

# Notice of Meeting

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# Executive

**Thursday 22 December 2016 at 5.00pm**

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

Date of despatch of Agenda: Wednesday 14 December 2016

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

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



## Agenda - Executive to be held on Thursday, 22 December 2016 (continued)

To:	Councillors Dominic Boeck, Anthony Chadley, Jeanette Clifford, Hilary Cole, Roger Croft, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones
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# Agenda

## Part I

Pages

- 1. Apologies for Absence**  
To receive apologies for inability to attend the meeting (if any).
- 2. Minutes** 7 - 12  
To approve as a correct record the Minutes of the meeting of the Committee held on 24 November 2016.
- 3. Declarations of Interest**  
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
- 4. Public Questions**  
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution. *(Note: There were no questions submitted relating to items not included on this Agenda.)*
- 5. Petitions**  
Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.

## Items as timetabled in the Forward Plan

Pages

- 6. Council Performance Report 2016/17: Q2 (Key Accountable Measures and Activities) (EX3110)** 13 - 54  
(CSP: All)  
Purpose:
  - To report quarter two outturns for the Key Accountable Measures which monitor performance against the 2016/17 Council Performance Framework.
  - To provide assurance to Members that the Strategic Priorities laid out in the Council Strategy and other areas of significant/importance across the Council are being delivered.



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## Agenda - Executive to be held on Thursday, 22 December 2016 (continued)

3. To present, by exception, those measures/milestones behind schedule or not achieved and cite any remedial action taken and its impact, to allow the scrutiny and approval of the corrective or remedial action put in place.
  4. To recommend changes to measures/targets requested by services.
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7. **Financial Performance Report 2016/17 - Quarter Two (EX3136)** 55 - 72  
(CSP: MEC and MEC1)  
*Purpose: To inform Members of the latest financial performance of the Council.*
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8. **Birchwood Care Home – Options for future delivery (EX3201)** 73 - 82  
(CSP: P&S1, HQL1)  
*Purpose: To outline options for the provision of care at Birchwood Care Home and seek approval of the preferred option.*
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### Items not timetabled in the Forward Plan

- |  | <b>Pages</b> |
|--|--------------|
| 9. <b>Response to Council Motion on Short Breaks Funding (C3226)</b><br>Purpose: To respond to the Motion to Council proposed by Councillor Lee Dillon, <i>“That this Council agrees to award transitional funding to the Short Breaks programme for the 2017/18 financial year to the value of £170,000.</i><br><br><i>This will ensure that voluntary organisations have a longer term period to consider their strategy to combat the reduction of Council funding in the longer term and for this Council to consider other ways to secure the provision of or fund short breaks”.</i> | 83 - 84      |
| 10. <b>Members' Questions</b><br>Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.   |              |
| (a) <b>Question to be answered by the Portfolio Holder for Corporate Services and External Affairs submitted by Councillor Lee Dillon</b><br><i>“What are the Council's policies to protect whistle blowers?”</i>  |              |
| (b) <b>Question to be answered by the Portfolio Holder for Children and Young People submitted by Councillor Lee Dillon</b><br><i>“How many school standard and effectiveness visits have there been this academic year?”</i>  |              |
| (c) <b>Question to be answered by the Portfolio Holder for Highways and Transport submitted by Councillor Alan Macro</b><br><i>“What is the Portfolio Holder doing to resolve the traffic problem in Newbury?”</i>   |              |



11. **Exclusion of Press and Public**

RECOMMENDATION: That members of the press and public be excluded from the meeting during consideration of the following items as it is likely that there would be disclosure of exempt information of the description contained in the paragraphs of Schedule 12A of the Local Government Act 1972 specified in brackets in the heading of each item. [Rule 8.10.4 of the Constitution refers.](#)

## Part II

12. **Birchwood Care Home – Options for future delivery (EX3201)** 85 - 100  
*(Paragraph 3 - information relating to financial/business affairs of particular person)*  
(CSP: P&S, HQL, P&S1)  
*Purpose: To outline options for the provision of care at Birchwood Care Home and seek approval of the preferred option.*
13. **Senior Management Review - Final Recommendations (EX3183)** 101 - 124  
*(Paragraph 2 - information identifying an individual)*  
*Purpose: To set out final recommendations with regard to the Council's senior management arrangements following two periods of internal consultation.*
14. **Staffing Implications associated with savings put forward to deliver the 2017/18 Revenue Budget - Strand One: Approval to pay redundancy payments (EX3170)** 125 - 132  
*(Paragraph 2 - information identifying an individual)*  
*Purpose: To seek approval to make the redundancy payments set out in this report associated with savings to deliver the 2017/18 revenue budget.*

Andy Day  
Head of Strategic Support

### West Berkshire Council Strategy Aims and Priorities

#### Council Strategy Aims:

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

#### Council Strategy Priorities:

- BEC1** – Improve educational attainment
- BEC2** – Close the educational attainment gap
- SLE1** – Enable the completion of more affordable housing
- SLE2** – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy



**Agenda - Executive to be held on Thursday, 22 December 2016** *(continued)*

- P&S1** – Good at safeguarding children and vulnerable adults
- HQL1** – Support communities to do more to help themselves
- MEC1** – Become an even more effective Council

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



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# Agenda Item 2.

## DRAFT

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

## EXECUTIVE

### MINUTES OF THE MEETING HELD ON THURSDAY, 24 NOVEMBER 2016

**Councillors Present:** Dominic Boeck, Anthony Chadley, Jeanette Clifford, Hilary Cole, Roger Croft, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones

**Also Present:** John Ashworth (Corporate Director - Environment), Mel Brain (Housing Strategy and Operations Manager), Nick Carter (Chief Executive), Sarah Clarke (Legal Services Manager), Martin Dunscombe (Communications Manager), June Graves (Head of Care Commissioning, Housing & Safeguarding), Sean Murphy (Trading Standards Manager), Rachael Wardell (Corporate Director - Communities), Robert Alexander (Group Executive (Conservatives)), Steve Broughton (Head of Culture & Environmental Protection), Stephen Chard (Policy Officer), Councillor Lee Dillon and Councillor Alan Macro

**Apologies for inability to attend the meeting:** Councillor Lynne Doherty

#### PART I

##### 65. Minutes

Councillor Roger Croft opened the meeting by congratulating Councillor Lee Dillon on his recent appointment as Leader of the Liberal Democrat Group. Councillor Croft stated that he looked forward to working with Councillor Dillon in his new role as well as with Councillor Alan Macro, now fulfilling the role of Deputy Leader of the Liberal Democrat Group.

The Minutes of the meeting held on 20 October 2016 were approved as a true and correct record and signed by the Leader.

##### 66. Declarations of Interest

Councillor Marcus Franks declared an interest in Agenda Items 7 and 10 (Registering West Berkshire Council as a Registered Provider) by virtue of the fact that he was an employee of Sovereign Housing Association, but reported that, as his interest was a personal or other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate and vote on the matter.

Councillor Lee Dillon declared an interest in Agenda Items 7 and 10 (Registering West Berkshire Council as a Registered Provider) by virtue of the fact that he was an employee of Sovereign Housing Association, but reported that, as his interest was a personal or other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate.

##### 67. Public Questions

There were no public questions submitted.

##### 68. Petitions

There were no petitions presented to the Executive.

##### 69. Joint Public Protection Partnership (C3158)

The Executive considered a report (Agenda Item 6) which proposed the creation of a Joint Committee to deliver a shared service arrangement between West Berkshire,

## EXECUTIVE - 24 NOVEMBER 2016 - MINUTES

Wokingham and Bracknell Forest Councils. The new arrangement would be known as the Joint Public Protection Partnership (PPP).

Councillor Marcus Franks explained that the current shared service in operation between West Berkshire Council and Wokingham Borough Council for the delivery of the Trading Standards Service had run successfully since 2010. This shared service was due to expire in January 2017 and thanks to its success, Bracknell Forest Council had approached West Berkshire Council asking to join a new shared service arrangement covering the three areas. Detailed discussions had followed, resulting in this proposal.

Councillor Franks advised that the proposal would deliver a recurring saving from 2017/18 of £120k for the Council.

As stated, a Joint Committee would need to be formed to deliver the proposed shared service arrangement and this would provide scope to introduce new partners into the arrangement or the potential to charge others for the use of the service.

Councillor Franks expressed his thanks to Officers for their work in progressing the shared service and proposed acceptance of the report's recommendations.

Councillor Lee Dillon pointed out that the 2015 Liberal Democrat Manifesto highlighted the importance of forming new shared services and he therefore welcomed the proposed expansion of this shared service. However, he raised a number of concerns/queries.

He queried the ability to scrutinise the performance of the Joint PPP and the decision making of the Joint Committee, including the potential to call-in decisions. This was an area needing greater clarity in the Full Council report on 8 December 2016. Councillor Franks commented that a level of delegation was needed to enable the shared service to operate successfully, however the Overview and Scrutiny Management Commission or the relevant Select Committee could request and scrutinise information/reports.

Sean Murphy added that the work of the Joint PPP and the Joint Committee would be subject to West Berkshire Council's scrutiny arrangements. He also confirmed that this would encompass scrutiny of policy set by the Joint Committee. Sarah Clarke confirmed this point and explained that as the Joint Committee was exercising Executive functions, it would be subject to West Berkshire's scrutiny arrangements. She acknowledged this was an area requiring greater clarity in the report.

Councillor Dillon made reference to the Key Performance Indicators (KPIs) and requested that these be defined in greater detail in the Full Council version of the report.

A degree of service reduction was mentioned within the report, this related to the service being aligned with a National Intelligence Model which prioritised matters of high risk or impact. However, Councillor Dillon sought to understand whether West Berkshire Council would retain the ability to focus on areas of high risk in the West Berkshire area or whether work would need to focus on shared priorities across the three areas.

Councillor Franks explained that generic KPIs would be in place to cover the three councils, but there was also the ability to set specific localised KPIs for areas of risk etc. He added that a KPI proposed for 2017/18 was to prevent residents from harm through expanding the use of social media and key communication channels.

Councillor Dillon noted that West Berkshire's Democratic Services Team would service the Joint Committee and queried the resource implication of this, i.e. would this require additional resource? Councillor Dillon highlighted the importance of ensuring that this requirement would not have a negative impact on the delivery of West Berkshire's Democratic functions. Councillor Franks reported his understanding that the Democratic Services Team would service the Joint Committee from existing resources.



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Turning to the draft agreement, Councillor Dillon noted that there was a particular focus on the requirements for Bracknell Forest Council as the new partner. He assumed that this was due to the fact that the existing arrangement with Wokingham Borough Council would carry forward, but asked that this be clarified. Councillor Franks confirmed that the existing arrangement with Wokingham was largely proposed to carry forward and changes to the draft agreement were primarily in relation to the formation of the three way arrangement. In terms of service delivery, Councillor Franks added that this would operate on a triage/risk based system.

Councillor Roger Croft asked that the report be amended as appropriate to help inform the Council debate.

Councillor Alan Macro noted that representation on the Joint Committee would include two Members from each Council. The Councils concerned were all Conservative controlled and he queried whether the membership of the Joint Committee would include opposition Members. Councillor Franks advised that the Joint Committee was not subject to West Berkshire Council's proportionality rules, however if the number of opposition Members was to increase across the three areas then the potential to include them on the Joint Committee could be reconsidered.

### **RESOLVED that**

Insofar as the functions and arrangements are for the Executive:

- the arrangements set out in this report including the creation of a Joint Committee with Wokingham Borough Council and Bracknell Forest Council through the Public Protection Partnership (PPP) with effect from January 2017 be authorised.
- authority be delegated to the Head of Legal Services, in consultation with the Head of Finance and Head of Culture and Environmental Protection, to finalise the terms of the PPP as set out in the draft Inter Authority Agreement (IAA) between the three Councils and to make any necessary drafting or other amendments to the terms of the draft Agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the Agreement.
- the Joint Committee be authorised to determine policy, strategy and oversee the performance monitoring and management of the new PPP and have the powers set out in the terms of reference contained in Schedule 1 of the draft Inter Authority Agreement.
- the Head of Culture and Environmental Protection and Public Protection Service Managers (Currently known as Trading Standards and Building Control Manager and Environmental Health and Licensing Manager) be authorised to receive a delegation of Trading Standards, Environmental Health and Licensing functions from Bracknell Forest Council and Wokingham Borough Council and to exercise those functions jointly with West Berkshire District Council functions under the strategy direction and oversight of the Joint Committee.
- The proposed agreement authorises West Berkshire District Council to institute and defend proceedings on behalf of Wokingham and Bracknell. This does not preclude the other authorities from taking their own legal actions.
- To receive a TUPE transfer of the staff of Bracknell Forest Council currently providing the Trading Standards, Environmental Health and Licensing functions on the terms set out in the draft Inter Authority Agreement and authorise any relevant pensions and employment implications.
- The Head of Culture and Environmental Protection be appointed as the Council's Lead Officer to manage the Councils arrangements under the Agreement on the Council's behalf and to authorise the Monitoring Officer to make any necessary

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variations to the Agreement as may be required from time to time in consultation with the Leader of the Council.

- the appointment to the Joint Committee of the Executive Member with responsibility for the relevant functions (currently Councillor Marcus Franks) along with Substitute Member from the Executive namely Councillor Dominic Boeck be authorised.
- To authorise entering into arrangements with other local authorities, shared services or other bodies for the provision of Trading Standards, Licensing or Environmental Health Services in accordance with the provision in the IAA.
- Insofar as the foregoing provisions also relate to the exercise of non Executive functions to recommend to the Council to authorise the same.

