

Notice of Meeting

Overview and Scrutiny Management Commission

Tuesday, 15 September, 2015 at 6.30pm
in Council Chamber Council Offices
Market Street Newbury

Date of despatch of Agenda: Monday, 7 September 2015

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

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Further information and Minutes are also available on the Council's website at www.westberks.gov.uk



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 15
September 2015 (continued)**

To: Councillors Anthony Chadley, James Fredrickson, Dave Goff, Clive Hooker, Mike Johnston (Vice-Chairman), Rick Jones, Alan Macro, Ian Morrin, Richard Somner, Virginia von Celsing, Emma Webster (Chairman) and Laszlo Zverko

Substitutes: Councillors Peter Argyle, Paul Bryant, James Cole, Lee Dillon, Billy Drummond, Mollie Lock and Tim Metcalfe

Agenda Part I

	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any),	
2. Minutes To approve as a correct record the Minutes of the meeting of the Commission held on 30 June 2015.	5 - 10
3. Declarations of Interest To remind Members of the need to record the existence and nature of any Personal, Disclosable Pecuniary or other interests in items on the agenda, in accordance with the Members' Code of Conduct .	
4. Actions from previous Minutes To receive an update on actions following the previous Commission meeting.	11 - 12
5. West Berkshire Forward Plan 2 September 2015 to 31 December 2015 Purpose: To advise the Commission of items to be considered by West Berkshire Council from 2 September 2015 to 31 December 2015 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.	13 - 14
6. Overview and Scrutiny Management Commission Work Programme Purpose: To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2015/16.	15 - 28
7. Items Called-in following the Executive on 10 September 2015 Purpose: To consider any items called-in by the requisite number of Members following the previous Executive meeting.	



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 15 September 2015 (continued)

8. **Consideration of Urgent Items**
Purpose: To consider any items on which an Urgent Decision is required to be taken by the Executive, in exception to the requirements of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
9. **Councillor Call for Action**
Purpose: To consider any items proposed for a Councillor Call for Action.
10. **Petitions**
Purpose: To consider any petitions requiring an Officer response.
11. **Election review** 29 - 46
Purpose: To receive the report of the Returning Officer into the effectiveness of the Parliamentary and Local Elections held on 7 May 2015.
12. **Review the outcomes of the Children's Services Ofsted inspection (March 2015)** 47 - 98
Purpose: To consider the findings of the Inspectors' report and agree future topics of scrutiny assessing the effectiveness of Children's Services functions.
13. **Delayed Transfer of Care** 99 - 104
Purpose: To compare the Service Area's performance levels in respect of Delayed Transfers of Care between 2011/12 and 2014/15.
14. **Revenue and capital budget reports** 105 - 124
Purpose: To receive the latest period revenue and capital budget reports
15. **Performance Report for Level One Indicators** 125 - 150
Purpose: To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action.

Andy Day
Head of Strategic Support

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



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DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 30 JUNE 2015

Councillors Present: James Fredrickson, Dave Goff, Mike Johnston (Vice-Chairman), Rick Jones, Alan Macro, Ian Morrin, Richard Somner, Virginia von Celsing, Emma Webster (Chairman) and Laszlo Zverko

Also Present: Mark Cole (Traffic Services Manager), Andy Day (Head of Strategic Support), Andy Walker (Head of Finance), Rachael Wardell (Corporate Director - Communities), David Lowe (Scrutiny & Partnerships Manager) and Charlene Myers (Democratic Services Officer)

Apologies for inability to attend the meeting: Nick Carter, Councillor Anthony Chadley and Councillor Clive Hooker

PART I

3. Minutes

The Minutes of the meeting held on 31 March and 19 May 2015 were approved as a true and correct record and signed by the Chairman.

4. Declarations of Interest

Councillor Richard Somner declared an interest in Agenda Item 6 (Delayed Transfer of Care), and reported that, as his interest was personal and prejudicial and a disclosable pecuniary interest, he would leave the meeting during the course of consideration of the matter.

5. Actions from previous Minutes

Members considered the response contained within the report.

Item 2.4: Rachael Wardell advised that there was a 58% differentiation in the costs associated with the use of agency social workers and the onset costs of employing permanent staff. The breakdown costs were not available at the meeting but Rachael Wardell advised that these could be provided if requested.

Resolved: The report was noted.

6. West Berkshire Forward Plan 17 June 2015 to 30 September 2015

The Commission considered the West Berkshire Forward Plan (Agenda Item 5) for the period covering 17 June 2015 to 30 September 2015.

Resolved that the Forward Plan be noted.

7. Overview and Scrutiny Management Commission Work Programme

(Councillor Richard Somner declared a personal and prejudicial interest by virtue of the fact that he was an employee of The Royal Berkshire Hospital (RBH). As his interest was personal and prejudicial he advised that he would leave the meeting and not take part in the debate if the topic specifically included points regarding RBH).

The Commission considered its work programme 2015/16.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 30 JUNE 2015 - MINUTES

Councillor Alan Macro asked whether a task group had been established to agree the Key Performance Indicators (KPIs) for 2015/16. David Lowe advised that the group usually met in April to review targets for the forthcoming year. However, the measures had not been finalised yet and as a result the task group meeting had been postponed. Members were requested to inform David Lowe if they would like to take part in the KPI review task group.

Newer Members of the Commission requested an overview of OSMC 15/163 (Hildens Drive) as it was notably the first Councillor Call for Action presented to the Commission for a considerable time. Councillor Emma Webster stated that Hildens Drive was an area which attracted anti-social behaviour and was susceptible to fly tipping. Members heard that the area was neglected and subsequently it attracted a significant amount of time and resources from agencies to address ongoing issues. Councillor Webster had presented the Councillor Call for Action at the last meeting to request a review of the options available to the Council in order to eradicate the longstanding problems.

Councillor Webster informed Members that the layout of the work programme had been amended to include a 6 monthly review of previously concluded topics. It was suggested that a regular progress review could help ensure that the recommendations presented by the Commission were followed through by service areas to a satisfactory level and within reasonable timescales.

Members considered the suggested topic for scrutiny: Delayed Transfers of Care. The topic had been accepted during previous meetings however, it was agreed that the scope would be reconsidered before the item was progressed. Councillor James Fredrickson asked why Officers were not confident that the statistics surrounding the reasons for DTOC reflected the reality – as had been suggested on page 23 of the agenda. Rachael Wardell advised that the statistics produced by the Hospital, in terms of who a case of DTOC had been attributed to, differed to those produced by the Local Authority.

Rachael Wardell advised that West Berkshire had been listed in the bottom ten performing Local Authorities in a report submitted in 2011/12. However, this was in part due to the government's decision to focus on a measure of delays which was outside the Adult Social Care Outcome Framework and therefore not a measure that we had been monitoring closely. Subsequent to this the Council had been subjected to a significant amount of pressure from the Government to improve the Social Care response to delayed transfers of care. It was noted that West Berkshire Council was last reported in the 2nd quartile of Local Authorities nationally. Rachael Wardell advised that the local statistics were available for 2014/15 and these could be shared with the Commission for its consideration of current performance levels. The Commission heard that the validated national statistics would not be available until later in the year.

Members were encouraged to hear that the situation had improved significantly since the 2011/12 report but they acknowledged that any case of DTOC could have a detrimental impact on an individual's health. Rachael Wardell suggested that the Commission could consider the reasons for delays and explore the options available to improve the situation. It was agreed that the focal point had been to review the rationale behind each case of DTOC and to consider who they had been attributed to. Rachael Wardell advised that there had previously been tensions between the Council and acute trusts regarding the reasons for delays.

Members considered that, whilst there was room for further improvement, the situation appeared to be no longer dire. It was agreed that the Commission should review the 2014/15 statistics in order to fully understand the current situation. It was also considered that a comparison could be made between the 2011/12 and 2014/15 report – including a review of the lessons learnt and the processes implemented to support improvements.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 30 JUNE 2015 - MINUTES

The Commission concluded that before a review would take place that the Head of Adult Social Services would be invited to present a report at the next meeting.

The Commission considered the second suggested topic for scrutiny: Newbury Town Centre Parking. Councillor Mike Johnston advised that it was evident, through the course of the Election campaign, that local parking matters were an area of interest to residents. He acknowledged that some degree of work had been undertaken to review Newbury parking but he considered that the information could be scrutinised as part of a holistic review.

Mark Cole introduced a background report to the Commission and advised that an independent review had taken place to consider the availability of parking in Newbury and that the situation would continue to be monitored. In addition, the service planned to conduct further reviews to oversee the current parking needs of local residents. Councillor James Fredrickson stated that he was surprised to read that some areas of Newbury parking were underutilised. He suspected that there could be 'pinch points' within certain areas of parking.

Councillor Webster stated that various groups had been established to review parking in various forums and asked the Commission whether they would be minded to consider a review which incorporated the entire District.

Members concluded that it would be beneficial to review the longer term availability of parking across West Berkshire with consideration given to findings of those reviews already underway/ planned.

Resolved that:

- Members would inform David Lowe if they wished to take part in the KPI review task group.
- The Head of Adult Social Services would be invited to present a report regarding DTOC.
- The Commission would schedule a review of long term parking provisions across the district.

8. Items Called-in following the Executive on 18 June 2015.

No items were called-in following the last Executive meeting.

9. Consideration of Urgent Items

There were no Urgent Items to be considered.

10. Councillor Call for Action

There were no Councillor Calls for Action.

11. Petitions

There were no petitions to be received at the meeting.

12. Scrutiny Support Groups

Councillor Emma Webster advised that the item would be postponed until further notice due to the status of the introductory report.

Resolved that: The item would be rescheduled.

13. Election review

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 30 JUNE 2015 - MINUTES

The Commission considered a report (Agenda Item 12) concerning the Election Review. Councillor Emma Webster introduced the report to Members and advised that a request had been made during the Council meeting on 19 May 2015 for a review into the conduct of the 2015 general, district and parish elections.

Councillor Lazlo Zverko requested that, in respect of points 3.1 and 3.2, the report should include the review of the ballot paper verification process and evidence how the Returning Officer collates the feedback back for the review.

David Lowe advised that Nick Carter, the Returning Officer, would work with the Electoral Services Team to review the plans and how they were executed in the lead up to and on the day of the Elections.

In summary, the following points were raised for inclusion:

- The level of understanding and operation of the postal vote process
- The impact of the requirement for Individual Electoral Registration
- Accessibility of polling stations (for both staff and the public)
- How the count was conducted
- How ballot paper verification was carried out
- How the numbers of votes cast tallied with the number of papers issued - for both in-person and postal votes
- Whether there are guidelines to assess the reasonableness of the result.

Participation of Members and staff during the evidence gathering stages would be critical. Councillor Emma Webster encouraged all Members to provide their comments/observations to the Electoral Services team so that they could be considered.

Resolved that:

- The report would be amended according to the above points raised by the Commission.
- The report was noted.

14. Revenue and capital budget reports

The Commission considered a report (Agenda Item 13) concerning the Provisional Financial Outturn Report 2014/15. Andy Walker advised Members that figures could change as a result of closedown and the External Audit.

The report stated that the total revenue expenditure in 2014/15 was £121 million with a provisional year end overspend of £30k or 0.02% of net budget – which lead to a reduction in the general fund of £30k. Andy Walker highlighted that Children's Services report an overspend of £946k as a result of a higher than budgeted placement expenditure and agency usage, with 34 additional children receiving care packages funded from the placement budget at 31.3.2015 compared with the same time last year.

Councillor Mike Johnston was pleased to read the provisional year end overspend was on £30k. However, he challenged whether the expenditure had been re-profiled into 2015/16 which could exert budgetary pressures further down the line. Andy Walker advised that spending was controlled, and in some cases slowed down (e.g. within the Environment Directorate - point 4.9), in order to assist the Council's overall budget position.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 30 JUNE 2015 - MINUTES

Councillor Alan Macro highlighted the reported under spend within the Resources Directorate, as stated within point 1.7 of the report. He asked whether there were plans to review the budget allocation to the service in light of the provisional figures. Andy Day advised that a large portion of the under spend had been generated through the increased income from land charges. The service was actively promoting the Council's services which had resulted in an increased volume of enquiries. In addition, recent support to the Local Fire Authority provided further income.

Members discussed the longer term impacts associated with the reduced investment within early intervention and support services in Children's Services. Councillor Macro queried whether the decision would result pressures longer term. Rachael Wardell advised that placements had been a financial pressure point for the service over the past three financial years as numbers of children entering the care system dramatically increased. Members heard that it was difficult to demonstrate the direct link between the failings of a prevention service and a child entering the care system. Therefore, the service could not evidence that reduced investment in early prevention measures would exert pressure elsewhere. However, the service could evidence provisions in place for planned and unplanned use of care services.

Rachael Wardell was confident that the projectory spend for Children's Services was decreasing and stated that it might be helpful if Members could see the report.

In response to points raised by the Commission the following was discussed:

- Underspend in respect of Capital Expenditure would be carried forward to meet ongoing capital commitments. These commitments referred to ongoing projects where further work would be required during 2015/16.
- The expenditure associated with the parliamentary Elections was funded by Government. The budget for District Elections was accrued year on year and funded by the Council.
- It would be useful if Members received an awareness session in respect of budget setting and capital projects. Andy Walker agreed that a session could be provided.

Councillor Rick Jones asked whether budgets would be reviewed following finalisation of the outturn report. He was conscious of the time lapsed already and was curious to know whether changes could be made within the financial year. Andy Walker advised that the budgets were set in March 2015 but each area was closely monitored. He stated that there were no significant areas of concern at this stage.

Resolved that:

- Members would receive finance awareness training.
- The report was noted.

15. Scrutiny Annual Report

The Commission considered a report (Agenda Item 14) concerning the Scrutiny Annual Report.

Resolved that: The report was noted.

(The meeting commenced at 6.30 pm and closed at 7.50 pm)

CHAIRMAN

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 30 JUNE 2015 - MINUTES

Date of Signature

Agenda Item 4.

Title of Report:	Actions from previous meetings
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015

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

Recommended Action: To note the report

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Charlene Myers
Job Title:	Strategic Support Service
Tel. No.:	01635 519695
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1 Introduction

This report provides the Overview and Scrutiny Management Commission with an update on the actions arising from the meeting held on 30 June 2015.

2 Actions

- 2.1 **Resolution:** Members would inform David Lowe if they wished to take part in the KPI review task group.

Action/ Response: The process for identifying and reporting against Key Performance Indicators has now been agreed by the Executive. As such, the task group will form to consider the current set of performance indicators – dates currently being discussed.

- 2.2 **Resolution:** The Head of Adult Social Services would be invited to present a report regarding DTOC.

Action/ Response: Completed.

- 2.3 **Resolution:** The Commission would schedule a review of long term parking provisions across the district.

Action/ Response: Proposed Terms of References presented at the meeting 15 September 2015 for Members' consideration.

- 2.4 **Resolution:** Members would receive finance awareness training.

Action/ Response: Training dates are being considered and details of these will follow in due course.

Appendix

None

Agenda Item 5.

Title of Report:	West Berkshire Forward Plan
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015

Purpose of Report: To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 2 September 2015 to 31 December 2015 and decide whether to review any of the proposed items prior to the meeting indicated in the plan.

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

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.gov.uk

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

Supporting Information

1. Introduction

- 1.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to take over the next 4 months.
- 1.2 In order to hold the Executive to account, Overview and Scrutiny Management Commission Members are asked to identify any areas of forthcoming decisions which may be appropriate for future scrutiny.
- 1.3 The West Berkshire Council Forward Plan 2 September 2015 to 31 December 2015 is available at <http://www.westberks.gov.uk/index.aspx?articleid=1594> and will be displayed on screen during the meeting.

Appendices

There are no appendices to this report.

Agenda Item 6.

Title of Report:	Overview and Scrutiny Management Commission Work Programme
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015

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

Recommended Action: To consider the current, proposed and future items for scrutiny.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.co.uk
Contact Officer Details	
Name:	Charlene Myers
Job Title:	Strategic Support Officer
Tel. No.:	01635 519695
E-mail Address:	cmyers@westberks.gov.uk

Executive Report

1. Introduction

- 1.1 The work programme for the Overview and Scrutiny Management Commission is attached at Appendix A for the Commission's consideration.
- 1.2 Shown at Appendix B is the proposed Terms of Reference for a review into Newbury Town Centre Parking, which had been accepted as a topic for review.

Appendices

Appendix A – Overview and Scrutiny Management Commission Work Programme
Appendix B – Proposal for a review into Newbury Town Centre Parking

Overview and Scrutiny Management Commission Work Programme 2015/16

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
15 September 2015					
OSMC/09/02	Performance Report for Level One Indicators <i>To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action. Quarterly item.</i>	In meeting	Andy Day - Head of Strategic Support	Strategy and Performance	To receive the Quarter One report.
OSMC/09/157	Revenue and capital budget reports <i>To receive the latest period revenue and capital budget reports</i>	In meeting	Andy Walker – 2433 Finance	Finance	To receive the Quarter One report.
OSMC/15/166	Elections <i>To receive the report of the Returning Officer into the effectiveness of the Parliamentary and Local Elections held on 7 May 2015.</i>	In meeting	Nick Carter - Returning Officer		
OSMC/14/158	Delayed Transfer of Care <i>To consider whether the item of DToC should remain on the Commission's work programme as a topic for review and scope of any further work that the Commission might do to monitor or further improve the situation</i>	Task Group	Tandra Forster – 2736 Adult Social Care	Adult Social Care	Suggested by Councillor Roger Hunneman and added to the work programme at the meeting of 20 May 2014. Task group established to begin work early spring 2015.

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/15/162	Review the outcomes of the Children's Services Ofsted inspection (March 2015) <i>To consider the findings of the Inspectors' report and agree future topics of scrutiny assessing the effectiveness of Children's Services functions</i>		Rachael Wardell	Children and Young People	Added to the programme following discussion at the March 2015 meeting.

20 October 2015 - progress monitoring of previous reviews

OSMC/14/151	Children's Services governance arrangements <i>To monitor the progress of the recommendations made on the Children's Services governance review.</i>	In meeting	Head of Children's Services - 2735 Children's Services	Children and Young People	Update requested at the 27 January 2015 meeting, following receipt of the task group's report.
OSMC/14/152	Fairer Contributions policy <i>To monitor the progress of the recommendations made on the Fairer Contributions policy.</i>	Review	June Graves - 2733 Head of Care Comm, Housing, Safeguarding	Adult Social Care	Suggested by Councillor Gwen Mason and added to the work programme at the meeting of 25 February 2014. Heard at the meetings of 25 June 2014 and 1 July 2014. Scrutiny involvement in the review of the policy has taken place early 2015.
OSMC/11/129	Housing Allocations policy <i>To monitor the progress of the recommendations made on the Council's Housing Allocation Policy</i>	Review	Mel Brain - 2403 Social Care Commissioning and Housing	Housing	Reviewed 2 Dec 14 (12 months after implementation). Further review to be conducted 6 months after the implementation of the additional revisions agreed at Dec 14 Exec.

01 December 2015

OSMC/14/153	Severe weather <i>To understand the effect of and response to severe weather experienced during the winter of 2013/14.</i>	Review	Carolyn Richardson - 2105 Civil Contingencies Manager	Emergency Planning	Review concluded in September 2014 - recommendations to be revisited in 2015. 1. Sand bag policy review 2. Communications Strategy 3. Recommendations / action plan progress report
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26 January 2016

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/09/02	Performance Report for Level One Indicators <i>To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action. Quarterly item.</i>	In meeting	Andy Day - Head of Strategic Support	Strategy and Performance	To receive the Quarter Two report.
OSMC/09/157	Revenue and capital budget reports <i>To receive the latest period revenue and capital budget reports</i>	In meeting	Andy Walker – 2433 Finance	Finance	To receive the Quarter Two report.

23 February 2016

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05 April 2016

OSMC/09/02	Performance Report for Level One Indicators <i>To monitor quarterly the performance levels across the Council and to consider, where appropriate, any remedial action. Quarterly item.</i>	In meeting	Andy Day - Head of Strategic Support	Strategy and Performance	To receive the Quarter Three report.
OSMC/09/157	Revenue and capital budget reports <i>To receive the latest period revenue and capital budget reports</i>	In meeting	Andy Walker – 2433 Finance	Finance	To receive the Quarter Three report.

Legacy items or items to be scheduled

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/12/149	Newbury town centre parking <i>To ensure that the needs of Newbury residents, businesses and visitors are appropriately balanced.</i>	Task Group	Mark Edwards–2208 Highways and Transport	Transport Operations	Suggested by Councillor Tony Vickers and added to the work programme at the meeting of 2 July 2013. Agreed on 2 Dec 14 - review to take place in Q2 2015. Scope of the review to be considered in May 2015.
OSMC/15/163	CCFA - Hildens Drive <i>To examine the options for improvement of the car park at Hilden's Drive, Calcot</i>	In meeting	Nick Carter	Chief Executive	Added to the programme following discussion at the March 2015 meeting (CCfA proposed by Councillors Webster and Linden).

Task Group activity

OSMC/12/135	Annual target setting <i>To examine the annual targets being set for 2014/15.</i>	Task Group (Cllrs Webb, Webster & Vickers)	Catalin Bogos – 2102 Strategic Support	Strategy and Performance	Annual review. Task group will be scheduled to meet May or June 2015.
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Title of Report:	Review into car parking in West Berkshire
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015

Purpose of Report: To outline to the Overview and Scrutiny Management Commission the proposed Terms of Reference for a review into car parking in the district.

Recommended Action: Amend, if necessary, and approve the Terms of Reference for the review.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster (0118) 941 1676
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	David Lowe
Job Title:	Scrutiny and Partnerships Manager
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Executive Report

- 1.1 At its meeting of 30 June 2015, the Overview and Scrutiny Management Commission considered the retention on its work programme of a review into Newbury Town Centre car parking proposed by Tony Vickers (formerly the ward member for Northcroft).
- 1.2 This report sets out the rationale for a review into car parking and proposes Terms of Reference and a methodology for the examination of the topic.

2. Rationale for the review

- 2.1 The item as originally proposed by Councillor Vickers in July 2013 (as shown at Appendix A) was for an examination of 'Newbury town centre parking policy, as an asset management issue' and specifically to determine

if there is any way in which the council owned car parking assets (multi-storey, off-street surface and on-street) can be used to maintain (or even increase) net revenue from parking, while at the same time maintaining or improving service to all categories of user.

- 2.2 During the debate on 30 June 2015, which was to determine whether the item should remain on the Commission's work programme, the members of the Commission agreed that car parking had been a very prevalent item raised by voters during the recent elections.
- 2.3 Having considered a submission from the Council's Traffic Services Manager on the work that had been and was being undertaken to assess both supply and demand, members formed the view that a scrutiny examination of parking across the district, rather than just Newbury, would be of value.

3. Proposed Terms of Reference and review methodology

- 3.1 It is proposed that a review is undertaken into car parking in West Berkshire, and in particular to seek an understanding of

- (1) The current policies for residents', on-street and off-street parking;
- (2) The effect (including on usage, revenue generation, congestion, displacement) of the parking policies in isolation;
- (3) The interrelationship between the policies and their cumulative effect;
- (4) The future plans for car parking provision;

and to then report to the OSMC and subsequently the Executive with recommendations as appropriate.

- 3.2 The review will be carried out through the establishment of a time-limited task group, comprising 4 members (3 x Conservative members, 1 x Liberal Democrat).

4. Recommendation

- 4.1 It is recommended that members of the Commission amend, if necessary, and approve the Terms of Reference for the review.

Appendices

Appendix A	Proposal for scrutiny by Councillor Tony Vickers, July 2015
Appendix B	Extract of 30 June 2015 Overview and Scrutiny Management Commission meeting minutes

Appendix A Proposal for scrutiny by (then) Councillor Tony Vickers, July 2013

Your suggested topic(s)	
Your suggested topic for scrutiny:	
Newbury town centre parking policy, as an asset management issue	
Your reasons for requesting that this topic be considered:	
see attached notes for further details	
Topics suggested for scrutiny need to meet one of the following criteria. Please click the appropriate box(es):	
(1) The issue is an area of key public concern (e.g. as identified through Members surgeries, constituents' concerns, the Annual Satisfaction Survey, raised in the local media, etc).	<input checked="" type="checkbox"/>
(2) There is evidence of poor performance within the activity (i.e. through performance indicator data, experience of Members, internal or external auditor findings, etc).	<input type="checkbox"/>
(3) It is a budgetary area in need of examination to ensure value for money is being obtained.	<input checked="" type="checkbox"/>
(4) There has been a pattern of budgetary overspends within the area.	<input type="checkbox"/>
(5) It is a corporate priority for the Council as published within the Council Strategy.	<input checked="" type="checkbox"/>
(6) It has an external focus (e.g. scrutiny of the Council's partners, government agencies, utility providers, private sector companies, etc)	<input type="checkbox"/>
(7) It is a Central Government priority area.	<input type="checkbox"/>
(8) It is an area of new Government legislation that has significant implications for the Council or its partners.	<input type="checkbox"/>
The outcomes you hope scrutiny of this topic will achieve:	
better utilisation of council-owned car parks and public highways in vicinity of retail, commercial and residential town centre area, with increased net revenue	
If you have already raised this issue with a Member or Officer of West Berkshire Council, please provide details here:	
numerous occasions with parking and planning services and at planning and transport member task groups	

Newbury town centre parking policy, as an asset management issue

Note on proposed scrutiny task for Resource Management Working Group, by Cllr Tony Vickers.

