Care:

(a) Care Act - Historically the overall ASC forecast position held a large risk in that it was based on the ability to hold demand at a static level despite having to support an ageing population. The change in eligibility created through the Care Act is anticipated to result in growth in the size of care packages provided to existing clients plus additional clients accessing care that previously would have fallen under the Council's eligibility threshold. It is still very early to make firm judgments on the impact of the Care Act as we still have a number of existing clients to review by the end of the year and around 100 people to deal with at the 'front door'. What is becoming clear is that the new ways of working in Adult Social Care are having a positive impact on the number of people that we are able to support without the need to provide long term services.

(b) Risk Register - ASC maintains a Risk Register to identify potential budget pressures. The key risks include:

- NHS Continuing Healthcare - The Continuing Health Care (CHC) framework provides for the CCG to review cases where CHC funding is in place. In the event of the service users health condition having improved they may no longer be eligible for such funding and therefore the costs would fall back on the Council.
- Ordinary Residence - There are always risks surrounding ordinary residence with claims made by other local authorities that WBC should be funding a person's care package. WBC has no means to identify when further claims will be made but is ensuring that it has chased up all WB residents living in supported living in other areas and made OR claims where appropriate.
- Learning Disability – The risk of unknown clients presenting. Whilst young people with learning disabilities living in our area are carefully monitored, there are on occasion, clients that present with significant needs for whom we have no prior knowledge.
- Learning Disability clients at risk - There are currently 22 clients at risk of their circumstances changing due to family carers becoming frail or unstable family home situations. If the risk materialises there would be significant pressure on the Service.
- Deprivation of Liberty Safeguarding - New legislation has resulted in a significant increase in the number of referrals to be dealt with and therefore costs. A report on the likely impact was considered by Members last year and it was agreed that this would be held as a risk item for 2015-16. It will need to be considered as a base budget pressure for future years.

(2) Children's Services

- (a) Placements and Allowances - The pressures on the Looked after Children budgets are anticipated to continue in 2015-16. At the start of the current financial year 282 children are in receipt of care or allowances funded via the placement budget of which c.60% are "looked after" children. Tight controls are maintained on children entering the care system, but because children must be protected from the risk of significant harm overall numbers cannot be fully controlled and we are not always able to meet the needs through WBC placements.
- (b) Churn and Instability in the Workforce - Significant levels of churn in both agency staff and the permanent work force in 2014-15 created a significant financial pressure which is anticipated to continue in 2015-16. The national shortage in qualified Child Protection workers has resulted in a very competitive recruitment market and demand for high cost agency staff. The Recruitment and Retention Strategy was implemented with support from members to address the dependency on agency staff in 2014-15. Early signs for recruitment in 2015-16 have been positive, with reliance on agency staff to cover key Social Worker posts having reduced to 11 of 31 by Quarter Two. It is anticipated this will reduce to three by the start of 2016-17.

(3) Education:

- (a) During the financial year there have been significant pressures in the Disabled Children's Team, community based packages, residential placements and within the HTST (Special Education Need's). Given the risk a further detailed assessment is underway to review the likely number of children accessing these services by the year end. Forecasting in respect of HTST budgets is not reliable until Month Seven, the start of the new academic year.

The Service has implemented various strategies to reduce the overall overspend with targets forecast to deliver a net £165k and bring the Education Service forecast to a net £250k overspend as at Quarter Two. Although the service is taking measures to mitigate these pressures the responsibility is to make sure children are not placed at risk and are provided with the services required.

The strategies that are in place to reduce expenditure are:

- An in depth review by the service managers of the detailed activities around the HTST (SEN)
- A recruitment freeze in place
- A reduction on non-essential expenditure, and
- Further investigation of the availability and utilisation of grants both in Education Services and the School Services

## 2. Capital

Service	2015/16 Original Capital Programme £000	2015/16 Revised Capital Programme £000	Amount spent/ committed to 30/9/15 £000	Forecast spend in year £000	Forecast under/over spend in year £000
Adult Social Care	875	1,105	313	816	(289)
Care Commissioning, Housing & Safeguarding	2,064	3,532	1,083	3,532	0
Children's Services	20	22	0	22	0
Education	15,575	17,331	12,168	16,709	(622)
<b>Total</b>	<b>18,534</b>	<b>21,990</b>	<b>13,564</b>	<b>21,079</b>	<b>(911)</b>

2.1 61.7% of the Communities Programme is committed at the end of Quarter Two.