### **Other options considered:**

- Alternatives considered would be to revert to West Berkshire only provision or retain the current combination of authorities i.e. West Berkshire and Wokingham. Neither option would deliver the savings identified above without further cuts to service provision which in turn would have the effect of reducing resilience which is one of the strengths in the proposal. The currently proposal allows for the management of potential further saving through providing services to others or developing the shared service through the admission of further Councils.
- Another option taken by handful of Councils has been outsourcing to the private sector. There significant complexities around this arrangement not least of which are the fact that many of the functions can only be delegated to 'officers' of local authorities and certain functions such as decisions on legal actions can only be made by the authority. These services are very much in their infancy and time will tell whether this is an effective way of delivering enforcement services. It is certainly clear that the current legislative framework with respect to the statutory duties of a local authority do not lend themselves easily to this model. For this reason it has not been explored further at this stage. It is of course something the joint committee could consider in due course.
- In the final instance this proposed approach builds on the experience drawn from our own shared service and that of others. The proposal for a combined single service involves joining these service areas into one large unit with the licensing function. It is believed that the joining of these three service areas in this way provides the greatest opportunity to improve efficiencies, maintain service standards and further reduce costs. The model proposed allows for further expansion, income generation and should it ever be considered a better option, outsourcing to the benefit of the partner organisations.

### **70. Registering West Berkshire Council as a Registered Provider (EX3205)**

The Executive considered a report (Agenda Item 7) which sought approval for the Council to register as a Registered Provider (RP) with the Homes & Communities Agency (HCA) to facilitate the purchase of additional property for the purposes of providing temporary accommodation to meet statutory homeless duties.

Councillor Hilary Cole explained that in July 2016 the Executive granted approval to utilise capital funding for the purchase of temporary accommodation. Since that time potential purchases had been considered as had the most effective way of managing this accommodation, and an application to the HCA for the Council to become a RP was the proposed way forward. The level of risk of this approach was considered to be relatively low and benefits had been identified, including financial benefits.

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Councillor Alan Macro queried how the Council would engage with its tenants if the Council become a RP. Councillor Cole explained that this was a new process for the Council, but gave an assurance that the Council would engage with tenants once they had become residents in the properties concerned.

Councillor Macro then referred to the financial benefits to the Council of this approach (which had been suggested by the HCA) and asked why this had not been taken forward by the Council at an earlier stage. He queried whether this was due to a lack of resource. In response, Councillor Cole explained that the Council was only proposing to be a RP for a particular market and recent evidence had pointed to this approach being the most appropriate way forward.

**RESOLVED** that the Council applies to become a Registered Provider.

**Other options considered:** detailed in the exempt report.

### 71. **Members' Questions**

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#). *(right click on link and 'Edit Hyperlink'. Insert URL to pdf on website in 'address' field)*

(a) **Question to be answered by the Portfolio Holder for Highways and Transport submitted by Councillor Alan Macro**

A question standing in the name of Councillor Alan Macro on the subject of the number of hours car club vehicles had been hired for in the last three months was answered by the Portfolio Holder for Highways and Transport.

(b) **Question to be answered by the Portfolio Holder for Community Resilience and Partnerships submitted by Councillor Alan Macro**

A question standing in the name of Councillor Alan Macro on the subject of the number of graffiti related complaints received by the Council in the three months proceeding and the three months post the termination of the neighbourhood warden service was answered by the Portfolio Holder for Community Resilience and Partnerships.

(c) **Question to be answered by the Portfolio Holder for Culture and Environment submitted by Councillor Alan Macro**

A question standing in the name of Councillor Alan Macro on the subject of the number of fly tipping related complaints received by the Council in the three months proceeding and the three months post the termination of the neighbourhood warden service was answered by the Portfolio Holder for Culture and Environment.

(d) **Question to be answered by the Deputy Leader and Portfolio Holder for Health and Wellbeing submitted by Councillor Alan Macro**

In line with paragraph 5.12.2 of Part 5 of the Council's Constitution (Executive Rules of Procedure – Members' Written Questions), Councillor Roger Croft, Leader of the Council, gave consent for an urgent question to be answered by the Executive based on the level of public interest in the issue.

An urgent question submitted by Councillor Alan Macro asking when West Berkshire Council was first aware of the "Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan" proposed by NHS England South was answered by the Deputy Leader and Portfolio Holder for Health and Wellbeing.

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72. **Exclusion of Press and Public**

**RESOLVED** that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the [Local Government \(Access to Information\)\(Variation\) Order 2006](#). [Rule 8.10.4 of the Constitution](#) also refers.

73. **Registering West Berkshire Council as a Registered Provider (EX3205)**

*(Paragraph 3 - information relating to financial/business affairs of particular person)*

The Executive considered the exempt report (Agenda Item 10) which sought approval for the Council to register as a Registered Provider with the Homes and Communities Agency.

**RESOLVED** that the recommendations in the exempt report be agreed.

**Other options considered:** as detailed in the exempt report.

*(The meeting commenced at 5.00pm and closed at 5.35pm)*

**CHAIRMAN** .....

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

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## Key Accountable Performance 2016/17: Quarter Two

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 December 2016
<b>Portfolio Member:</b>	Councillor Roger Croft
<b>Date Portfolio Member agreed report:</b>	25 November 2016
<b>Report Author:</b>	Jenny Legge / Catalin Bogos
<b>Forward Plan Ref:</b>	EX3110

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### 1. Purpose of the Report

- 1.1 To report quarter two outturns, for the Key Accountable measures which monitor performance against the 2016/17 Council Performance Framework.
- 1.2 To provide assurance to Members that the Strategic Priorities laid out in the Council Strategy and other areas of significance / importance across the council (core business) 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 recommend changes to measures / targets, as requested by services.

### 2. Recommendations

- 2.1 To note progress against the Council Strategy Priorities for improvement and acknowledge the key achievements in all service areas.
- 2.2 To review those areas reporting as 'amber' or 'red' to ensure that appropriate action is in place.
- 2.3 To consider and determine the changes suggested by the Corporate Board:
  - (a) To amend targets for the following measures:
    - (i) Milestone - Market Street Redevelopment: Submit detailed planning application to WBC Planning Committee

**REQUEST:** To redefine the target as November 2016 (currently September 2016) as the planning application will be submitted, albeit slightly behind schedule, following additional work by Highways Officers to deliver an improved scheme.

- (ii) Subject to examination, adopt the Site Allocations Development Plan Document (DPD) by December 2016:

**REQUEST:** To redefine the target as June 2017 (currently December 2016). Following the oral hearings the planning inspector has asked for main modifications which require further public consultation, therefore there is insufficient time to be able to complete the adoption by December 2016.

### 3. Implications

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

### 4. Other options considered

- 4.1 None

## 5. Executive Summary

5.1 This report presents qualitative and quantitative information to assess the performance levels achieved against measures from all the services provided by the council, identified for reporting at Executive level. It includes results against the measures of volume and key accountable measures combined with service performance intelligence.

## 6. Performance by Council Strategy Priorities for Improvement:

### (A) Priorities for Improvement: Improve Educational Attainment and Close the Educational Attainment Gap

6.1 **Demand - Number of Pupils:** There is no further up to date information on the demand related to educational attainment or about closing the attainment gap. The previous quarterly performance reports for Q4 2015/16 and Q1 2016/17 included the latest available data and highlighted that between 2013 and 2016, the overall number of pupils has increased by 614 (2.13% WB, 3.74% SE region, 3.75% Eng). This includes an increase of 845 in primary state funded schools' pupils and a decrease of 456 in secondary schools' population.

#### 6.2 Performance: Attainment

The latest annual results (2015) for the educational attainment measures have been reported in detail as part of the Quarter 4 2015/16 Performance Report. West Berkshire maintained or improved attainment for all the key measures (at all key stages) reaching a position in top 20% compared to the other authorities in England. The exception was the combined attainment measure for level 2+ in the three subjects (RWM - Reading, Writing and Maths) that declined back to the 3rd best Decile, following the improvement of the previous year (2014). This was due primarily to a decline in results in Mathematics – an exception report was included in the Q4 report.

Updated results are expected in January 2017 together with the confirmation of the new performance measures' definitions.

#### 6.3 Performance: Attainment Gap Reduction

Similarly, the latest attainment gap information (2015) was detailed as part of the Q4 Performance Report and the next set of results are expected in January 2017 against new performance measures. Both cohorts (the disadvantaged pupils and their peers) have improved their educational attainment at Year 6 and in the secondary phase. The gap reduced at KS2 but has slightly increased at KS4 (as the non disadvantaged cohort has improved even more compared to previous year).

#### 6.4 Additional intelligence:

The % of schools being good or better has remained at 86% following the significant increase achieved by the end of quarter 1 (due to a number of the schools previously judged as requiring improvement being re-inspected by the end of the last academic year and their OfSTED reports moving to good or outstanding).

Ofsted inspections of how Local Areas are delivering the SEND (special educational needs and disability) Reforms started in July. Reports on the first SEND Inspections

have now been published and the Education Service is using these to inform the preparation work. The service has started work on a detailed self evaluation which has to be coproduced with parents and partner agencies. Preparation for this inspection is creating a significant extra pressure on the Service Manager and other staff.

The SEN team is now into the third year of delivering the SEND Reform agenda. Conversions have successfully been completed of all the statements to EHC (Education, Health and Care) Plans which were required to be converted in the 15-16 academic year, although this was challenging and the team had to work extremely hard to achieve this.

- 6.5 Priority delivery status: - The latest available results (2015) suggest that further progress is required to achieve the priority by 2020. Additional intelligence shows that efforts continue to support this progress.**

**(B) Priority for Improvement: Enable the Completion of More Affordable Housing**

- 6.6 Demand** - The number of new housing applications received during quarters 1 (592) and 2 (637) is similar to the number received for the first two quarters of 2015/16 (e.g. there is no change in the level of demand).

There has been an amendment to our housing Allocations policy resulting from new Government guidance which has introduced a longer two year local connection as a qualifying criteria. This has resulted in a drop in the number of qualifying applications. Those with less than two years will remain on the Common Housing Register classified as non qualifying until such time as they reach the new threshold.

Over the last 12 months Land Registry data shows that the average price for properties in West Berkshire has increased by 28% from £269k (Q2 2015/16) to £343k (Q2 this year) continuing the upwards trend from 2013.

**6.7 Performance**

88 affordable houses have been completed during quarter 2. This is the highest quarterly result compared with the previous 5 quarters. There have been 158 completions during 2015/16 (average 40 per quarter) and an additional 21 during the first quarter of this financial year reaching a total to date (since Apr 2015) of 267.

Following the initial input from Strategy Board this work stream is now part of the Corporate Programme. A cross service group of officers from Planning, Housing and Finance are working together to monitor the delivery of this priority and to consider any new opportunities that might occur to improve the number of affordable houses being built.

- 6.8 Priority delivery status - Despite a relatively very good result this quarter, the actual completions data (avg. 45/quarter) whilst improving is below an annual average (200) or quarterly level (50) required to deliver the priority to enable the delivery of 1000 affordable homes completions in five years. On that basis alone it is clear that the target is most unlikely to be met and in addition there are increasing difficulties in securing the desired level of affordable homes on**



**new developments. There are however a couple of areas where ongoing work may deliver benefits:**

- **One area is a suggestion that the Council's reconsiders its approach to its own estate and whether the development of affordable homes on its own land should be a priority. We have very limited land that is suitable for residential development but if members were minded to forgo a capital receipt this would be achievable.**
- **Another positive area arises from our joint working with Sovereign Housing Association (SHA) as a key delivery partner for Affordable Housing. This has generated a proposal that has as part of it the capacity to realise an additional 40 plus affordable housing units. Housing are working with SHA to develop this proposal ready to go to asset group in the next couple of months.**

**(C) Priority for Improvement: Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy**

**6.9 Demand** – The number of Highways and Transport Service requests received through the Contact Centre has continued the downward trend started in quarter one (reversing the upward trend seen over the 4 quarters of the last year). The third party claims was again higher than Q2 last year and the cumulative figure for the first 6 months of this year was 56% higher compared to the same period of 2015/16 (an analysis of the available information has not identified a particular cause for this increase and the annual highways condition indicator does not suggest that our network is in a worse state of repair).

**6.10 Performance**

Performance is following the expected trajectory to achieve the end of year target for the completion of the flood prevention and drainage improvement schemes.

The three months delay reported at quarter 1, that impacted on the number of West Berkshire premises able to receive superfast broadband is still evident. The exception report indicates that the end of year target is still likely to be achieved and the delivery of this component of the Council Strategy priority will be completed as planned.

Due to the legal challenge, the milestone to present a business plan regarding the London Road Industrial Estate Redevelopment (LRIER) is behind schedule because ongoing legal action (Judicial Review action was won in the High Court) but still expected to achieve the end of year target. See the exception report for further details.

The requirement to undertake additional traffic modelling meant that the milestone of achieving the Market Street Redevelopment's detailed planning application being submitted by Sep 2016 was delayed until Nov 2016. Highways Officers and the application can be fully supported for at Planning Committee's meeting on the 23<sup>rd</sup> Nov. 2016 See the exception report which asks for a new target date for completing this milestone.