1. There are currently hundreds of empty spaces at all times in the Council's Newbury town centre multi-storey car parks. Meanwhile there is a serious shortage of on-street parking spaces for town centre residents, such that if residents entitled to a permit in the town centre (and nearby) zones were to obtain one they could rarely find a space in which to use it within 400m of their homes – which is the furthest that many residents can walk.
2. Newbury town centre is unique in West Berkshire District in its mix of employment types and associated travel patterns of private car use. Despite requests to have a 'holistic' look at all aspects of parking in this area, within the context of a review of overall parking policy that has long been promised, the only reviews undertaken by the parking service have been to modify the residents parking zones and to extend on-street parking charges. These reviews have not included the potential for residents to use their permits in nearby off-street car parks nor for shoppers and commuters to move from off-street to multi-storey car parks.
3. The purpose of this scrutiny task is to see if there is any way in which the council owned car parking assets (multi-storey, off-street surface and on-street) can be used to maintain (or even increase) net revenue from parking, while at the same time maintaining or improving service to all categories of user.
4. In justification, the criteria ticked on the form were (1) public concern; (3) value for money; and (5) corporate priority.
5. **Public Concern.** Constituents of Northcroft and Victoria Wards have become increasingly unhappy, as officers in the parking service can confirm, at the reduction in available road space for parking near their homes. These are not residents of newly developed properties but live in established streets, where the impact of nearby developments (both residential and non-residential) with inadequate parking has harmed their amenity in terms of ability to park near their homes. Meanwhile since the electronic displays of available spaces in the pay-on-exit car parks has been introduced, it has been very evident to residents that the Council owns a very under-used parking resource which is denied to them, as council tax-payers.
6. **Value for Money.** It would seem likely that by displacing some commuters and shoppers from off-street car parks in or near residential areas into nearby multi-storey car parks (e.g. Eight Bells to Market Street M/S, or West Street into Northbrook Street M/S), with some adjustment – even a reduction - to hourly rates of charging and by allowing residents with parking permits – possibly for an

increased annual charge – to have unrestricted use of certain off-street car parks, a better use of council-owned assets could be achieved, with increased net revenue.

7. **Corporate Priority.** The vibrancy of Newbury Town Centre is a key priority. Many businesses support a holistic review of parking policy of the kind described: Newbury BID recently expressed concern at the on-street parking charges proposals that the Council is advertising. At present there is friction between some residents and some businesses because the latter are seen to be using (or in the case of M/S car parks not using!) the former's assets: car parks which they are paying to maintain empty.

8. [A related issue which causes friction between residents and the Council corporately is the temporary use of vacant sites as privately run car parks which under-cut the Council-owned ones and meanwhile pay little or nothing into the Council's coffers and are not available to council-tax-paying residents for parking. However it would require change of national policy to address this.]

Appendix A Extract of 30 June 2015 Overview and Scrutiny Management Commission meeting minutes

The Commission considered the second suggested topic for scrutiny: Newbury Town Centre Parking. Councillor Mike Johnston advised that it was evident, through the course of the Election campaign, that local parking matters were an area of interest to residents. He acknowledged that some degree of work had been undertaken to review Newbury parking but he considered that the information could be scrutinised as part of a holistic review.

Mark Cole introduced a background report to the Commission and advised that an independent review had taken place to consider the availability of parking in Newbury and that the situation would continue to be monitored. In addition, the service planned to conduct further reviews to oversee the current parking needs of local residents. Councillor James Fredrickson stated that he was surprised to read that some areas of Newbury parking were underutilised. He suspected that there could be 'pinch points' within certain areas of parking.

Councillor Webster stated that various groups had been established to review parking in various forums and asked the Commission whether they would be minded to consider a review which incorporated the entire District.

Members concluded that it would be beneficial to review the longer term availability of parking across West Berkshire with consideration given to findings of those reviews already underway/ planned.

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DRAFT DOCUMENT Agenda Item 11.

Title of Report:	Review of May 2015 Elections
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015
Forward Plan Ref:	

Purpose of Report: To review the effectiveness of the Parliamentary and Local Elections held on 7 May 2015

- Recommended Actions:**
1. That a more detailed and robust Project Plan is developed six months prior to the Election Count.
 2. That project management principles are used to oversee, review and refresh the Project Plan and its implementation. In particular regular meetings are put in place involving the Returning Officer, the Elections Team and senior managers in Strategic Support to review implementation of the Plan.
 3. That greater attention is paid to the future resourcing of Elections, in particular where their scale to going to require a much wider engagement of staff beyond the immediate Elections Team. Those resourcing requirements including a detailed assessment of 'who does what', should form part of the Project Plan development.
 4. That, in future, a detailed "Frequently Asked Question" sheet be prepared so that the first port of call for any phones calls about basic election enquiries should be the Contact Centre which would then allow the Elections Team to focus on the more complex enquiries
 5. That a communications plan needs to be developed as part of the overall Project Plan which identifies complex or unusual aspects of the process which may need explaining to the voting public beforehand.
 6. That a review of the way in which Elections Agents are briefed is undertaken with a view to minimising nomination forms being returned at the last minute.
 7. That, in future, detailed discussions be held with the delivery company to ensure that they are clear on the number of screens to be delivered to each polling station location
 8. That, should there be a requirement for the Council to manage three election processes (Parliamentary/District and Town and Parish

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Councils) in future (2035), that the individual counts be undertaken as follows;

- (i) Parliamentary – the day of the Election and running into the next morning.
 - (ii) District – Saturday
 - (iii) Town and Parish Councils – Sunday
9. A core team of staff need to be selected to undertake Election Count duties. The emphasis should move away from seeking staff as and when Elections occur. Staff should be kept on the books and trained on an ongoing basis particularly given Elections are now taking place on an annual basis. The selection of a core team of supervisors is seen as particularly important
10. Supervisors should attend standardised training delivered by an appropriate outside body. This should take place at least annually.
11. Supervisors should be selected against a recognised and agreed person specification. The role does not suit everyone.
12. The role of the Returning Officer and his staff in relation to the Count needs to be reviewed. A much greater emphasis needs to be placed on oversight and supervision by key senior elections staff.
13. Additional senior staff are required to support the Control Table. This needs to include staff able to utilise the required ICT to support the process and thereby enable the required checks and balances to be put in place an election count finish later than expected “reserves” could be called in at late notice.

Reason for decision to be taken:

To improve the management of Electoral Registration and Elections.

Other options considered:

N/A

Key background documentation:

Association of Electoral Administrators – Elections and Individual Electoral Registration – The Challenge 2015

Published Works:

Include legislation or confidential or exempt information here.

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The proposals contained in this report are not associated with any of the Council Strategy aims and priorities but will help to ensure more effective support to the election process in the future.

Portfolio Member Details

Name & Telephone No.:	Councillor Gordon Lundie
E-mail Address:	glundie@westberks.gov.uk
Date Portfolio Member agreed report:	4 September 2015

Contact Officer Details

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

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Implications

Policy: N/A
Financial: N/A.
Personnel: N/A
Legal/Procurement: N/A
Property: N/A
Risk Management: N/A

Corporate Board's Recommendation:

To be completed after the Corporate Board meeting.

NOTE: Strategic Support is not able to accept your report without the following section being completed and an Equality Impact Assessment (EIA) being attached where required. For advice please visit <http://intranet/EqIA> or contact the Principal Policy Officer (Equality & Diversity) on Ext. 2441 or Team Leader/Solicitor - Corporate Team on Ext. 2626.

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"/>
Outcome (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)			
Relevant to equality - Complete an EIA available at http://intranet/EqIA			<input type="checkbox"/>
Not relevant to equality			<input checked="" type="checkbox"/>

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Management Board.

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

Executive Summary

2. Introduction

2.1 This report is a detailed review of the elections held in West Berkshire on 7 May 2015. The Parliamentary, District and Parish/Town elections were all held on the same day for the first time. In the past the Parish/Town elections would have been deferred for three weeks. The same combination of elections is unlikely to occur again for another 20 years namely, until May 2035.

2.2 The report deals with all aspects of the elections, including;

- (1) the planning and preparation for the elections;
- (2) how the plans were executed on the day of the Elections
- (3) what lessons need to be learned

2.3 In addition the following requests were raised at the last meeting of the Overview and Scrutiny Management Commission and are dealt with in the report;

- (1) the level of understanding and operation of the postal vote process;
- (2) the impact of the requirement for Individual Electoral Registration;
- (3) accessibility of polling stations (for both staff and the public);
- (4) how the count was conducted;
- (5) how ballot paper verification was carried out;
- (6) how the number of votes cast tallied with ballot papers issued;
- (7) guidelines to assess reasonableness of results.

2.4 Each phase of the Election process is reviewed in turn, with key issues highlighted and recommendations for the future.

2.5 Whilst much of the Election process was run in an efficient and effective manner, there were a number of significant issues. To avoid a recurrence the following recommendations are being made;

- (1) to introduce more robust project planning and better resource management. An over reliance on the small Elections Team needs to be addressed;
- (2) greater use is made of the Contact Centre to field queries;
- (3) the development of a communications plan and improving the way in which Election Agents are briefed;
- (4) that more time is allowed for counts when multiple elections take place to ensure staff are rested;

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(5) the recruitment and training of staff is improved, the role and responsibilities of the Returning Officer and his key staff reviewed, alongside the functioning of the Control Table;

(6) ICT is fully utilised.

2.6 In general the election process was dealt with effectively. However, there were problems that were experienced as a result of having to run the Parliamentary, District and Parish/Town elections concurrently. This was a consistent theme nationally. These are explored later in this report.

3. **Equalities Impact Assessment Outcomes**

3.1 This item is not relevant to equality.

Executive Report

1. Introduction

- 1.1 This report has been requested by the Overview and Scrutiny Management Commission (OSMC) following concerns raised at the Election Count for the District Council Election on 7 May 2015. These were subsequently reported to the Electoral Commission who have also reflected their concerns.
- 1.2 In addition, the report will review the effectiveness of the elections held in West Berkshire on 7 May 2015. The Parliamentary, District and Parish/Town elections were all held on the same day for the first time. In the past the Parish/Town elections would have been deferred for three weeks. The same combination of elections is unlikely to occur again for another 20 years, namely, May 2035.
- 1.3 The report deals with all elements of the election, including
 - (1) The planning and preparation for the elections
 - (2) How the plans were executed on the day
 - (3) What lessons need to be learned
- 1.4 The management and operational aspects of elections are dealt with by the Electoral Services Team who are part of the Strategic Support Unit. However, the Chief Executive is the Returning Officer and Electoral Registration Officer and therefore responsible for the overall management of the Elections and the Electoral Registration process.
- 1.5 There are three core members of staff who deal with elections and electoral registration the Elections Manager, Electoral Services Officer and Elections Assistant. During busy periods they are supported by other staff within Strategic Support and more widely across the Council and outside.
- 1.6 Given that there are three Parliamentary constituencies this necessitated the Elections team in having to exchange significant telephone calls and election data to facilitate the three Parliamentary Elections.
- 1.7 This report looks at the various workstreams leading up to the three elections and the pressures placed on individuals and Strategic Support in general.

2. Pre Notice of Election Workload up to 23 March 2015

- 2.1 In 2014 the Government introduced Individual Electoral Registration (IER) and required all Councils to start working on implementing the new system on 10 June 2014 following the completion of the European Elections.
- 2.2 The new IER process required the Council to deal with the production of data files for Household Enquiry Forms and Invitation to Register Forms. The Council was also required to register/confirm registration on the internet/telephone and by text.
- 2.3 This was a major piece of work which culminated in the publication of the new register of electors on 1 December 2014, which was then distributed in accordance with legislation. There were in excess of 14,801 changes made to the register.

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- 2.4 The Elections Teams also managed the Purley By- Election held on 28 January 2015.
- 2.5 In February 2015 the Government introduced a requirement on the Elections team to send Household Notification Letter (HNL) to all properties to ensure that as many people as possible were registered to vote. A review of the personal identifiers for all postal voters whose applications were more than five years old was also undertaken in January 2015.
- 2.6 Planning for the three elections commenced immediately following the European Elections in June 2014. Regular meetings were scheduled with the Returning Officer to deal with all aspects of the elections process. A Project Plan was also put in place.
- 2.7 It was agreed at an early stage that the counting of votes would take place over three days.
- (1) The Parliamentary Count immediately following the close of poll – a statutory requirement.
 - (2) The District Count on Friday 8 May commencing at 11.00am.
 - (3) The Parish/Town Count on Saturday 9 May commencing at 10.00am.
- 2.8 At this early stage in the planning process it was envisaged that the verification would be complete by 01.00am and the Parliamentary Count concluded by 3.30am at the latest which is why it was proposed to conduct the Parliamentary and District Counts on the same day, namely 8 May 2015. All of the counts were undertaken in The Grandstand at Newbury Racecourse, which had been used as the count venue in May 2012 although discussion also took place regarding using St Bartholomew'
- 2.9 The Council is required to undertake a review of Polling Districts and Polling Places in advance of Parliamentary elections and a review was accordingly undertaken in the autumn of 2014 which concluded with a report being agreed at Council on 11 December 2014. This report recommended a number of changes to polling stations and action was undertaken to implement these recommendations in advance of the elections in May 2015. All Members were consulted as part of this review and any comments received were used to inform the final recommendations. A particular problem which was identified through the review process was finding a suitable location in Burghfield Village for a Polling Station. St Mary's Church was later identified as the most suitable Polling Station.
- 2.10 Other work which had to be undertaken in the lead up to the Elections included the following:
- (i) The engagement of suppliers to print poll cards, postal votes and ballot papers.
 - (ii) An audit of election equipment. This audit identified a need to purchase an additional 150 ballot boxes.
 - (iii) The production of new signs for Polling Stations

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- (iv) The appointment of staff to various items of work (mainly Presiding Officers, Poll Clerks and Counting staff). In total over 747 roles were identified which needed undertaking to support the three elections.

2.11 Given the number of Elections to be managed and the Returning Officer's stipulation that no member of staff could support more than 2 Counts, there was a need to employ a significant number of staff. This was achieved although it was necessary to recruit many new staff, most of whom were drawn from the Council's Resources Directorate.

Issues

2.12 At this stage in the process it became evident there was insufficient capacity within Strategic Support to deal with the volume of calls, manage the more complex election enquiries and undertake the necessary preparation for the election count. An additional temporary member of staff was subsequently employed to try and assist with the large volume of calls.

2.13 Whilst a Project Plan was put in place to oversee the process, the Election Programme was not really driven by it. The Project Plan lacked detail and the underlying approach adopted was that used in previous Elections, namely relying on a small number of highly experienced individuals who had carried out similar work for many years

Recommendations

1. That a more and detailed robust Project Plan is developed six months prior to the Election Count.
2. That project management principles are used to oversee, review and refresh the Project Plan and its implementation. In particular regular meetings are put in place involving the Returning Officer, the Elections Team and senior managers in Strategic Support to review implementation of the Plan.
3. That greater attention is paid to the future resourcing of Elections, in particular where their scale is going to require a much wider engagement of staff beyond the immediate Elections Team. Those resourcing requirements including a detailed assessment of 'who does what', should form part of the Project Plan development.

3. Post Notice of Election 23rd March to 6th May 2015

Context

3.1 The Notice of Election for the District and Parish/Town elections was published on 23 March 2015. Notice of Election for the Parliamentary Election was not given until 1 April 2015 as it was necessary to receive the Writ before this could be issued.

3.2 As soon as the Writ was received poll cards were issued. The Council did receive a number of complaints from electors who claimed not to have received a poll card however the number of complaints was no higher than in previous years.

3.3 There were eight nominations for the Newbury Parliamentary Seat, 160 candidates were nominated for the District Council and 466 nominations for Parish/Town

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Councils. The date for District/Parish Council election nominations opened on 23 March and closed on 9 April 2015. The date for the Parliamentary election nominations opened on 1 April and closed on 9 April 2015.

- 3.4 Although an Election Agents' briefing took place on 12 February 2015, the Elections Team received a large number of District/Parish Council nominations in the last two days. All of these nominations had to be hand delivered to the Elections Team by law for them to check before they could be signed off. This was compounded due to the fact that the Easter Holiday fell in the middle of the nomination period. This placed significant pressures on the Election Team.
- 3.5 During this period the Elections Manager and Electoral Services Assistant moved to the Members' Boardroom in order that the nominations received could be managed in a confidential manner.
- 3.6 Two key dates in the build up to the Election were 20 April which was the last day on which applications to apply to vote at the Election on 7 May could be made, and 21 April which was the final day for applying for a postal vote. High volumes of applications were received on both these days. The Postal Vote data was sent to the printers within one hour of the deadline for applications.
- 3.7 A number of applications were received after the two deadlines which were rejected.
- 3.8 Ballot papers were then printed for inclusion in postal vote packs. The Head of Strategic Support and the Democratic and Electoral Services Manager visited the printers in Dagenham to undertake random checks on postal packs. No issues were identified as part of this process.
- 3.9 The Council issued 23,131 postal vote packs for the Parliamentary Election and the District Elections and a further 10,507 for Parish/Town elections. These packs contained a total of 47,809 votes. It was not possible due to printing constraints, to include three ballot papers in a single pack. Voters did receive two sets of ballot papers which led to some confusion. Better communications could have helped to explain the reason for the two packs.
- 3.10 In addition to postal votes, a total of 1,244 proxy votes were granted many of which were submitted in accordance with the new emergency proxy arrangements. This meant that proxy arrangements could be granted up to 5.00 pm on the Election day itself. This arrangement did cause a number of logistical and staffing issues, as staff at polling stations had to be advised that the proxy had been approved.
- 3.11 Once the postal votes had been despatched a small team were employed under the supervision of the Principal Policy Officer (Executive Support) to open the votes. This process worked well and reduced the pressure on the Elections Team. The number of postal votes processed by this Team was around 40,000.
- 3.12 In the three days prior to Election Day and in the three days following, polling screens were delivered to and collected from polling stations by a local company. There were also a range of training courses held for staff associated with the elections. Some earlier training was done with key staff. Training of Polling Station Inspectors, Election Control Staff, Count Supervisors and Ballot Box Reception

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Team was also undertaken. Training for Presiding Officers and Poll Clerks was completed online.

- 3.13 Ballot Boxes were prepared on Saturday 2 May by a small team of officers so that they were ready for collection by Presiding Officer's on Tuesday 5 May. Ballot Papers were not delivered to the Council until 8.30 am on Sunday 3 May and this resulted in the Elections Team having to work on the Sunday too. A project plan which was shared across the wider Unit would have enabled this task to have been delegated and started earlier.

Issues

- 3.14 Strategic Support continued to receive significant numbers of phone calls from people about general election queries and also from people expressing concern that they had not received their postal votes, particularly those living abroad. Replacements were however issued in all cases. A number of complaints were also received from electors about the complex nature of completing and returning postal votes. The process for completing and returning postal votes is one laid down in legislation so there was little the Council could do to placate these voters. Nevertheless, greater efforts need to be made in the future to explain the Election process, particularly where it is complex or out of the ordinary.
- 3.15 The biggest problem experienced with postal voting, by all Councils, was in relation to 'overseas' electors. In the lead up to the election the Council received over 350 applications from overseas electors. These applications take a considerable amount of time to process, as historic registers have to be inspected to ensure that the applicants have been previously registered in West Berkshire in the preceding fifteen years. The issue faced by the Elections team was that the majority of these applications were made via the Government Digital Service and electors wrongly assumed that once their application for registration had been approved they would be granted a postal vote. However, this was not the case and a separate application had to be made to the Council. The Cabinet Office has now acknowledged that their information was not as clear as it should have been and appropriate changes have now been made to their website.
- 3.16 When the Elections Team opened the ballot papers it was apparent that whilst the number of ballot papers delivered was correct the numbering was not in accordance with what was previously agreed. This was a significant issue as the ballot paper numbers appear on a number of election documents. Attempts were made to alter the numbers in the election management system so that documents could be reprinted but this was not possible.
- 3.17 As a result of this some documents had to be amended manually and contact made with the software company on Tuesday 5 May to see if the numbers held within the system could be amended. The problem was compounded by the fact that Monday 4 May was a Bank Holiday.
- 3.18 Ballot Papers for the Reading West Constituency were not received until 1.30pm on 5 May which caused a minor problem as Presiding Officers had already started to collect ballot boxes from 2.00pm.

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Recommendations

4. That, in future, a detailed “Frequently Asked Question” sheet be prepared so that the first port of call for any phones calls about basic election enquiries should be the Contact Centre which would then allow the Elections Team to focus on the more complex enquiries.
5. That a communications plan needs to be developed as part of the overall Project Plan which identifies complex or unusual aspects of the process which may need explaining to the voting public beforehand.
6. That a review of the way in which Elections Agents are briefed is undertaken with a view to minimising nomination forms being returned at the last minute.

4. Election Day

Context

- 4.1 Because of the complexity of the day an Election Control Desk was staffed from 6.30am to 10.00pm so that any problems/queries raised by electors and polling station staff could be managed effectively. This enabled the Elections Manager and the Electoral Services Officer to focus their attention on more complex issues.

Issues

- 4.2 It became apparent early on Election Day that despite having a detailed schedule, the delivery company had delivered insufficient polling screens to a number of locations. The Council had to use its own resources and deliver screens to a number of polling stations.
- 4.3 There was also a large volume of calls received by the Elections Team on the day from both polling station staff and electors. In addition, staff were also heavily involved in issuing replacement lost/spoilt postal votes and emergency proxies, some of which involved liaising with both Wokingham and Reading Borough Councils.
- 4.4 The Elections Team also identified an issue with the software system, where in a very few instances, new electors had applied online, but had mistakenly been merged with another elector in the same property. This was a problem experienced by all users of the Xpress software system.
- 4.5 There were last minute issues around the car parking arrangements put in place by the Racecourse management for people attending the count. The Returning Officer and Head of Strategic Support had to meet with the Racecourse management early evening in order to improve the elections signage and to agree new parking arrangements for people attending the count.
- 4.6 There were no specific issues raised about any of the Polling Stations used on the day.

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Recommendation

7. That, in future, detailed discussions be held with the delivery company to ensure that they are clear on the number of screens to be delivered to each polling station location.

5. The Counts

Context – Parliamentary Count

- 5.1 As previously stated it had been agreed that the three counts would be spread over a period of three days. This was based on an assumption that the Parliamentary Count would be completed by 3.30am at the latest on 8 May.
- 5.2 Count teams had been appointed for all Counts and Supervisors appointed. As there were three Counts it was necessary to appoint more Supervisors than would normally be required. This meant that some Count Supervisor staff were undertaking these roles for the first time. Supervisors were employed on the basis of previous experience or perceived ability to undertake the role.
- 5.3 The layout of the Count Room at the Racecourse including, refreshments and signage and the associated communications (screens and Televisions etc) was the responsibility of the Head of Strategic Support supported by the Policy Officer (Executive Support).
- 5.4 Improved communications were seen as essential given the complexity of the three Counts and online progress of the various Counts was also provided via the Council's website. A communication team was put in place to manage this aspect of the count. The layout of the room and the improved communications were viewed as having worked well.
- 5.5 A team had been appointed to deal with the arrival of ballot boxes and other equipment from Presiding Officers, This team was located on the ground floor where all equipment was stored and sorted with the exception of the ballot boxes which were taken to the count location on the second floor. This process worked extremely well as members of this team have considerable experience in undertaking this task.
- 5.6 The first process that had to be undertaken was the verification of the ballot boxes to ensure that the number of ballot papers in the boxes agreed with the number issued by the Presiding Officer.
- 5.7 It was necessary to open the ballot boxes for all elections (Parliamentary/District and Town and Parish Councils) to ensure that no papers had been placed in the wrong box. This meant that a total of 246 boxes required verification.
- 5.8 Once all votes had been verified the ballot papers for the District and Parish/Town elections were sealed away.
- 5.9 The verification process concluded at 3.10am nearly two hours later than the original estimate. The Parliamentary count then started at 3.40am and concluded at 5.30am. The verification process proved to be a much longer process than first anticipated, however it was completed accurately with only a discrepancy of one

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ballot paper between the number of votes issued for the Newbury Parliamentary Election and the number included in the ballot paper account in each of the 97 Parliamentary boxes.

- 5.10 The Parliamentary Count followed the verification and was concluded relatively quickly. The result was declared at 5.30am time. When compared with the rest of the country this was broadly alongside comparable areas. The Verification and Parliamentary Count had taken longer locally but the same issue had been experienced elsewhere where multiple elections had been held.

Issues

- 5.11 As a result of the late finish of the Parliamentary Count (5.30am) some key staff did not leave the Racecourse until 6.45am and were then required to undertake the same role later that morning.
- 5.12 There were minor issues experienced in transferring the data from the verified count sheets from each of the count supervisors to the control table to enable the up to date position to be relayed across the screens etc. The reason for this was firstly that this was a new process and secondly because the individual assigned this task was used to resolve other unforeseen issues which occurred on the night/morning.

Context - District Council Count

- 5.13 The District Count commenced at 11.00am on 8 May. All boxes were re-verified before the actual count commenced. The counts for the district wards had been allocated to the five count teams on an approximately equal basis. Various Count methodologies needed to be used depending on the number of seats up for election and the number of candidates however, it soon became clear that different supervisors were adopting different approaches.
- 5.14 Count Supervisors were required to undertake counts in an agreed order and once completed check and submit a provisional result to the Returning Officer. The Returning Officer was responsible for signing off provisional results or requiring a recount to take place to ensure that the numbers on the "provisional results sheet" and that on the Control Table master account sheet agreed.
- 5.15 The Returning Officer dealt with all doubtful ballot papers to ensure a consistent approach.
- 5.16 The District Count was concluded by 7.30pm. This was again somewhat later than expected this time due to the need for additional checking coupled with the need for several recounts.