- (1) In Adult Social Care funds will be moved between projects to accommodate an increase in the cost of the Notrees project. Additional spending on Telecare, allowed for in the current year budget is proceeding well, but funds set aside for prepayment cards are no longer needed for that purpose but will be used for a financial self assessment tool for the Client Financial Services. It is also planned to fund approximately £600k capital expenditure on occupational health equipment in order to generate a net savings in the revenue budget. The budget and forecast spend will be adjusted to reflect this in Quarter Three.
- (2) In Care Commissioning, Housing and Safeguarding, the Homes Improvement Agency (HIA) has given notice on its contract to manage Home Repair Assistance grants, so the management of this programme is under review. A feasibility study is being undertaken for the redevelopment of the Four Houses Corner gypsy and traveller's site. Proposals for the timing of and funding of this scheme will be reported in Quarter Three. It is likely that a contribution towards the cost of the scheme will be made from Council funding for the Disabled Facilities Grant programme, provided grants allocated but not paid at the end of the financial year can be paid from next year's budget. The contract for the replacement for the RAISE system has now been let.
- (3) The Children's Services budget for building works to foster carer's homes is expected to be spent in full this year.
- (4) Underlying pressure £1.09 million has arisen in 2014/15 and 2015/16 on the cost of a number of Education schemes, including the unexpected requirement to provide emergency temporary accommodation at Francis Baily Primary school. This is offset in the current financial year by £1.71m funding for schemes which need to be reprofiled, including the expansion of Spurcroft and the Willows primary schools which continue to be delayed due to planning and environmental issues. Spend in 2015/16 is therefore expected to be £0.62 million lower than the current year budget. However the underlying pressure of approximately £1.09m is expected to be felt in 2016/17 programme. Officers are actively seeking savings in other schemes in the 2016/17 programme to help offset this pressure.

## Appendix A (5ii)

# Financial Performance Report 2015-16 Quarter Two Directorate Summaries - Environment

### 1. Revenue

Service	Net Budget	Forecast (under)/over spend				Change from last quarter
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Corporate Director	167	0	0			0
Highways & Transport	7,850	(66)	(197)			(131)
Planning & Countryside	3,927	0	(254)			(254)
Culture & Environmental Protection	21,555	59	78			19
<b>Total</b>	<b>33,499</b>	<b>(7)</b>	<b>(373)</b>	<b>0</b>	<b>0</b>	<b>(366)</b>

#### 1.1 Overview

The forecast revenue underspend for the Environment Directorate as a whole is £366k.

##### (1) Highways and Transport

The Highways and Transport Service is forecasting an underspend of £197k, a change of -£131k from the reported £66k underspend at Quarter One. The major change to the forecast outturn is due to the additional parking income.

##### (2) Planning and Countryside

The Planning and Countryside Service is forecasting an underspend of £254k; the change from Quarter One is due to increased income in Development Control, which has also been used to offset a few relatively small pressures.

##### (3) Culture and Environmental Protection

Culture and Environmental Protection is forecasting an overspend of £78k mainly due to a payment of £43k from Kennet Leisure which has not yet been agreed, together with some salary pressures within the Service and an increase in the business rates valuation at the museum following last year's opening.

#### 1.2 Risks identified

None

## 2. Capital

Service	2015/16 Original Capital Programme	2015/16 Revised Capital Programme	Amount spent/ committed to 30/9/15	Forecast spend in year	Forecast under/over spend in year
	£000	£000	£000	£000	£000
Highways & Transport	10,179	16,822	15,128	16,822	0
Planning & Countryside	135	288	313	288	0
Culture & Environmental Protection	506	1,277	533	742	(535)
<b>Total</b>	<b>10,820</b>	<b>18,387</b>	<b>15,974</b>	<b>17,852</b>	<b>(535)</b>

2.1 86.9% of the total capital budget for Environment has been committed as at the end of September 2015.

- (1) Good progress is being made with the majority of Highways schemes including 2 major new schemes funded by Challenge Fund grant from the Department for Transport (DfT), which were added to the capital programme by the Executive in April – the replacement of street lights with LEDs (£4.3m planned spend in 2015/16) and improvements to the A339 corridor (£2.5m spend in 2015/16).
- (2) In Planning and Countryside, the cost of repairs to flood damaged rights of way are still expected to be contained within the amount of the Severe Weather Recovery grant brought forward from 2014/15 and additional investment in play area improvements will be funded from section 106 contributions.
- (3) In Culture and Environmental protection capital maintenance programmes for leisure centre facilities and libraries and Shaw House are expected to be completed on schedule. £335k of the Waste Site budget will be reprofiled to 2016/17 to allow for Part 1 highways claims and for the future development of the household waste recycling centre (HWRC) at Padworth.

