

Notice of Meeting

Overview and Scrutiny Management Commission

Tuesday, 5th January, 2016 at 6.30 pm
in Council Chamber Council Offices
Market Street Newbury

Date of despatch of Agenda: Wednesday, 23 December 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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WestBerkshire
C O U N C I L

Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 5 January 2016 (continued)

To: Councillors Steve Ardagh-Walter, Anthony Chadley, 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** 5 - 10
To approve as a correct record the Minutes of the meeting of the Commission held on 1 December 2015.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any Personal, Disclosable Pecuniary or other interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Actions from previous Minutes** 11 - 14
To receive an update on actions following the previous Commission meeting.
5. **West Berkshire Forward Plan 13 January 2016 to 30 April 2016** 15 - 16
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 13 January 2016 to 30 April 2016 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
6. **Overview and Scrutiny Management Commission Work Programme** 17 - 26
Purpose: To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2013/14.
7. **Items Called-in following the Executive on 14 January 2016**
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, 5 January 2016 (continued)

8. **Consideration of Urgent Items**
Purpose: To consider any items in 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. **Delivery of the Council Strategy** 27 - 32
Purpose: To monitor the progress of Priority 4 set within the Council Strategy - Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy.
12. **Revenue and capital budget reports - Quarter Two** 33 - 58
Purpose: To receive the latest period revenue and capital budget reports
13. **Key Accountable performance Report** 59 - 90
Purpose: To receive the Quarter Two report to enable monitoring of performance levels across the Council and to consider, where appropriate, any remedial action.
14. **Car Parking in West Berkshire** 91 - 98
Purpose: To receive the recommendations report following the Task Group activity which reviewed the existing policies, the effect these had upon usage and revenue and the future plans for car parking provision across the district.

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, 1 DECEMBER 2015

Councillors Present: Anthony Chadley, Dave Goff, Clive Hooker, Rick Jones, Alan Macro, Richard Somner and Emma Webster (Chairman)

Also Present: Andy Day (Head of Strategic Support), Cathy Dodson (Housing Strategy Team Leader), Carolyn Richardson (Civil Contingencies Manager), Stuart Clark (Principal Engineer (Projects)), Councillor Hilary Cole (Executive Portfolio: Adult Social Care, Housing, Countryside, Community Culture & Leisure Services), David Lowe (Scrutiny & Partnerships Manager), Councillor Garth Simpson (Executive Portfolio: Highways, Transport, Emergency Planning) and Charlene Myers (Democratic Services Officer).

Apologies for inability to attend the meeting: Councillor Ian Morrin, Councillor Virginia von Celsing and Councillor Laszlo Zverko

PART I

30. Minutes

The Minutes of the meeting held on 15th September 2015 were approved as a true and correct record and signed by the Chairman.

31. Declarations of Interest

There were no declarations of interest received.

32. Actions from previous Minutes

There were 6 actions followed up from previous Commission meetings. David Lowe advised that the West Berkshire Parking Task Group was due to hold one last meeting to conclude its work before a report would be issued to the Commission for final consideration.

Members were advised that a response to item 2.4 had been received and the total remaining value of the Risk Reserve was £220,000. Councillor Alan Macro felt the value of the Reserve Fund was very low and was subsequently concerned that the Council was not suitably prepared to respond to unforeseen risks.

Resolved that the update report be noted.

33. West Berkshire Forward Plan 16 December 2015 to 31 March 2016

The Commission considered the West Berkshire Forward Plan for the period covering 16 December 2015 to 31 March 2016.

Councillor Mike Johnson asked whether further consideration had taken place to move the Commission into a format of Pre-Scrutiny and, if this was going to be the case, that the existing schedule of meetings would provide very limited time to conduct Scrutiny effectively. Andy Day advised that, since the previous Leader had stepped down from his role, it was necessary to revisit this proposal with the new Leader and review the proposed alterations to the Executive cycle (designed to facilitate the introduction of Pre-Scrutiny). David Lowe added that the purpose of the Forward Plan item on this agenda

was to highlight opportunities for Pre-Scrutiny and that a revised timetable should allow the opportunity for this to take place ahead of the each Executive meeting.

Resolved that the Forward Plan be noted.

34. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme for 2015/16.

David Lowe highlighted Appendix B to Members of the Commission. He stated that the proposed topic sought to provide an oversight of the Council's progress against the delivery of its adopted strategy. The appendix detailed specific subjects for discussion which in turn could provide the basis for ongoing monitoring thereafter. Members accepted the recommendation to add the item onto the Work Programme.

David Lowe then asked Members to consider Appendix C – a proposal to establish a Task Group to identify the most effective method in which the Commission might scrutinise the activities of the Children and Families Service. This suggestion followed the feedback from a recent OFSTED inspection during which it was noted that scrutiny could contribute towards the work of the service. David Lowe stated that the group would meet to consider methods and report back to the Commission to recommend areas of work going forward. Members accepted the recommendation to accept the item onto the Work Programme.

Resolved that:

- Proposed topic of scrutiny – The Children and Families Service would be added to the work programme;
- Proposed topic of Scrutiny – Delivery of the Council Strategy would be added to the work programme;
- The work programme be noted.

35. Items Called-in following the Executive on 19 November 2015.

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

36. Consideration of Urgent Items

There were no Urgent Items to consider.

37. Councillor Call for Action

There were no Councillor Calls for Action.

38. Petitions

There were no petitions received at the meeting.

39. Severe Weather

Carolyn Richardson (Civil Contingencies Manager) introduced the report to Members of the Commission. She advised that the action plan had been in place for 18 months and that during this time there had been a lot of positive work undertaken.

Members were reminded that a debrief took place following the severe weather in 2013/14 and that, through this process, the Commission contributed to an action plan for ongoing review. The report explained that the action plan contained 60 items in total and that, to date, 34 of those had been concluded. Carolyn Richardson explained that the remaining items were under regular review and:

- 3 of the remaining items would form business as usual and the action plan would be amended to reflect this;

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- 12 of the remaining items would be completed by March 2016;
- 3 items related to Business Continuity updates and that, due to an unforeseen resourcing issue, progress had been hindered. The issue had recently been resolved so Members could be assured that work would recommence;
- 3 items related to actions reliant on external agencies progress on which were difficult to influence. However, every effort would be made to ensure progress was continuously monitored and obstacles addressed;
- 3 items referred to the work of the Highways and Transport team and it was likely that these would form business as usual with the action plan being amended to reflect this.

Councillor Rick Jones noticed that a lot of resource was used to administer the Repair and Renewal Grant and asked what the level of take-up had been like across West Berkshire. Carolyn Richardson advised that the scheme was promoted through various avenues and on multiple occasions direct to homes which had flooded and to the wider community. Lack of up-take depended on to a variety of reasons including concerns about insurance. She added that although the scheme concluded in June 2015, agencies continued to promote the property level protection measures available to protect homes at risk of flooding, particularly where no engineering solution was viable, confirming it is the property owners responsibility to protect their homes and not the Councils.

Councillor Alan Macro was concerned to hear that there had been a delay with Business Continuity items. Carolyn Richardson assured him that work was underway to address these actions now that an Officer was in post.

Councillor Macro asked whether the Communications Strategy was on track – noticing that the update suggested that work would commence in July 2015. He highlighted that communication and sharing information regarding vulnerable people had been an area of concern. Carolyn Richardson advised that the item had progressed well. It was intended that a Thames Valley Local Resilience Forum Communications Strategy & Plan would be finalised shortly and a West Berkshire Communications Strategy would be developed to compliment this and provide local context. In addition, a lot of work had taken place to develop an Information Sharing Protocol to assist agencies with sharing vital information regarding vulnerable people during emergencies.

Councillor Macro asked whether any work had taken place to understand the management of weirs along the River Kennet. Stuart Clark (Principal Engineer) advised that a bid had been submitted to the Environment Agency (EA) to conduct a study of the area but this was rejected because the EA had a statutory responsibility for the river. Members heard that this prompted the EA to recognise a need for a study so Stuart Clark was pleased to say that the same bid had been submitted through the EA to DEFRA (Department for Environment, Food and Rural Affairs). Councillor Emma Webster suggested that the bid process might benefit from the support of the local MPs. It was agreed that a copy of the bid should be sent to them with a request to support the request.

Councillor Jones highlighted concerns that Thames Water had failed to provide the necessary support to affected residents. He wondered whether, through the process of the review and ongoing actions, that Thames Water would now be better placed to deliver assistance if the need arose. Carolyn Richardson advised that Thames Water's level of engagement with partners had improved and this had assisted with the preplanning process. However, she was not in a position to specify their state of

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preparedness during an emergency, although she believed they were better equipped now than for previous events. Carolyn Richardson reminded Members that the action plan requested that a letter be issued to the DCLG (Department for Local Governments) to request clarification on the provision of portals. Members recalled the difficulties and costs associated with this request in 2013/14.

Councillor Garth Simpson commended Carolyn Richardson and Stuart Clark for their efforts to address concerns or gaps and for their ongoing management of the action plan.

Councillor Webster extended her thanks to Carolyn Richardson, Stuart Clark and everyone within the Council who supported the event and continued to support ongoing actions to prepare for incidents which impacted local residents. The Commission echoed the comments of the Chairman.

Resolved that:

- Carolyn Richardson would confirm the spread of RRG's approved across West Berkshire;
- Copies of the bids to DEFRA re weir management would be sent to local MP's to look for support;
- Support would continue to be provided to Officers to ensure the successful progression of the actions to a satisfactory conclusion;
- The report be noted.

40. Housing Allocations Policy

Cathy Dodson (Housing Strategy Team Leader) introduced the report to Members of the Commission. Members heard that the Allocation Policy was adopted in October 2013. In December 2014 the Executive approved amendments to the policy in light of new Statutory Guidance. Cathy Dodson advised that the report sought to update Members on the implementation of those amendments.

The key changes agreed by the Executive were as follows:

- Qualification Criteria – amendment made to the local connection qualifying criteria to residency or meaningful paid employment of at least 16 hours a week for 2 consecutive years - other aspects of local connection criteria remained the same.
- Social Tenants and Labour Mobility – amendment made to allow for exceptions to local connection qualifying criteria to be applied to certain social tenants who need to move in order to sustain or take up employment.
- Foster Carers – inclusion in the policy to award an additional bedroom for approved foster carers.
- Homeless Households – new wording inserted to allow deferral of a Common Housing Register (CHR) application when a household is placed into temporary accommodation following acceptance of a full homelessness duty to allow the Housing Service to identify support needs.

To be able to fully implement the changes some modifications had been required to the Housing Register data base. To ensure the amendments were implemented with minimal impact on both housing staff and service users, the software provider was requested to build a semi automated assessment. Cathy Dodson explained that the service user would be required to answer three questions about their local connection as opposed to completing a whole new application form. The application was then automatically determined as Qualifying or Non Qualifying.

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These changes were implemented on 1st October 2015 at which point there were 2973 live applicants on the Housing Register. Due to the system changes all applicants were required to answer the three questions before they could access their Home Choice account.

Applicants received advanced warning of these changes through a notice on the Home Choice website followed by a letter or email. Applicants were clearly advised that if they failed to answer the three questions by 23rd October 2015 then they would be removed from the Housing Register. Cathy Dodson stressed that multiple attempts were made to contact people during this time to make sure they were aware of the impending changes (through letter, text or phone call).

Members heard that a minimal number of people failed to re-register their interest and that every effort had been made to capture anyone who had previously been listed on the Housing Register.