- 6.11 **Additional intelligence** - 88% of our highway improvement programme was delivered during the first 6 months of the year, involving investment of £5.5m into the resurfacing of 92 roads. The LRIE road improvement scheme on the A339 in Newbury continued and is scheduled to finish in the new year. The completion of our LED project saw the conversion of around 10,000 street lights to LED, saving the Council £300,000 pa in reduced energy costs.
- 6.12 **Priority delivery status - The priority's components relating to the delivery of flood prevention and the investment in highways infrastructure are on track. However, other components have been delayed and the milestone of the Market Street Redevelopment work requires re-profiling.**

**(D) Priority for Improvement: Good at Safeguarding Children and Vulnerable Adults**

- 6.13 **Demand** – Whilst there has been a reduction in the number of adult safeguarding concerns raised during the first two quarters of this year, compared with the same period of 2015/16, the number of those progressing to a full S42 enquiry remained broadly in line with last year's. Following the record (highest) number of DOLS (Deprivation of Liberty Safeguards) applications in Q1, the number for quarter 2 is the second highest over the last two years. Current DOLS activity levels are forecast to result in 700 by year end, a 32% increase on 15/16.

Children's Services have improved and consolidated their referral arrangements and have a clearer picture in regard to service demand. As a result, the quarterly numbers of enquiries recorded this year 1200 – 1300 are well above last year's 550 – 600. In addition, whilst the number of Children in Need is fairly static, a downward trend is evident for the number of CPP (Child Protection Plan) and LAC (Looked after Children). Scrutiny continues to ensure consistent thresholds are maintained.

**6.14 Performance**

As already reported at quarter 1, four out of the five Adult Social Care Services inspected (three care homes, Shared Lives and the Reablement Service) are rated by the Care Quality Commission (CQC) 'Good' or better in the area of safe. Willows Edge was assessed (in 2015) overall as 'good' but CQC highlighted one area, Safe as requiring improvement. Improvements have since been implemented but as the CQC does not consider the home is at significant risk and will not prioritise a review, performance remains below the expected 100% for this measure (see exception report).

The Safeguarding Peer Review acknowledged a number of positives through their visit and has made recommendations which continue to be progressed through the Children's Services Improvement Programme. A key priority being addressed in the service is that 'there should be a focus on always doing the basics well in Children's Social Care rather than trying to deliver everything at the same time' and it is considered that now is a good time to focus on key issues when there is a strong, stable workforce and a leadership team that can invoke and lead change. The Quality Assurance and Safeguarding Service (QAAS) received excellent feedback on its level of progress in the LGA led Peer Review; the service had previously been deemed inadequate at the inspection in March 2015. This is a significant achievement for the service, which acts as the critical friend to Children & Families, supporting and challenging the quality of social work practice.

## 6.15 Additional intelligence

During quarter two, Adult Social Care (ASC) service has focused on completing the implementation of the New Ways of Working approach. The operational restructure has been completed and the newly formed locality teams are concentrating on bedding in the cultural change and closely monitoring performance to ensure good progress.

The Improvement Programme across Children and Family Services continues to progress and is beginning to evidence consolidation in the progress made. Over the last Quarter there have been some significant changes in the way the service is configured to help further deliver improvements. This includes the creation of a new Children in Care Team (CiCT) and our Multi-Agency Safeguarding Hub (MASH). The new CiCT is ensuring good permanency arrangements offering good care and stability for our long term placements. Police and Health colleagues joined us in strengthening our information sharing and joint decision working within our Contact Advice and Assessment Service. Both arrangements have started well with the expectation for us to see the positive impact of their introduction going forward.

## 6.16 Priority delivery status - Local intelligence and feedback received from the Children Safeguarding peer review suggest good progress is being made to deliver this priority.

**(E) Priority for Improvement: Support Communities to do More to Help Themselves**

## 6.17 Demand

The Council is continuing the process to identify solutions to manage the financial challenges resulting from the reductions in the Central Government funding for local authorities and the increase in demand for some of the statutory services. Activities have been completed during the quarter to prepare for a public consultation on budget proposals for 2017/18 planned for Oct – Dec 2016. The Council is working to identify plans to save £8m next year and a total of up to £22m over the next three years. Discussions continue with our Parishes and communities about how they can help themselves in the delivery of some of the key services that they value going forward.

## 6.18 Performance

Progress has been made on a number of work streams that are part of this priority:

- Work continues towards the establishment of a **new Multi-agency Community Resilience team**, which it is hoped will commence in April 2017. The Health and Wellbeing Board has also recently agreed that community resilience will be one of their two priorities for the coming year.
- **The Devolution agenda with Parish and Town Councils** continues to move forward. Face to face discussions are taking place with those Parish and Town Councils that request them and the topic was also given an airing at the District Parish Conference on 18 October 2016, when the new Prospectus was launched.
- **Building Community Together/BWB** - Community conversations are underway in 5 of the 6 areas and local plans are under development. Hungerford and

Lambourn's plans have been reported to BWB (Brilliant West Berkshire) Board. Greenham will start their community conversation with a physical activities and sports event in March 17 (at the request of the community).

- **The Emotional Health Academy** continues to make significant improvements in the ability to reach and intervene early with children with early emotional health needs. There are no children on waiting list for Tier 2 emotional health care and CAMHS Tier 3 have also seen a reduction in referrals and of the waiting list.
- **Neighbourhood Development Plans and Parish Plans** – In addition to the previously reported four communities (Purley, Hamstead Marshall, Enborne and Brightwalton), Thatcham also started the process of refreshing their Parish Plan aiming to give local people the opportunity to engage with other residents, community groups and service providers to set out a vision for their community.

**6.19 Priority delivery status – Progress is evident on a number of work streams that are part of this priority's delivery. Multi agency services are being re-shaped to be able to better focus resources on community resilience.**

### **(F) Overarching aim: Become an Even More Effective Council**

#### **6.20 Demand**

One of the biggest challenges during quarter two was to find areas for further savings or income generation to be able to progress the work to complete the budget build for 2017/18 (£8m required for 2017/18). All services have been asked to find savings. For the budget proposals with direct impact on the public, arrangements have been made to conduct a public consultation during quarter three.

#### **6.21 Performance**

Corporate Programme Board is monitoring a range of initiatives that support the aim of becoming a more effective council. The key updates for quarter two relating to these initiatives are:

- **Demand Management** – The roll out of the New Ways of Working in Adult Social Care has been completed and good management of demand is reported. New Ways of Working in Children's Services are also being implemented covering new services (MASH, Early Intervention Service, Children in Care Service). Work is ongoing to understand demand on Legal, ICT, Finance and HR services.
- **Commercialisation** – progress has been made on this area developing alternative service delivery models, looking at services offered to Schools and Academies, shared services and assessing a different approach to procurement.
- **Waste Service Review** – work has progressed in this area and included significant data gathering, creating process maps for areas where 'digital solutions' could be implemented.
- **Staffing arrangements** – the project looking at the issues relating to 'modern and flexible working' requires a lot of data gathering but capacity

within HR service is limited for supporting this. Good engagement is reported regarding the initial focus groups that are part of the 'Valuing each other' project.

## 6.22 Additional intelligence

The basket of key accountable measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that:

- 69% (22 / 32) of the reported measures are Green expected to achieve or exceed their end of year targets
- 13% (4 / 32) are reported Amber (behind schedule but still expected to achieve the targets) and
- 19% (6 / 32) are reported as Red (do not expect to/have not achieved the activity or target).

This level of performance across the council is similar to that achieved for quarter 2 2015/16, when 62% (13 / 21) of measures were RAG rated Green, 38% (8 / 21) Amber and 0% (0 / 21) Red. (see exception reports for further details).

An analysis of the six measures RAG rated red this quarter shows that only one of them (the DTOC rate) has a greater degree of significance:

- Two measures relate to milestones that have been delayed by two or six months (the submission of a redevelopment's planning application and the adoption of the Site Allocation DPD)
- Two measures relate to the timeliness to making decision on new or changes in circumstances to benefit claims and whilst staffing arrangements (impacted by the budgetary requirements) resulted in a reduction in performance, work is progressing to ensure the monthly (not the year to date) performance is back on target before the end of the financial year.
- One relates to the CQC inspection of ASC services (one care home overall rated as good but requiring improvement in the area of 'Safe') whilst improvement have already been made to address the specific requirements performance will not change status until the care home is inspected again and CQC is not prioritising this as the care home is not seen as being at significant risk.
- The DTOC measure is underperforming compared to an ambitious target and is impacted by unprecedented demand on A&E services and capacity in the homecare and nursing/residential placements market. Work is being undertaken to assess a more appropriate target given the evolution of the demand. (See exception reports for further details.)

## 6.23 Overarching aim delivery status – The Programme Board is monitoring and reporting progress of a number of work streams.

**The Council's Services Overall performance (key accountable measures) is similar to the level achieved for quarter 2 of the previous year.**

## 7. Core Business Measures

### 7.1 Core business: **Protecting our children**

At the end of quarter 2 good performance is evident regarding the timeliness of single assessments, child protection reviews and LAC reviews, completions of health assessments and dental checks.

**The results are on the trajectory to achieve the expected end of year performance. The only area behind schedule but still expected to improve by year end relates to the timeliness to conclude care proceedings for children's social care (see exception report for details).**

### 7.2 Core business: **Bin collection and street cleaning**

The estimated result for the proportion of household waste recycled, composted, reused or recovered (82.1%) has improved and is above the year end target (80%). Similarly the measure regarding the level of litter, detritus and graffiti achieved a 'good' assessment (better than the target).

**There are no issues to highlight regarding this core business area.**

### 7.3 Core business: **Providing benefits**

The average number of days to make a full decision on new benefit claims and to make a full decision on changes in a benefit claimant's circumstances have increased respectively to 23.1 days (target 18.5) and 12.2 days (target under 8 days).

**This is an area that requires close monitoring during the next 2 quarters as timeliness is below the expected levels but set to improve. See exception reports for further details.**

### 7.4 Core business: **Collecting Council Tax and Business rates**

Quarter two results show that the activity is on track to achieve the end of year targets for the 'in year' collection of Council Tax and also the Business Rates.

**There are no issues to highlight regarding this core business area.**

### 7.5 Core business: **Ensuring the wellbeing of older people and vulnerable adults**

With one exception, the measures relating to this core business area exceeded or are on track to achieve the end of year targets. Results are well above the targets regarding the timeliness of reviews for adult social care clients with a long term service (82.9% vs target 75%) and timeliness of financial assessments referred to the Financial Assessment & Charging team (99.9% vs. target 90%).

Data regarding the levels of Delayed Transfers of Care (DTOC) measure as at the end of quarter 1 (16.7 per 100k) and additional intelligence from the ASC service indicates that the very challenging target (4) is unlikely to be met. West Berkshire's rate of 7.5 for 2015/16 was bottom quartile (SE region average was 5.5). Despite a number of actions being taken by the service in conjunction with Health, the



challenge relates to homecare and nursing/residential placements availability. (see exception report for further details).

**Good performance to be noted relating to the majority of the measures for this core business area.**

**Results for DTOC measure will be reviewed once quarter 2 data is published to assess the impact of improvement plans put in place.**

## 7.6 Core business: **Planning and housing**

At the end of quarter 2 the majority of the measures continue to show results better than the expected year end targets, including for the timeliness of determining planning applications (major, minor and other), prevention of homelessness and timeliness of the Disabled Facilities Grant's approval. Client Financial services has received an excellent report on their work from the Office of the Public Guardian praising the person centred approach taken to working with the most vulnerable on managing their finances.

Plans are on track for the submission of the Minerals & Waste Local Plan.

The adoption of the Housing Site Allocation Development Plan Document (HAS DPD) cannot be adopted as expected by Dec 2016 due to modifications to the plan required by the Planning Inspectorate which require public consultation. (see exception report for further details).

The timeliness to determine the claims for Discretionary Housing Payments has improved from quarter 1 but at 62.5% is RAG rated Amber against the end of year target of 70% (see exception report for further details).

**Good performance for the majority of the measures should be noted in relation to this core business area.**

**The only areas requiring consideration are the timeliness of determining the claims for Discretionary Housing Payments and the progress of the HAS DPD adoption (see exception reports).**

## 8. **Conclusions**

- 8.1 The results achieved by the end of Quarter 2 2016/17 show that progress continues in all priority areas of the Council Strategy 2015-2019.
- 8.2 Arrangements continue to further focus the resources and approach relating to the 'Supporting Communities' priority. The Corporate Programme Board is coordinating a number of work streams in order to support the delivery of the overarching aim 'An Even More Effective Council'.
- 8.3 Whilst progress is still being made, the cross services team of officers monitoring and searching for solutions on enabling the delivery of 1000 affordable homes by 2020 assessed as unlikely the delivery of this priority within the agreed timescales. However, further solutions being explored include whether the development of affordable homes on Council's own land could be prioritised and also a proposal for joint working with Sovereign Housing Association that has the capacity to realise and additional 40 plus affordable housing units.

- 8.4 Performance results evidence good progress for the delivery of the majority of the core business areas. DTOC (Delayed Transfers of Care rate) from hospitals is negatively impacted by the access to homecare and nursing/residential placements.
- 8.5 Quarter two performance 2016/17 (69% of reported measures rated Green, 13% Amber and 19% Red) was similar to Quarter two in 2015/16 (62% of measures rated Green and 38% Amber).

## **9. Appendices**

- 9.1 Appendix A - Supporting Information



# Key Accountable Measures (KAMs) 2016/17

Update on progress: Quarter 2 YTD (April –September 2016)

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West Berkshire  
C O U N C I L

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## 1. Purpose and Conventions

To provide an update on progress against the council's Key Accountable Measures (KAMs) for 2016/17.