Issues

- 5.17 The District Council Count started only 6 hours after the completion of the Parliamentary Count, namely at 11.00am. However some staff had the responsibility for making sure that the Racecourse Building was cleared and secure after the Parliamentary count had finished given the ballot boxes and papers were stored overnight. These staff only left the building at approximately 6.45am.
- 5.18 Key staff were then asked to report back to the Racecourse Building no later than 10.00am to receive a briefing on the process to be followed in managing the District

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Council Count. However, some of these key staff were required to report back much earlier (9.00am) to ensure that the communications aspects of the Count were up and running.

- 5.19 The result of this timeframe was that some key staff were on duty for over 36 hours without sleep.
- 5.20 The main issue in relation to the District Council Count was the Thatcham North seat. This Count was challenged after the result had been declared. In effect the total number of votes cast did not match up with those shown on the “form of declaration”.
- 5.21 The process followed was that laid down in that the preliminary result was passed through the Control Table (Returning Officer and Deputy Returning Officer) who, in turn, verified this result. The result was then shown to the various agents who acknowledged the result. The Returning Officer then declared the result. It was after this point that the result was challenged.
- 5.22 This was a result of human error. Had the count module attached to the Xpress software system been operational this would have been used to input the results and check figures. However, due to the problems identified earlier with the ballot paper numbers it was not possible to use this system. There were other similar errors made which were picked up by the Control Table.
- 5.23 The cause of these difficulties can be attributed to the following;
- (1) Exhaustion – it was not envisaged that the Counts would take as long as they did. The result was that some staff ended up working very long hours without a break. In hindsight, the Counts should not have been arranged on simultaneous days.
 - (2) Training – supervisor training was not extensive enough. There was an over reliance on expecting supervisors understanding the task in hand. At the same time supervisors were allowed to adopt the methodology they felt best suited their own Count circumstances. This proved problematic with some supervisors implementing approaches which were overly long winded and complex for the task in hand.
 - (3) Skills set – there is a requisite skill set required to supervise a Counting Table. Some supervisors were not well suited to the role and would be better deployed to other activities.
 - (4) Control Table – roles and supervision – there was insufficient supervision of the Counting Tables by the core Elections staff. The roles of the Returning Officer and his core staff need reviewing. The emphasis should be placed on oversight not detailed engagement in specific processes. The Returning Officer and his staff need to be capable of identifying and resolving problems before they escalate. That becomes difficult if they are heavily involved in other activities. Responsibilities at the Control Table need reviewing and clarifying. This will require additional staff to become involved beyond the small team that currently exists.

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- (5) ICT – the Count process remains dominated by paper based processes. The ICT would not function properly on the day of the Count. If it had, and had been used it would have provided an early warning system to the errors that were subsequently identified.

Town and Parish Councils Count

- 5.24 The counting of votes for Parish/Town councils commenced at 10.00 am on Saturday 9 May 2015. Whilst there were only 16 contests to count, the Parish/Town council elections were the most complex due to the high number of seats in some wards and the large turnout as a consequence of the elections being combined.
- 5.25 A completely new set of Count Supervisors was used at this count, some of who had little experience in dealing with counts of this complexity. As with the District count, a number of recounts were necessary. A number of measures were taken subsequent to the District Count to ensure that there was no repetition of the earlier difficulties and those proved effective. All counts were however concluded by 5.30pm.

Recommendations

8. That, should there be a requirement for the Council to manage three election processes (Parliamentary/District and Town and Parish Councils) in future (2035), that the individual counts be undertaken as follows;
- (i) Parliamentary – the day of the Election and running into the next morning.
 - (ii) District – Saturday
 - (iii) Town and Parish Councils – Sunday

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9. A core team of staff need to be selected to undertake Election Count duties. The emphasis should move away from seeking staff as and when Elections occur. Staff should be kept on the books and trained on an ongoing basis particularly given Elections are now taking place on an annual basis. The selection of a core team of supervisors is seen as particularly important
10. Supervisors should attend standardised training delivered by an appropriate outside body. This should take place at least annually.
11. Supervisors should be selected against a recognised and agreed person specification. The role does not suit everyone.
12. The role of the Returning Officer and his staff in relation to the Count needs to be reviewed. A much greater emphasis needs to be placed on oversight and supervision by key senior elections staff.
13. Additional senior staff are required to support the Control Table. This needs to include staff able to utilise the required ICT to support the process and thereby enable the required checks and balances to be put in place

6. Post Election

- 6.1 Following the elections arrangements were made for payments to be made to all staff, Polling stations and other suppliers. This process took approximately three weeks due to the large numbers involved.
- 6.2 Following the Election a number of statutory returns also needed to be made. These were all completed in accordance with Electoral Commission guidelines.
- 6.3 A number of review meetings were held to identify areas where improvements could be made resulting in a number of recommendations set out in this report.

7. Appendices

Consultees

Local Stakeholders: N/A

Officers Consulted: Deputy Returning Officers, Head of Strategic Support and the democratic and Electoral Services Manager

Trade Union: N/A

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Title of Report: **Update on Children's Services Improvement Plan**

Report to be considered by: **Overview and Scrutiny & Management Commission**
 15th September 2015

Forward Plan Ref:

Purpose of Report: **To update on the progress of Children's Services subsequent to their Ofsted grading of 'inadequate' published on 18th May 2015.**

Recommended Action: **That the OSMC:**

- i) **Endorses the progress being made by Children's Services subsequent to their Ofsted Inspection**
- ii) **Be informed of the improvement journey to ensure Children's Services becomes 'good' in line with the Council's Strategy**

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

 CSP1 – Caring for and protecting the vulnerable

The proposals will also help achieve the following Council Strategy principle(s):

 CSP8 - Doing what's important well

The proposals contained in this report will help to achieve the above Council Strategy priorities and principles by:

Portfolio Member Details	
Name & Telephone No.:	Councillor Lynne Doherty
E-mail Address:	ldoherty@westberks.gov.uk
Date Portfolio Member agreed report:	3 September 2015

Contact Officer Details	
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Executive Summary

1. Introduction

- 1.1 In March 2015, Ofsted carried out an inspection of West Berkshire's Children and Families' Services. The outcome of this inspection was that our "services for children in need of help and protection" were judged to be "inadequate" and therefore the local authority's overall effectiveness in delivering children and family services was judged to be "inadequate" too.
- 1.2 The Ofsted report contained 17 recommendations which we must implement effectively. Of these, four were for "Priority and Immediate Action" and a further 13 are considered "Areas for Improvement".

2. West Berkshire's Response to the Ofsted Inspection

- 2.1 The Improvement Action Plan (See Appendix A) written in response to this inspection makes clear our vision for children, young people and families. It then outlines the five highlighted domains by Ofsted and within them a number of improvement commitments. These are statements of intent which demonstrate our commitment to getting to "good" for our safeguarding practice and achieving our vision.
- 2.2 The Improvement Plan shows how our Improvement Commitments link to Ofsted's recommendations and in a section headed "How will we know we have done it", shows what will be measured, monitored, observed or established to demonstrate that we have met our improvement commitments.
- 2.3 For each domain, the Improvement Plan shows how the improvement commitments are translated into SMART actions. These detailed actions have a target date, a lead officer with responsibility for completing them, a RAG status (except for those actions which haven't yet been initiated) and a Status Update which outlines our progress to date.
- 2.4 This Improvement Plan was approved by the Department for Education in August 2015 and is the core document against which Children and Families Services improvement is being monitored and evaluated.

3. Equalities Impact Assessment Outcomes

- 3.1 No formal equalities consultations have taken place on this plan, but the work of Children and Families Services impacts on the most vulnerable children, young people and families in our district, including some who have protected characteristics under the Equalities Act. The Performance Plan has however been widely shared with the recognition that as the focus of the work is on improvement, any change seen is likely to be beneficial.

4. Conclusion

- 4.1 An Improvement Plan is mandatory in response to an Ofsted "inadequate" judgement. It records and evidences the progress that is being achieved and in deciding our improvement partners to advise on the Council's work, the Secretary of State has shown confidence in our ability to improve with only minimum intervention. It has therefore been accepted as a constructive tool to track our improvement journey.

Executive Report

1. Introduction

- 1.1 In March 2015, Ofsted carried out an inspection of West Berkshire's Children and Families' Services against the "Single Inspection Framework" (known as a SIF inspection). The report was published 18th May 2015.
- 1.2 The outcome of this inspection was that West Berkshire was judged to "require improvement" in relation to services for looked after children and care leavers, leadership management and governance and for our Local Safeguarding Children Board (LSCB). However, "services for children in need of help and protection" were determined to be "inadequate". Because this is what is known as a "limiting judgement" the local authority's overall effectiveness in delivering children and family services was judged to be "inadequate" too.
- 1.3 The Ofsted report contained 17 recommendations which the local authority must implement effectively. Of these, four were for "Priority and Immediate Action" and a further 13 are "Areas for Improvement".
- 1.4 The Ofsted recommendations were considered by West Berkshire Council in discussion with LSCB partners and mapped to five work streams.
 - 1) Improving Leadership, Management, Governance and Partnerships
 - 2) Improving the Quality of our Practice
 - 3) Strengthening, Stabilising and Improving the Quality of our Workforce
 - 4) Improving Service to Children in Need of Help and Protection
 - 5) Improving Services to Children Looked After and Care Leavers

2. West Berkshire's response to the Ofsted Inspection

- 2.1 In March 2015, at the same time as the inspection, new appointments were made to strengthen the management and leadership in Children's Services. Dr Mac Heath started as the new Head of Children and Families Services in June 2015 and Andrea King was appointed into the new post of Head of Prevention and Community Development.
- 2.2 These posts were recognised as key in leading much of the improvement work required and to support partners, including the Local Safeguarding Children's Board.
- 2.3 After the inspection had finished, but before the report was published, a Quality Assurance (QA) Board was formed to act promptly on the inspection findings. Further, a Children's Services Improvement Programme (CSIP) Board was put in place to monitor the progress against specific improvement actions.
- 2.4 The CSIP directly addresses the Ofsted Action Plan written in response to our inspection and allocates a workstream for each domain of improvement. Each workstream with a specific sponsor and operational lead.
- 2.5 The main section of the improvement plan takes each workstream in turn, and for the improvement commitments within the workstream, outlines which Ofsted recommendations the commitments relate to.
- 2.6 The plan shows what will be measured, monitored, observed or established to demonstrate that we have met our improvement commitments. For example, in the

"Improving the quality of our practice" workstream, we measure the effectiveness of our improvement by showing improved timeliness of single assessments, initial child protection conferences, child protection reviews, LAC reviews and child protection visits. Within this workstream there are also eight other measurable components which will also be used to demonstrate our improvement.

- 2.7 For each improvement workstream the Improvement Plan also shows how the improvement commitments are translated into SMART actions. One of our workstreams; "Strengthening, Stabilising and Improving the Quality of Our Workforce", has two improvement commitments in it: having a stable and secure workforce and securing consistency in practice and working relationships with children, young people and families. These improvement commitments in turn have smart actions each in order to secure progress against the commitment.
- 2.8 All these detailed actions have a target date set against them, a lead officer with responsibility for completing them, a RAG status (except for those actions which haven't yet been initiated) and a Status Update which outlines our progress to date.
- 2.9 The main governance points for this work are threefold:
 - LSCB – this has multi-agency oversight of the whole children's safeguarding system
 - Council / Executive – this has the political oversight of what we are doing, and where decisions may be made about resources and policy and owns the council's vision for children, young people and families
 - Children's Service Improvement Programme – this is the practical programme management vehicle for making sure the changes are carried out within the service
- 2.10 We anticipate that all three bodies will require regular updates of the progress on the Improvement Plan.
- 2.11 In addition, we will want to make use of other bodies such as relevant LSCB sub-groups, an increased role for children's scrutiny, and the QA Board to help us drive the service improvement.
- 2.12 Ofsted have acknowledged that West Berkshire recognised its weaknesses and failings and acted appropriately to tackle them. It was therefore vital the service responded by maintaining the focus and momentum at a time when so many services have a post inspection 'dip'.
- 2.13 This approach was further endorsed by confirmation in August 2015 that West Berks would be subject to only minimum, external intervention to secure its improvements.

3. Progress of Improvement Journey to ensure Children's Services achieves 'Good' in line with the Council's commitment

- 3.1 The key milestones in our improvement journey are mapped on our Action Plan (Appendix A) but there are a number of key developments that further evidence our progress.
- 3.2 At the start of April 2015, the first cohort of our Social Work Academy started. The academy is part of the recruitment and retention package that Ofsted called "ambitious and creative"; part of our response to the difficulties we were having in stabilising our workforce and reducing our reliance on agency staff. This is part of a

wider Recruitment and Retention Strategy to increase our permanent social work workforce. Our current agency rate shows an improved 33% from a reported 50% of qualified social workers since the inspection.

- 3.3 Since April we've also been noticing steady improvements in our performance data. The percentages of assessments completed within 45 days have improved. All our initial child protection conferences, child protection reviews and looked after children reviews are on time, with a significant improvement on timeliness of our child protection visits (97% in July).
- 3.4 We still have important improvement work to do with our health partners to make sure that all the full health checks and dental checks are done for the children in our care and to make sure that child protection conference reports are provided to families on time. We have only managed to provide reports on time in 48% of cases overall this year, although for last month's conferences we improved to 67%. This continues to be a priority for us
- 3.5 In May, at a Council meeting the day after publication of our inspection report, the Council gave a firm commitment to our improvement work. We also incorporated our response to Ofsted's recommendations into our LSCB business planning, to ensure that our multi-agency partners also had the opportunity to challenge and support us on our improvement journey. The LSCB is the main body for independent scrutiny of our improvement.
- 3.6 In June, our first meetings with the Improvement Advisers attached to us by the Department for Education (DfE) took place. They pressed us hard for evidence of the work we had done, the changes we had made and the positive impact that was happening. By this time we had held two further QA Boards and developed the first draft of the Improvement Plan that we would later submit to the DfE and Ofsted. This enabled us to show our progress. The advisers could see that we were confident in our capacity to improve and the draft plan was circulated to all the staff of the Communities Directorate and to all schools in the district to evidence our ambition.
- 3.7 In July our Improvement Plan received approval at a special Council meeting. Although much of the improvement work could be managed within our existing resources, tackling some of the more challenging issues required investment, and we needed to satisfy the Council both that our plans were sound and that any investment would be sharply focused. These were approved and we had a further evidence gathering visit from the Improvement Advisers to enable them to make their recommendations to the DfE about the level of intervention and nature of Improvement Notice the department should issue to us.
- 3.8 Throughout July and August we have maintained a continuing, steady effort to evidence improvements and where we have made them and to push harder in areas where we are still not performing as we would want.
- 3.9 On 24th August we submitted our Improvement Plan and it was publicly confirmed by the Secretary of State that our Improvement Partners to work alongside us in our Ofsted Improvement work will be an organisation called Exploring Choices, who have been working with us over the last three months to support the development of our improvement.
- 3.10 In deciding on our Improvement Partners, and not to appoint an Improvement Board to advise the Council's work, the Secretary of State has shown confidence in our ability to improve with only minimum intervention. It is recognised that by the time of the inspection the need to improve had already been acknowledged and the

service has shown a strong commitment and ability to be able to deliver on improvements, but we also acknowledge that there is some important work to do to put us in the best position to fully achieve our aim.

3.11 The plan which commits us to providing a 'Good' service for vulnerable children and their families will build on this initial progress by, amongst other things:

- Utilising the £600k investment into the service for additional support and new posts
- Progress the recruitment campaign to increase stability
- Increase support to ensure cases are dealt with in agreed timescales and practice is consistently good.

3.12 Overall, however, it is understood that the key to our success will be to create a service that is supportive, has clear processes and systems in place, provides the tools needed to do our job well, where we see good practice as a habit, not a goal and is focussed on the outcomes for the children, young people and families with whom we work.

4. Conclusion

4.1 In the last five months since our Inspection, Children and Families Services have worked hard to implement the service infrastructure and governance arrangements which support the strengths and principles outlined in our Action Plan. We do recognise however that these improvements need to be embedded across all areas to ensure the service is able to sustain and build further on the improvements already evidenced.

5. Recommendations

5.1 For OSMC to consider Children's Services progress and be informed of the journey of improvement being undertaken to ensure Children's Services become 'good' in line with the Council's ambition.

Appendices

Appendix A - Improvement Plan

Consultees

Local Stakeholders:

Officers Consulted:

Trade Union:

West Berkshire Council – Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers

OFSTED ACTION PLAN August 2015

This initial plan addresses issues identified by Ofsted in their report published 18 May 2015 as needing priority and immediate action, as well as those areas for improvement.

The improvement actions for the LSCB arising from the same inspection are included as an appendix to this Improvement Plan. They have been incorporated in full into the LSCB's Business Plan 2015-2017 (V5), dated July 2015.

In addition to this Improvement Plan the local authority's overarching service improvement strategy will address the improvement journey of services to "Good".

West Berkshire is a great place for children to grow up. Generally West Berkshire's children and young people do well. They are safe and healthy, achieve high educational standards through attending good schools, and move on into higher education or employment and a secure and prosperous future.

Our **vision** is for our most vulnerable children, including those looked after by the local authority itself, to achieve outcomes that are every bit as good as their peers across all areas of their lives.

We understand children in the context of their families and communities, and we prioritise supporting vulnerable families and working with communities so that their children can do well and be safe within their own family whenever possible.

Where children and young people can't remain with their birth or extended families, despite high quality family support, and are looked after by the local authority, we want them to know that we are ambitious, driven and committed "Corporate Parents", striving to help them reach their full potential. For these children and young people we prioritise finding the best permanent home for them, so that they can have a stable base from which to build a secure future; and supporting them, while in our care, to be safe, stay healthy and achieve academically and otherwise.

The vision for children and family services in West Berkshire is of a service that is – at the very least - "**good**", if not outstanding. To achieve this we will build on the existing strengths acknowledged in the Ofsted report and on the principles already established in the Brilliant West Berkshire programme. We will implement a service infrastructure and governance arrangements which support these strengths and principles.

Existing Strengths

- “Signs of Safety” framework
- Good relationships between young people and their personal advisors and / or social workers
- The good range of management information and data
- Implementation of a social work academy
- Family Resource Service (FRS), (including Domestic Abuse Response Team, Family Intervention Team, Family Support Team)
- Strong early help commissioning arrangements
- Help for Families Team
- Turnaround Families programme
- Disabled Children’s Team
- Action in relation to children who go missing
- Virtual School and Looked After Children’s Education Service (LACES)
- Alternative curriculum provision
- Stable foster care arrangements
- Good “adoption scorecard” outcomes
- “Adopt Berkshire”
- Our strong presence at the family justice board
- Our outstanding Youth Offending Team (YOT)
- Social worker positivity about West Berkshire as an employer

Brilliant West Berkshire Principles

- **Restorative approaches** (already evident in the Signs of Safety framework, the FRS and the YOT in particular)
- **Focusing on strengths and assets** in families and not problems or deficits (through the use of family group conferencing, solution-focused approaches, “Think Family” philosophy)
- **Focusing on peoples lives** – in this case through concentrating on “children’s voice”.
- **Finding ways to say “yes” differently** – by building on our successful early help to keep children and families safely out of our statutory services.

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Key to RAG Rating

In the **Outcomes, Actions and Success Measures** section below there is a RAG status reported for each action. The RAG status should be interpreted as follows:

RAG Shading	Action Status
	Action not yet started.
	Action in progress and on schedule to complete on time as planned.
	Action in progress but at risk of not completing on time as planned.
	Action started, but blocked; key milestone not met, or other as yet unresolved impediment to completion.
	Action completed successfully.
EV	Action completed successfully and evidence of impact available.

This draft improvement plan has been drawn up by West Berkshire Council in discussion with LSCB partners. The Ofsted recommendations have been mapped to five workstreams, owned and led as follows:

Improvement Workstream – Ownership

Workstream	Strategic Sponsor	Operational Lead
1. Improving Leadership, Management, Governance and Partnerships	Portfolio Holder for Children’s Services supported by Portfolio Holder for Education	Corporate Director - Communities
2. Improving the Quality of our Practice	Corporate Director - Communities	Head of Children and Families Services
3. Strengthening, Stabilising and Improving the Quality of Our Workforce	Corporate Director - Communities	Head of HR
4. Improving Services to Children in Need of Help and Protection	Head of Children and Families Services Supported by Head of Prevention and Developing Community Resilience	Service Manager – CAAS Service Manager – Localities
5. Improving Services to children looked after and care leavers	Head of Children and Families Services	Service Manager – Family Placement Team

Improvement Workstreams – Objectives and Improvement Commitments

A: Improving our Leadership, Management, Governance and Partnerships We will improve outcomes for children by committing the council's resources to ensuring a good quality of service for children, young people and families in whatever capacity we work with them, and by exercising system leadership so that our partners do so too.	B: Improving the Quality of our Practice We will improve outcomes for children by making sure we achieve consistently good practice in child and family social work and across the wider children's workforce, helping children to stay safe, be healthy, achieve their full potential and to contribute to the life of the district in a meaningful way.	C: Strengthening, Stabilising and Improving the Quality of our Workforce We will improve outcomes for children by developing and sustaining the kind of environment, rooted in restorative practices, in which good social work practice can thrive, thereby encouraging social workers and others to commit to West Berkshire's children, young people and families and to building meaningful relationships with them.
<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will become good at safeguarding. (Council Strategy, 2015-2019) • West Berkshire's Sufficiency and Looked After Children's Strategies will be up-to-date, aligned and annually reviewed ensuring sufficient good quality placements to meet the current and future needs of children coming into care. • West Berkshire's Corporate Parenting Panel and R:Vue (Children in Care Council) will be able to evidence their positive impact on outcomes for looked after children • West Berkshire will make sure management information is understood and used by both strategic and operational managers to improve practice and performance. 	<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will meet expected timescales. • West Berkshire will have a robust permanency policy to prevent drift and delay • West Berkshire will ensure children and young people's care planning is timely and effective. • West Berkshire will ensure that supervision practice always complies with the authority's policy. • West Berkshire will embed robust management oversight so that management actions and decisions are responded to and evidenced • West Berkshire will not tolerate poor practice and will challenge it and take robust action when required 	<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will have a stable, secure workforce in children's social care. (Recruitment and Retention Strategy, July 2014) • West Berkshire is committed to securing consistency in practice and working relationships with children, young people and families.

<ul style="list-style-type: none">• West Berkshire will commission a standalone “test of assurance” of the dual role of the DCS from an external provider.	<ul style="list-style-type: none">• West Berkshire will take legal advice, and legal action, promptly when the situation requires it.• West Berkshire will strengthen the challenge from our IRO and CP Chairs	
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<p>D: Improving services to children in need of help and protection We will improve outcomes for children by building on the strength of our best existing teams and services, embedding our restorative approaches through “Signs of Safety”</p>	<p>E: Improving Services to Children Looked After and Care Leavers We will improve outcomes for children by ensuring that they remain with or return to their families wherever safely possible and plan for permanency from the outset</p>
<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will take legal advice, and legal action, promptly when the situation requires it. • West Berkshire’s management oversight will be both reflective and challenging. It will focus on the child’s experience, current risks, needs and strengths and the effectiveness of the current plan and interventions. • West Berkshire’s core groups and child protection conferences will effectively monitor cases to make sure that where there is a lack of progress in improving a child’s situation, robust action follows to remedy this deficit. • West Berkshire will secure the quality of CSE practice more consistently so that all young people subject to CSE intervention have a clear record which is consistent and which influences their care planning effectively. 	<p><i>Improvement Commitments</i></p> <ul style="list-style-type: none"> • West Berkshire will work with families so that children in care can promptly return to their birth families where it is safe and appropriate for them to do so • West Berkshire will plan for permanency alongside reunification, so that prompt permanency decisions can be made and enacted • West Berkshire will make available good quality life story work for those children who need it • Looked after children’s health needs will be monitored and scrutinised at West Berkshire’s Corporate Parenting Panel • All statutory care planning processes will be consistently in place for West Berkshire’s looked after children • Young people’s wishes and feelings will influence their care plans and service development • All West Berkshire Care Leavers will have health passports.

Outcomes, Actions and Success Measures – By Improvement Workstream

A: Improving our Leadership, Management, Governance and Partnerships	
Outcome	We will improve outcomes for children by committing the council’s resources to ensuring a good quality of service for children, young people and families in whatever capacity we work with them, and by exercising system leadership so that our partners do so too.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will become good at safeguarding. (Council Strategy, 2015-2019) • West Berkshire’s Sufficiency and Looked After Children’s Strategies will be up-to-date, aligned and annually reviewed ensuring sufficient good quality placements to meet the current and future needs of children coming into care. • West Berkshire’s Corporate Parenting Panel and R:Vue (Children in Care Council) will be able to evidence their positive impact on outcomes for looked after children • West Berkshire will make sure management information is understood and used by both strategic and operational managers to improve practice and performance. • West Berkshire will commission a standalone “test of assurance” of the dual role of the DCS from an external provider
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i> Ofsted 1: Implement the following areas for improvement from the previous inspection:</p> <ul style="list-style-type: none"> • Legal advice is sought when necessary and this leads to appropriate action and timely legal intervention. • Management oversight is both reflective and challenging and focused on the child’s experience, current risks, needs and strengths and the effectiveness of the current plan and interventions. • Ensure core groups and child protection conferences effectively monitor cases to ensure that where there is a lack of progress in improving a child’s situation this leads to robust action. <p><i>Areas for Improvement</i> Ofsted 5: Develop a revised and updated looked after children strategy, aligned with the sufficiency strategy and based on a clear analysis of current and future need, with clear actions to address these.</p> <p>Ofsted 6: Ensure that the corporate parenting board and children in care council (R:Vue) consistently contribute to improved outcomes for looked after children.</p>

	<p>Ofsted 7: Conduct a robust test of assurance of the dual role of the Director of Children’s Services (DCS) and act on its findings.</p> <p>Ofsted 8: Ensure that all operational and strategic managers understand and use the management information and data available to them in order to oversee and improve practice and performance.</p>
<p>How will we know we have done it?</p>	<ul style="list-style-type: none"> • Resourcing proposals agreed by council and implemented by the DCS, with evidence of impact available. • Legal tracker shows no cases delayed in pre-proceedings or proceedings. • Supervision records evidence, and supervision audit confirms, that management oversight meets the required standard. • Core group and child protection conference records show evidence of robust oversight with audit confirming that the majority of cases are <u>good</u> and drift and delay are not occurring. • Updated looked after children, corporate parenting and sufficiency strategies are in place and the actions in them have been implemented, with the impact subject to monitoring by the Corporate Parenting Panel and LSCB as appropriate. • A Care Leavers’ Participation Forum is established. • There is documented evidence of the contribution of R:Vue (junior and senior) and the new Care Leavers Forum being involved in the design and development of proposals to improve children’s outcomes, engaged in the deliberation of the Council’s decision-making bodies, and participating in scrutiny and review of the expected outcomes for children in the care of the local authority. • The externally commissioned “test of assurance” is complete and the Council is able to evidence how it has acted on its advice. • Performance data shows steady improvement against all measures, and where exception reporting occurs, Service Managers and Team Managers are able to show a clear understanding of the reasons for any underperformance.