Councillor Hilary Cole stated that a considerable amount of effort had had been made by the team to contact account holders and this was reflected in the numbers which re-registered successfully. Councillor Cole congratulated the team for their hard work.

Councillor Jones was impressed by the methodology used by the team – it seemed very thorough. He asked whether the team understood the reasons for those who had failed to re-register. Cathy Dodson stated that it was difficult to know the exact reasons but she anticipated that some may not have been eligible so decided they would not re-register.

Cathy Dodson advised that the implementation of the amendments had been completed with minimal disruption to the service user. It was expected that the overall number of applications would reduce as a consequence of some applicants failing to respond to the review request. The overall percentage of qualifying applicants had not changed significantly which confirmed the position that the team did not believe that the amendments would affect a high number of applicants.

Councillor Webster advised that she had received feedback from a local resident regarding how the changes were communicated and she was pleased to hear that residents felt the process was outlined clearly.

Resolved that the report was noted

41. Scrutiny Recommendations Update

David Lowe introduced the Recommendation report to Members of the Commission. The report outlined the recommendations that had been presented by the Commission to the Executive in the previous 12 months and the progress against those which had been accepted.

Councillor Johnston requested that the report included the target dates in order to contextualise the suggested status of progress. David Lowe confirmed that this would be included in future reports. He explained that, in reference to The Utilisation of Shaw House review, there had been a degree of delay due to a vacant post. Members heard that the post had been filled and that actions were progressing.

Councillor Jones highlighted that there were a few updates outstanding from the Domestic Abuse update. Andy Day advised that this item had also been affected by a vacancy but he would ensure that updates were provided and that an Officer was in place.

Resolved that:

- The report would include target dates as agreed from the service area in order to determine rate of progress;

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- Updates would be obtained for items outstanding in relation to the Domestic Abuse actions;
- The report be noted.

(The meeting commenced at 6.30 pm and closed at 7.20 pm)

CHAIRMAN

Date of Signature

Agenda Item 4.

Title of Report: **Actions from previous meetings**

Report to be considered by: Overview and Scrutiny Management Commission

Date of Meeting: 5 January 2016

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 1 December 2015.

2 Actions

- 2.1 **Resolution:** Proposed topic of scrutiny – Children’s and Families would be added to the Work Programme

Action/ Response: Complete

- 2.2 **Resolution:** Proposed topic of Scrutiny – Delivery of the Council Strategy would be added to the Work Programme

Action/ Response: Complete

- 2.3 **Resolution:** Carolyn Richardson would confirm the spread of RRG’s approved across West Berkshire;

Action/ Response: Provided in Appendix A.

- 2.5 **Resolution:** Updates would be obtained for items outstanding in relation to the Domestic Abuse actions;

Action/ Response: All actions in respect of those associated with the Domestic Abuse review have been completed. For completeness, Members were provided with a report detailing the work undertaken by the current Domestic Abuse Reduction Co-ordinator since October 2014 (Appendix A).

Appendix

Appendix A – Approved Repair and Renewal Grants .

Appendix A

The following list details the approved Repair and Renewal Grants distributed across West Berkshire:

Bagnor	1
Beenham	1
Burghfield	4
Chaddleworth	1
Compton	1
East Garston	1
East Ilsley	7
Eastbury	6
Great Shefford	7
Hampstead Norreys	3
Lambourn	7
Newbury	6
Padworth	4
Pangbourne	1
Pingewood	2
Purley on Thames	15
Shaw	2
Streatley	13
Thatcham	1
Theale	3
Upper Basildon	1
Upper Lambourn	3
West Ilsley	5
Woolhampton	4
Total	99

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Agenda Item 5.

Title of Report:	West Berkshire Forward Plan
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	5 January 2016

Purpose of Report:

To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 13 January 2016 to 30 April 2016 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
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Tel. No.:	01635 519695
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Supporting Information

1. Introduction

- 1.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to take over the next 4 months.
- 1.2 In order to hold the Executive to account, Overview and Scrutiny Management Commission Members are asked to identify any areas of forthcoming decisions which may be appropriate for future scrutiny.
- 1.3 The West Berkshire Council Forward Plan 13 January 2016 to 30 April 2016 is available at <http://info.westberks.gov.uk/index.aspx?articleid=29088> 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:	5 January 2016

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
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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.

Appendices

Appendix A – Overview and Scrutiny Management Commission Work Programme

Appendix B - Proposed topic for Scrutiny – Children and Family Services

Overview and Scrutiny Management Commission Work Programme 2015/16

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
05 January 2016					
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.
OSMC/12/149	Car Parking in West Berkshire <i>To review the existing policies, the effect these have upon usage and revenue and the future plans of car parking provision across the district.</i>	Task Group	Mark Edwards–2208 Highways and Transport	Transport Operations	Task Group activity concluded and final report due for consideration at meeting 5 January 2016.
OSMC/09/02	Key Accountable performance Reports <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/15/172	Delivery of the Council Strategy - Priority 4: Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy <i>To monitor the progress made against the priority which had been set within the Council Strategy</i>	In meeting			Accepted for review following consideration at the meeting held 1 December 2015
26 January 2016					
23 February 2016					

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/15/174 & OSMC/15/173	Delivery of the Council Strategy - Priority 1 & 2: Close the educational attainment gap & Improve educational attainment. <i>To monitor</i>	In meeting			Accepted for review following consideration at the meeting held 1 December 2015
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.
OSMC/15/175	Delivery of the Council Strategy - Priority 3: Enable the completion of more affordable housing. <i>To monitor the progress made against the priority which had been set within the Council Strategy</i>	In meeting			Accepted for review following consideration at the meeting held 1 December 2015

Items or items to be scheduled					
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	Leader	Added to the programme following discussion at the March 2015 meeting (CCfA proposed by Councillors Webster and Linden).
OSMC/15/164	Adult Social Care/ NHS integration	Task Group	Tandra Forster	Adult Social Care	

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/15/165	The Future Development and Provision of Shared Services	Task Group	Nick Carter	Chief Executive	
OSMC/15/166	Joint Commissioning	Task Group			
OSMC/15/167	The Implications of the Care Act	Task Group	Rachael Wardell	Adult Social Care	
OSMC/15/168	The Provision Of Children's Services (post Ofsted)	Task Group	Mac Heath	Children's and Families Services	Accepted for review following consideration at the meeting held 1 December 2015
OSMC/15/169	Devolution	Task Group	Nick Carter	Leader	
OSMC/15/170	Brilliant West Berkshire	Task Group	Rachael Wardell	Adult Social Care	
OSMC/15/171	Berkshire Finances/ MTFS	Task Group	Andy Walker	Adult Social Care	

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/15/176	Delivery of the Council Strategy - Priority 5: Good at safeguarding children and vulnerable adults. <i>To monitor the progress made against the priority which had been set within the Council Strategy</i>	In meeting			To be scheduled for meeting in June 2016. Accepted for review following consideration at the meeting held 1 December 2015
OSMC/15/177	Delivery of the Council Strategy - Priority 6: Support communities to do more to help themselves. <i>To monitor the progress made against the priority which had been set within the Council Strategy</i>	In meeting			To be scheduled for meeting in July 2016 Accepted for review following consideration at the meeting held 1 December 2015
OSMC/15/178	Delivery of the Council Strategy - to become 'an even more effective Council'. <i>To monitor the progress made against the overarching aim of the Council Strategy</i>	In meeting			To be scheduled for meeting in September 2016. Accepted for review following consideration at the meeting held 1 December 2015
OSMC/15/179	Children's and Family Services. <i>To agree a programme or schedule of activity for the scrutiny of the Children and Families Service.</i>	Task Group			Accepted for review following consideration at the meeting held 1 December 2015

Task Group activity

Reference	Subject	Format	Lead Officer / Service Area	Portfolio Holder	Comments
OSMC/12/135	Annual target setting <i>To examine the annual targets being set for 2014/15.</i>	Task Group	Catalin Bogos – 2102 Strategic Support	Strategy and Performance	Annual review. Task group will be scheduled to meet May 2016.

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Title of Report:	Proposed topic for Scrutiny – Children and Family Services
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	5 January 2016

Purpose of Report: To propose the establishment of a task group to work with officers in the Housing Service to develop a Housing Grants and Loans Policy.

Recommended Action: It is recommended that the Commission agrees to the establishment of a task group to work with officers in the Housing Service to develop a Housing Grants and Loans Policy.

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
Tel. No.:	01635 519817
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Executive Report

1. Introduction

- 1.1 This paper sets out a proposal for a small task group to work with officers in the Housing Service to assist with the development of a Housing Grants and Loans Policy. It provides some background and a proposed methodology for taking the work forward.

2. Background

- 2.1 The Council currently has in place a Private Sector Housing Renewal Policy which sets out the types of assistance available from West Berkshire Council to households living in the private sector, the eligibility criteria and the procedures for accessing assistance. The policy may be viewed at <http://info.westberks.gov.uk/CHttpHandler.ashx?id=37280>.
- 2.2 As part of a periodic revision schedule, officers in the Housing Service have determined that an opportunity is now presented to change the focus (and name) of the current policy towards grants and loans.
- 2.3 A new policy (in line with the change outlined in 2.2, above) has been drafted and approval is being sought from the Executive for the policy to be put out for a 6 week public consultation from February 2016.

3. Proposed action

- 3.1 In order that backbench councillors might have the opportunity to influence the further development and refinement of the policy, officers in the Housing Service have requested that the matter might be considered through Overview and Scrutiny.
- 3.2 It is proposed therefore that a small task group is established to work with officers in the Housing Service to comment on and further shape the policy prior to its adoption.
- 3.3 The task group should comprise 4 members (3 x Conservative, 1 x Liberal Democrat) and should be able to report back to the February meeting of the Commission

4. Recommendation

- 4.1 It is recommended that the Commission agrees to the establishment of a task group to work with officers in the Housing Service to develop a Housing Grants and Loans Policy.

Appendices

There are no Appendices to this report.

Agenda Item 11.

Title of Report:	Quarter 2 In Depth Performance Report – Council Strategy Priority 4 (Infrastructure)
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	05/01/2016

Purpose of Report:

To provide a more in depth analysis of the overall performance status for the basket of measures used at corporate level to monitor progress of the delivery of the Council Strategy Priority 4 – ‘Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy’.

Recommended Action:

The members of the Overview and Scrutiny Management Commission to note progress against the performance measures.

Overview and Scrutiny Management Commission Chairman	
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Contact Officer Details	
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Executive Report

1. Purpose of the report

- 1.1 This report was produced following the decision of the Overview and Scrutiny Management Commission on the 1st December 2015 that in addition to the quarterly performance report, an ongoing and scheduled programme of scrutiny is put in place to monitor the progress that the Council is making in the achievement of its strategic priorities.
- 1.2 Performance reports are provided on a quarterly basis to the Corporate Board, the Executive and general public to assess the overall delivery of the Council Strategy. As part of the Council's performance management approach, these reports are also submitted for consideration at the Overview and Scrutiny Management Commission.
- 1.3 The focus of this paper is on the results achieved for the set of performance measures used at corporate level to monitor the progress in delivering the Council Strategy Priority 4 – 'Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy'. The aim is to provide a more in depth level of performance information including all the measures that have been agreed to be part of the Council Strategy Delivery Plan for reporting at corporate level.