The key measures 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 priorities in the Council Strategy and to the core business 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.

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) (P) indicates that an outturn is an estimate/provisional and will be confirmed during the year.

Where measures 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.

## 2. Comparative Outturns

This will only relate to standardised, nationally reported measures. By default the data is compared to England as a whole. Our relative standing is presented as quartiles (i.e. 4th quartile up to 1st quartile). Where available, this is included against the previous year's outturn. Where a direct, national comparison is not available, this is labelled as 'local'. Because of the timescales involved in central government, compiling, validating and

publishing relative statistics, these are only published 6-12 months in arrears, sometimes longer.

### **3. Measures of Volume**

In addition to the key accountable measures, a number of contextual measures are recorded. These are non-targeted measures, which serve to illustrate the workload in a service, as well as how this may have changed from the previous quarter, or on a like-for like basis, to the same period last year. These are presented in a dashboard in the last section of this report..

#### 4. Overview of Performance

Across this reporting framework as a whole, 44 KAMs are captured, 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.

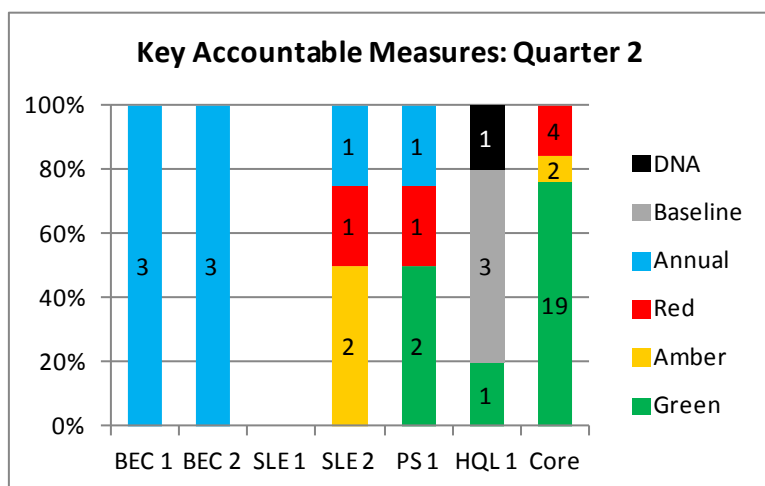
Education operates on an academic year. Therefore, attainment results refer to the 2015/16 academic year, where exams were taken in September 2016.

Of the 44 reported measures, outturns are available for 32.

Therefore, of the measures reported:

- 22 (69%) are reported as ‘green’ – or are on track to be delivered by year end.
- 4 (13%) is reported as ‘amber’ – behind schedule, but expected to be delivered within the year
- 6 (19%) are reported as ‘red’ - not delivered, or not expected to be delivered within the year

Chart 1 below shows outturns by Strategic Priority.



BEC 1 - Improve educational attainment  
 BEC 2 - Close the educational attainment gap  
 SLE 1 - Enable the completion of more affordable housing  
 SLE 2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy  
 PS 1 - Good at safeguarding children and vulnerable adults  
 HQL 1 - Support communities to do more to help themselves  
 Core - Core business

Chart 1

For those measures reported as ‘amber’ or ‘red’, details of the assessment, any remedial action taken and any strategic action required can be viewed in the Exception Reports at the end of section 6.

#### 5. Quarterly service requests for reviews of measures / targets

In 2015/16, a new performance framework was introduced that gave Heads of Service the option to amend their service plans on a quarterly basis in order to ensure they reflect the reality of the service. This would for example include, which measures were still relevant, where they are reported to and any agreed targets. As part of the quarterly reporting, approval for any amendments is sought from the appropriate decision maker e.g. changes to

Key Accountable Measures will need to be approved by Corporate Board and Executive Committee.

**SLE 2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**

**Milestone - Market Street Redevelopment: Submit detailed planning application to WBC Planning Committee**

**REQUEST:** To redefine the target as November 2016 (currently September 2016) as the planning application will be submitted, albeit slightly behind schedule, following additional work by Highways Officers to deliver an improved scheme.

**Core Business - g. Planning and housing**

**Subject to examination, adopt the Site Allocations Development Plan Document (DPD) by December 2016:**

**REQUEST:** To redefine the target as June 2017 (currently December 2016). Following the oral hearings the planning inspector has asked for main modifications which require further public consultation, therefore there is insufficient time to be able to complete the adoption by December 2016.

*(Please refer to the Exception Reports for full details.)*

Exception reports for KSMs by Strategic Priority:

Nick Carter / Kevin Griffin		ICT & Support Services				Q2 2016/17		AMBER	
Indicator Ref: SLE2ict02		Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above							
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	★	★	◆	◆			94%	Higher is better	
Qrtly outturn									
YTD outturn	75%	83%	84%	84.9%					
<b>REASON FOR AMBER:</b>									
Gigaclear have overcome a number of technical challenges and now have a much improved relationship with highways, submitting paperwork on time. They are expanding their network build in more areas and starting catch-up on planned delivery.									
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>									
Issues resolved but currently running 3 months behind schedule with plan in place to catch-up and 100% complete delivery before 31/12/2017.									
<b>STRATEGIC ACTIONS REQUIRED</b>									
None									

Nick Carter		CEO				Q2 2016/17	RED	
Indicator Ref: CEO 1		Milestone - Market Street Redevelopment: Submit detailed planning application to WBC Planning Committee						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	★	■			Sep-16	
Qrtly outturn	-	-						
YTD outturn	-	-	On track	Delayed				
<b>REASON FOR RED:</b>								
Planning Committee date delayed until 23 November as Highway Officers had raised concerns and requested more traffic modelling to be undertaken. This has now been undertaken.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
Traffic modelling has been undertaken and Highways are content the planning application can be fully supported.								
<b>FINANCIAL IMPLICATIONS:</b>								
None								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
None								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
Request to redefine target as the planning application will be submitted, albeit slightly behind schedule, following additional work by Highways Officers to deliver an improved scheme. Suggest November 2016								



Nick Carter		CEO				Q2 2016/17	AMBER	
Indicator Ref		Milestone 1 - London Road Industrial Estate Redevelopment (LRIER) with St. Modwen Plc. Dependent on determination on JR (Aug/Sept 16) - St Modwen to create a business plan and present to the Project Steering Group for approval during Q1 2017						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	🎯	◆			April-17	
Qrtly outturn	-	-	-	-				
YTD outturn	-	-	-	Behind schedule				
<b>REASON FOR AMBER:</b>								
Continued delay due to ongoing court action. The Judicial Review action was won in the high court, however the appellant has sought leave to appeal the decision on the grounds of procurement and this is still pending.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
None								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
None								

Rachael Wardell / Tandra Forster		ASC				Q2 2016/17	RED	
P&S1asc04		% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	■			100 %	Higher is better
Qrtly outturn	3 / 4	3 / 4	4 / 5	4 / 5				
YTD outturn	75%	75%	80 %	80 %				
<p><b>REASON FOR RED:</b> A CQC inspection in 2015 rated Willows Edge as good but highlighted one area, Safe as requiring improvement. This was on the basis that the service was not always safe because there were not always sufficient staff available to meet people's needs. The provider's medicines procedure did not provide guidance to staff on the circumstances when medicines may be given covertly. However, individual guidelines were provided in one case where this might be necessary and appropriate best interests agreements had been obtained. The full report can be found here <a href="http://www.cqc.org.uk/location/1-111590066">http://www.cqc.org.uk/location/1-111590066</a></p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b></p> <p>Willows Edge has worked with the Care Quality team to improve performance, a recent CQ report has evidenced that we now meet CQC requirements. We are currently embedding outcomes, and in 3 months we are confident we will be a good service in all areas.</p> <p><b>FINANCIAL IMPLICATIONS:</b> None</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> KPI now includes Shared Lives and Reablement services for 2016/17.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> Whilst improvements are identified, the CQC do not consider the home is at significant risk and will not prioritise a review. The home will remain categorised as 'requiring improvement' until a further review takes place.</p>								

Rachael Wardell/Mac Heath		Children and Family Services				Q2 2016/17	AMBER	
Indicator Ref: CBac&f10		The number of weeks taken to conclude care proceedings (Children Social Care)						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	◆	◆			<=26	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	31	23	30	30				
<b>REASON FOR AMBER:</b>								
<p>This indicator measures the average number of weeks taken to conclude care proceedings for those concluded year to date. Although the majority of our cases fall within this threshold, there are a minority of cases where long delays have been unavoidable. The average has been pushed up as a result. There is a concern that is impacting on this indicator, that has been flagged at the Local Family Justice Court and is an issue shared by other Berkshire Authorities, as the court timetabling and capacity issues within Reading Court are impacting on cases being heard and delaying legal proceedings. This continues to be raised in meetings with the HoS and the Judiciary.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<p>An additional line has been added to our Internal performance report to allow us to monitor 'month on month' as well as year to date performance.</p> <p>There continues to be discussion at Performance Board to ensure that delays are unavoidable and in the best interests of the child/young person concerned.</p>								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
None required.								

Nick Carter / Sean Anderson		Customer Services				Q2 2016/17	RED	
Indicator Ref: CBdcus01		The average number of days taken to make a full decision on new Benefit claims						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	■			<18.5 days	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	17.86 days	19.04 days	22.8 days	23.14 days				
<p><b>REASON FOR RED:</b> In order to meet immediate (December 2015) budgetary requirements, experienced contractors had their contracts terminated in February 2016. The contractors were initially employed as a temporary resource to enable the Council to avoid potential redundancy costs arising out of the anticipated impact of Universal Credit on the Housing Benefit Caseload. Contractors by their nature come at a significant mark-up compared to their full time equivalent and with Universal Credit now scheduled for full working age implementation by 2020/21 it was cost beneficial to take on full-time staff. Whilst the new staff work up their experience it was known that performance would slip compared to previous years and indeed this has been the case. As we work through the year there is evidence that indicates that turnaround times are improving and whilst it will not be possible to achieve on-target this year it is thought that as long as the establishment remains stable and not withstanding any as yet unforeseen consequences of the welfare reform programme this service should improve next year.</p> <p>As an indication as to where we are in a national context, the recently released performance figures from the DWP place current performance within the national average for quarter 1 of 2016/17.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> Over the coming months, we will improve performance to ensure we achieve the target of &lt;18.5 days during Q4, even though we will not be able to reach this target for the year overall.</p> <p><b>FINANCIAL IMPLICATIONS:</b> Potential loss of Subsidy Grant around 'Local Authority error overpayments' as a result of delays in processing claims, this area is being closely monitored to avoid such an occurrence.</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> Should resources need reviewing in the light of the reduction in Administration Subsidy, performance targets will need to be re-aligned to match the reduced capacity of the service.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> Nothing at this stage but performance targets may need revisiting in light of the comments made above.</p>								

Nick Carter / Sean Anderson		Customer Services				Q2 2016/17	RED	
Indicator Ref: CBdcus01		The average number of days taken to make a full decision on changes in a Benefit claimants circumstances						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	■			<8 days	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	6.18 days	5.85 days	13.31 days	12.16 days				
<p><b>REASON FOR RED:</b> In order to meet immediate (December 2015) budgetary requirements, experienced contractors had their contracts terminated in February 2016. The contractors were initially employed as a temporary resource to enable the Council to avoid potential redundancy costs arising out of the anticipated impact of Universal Credit on the Housing Benefit Caseload. Contractors by their nature come at a significant mark-up compared to their full time equivalent and with Universal Credit now scheduled for full working age implementation by 2020/21 it was cost beneficial to take on full-time staff. Whilst the new staff work up their experience it was known that performance would slip compared to previous years and indeed this has been the case. As we work through the year there is evidence that indicates that turnaround times are improving and whilst it will not be possible to achieve on-target this year it is thought that as long as the establishment remains stable and not withstanding any as yet unforeseen consequences of the welfare reform programme this service should improve next year.</p> <p>As an indication as to where we are in a national context, the recently released performance figures from the DWP place current performance within the national average for quarter 1 of 2016/17.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> Over the coming months, we will improve performance to ensure we achieve the target of &lt;8 days during Q4, even though we will not be able to reach this target for the year overall.</p> <p><b>FINANCIAL IMPLICATIONS:</b> Potential loss of Subsidy Grant around 'Local Authority error overpayments' as a result of delays in processing claims, this area is being closely monitored to avoid such an occurrence.</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> Should resources need reviewing in the light of the reduction in Administration Subsidy, performance targets will need to be re-aligned to match the reduced capacity of the service.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> Nothing at this stage but performance targets may need revisiting in view of the above.</p>								

Rachael Wardell / Tandra Forster		ASC				Q2 2016/17	RED	
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)						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	■	■				
Qrtly outturn	4.5	7.5	16.7	Data due mid-Nov			<4.0	Lower is better
YTD outturn	4.5	7.5	16.7					
<b>REASON FOR RED:</b>								
<p>During the early part of 2016/17 (Q1), as a system we experienced unprecedented demand in A&amp;E, this was highlighted nationally by acute trusts. Increased demand in A&amp;E has meant more pressure for social care to support hospital discharge.</p> <p>The key challenge for West Berkshire remains access to both homecare and nursing/residential placements, which is responsible for 70% of all social care delays. This means we struggle to get a small group of people out of hospitals and their average length of stay stacks up; taken together these represent the most significant cause of delays.</p> <p>We are considering options to look at how we create capacity in the residential/nursing market but this will be challenging particularly from a budget perspective. We will continue to monitor and strive to improve on our performance but there are no easy answers.</p> <p>July/ August are showing an improved performance for delays attributable to ASC. (dropped to 13.8) providing evidence that we have had a greater success at getting people out of hospital.</p> <p><b>National Sept data will not be available until mid November 2016</b></p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b></p> <p>The team have been doing some intensive work to improve discharge arrangements including a weekly systems call. Work continues with North Hants, we now participate in regular systems calls, have met with the CCG lead and are starting to see improvements in the discharge process.</p> <p>7 day working and work through Joint Care Pathway (JCP) scheme continues.</p>								

Building relationships with North Hants and Swindon to improve discharge pathways.