Improvement Commitment	West Berkshire will become good at safeguarding. (Council Strategy, 2015-2019)			
Action	By When?	By Whom?	RAG	Status Update
Undertake a strategic review of children's services which considers capacity, demand, volume, performance, and resourcing in the frontline social work teams, with a focus on caseloads, management oversight, quality and outcomes.	End May 2015	Catherine Parry (Interim HoS, Children and Families)		COMPLETE Review completed 19 May 2015. Initial proposals to Corporate Board 26 May 2015. EV <i>This work underpins a "getting to good" paper, which is the second phase of any improvement plan.</i>
Conduct the Social Work Reform Board "Health Check" across the social work teams to include all social workers. Findings to be reported back to DCS and Communities Directorate Leadership Team by the Principal Social Worker.	End July 2015	Rashida Baig (PSW)		COMPLETE <i>Findings of Health Check to be reported to CDLT, September 2015.</i>
Identify and implement immediate resourcing requirements to secure teams and social work practice.	Current	Catherine Parry (Interim HoS, Children and Families)		COMPLETE This has been identified as necessary in two of the four frontline social work teams to secure caseloads and timeliness. EV
Review supernumerary posts and determine whether they should become establishment posts.	December 2015	Mac Heath		
Council's Executive to review the recommendations of the Strategic Review (subject to its further amendment after staff consultation and "Health Check" recommendations) and consider implementation in pursuit of "Getting to Good" strategy.	Jan 2016	Mac Heath (HoS)		Subject to ongoing consultation with Corporate Board / Council's Executive.

Improvement Commitment	West Berkshire's Sufficiency and Looked After Children's Strategies will be up-to-date, aligned and annually reviewed ensuring sufficient good quality placements to meet the current and future needs of children coming into care.			
Action	By When?	By Whom?	RAG	Status Update
Undertake analysis of current and future needs of looked after children. Identify actions to address these.	End September 2015	Sandie Dopson (SM, Family Placement Team)		Data collection under way. Children's commissioner engaged. <i>Draft paper currently being considered by Interim Commissioner to help inform Sufficiency Strategy. Good initial evidence that placements being made adhere to Framework contracts.</i>
Develop revised, updated and aligned strategies for: <ul style="list-style-type: none"> • Looked after children • Corporate Parenting • Placement Sufficiency 	End December 2015	Sandie Dopson (SM, Family Placement Team)		Domains of LAC strategy proposed. Engagement work over summer 2015 to help inform Sufficiency Strategy currently initiated alongside commissioning work.
The Looked After Children, Corporate Parenting and Sufficiency Strategies to be subject to annual review.	End December 2016 and annually thereafter	Sandie Dopson (SM, Family Placement Team)		

Improvement Commitment	West Berkshire's Corporate Parenting Panel and R:Vue (Children in Care Council) will be able to evidence their positive impact on outcomes for looked after children.			
Action	By When?	By Whom?	RAG	Status Update
Develop Participation and Engagement Strategy in collaboration with children and young people, parents and partners.	September 2015	Dave Wraight (Service Manager, YOT and IYSS) Sandie Dopson (SM, Family Placement Team)	Green	Presentation at CPP of early findings from preparation for independence work with Care Leavers and programme for summer engagement planned with LAC with view for launch in Sept 2015. Plan at IRO's Awayday – end July and consider mechanisms for feedback from conferences.
Care Leavers Forum to be established.	End Sept 2015	Rachel Palin (Team Manager, Leaving Care Team)	Orange	
Corporate Parenting Board to evidence robust monitoring of: <ul style="list-style-type: none"> • LAC health assessments • LAC dental checks • LAC access to CAMHS • LAC reviews held on time • LAC educational attainment • Numbers of SGOs and adoptions • Adoption timescales • LAC placement stability • LAC placements out of district / >20miles • LAC in non-family based settings • Completion of pathway plans • Completed SDQs • Average SDQ score 	29 June 2015 and thereafter.	Sandie Dopson (SM, Family Placement Team)	Grey	ESTABLISHED Already an established part of CPB monitoring; requires a stronger drive to secure improved performance on these measures. All performance data is now subject to interrogation at a monthly performance board, weekly team meetings and SM monthly reporting. SM for LAC is constructing a team manager report template alongside FPT which will also capture this data fortnightly. Adopt Berkshire to secure regular reporting framework into the Local Authority.

...leading to improved performance.				<i>Further monitoring required to ensure engagement is robust.</i>
Corporate Parenting Board will <u>always</u> include young people's meaningful participation, from either Junior or Senior R:Vue or Care Leavers' Forum.	29 June 2015 <i>Revised date 28 September.</i>	Dave Wraight (Service Manager, YOT and IYSS) Sandie Dopson (SM, Family Placement Team)		A review of participation activity and securing a forward plan into CPP is being undertaken by Service Managers. <i>Direct participation of young people was <u>not</u> secured for CPP on 29 June 2015, although R:Vue and Care Leavers were represented by officers. Direct participation <u>will</u> be in place for 28 September CPP. Until this takes place this item remains RED.</i>

Improvement Commitment	West Berkshire will make sure management information is understood and used by both strategic and operational managers to improve practice and performance.			
Action	By When?	By Whom?	RAG	Status Update
DataZone to receive "double review" by Service and Team Managers on a monthly basis, with performance challenge from Team Managers to team members after draft dataset is issued and performance challenge to Service and Team Managers from HoS after finalised dataset is issued.	April 2015	Catherine Parry (Interim HoS, Children and Families)		ESTABLISHED In addition to weekly oversight in the teams, SM oversight in monthly highlight reports and exception reporting through SMMS there is also a double review in place to ensure remedial actions are identified and secured, with Team Managers ensuring remedial action on system records after draft dataset is issued and final dataset reviewed by HoS with Service Managers in a monthly Performance Board. Performance commentary is also now being secure monthly and reported to the DCS through CDLT. EV

Review of Service and Team Managers' understanding and use of data, with training and development needs reflected in personal development plans.	July 2015	Mac Heath (HoS, Children and Families)		Substantive HoS now in post and ready to review understanding and use of DataZone by Senior Managers. <i>Milestone date passed due to other priority actions. Until this review takes place this item remains RED.</i>
Bespoke training to secure the understanding and use of data to be commissioned as required to respond to training needs identified in Service and Team Managers.	October 2015	Rob O'Reilly (HoS, HR)		To be commissioned as required.
Improvement Commitment	West Berkshire will commission a standalone "test of assurance" of the dual role of the DCS from an external provider.			
Action	By When?	By Whom?	RAG	Status Update
Commission "test of assurance" of dual role of the DCS from external provider	End Sept 2015	Nick Carter (Chief Executive)		<i>Original date: June 2015 Revised date for commissioning and implementation as a result of the need to explore alternatives.</i> Relevant "Peer Review" lead identified and agreed. Scope in development. On course to be commissioned by September 2015 and conducted by December 2015. <i>Until this "test of assurance" takes place this item remains RED.</i>
Receive output of "test of assurance" and consider appropriate action in the light of its findings.	December 2015	Nick Carter (Chief Executive) Gordon Lundie (Council Leader)		<i>Revised date for commissioning and implementation as a result of the need to explore alternatives.</i>
Subject to consultation and agreement, any agreed changes arising from the "test of assurance" findings to be adopted by Council.	January 2016	Council		Date for review of outcomes of Test of Assurance to coincide with review of "Getting to Good" requirements.

B: Improving the Quality of our Practice	
Outcome	We will improve outcomes for children by making sure we achieve consistently good practice in child and family social work and across the wider children's workforce, helping children to stay safe, be healthy, achieve their full potential and to contribute to the life of the district in a meaningful way.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will meet expected timescales. • West Berkshire will have a robust permanency policy to prevent drift and delay • West Berkshire will ensure children and young people's care planning is timely and effective. • West Berkshire will ensure that supervision practice always complies with the authority's policy. • West Berkshire will embed robust management oversight so that management actions and decisions are responded to and evidenced • West Berkshire will not tolerate poor practice and will challenge it and take robust action when required • West Berkshire will take legal advice, and legal action, promptly when the situation requires it. • West Berkshire will strengthen the challenge from our IRO and CP Chairs
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i> Ofsted 2: Prevent unnecessary drift and delay in all stages of social work intervention. Ensure, through robust management oversight and decision-making, that work with children and their families is purposeful, timely and of a consistently good standard.</p> <p><i>Areas for Improvement</i> Ofsted 9: Ensure that assessments and plans are of a consistently good standard, with analysis and consideration of risk and protective factors and the individual needs of all children in the family.</p> <p>Ofsted 10: Ensure that staff and case supervision complies with the local authority's own supervision policy, and that rigorous tracking of plans for children takes place through this process.</p>
How will we know we have done it?	<p>Timescales met for:</p> <ul style="list-style-type: none"> • Single assessments within 45 days • ICPCs held within 15 days of S47 • Child protection reviews on time • LAC Reviews on time • CP visits within 10 days <p>Increased % of audits that show "good" or better practice</p>

	<p>Reduced % of audits that show “inadequate” practice Reduction to 0 of case audits that find a case “inadequate” for a second or subsequent time. Increased % of completed supervisions evidencing both challenge and reflection Legal tracker shows no cases delayed in pre-proceedings or proceedings. Reduction in numbers of children looked after under S20 arrangements Evidence of challenge by CP Chairs and IROs documented in Conference and Review minutes Documented increased use of dispute resolution process by IROs Permanency Policy in place.</p>
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Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will meet expected timescales. 			
Action	By When?	By Whom?	RAG	Status Update
<p>Supervision to include appropriate task focus to ensure social workers are meeting expected and statutory timescales. Where there are deficits, remedial action to be required as a priority and evidenced on the case record within a week.</p>	<p>With immediate effect.</p>	<p>TMs and ATMs</p>		<p>A refresh of the supervision policy and tools has been completed and cascaded.</p> <p>An audit of its impact will be undertaken and outcomes reported through the QA Board in autumn 2015.</p> <p>A refresh of the recording policy has been completed and cascaded on 28/05/15</p> <p>Case Planning and decision making on specific issues including Section 20 and legal matters have been subject to specific review.</p> <p>Current key quantitative data status as at June 2015:</p> <ul style="list-style-type: none"> Single assessments in month completed within 45 is 88% (July 2015) up from 68% in May 2015. ICPCs held within 15 days of S47 100% (July 2015) an improvement from 56% in May 2015 Child protection reviews on time maintained at 100% (July 2015) LAC Reviews on time maintained at 100% (July 2015) CP visits within 10 days 97% (July 2015) up from 92% in May 2015 <p>Through Quarter 2 (July – Sept 15) further work with managers is being undertaken to ensure good understanding of and compliance with Performance</p>

				which may impact data over this period. The data zone offers a more comprehensive overview.
Implement overarching multi-disciplinary Accommodation and Resources Panel to oversee care planning going forward.	July 2015	Mac Heath (HoS)		<i>Terms of Reference are being finalised with initial panel to consider S20 cases planned on 23rd July 2015.</i> S20 Panel implemented as planned in July. Full regular Accommodation and Resource Panel not yet meeting regularly.
Use of DataZone “double review” by Service and Team Managers on a monthly basis, to secure performance challenge from Team Managers to team members after draft dataset is issued leading to improved record keeping on RAISE system and better evidence of performance improvement.	April 2015	SMs and TMs		COMPLETE Monthly data zone with commentary will be submitted to CDLT. Quarterly to Corporate Board and as requested by the LSCB (to be determined) EV

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will have a robust permanency policy to prevent drift and delay 			
Action	By When?	By Whom?	RAG	Status Update
Permanency Policy drafted and issued for annual review.	Sept 2015	Sandie Dopson (SM, FPT)		Not yet started.

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will ensure children and young people’s care planning is timely and effective. 			
Action	By When?	By Whom?	RAG	Status Update
Commission audits of open cases to review for drift and delay (and quality of life story work where relevant) and provide assurance over levels of	End Aug 2015	Mac Heath (HoS,		Ofsted improvement offer includes monthly audit. Confirmation expected 27 August 2015.

actual current, remediable delay and other practice issues in casework.		Children and Families)		<p>Audit moderation quarterly via other LAs who have offered improvement support. (One offer confirmed).</p> <p>LSCB multi-professional audit of children subject to Child Protection Plan for 12 months or more complete; findings will be shared with QA Board in September and LSCB in October. Changes to practice identified within the audit were sent to operational teams with immediate effect.</p>
Supervision to include appropriate task focus to ensure that any drift or delay is identified and remedied. Where there are deficits, remedial action to be required as a priority and evidenced on the case record within a week.	With immediate effect.	TMs and ATMs		<p>Confirmation at QA Board (2 July 2015) that revised supervision practice is being rolled out.</p> <p>Recommended action: Review effectiveness of implementation Autumn 2015.</p>
IROs and CP Chairs to challenge drift or delay evidenced at LAC Reviews or CP Review Conferences, to set actions to remedy any deficits and to review completion of those actions within a week of setting them.	End Sept 2015	CAR Service Manager.		<p>ESTABLISHED</p> <p>Permanent CAR Service Manager appointed July 2015, in post September 2015.</p> <p>Escalation policy now being used.</p> <p>Challenges now being issued by CAR service, under oversight of interim Service Manager. Challenges are stored in centralised system and reviewed regularly; if progress is not made within 5 days challenges are escalated.</p> <p><i>Reviewed and confirmed at QA Board 6 Aug 2015. To be reviewed again at 10 Sept 2015.</i></p>
All full audits undertaken in the audit programme to use the "SIF inspection Audit Tool" for recording audit outcomes.	April 2015			<p>ESTABLISHED</p> <p>Agreed at 30 March 2015 QA Board. Implemented for May / June audit cycle.</p> <p><i>Confirmed at August QA Board.</i></p> <p>EV</p>

<p>Audit programme outputs reviewed at QA Board; “inadequate” casework subject to immediate remedial action; social workers and Team Managers found to have repeat inadequate audits subject to capability processes.</p>	<p>Ongoing.</p>	<p>SMs and TMs</p>		<p>Refreshed approach to inadequate audits requires report into the HoS for repeat IA outcomes by TM/SW and SM.</p> <p><i>Multi-agency Auditing began in June 2015 on all cases subject to a CP Plan over 12 months.</i></p> <p><i>May / June audit outcomes and actions reviewed at QA Board 6 August 2015. Review and escalation found to be in place but not all remedial actions confirmed in a timely way. Further work necessary.</i></p>
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<p>Improvement Commitment</p>	<ul style="list-style-type: none"> West Berkshire will ensure that supervision practice always complies with the authority’s policy. 			
<p>Action</p>	<p>By When?</p>	<p>By Whom?</p>	<p>RAG</p>	<p>Status Update</p>
<p>Supervision protocol to be reviewed by Principal Social Worker to establish its level of effectiveness on case management.</p>	<p>End October 2015</p>	<p>Rashida Baig (Principal Social Worker)</p>		<p>This is complete and effectiveness audit planned for August 2015.</p>
<p>Recording policy to be reviewed by Principal Social Worker to establish its effectiveness in evidencing sound practice.</p>	<p>End October 2015</p>	<p>Rashida Baig (Principal Social Worker)</p>		<p>This is complete and effectiveness audit to be planned for November 2015</p>
<p>Supervision Audit actions to be implemented in all teams and subject to review by Internal Audit by End October 2015</p>	<p>Oct 2015</p>	<p>All teams. Internal audit.</p>		<p>Review not due until October.</p>

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will embed robust management oversight so that management actions and decisions are responded to and evidenced. 			
Action	By When?	By Whom?	RAG	Status Update
Social workers and first line managers to receive training in reflective supervision.	End December 2015	External Training provider		This is currently available individually by request to the PSW. Externally commissioned training costed at £1000 per day.
Scheme of delegations and issue escalation protocol to be developed and implemented to reassert levels of accountability and performance expectations.	End September 2015	Mac Heath (HoS, Children and Families)		
Service Managers to be challenged to support Team Managers in securing timely and effective action in their teams, taking personal responsibility for service improvements.	With immediate effect.	Service Managers, to be monitored in SMM.		Weekly Children and Families Leadership Team (CFLT) meetings are now in place including a monthly performance board and highlight report.

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will not tolerate poor practice and will challenge it and take robust action when required 			
Action	By When?	By Whom?	RAG	Status Update
Managers to undergo HR training related to capability issues.	End December 2015	In-house Training		
Whistleblowing policy to be re-issued to staff and training provided.	End December 2015	In-house Training		
Managers to receive initial or refresher training in: <ul style="list-style-type: none"> Restorative practice 	End December	Mac Heath		Restorative practice training already taking place at every level within the Communities Directorate. All

<ul style="list-style-type: none"> • Signs of Safety • Solutions focused practice to support their development of high support, high challenge skills. 	2015	(HoS, Children and Families)		<p>CSC Service Managers have received the training. The majority of Team Managers have also been trained. SoS and Solutions-focused practice to be commissioned.</p>
<p>References of agency staff to be seen and approved by Service Manager before those staff join any team. On exit from the service, references to be reviewed for accuracy and any discrepancies to be reported to the agency and to future employers where known.</p>	With immediate effect.			<p>All agency staff are now subject to a face to face interview. EV</p>

Improvement Commitment	<ul style="list-style-type: none"> We will take legal advice, and legal action, promptly when the situation requires it. 			
Action	By When?	By Whom?	RAG	Status Update
Where risk to children and young people has not reduced within the timeframe set in any care plan, legal advice will be sought.	With immediate effect.	TMs and ATMs		<i>Review of effectiveness required following completion of S20 audit and through QA Board. Autumn 2015</i>
Child in Need Procedures which include clear structure and expected timescales for improvement in CiN cases to be established and implemented in all teams where CiN cases are held.	End August 2015	Sue Adamantons (SM, Localities)		<i>Review of effectiveness required following completion of S20 audit and through QA Board. Autumn 2015</i>
Children and young people will not be accommodated under S20 without legal advice being sought first and the advice documented on the child's case record. HoS will continue to oversee and approve all accommodation decisions.	With immediate effect. Ongoing	TMs and ATMs		<i>Review of effectiveness required following completion of S20 audit and through QA Board. Autumn 2015</i>
All children and young people open to children's services will have a meeting at no greater than 6 weekly intervals until permanence decisions are secured.	End Sept 2015	Lead social worker. TAF / Core Group / Other relevant Meeting.		<i>This has been considered within the Accommodation and Resource Panel with first review of S20 cases taking place on 24/07/15. Further review to take place early September.</i>

Improvement Commitment	We will strengthen the challenge from our IROs and CP Chairs			
Action	By When?	By Whom?	RAG	Status Update
Child protection plans will be outcome focused, including SMART actions.	End June 2015	Social workers, ATMs, CAR Team.		COMPLETE Confirmation at August QA Board that appropriate challenge from CAR service is now taking place; plans not yet always outcome focused. CAR Awayday on 30 July 15 provided learning time for CP Chairs/IROs to review examples of CP Plans that could have been improved. CP Plans are currently being reviewed through reflective supervision with the CAR Service Manager; this is ongoing. <i>Actions complete. Evidence required.</i>
CP Chairs will challenge CP Plans which don't contain SMART outcomes and any challenge will be documented on the case record.	End June 2015	CP Chairs. CAR Team.		Confirmation at August QA Board that appropriate challenge from CAR service is now taking place; plans not yet always outcome focused.
IROs and CP Chairs will be trained in challenge conversations in the restorative practice model.	Ongoing.	Andrea King, (HoS, P&DCR Service)		Each IRO is receiving individual 1 to 1 coaching from the SM currently. 3 out of 4 have received the RP training; Service Manager has been trained.
Care Plans will be outcome focused, including SMART actions.	End June 2015	IROs / CP Chairs, CAR Team		See above. CAR Awayday on 30 July 15 provided learning time for CP Chairs/IROs to review Care Plans. Recently created Care Plans and CP Plans will be dip sampled by the Service Manager in September 15, to identify progress made with implementing practice change
IROs will use the dispute resolution process. Use of the dispute resolution process will be monitored by the QA Board in order to inform practice development.	End June 2015	IROs / CP Chairs, CAR Team.		A first report from the CAR service has been made to the QA Board on 2 nd July. There is evidence of the active use of the Dispute Resolution process. A report on the use of the dispute resolution process to date and the areas for practice development arising from this will be brought to the September QA Board.

C: Strengthening, Stabilising and Improving the Quality of our Workforce

Outcome	We will improve outcomes for children by developing and sustaining the kind of environment, rooted in restorative practices, in which good social work practice can thrive, thereby encouraging social workers and others to commit to West Berkshire's children, young people and families and to building meaningful relationships with them.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will have a stable, secure workforce in children's social care. (Recruitment and Retention Strategy, July 2014) • West Berkshire is committed to securing consistency in practice and working relationships with children, young people and families.
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i></p> <p>Ofsted 4: Implement the workforce strategy as swiftly as possible to improve workforce stability and ensure that children have consistent social workers, who see them on their own and with whom they can develop meaningful relationships.</p>
How will we know we have done it?	<p>% of agency social workers is reduced to below 20%</p> <p>Churn of agency social workers is reduced so that we can demonstrate that the majority of our agency social workers stay with us on contracts of 3 months or more.</p> <p>Turnover of permanent staff is reduced.</p> <p>Permanent and agency staff have all been trained in "Signs of Safety" and restorative approaches within the first month of their time in West Berkshire.</p>

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will have a stable, secure workforce in children's social care. (Recruitment and Retention Strategy, July 2014) 			
Action	By When?	By Whom?	RAG	Status Update
Work with TMP to make recommendations on launching social work recruitment campaign reasserting why West Berkshire should be a place of interest to qualified, experienced social workers wanting a permanent role.	July 2015	Mac Heath (HoS, Children and Families)		<p>Preliminary work undertaken and TMP work completed end June 2015, for launch with Council Communications Department through Autumn 2015.</p> <p><i>Test of campaign to be reviewed to confirm core messages.</i></p> <p><i>New Communications Manager joined WB in July 2015 and is securing plan for campaign to launch September 2015</i></p>
Weekly review of staffing challenges by Service Managers, shared with Head of Service.	May 2015 onwards.	All Service and Team Managers		<p>ESTABLISHED</p> <p>This is on the SMMs weekly meeting agenda Extra HR support has been commissioned to secure the permanent and agency recruitment business processes more effectively.</p>
Monthly reporting of staffing challenges to DCS	June 2015	Mac Heath (HoS, Children and Families)		<p>This will be embedded in the performance report to go to CDLT.</p> <p><i>Not yet implemented consistently. Monthly reporting of agency levels in DataZone. Detailed staffing challenges need reporting in a consistent framework.</i></p>
HR colleagues commissioned to secure the business processes for both permanent <u>and</u> agency recruitment to ensure a consistent, timely and effective model is applied.	End August 2015	Mac Heath (HoS, Children and Families)		<p>Activity agreed with HR. Working with HR to a 3 month timescale.</p> <p>This may include the recruitment of business support roles specifically to manage children's services recruitment (subject to further consideration between the HoS and Portfolio Holder).</p>

Improvement Commitment	West Berkshire is committed to securing consistency in practice and working relationships with children, young people and families.			
Action	By When?	By Whom?	RAG	Status Update
Agency social workers to be routinely contracted for no fewer than 3 months at a time (subject to adequate performance in role)	With immediate effect	All Service and Team Managers		<i>This is in place with confirmation of compliance being considered by new Recruitment/HR post.</i>
All social workers to receive appropriate induction including: <ul style="list-style-type: none"> • Full RAISE training (first day) • “Signs of Safety” training (first week) • Introduction to “restorative approaches” (first month) 	End July 2015	All Service and Team Managers		<i>Realigned work of HR colleague within Children & Families Services to assist in ensuring smooth recruitment process and help map from point of advert through to shortlisting, interviewing securing appointment and induction process in first month.</i>
Use of agency staff to continue, to ensure that all vacant posts are adequately covered. The following recruitment standards to apply: <ul style="list-style-type: none"> • Agency staff to be recruited <u>only</u> after a successful face-to-face interview. • Telephone interviewing to cease, other than for shortlisting purposes. • Preference to be given to agency staff with existing knowledge and understanding of “Signs of Safety” framework. 	With immediate effect	All Service and Team Managers		<i>All staff are now recruited only after face to face interviewing and consistent approach made to secure undertaking of their knowledge and experience.</i>

D: Improving services to children in need of help and protection

Outcome	We will improve outcomes for children by building on the strengths of our best existing teams and services, embedding restorative approaches through “Signs of Safety” and restorative practice training and ensuring that purposeful direct work with children and families helps them to improve their lives and reduces risk of harm.
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will seek legal advice when necessary and this will lead to appropriate action and timely legal intervention. • West Berkshire’s management oversight will be both reflective and challenging. It will focus on the child’s experience, current risks, needs and strengths and the effectiveness of the current plan and interventions. • West Berkshire’s core groups and child protection conferences will effectively monitor cases to make sure that where there is a lack of progress in improving a child’s situation, robust action follows to remedy this deficit. • West Berkshire will secure the quality of CSE practice more consistently so that all young people subject to CSE intervention have a clear record which is consistent and which influences their care planning effectively.
Related Ofsted Recommendations	<p><i>Priority & Immediate Action</i></p> <p>Ofsted 3: Ensure that screening tools are always used where there is a potential risk of child sexual exploitation, and that action plans are outcome-focused and shared with all professionals working with the child.</p>
How will we know we have done it?	<ul style="list-style-type: none"> • Signs of safety framework in evidence on every case. • Legal tracker shows no cases delayed in pre-proceedings or proceedings. • Reduction in numbers of children looked after under S20 arrangements • Evidence of completion of reflective supervision training by all supervising managers • Audit outcomes will find majority of casework “good” or better and drift / delay will not be an issue in cases. • Minutes of QA Board will show improved effectiveness of Core Groups & CP Conferences • CSE screening tools completed on every case where there is a potential risk of child sexual exploitation. • CSE actions incorporated into children’s plans.