2. Quarter 2 results

- 2.1 The report appraises progress against a basket of 18 performance measures and activities aligned to the Council Strategy Priority 4.
- 2.2 Of the 18 reported measures, outturns are available for 10. Those not reported are comprised of, 3 which are reported once a year and 5 were unavailable for the publication of this report (latest data as at quarter 1 is available instead).
- 2.3 A total of 10 measures are reported as 'green' – or are on track to be delivered / achieved by year end.
- 2.4 No measures are reported as 'amber' - behind schedule, but still expect to achieve or complete the measure / activity by year end.
- 2.5 No measures are reported as 'red' - that we have not achieved, or do not expect to achieve, the activity or target within the year.
- 2.6 Details are provided as part of Appendix 1 for all measures including the following information:
- o *Column 1:* a reference code
 - o *Column 2:* the title of the measures
 - o *Column 3-7* previous years' outturns and (if available) comparative performance
 - o *Column 8:* the current year's target.
 - o *Columns 9-10:* quarterly outturns and RAG ratings.
 - o *Column 11:* and supporting commentary or volume data.

3. Conventions used in this report

3.1 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.

4. Conclusion

4.1 Overall performance is assessed as being on track to achieve the expected end of year targets. There are no measures identified as RAG rated ‘red’ or ‘amber’.

Appendices

Appendix 1 – 2015/16 West Berkshire Council – Council Delivery Plan Performance Report – Quarter 2

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2015/16 West Berkshire Council - Council Delivery Plan Performance Report - Quarter 2

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
Priority 4. Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy										
SLE2ht01	Complete minimum of 95% of the annual highway improvement programme	-	(126/128) 98%	-	(107/113) 95%	-	95%	★ 50.%	★ 91.1%	Q2: 102 / 112
SLE2ht02	Invest £16.5m in our roads over the next 4 years	-	-	-	-	-	£16.5m by Mar 19	★ £800,000	★ £4,079,000	
SLE2ht03	Ensure that no more than 5% of the principal road network (A roads) is in need of repair	50/143 2nd	3%	-	3%	-	5%	⦿ Annual	⦿ Annual	
SLE2ht04	Ensure that no more than 10% of the classified non-principal road network (B and C roads) is in need of repair	43/143 2nd	7%	-	6%	-	10%	⦿ Annual	⦿ Annual	
SLE2ht05	Ensure that no more than 10% of the unclassified road network is in need of repair	-	-	-	dna	-	10%	⦿ Annual	⦿ Annual	
SLE2ht06	Aim to complete at least 75% of all works orders for permanent pothole and edge of road repairs within 28 days of the order date.	-	(267/330) 81%	-	(413/610) 68%	-	75%	★ 100%	⌚ dna	Q1 result updated (879/879) Reported quarterly in arrears
SLE2ht11	Completion of at least 90% of the flood prevention and drainage improvement schemes listed in the capital programme.	-	-	-	(25/25) 100%	-	90%	★ 9.5%	★ 33.3%	Q2: 7 / 21
SLE2pc01	Deliver master plan for Theale station improvements to include new ticketing, new car parking and new disabled access bridge	-	-	-	On track	-	Mar-16	★ On track	★ On track	
SLE2pc03	Undertake a Economic Viability Assessment by March 2016	-	-	-	-	-	Mar-16	★ On track	★ On track	
SLE2pc04	Submit a revised CIL charging schedule for examination by Sept 2017	-	-	-	-	-	Sep-17	★ On track	★ On track	
SLE2ict01	Increase nos of Berkshire premises able to receive standard broadband services 2Mb/s or above	-	359,806 (97.1%)	-	-	-	370,188 (100%)	★ On track for 2017	★ On track	Basic broadband delivery due to be made available before the end of 2015. Voucher scheme initiated by BDUK to provide satellite solution for eligible properties that meet specific criteria. BDUK may need to introduce additional schemes to address premises that fall outside this scheme. Phase 2 has secured additional superfast coverage that will reduce the original target numbers by the end of 2017.

2015/16 West Berkshire Council - Council Delivery Plan Performance Report - Quarter 2

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
SLE2ict02	Increase nos of Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	-	307,004 (82.9%)	-	-	-	341,684 (92.3%)	★ 91%	★ 93%	Superfast coverage increased by 85% of 23,926 THP = 21,533 premises. This will take County coverage to 92.5% (Exceeded 2017 target already).
SLE2ict03	Increase nos of West Berkshire premises able to receive standard broadband services 2Mb/s or above	-	64,386 (93.6%)	-	-	-	68,806 (100%)	★ On track for 2017	★ On track for 2017	Basic broadband delivery due to be made available before the end of 2015. Voucher scheme initiated by BDUK to provide satellite solution for eligible properties that meet specific criteria. BDUK may need to introduce additional schemes to address premises that fall outside this scheme. Phase 2 has secured additional superfast coverage that will reduce the original target numbers by the end of 2017.
SLE2ict04	Increase nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	-	41,287 (60.0%)	-	-	-	tbc	★ 79%	★ 85%	Superfast coverage increased by 85% of 15,848 THP = 14,263 premises. This will take County coverage to 84.8%
CEO1	Milestone: Submission of a planning application during 2015/16 for the Market Street Redevelopment with Grainger Plc	-	-	-	-	-	Mar-16	★ On track	⌘ dna	
CEO2	Milestone: Complete public consultation for Market Street Redevelopment with Grainger Plc	-	-	-	-	-	Mar-16	★ On track	⌘ dna	
CEO3	Milestone: Sign contract for the London Road Industrial Estate Redevelopment with St.Modwen Plc	-	-	-	-	-	Mar-16	★ On track	⌘ dna	
CEO4	Milestone: Secure appropriate building for WBC Services to be relocated from Waterside Centre (Wharf Redevelopment with Greenham Common Trust)	-	-	-	-	-	Mar-16	★ On track	⌘ dna	

Financial Performance Report 2015-16 Quarter Two

Committee considering report:	Overview and Scrutiny Management Commission on 5 January 2016
Portfolio Member:	Councillor Roger Croft
Date Portfolio Member agreed report:	28 October 2015

1. Purpose of the Report

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

2. Recommendation

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

3. Implications

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

4. Other options considered

- 4.1 N/a – factual report for information

5. Executive Summary

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

6. Conclusion

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

7. Appendices

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

Financial Performance Report 2015-16 Quarter Two Executive Report

1. Introduction

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

2. Summary Revenue Forecast

- 2.1 Track by Month/Quarter:

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

NB. Rounding differences may apply to nearest £k

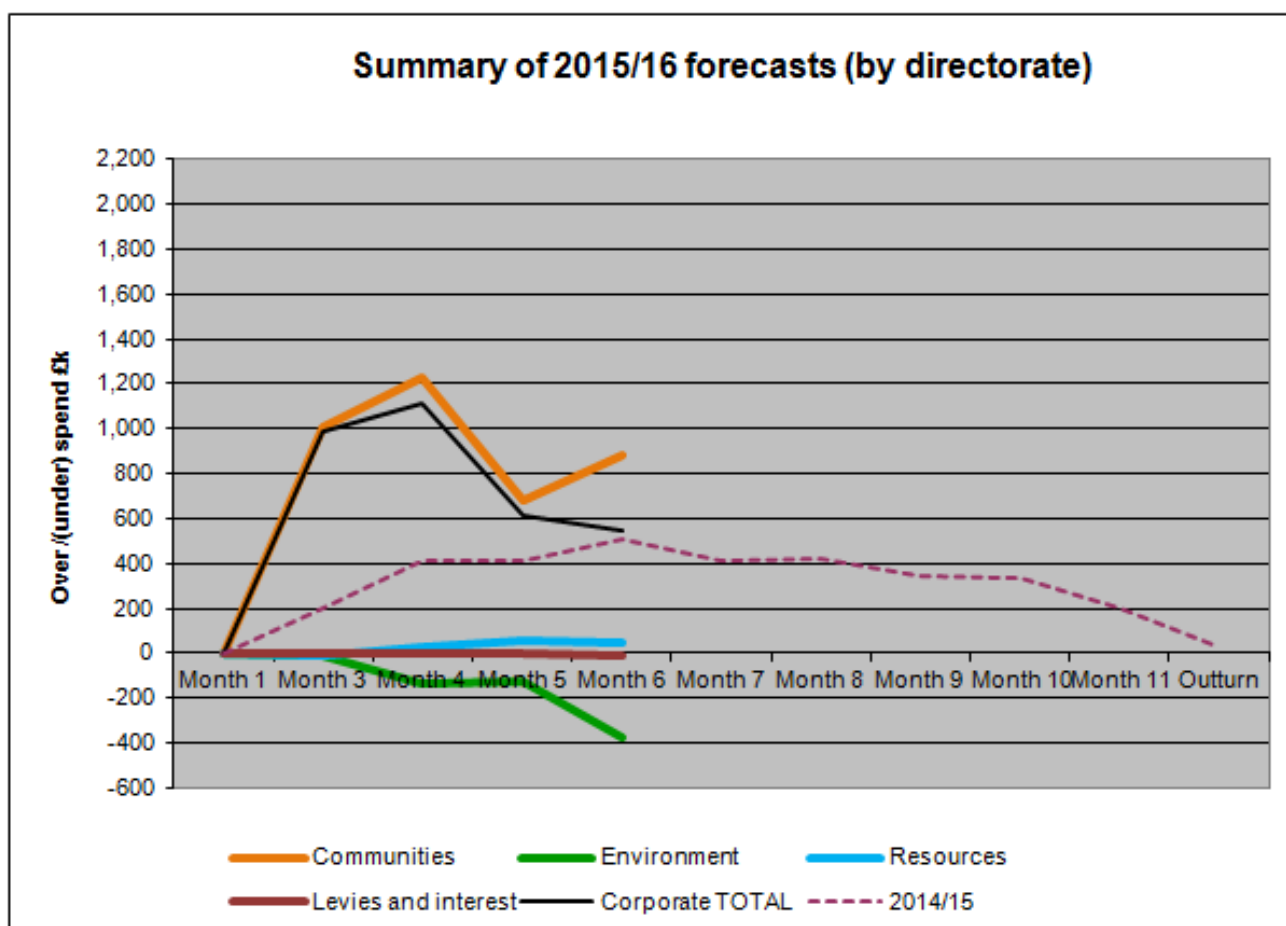
- 2.2 The Communities Directorate is forecasting an overspend of £882k at Quarter Two, which is a decrease of £122k from Quarter One. The overspend is primarily the result of a £0.7m pressure within Children's and Family Services and a forecast overspend within Education of £0.3m. The Directorate is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

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

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

- 2.3 The Environment Directorate is forecasting an underspend of £373k compared to a £7k underspend at Quarter One. This is primarily due to additional income from parking and development control.

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



3. Summary Capital Forecast

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

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

- (1) In Adult Social Care funds will be moved between projects to accommodate an increase in the cost of the Notrees project. Additional spending on Telecare, allowed for in the current year budget is proceeding well, but funds set aside for prepayment cards are no longer needed for that purpose but will be used for a financial self assessment tool for the Client Financial Services. It is also planned to fund approximately £600k capital expenditure on occupational health equipment in order to generate a net saving in the revenue budget. The budget and forecast spend will be adjusted to reflect this in Quarter Three.
- (2) In Care Commissioning, Housing and Safeguarding, the management of Home Repair Assistance grants is under review. A feasibility study is being undertaken for the redevelopment of the Four Houses Corner gypsy and traveller's site and it has been agreed that a contribution towards the cost of this scheme will be made from Council funding for the Disabled Facilities Grant programme unspent in 2014/15. The contract for the replacement for the RAISE system has now been let.
- (3) The Children's Services budget for building works to foster carer's homes is expected to be spent in full this year.
- (4) Underlying pressures of £1.1 million have arisen in 2014/15 and 2015/16 on the cost of a number of Education schemes, including the unexpected requirement to provide emergency temporary accommodation at Francis Baily Primary school. This is offset in the current financial year by £1.7m funding for schemes which need to be reprofiled, including the expansion of Spurcroft and the Willows primary schools which continue to be delayed due to planning and environmental issues. Spend in 2015/16 is therefore expected to be £0.6 million lower than the current year budget.