Main challenges continue to be sourcing external care.

DToC continues to be an area that will be targeted through the Better Care Fund (BCF) Plan 2016/17, monitored by Health and Wellbeing Board (H&WB).

**FINANCIAL IMPLICATIONS:** Increased cost in fines attributed to ASC as a result of higher number of delayed bed days.

**SERVICE PLAN UPDATES REQUIRED:** None.

**STRATEGIC ACTIONS REQUIRED:** None

Rachael Wardell / June Graves		Care, Commissioning, Housing and Safeguarding				Q2 2016/17	AMBER	
Indicator Ref: CBgcchs09		Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆			70 %	Higher is better
Qrtly outturn	82 / 95	66 / 68	29 / 50	15 / 24				
YTD outturn	86.3 %	97.1 %	58.0%	62.5%				
<b>REASON FOR AMBER:</b>								
<p>Resources have been reduced - 1FTE post has been reduced to 0.5FTE, post currently vacant.            We have had no DHP officer since the beginning of April 2016. Other staff have therefore been picking up assessments on top of their own current workloads. We have been out to recruitment and did appoint but within a couple of weeks this person successfully applied for a secondment to a full-time role.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<p>We have had no DHP officer since the beginning of April 2016. Other staff have therefore been picking up assessments on top of their own current workloads. We have been out to recruitment and did appoint but within a couple of weeks this person successfully applied for a secondment to a full-time role.</p>								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
None.								



John Ashworth / Gary Lugg		Planning and Countryside				Q2 2016/17	RED	
CBO2pc11		Subject to examination, adopt the Site Allocations Development Plan Document (DPD) by December 2016						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	★	■			Dec 16	-
Qrtly outturn	-	-	-	-				
YTD outturn	-	Behind schedule	On track	Behind schedule				
<b>REASON FOR RED:</b>								
<p>Following the oral hearings into the Housing Site Allocation Development Plan Document (HSA DPD), the planning Inspector has proposed a series of modifications to the plan which need to be consulted on before he issues his final report into the HSA DPD. The council received notification of the modifications in the 3<sup>rd</sup> week of October which the Inspector regarded as main modifications (which require consultation) rather than minor modifications. Consequently there is insufficient time to be able to complete the processes required for adoption of the plan in December.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<p>Having submitted the HSA DPD for examination to the Planning Inspectorate the council has no control over the timing of the Planning Inspector's final report. Officers are working as close as possible with the Inspector to ensure that they can provide answers to any further questions he might have. In addition, Council in December will decide if it wishes to consult on the Examiners proposed modifications to ensure that there is minimal delay resulting from this extra consultation.</p>								
<b>FINANCIAL IMPLICATIONS:</b>								
<p>The slippage of the project should not impact on the budget 2016/17 as the plan should be adopted in June 2017 and the money can clearly be carried forward to pay for the outstanding examination costs already incurred.</p>								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
None.								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
Request to redefine target to June 2017.								

## 7. Performance Outturns by Strategic Priority and Core Business

The main body of the report presents performance outturns by Strategic Priority in detail. Along with a description of the measure, the table also provides:

- *Column 1*: a reference code
- *Column 2*: the title of the measures
- *Column 3-6* previous years' outturns and comparative performance
- *Column 7*: the current year's target
- *Columns 8-9*: quarterly outturn and RAG (red, amber, green) rating
- *Column 10*: supporting commentary or volume data.

## Key Accountable Measures by Priority 2016/17

### BEC 1 - Improve educational attainment

ACADEMIC Year									
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	Target AY 2015/16	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
BEC1edAY06	Yr1 Phonics: Proportion of pupils achieving expected level in Phonics decoding	55%	4th	Due in Jan-17	dna	78%	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Finalised, verified data will be published in Q4
BEC1edAY08	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	-	-	-	dna	Top 25%	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Finalised, verified data will be published in Q4
BEC1edAY09	At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	-	-	-	dna	Top 25%	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Finalised, verified data will be published in Q4

### BEC 2 - Close the educational attainment gap

ACADEMIC Year									
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	Target AY 2015/16	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
BEC2edAY06	Yr1 Phonics: Proportion of pupils eligible for Free School Meals (FSM) achieving expected level in Phonics decoding	55%	4th	Due in Jan-17	dna	59%	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Finalised, verified data will be published in Q4
BEC2edAY07	To improve on 2015 rankings for disadvantaged pupils in KS2 for 2016	-	-	-	dna	Improve	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Finalised, verified data will be published in Q4
BEC2edAY08	To improve on 2015 rankings for disadvantaged pupils in KS4 for 2016	-	-	-	dna	Improve	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Finalised, verified data will be published in Q4

SLE 1 - Enable the completion of more affordable housing

\*NB. No targeted measures have been assigned. Actions are currently being monitored by the Corporate Programme Board. See Measures of Volume for 'No. of affordable housing completions'

SLE 2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
SLE2ht03	Ensure that no more than 5% of the principal road network (A roads) is in need of repair	3%	47/147 2nd	2%	dna	5%	🎯 <b>Annual</b>	🎯 <b>Annual</b>	Reports at Q4
SLE2ict02	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	52,085 (75.5%)	local	57,340 (82.8%)	local	65,287 (94.2%)	🔴 <b>57,859 (83.5%)</b>	🔴 <b>58,832 (84.9%)</b>	See exception report for details.
CEO1	Milestone - Market Street Redevelopment: Submit detailed planning application to WBC Planning Committee	-	-	Complete	local	Sep-16	🟢 <b>On track</b>	🔴 <b>Delayed</b>	See exception report for details. Request to amend target date.
CEO3	Milestone 1 - London Road Industrial Estate Redevelopment (LRIER) with St. Modwen Plc. Dependent on determination on JR (Aug/Sept 16) - St Modwen to create a business plan and present to the Project Steering Group for approval during Q1 2017	-	-	Complete	local	Apr-17	🎯 <b>Annual</b>	🔴 <b>Delayed</b>	See exception report for details.

PS 1 - Good at safeguarding children and vulnerable adults

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
PS1asc03	Maintain % of safeguarding concerns responded to within 24 hours.	91%	local	94%	local	92%	★ 95%	★ 91.4%	Q2: 148 / 167
PS1asc04	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	-	local	75%	local	100%	◆ 80.0%	■ 80.0%	Q2: 4 / 5 See exception report for details.
PS1c&f01	Improved Ofsted rating for Children and Families Service	-	-	Inadequate	-	> previous	◎ Annual	◎ Annual	We are awaiting a re-inspection from Ofsted. This is likely to take place before March 2017.
PS1c&f02	Positive endorsement of progression from Peer Review of Children and Families Service	-	-	-	-	Mar-17	◎ Annual	★ On track	The Safeguarding Peer Review acknowledged a number of positives through their visit and have made recommendations which continue to be progressed through the Children's Services Improvement Programme. A key priority being progressed in the service is 'there should be a focus on always doing the basics well in Children's Social Care rather than trying to deliver everything at the same time and the Team considering that now is a good time to focus on key issues when there is a strong stable workforce and a leadership team that can invoke and lead change.

HQL 1 - Support communities to do more to help themselves

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
HQL1pdcr0	All 6 communities involved in the Building Community Together have developed their community plan	-	-	6	-	-	⚡ 5	⚡ 5	Community conversations are underway in 5 of the 6 areas and local plans are under development. Hungerford and Lambourn's plans have been reported to BWB Board. Greenham will start their community conversation with a physical activities and sports event in March 17 (at the request of the community).
HQL1pdcr0	No of staff and volunteers that received Restorative Practice Training	-	-	859	local	-	⚡ 137	⚡ 155	Q2: 18 YTD: 155 95 have returned for Practice Integration Days.
HQL1pdcr0	No of children and young people that have received Restorative Practice Training	-	-	452	local	-	⚡ 150	⚡ 200	Q2: 50 YTD: 200 50 CYP who have been nominated as Peer Mentors across West Berkshire received input on restorative practices and maintaining or attaining emotional health well-being; at the Peer Mentoring Conference.

HQL 1 - Support communities to do more to help themselves

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
HQL1phwb	Tackle loneliness and social isolation by increasing the number of people who have connected with a service through the village agents volunteer scheme.	-	-	dna	local	120 per Quarter	dna	dna	
HQL1ss03	Provide a range of support and advice to community groups on the development of parish plans, engaging with partners and the community	Achieved	local	Complete	local	Complete	On track	On track	Currently working with 5 communities (Purley, Hamstead Marshall, Enborne, Brightwalton and Thatcham) to refresh their Parish Plans.

Core Business - a. Protecting our children

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBac&f05	To maintain a high percentage of (single) assessments being completed within 45 working days	70%	124 / 152 4th	83%	local	90%	86.6%	93.5%	Q2: 703 / 752
CBac&f10	The number of weeks taken to conclude care proceedings (children social care)	31	local	dna	local	<=26 weeks	30	30	See exception report for details.
CBac&f12	Percentage of Looked After Children with Health Assessments on time	63%	local	98%	local	>90%	92.7%	97.1%	Q2: 99 / 102
CBac&f13	Percentage of Looked After Children with Dental Checks completed on time	68%	local	88%	local	>90%	97.2%	94.3%	Q2: 99 / 105

Core Business - a. Protecting our children

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBac&f14	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	5%	5 / 152 1st	5%	local	<=10%	★ 0.6%	★ 4.7%	Q2: 7 / 149
CBac&f15	% of Leaving Care Clients with Pathway Plans	100%	local	97%	local	>=95%	◆ 96.9%	★ 98.0%	Q2: 99 / 101
CBapdcr06	Child Protection Reviews - held on time	-	-	0.979	-	>=95%	★ 100%	★ 98.7%	Q2: 75 / 76
CBapdcr07	Looked after children cases which were reviewed within required timescales	-	-	0.993	-	>=95%	★ 99.3%	★ 100%	Q2: 144 / 144

Core Business - c. Bin collection and street cleaning

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBccep11	Maintain the proportion of household waste recycled/composted/reused/recovered (Local Indicator)	82%	local	80.3% (E)	local	80%	★ 78.4% (P)	★ 82.1% (E)	Q2: 18,165 / 21,073 YTD: 36,790 / 44,824 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.
CBccep14	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators).	Satisfactory	-	Good	dna	Satisfactory	🎯 Annual	★ Good	



Core Business - d. Providing benefits

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBdcus01	The average number of days taken to make a full decision on new Benefit claims	17.86 days	local	19.04 days	local	<18.5 days	◆ 22.8 days	■ 23.14 days	2015/16 Q2 = 19.09 days See exception report for details.
CBdcus02	The average number of days taken to make a full decision on changes in a Benefit claimants circumstances	6.18 days	local	5.85 days	dna	<8 days	◆ 13.31 days	■ 12.16 days	2015/16 Q2 = 6.48 days See exception report for details.