Improvement Commitment	West Berkshire will seek legal advice when necessary and this will lead to appropriate action and timely legal intervention.			
Action	By When?	By Whom?	RAG	Status Update
Social workers will use the “Signs of Safety” framework to understand strengths, risks and grey areas in families. Children’s plans will reflect these and be clear about what needs to change and by when so that risk of harm can be effectively monitored and mitigated.	Fully implement by end July 2015	Social workers. Supported by Team Managers and ATMs		COMPLETE Message clearly given on expectations of SoS framework but full implementation to be considered alongside Audit and supervision. This expectation has been clearly reflected in the new Needs and Risk Assessment Framework for children and families, developed by the SM for CAR. <i>Audit required to provide evidence.</i>
Where risk to children and young people has not reduced within the timeframe set in any care plan, legal advice will be sought. (cf Workstream B)	With immediate effect.	Team Managers and ATMs		Audit required to establish compliance. This has progressed significantly with increase in proceedings being issued and legal advice being sought in ‘surgery’ set up for 24/7 to ensure compliance.
Children and young people will not be accommodated under S20 without legal advice being sought first and the advice documented on the child’s case record. (cf Workstream B) HoS will continue to oversee and approve all accommodation decisions.	With immediate effect.	Team Managers and ATMs		This is the adopted approach and will be further scrutinised through impending panel framework.

Improvement Commitment	West Berkshire's management oversight will be both reflective and challenging. It will focus on the child's experience, current risks, needs and strengths and the effectiveness of the current plan and interventions.			
Action	By When?	By Whom?	RAG	Status Update
Social workers and first line managers to receive training in reflective supervision. (cf Workstream B)	End December 2015	External Training provider		To be commissioned. Individual support is currently available from the Principal Social Worker.
Service Managers to be challenged to support Team Managers in securing timely and effective action in their teams, taking personal responsibility for service improvements. (cf Workstream B)	With immediate effect.	Service Managers, to be monitored in SMM.		<i>Extended Development session has taken place with Service Managers and scrutiny in place via increase in Service Manager meetings. Further challenge given in QA Board and through Performance Board process. Leadership Development work commissioned via Virtual Staff College with support of LGA funding, for this team.</i>
Supervising Managers will implement a standard supervision record which facilitates documentation of supervision that incorporates task focus, reflective discussion and appropriate challenge and support.	With immediate effect.	ATMs.		COMPLETE Standard supervision template issued. EV
Actions from supervision will be followed up by Supervising Managers who will document on a child's case record when actions are complete.	With immediate effect.	ATMs		Audit required to establish compliance.

Improvement Commitment	West Berkshire's core groups and child protection conferences will effectively monitor cases to make sure that where there is a lack of progress in improving a child's situation, robust action follows to remedy this deficit.			
Action	By When?	By Whom?	RAG	Status Update
Social workers will use the "Signs of Safety" framework in Core Groups and Child Protection Conferences to understand strengths, risks and grey areas in families. Children's plans will reflect these and be clear about what needs to change and by when so that risk of harm can be effectively monitored and mitigated.	End June 2015	Social workers, ATMs and Team Managers		Audit required to establish full compliance, but clear expectation in place.
Core Group and Child Protection Conference minutes will clearly document challenge to the progress of any plan with SMART remedial actions required and a review date for those actions.	End June 2015	Social workers, ATMs and Team Managers		Audit required to establish compliance.
Supervising managers will follow up with social workers to ensure that actions have been completed within timescales and that plans are back on track.	End June 2015	Social workers, ATMs and Team Managers		Audit required to establish compliance.
The QA Board will develop and implement a method of assuring itself about the effectiveness of Core Groups and Child Protection Conferences.	October 2015	CAR Service Manager, QA Board		The multi-professional LSCB audit of CYP subject to CP Plans for more than 12 months asks partner agencies to take a view on the effectiveness of core groups and CP conferences, which enables the service to triangulate its own findings from audit. Regular reporting from CAR Team to QA Board in place from September 2015 onwards

Improvement Commitment	West Berkshire will secure the quality of CSE practice more consistently so that all young people subject to CSE intervention have a clear record which is consistent and which influences their care planning effectively.			
Action	By When?	By Whom?	RAG	Status Update
CSE Screening tools will <u>always</u> be used where there is a potential risk of child sexual exploitation.	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded. <i>CSE Challenge Day took place on 20/07/15 to ensure regular review and scrutiny.</i>
Where CSE risk is identified and an action plan developed in response, that action plan will be SMART, and integrated with any other plan for the child (e.g. Early Help Plan, CiN Plan, CP Plan, LAC Care Plan).	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded. <i>Clear processes in place with CSE Strategy Board and Operational Board to audit response.</i>
Where a child at risk of CSE is discussed at CSE Operational Group, or any other forum, and new actions are agreed, these actions to be documented on the child's case record and incorporated into any existing plan.	With immediate effect	Davy Pearson, (CSE Lead)		Done. Needs regular review to ensure this is embedded. <i>Review has started and monitored through audit.</i>
Where children / young people experience one or more "missing" episodes and a CSE screening tool is not used because the child is not thought to be at risk of CSE, the reasons for <u>not</u> using the CSE screening tool to be documented on the child's case record and the decision discussed and reviewed in supervision.	With immediate effect	Social workers, ATMs		Done. Needs regular review to ensure this is embedded. <i>In place for missing episodes but further audit needed to ensure decision discussed and reviewed in supervision.</i>
An overarching CSE Strategy will be commissioned.	December 2015	CSE Coordinator/ CSE Strategic Group		This requires timetabling for completion, but is in draft to be completed within August 2015.

E: Improving Services to Children Looked After and Care Leavers

Outcome	We will improve outcomes for children by ensuring that they remain with or return to their families wherever safely possible and plan for permanency from the outset
Improvement Commitments	<ul style="list-style-type: none"> • West Berkshire will work with families so that children in care can promptly return to their birth families where it is safe and appropriate for them to do so • West Berkshire will plan for permanency alongside rehabilitation, so that prompt permanency decisions can be made and enacted • West Berkshire will make available good quality life story work for those children who need it • Looked after children's health needs will be monitored and scrutinised at West Berkshire's Corporate Parenting Board • All statutory care planning processes will be consistently in place for West Berkshire's looked after children • Young people's wishes and feelings will influence their care plans and service development • All Care Leavers will have health passports.
Related Ofsted Recommendations	<p><i>Areas for Improvement</i></p> <p>Ofsted 11: Ensure that all looked after children receive timely health and dental assessments and that looked after children and care leavers have prompt access to services from Child and Adolescent Mental Health Services (CAMHS).</p> <p>Ofsted 12: Ensure timely assessment and updating of children's care plans following significant changes in their circumstances.</p> <p>Ofsted 13: Ensure that, following reviews, all looked after children receive a timely written record of the outcome of their review.</p> <p>Ofsted 14: Ensure that life story work is completed for looked after and adopted children, and that good quality life story books and later life letters are completed for adopted children in a timely manner.</p> <p>Ofsted 15: Establish effective processes to enable care leavers' views to inform service development.</p> <p>Ofsted 16: Ensure that all care leavers have access to good quality information about their health histories and their entitlements.</p>

	<p>Ofsted 17: Improve the quality of pathway planning by:</p> <ul style="list-style-type: none"> ensuring that assessments and plans are updated when young people transfer into the care leaver service strengthening the involvement of care leavers in their pathway planning process ensuring that care leavers have detailed pathway plans that address their health and educational needs, with clear targets and outcomes.
How will we know we have done it?	<p>100% LAC with an up to date health assessment 100% LAC with an up to date dental check Agreed priority access for LAC to CAMHS All LAC and Care Leavers will have an up-to-date plan All LAC will have a permanency plan in place from 2nd LAC review onwards 100% LAC receive a written record of the LAC review within 7 days of their review 100% adopted children have life story work and later life letters in place at the time of the adoption "Child's voice" is evident in service development plans and business cases. LAC / Care Leaver Commissioner in place 100% Care Leavers have a health passport</p>

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will work with families so that children in care can promptly return to their birth families where it is safe and appropriate for them to do so 			
Action	By When?	By Whom?	RAG	Status Update
West Berkshire's Permanency Policy will be updated to give a clear vision for permanency for children in West Berkshire and to ensure all changes in legislation are incorporated.	Sept 2015	Mac Heath (HoS, Children and Families)		The Permanency Policy is being revised alongside the developments of our proposed LAC Strategy
SMART Care Plans will be in place for looked after children that establish when children come into care whether rehabilitation is a possible outcome, and	Sept 2015	Mac Heath (HoS, Children		Care Plans are being reviewed individually through supervision with IROs (see CAR Team Awayday focussed learning in this area).

where it is safe and appropriate to consider rehabilitation, plans will prioritise working WITH families to achieve this.		and Families)		
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Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will plan for permanency alongside rehabilitation, so that prompt permanency decisions can be made and enacted 			
Action	By When?	By Whom?	RAG	Status Update
IROs to ensure that permanency arrangements are <u>always</u> considered at the second LAC review and documented in the Care Plan.	With immediate effect	CAR Service Manager		IROs are assessing plans for evidence of permanency planning and raising disputes where this evidence is not satisfactory.
SMART Care Plans for looked after children to include parallel planning for permanency from the second LAC review onwards, where rehabilitation is still being sought.	Sept 2015	Mac Heath (HoS, Children and Families)		Disputes are now being issued routinely, under the guidance of the Service Manager. Disputes are being closely monitored for progression; and analysed for trends and themes to inform practice. SM will dip audit Care Plans in September 15 to review progress with practice change implementation.
IROs to make use of the dispute resolution process where Care Planning is not effective and remedial action is not taken after IRO challenge.	With immediate effect	CAR Service Manager		Disputes are routinely reviewed after 5 days; if no progress is made the matter of dispute is escalated.
Peer Review of IRO Service to be commissioned.	December 2015	Corporate Director		In principle agreement secured with DCS Brighton and Hove to conduct Peer Review into IRO Service by year end.

Improvement Commitment	<ul style="list-style-type: none"> West Berkshire will make available good quality life story work for those children who need it 			
Action	By When?	By Whom?	RAG	Status Update
West Berkshire's Permanency Policy will include specific requirements for high quality life story work.	Sept 2015	Mac Heath (HoS, Children and Families)		Standards and expectations for Life Story work will be within revised Permanency Policy.
Commission and implement training for social workers in developing life story work and writing later life letters	Sept 2015	Mac Heath (HoS, Children and Families)		Specialist in Life Story work and Later Life letters is currently being commissioned for Autumn training.
Current cases without evidence of life story work will be identified through audit and will be subject to Management Review with specific, timely actions of completion of this work. (cf Workstream B)	Sept 2015	Mac Heath (HoS, Children and Families)		Audit currently taking place to ensure compliance with expectations.
Completion of Life Story work will be monitored by IROs and through Service Managers' Meetings	Sept 2015	Mac Heath (HoS, Children and Families) Andrea King, (HoS, P&DCR)		Included in the 'practice standards for the CAR service developed with the team on the 30 th July awayday.
IROs will ensure that life story work has been started and that it is ready for completion within timescales, escalating delays appropriately to Team Managers	Sept 2015	CAR Service Manager		The processes for issuing disputes and escalation of lack of actions, as set out elsewhere in this plan, are followed

Improvement Commitment	<ul style="list-style-type: none"> Looked after children's health needs will be monitored and scrutinised at West Berkshire's Corporate Parenting Board 			
Action	By When?	By Whom?	RAG	Status Update
<p>Corporate Parenting Board to evidence robust monitoring of:</p> <ul style="list-style-type: none"> LAC health assessments LAC dental checks LAC access to CAMHS LAC reviews held on time LAC educational attainment Numbers of SGOs and adoptions Adoption timescales LAC placement stability LAC placements out of district / >20miles LAC in non-family based settings Completion of pathway plans Completed SDQs Average SDQ score <p>...leading to improved performance. (cf Workstream A)</p>	29/6/2015 onwards.	Sandie Dopson (SM, Family Placement Team)		<p>ESTABLISHED</p> <p>Already an established part of CPB monitoring; requires a stronger drive to secure improved performance on these measures</p> <p>All performance data is now subject to interrogation at a monthly performance board, weekly team meetings and SM monthly reporting.</p> <p>SM for LAC is constructing a team manager report template alongside FPT which will also capture this data fortnightly.</p> <p>Adopt Berkshire to secure regular reporting framework into the Local Authority.</p> <p>Representative of BHFT attended CPP to account for current poor performance in relation to Health Assessments and remedial action to be put in place. Recommended as a Scrutiny item.</p> <p>EV</p>
<p>Where children are not receiving timely health and dental assessments, Corporate Parenting Panel will require the DCS to escalate these concerns to health partners, both directly and via the Health and Wellbeing Board</p>	As required.			<p>Progress in performance is evident with further intention of CEO to continue to outline priority to Berkshire Healthcare Foundation Trust (BHFT).</p>
<p>Health and Wellbeing Board will hold a "hot focus" session on looked after children's health.</p>	11 June 2015			<p>Hot focus session held on 11 June 2015 as originally planned. Good partner attendance. Recognition of the poor performance and</p>

				requirement for system change, particularly on the part of health partners. This work continues. Currently health trust indicates high risk of continuing underperformance, despite mitigating actions.
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Improvement Commitment	<ul style="list-style-type: none"> All statutory care planning processes will be consistently in place for West Berkshire's looked after children 			
Action	By When?	By Whom?	RAG	Status Update
The QA Board's audit programme will include specific audit of the quality of assessments and plans	December 2015	CAR Service Manager		This is dove-tailed with the LSCB's current multi-professional audit of CYP subject to CP Plans for more than 12 months.
Assessments and Care Plans, using the Signs of Safety framework, will include analysis and consideration of risk and protective factors and the individual needs of all children in a family.	End June 2015	Team Managers, ATMs		Audit required to establish compliance. First audit being analysed for those children on a CP Plan for over 12 months.
Assessments and Care Plans, using the Signs of Safety framework, will include evidence of the child / young person's views and how these have been taken into account in developing and updating the assessment and plan.	End June 2015			Audit required to establish compliance. <i>Confirmed requirement for an Participation and Engagement Strategy to ensure voice of the child is heard and their input into the plan.</i>
After LAC Reviews, all looked after children will receive a written record of the outcome of their review within 7 days.	End June 2015	CAR Team, IROs		Previously agreed actions not found to be embedded on review. So, this is a new standard for the team, which will be implemented in full from 1 st August 15 and reflected in the team's practice standards.
Social workers will identify, in discussion with Supervising Managers, when significant changes have taken place in a child's circumstances and	End June 2015	Team Managers, ATMs		Audit required to establish compliance. <i>Managers have significantly progressed this to</i>

therefore the Care Plan needs to be updated.				<i>ensure decisive involvement where care plan is not reflecting needs</i>
IROs will challenge social workers if at LAC Review it is evident that a Care Plan has not been updated in response to a significant change.	End June 2015	CAR Team, IROs		Audit required to establish compliance. This is a feature of the CAR Service's new 'practice standards'
On transfer to the Leaving Care Team, all assessments and plans will be updated to secure the pathway plan.	End June 2015	Rachel Palin (Team Manager, Leaving Care Team)		<i>Pathway plans complete for 100% eligible LAC, 80% relevant LAC, and 61% former relevant LAC. (June 2015), this is a worsening of performance since May 2015</i> Audit required to establish compliance.

Improvement Commitment	<ul style="list-style-type: none"> Young people's wishes and feelings will influence their care plans and service development 			
Action	By When?	By Whom?	RAG	Status Update
Pathway plans to document clearly what Care Leavers wishes are.	With immediate effect	Social workers in the Leaving Care Team		Audit required to establish compliance. <i>Development in Pathway Plan processes has been progressed and will be audited alongside Participation and Engagement Strategy to ensure voice of the young person.</i>
Care Leavers' Forum to be established.	Sept 2015	Rachel Palin (Team Manager, Leaving Care Team)		<i>Activity plan with Care Leavers taking place over summer months with plan to establish Care Leaver Forum in September.</i>
Care Leaver participation process to be developed collaboratively with Care Leavers and implemented.	December 2015	Rachel Palin		

		(Team Manager, Leaving Care Team)		
"LAC / Care Leaver Commissioner" role to be established to enable Care Leavers to influence service development directly.	April 2016	Rachel Palin (Team Manager, Leaving Care Team)		

Improvement Commitment	<ul style="list-style-type: none"> All Care Leavers will have health passports. 			
Action	By When?	By Whom?	RAG	Status Update
Pathway plans will address Care Leaver's health and educational needs, with clear targets and outcomes.	End August 2015	Rachel Palin (Team Manager, Leaving Care Team)		Plans being progressed accordingly alongside discussions with BHFT on ensuring timely health assessments.
Health passports to be provided to all Care Leavers.	End August 2015	Rachel Palin (Team Manager, Leaving Care Team)		Audit required to establish compliance.
The audit programme will review the quality of pathway plans to ensure they address health and educational needs and report the outcome of the audit to the QA Board.	December 2015	QA Board		

Appendix A: LSCB Improvement Plan

All Improvement Plan items fully consolidated in LSCB Business Plan. Original plan numbering maintained below for ease of cross referencing.

RAG KEY:

Green = Complete

Amber = In progress

Red = Not started

Ref	Desired outcome	Action	Lead	Timeframe	Progress
2.3	The views of children and young people are heard directly and indirectly by the LSCB and inform the Board's priorities.	Put in place arrangements to hear the voices of young people through engagement and consultation and involve young people directly in the work of the Board.	Quality and Performance sub group	October 2015	October 2015- activity to collate what agencies are already doing to consult with young people. Develop multi agency plan to move consultation process forward with findings coming back to Board in March 2016.
3.7	Children at risk of CSE receive a coordinated and effective service from all agencies that they come into contact with.	Review partners' approach to the strategic planning of work to protect children from child sexual exploitation to ensure coordinated CSE planning.	Clair Gill/ CSE strategic Group	July 2015	LSCB challenge event on CSE held on 20th July. Further actions for LSCB and agency partners to be incorporated into the CSE Strategy and Action Plan.
4.1	Domestic abuse has a high profile in all education settings that can be evidenced in annual schools audit	All school Safeguarding Leads to have a defined role in promoting domestic abuse within their setting All schools to have a demonstrable responsibility for maintaining their Safeguarding Lead and domestic	C Burnham/ J Boden	July 2015	All safeguarding leads (primary, secondary, alternative and independent) have been contacted about completing ISA training. ISA training presented

		abuse training within their setting			at Behaviour and Attendance networking event. Names of schools which have not signed up to the ISA have been passed to the Head of Education for follow up. Distribution lists of all school safeguarding leads held to promote awareness events, training or important developments
5.4	Safeguarding services for children and families are influenced by the experiences of front line practitioners to improve quality and outcomes for children and young people.	Consult staff regularly on their views and experiences on the sufficiency and quality of services in order to inform services.	C Gill/ Quality and Performance sub group	October 2015	Ties into work in 5.3
5.8	The LSCB to be sighted on all partner agencies performance data that could impact on the safeguarding outcomes for Children and Young People.	LSCB to make better use of performance management information to enable the Board to be sighted on partner performance.	Quality and Performance sub group	At each LSCB Board meeting	Presentation given at May 2015 Board on exception reporting dashboard. 11 items agreed by all partners to be the focus of the dashboard with a larger, more comprehensive, dataset sitting behind this. First dashboard of the 11 items presented to July 2015 Board. Performance in these key areas now a standing item at every Board meeting.

5.9	To ensure there is sufficient staff to meet the safeguarding needs of children and young people in West Berkshire.	The LSCB to receive regular detailed reports on the impact of staffing shortfalls within children's social care and partner agencies, and where necessary raise challenge to the agencies concerned.	Quality and Performance sub group	At each LSCB Board meeting	Staffing levels within Children's Social Care and partner agencies forms part of the LSCB data set, with Social Care, Health visitor and school nursing staff numbers being contained in the exception report dashboard.
5.10	To ensure that safeguarding services are effective in improving outcomes for children and young people.	Improve the range and quality of thematic and case file audits, and ensure that findings are addressed through robust action planning.	Quality and Performance sub group	July 2015	New audit programme has been developed in line with the LSCB exception reporting dashboard and risk/concern log. Presentation given at May 2015 Board. Forward Plan to ensure multi-agency and single agency audit findings and recommendations are presented regularly at Board meetings.
5.11	LSCB annual report provides a transparent analysis of current safeguarding provision in West Berkshire and clearly identifies the challenges and improvement plans, and the impact this will have for children and families.	Embed the use of appropriate data within the new Annual Report and ensure the report provides a robust and transparent analysis of current service effectiveness.	Clair Gill/ Fran Gosling-Thomas	July 2015	Draft of 2014-2015 annual report presented to July 2015 Board meeting for multi agency input. Final version of Annual Report to be presented and signed off at the October Board meeting.
5.12	For the LSCB to be able to	Review the financial contributions	Fran Gosling-	October 2015	May 2015- discussions

	proactively respond to the safeguarding development needs of partner agencies.	made by member agencies to support the effective running of the LSCB.	Thomas		regarding financial arrangements for the Board discussed at Jan, Mar & May Boards but not yet resolved. Business Planning session scheduled for early November which includes specific meeting with key funding agencies to agree appropriate funding for 2016/17.
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Agenda Item 13.

Title of Report:	Scrutiny - Delayed Transfers of Care (DToC)
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 th September 2015

Purpose of Report:

To consider whether the item of DToC should remain on the Commission's work programme as a topic for review and scope of any further work that the Commission might do to monitor or further improve the situation

Recommended Action:

That this item is removed from the OSMC work programme.

This is on the basis that performance on DToC has significantly improved since the original concerns were identified in 2012/13, it is subject to regular scrutiny in a number of forums including Health and Wellbeing Board and mechanisms are in place to ensure ongoing performance.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Tandra Forster
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Executive Report

1. Background

- 1.1 OSMC members have requested a review as to whether the item of DToC should remain on the Commission's work programme as a topic for review.
- 1.2 Delayed Transfers of Care is part of the [Adult Social Care Outcomes framework \(ASCOF\)](#), which is the framework used to monitor the state of adult social care both nationally and locally.
- 1.3 In 2012/13 West Berkshire was the worst performing Council nationally and this poor performance continued into 2013/14. Our worsening position resulted in a request to scrutinise performance so DToC became part of the OSMC work plan.
- 1.4 OSMC have requested an update on the current situation to understand whether performance in relation to DToC remains a live problem, or whether the circumstances at the time the matter was proposed have improved and no longer require additional scrutiny by OSMC.