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

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

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

4. Options for Consideration

- 4.1 N/a – factual report for information

5. Proposals

- 5.1 N/a – factual report for information

6. Conclusion

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

Subject to Call-In:

Yes: ☐ No: ☒

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 checked="" type="checkbox"/>

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

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

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

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

Officer details:

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Appendix A (2)

Financial Performance Report 2015-16 Quarter Two Summary Revenue Forecast

1. Introduction/Background

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

2. Supporting Information

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

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

Appendix A (3)

Financial Performance Report 2015-16 Quarter Two Summary Capital Budget

1. Introduction/Background

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

2. Supporting Information

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

Summary by Service

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

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

Appendix A (4)

Financial Performance Report 2015-16 Quarter Two Summary Budget Movements

1. Introduction/Background

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

2. Supporting Information

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

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

Appendix A (5i)

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

1. Revenue

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

1.1 Overview

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

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

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

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

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

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

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

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

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

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

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

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

1.2 Risks identified

(1) Adult Social Care:

- (a) Care Act - Historically the overall ASC forecast position held a large risk in that it was based on the ability to hold demand at a static level despite having to support an ageing population. The change in eligibility created through the Care Act is anticipated to result in growth in the size of care packages provided to existing clients plus additional clients accessing care that previously would have fallen under the Council's eligibility threshold. It is still very early to make firm judgments on the impact of the Care Act as we still have a number of existing clients to review by the end of the year and around 100 people to deal with at the 'front door'. What is becoming clear is that the new ways of working in Adult Social Care are having a positive impact on the number of people that we are able to support without the need to provide long term services.
- (b) Risk Register - ASC maintains a Risk Register to identify potential budget pressures. The key risks include:
- NHS Continuing Healthcare - The Continuing Health Care (CHC) framework provides for the CCG to review cases where CHC funding is in place. In the event of the service users health condition having improved they may no longer be eligible for such funding and therefore the costs would fall back on the Council.
 - Ordinary Residence - There are always risks surrounding ordinary residence with claims made by other local authorities that WBC should be funding a person's care package. WBC has no means to identify when further claims will be made but is ensuring that it has chased up all WB residents living in supported living in other areas and made OR claims where appropriate.
 - Learning Disability – The risk of unknown clients presenting. Whilst young people with learning disabilities living in our area are carefully monitored, there are on occasion, clients that present with significant needs for whom we have no prior knowledge.
 - Learning Disability clients at risk - There are currently 22 clients at risk of their circumstances changing due to family carers becoming frail or unstable family home situations. If the risk materialises there would be significant pressure on the Service.
 - Deprivation of Liberty Safeguarding - New legislation has resulted in a significant increase in the number of referrals to be dealt with and therefore costs. A report on the likely impact was considered by Members last year

and it was agreed that this would be held as a risk item for 2015-16. It will need to be considered as a base budget pressure for future years.

(2) Children's Services

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

(3) Education:

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

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

The strategies that are in place to reduce expenditure are:

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

2. Capital

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

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

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

Appendix A (5ii)

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

1. Revenue

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

1.1 Overview

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

(1) Highways and Transport

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

(2) Planning and Countryside

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

(3) Culture and Environmental Protection

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

1.2 Risks identified

None

2. Capital

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

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

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

Appendix A (5iii)

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

1. Revenue

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

1.1 Overview

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

(1) Chief Executive

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

(2) Customer Services

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

(3) Finance

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

(4) Human Resources

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

(5) ICT

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

(6) Legal Services

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

(7) Public Health

Public Health is forecasting to budget within the Public Health ring fenced grant. However following the Chancellor's announcement on 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 6% of their total budget.

(8) Strategic Support

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

1.2 Risks identified

None

2. Capital

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

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

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

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

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

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

Appendix B

Equality Impact Assessment

Is this item relevant to equality?	Please tick relevant boxes	Yes	No
Does the policy affect service users, employees or the wider community and:			
• Is it likely to affect people with particular protected characteristics differently?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Is it a major policy, significantly affecting how functions are delivered?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Will the policy have a significant impact on how other organisations operate in terms of equality?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Does the policy relate to an area with known inequalities?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
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"/>

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Key Accountable Performance 2015/16: Q2 - Summary Report

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	05 January 2015
Portfolio Member:	Councillor Roger Croft
Date Portfolio Member agreed report:	03 December 2015
Report Author:	Catalin Bogos
Forward Plan Ref:	2962

1. Purpose of the Report

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

2. Recommendation(s)

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

3. Implications

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

- 3.4 **Legal:** Any implications will be highlighted in the individual exception reports.
- 3.5 **Risk Management:** Any implications will be highlighted in the individual exception reports.
- 3.6 **Property:** Any implications will be highlighted in the individual exception reports.
- 3.7 **Other:** None

4. Other options considered

- 4.1 None

5. Executive Summary

- 1.1 The report appraises progress against a basket of 27 key accountable measures and activities aligned to the objectives set out in the Council Strategy.
- 1.2 Of the 27 reported measures, outturns are available for 21. Those not reported are comprised of, 4 which are reported once a year and 2 were unavailable for the publication of this report.
- 1.3 13 are reported as 'green' – or are on track to be delivered / achieved by year end.
- 1.4 8 are reported as 'amber'- behind schedule, but still expect to achieve or complete the measure / activity by year end.
- 1.5 No measures are being reported as 'red' - that we have not achieved, or do not expect to achieve, the activity or target within the year.
- 1.6 Those reported as 'amber'; behind schedule, but expected to be achieved at year end are:

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

6. Conclusion

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

7. Appendices

7.1 Appendix A - Supporting Information

Corporate Board's recommendation:

*(add text)

To be completed after the Corporate Board meeting.

OSMC's recommendation:

*(add text)

To be completed after the Overview and Scrutiny Management Commission meeting.



West Berkshire Council Performance Report

Key accountable measures and activities 2015/16

Update: Quarter two

compiled by:

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November 2015

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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 two 2015/16.

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

- provides assurance to the Executive that the objectives laid out in the Council Strategy are being delivered;
- provides assurance to the Executive that areas of significance / particular importance are performing;
- acts as an early warning system, flagging up areas of significance / particular importance which are not performing - or are not expected to perform - as hoped;
 - and therefore ensures that adequate remedial action is put in place to mitigate the impact of any issues that may arise.

Conventions used in this report

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

- ★ means we have either achieved / exceeded, or expect to achieve what we set out to do;
- ◆ means we are behind schedule, but still expect to achieve or complete the measure / activity by year end;
- indicates that we have not achieved, or do not expect to achieve, the activity or target within the year;
- 🎯 indicates that data can only be reported at a single point of the year and progress cannot be tracked – e.g. GCSE results or the road condition survey, whilst;
- 🕒 indicates that quarterly data is unavailable when this report was published
- 🌊 indicates that a measure is not targeted and results are being recorded as a baseline for future monitoring.
- (E) indicates that an outturn is an estimate and will be confirmed during the year.

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

In total, there are 27 key measures or activities which are appraised by the Executive through this reporting mechanism. In the report, these are aligned to the strategic priorities laid out in the Council Strategy.

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

- *Column 1:* a reference code
- *Column 2:* the title of the measures
- *Column 3-7* previous years' outturns and comparative performance

- *Column 8:* the current year's target.
- *Columns 9-10:* quarterly outturns and RAG ratings.
- *Column 11:* and supporting commentary or volume data.

Comparative outturns

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

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

Summary of Performance

Across this reporting framework as a whole, 27 key accountable measures and activities are captured in total.

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

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

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

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

The summary table below shows year end outturns by directorate.

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

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



The 8 measures reported as 'amber' are listed below. (For more information on each of these measures, including detailed outturns, commentary and exception reports – please consult the main body of this report:

List of reported 'amber' measures / activities	Target	Q1 outturn	Q2 outturn
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%	79.7%
2. To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days	>=95%	84.1%	84.6%
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Core Business			
6. Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	90%	61.6%	63.9%
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8. Ensure % of claims for Local Welfare Provision are processed within 10 working days	95%	97%	85%