Core Business - e. Collecting Council Tax and Business rates

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBecus04	The 'in-year' collection rate for Council Tax	98%	dna	99%	dna	99%	★ 30%	★ 57.2%	For comparison: 2015/16 Q2 return = 58%
CBecus05	The 'in-year' collection rate for Business Rates	99%	dna	99%	dna	99%	★ 34%	★ 59.3%	For comparison: 2015/16 Q2 return = 59%

Core Business - f. Ensuring the wellbeing of older people and vulnerable adults

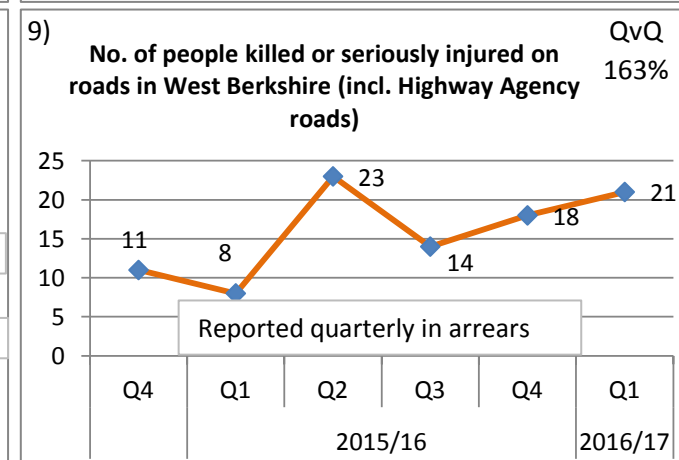
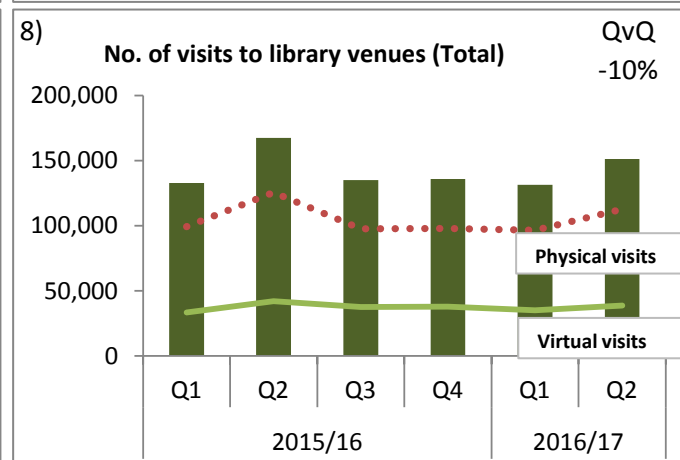
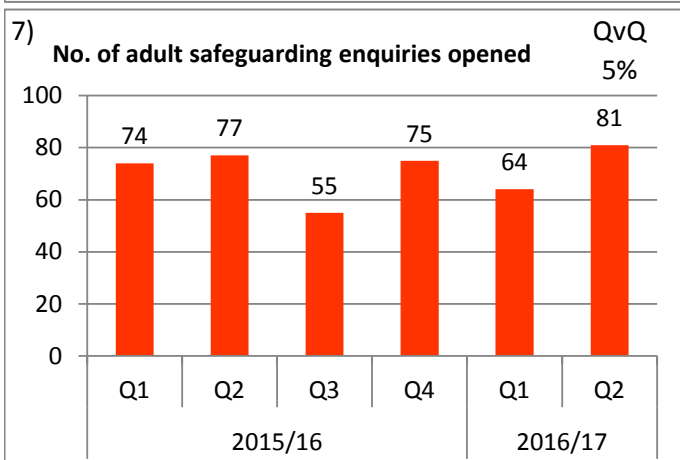
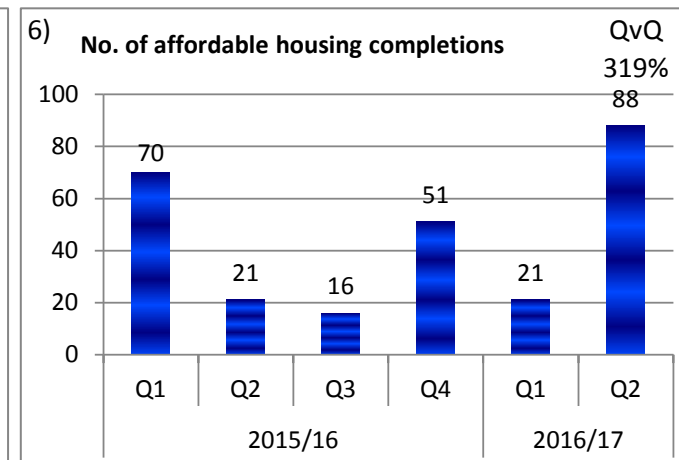
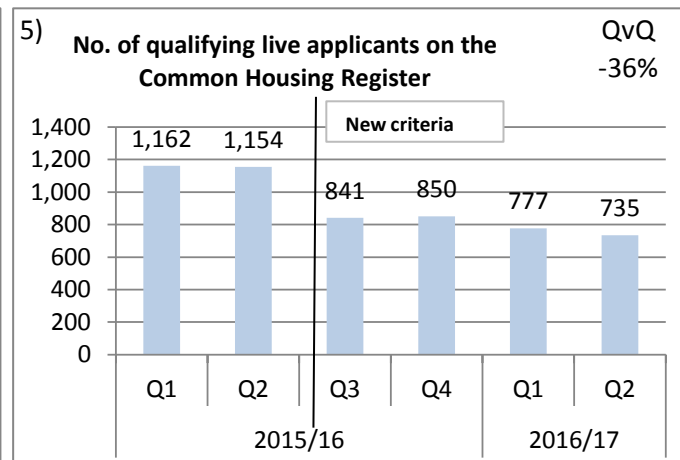
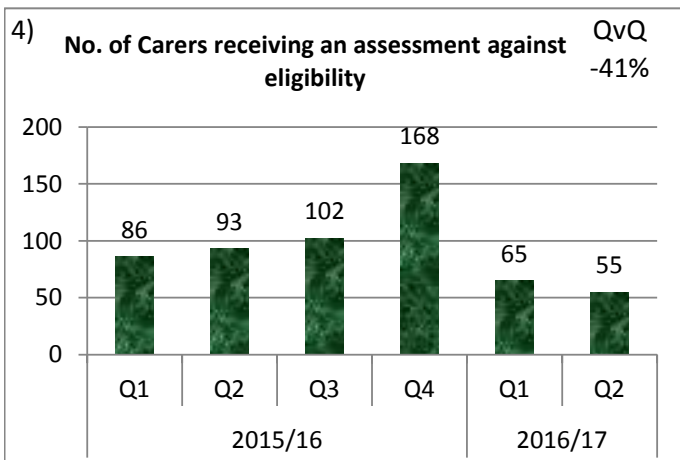
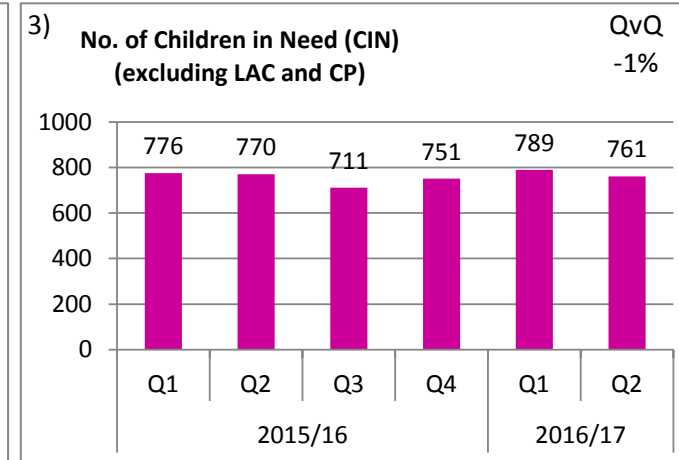
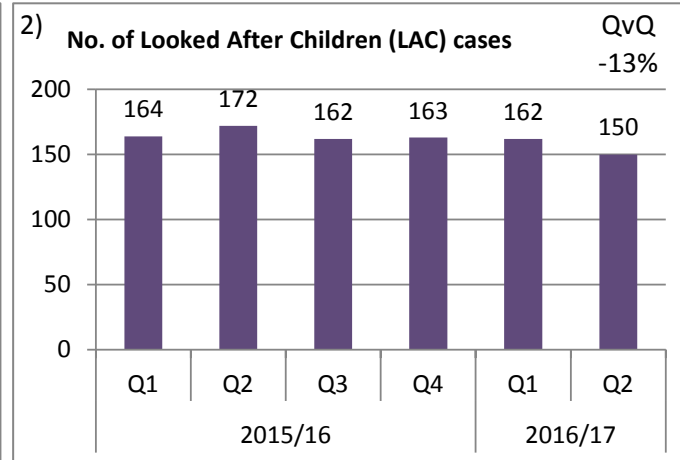
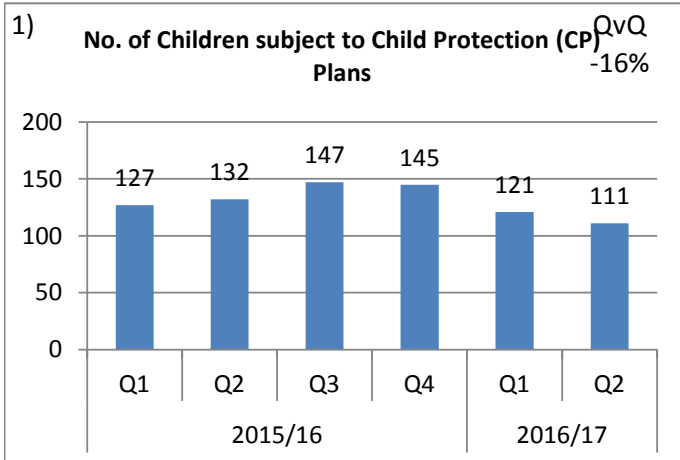
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBfasc06	Proportion of clients with Long Term Service (LTS) receiving a review in the past 12 months	62%	local	95%	local	75%	★ 93.7%	★ 82.9%	Q2: 1,010 / 1,219
CBfasc07	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)	4.5	118 / 152 4th	7.5	127 / 152 4th	4	■ 16.7	■ dna	Confirmed data will be available from mid-November due to 2 month delay of NHS figures used. Q1 data confirmed. See exception report for details.
CBfasc10	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	93%	14 / 151 1st	79%	117 / 152 4th	82%	★ 81.5%	★ 85.3%	
CBfcchs07	Maintain percentage of financial assessments within 3 weeks of referral to the Financial Assessment & Charging Team	99%	local	99%	local	90%	★ 99.5%	★ 99.6%	Q2: 336 / 337 YTD: 741 / 744