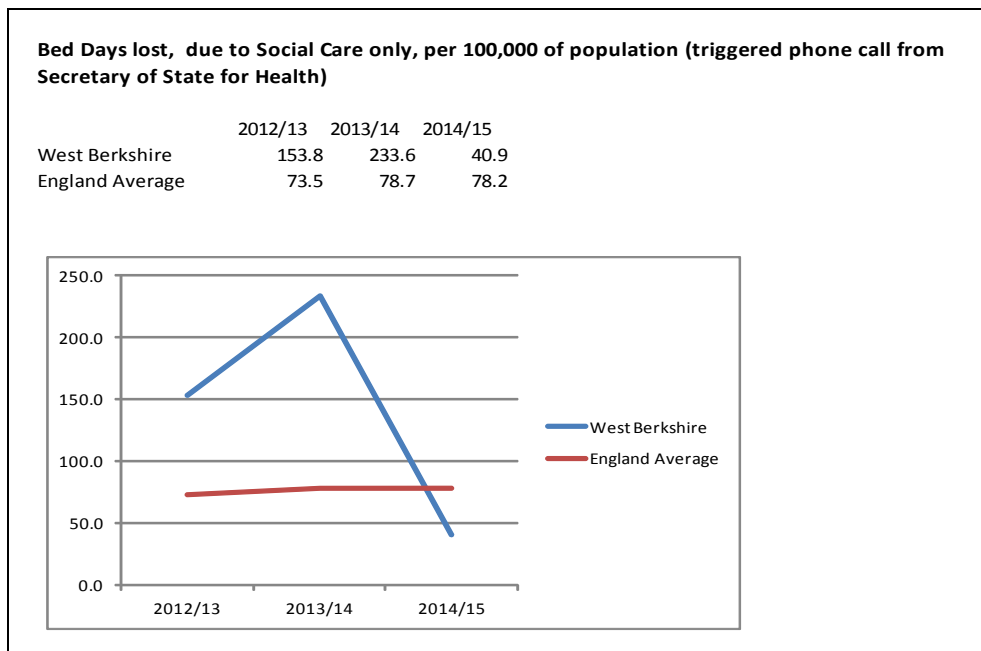
2. Performance and actions during 2014/15 to address concerns

- 2.1 Over 2014/15 DToC figures have seen significant improvement with social care delays decreasing from an average of 9.0 to 4.5 people per 100,000 population. On the measure that resulted in contact by the Secretary of State for Health we have seen a real turnaround moving from the fourth quartile to 59th out of 150 local authorities with social services responsibility, placing us in the second quartile.
- 2.2 This improvement has been as result of focused effort by managers and the Maximising Independence team, delivered through the following:
 - In reach hospital link workers based on acute hospital sites to ensure close dialogue with Health hospital discharge teams before point of referral. This enables staff to get to know people at an early stage to understand their likely social care needs.
 - Referrals now allow us to respond in a much more timely way. The teams are proactively working to the principle of engaging with patients from the point of admission rather than point of discharge, linking with the Council reablement team to maximise rehabilitation opportunities and facilitate safe and timely discharge.
 - Engaging with Health managers before formal notification to the Department of Health to ensure that data on delayed transfers is accurately reported as part of the DToC Situation Report (SitRep).
- 2.3 We continue to face challenges, for example sourcing care in rural areas of West Berkshire can be difficult, but proactive working with the hospital discharge team and targeted use of our in-house reablement team have proved really effective.

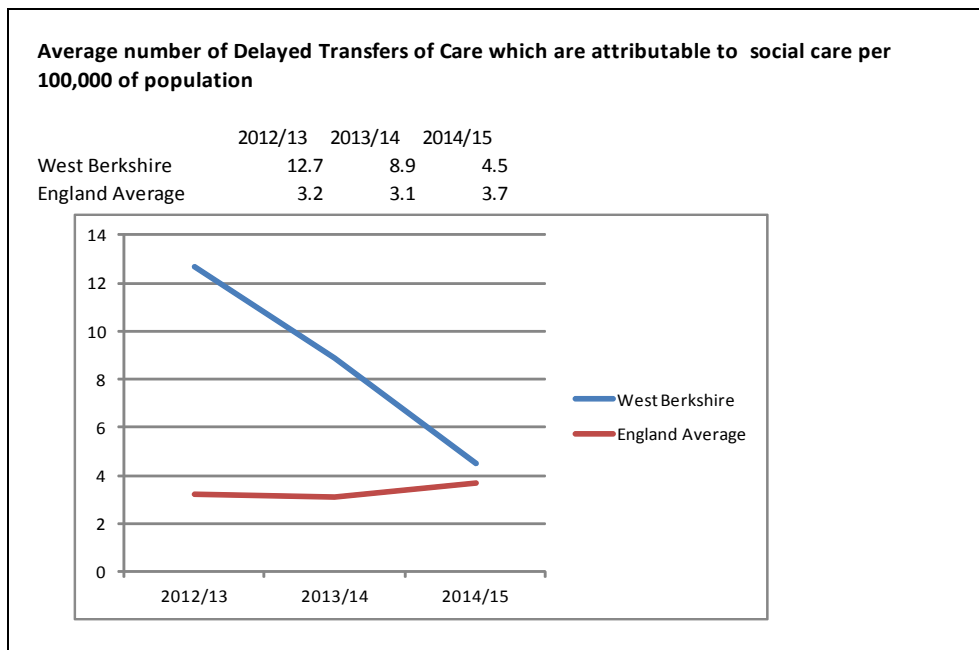
2.4 We continually track our performance; DToC is a key performance indicator in the Adult Social Care service plan, one of our performance metrics in the Better Care Fund and is reported up through the Corporate cycle and to the Health and Wellbeing Board.

2.5 The tables below provide show clearly the scale of improvement:

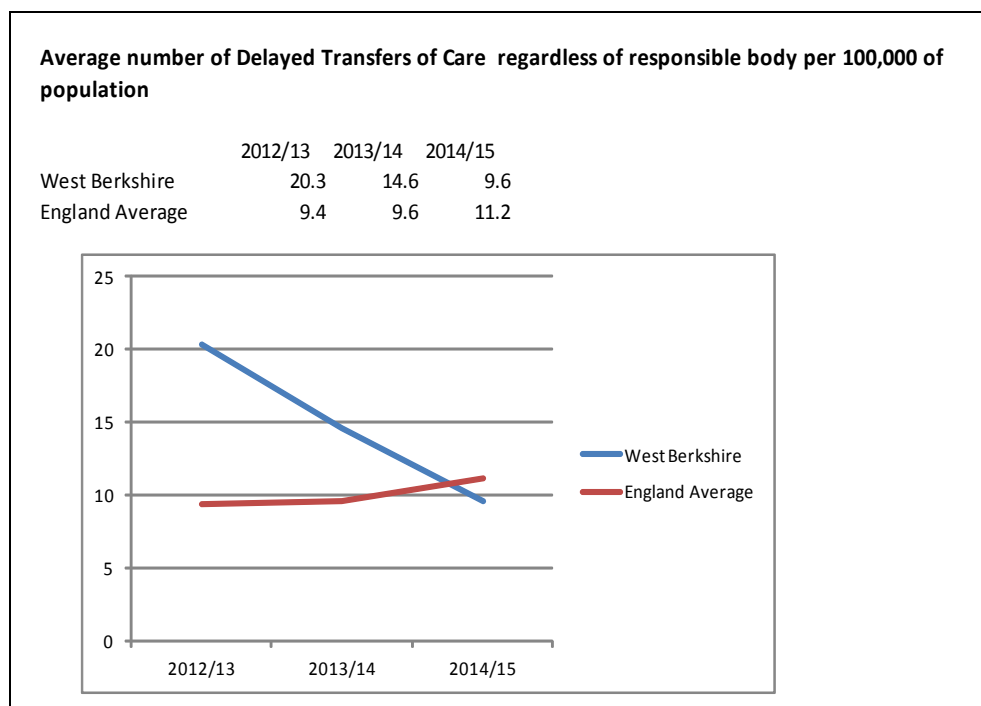
- (1) Table 1 shows that we reduced bed days lost due to social care by 192 to 41, significantly lower than the national average which remains steady at 78.



- (2) Table 2 shows that we reduced Delayed Transfers by close to 50% whilst the average for England saw a slight increase.



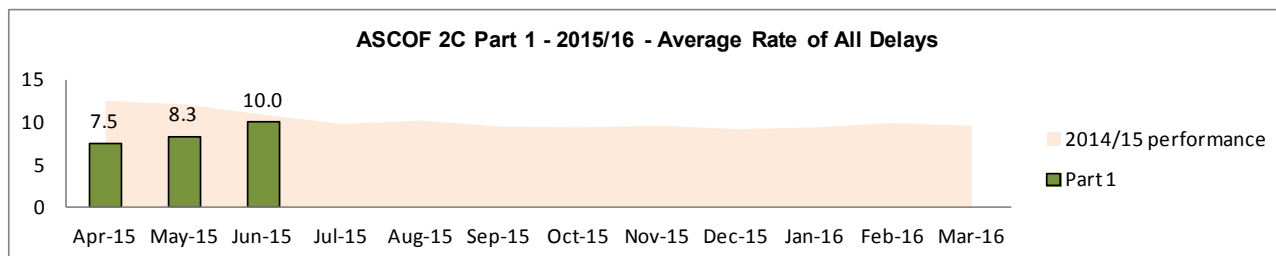
- (3) Table 3 shows there was an improvement on previous performance for both Health and Social Care in West Berkshire, the same can not be said for the national performance which showed an increase.



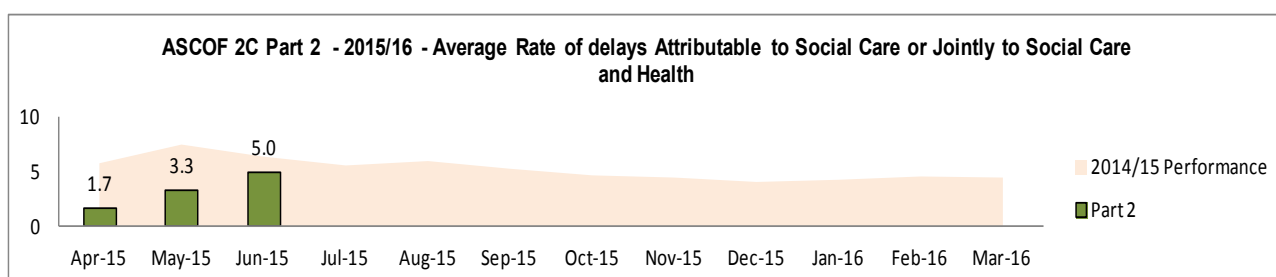
3. Further work and current performance

- 3.1 We want to continue the good progress and have introduced new ways of working both within adult social care and in partnership with Health partners to ensure we improve further. This includes the development of the Joint Care provider (JCP) project under the Better Care Fund programme of work. This is a project where the Council and Berkshire Healthcare Foundation Trust have pooled resources to avoid duplication of services to support timely hospital discharge. The project should ensure a better response; this should mean for people living in West Berkshire the overall figures will improve.
- 3.2 We have also developed plans that will also allow us to provide a social care response 7 days a week. At this stage we are trying to understand what makes the most difference and started by placing one social worker in the RBH. Early feedback is that it has proved really effective. We are piloting this approach with agency social workers first so have not had to make formal adjustments to staff work patterns; should it prove successful we will have to undertake formal consultation and so are meeting with Human Resources so we can understand the requirements.
- 3.3 This new approach commenced on 2 June 2015 with a sole focus on the Royal Berkshire Hospital. It is now in its third month and the scope has been widened to include other hospital pathways including North Hants Hospital and Great Western Hospital. The impact is being closely monitored with daily and weekly data collection; we anticipate it will take at least 6 months before we have enough data to evidence the long term success of this approach.

3.4 The performance is subject to fluctuation and it is acknowledged that our DToC figures will increase in June; this is due to one of our contract homes (Birchwood) being temporarily closed to new admissions and exceptionally high admissions to all local Acute and Community hospitals. There was also a high demand for care at this time for admission avoidance cases which in turn reduced the availability from care agencies, to provide packages of care to support Hospital discharge.



Source: NHS England Website - Patient Snapshot Local Authority



Source: NHS England Website - Patient Snapshot Local Authority

3.5 The situation has now improved and we expect the numbers to drop back for July and August.

4. Recommendation

- 4.1 As set out in this report we have introduced a number of changes to our approach since our original poor performance in DToC was identified. Evidence of the impact is shown in tables 1 to 3 at paragraph 2.5.
- 4.2 Adult Social Care teams have improved their effectiveness in supporting timely hospital discharge and proactive work to prevent admissions. Further improvements are being delivered through the development of the Joint Care Provider project and trialling of 7 day working, the early data is looking very positive.
- 4.3 Our DToC performance is subject to robust monitoring; it is a key measure in the ASC service plan and is reported regularly both through the corporate cycle and to the Health & Wellbeing Board.
- 4.4 Given the significant improvement in performance, and mitigation put in place, it is recommended that the DToC item is removed from the OSMC work programme.

Appendices

There are no Appendices to this report.

Title of Report:	Financial Performance Report 2015-16 Quarter One
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015

Purpose of Report: To outline to the Overview and Scrutiny Management Commission the proposed Terms of Reference for a review into car parking in the district.

Recommended Action: Amend, if necessary, and approve the Terms of Reference for the review.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster (0118) 941 1676
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Andy Walker
Job Title:	Head of Finance
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Executive Report

1. Introduction

- 1.1 This report presents the financial performance for Quarter One of the 2015/16 financial year. At Quarter One, the forecast revenue position is an over spend of £987k.
- 1.2 The over spend comes predominantly from Children's Services who are forecasting an over spend of £1.9m. The Service and Directorate are putting a range of actions in place to help bring this over spend down by year end. Adult Social Care is forecasting an under spend of £877k, as a result of releasing £400k from the risk reserve and capitalising over £400k of equipment expenditure which was previously funded from revenue budgets.
- 1.3 All other services are reporting close to budget.

2. Proposals

- 2.1 For Members to note this report.

3. Equalities Impact Assessment Outcomes

- 3.1 This report is not relevant to equality.

4. Conclusion

- 4.1 The Quarter One position is showing a forecast over spend of £1m. 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.

1. Introduction

- 1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or over spend against the Council's approved budget. At Quarter One the forecast revenue position is an over spend of £987k.

2. Background to the 2015/16 Budget

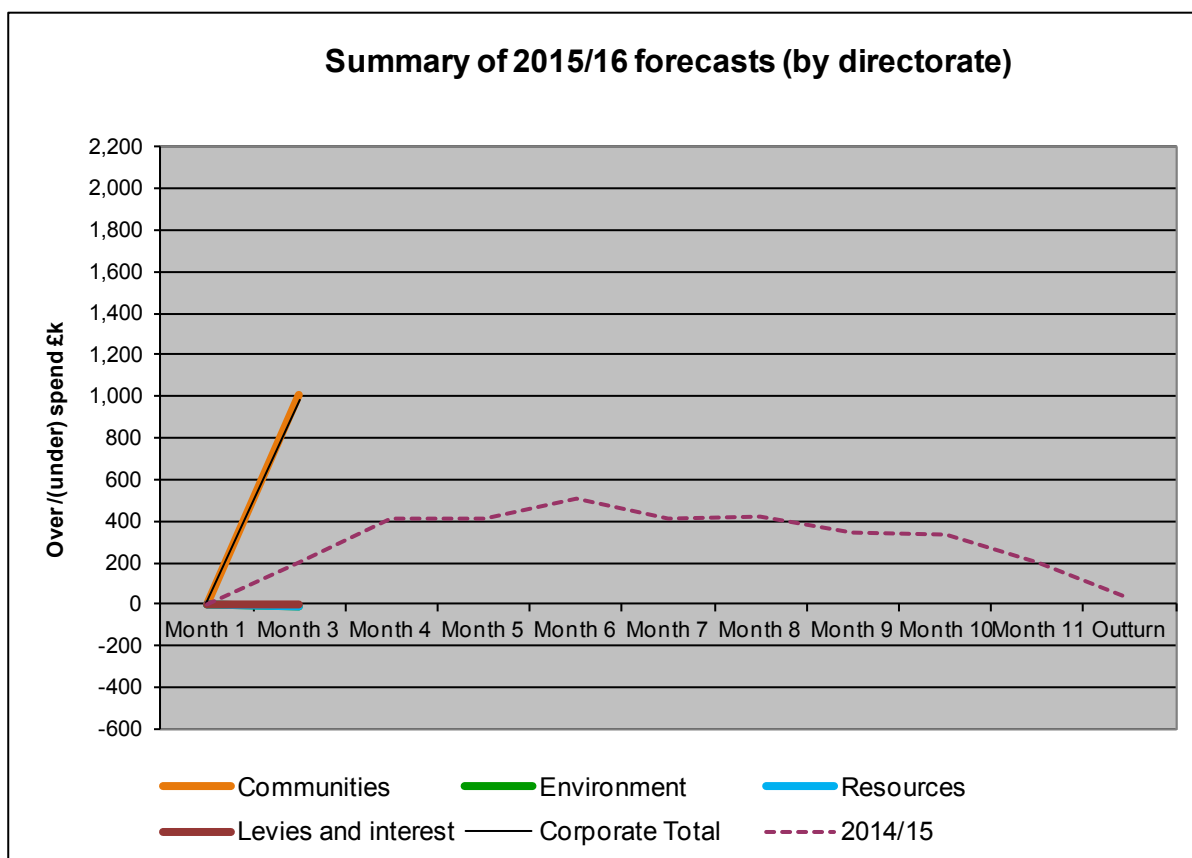
- 2.1 In order to meet the funding available, the 2015/16 budget was build with a £5.9m savings programme.

3. Summary Revenue Forecast

Service	Current Net Budget	Annual Net Forecast	Forecast (under)/over spend			Change from last quarter
			Quarter One	Quarter Two	Quarter Three	
			£000	£000	£000	
DSG	(721)	(721)	0			0
Corporate Director - Communities	275	275	0			0
Adult Social Care	40,800	39,923	(877)			0
Care Commissioning, Housing & Safeguarding	6,184	6,121	(63)			0
Children's Services	13,494	15,439	1,945			0
Education	10,867	10,867	0			0
Adult Social Care Change Programme	804	804	0			0
Communities	71,703	72,707	1,004			0
Corporate Director	167	167	0			0
Highways & Transport	7,819	7,753	(66)			0
Planning & Countryside	3,761	3,761	0			0
Culture & Environmental	21,610	21,669	59			0
Environment	33,357	33,350	(7)			0
Chief Executive	569	569	0			0
Customer Services	1,989	1,989	0			0
Finance	1,871	1,871	0			0
Human Resources	1,126	1,142	16			0
Information Technology	2,802	2,790	(12)			0
Legal	962	962	0			0
Public Health	(80)	(80)	0			0
Strategic Support	3,584	3,570	(14)			0
Resources	12,823	12,813	(10)			0
Levies and Interest	7,448	7,448	0			0
Total	125,331	126,318	987			(0)

Nb rounding differences may apply to nearest £k

- 3.1 The Communities Directorate is forecasting an over spend of £1m. The whole of this over spend predominantly sits within Children’s Services, who are forecasting a net over spend of £1.9m. The key financial pressures within the service are placements and allowances (£780k), joint arrangements (£305k across childcare lawyers and emergency duty team), agency expenditure in child protection teams/management (£711k) and the youth service (£150k from delayed team restructure). The Service and Directorate are reviewing a range of actions in consultation with their Portfolio Members to help bring this over spend down by year end. Adult Social Care are forecasting an under spend of £877k as a result of releasing £400k from the risk reserve and capitalising over £400k of equipment expenditure which was previously funded from revenue budgets.
- 3.2 The Environment Directorate is forecasting an under spend of £7k, which consists of a £66k under spend in Highways & Transport due to increased car parking income and a £59k over spend in Culture & Environmental Protection.
- 3.3 The Resources Directorate is forecasting an under spend of £10k with all services forecasting close to budget.
- 3.4 Levies and Interest is forecasting on line.
- 3.5 The following chart shows the forecasts per Directorate together with a corporate total and a comparison to last year.



4. Summary Capital Forecast

- 4.1 56.1% of the 2015/16 capital programme is committed as at the end of June 2015. Forecast capital spend in the year is currently £42.3 million against a revised budget of £44.6 million with a further £2.2 million now expected to be re-profiled into 2016/17. A breakdown of capital spend and commitments to date is shown in Appendix 1b.
- 4.2 Appendix 1b 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).

Communities

- 4.3 56.5% of the Communities Programme is committed at the end of Quarter One. In Adult Social Care funds will be moved between projects to accommodate an increase in the cost of the Notrees project. 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.
- 4.4 In Care Commissioning, Housing and Safeguarding a feasibility study is being undertaken for the redevelopment of the Four Houses Corner gypsy and travellers' site. 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 is expected to be let in September.
- 4.5 Underlying pressure of £494,000 has arisen in 2014/15 and 2015/16 on the cost of a number of Education schemes, including the permanent provision of universal infant free school meals. This is offset in the current financial year by £690,000 funding for schemes which needs to be re-profiled, 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 £196,000 lower than the current year budget. However the additional cost pressures are forecast in 2016/17, giving a total pressure of approximately £1.2m 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.

Environment

- 4.6 57.9% of the total capital budget for Environment has been committed as at the end of June 2015. Good progress is being made with the majority of Highways schemes including two 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). However it will be necessary to re-profile £1.97m of the highways programme. This is mainly due to the need to resolve land issues for the new access road to the London Road Industrial Estate.

- 4.7 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. In Culture and Environmental protection capital maintenance programmes for leisure centre facilities and libraries and Shaw House are expected to be completed on schedule.

Resources

- 4.8 34.6% of the Resources programme is committed at the end of Quarter One. There have been further delays to the finalisation of the London Road Industrial Estate development agreement and 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 phase 2 is expected to begin in October.

5. Conclusion

- 5.1 The Quarter One position is showing a forecast over spend of £987k. 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.

Appendices

Appendix 1a) - Summary revenue forecasts
Appendix 1b) - Summary capital forecasts
Appendix 2a-c – Directorate summaries

Consultees

None

2015/16 Budget Monitoring for Period 201503. Run on 23/07/2015 at 14:44:26.

	Budget		Forecasted Performance						Net Net Variance £
	Original Budget for 2015/16 £	Revised Budget for 2015/16 £	Expenditure			Income			
			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 £	
Education (DSG Funded)	-720,891	-720,891	96,607,369	89,631,080	-6,976,289	-97,328,260	-90,351,970	6,976,290	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	40,800,218	51,089,738	49,684,750	-1,404,988	-10,289,520	-9,761,700	527,820	-877,168
Care Commissioning, Housing & Safeguarding	5,710,989	6,184,039	10,114,279	10,025,870	-88,409	-3,930,240	-3,905,240	25,000	-63,409
Childrens Services	13,425,398	13,493,998	14,449,288	16,920,730	2,471,442	-955,290	-1,482,110	-526,820	1,944,622
Education	10,595,347	10,866,527	13,918,626	13,578,640	-339,986	-3,052,100	-2,712,110	339,990	3
ASC Efficiency Programme	1,160,850	804,130	804,130	804,130	0	0	0	0	0
Communities	70,439,531	71,703,021	187,258,430	181,040,200	-6,218,230	-115,555,409	-108,333,130	7,222,279	1,004,049
Corporate Director - Environment	166,750	166,750	166,750	166,750	0	0	0	0	0
Highways & Transport	7,623,299	7,819,199	12,550,339	12,588,340	38,001	-4,731,140	-4,835,140	-104,000	-65,999
Planning & Countryside	3,803,089	3,803,089	5,786,979	5,841,980	55,001	-1,983,890	-2,038,890	-55,000	1
Culture & Environmental Protection	21,616,507	21,568,617	27,560,246	27,488,370	-71,876	-5,991,629	-5,860,280	131,349	59,473
Environment	33,209,644	33,357,654	46,064,313	46,085,440	21,127	-12,706,659	-12,734,310	-27,651	-6,524
Chief Executive	568,900	568,900	568,900	568,900	0	0	0	0	0
Customer Services	1,948,169	1,988,749	41,026,719	41,052,550	25,831	-39,037,970	-39,063,800	-25,830	1
Finance	1,862,960	1,871,160	3,833,070	3,828,060	-5,010	-1,961,910	-1,956,900	5,010	0
Human Resources	1,126,190	1,126,190	1,476,910	1,399,840	-77,070	-350,720	-257,350	93,370	16,300
ICT & Corporate Support	2,801,949	2,801,949	3,688,139	3,667,180	-20,959	-886,190	-877,580	8,610	-12,349
Legal Services	962,160	962,160	1,204,480	1,204,480	0	-242,320	-242,320	0	0
Public Health & Wellbeing	-80,000	-80,000	4,769,030	4,769,030	0	-4,849,030	-4,849,030	0	0
Strategic Support	3,455,599	3,584,099	3,889,879	3,898,340	8,461	-305,780	-328,240	-22,460	-13,999
Resources	12,645,926	12,823,206	60,457,126	60,388,380	-68,746	-47,633,920	-47,575,220	58,700	-10,046
Movement Through Reserves	-117,000	-1,377,780	-1,377,780	-1,377,780	0	0	0	0	0
Capital Financing & Management	8,753,210	8,825,210	9,229,060	9,229,060	0	-403,850	-403,850	0	0
Levies & Interest	8,636,210	7,447,430	7,851,280	7,851,280	0	-403,850	-403,850	0	0
Total	124,931,312	125,331,312	301,631,149	295,365,300	-6,265,849	-176,299,837	-169,046,510	7,253,327	987,478

Source: Live
Report Name: BU006

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West Berkshire Capital Programme: 2015/16 Quarter 1

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
	£	£	£	£	£	£	%	£	%
Resource Directorate									
Chief Exec	45,000	-	0	45,000	17,792	27,209	60.5%	10,000	38.2%
Finance	105,000	207,230	0	312,230	137,875	174,355	55.8%	14,961	51.1%
ICT and Corporate Support	1,294,440	335,600	0	1,630,040	371,257	1,258,783	77.2%	121,034	69.8%
Strategic Support	61,000	30,030	16,500	107,530	52,525	55,005	51.2%	-	51.2%
Total for Resource Directorate	1,505,440	572,860	16,500	2,094,800	579,448	1,515,352	72.3%	145,995	65.4%
Communities Directorate									
Adult Social Care	875,460	229,990	0	1,105,450	64,878	1,040,572	94.1%	197,195	76.3%
Care Commissioning, Housing & Safeguarding	2,063,500	1,104,340	364,270	3,532,110	658,850	2,873,260	81.3%	25,432	80.6%
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	2,069,196	15,261,794	88.1%	9,410,207	33.8%
Total for Communities Directorate	18,533,620	2,104,850	1,352,290	21,990,760	2,792,924	19,197,836	87.3%	9,632,835	43.5%
Environment Directorate									
Culture & Environmental Protection (CEP)	506,080	937,570	0	1,443,650	106,365	1,337,285	92.6%	332,083	69.6%
Highways & Transport	10,188,920	762,570	7,800,000	18,751,490	2,600,088	16,151,402	86.1%	8,593,580	40.3%
Planning & Countryside	135,000	153,440	0	288,440	115,075	173,365	60.1%	111,802	21.3%
Total for Environment Directorate	10,830,000	1,853,580	7,800,000	20,483,580	2,821,528	17,662,052	86.2%	9,037,466	42.1%
Council Totals	30,869,060	4,531,290	9,168,790	44,569,140	6,193,900	38,375,240	86.1%	18,816,296	43.9%

(1) Revised budget includes additional grants and contributions received and/or allocated in 2015/16, less funds reprofiled into 2016/17

(2) **Resources**

Additional grant to Greenham Common Trust funded from Local Area Agreement reward fund

16,500

16,500

Communities

Additional S106 funding for Purchase of DYSOs approved by Asset Management Group

364,270

Reprofiling of Schools schemes approved by CSG in January 2015 not included in original budget

988,020

1,352,290

Environment

Reprofiling from 14/15 approved at CSG Dec 14 but not included in original budget

81583 A4 Calcot Widening

500,000

81508 LRIE A339 Access

290,000

81594 Upgrading Parking Equipment

190,000

2015/16 Budget for LED Street Lighting approved by Executive on 23rd April 2015

4,344,000

(Includes £3.0m from DFT Challenge fund grant)

2015/16 Budget for A339 Improvements approved by Executive on 23rd April 2015

2,476,000

(100% funded from DFT Challenge Fund Grant)

7,800,000

Total Budget changes approved by Capital Strategy Group

9,168,790

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Corporate Director's Report on Financial Performance

Communities Directorate

Quarter One 2015/16

Section 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
Corporate Director	275	0				0
Adult Social Care	40,800	(877)				0
Care Commissioning, Housing & Safeguarding	6,184	(63)				0
Children's Services	13,494	1,945				0
Education	10,867	0				0
Adult Social Care Change Programme	804	0				0
Total	71,703	1,004	0	0	0	0

Overview

The forecast revenue over spend for the Communities Directorate as a whole is £1.004 million against the budget of £71.7 million net.