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

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

1. Contextual intelligence/demand on services

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

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

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

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

(i) Attainment

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

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

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

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

(ii) Attainment Gap

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

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

(iii) Affordable Housing

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

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

(iv) Key Infrastructure

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

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

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

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

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

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

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

(v) Safeguarding

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

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

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

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

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

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

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

(vi) Support Communities

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

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

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

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

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

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

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

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

(vii) Overarching aim - Effective Council

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

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

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

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

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

(viii) Other areas - Core Business

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

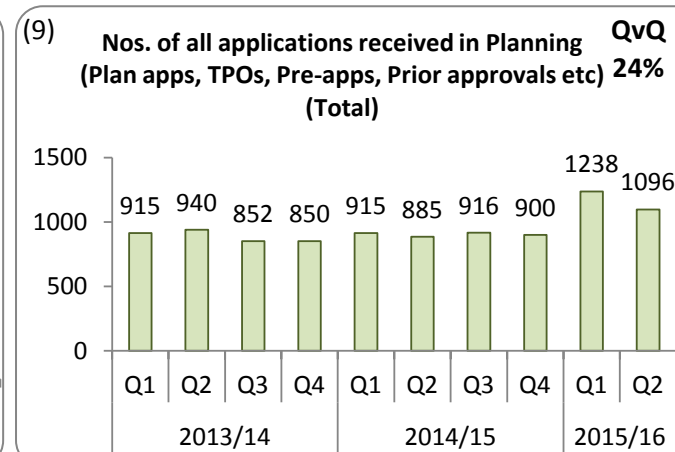
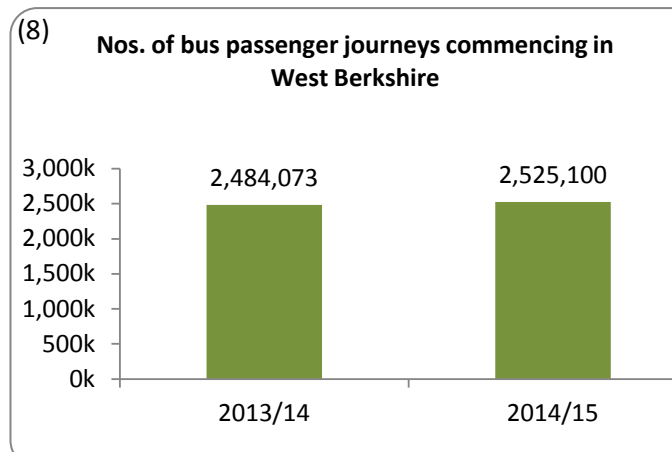
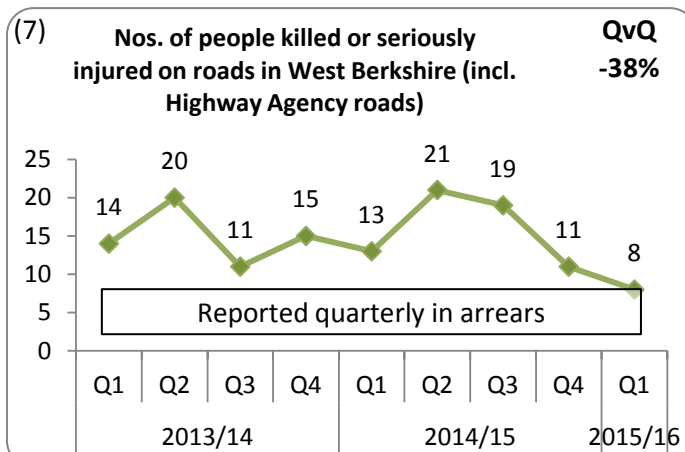
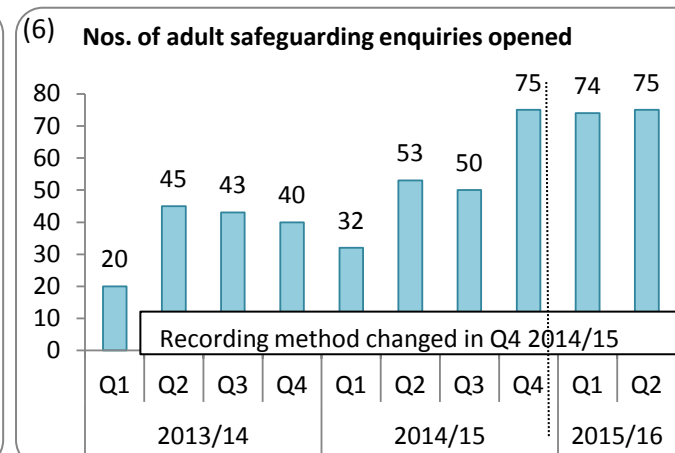
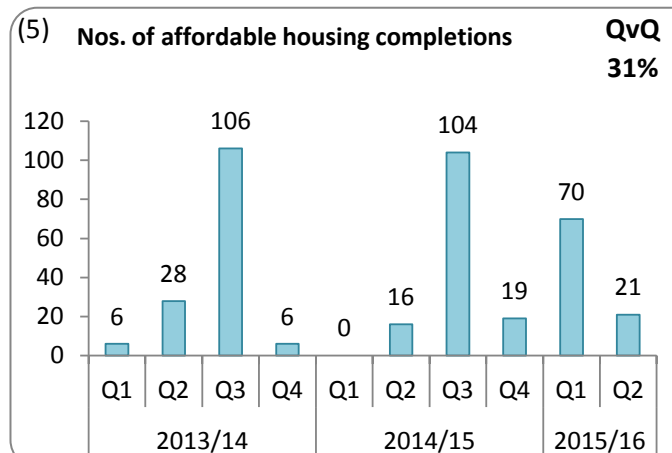
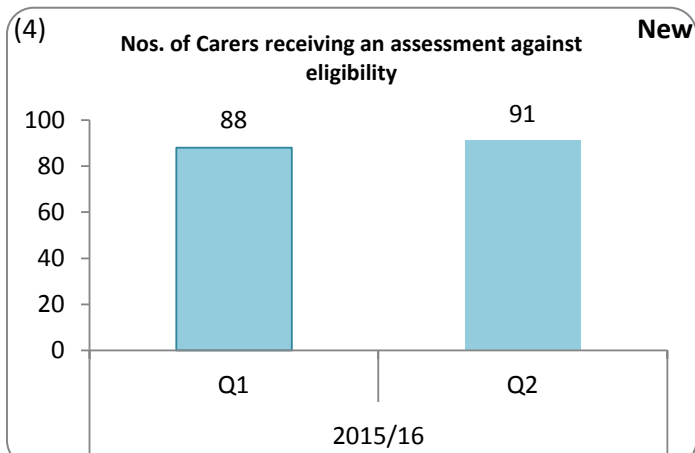
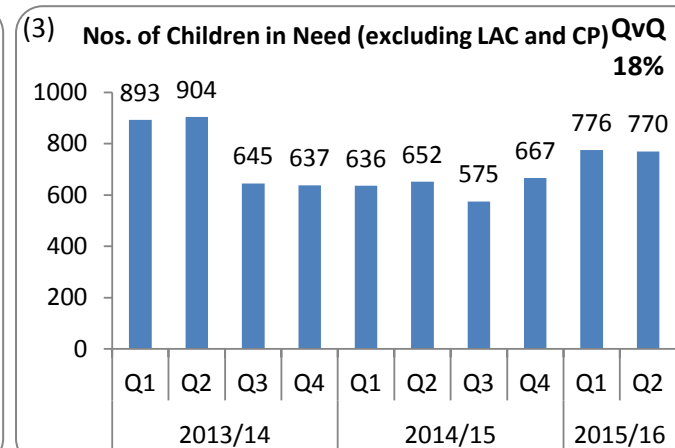
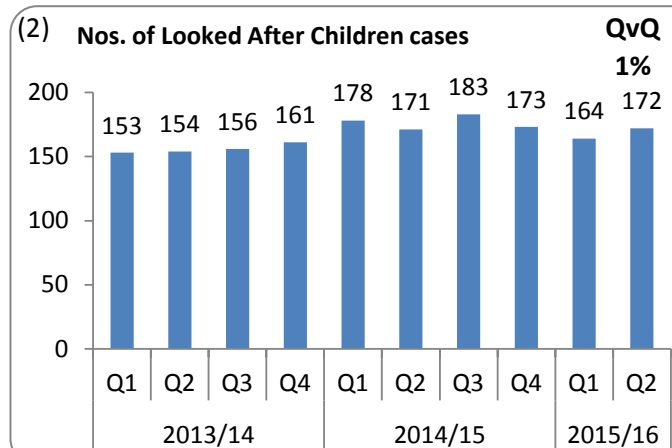
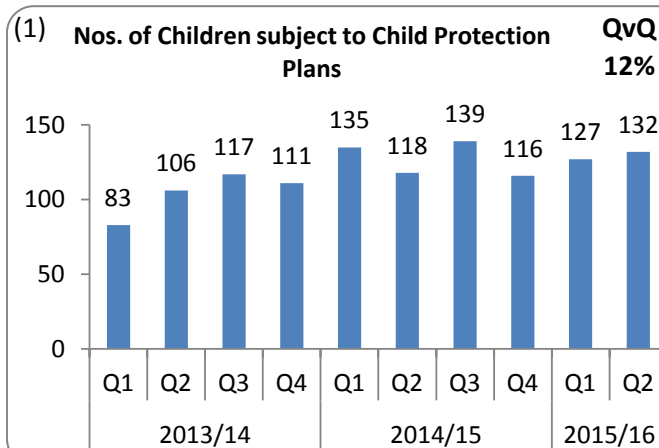
▲ The Member Development Programme continues to be rolled out, although Members attendance has been patchy. The number of standards complaints is of concern at the moment, both in terms of managing demand but also in terms of Parish and District Councillor failing to understand the requirements of the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

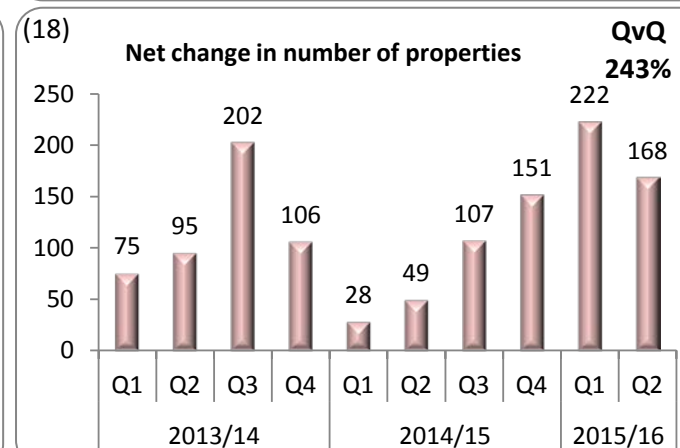
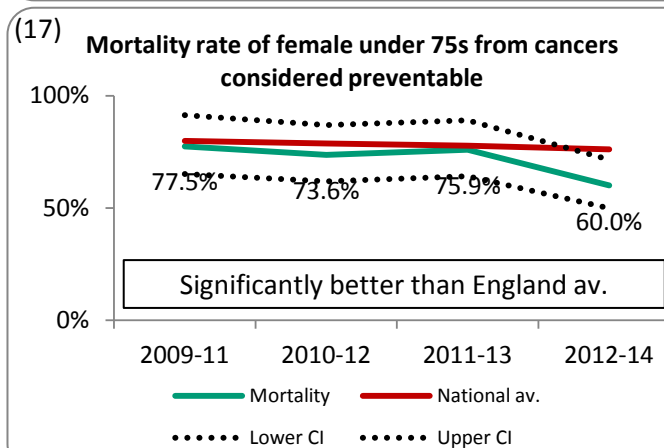
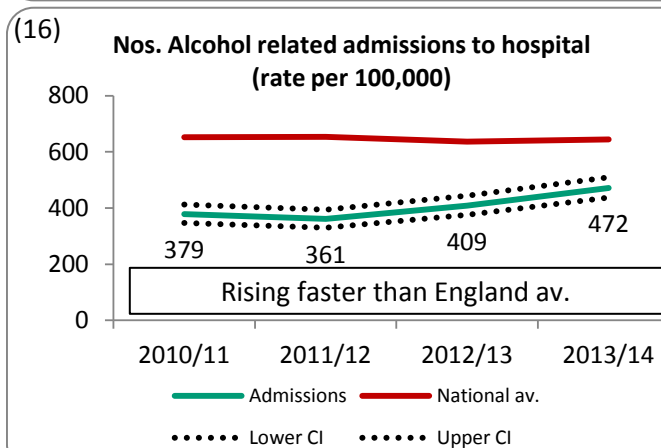
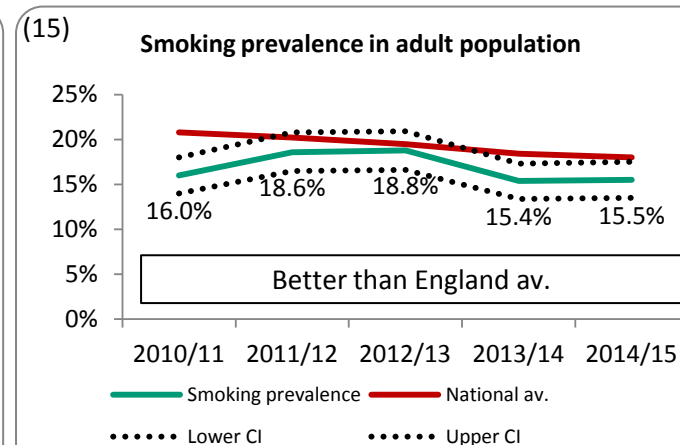
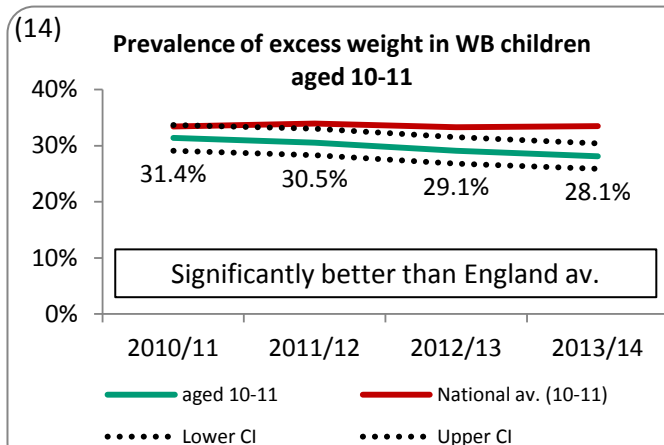
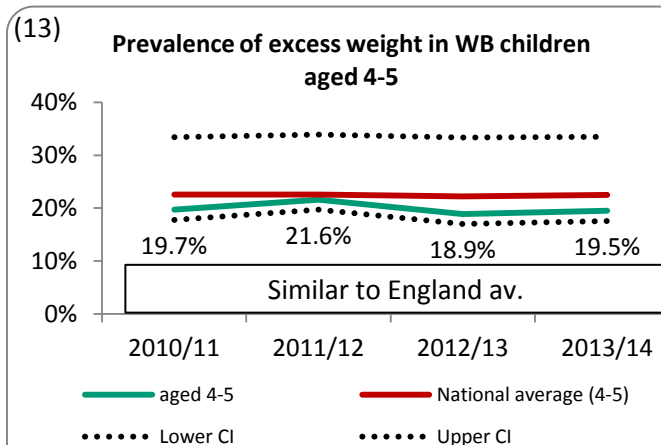
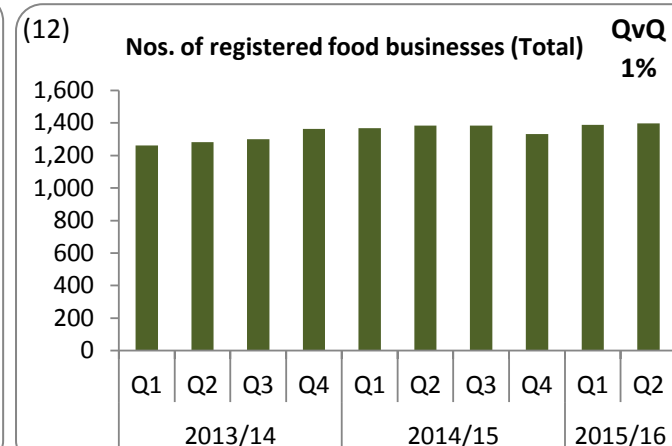
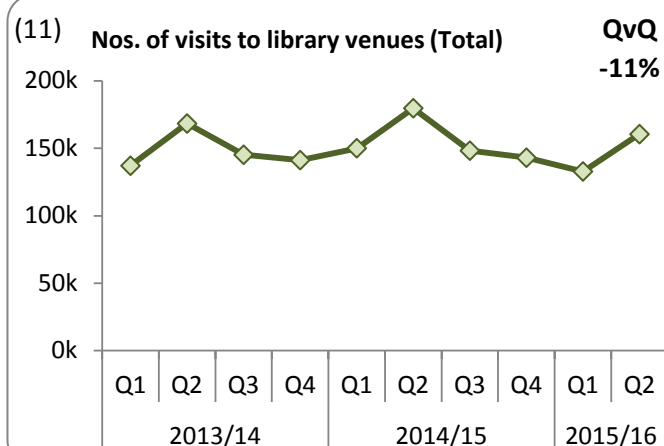
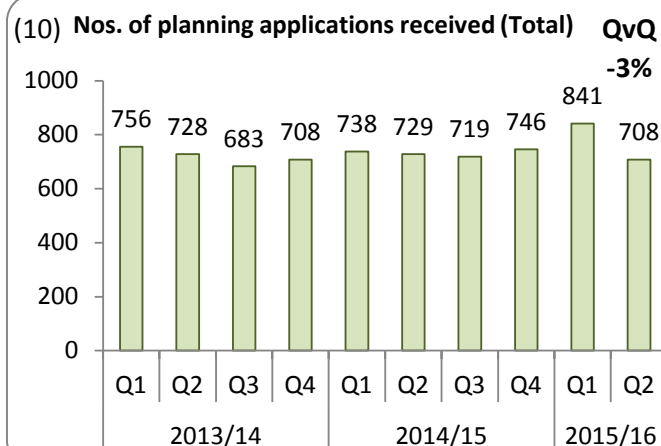
- ✓ The 2015 Employee Attitude Survey (EAS) results became available in late summer and each Service Management Team (SMT) have been briefed on their results. Work is progressing to agree any potential actions to be taken at Corporate level.
- ✓ Collaborative Architects (CAs) have supported Strategy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