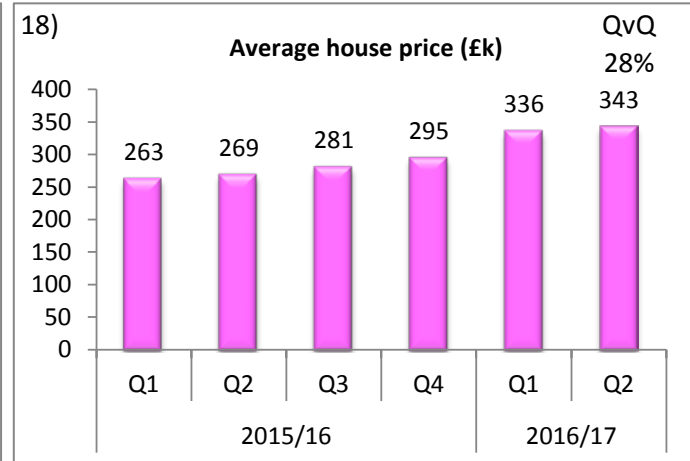
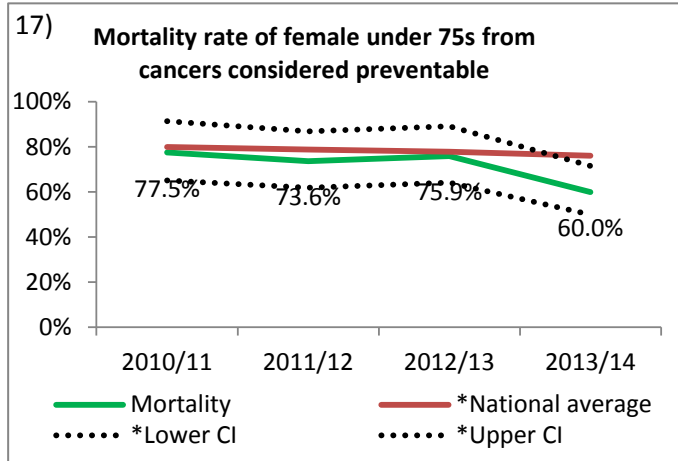
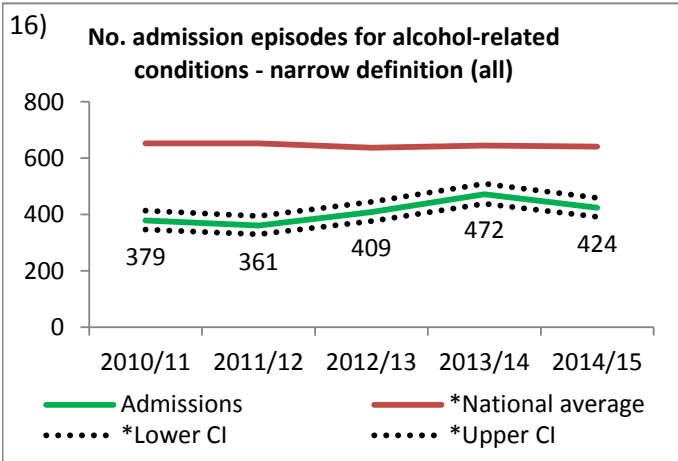
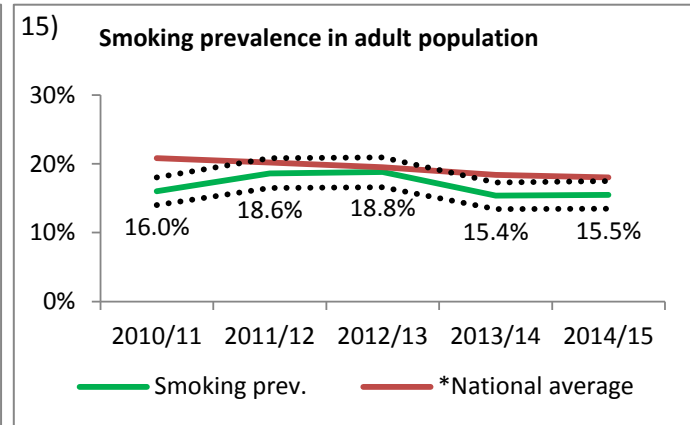
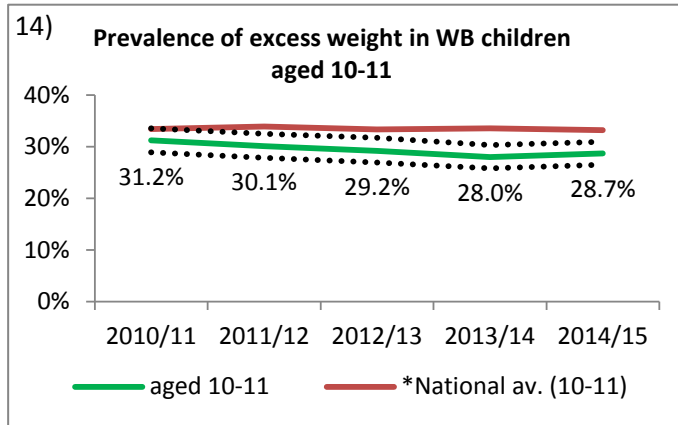
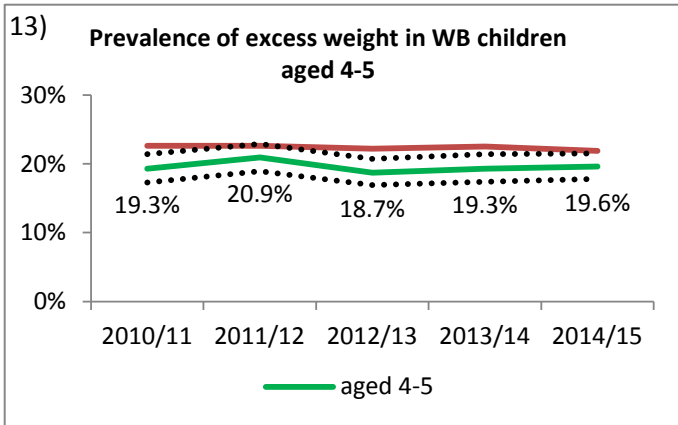
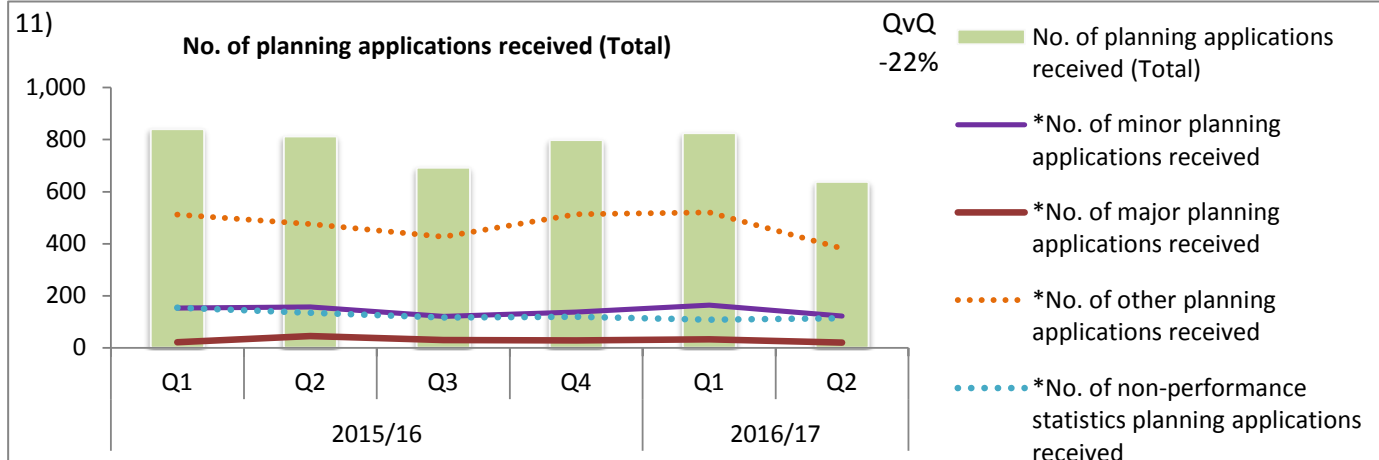
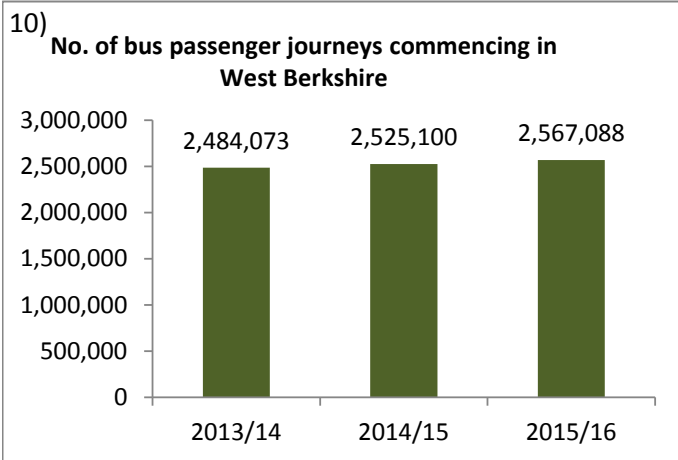
Core Business - g. Planning and housing

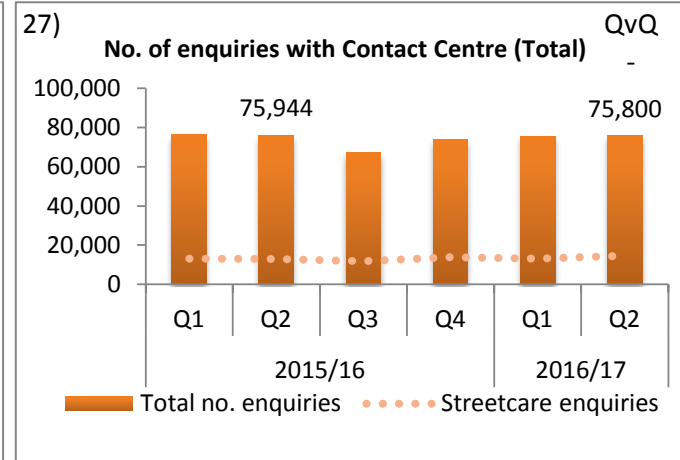
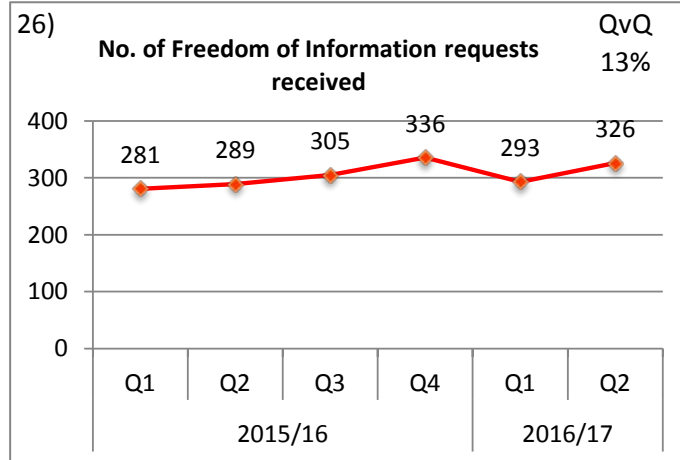
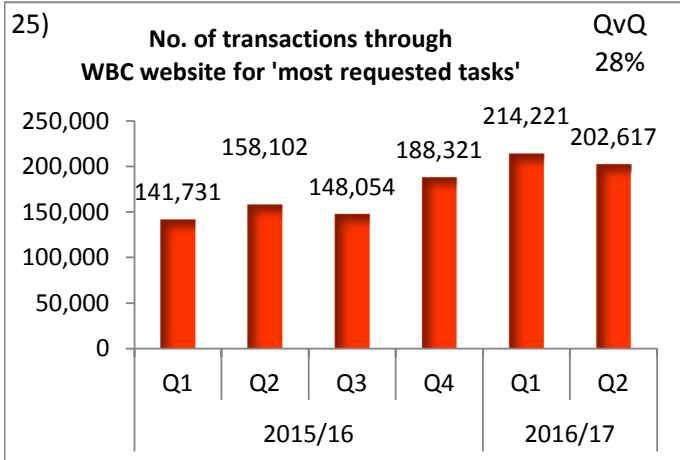
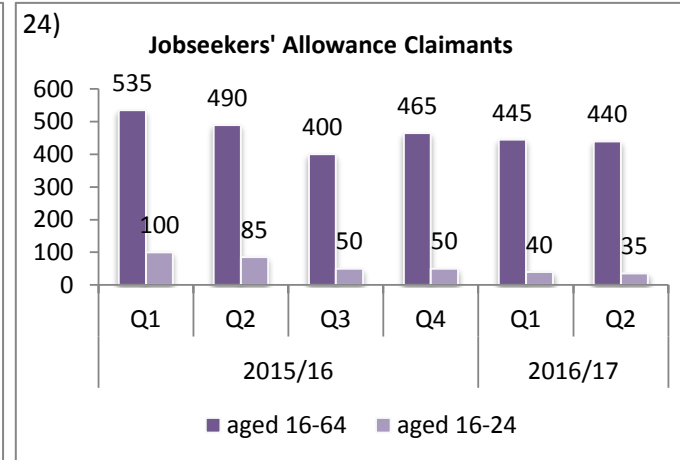
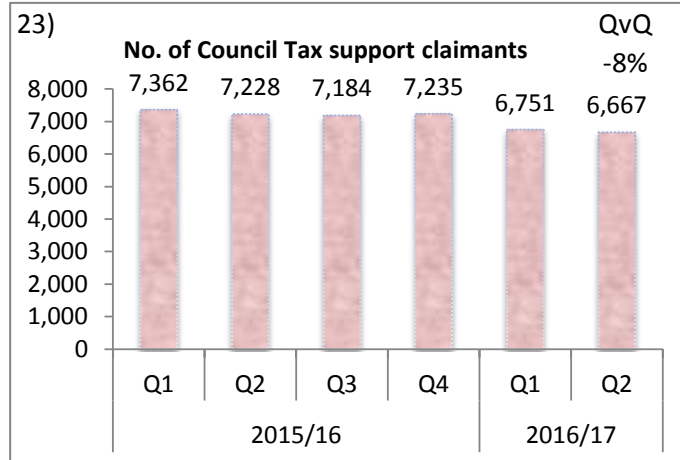
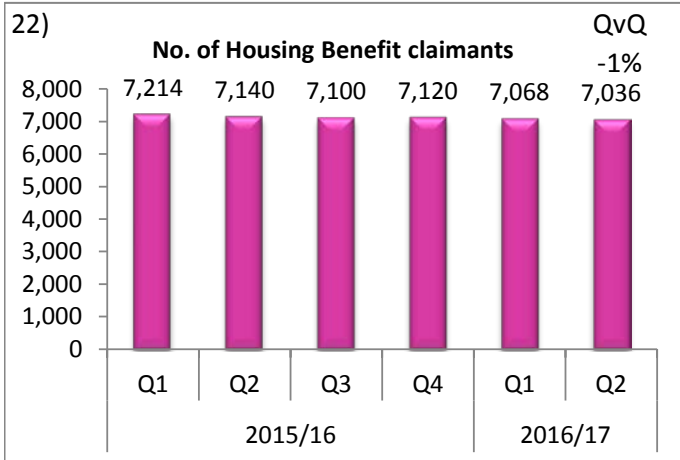
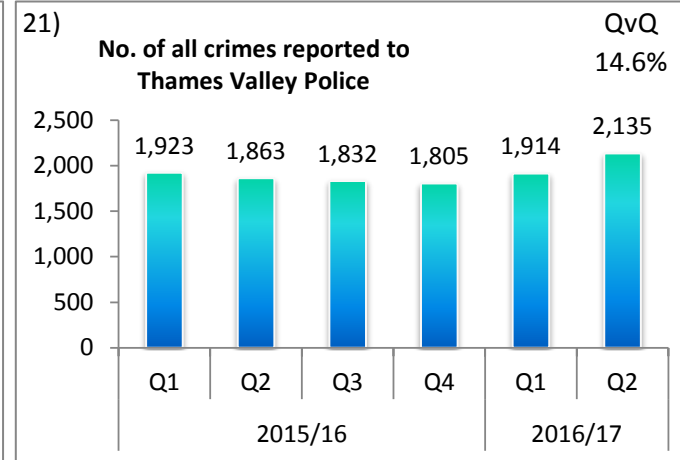
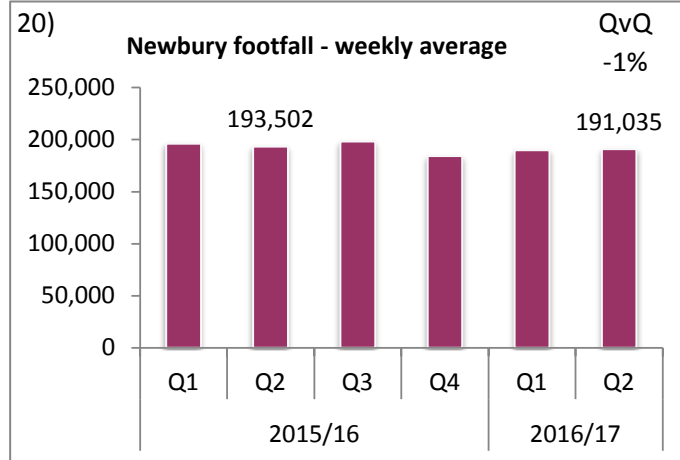
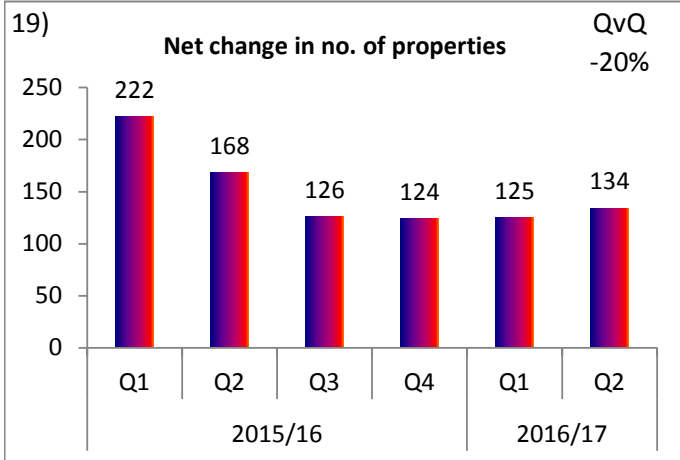
Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBgcchs08	Maintain % of people presenting as homeless where the homelessness has been relieved or prevented	78%	local	79%	local	75%	★ 80.8%	★ 81.8%	Q2: 60 / 72 YTD: 157 / 192