The main area of pressure within the directorate is within the Children's Services which is forecasting a year end £1.9 million overspend. The pressure in Children's Services is being partly offset by under spends in other services.

Adult Social Care is forecasting a £877k under spend, however the service is subject to a very significant degree of change at the moment and therefore this should be treated with more than the usual degree of caution.

Care Commissioning, Housing and Safeguarding is forecasting a year end under spend of £63k.

Corporate Director's Cost Centre, the Adult Social Care Change Programme and Educations Services

The Corporate Director's cost centre and the Adult Social Care Change Programme and Education Services are forecasting online positions.

The Education Service has incurred pressures in respect of expenditure against Disabled Children's residential care and community based provision. The service also has a particularly challenging income target for the financial year. The service is reviewing opportunities to mitigate these risks in year and has forecast on line.

Adult Social Care

The Adult Social Care Service is forecasting a year end under spend of £877k.

The under spend is being generated through:

A forecast under spend on support for Carers. This is an area where the rate of spend is increasing each month but the take up has been slower than anticipated as the reviews of existing clients are taking longer than expected.

In year capitalisation of the Berkshire Equipment Store contract (BCES), which was previously funded from revenue budgets.

Release of £400k of funding from the risk reserve in year as a means of offsetting the overspend position forecast against Children's Services.

Although the service is forecasting a year end under spend, a pressure has arisen in year as a result in two recent changes in the Deprivation of Liberty Safeguarding (DOLs) legislation. As of 1.4.15 the eligibility for assessment has increased from individuals in residential settings to all community based settings. As expected this has had a major impact on the volume of cases to be dealt with and therefore the costs being incurred.

Where possible Adult Social Care offsets financial pressures through the utilisation of the Adult Social Care Risk Fund, which has financial provision against a number of identified and named risks. The DOLs obligation is a named risk and therefore eligible for offset against the Fund.

Care Commissioning, Housing and Safeguarding

The Care Commissioning, Housing and Safeguarding Service is forecasting a year end under spend of £63k.

The under spend is net of a pressure of £37k against the Conference and Review Team offset through a forecast under spend against the Communities Grant. The Communities Grant is being used to deliberately generate an under spend to offset the pressure forecast against Children's Services.

Appendix 2a

The pressure has occurred within the Conference and Review (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 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. It is likely to be necessary to create establishment posts to cover this additional work and to enable permanent recruitment.

From Month Four the CAR team will transfer across to a new service, the Prevention and Developing Community Resilience Service, Quarter Two budget monitoring reporting will be adjusted to reflect this change.

Children's Services

Children's Services is forecasting an over spend of £1.9 million.

The key financial pressures within the service are:

- Placements and allowances (£780k against a net budget of £5.5 million).
- Pressures within the three Child Protection Teams predominately as a result of employing high cost agency staff to cover vacant social worker posts. (Contact Advice and Assessment Team £420k over spend against a total team budget of £661k. West Locality Team £123k against a total team budget of £839k. East Locality Team £28k against a total team budget of £672k).
- 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 1.9.15.

The forecast includes a number of modelling assumptions around the recruitment of permanent staff (the Recruitment & Retention Strategy). Currently 14 of the 31 social worker posts across the three child protection teams are covered by members of agency staff. Over the course of the financial year the Recruitment & Retention Strategy is anticipated to achieve replacement of 11 agency workers with permanent members of staff. There is also £140k of agency expenditure in the management team relating to supernumerary posts which have been commissioned in order to respond to the recent Ofsted judgement of inadequate.

Risks identified

Adult Social Care:

Care Act

Appendix 2a

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. The change in eligibility created through the Care Act is anticipated over the course of the financial year to see a growth in care packages provided to existing clients plus additional clients accessing care that previously would have fallen under the Council's eligibility threshold. Whilst still very early to make firm judgements on the impact of the Care Act as we still have a significant numbers both of existing clients to review and people to deal with at the 'front door', we are seeing a significant increase in the average cost of care packages however client numbers are remaining fairly static. To some extent this may be accounted for by both the new ways of working in Adult Social Care and the fact that we still have a significant number of people to deal with.

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 – 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.

Children's Services

Placements and Allowances

The pressure 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. 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.

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.

Section 2: Capital

Service	2015/16 Original Capital Programme £000	2015/16 Revised Capital Programme £000	Amount spent/ committed to Quarter Three £000	Forecast spend in year £000	Forecast under/over spend in year £000
Adult Social Care	875	1,105	262	1,105	0
Care Commissioning, Housing & Safeguarding	2,064	3,532	684	3,532	0
Children's Services	20	22	0	22	0
Education	15,575	17,331	11,479	17,135	(196)
Total	18,534	21,990	12,425	21,794	(196)

56.5% of the Communities Programme is committed at the end of Quarter One.

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.

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 travellers' site. Proposals for the timing of and funding of this scheme will be reported at the end of quarter 2. 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 is expected to be let in September.

The Children's Services budget for building works to foster carers' homes is expected to be spent in full this year.

Underlying pressure £494,000 has arisen in 2014/15 and 2015/16 on the cost of a number of Education schemes, including the permanent provision of universal infant free school meals. This is offset in the current financial year by £690,000 funding for schemes which needs to be re-profiled, 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 £196,000 lower than the current year budget. However the additional cost pressures are forecast in 2016/17, giving a total pressure of approximately £1.2m 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.

Corporate Director's Report on Financial Performance

Environment Directorate

Quarter One 2015/16

Section 1: Revenue

Service	Net Budget £000	Forecast (under)/over spend				Change from last quarter £000
		Quarter One £000	Quarter Two £000	Quarter Three £000	Year End £000	
Corporate Director	167	0				0
Highways & Transport	7,819	(66)				0
Planning & Countryside	3,761	0				0
Culture & Environmental Protection	21,610	59				0
Total	33,357	(7)	0	0	0	0

Overview

The forecast revenue under spend for the Environment Directorate as a whole is £7k.

Highways and Transport

The Highways and Transport Service is forecasting an under spend of £66k. The under spend is mainly due to increased income in Car Parking, specifically season tickets.

Planning and Countryside

The Planning and Countryside Service is forecasting an on line year end position with some in year pressures due to tree safety works and a withdrawn contribution from Newbury Town Council towards the Newbury Public Conveniences are being managed within the Service.

Culture and Environmental Protection

Culture and Environmental Protection is forecasting an over spend of £59k mainly due to a payment from Kennet Leisure which has not yet been agreed.

Risks identified

None

Section 2: Capital

Service	2015/16 Original Capital Programme £000	2015/16 Revised Capital Programme £000	Amount spent/ committed to Quarter Three £000	Forecast spend in year £000	Forecast under/over spend in year £000
Highways & Transport	10,189	18,751	11,194	16,832	(1,919)
Planning & Countryside	135	288	227	288	0
Culture & Environmental Protection	506	1,444	438	1,444	0
Total	10,830	20,483	11,859	18,564	(1,919)

57.9% of the total capital budget for Environment has been committed as at the end of June 2015.

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). However it will be necessary to re-profile £1.97m of the highways programme. This is mainly due to the need to resolve land issues for the new access road to the London Road Industrial Estate and the A340 footpath at Aldermaston Wharf. It will also be necessary to reschedule of the Great Shefford Flood alleviation scheme to comply with Environment Agency funding requirements.

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.

In Culture and Environmental protection capital maintenance programmes for leisure centre facilities and libraries and Shaw House are expected to be completed on schedule.

Corporate Director's Report on Financial Performance

Resources Directorate

Quarter One 2015/16

Section 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	569	0				0
Customer Services	1,989	0				0
Finance	1,871	0				0
Human Resources	1,126	16				0
ICT and Corporate Support	2,802	(12)				0
Legal	962	0				0
Public Health	(80)	0				0
Strategic Support	3,584	(14)				0
Total	12,823	(10)	0	0	0	0

Overview

The forecast revenue under spend for the Resources Directorate as a whole is £10k against the budget of £13 million net.

Human Resources

The HR Service is predicting an over spend of £16k due to a reduction of training income.

ICT

The ICT Service is forecasting an under spend of £12k. Pressures identified have been managed within the Service and additional income is forecast from our in house printing facilities.

Legal Services

Legal Services is forecasting to budget.

Strategic Support

Strategic Support is currently forecasting an under spend of £14k. The service has an in year pressures due to Members' allowances being increased. These pressures are currently being managed within the Service with savings generated in IT, postage, a vacancy and lower salary costs.

Customer Services

Customer Services is forecasting to budget with any in year pressures being managed within the Service.

Finance

The Finance Service is forecasting to budget with any in year pressures being managed within the Service.

Public Health

Public Health is forecasting to budget within the Public Health ring fenced grant. However, following the Chancellor's announcement on 4th 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 8% of their total budget.

Risks identified

None

Section 2: Capital

Service	2015/16 Original Capital Programme £000	2015/16 Revised Capital Programme £000	Amount spent/ committed to Quarter Three £000	Forecast spend in year £000	Forecast under/over spend in year £000
Chief Executive	45	45	28	45	0
ICT and Corporate Support	1,294	1,630	492	1,519	(111)
Finance	105	312	153	312	0
Strategic Support	61	108	53	108	0
Total	1,505	2,095	726	1,984	(111)

34.7% of the Resources programme is committed at the end of Quarter One.

There have been further delays to the finalisation of the London Road Industrial Estate development agreement and 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 September.

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.

Agenda Item 15.

Title of Report:	Key Accountable Performance 2015/16
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	15 September 2015

Purpose of Report:

To report quarter one outturns against the key accountable measures and activities contained in the 2015/16 council performance framework.

To report by exception those measures / activities, not achieved / expected to achieve and to cite remedial action taken and the impact it has had.

Recommended Action:

To note progress against the key accountable measures and activities.

Review those areas reporting as 'amber' and 'red' to ensure that appropriate corrective or remedial action has been put in place.

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Councillor Emma Webster (0118) 941 1676
E-mail Address:	ewebster@westberks.gov.uk

Contact Officer Details	
Name:	Catalin Bogos
Job Title:	Research, Consultation and Performance Manager
Tel. No.:	(01635) 519102
E-mail Address:	cbogos@westberks.gov.uk

Executive Report

1. Reporting Methodology

1.1 This is the first report produced against the new Council Strategy and based on the revised performance management methodology.

1.2 Information included in this report reflects both the progress towards achieving agreed targets against the key accountable measures and the newly introduced performance intelligence/narrative. Work continues on the implementation of the new performance management approach to ensure it supports effectively the decision making process.

2. Key Accountable Measures

2.1 The report appraises progress against a basket of 27 key accountable measures and activities aligned to the objectives set out in the Council Strategy.

2.2 Of the 27 reported measures, outturns are available for 19. (Data is not yet available for 5 annual measures (3 educational attainment, 1 for highway maintenance and 1 for the LGA review)

- 14 are reported as 'green'; on track to be delivered / achieved by year end.
- 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>Priority 5. Good at Safeguarding children and vulnerable adults</i>		
1. To maintain a high percentage of (single) assessments being completed within 45 working days	>=90%	71.2%
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%
3. The number of weeks taken to conclude care proceedings (children social care)	<=26 weeks	27 weeks
4. % Completion of Pathway Plans for Looked after Children	100%	79.9%
<i>Core Business</i>		
5. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	61.6%

3. Proposals

3.1 The report provides information for the Executive to note the performance levels achieved by the end of the quarter under each priority area of the Council Strategy. Supplementary exception reports are included on key accountable measures that are assessed as 'behind schedule' to allow the scrutiny and approval of the corrective or remedial actions put in place.

4. Equalities Impact Assessment Outcomes

4.1 This item is not relevant to equality.

5. Conclusion

5.1 The overall performance at the end of quarter one, against the new Council Strategy is similar to the level achieved at the end of first quarter of the previous financial year as 74% of reported measures are assessed as on schedule to achieve the end of year targets (compared to 73% of the measures in Q1 2014/15).

5.2 There are no measures assessed as not likely to achieve their yearend targets. In addition, all areas identified behind schedule to achieve their targets include remedial plans without requirements for more strategic actions to be taken

Appendices

There are no Appendices to this report.

Consultees

Officers Consulted: All data provided and signed off by service heads

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West Berkshire Council Performance Report

Key accountable measures and activities 2015/16

Update: Quarter one

compiled by:

Jenny Legge

Research, Consultation & Performance Officer

Strategic Support Unit

westberks.gov.uk/performance

August 2015

For queries contact: Catalin Bogos (01635 519102 or cbogos@westberks.gov.uk)

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

In total, there are 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 3-6* previous years' outturns and comparative performance
- *Column 7*: the current year's target.

- *Columns 8-9:* quarter 1 outturn and RAG rating.
- *Column 10:* and supporting commentary or volume data.

Comparative outturns

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

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

Summary of Performance

Across this reporting framework as a whole, 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.

Data for one Children and Family service measure has been reported in order to calibrate a baseline data.

Of the 27 reported measures, outturns are available for 19. Those not reported are comprised of, 5 which are reported once a year and 2 were unavailable for the publication of this report.

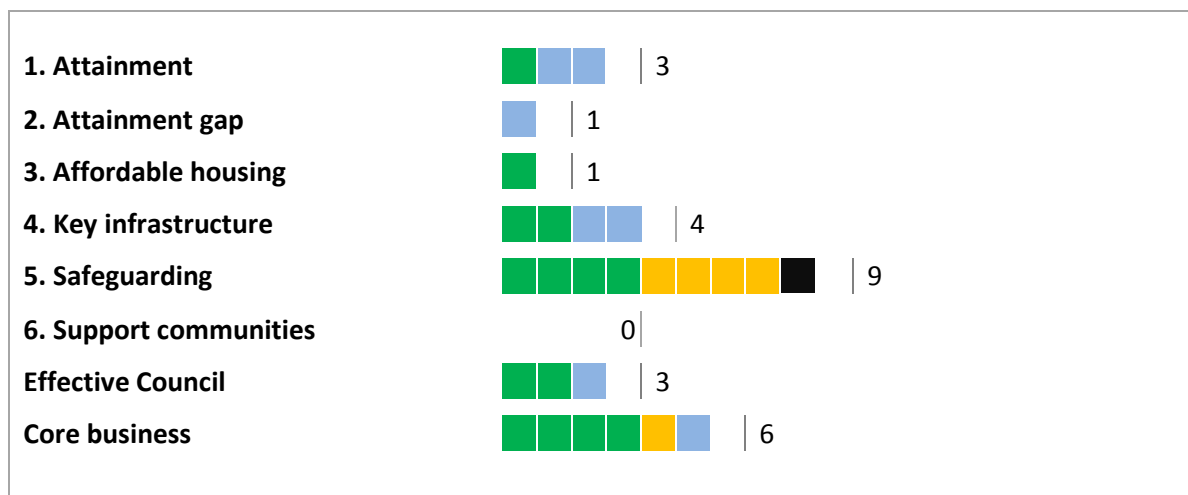
14 are reported as 'green' – or are on track to be delivered / achieved by year end.

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

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



The 5 measures reported as 'amber' are listed below. (For more information on each of these measures, including detailed outturns, commentary and exception reports – please consult the main body of this report:

<i>List of reported 'amber' measures / activities</i>	<i>Target</i>	<i>Q1 outturn</i>
Priority 5. Good at Safeguarding children and vulnerable adults		
1. To maintain a high percentage of (single) assessments being completed within 45 working days	>=90%	71.2%
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%
3. The number of weeks taken to conclude care proceedings (children social care)	<=26 weeks	27 weeks
4. % Completion of Pathway Plans for Looked after Children	100%	79.9%
Core Business		
5. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	61.6%

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

- Compared with the first quarter of 2014/15, the increase in demand for Children and Families Services (20% increase in all enquiries, 45% increase in Child Protection (S47) enquiries) seems to be managed / translated into an increase in Children in Need numbers (up 20%) whilst CPP (Child Protection Plan) and LAC (Looked After Children) numbers reduced.

- The number of qualifying live applicants on the Common Housing Register has seen an increase of 17% compared to Q1 last year.
- Quarter 1 has shown a reduction in claimant count (-33% for 16-64 age group and -42% for 18-24 group).
- The number of Freedom of Information requests and Stage 2 complaints have also reduced compared to Q1 last year.
- Strategic Support Service had a significant peak in its workload, particularly in relation to the following issues: Parliamentary, District and Parish and Town Council elections (involved a whole unit response with impact on a number of services, individuals and performance); Primary School Admission Appeals, Annual Meeting, Member Induction, Ofsted Inspection, Preparation for the Annual Recognition Event. Despite this the performance of the whole unit should be recognised as being very positive due to supplementary efforts of some individuals in the team.

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

(i) Attainment

✓ The Education Service is working to transform early intervention mental health to children and families by reducing dependency on PCAMHS (tier 2) (Pre-Children's and Adolescents' Mental Health Services) and instead, co-designing a multi-agency, community based response and is also re-defining public expectations in relation to Home to School transport, which must reduce discretionary provision to make the required financial savings.

▲ Schools will be facing significant challenges with the new Ofsted inspection framework from September 2015 and a rising of outcome thresholds from summer 2016. This could result in more schools being seen as less than good or "coasting". There will be a subsequent pressure on Local Authority delivery of school improvement.

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

(ii) Attainment Gap

✓ New SEN arrangements continue to be rolled out and imbedded, with positive feedback from schools and parents/carers. Newly configured Early Years and Children's Centre arrangements have been in place from 1 April. The Education Service continues to work to increase two year old take up of the free entitlement and close the 'good level of development' gap.

(iii) Affordable Housing

✓ In Q1 the Housing Service were notified that they have been recognised as one of just fifteen Bronze Standard Authorities in the UK for its homelessness services by the National Practitioner Support Service. Good performance regarding homelessness prevention achieved for this quarter may be negatively impacted by unpredictable peak in demand.

(iv) Key Infrastructure

There are no key achievements or key challenges to report relating to this priority. Activity is reported as progressing as expected.

(v) Safeguarding

✓ A potential dip in performance in relation to safeguarding activity, post Ofsted inspection, has been avoided.

▲ Focus on reducing drift and delay in deciding the best solutions to support vulnerable children and young people resulted in an increased workload relating to court proceedings and timescales slightly exceeding 26 weeks target. This triggered a decision to employ an additional Case Manager Officer.

✓ In Adult Social Care (ASC) the levels of people benefiting from Long Term Services have reduced (18-64 age group) or have been maintained (over 65). The service expects to complete the change programme 'New Way of Working' by May 2016. This is intended to reduce demand on long term services with a greater focus on prevention and early intervention. Early indications are that it is having the intended effect. At the moment the focus is on scaling up this approach to make a whole system change. The Health and Social Care integration is also progressing well and delayed transfer of care has further improved.

▲ Capacity is an issue for the ASC service as it is facing high demand by new clients who may need help and need to be assessed, and having to review all existing clients under the new eligibility criteria by 31 March 2016.

▲ The financial pressure arising from the ongoing increase in the number of Deprivation of Liberty Safeguards (DOLS) applications and an anticipated increase in Court of Protection and 16/17 year old applications is within the ASC budget and has been identified as a pressure for 16/17.

(vi) Support Communities

▲ There has been a slight decline in physical visits to libraries and this would seem to be a general trend, although consideration needs to be given to the reduced opening times introduced in 13/14 and also an increase in digital access and use.

✓ Overall the use of libraries is fairly constant. There is also a noticeable increase in the use of the free Wi-Fi within libraries which has consequentially seen a reduction in the use of the public PC provision with customer using their own equipment.

(vii) Overarching aim - Effective Council

✓ The Employee Attitude has been run and the latest response rate (as at 09/07/15) was 70% (which is the minimum amount expected to be achieved). The next stage is to analyse and present the results of the survey.

✓ Council Tax and Business Rate collection rates for the last financial year were robust. West Berkshire was second within Berkshire and in the top quartile nationally.

(viii) Other areas - Core Business

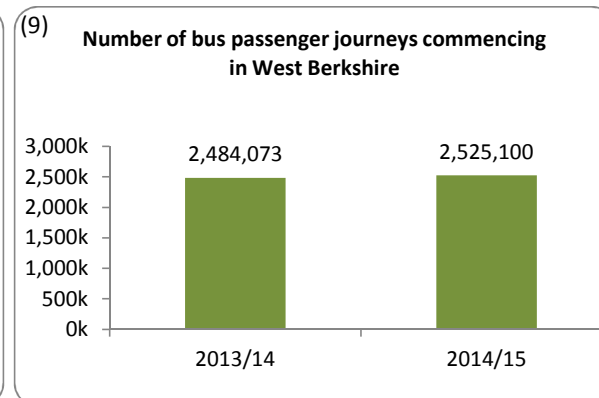
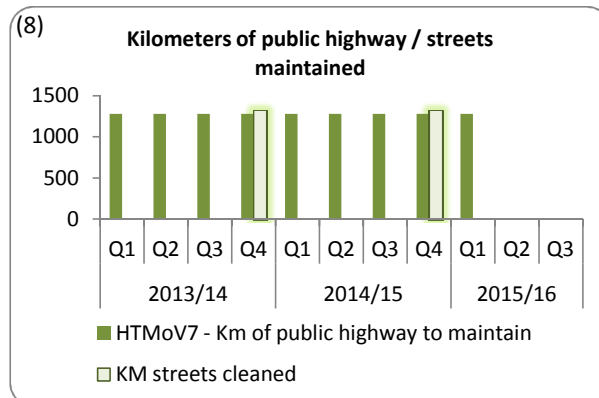
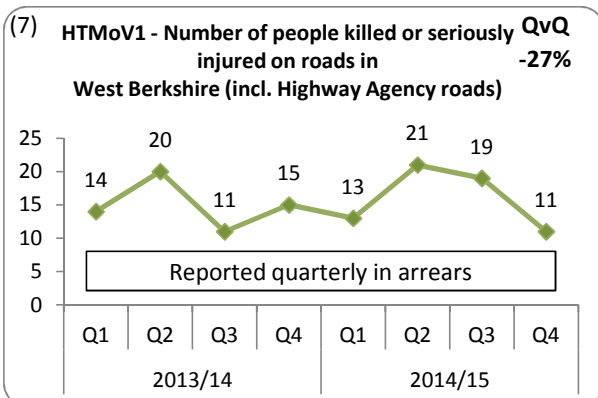
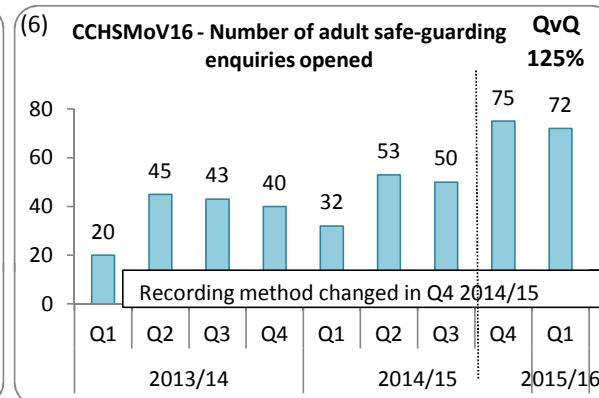
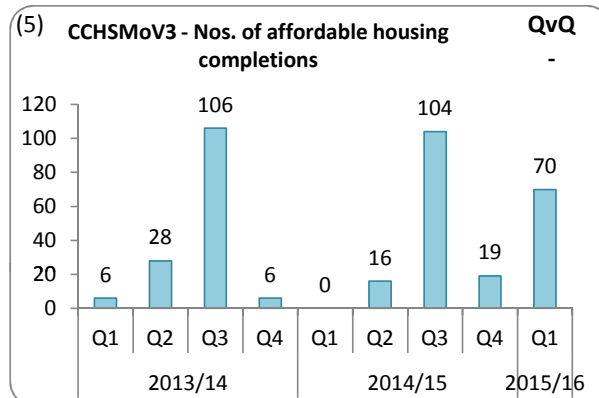
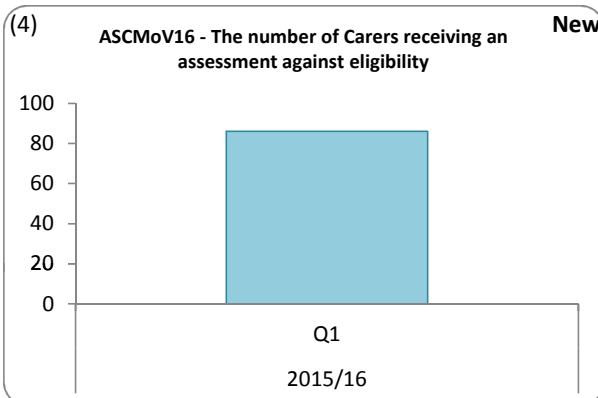
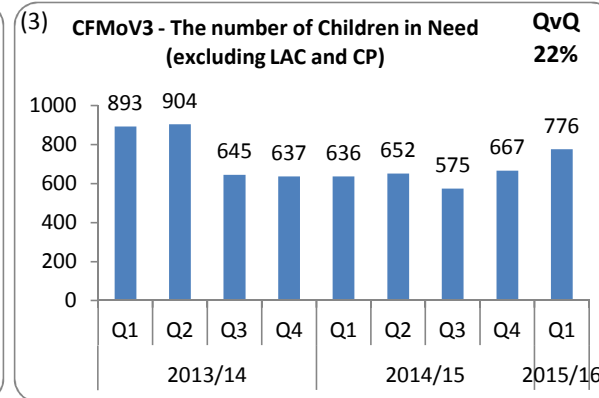
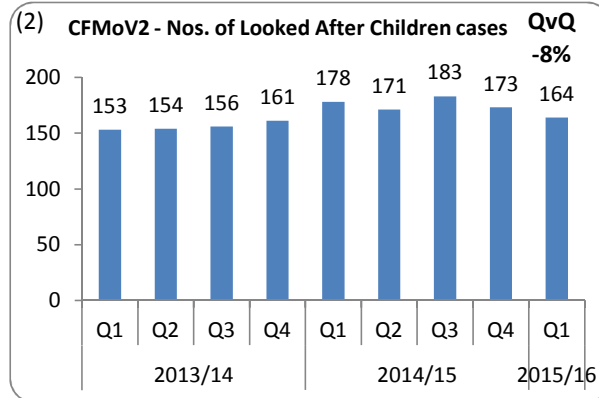
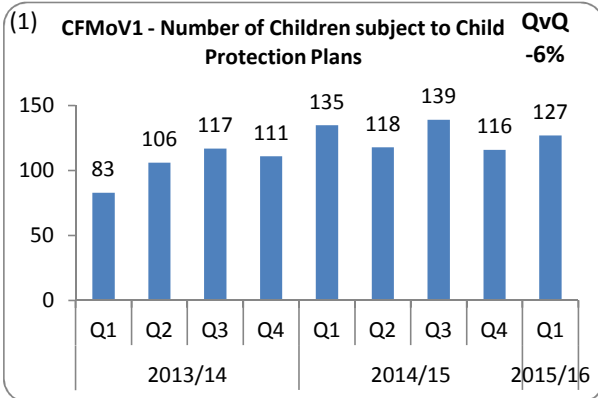
✓ The expected increase in demand for welfare benefits assessments has not yet materialised and timeliness performance remains good. However, high levels of additional demand are still anticipated due to the implementation of phase two of the Care Act, should it proceed.