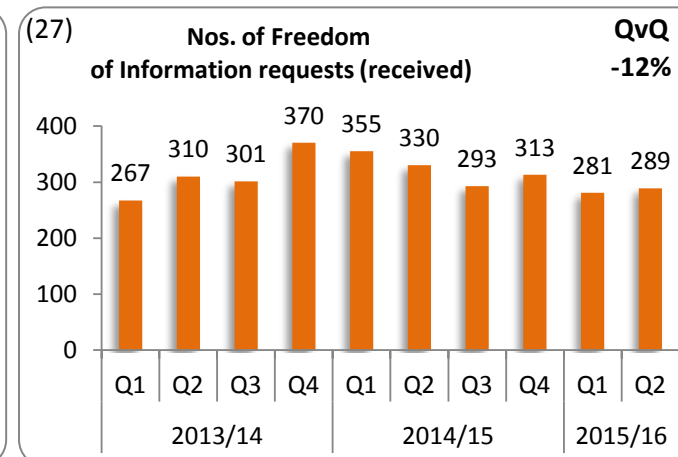
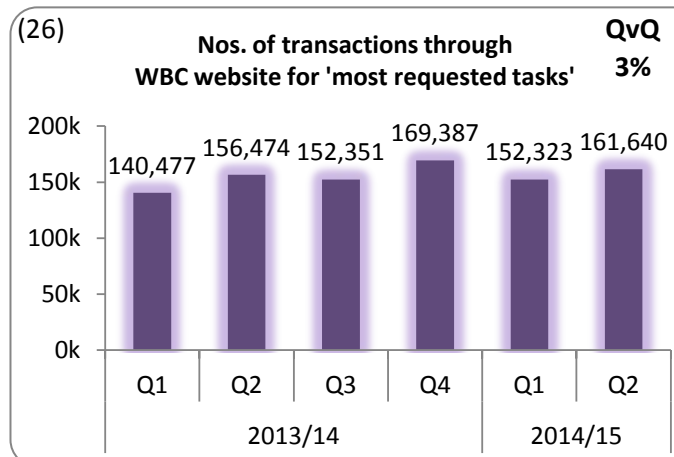
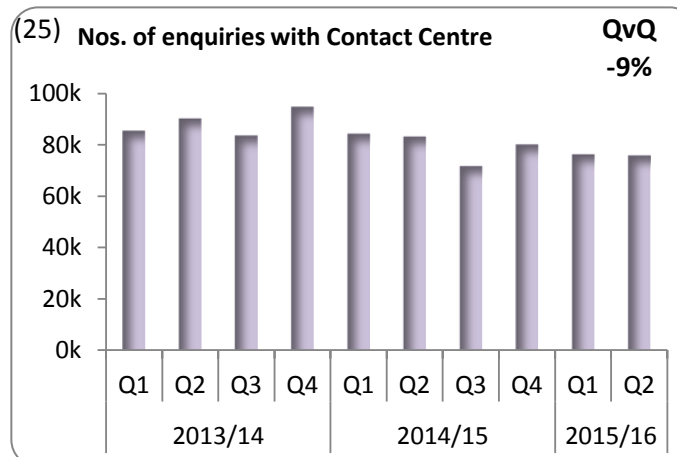
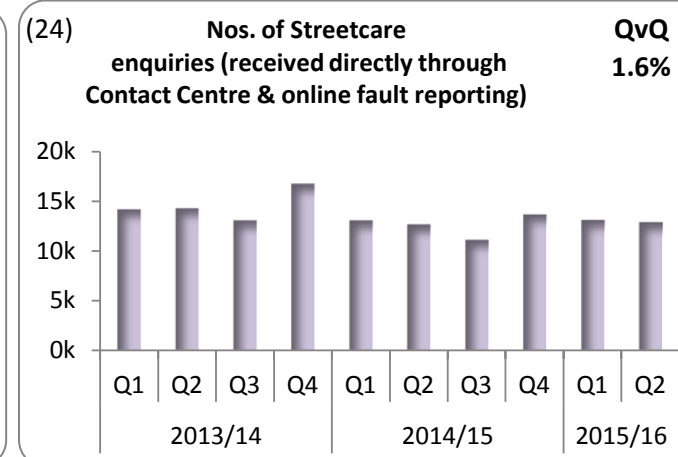
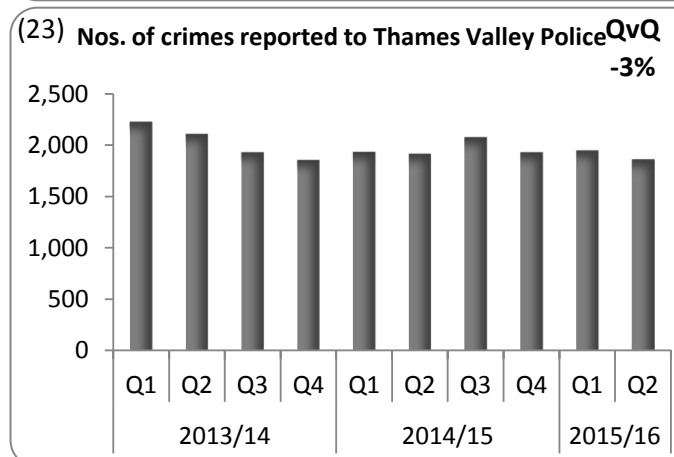
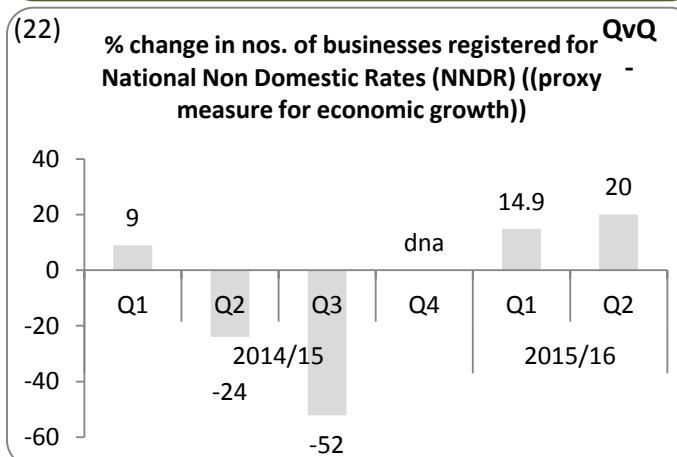
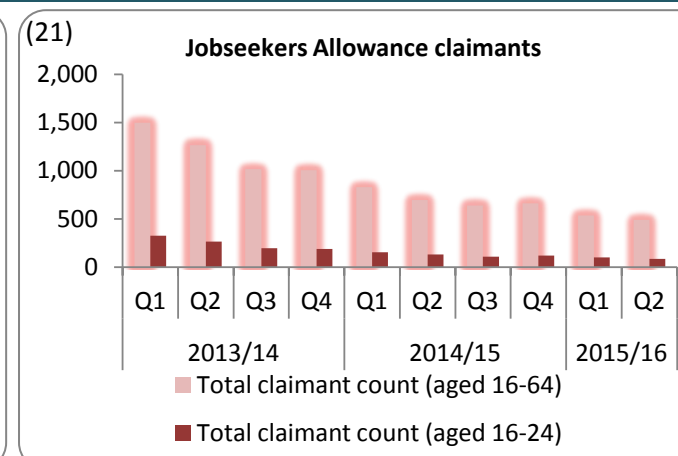
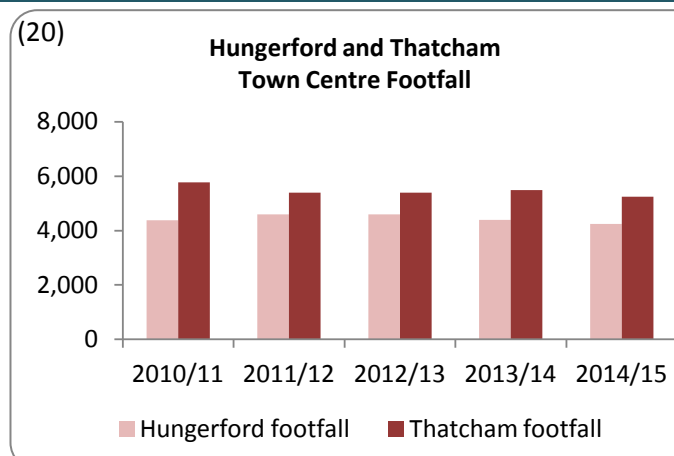
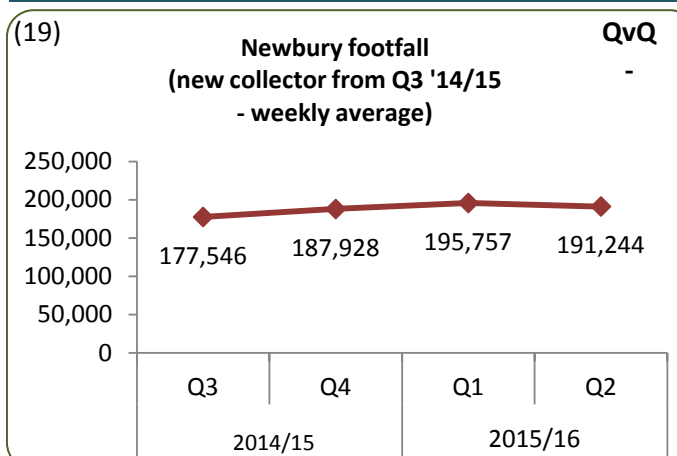
Key accountable measures and activities 2015/16