## Appendix A (5iii)

# Financial Performance Report 2015-16 Quarter Two Directorate Summaries - Resources

### 1. Revenue

Service	Net Budget	Forecast (under)/over spend				Change from last quarter
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Chief Executive	514	0	(15)			(15)
Customer Services	2,010	0	11			11
Finance	1,869	0	9			9
Human Resources	1,150	16	22			6
ICT and Corporate Support	2,825	(12)	(19)			(7)
Legal	972	0	70			70
Public Health	229	0	0			0
Strategic Support	3,583	(14)	(29)			(15)
<b>Total</b>	<b>13,152</b>	<b>(10)</b>	<b>49</b>	<b>0</b>	<b>0</b>	<b>59</b>

#### 1.1 Overview

The forecast revenue overspend for the Resources Directorate as a whole is £49k against the budget of £13.2 million net which is an increased overspend of £59k from the reported £10k underspend in Quarter One. The major change from Quarter One is the lower income forecast within Legal Services.

##### (1) Chief Executive

The Chief Executive's budget is currently showing a £15k underspend due to some salary savings.

##### (2) Customer Services

Customer Services is forecasting an £11k overspend. There are several small pressures including increased IT and agency costs throughout the Service.

##### (3) Finance

The Finance Service is forecasting a £9k overspend. Additional survey and repair costs incurred by the Authority in their capacity as landlord together with additional training and consultancy costs have been offset by a decreased forecast for bank charges and some salary savings.

##### (4) Human Resources



The HR Service is predicting an overspend of £22k due to a reduction of training income and since Quarter One, an increased requirement for occupational health services.

(5) ICT

The ICT Service is forecasting an underspend of £19k. Pressures identified have been managed within the Service and additional income is forecast from the in house printing facilities.

(6) Legal Services

Legal Services is forecasting an overspend of £70k. Salary savings within the Service are currently offsetting a worsening income forecast.

(7) Public Health

Public Health is forecasting to budget within the Public Health ring fenced grant. However following the Chancellor's announcement on 4<sup>th</sup> June whereby he announced in year cuts of £200m to "Department of Health non NHS" funding, it is expected that Public Health may have to find savings in 2015 of up to 6% of their total budget.

(8) Strategic Support

Strategic Support is currently forecasting an underspend of £29k. The service has in year pressures due to an increase in Members' allowances. These pressures are currently being managed within the Service with savings generated in IT, postage and salaries.

1.2 Risks identified

None

## 2. Capital

Service	2015/16 Original Capital Programme	2015/16 Revised Capital Programme	Amount spent/ committed to 30/9/15	Forecast spend in year	Forecast under/over spend in year
	£000	£000	£000	£000	£000
Chief Executive	45	45	42	45	0
ICT and Corporate Support	1,294	4,363	2,678	4,363	0
Finance	105	312	187	312	0
Strategic Support	61	108	55	108	0
<b>Total</b>	<b>1,505</b>	<b>4,828</b>	<b>2,962</b>	<b>4,828</b>	<b>0</b>

2.1 61.4% of the Resources programme is committed at the end of quarter 2.

The London Road Industrial Estate Development Agreement has now been signed off but there is a risk of overspending on legal and consultancy costs for the scheme.

In Finance the Agresso upgrade has been successfully implemented. The remainder of the members' bids budget for 2014/15 was allocated to schemes in March 2015 and another panel meeting is planned for December.

Phase one of the Superfast Broadband project is due to be completed in the autumn and the contract for phase 2 has now been let and work on phase 2 is expected to begin in October.

The Council's 2015/16 contribution to shop mobility has been paid in full. Parish planning and vibrant village grants outstanding from 2014/15 have also been paid and the current year's grants will be allocated later in the year.

## Appendix B

### Equality Impact Assessment

Is this item relevant to equality?	Please tick relevant boxes	Yes	No
Does the policy affect service users, employees or the wider community and:			
• Is it likely to affect people with particular protected characteristics differently?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Is it a major policy, significantly affecting how functions are delivered?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Will the policy have a significant impact on how other organisations operate in terms of equality?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Does the policy relate to an area with known inequalities?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Outcome</b> (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)			
Relevant to equality - Complete an EIA available at <a href="http://intranet/EqIA">http://intranet/EqIA</a>			<input type="checkbox"/>
Not relevant to equality			<input checked="" type="checkbox"/>

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# Agenda Item 10.

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