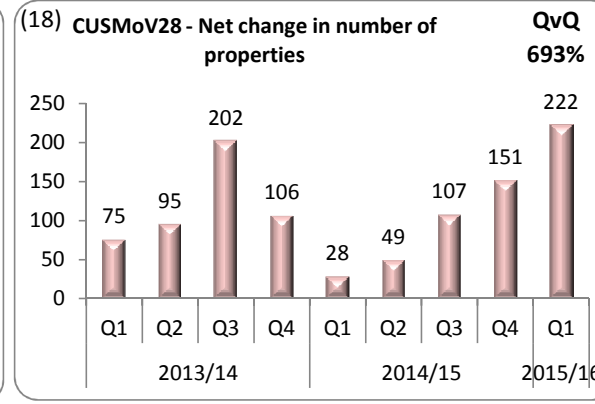
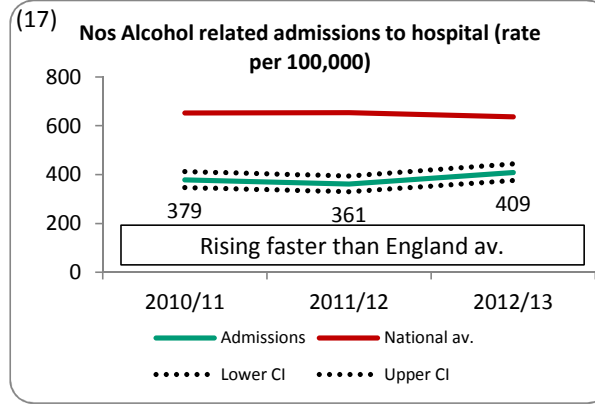
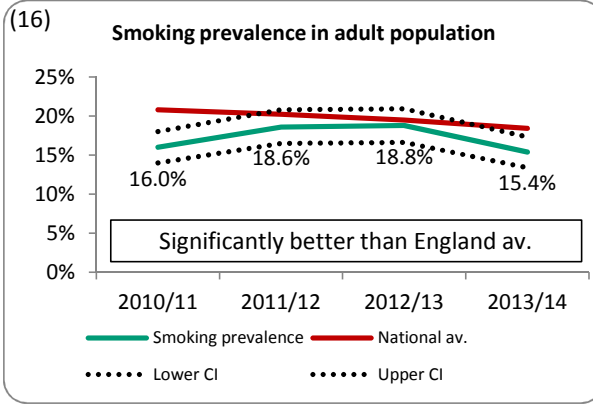
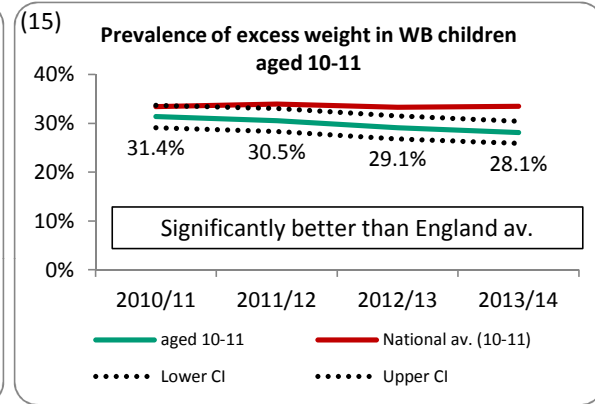
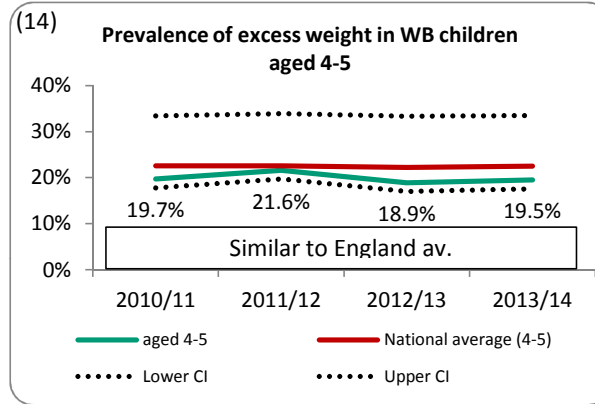
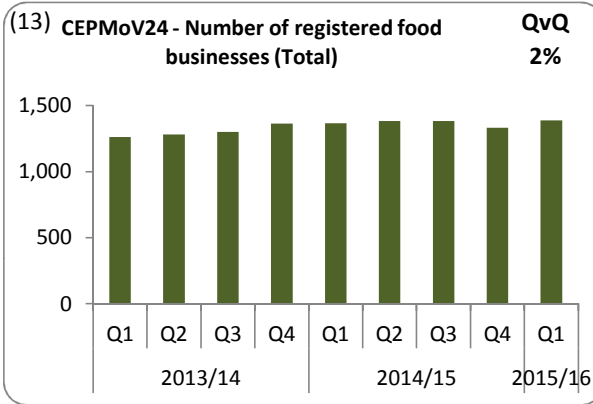
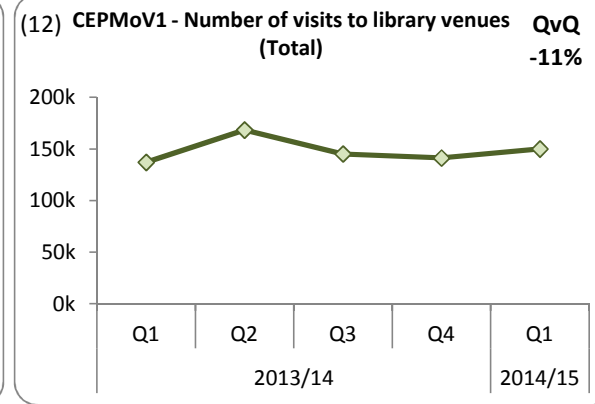
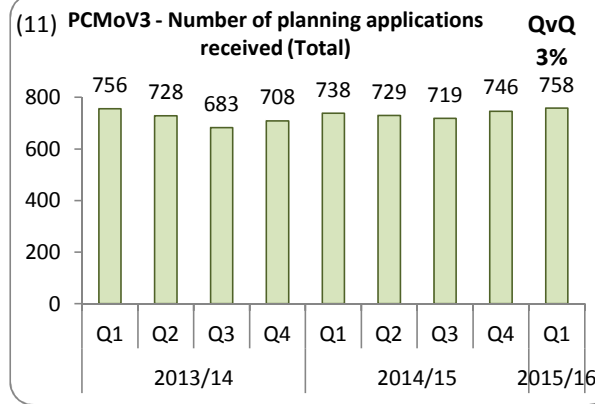
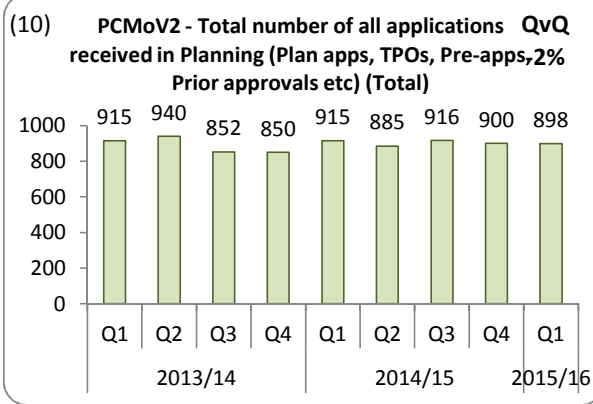
✓ Performance on determining planning applications is estimated well above the targets and the demand regarding new planning enforcement notifications has reduced by 35% compared to Q1 last year.

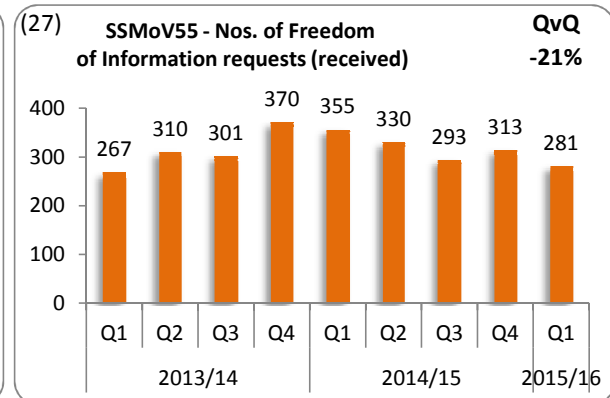
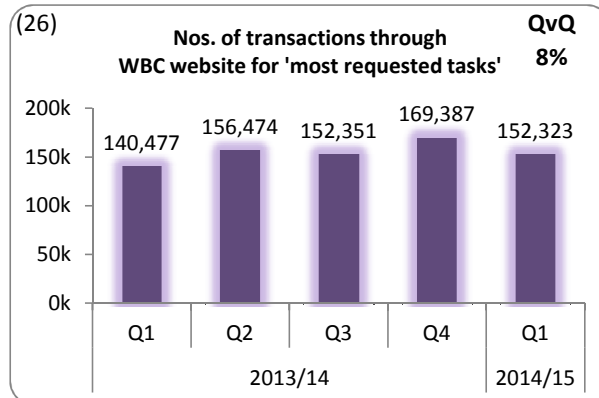
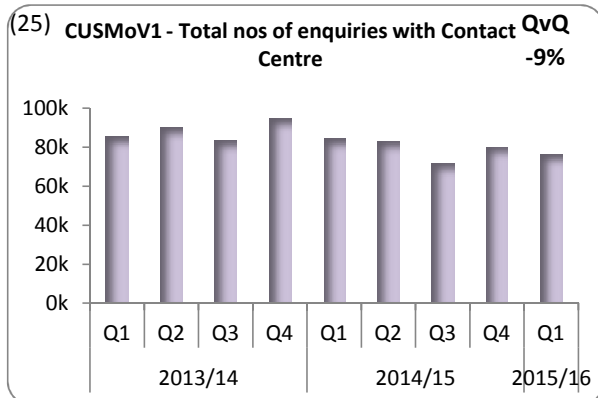
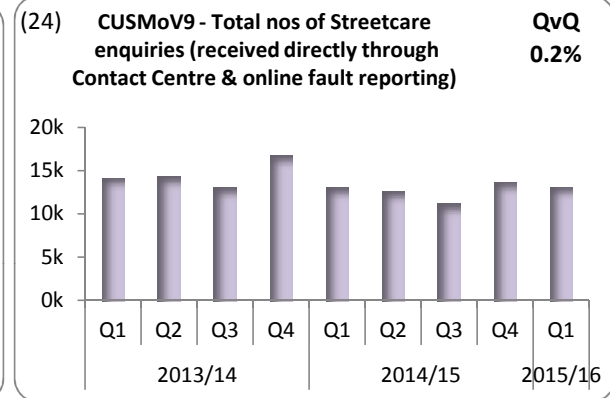
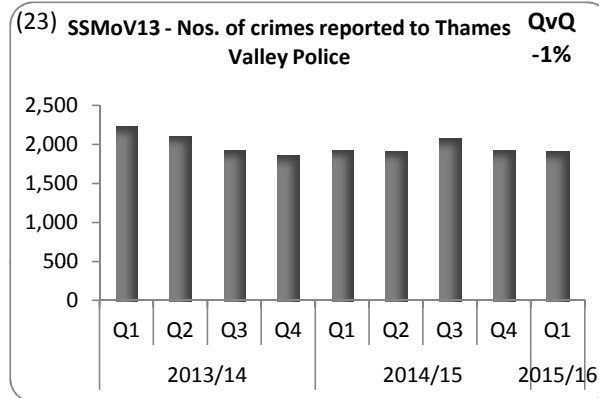
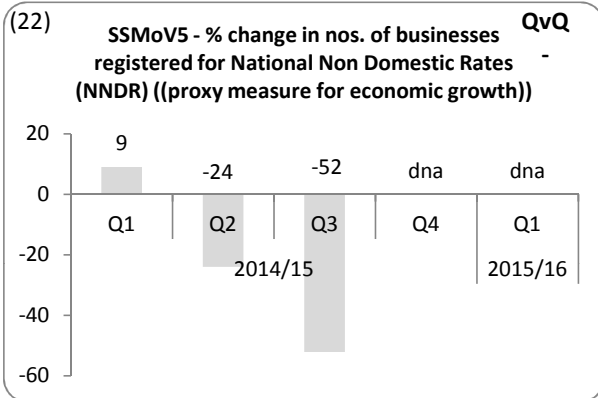
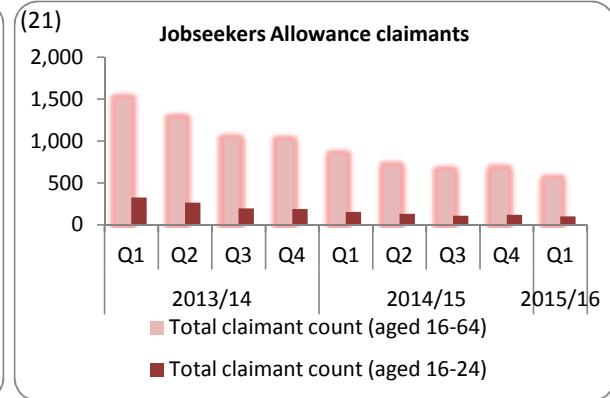
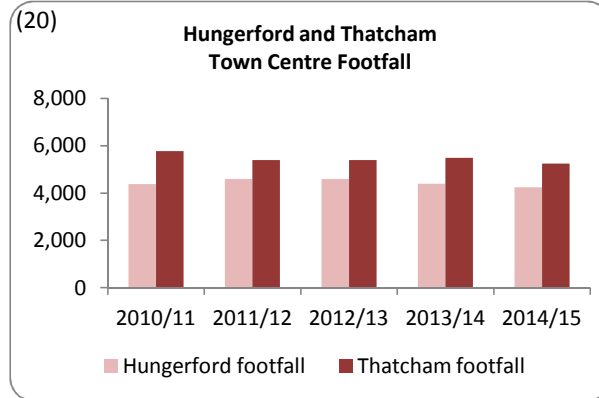
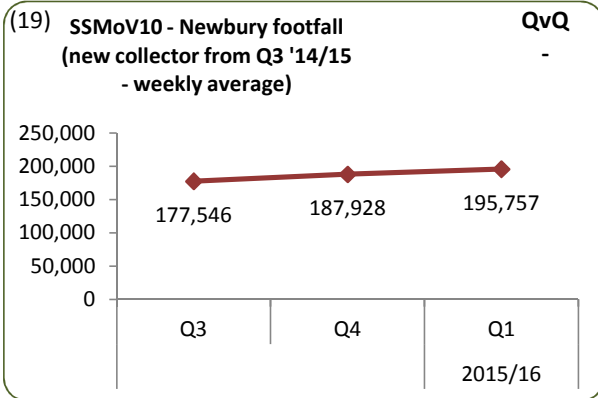
Key accountable measures and activities 2015/16

Quarter One

Contextual and volume measures







Key accountable measures and activities 2015/16

Quarter One

Exception reports

To maintain a high percentage of (single) assessments being completed within 45 working days

Executive	2014/15 Year End	2015/16				Target	Polarity
		Q1	Q2	Q3	Q4		
RAG	★	◆				≥90%	Lower is better
Qrtly outturn		-					
YTD outturn	70%	71.2%					

REASON FOR AMBER:

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

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:

There is day to day close scrutiny of single assessments that are still open.

The daily scrutiny of single assessments is having results and should continue to do so over the coming months. However, the high percentage of agency staff within the CAAS team means that performance is still vulnerable.

STRATEGIC ACTIONS REQUIRED

None at this stage.

Rachael Wardell / Mac Heath		Children and Family Service				23 July 2015		AMBER		
To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days										
Executive	2014/15 Year End	2015/16				Target	Polarity			
		Q1	Q2	Q3	Q4					
RAG		♦				≥95%	Higher is better			
Qrtly outturn		-								
YTD outturn	84%	84.1%								
REASON FOR AMBER:										
Our performance against this indicator is improving (84% in March 2014). 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.										
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:										
Regular discussions are taking place at the newly established Performance Board. Staff are aware of this as a priority area in terms of addressing recording issues.										
Continued focus on this indicator and associated recording issues should result in										
STRATEGIC ACTIONS REQUIRED										
None at this stage.										

Rachael Wardell / Mac Heath		Children and Family Service				23 July 2015	AMBER	
The number of weeks taken to conclude care proceedings (children social care)								
Executive	2014/15 Year End	2015/16				Target	Polarity	
		Q1	Q2	Q3	Q4			
RAG		♦				<=26 weeks	Lower is better	
Qrtly outturn		-						
YTD outturn	31	27						
<p>REASON FOR AMBER:</p> <p>Our performance ytd is very slightly above the target of 26 weeks but it is likely to be continually challenging over the next two quarters due to the increase in care proceedings issues.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</p> <p>Interviews are timetabled for July to appoint a new Case Management Officer to give clear scrutiny to the timeliness and quality of our court work.</p> <p>STRATEGIC ACTIONS REQUIRED</p> <p>None at this stage.</p>								

Rachael Wardell / Mac Heath		Children and Family Service				23 July 2015	AMBER	
% Completion of Pathway Plans for Looked after Children								
Executive	2014/15 Year End	2015/16				Target	Polarity	
		Q1	Q2	Q3	Q4			
RAG		♦				100%	Higher is better	
Qrtly outturn		-						
YTD outturn	100%	79%						
<p>REASON FOR AMBER: Targets have only recently been agreed.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: Panel is due to be undertaken in mid August to review current LAC and consider plans in place and any LAC where plans are overdue</p> <p>STRATEGIC ACTIONS REQUIRED None at this stage</p>								

Rachael Wardell / Tandra Forster		Adult Social Care				14 July 2015		AMBER		
Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months										
Executive	2014/15 Year End	2015/16				Target	Polarity			
		Q1	Q2	Q3	Q4					
RAG	★	◆				90%	Higher is better			
Qrtly outturn										
YTD outturn	62%	61.6%								
REASON FOR AMBER:										
<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. More recent information is showing that the pace has picked up and we expect improved performance in quarter 2.</p>										
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:										
<p>Additional staff are now in place, new performance monitoring reports have been created and weekly meetings are used to monitor progress and ensure appropriate capacity is in place.</p>										
STRATEGIC ACTIONS REQUIRED										
<p>None at this stage.</p>										

Key accountable measures and activities 2015/16

Quarter One

Performance outturns by strategic priority

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

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	2015/16 target	Q1 RAG / outturn	Q1 Supporting commentary
Priority 1. Improve educational attainment								
BEC1ed03	The number of schools judged good or better by Ofsted under the new Framework (harder test)	-	-	-	63	63	★ 67	79% of schools
BEC1eday08	KS2: Prop'n pupils achieving at least level 4 in Reading, Writing and Maths	3rd	82%	2nd	due in Q3 '15/16	AY 2014/15 82%	🕒 Annual	
BEC1eday09	KS4: Proportion pupils gaining 5+ A*-C at GCSE including English and Maths (maintained and Acad)	2nd	65%	1st	due in Q3 '15/16	AY 2014/15 61% 1st Qtile	🕒 Annual	
Priority 2. Close the educational attainment gap								
BEC2eday19	To reduce the GCSE educational attainment gap to 22 percentage points	-	23%	-	due in Q3 '15/16	AY 2014/15 22pp	🕒 Annual	
Priority 3. Enable the completion of more affordable housing								
CBO1cchs11	Maintain the proportion of claims for Discretionary Housing Payment are determined within 28 days following receipt of all relevant information	-	84%	-	86%	80%	★ 97.2%	Q1: 69 / 71
Priority 4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy								
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	
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%	🕒 dna	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%	Q1: 2 / 21
SLE2ict04	Increase nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	-	41,287 (60.0%)	-	-	tbc Q2	★ 79%	Superfast coverage increased by 90% of 10,653 THP = 9,588 premises. This will take district coverage to 79.1%

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

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	2015/16 target	Q1 RAG / outturn	Q1 Supporting commentary
Priority 5. Good at safeguarding children and vulnerable adults								
P&S1c&f07	To maintain a high percentage of (single) assessments being completed within 45 working days	Local	New	Local	70%	>=90%	◆ 71.2%	Q1: 227 / 319 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	0.81	dna	77%	>=90%	★ 97.4%	Q1: 38 / 39
P&S1c&f10	Child Protection Reviews - held on time (snapshot)	1st	0.93	4th	100%	>=95%	★ 100.0%	Q1: 85 / 85
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%	Q1: 106 / 126 See exception report for details.
P&S1c&f14	The number of weeks taken to conclude care proceedings (children social care)	-	-	-	31	<=26 weeks	◆ 27	See exception report for details
P&S1c&f17	Percentage of LAC with Health Assessments on time	-	-	-	63%	1	⚡ 50.8%	Q1: 64 / 126
P&S1c&f21	% Completion of Pathway Plans for Looked after Children	-	-	-	100%	100%	◆ 79.0%	Q1: 79 / 100 See exception report for details.
P&S1asc03	Maintain % of safeguarding concerns responded to within 24 hours.	-	87%	-	91%	92%	★ 92.1%	
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%	Q1: 65 / 70 Small cohort prone to fluctuations.
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	
OP3asc17	A new way of delivering adult social care (change programme) will be completed by May 2016	-	-	-	-	Completed by May 2016	★ On track	Phase one evaluation has been completed and reported to Project Board at the end of June 2015.

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

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	2015/16 target	Q1 RAG / outturn	Q1 Supporting commentary
Core Business								
OP2asc13	Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	-	-	-	62%	90%	◆ 61.6%	Q1: 796 / 1,292 See exception report for details. *Completed reviews in the reporting period for current LTS clients as a proportion of all current LTS clients (community/res/nursing) Snapshot of current LTS clients on a given date - end of quarter/ month (cannot be taken historically)
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	* 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
CBO1cchs08	Ensure 95% of claims for Local Welfare Provision are processed within 10 working days	-	95%	-	97%	95%	★ 97.0%	Q1: 64 / 66
CBO1cchs09	Maintain % of benefits assessments within 3 weeks of referral from Children's Services	-	95%	-	96%	85%	★ 96.8%	Q1: 61 / 63
CBO1cep13	Maintain the proportion of household waste recycled/composted/reused/recovered (Local Indicator)	-	tbc	-	tbc	80%	★ 83.2% (E)	Q1: 18,827 / 22,625 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	Reports from Q2
CEO5	Milestone: confirm plans regarding LGA review	-	-	-	-	Mar-16	● Annual	

End of report

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