Quarter Two

Contextual and volume measures







Key accountable measures and activities 2015/16

Quarter Two

Exception reports

Rachael Wardell / Mac Heath		Children and Family Services				14 October 2015		AMBER	
P&S1c&f17		Percentage of LAC with Health Assessments on time							
Executive	2013/14 Year End	2014/15 Year End	2015/16				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG			♦	♦			90%	Higher is better	
Qrtly outturn	-	-	-	-					
YTD outturn	Not reported	63%	64 / 126 50.8%	93 / 128 72.7%					
<p>REASON FOR AMBER:</p> <p>There has been significant improvement towards our target since the end of quarter one. There continues to be a high level of scrutiny in relation to this indicator and we are therefore optimistic about achieving the target by year end.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</p> <p>Health Assessments are carried out by colleagues working in Health. There are ongoing discussions at a senior level in order to address barriers to higher performance on this indicator. These are beginning to demonstrate positive improvement. No action over and above this is necessary – but the indicator needs to remain under scrutiny.</p> <p>STRATEGIC ACTIONS REQUIRED</p> <p>None required.</p>									

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

Key accountable measures and activities 2015/16

Quarter Two

Performance outturns by strategic priority

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

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
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	★ None	No Ofsted inspections have taken place in Q2.
BEC1eday08	KS2: Prop'n pupils achieving at least level 4 in Reading, Writing and Maths	3rd	77% 2012/13 AY	2nd	82% 2013/14 AY	-	AY 2014/15 82%	🕒 Annual	🕒 Annual	Due to report confirmed data in Q3
BEC1eday09	KS4: Proportion pupils gaining 5+ A*-C at GCSE including English and Maths - First attempt results (maintained and Acad)	2nd	66% 2012/13 AY	1st	64% 2013/14 AY	-	AY 2014/15 61%	🕒 Annual	🕒 Annual	Due to report confirmed data in Q3
Priority 2. Close the educational attainment gap										
BEC2eday19	To reduce the GCSE educational attainment gap to 22 percentage points	-	-	-	23.4 pp 2013/14 AY	-	AY 2014/15 22pp	🕒 Annual	🕒 Annual	
Priority 3. Enable the completion of more affordable housing										
CBO1cchs11	Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information	-	84%	-	86%	-	80%	★ 97.2%	🕒 dna	Numerator and denominator are unavailable this quarter. However, the average time taken to process claims was 15 days.
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	🕒 Annual	
SLE2ht06	Aim to complete at least 75% of all works orders for permanent pothole and edge of road repairs within 28 days of the order date.	-	(267/330) 81%	-	(413/610) 68%	-	75%	★ 100%	🕒 dna	Q1 result updated (879/879) Reported quarterly in arrears
SLE2ht11	Completion of at least 90% of the flood prevention and drainage improvement schemes listed in the capital programme.	-	-	-	(25/25) 100%	-	90%	★ 9.5%	★ 33.3%	Q2: 7 / 21
SLE2ict04	Increase nos of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	-	41,287 (60.0%)	-	-	-	tbc	★ 79%	★ 85%	Superfast coverage increased by 85% of 15,848 THP = 14,263 premises. This will take County coverage to 84.8%
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%	🔴 79.7%	Q2: 615 / 772 See exception report for details.
P&S1c&f08	ICPCs (Initial Child Protection Conferences) held within 15 days of S47 (child protection) enquiry (year to date)	3rd	81%	dna	77%	-	>=90%	★ 97.4%	★ 97.2%	Q2: 104 / 107
P&S1c&f10	Child Protection Reviews - held on time (snapshot)	1st	93%	4th	100%	-	>=95%	★ 100.%	★ 97.6%	Q2: 83 / 85

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

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
P&S1c&f11	To increase the percentage of children subject to a CP Plan that have received a visit within the past 10 working days	-	-	-	84%	-	>=95%	♦ 84.1%	♦ 84.6%	Q2: 110 / 130 See exception report for details.
P&S1c&f14	The number of weeks taken to conclude care proceedings (children social care)	-	-	-	31	-	<=26 weeks	♦ 27	★ 24	
P&S1c&f17	Percentage of LAC with Health Assessments on time	-	-	-	63%	-	>90%	♦ 50.8%	♦ 72.7%	Q2: 93 / 128 See exception report for details.
P&S1c&f21	% of Leaving Care Clients with Pathway Plans	-	-	-	100%	-	100%	♦ 79.1%	♦ 89%	Q2: 89 / 100 See exception report for details. * title of measure amended from ' LAC' to 'leaving care clients'.
P&S1asc03	Maintain % of safeguarding concerns responded to within 24 hours.	-	87%	-	91%	-	92%	★ 92.2%	★ 95.1%	
OP3asc15	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	-	-	-	93%	-	92%	★ 92.9%	♦ 90.4%	See exception report for details.

Priority 6. Support communities to do more to help themselves

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

Become a More effective council

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

Core Business

OP2asc13	Proportion of clients with Long Term Support (LTS) receiving a review in the past 12 months	-	-	-	62%	-	90%	♦ 61.6%	♦ 63.9%	Q2: 837 / 1309 See exception report for details.
OP3asc14	Decrease the level of delayed transfers of care (DTC) from hospital and those attributable to social care from acute and non-acute settings (ASCOF 2C Part 2)	138 / 141 4th	9	-	5	-	4	★ 3.3	♦ 4.7	See exception report for details. * DTC is a snapshot count of the number of patients (per 100,000 aged 18+) delayed at midnight on the last Thursday of a reporting period (a calendar month). This number is attributable to social care services only (ie. excluding Health services). Data is reported a month in arrears

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

Ref:	Measure / activity	National Rank / Quartile 2012/13	2013/14 Year end outturn	National Rank / Quartile 2013/14	2014/15 Year end outturn	National Rank / Quartile 2014/15	2015/16 target	Q1 RAG / outturn	Q2 (YTD) RAG / outturn	Q2 Supporting commentary
CBO1cchs08	Ensure % of claims for Local Welfare Provision are processed within 10 working days	-	95%	-	97%	-	95%	★ 97.0%	◆ 85%	Q2: 49 / 67 YTD: 113 / 133 See exception report for details.
CBO1cchs09	Maintain % of benefits assessments within 3 weeks of referral from Children's Services	-	95%	-	96%	-	85%	★ 96.8%	★ 95.5%	Q2: 44 / 47 YTD: 105 / 110
CBO1cep13	Maintain the proportion of household waste recycled/composted/reused/recovered (Local Indicator)	-	tbc	-	tbc	-	80%	★ 77.0% (E)	★ 82.5% (E)	Q2: 18363 / 20785 YTD: 35252 / 42705 This quarters result is an estimate based on partial availability of data and will not be finalised until the next quarter. This result is also subject to change once figures are validated and confirmed by DEFRA after quarter 4.
CBO3cep16	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators).	-	Good	-	Satisfactory	-	Good	⌛ dna	★ Good	
CEO5	Milestone: confirm plans regarding LGA review	-	-	-	-	-	Mar-16	🕒 Annual	★ Complete	

End of report

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Agenda Item 14.

Title of Report:	Scrutiny review into car parking	Item x
Report to be considered by:	Overview and Scrutiny Management Commission	
Date of Meeting:	5 January 2016	

Purpose of Report: To outline the results of the review into car parking in the district.

Recommended Action: That the Overview and Scrutiny Management Commission endorses the recommendations of the Task Group prior to their consideration by the Executive.

Key background documentation: The minutes of and papers provided to the task group (available from Strategic Support).

Task Group Chairman	
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Executive Report

1. Introduction

- 1.1 At its meeting of 15 September 2015, the Overview and Scrutiny Management Commission (OSMC) agreed to conduct a review into car parking in West Berkshire.
- 1.2 This report provides the findings and recommendations arising from the review and provides detail on its Terms of Reference and methodology.

2. Terms of Reference

- 2.1 The Terms of Reference for the task group were to conduct a review into car parking in West Berkshire, and in particular to seek an understanding of
- The current policies for residents', on-street and off-street parking;
 - The effect (including on usage, revenue generation, congestion, displacement) of the parking policies in isolation;
 - The interrelationship between the policies and their cumulative effect;
 - The future plans for car parking provision;
 - The method and effectiveness of parking policy communication to the public;

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

3. Methodology

- 3.1 The review has been conducted by a cross-party task group, working with Council officers from the Environment Directorate. The members of the working group were Councillors Lee Dillon, James Fredrickson (until his appointment to the Executive), Mike Johnston and Rick Jones. Councillor Johnston was elected as the Chairman.
- 3.2 The task group held the meetings outlined in the table below.

Meeting date	Meeting focus
Tuesday 27 November 2015	<ul style="list-style-type: none">• Election of the Chairman• Agreement of the scope and Terms of Reference• Briefing on<ul style="list-style-type: none">○ Legal duties and powers○ Parking Strategy○ Parking policy framework○ Performance measurement○ Operating costs and income generation• Agreement of the review activity and schedule

Tuesday 10 November 2015	<ul style="list-style-type: none"> • Parking schemes in operations <ul style="list-style-type: none"> ○ Locations ○ Rationale and purpose ○ Scheme establishment process ○ Method of operation • Assessment of effectiveness • Future plans • Communications strategy
Monday 6 December 2015	<ul style="list-style-type: none"> • Formulation of the recommendations

4. Acknowledgements and thanks

- 4.1 The Chairman and Members of the task group would like to acknowledge and thank all those who supported and gave evidence to the review.

5. Findings

Background and Context

- 1) The Council's duties and powers for the civil enforcement of parking arise from Part 6 of the Traffic Management Act 2004 and come from the requirement for it to secure 'the expeditious movement of traffic' on road networks. The Council's current Parking Policies are set out in its Local Transport Plan 2011-2026.
- 2) Car parking forms part of the Council's Clear Streets Strategy, which aims to make best use of the highway. The Council, through the Strategy, aims to
 - Eliminate dangerous and inconsiderate parking on yellow lines.
 - Keep main roads clear of illegally parked vehicles.
 - Keep the roads clear for emergency services vehicles.
 - Relieve congestion by keeping unauthorised vehicles out of pedestrianised areas, bus stops, taxi ranks and disabled parking spaces.
 - Ensure that only vehicles with a valid permit are parked in the Residents' Parking Zones.
- 3) The aims of the Strategy are achieved through the use of regulated on-street parking, off-street parking (car parks) and residents' schemes. Compliance with the terms of schemes and other traffic regulation is carried out by 15 Full Time Equivalent Civil Enforcement Officers (CEOs), who are employed by the Council and have been in place since April 2009. The Council operates in accordance with the DfT guidance 'Operational Guidance to Local Authorities – Parking Policy and Enforcement'.
- 4) Transport policy is developed by a team in the Planning and Countryside service, whilst transport operations (including car parking), is the responsibility of the Highways and Transport service. There is close co-ordination and co-operation between the policy and operations teams, which the task group was pleased to note are under the unified direction of a single Executive Member.

- 5) Although there is a close working relationship between the policy teams in West Berkshire and Reading councils, there is scope for greater co-operation, particularly in ensuring that local transport plans are integrated, especially in the east of the district.
- 6) The types and numbers of parking offences are reported on annually and trends are analysed in order that improvements to existing schemes can be made, however performance against the specific aims of the Clear Streets Strategy is not measured. The Annual Report is published on the Council's website.
- 7) Bus punctuality and complaints, for example from the public or refuse crews, which inform assessments of traffic flow, are used as a proxy for assessment of the effectiveness of traffic parking arrangements outside of the Council's managed schemes.
- 8) The realisation of income from car parking – effectively a revenue generation target – forms part of the Highways Service annual budget. All income must be spent on highway maintenance, road safety and traffic management. Net annual income from parking is as shown below
 - Parking fines c£220k
 - Misuse of bus lanes c£60k
 - Parking charges (ticket sales, season tickets, resident permits etc) c£1.6m
- 9) CEOs issue around 8,000 penalty charge notices per year. Individual officers do not work to targets or quotas.

Residents' Schemes

- 10) Fifteen residential parking schemes, introduced and operating on common principles, are in place in Hungerford, Lambourn, Pangbourne, Theale, Thatcham, and, the majority, in Newbury. These cover 98 roads across the district, for which 1,078 permits have been issued.
- 11) Residential parking schemes were (and are) introduced in response to residents' complaints that they have been unable to park close to their properties and where they have few opportunities to park off street. Prior to their introduction, all residents in (but not around) the proposed scheme are consulted for their views, with the decision on whether to introduce them being dependent upon majority support. They are administered as 'zones' within which individual roads, or parts thereof, are then subject to the enforceable restrictions imposed by Traffic Orders. Ward Councillors are kept informed throughout the process.
- 12) The impact of on-street parking schemes is reviewed 1 year after implementation to ensure that their aims have been achieved and that there are no unintended consequences. The assessment of a scheme's effectiveness and the extent to which it has satisfied residents is assessed through the monitoring of enquiries and complaints.
- 13) The introduction of schemes can cause 'displacement' of parking to other areas and some schemes have been extended beyond their original boundaries to address this unintended consequence.

- 14) Schemes are considered to be 'relatively' costly to introduce although this is in part off-set by revenues from the annual charge of £25 per permit. There is also a small income from the visitor parking permits, with 12,640 being issued to residents in 2013/14.
- 15) Some residents' parking space is made available for wider day time use by allowing between 1 and 4 hours free parking to the general public.
- 16) In Newbury residents' parking schemes have been extended to incorporate access to off-street parking during the evening parking charge period (from 6pm to 8am the next day) when demand for on-street parking exceeds supply. The long-term viability of such use will need to be assessed given the trends in development and loss of surface level parking, for example in the Market Street car park which will be lost to the new development.
- 17) It is the Council's intention to replace the existing residents' and visitors' paper permits with 'virtual' (or electronic) permits during 2016. In order that effective enforcement can be carried out, remote access to the permit database will be provided. It is not yet clear whether this change will allow the use of scanning technology, for example Automatic Number Plate Recognition, to ensure that the use of virtual permits does not create unintended operational inefficiencies for CEOs.
- 18) The provision of parking spaces is incorporated into the wider town planning policies, with the Residential Parking Policy setting out the parking requirements for new developments. This ranges from 0.75 parking spaces for a one-bedroomed flat through to 3 parking spaces for houses of 4 bedrooms or more. The spaces may be either within the curtilage of the property or in car parking areas within the overall site.
- 19) The Residential Parking Policy also expressly states that development resulting in an intensification of dwellings within an existing Residential Parking Zone will need to accommodate its parking needs within its site. The residents of the new development would not be eligible for a residents' parking permit under the Residents' Parking Scheme. Conversion of office buildings to flats, could also create a significant demand that will not be provided for.
- 20) The Task Group was concerned to learn that only 60% of the properties in the proposed Market Street development would have allocated parking.

Off-Street Parking

- 21) The Council operates 28 car parks, the majority of which are in Newbury, which provide for 2,134 general use and 95 disabled spaces. A number of tariffs operate, with car parks being priced to promote the maximum usage. More than 500 season tickets were purchased in 2013/14, the last year for which figures are available.
- 22) A study, commissioned by the Council and conducted in 2013 by the company WSP, gives a projection that demand for off-street parking in Newbury is set to increase to such an extent that by 2025 there will be a shortfall in provision. It is the Council's aspiration to increase supply before this point, although it is not clear from

where the supply will be found and the costs are presently unknown. Given the significant changes resulting from unanticipated developments (for example office to housing conversions), new forecasts for residential developments (although offset to some degree off-set by the retention of The Wharf), officers in the Highways service are of the view that a further study to assess the impact of recent developments, current usage, future demand and potential supply would be of benefit.

- 23) A bid by Great Western Railway (to Network Rail) for infrastructure improvements around Newbury train station includes provision for an additional level on the proposed multi-storey car park at the Market Street development.
- 24) The use of the Variable Message Signs, which indicate where in Newbury off-street car parking spaces are available, have helped to increase occupancy and usage. The use of season tickets at the Northbrook multi-storey has increased usage but the capacity exists for it to be increased further still.
- 25) There is a recognised demand for additional parking in Thatcham.
- 26) It is anticipated that there will be a redevelopment of the Kennet Centre in the 10 years to 2025 which will present an opportunity for the provision of additional car parking capacity, required to meet the projected demand. Separately, the Council has a lease on the Kennet Centre car park until 2112.
- 27) The feasibility of operating a park and ride scheme in Newbury has been examined twice in recent years by the Transport Policy Task Group. Both studies have concluded that such a scheme could only operate if it were to be subsidised by the Council and is not therefore a preferred option.

On-Street Parking

- 28) The Council applies charges for on-street parking in 17 locations in Newbury and Hungerford, introduced in two phases. There are 114 spaces on Hungerford High Street which are subject to pay and display restrictions and 312 spaces around Newbury which are subject to on-street charging restrictions (142 of these are Pay by Phone only). The effect of these schemes will be assessed after one year of operation.
- 29) Although the principle of paying to park is broadly accepted – if not entirely welcomed – by the public, take up and utilisation is dependent on charges that are carefully set and which have their effect monitored. Although not measured, it is expected that the introduction of fees for on-street parking causes some drivers to change their parking habits.
- 30) An increase in the number of locations that are subject to on-street parking charges would appear to present an opportunity for the Council to generate additional revenue.
- 31) On street parking can be paid for in cash or by mobile phone.

- 32) Officers in the Highways and Transport Service are of the view that the Council's Parking Policies could be developed further and more widely communicated to the public to promote understanding of the Council's position.

6. Conclusions

- 6.1 Overall the task group has formed the view that each individual aspect of the Council's involvement in car parking is being managed adequately.
- 6.2 There is however scope for a higher and more strategic view to be taken, incorporating each aspect of car parking – on-street, off-street and residential – into a holistic plan. The development of such an integrated plan, tied to articulated outcomes, should enable the public to better able to understand what the Council is aiming to achieve.
- 6.3 There are also a number of, smaller scale, recommendations that should improve specific aspects of the Council's planning and operations but overall the task group has confidence in the political oversight and day to day application of the planning and operational management of car parking.

7. Recommendations

- 7.1 It is recommended that the Executive Member for Transport should:

- (1) Working through both the Head of Highways and Transport and the Head of Planning and Countryside, develop a parking plan to ensure that all aspects of the planning, implementation, development and operation of on-street, off-street and residential parking in the district is managed holistically. The plan should include, but not be limited to,
- an assessment of the needs of all likely stakeholders, including residents, shoppers, visitors and commuters (and the extent to which 'transport hubs' should be developed and operated)
 - how the identified needs will be met;
 - how that outcome will be achieved
 - the ongoing measurement and reporting of key performance information to ensure that the stated aims of the plan are being achieved
 - a communications plan;
 - how complimentary strategies (e.g., signage, public transport) can be used to offset demand;
- (2) To further embed transport planning co-operation with Reading Borough Council, through the Head of Planning and Countryside, consider the preparation and development of an integrated transport plan (to include all aspects of car parking) in the east of the district;
- (3) Through the Head of Highways and Transport, consider extending the capability and coverage of the 'Ticketer' system used by certain operators of Council-contracted bus services, to allow the generation of reports that can help show where traffic congestion affects local roads, and causes delays to contracted local bus services using those roads;

- (4) Through the Head of Highways and Transport, ensure that the views of those in streets neighbouring proposed residential parking schemes are obtained, in addition to those directly affected by proposals;
- (5) Through the Head of Highways and Transport, ensure that residential parking schemes are revenue cost-neutral (or better) to the Council after no more than 3 years operation;
- (6) To ensure that there is sufficient parking for residents close to their own homes, through the Head of Highways and Transport, consider where necessary the extension of access to off-street parking to augment capacity in residential schemes. This may be particularly relevant for those planned residential developments with limited on-street and off-street spaces;
- (7) Through the Head of Highways and Transport, carefully evaluate the impact on operational efficiency of the introduction of paperless residential parking permits. If necessary, strong consideration should be given to the introduction of technologies, such as hand-held or body mounted Automated Number Plate Recognition systems for CEOs, to reduce or eliminate the requirement for time-consuming data entry;
- (8) Through the Head of Highways and Transport, commission a study to further understand the recent growth trends, current and future demand for car parking in Newbury. The Terms of Reference for the study should expressly include the identification of ways to increase both the capacity (initially) and (subsequently) the occupancy of on-street and off-street schemes and the use of complimentary strategies to mitigate demand.
- (9) Through the Head of Highways and Transport, assess the effectiveness and take-up of the payment methods by which on-street parking is paid for. The use of a mobile telephone application should also be considered.

Appendices

There are no appendices to this report.