Core Business - g. Planning and housing

Ref	Title	Year end 2014/15	National Rank/Quartile 2014/15	Year end 2015/16	National Rank/Quartile 2015/16	YE target 2016/17	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q2 Comment
CBgcchs09	Maintain % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information	86%	local	97%	local	70%	◆ 58.0%	◆ 62.5%	Q2: 15 / 24 See exception report for details.
CBgcchs10	Approve 95% of high priority Disabled Facilities Grants within 9 weeks of receipt of full grant application	100%	local	97%	local	80%	★ 100%	★ 83.0%	
CBgpc11	Subject to examination, adopt the Site Allocations Development Plan Document (DPD) by December 2016	-	-	Behind schedule	local	Dec-16	★ On track	■ Behind schedule	See exception report for details. Request to redefine target.
CBgpc12	60% of 'major' planning applications determined within 13 weeks or the agreed extended time.	(56/76) 74%	88/125 3rd	(56/70) 80%	72/125 3rd	60%	★ 86.4%	★ 79.1% (E)	Q2: 15 / 21 YTD: 34 / 43
CBgpc13	65% of 'minor' planning applications determined within 8 weeks or the agreed extended time.	(320/446) 72%	73/125 3rd	(298/411) 73%	78/125 3rd	65%	★ 66.4%	★ 71.4% (E)	Q2: 90 / 117 YTD: 177 / 248
CBgpc14	75% of 'other' planning applications determined within 8 weeks or the agreed extended time.	(1146/1427) 80%	29/125 2nd	(1,127/1,274) 89%	32/125 2nd	75%	★ 96.2%	★ 94.0% (E)	Q2: 277 / 303 YTD: 629 / 669







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## Financial Performance Report 2016-17

### Quarter Two

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 December 2016
<b>Portfolio Member:</b>	Councillor Anthony Chadley
<b>Date Portfolio Member agreed report:</b>	01 December 2016
<b>Report Author:</b>	Melanie Ellis
<b>Forward Plan Ref:</b>	EX3136

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#### 1. Purpose of the Report

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

#### 2. Recommendation

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

#### 3. Implications

##### 3.1 Financial:

The current financial forecast is an over spend of £698k against a net revenue budget of £116.8million. The forecast over spend has reduced by £579k compared to the forecast position at Quarter One. The forecast may have an impact on the level of the Council's reserves at year end if savings cannot be made to offset the over spend. Forecast capital spend is £37.4 million against a revised budget of £47.5 million, with £10.05 million now planned to be re-profiled into 2017/18.

##### 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 Not applicable – factual report for information

## 5. Executive Summary

- 5.1 At Quarter Two, the forecast revenue position is an over spend of £698k against a net budget of £116.8m. This is an improved position with a reduction of £579k from the Quarter One forecast over spend.
- 5.2 The Communities Directorate is forecasting an over spend of £634k, against a net revenue budget of £66million. The forecast over spend has decreased by £399k since Quarter One. Adult Social Care is forecasting an over spend position of £451k (a £545k decrease from the Quarter One position) against a net revenue budget of £37.3million. The over spend is as a result of increasing client numbers and increased complexity of need together with an increase in the cost of commissioning services in respect of nursing and residential care. The change in the forecast from Quarter One is the result of fluctuations in new and existing care packages with a number of high cost packages coming to an end during Quarter Two. The Education Service is forecasting a £183k over spend against a net revenue budget of £9.3million. The over spend has been generated through pressure on Home to School Transport budgets (£101k), and the Educational Psychologist Service (£95k). All other services in the directorate are forecasting to budget.
- 5.3 There are two service specific risk reserves for the Communities Directorate; £1.1m for Adult Social Care and £500k for Children and Family Services. The Quarter Two forecasts are before any potential use of one off funding from these risk reserves.
- 5.4 The Environment Directorate is forecasting an under spend of £130k against a net budget of £31million. This has changed from an on line position at Quarter One. The Highways and Transport Service is forecasting an under spend of £97k which is due to increased parking income. The Planning and Countryside Service is forecasting £133k under spend. There is a pressure of £50k in the Local Development Framework due to the additional costs of carrying out the Housing Site Allocation Development Planned Document examination. Development Control income is above target and income carried forward from 2015 for 2016 work has brought the Service in under budget. In the Culture & Environmental Protection Service there is a forecast pressure of £100k largely as a result of income pressures within Activity Team West Berkshire and the Environmental Health Shared Service.
- 5.5 The Resources Directorate is forecasting an over spend of £144k against a net revenue budget of £12.3million. This is a decrease of £70k from the Quarter One forecast over spend. Legal Services is forecasting an over spend of £260k against a net revenue budget of £952k, which remains unchanged from the forecast at Quarter One. The pressure relates to costs arising from the London Road Industrial Estate procurement challenge and fee income pressures within the Service. Some of this pressure may be offset if the Council is successful in reclaiming these costs through the judicial review process. The forecast pressure against Legal Services is being partially offset through a forecast under spend Strategic Support of £72k and minor under spends in other services.
- 5.6 There is one service specific risk reserve allocated to the Resources Directorate: £50k for Legal Services. The Quarter Two forecast is before any potential use of one off funding from this risk reserve.



- 5.7 There is a £50k pressure on Levies and Interest. The pressure is the result of the current low level of interest rates affecting levels of interest earned.
- 5.8 In order to meet the funding available, the 2016-17 revenue budget was built with a £13.9m savings programme. Transitional grant funding of £1.4m and part year funding of £576k has been allocated to the 2016-17 budget, resulting in a net savings programme of £11.9m.
- 5.9 The Council set a revenue budget of £116.8million for 2016-17. In-year budget changes may be approved and the approval limits are set out in the Council's Financial Regulations. There are no budget changes requiring approval at Quarter Two.
- 5.10 Forecast capital spend in the year is currently £37.4 million against a revised budget of £47.5 million with £10.05 million expected to be re-profiled into 2017/18. 58.8% of the 2016/17 capital programme is committed as at the end of Quarter Two.
- 5.11 The amount of capital programme committed by each directorate at the end of Quarter Two is as follows:
- (1) Communities – 39.2%
  - (2) Environment – 81.2%
  - (3) Resources – 40.9%
- 5.12 A breakdown of capital spend and commitments to date is shown in Appendix A (3). The appendix also explains the changes from the original capital programme which was approved by the Council in March 2016.
- 5.13 The Dedicated Schools Grant (DSG) was showing no variances emerging in any of the spending blocks as at the end of August 2016 compared to the budget set. There is a planned over spend on grant income of £697k as per the decision made by the Schools' Forum when the budget was set in March 2016 to allocate out more grant than that expected to enable the continuation of some key high needs services. This decision was taken after consideration of the two year position whereby it was forecast that the 2016/17 overspend can be met from the 2017/18 DSG allocation, assuming costs overall do not significantly increase and our DSG allocation remains at a similar level. There is an additional £303k variance on grant income which is due to the January 2016 early years PVI census returning a lower number than that estimated in the budget. This was notified to the local authority in July and has resulted in a claw back of funding relating to 2015/16 (91k), and a lower estimate of funding for 2016/17.
- 5.14 It is too early in the academic year to assess whether the DSG budget will continue to be on-line. Most funding changes occur in the autumn term, so a clearer picture will emerge by month seven.

## 6. Conclusion

- 6.1 The Council remains in a challenging financial environment, and is faced with delivering savings of £13.9m as well as addressing in year pressures as they arise. The Council is taking steps to maintain financial discipline, ensure that the agreed

savings programme is deliverable and to find additional savings to offset the revenue over spend currently forecast.

## 7. Appendices

Appendix A (1) – Supporting Information

Appendix A (2) – Summary Revenue Forecast Quarter Two 2016/17

Appendix A (3) – Capital Summary Quarter Two 2016/17

Appendix B – Equalities Impact Assessment

## Appendix A

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# Financial Performance Report 2016-17 Quarter Two - Supporting Information

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### 1. Introduction

- 1.1 The financial performance reports provided to Members throughout the financial year are concerned with the under or over spend against the Council's approved budget. The Quarter Two forecast revenue position is an over spend of £698k against a net revenue budget of £116.8million. This is an improved position with a reduction of £579k from the Quarter One forecast over spend, largely in Adult Social Care as a result of fluctuations in new and existing care packages with a number of high cost packages coming to an end during Quarter Two. The revenue forecasts at Quarter Two are before any potential use of one off funding from service specific risk reserves.
- 1.2 Forecast capital spend is £37.4 million against a revised budget of £47.5 million, with £10.05 million now planned to be re-profiled into 2017/18.

### 2. Background to the 2016-17 Budget

- 2.1 In order to meet the funding available, the 2016-17 revenue budget was built with a £13.9m savings programme. Transitional grant funding totalling £1.4m and part year funding of £576k has been allocated to the 2016-17 budget, resulting in a net savings programme of £11.9m.

### 3. Changes to the 2016-17 Budget

- 3.1 The Council set a revenue budget of £116.8million for 2016-17. During the year budget changes may be approved for a number of reasons and the approval limits are set out in the Council's Financial Regulations. Budget increases will be seen when budgets are brought forward from 2015-16 as a result of requests that are approved at year end, after the original budget has been set in early March. These budget changes are submitted to the Finance and Governance Group (FAGG) and must meet certain criteria to be approved. Other reasons for in year budget changes include drawing from reserves to support specific projects or to cover risks that have arisen and have previously been provided for.
- 3.2 Virements requiring approval during Quarter Two: None

### 4. Summary Revenue Forecast

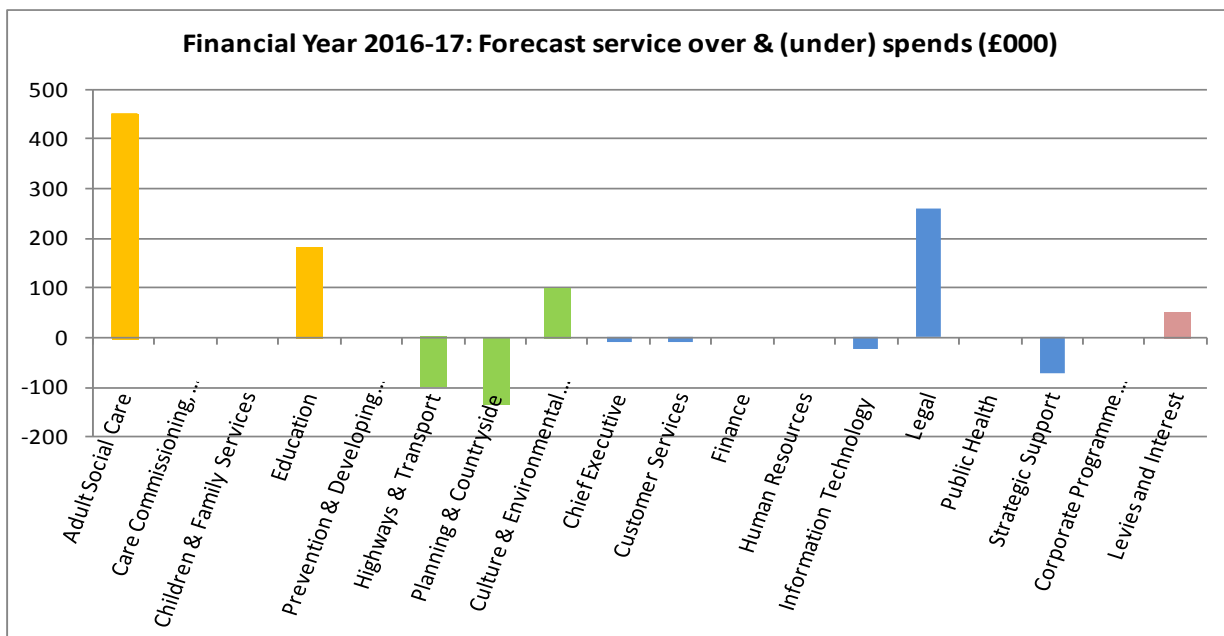
- 4.1 The Directorate forecasts tracked by Quarter are shown in the following table:

Directorate	Current Net Budget	Annual Net Forecast	Forecast (under)/over spend		Change from Last Quarter
			Quarter One	Quarter Two	
	£000	£000	£000	£000	£000
<b>Communities</b>	<b>66,025</b>	<b>66,659</b>	<b>1,033</b>	<b>634</b>	<b>(399)</b>
<b>Environment</b>	<b>31,273</b>	<b>31,143</b>	<b>0</b>	<b>(130)</b>	<b>(130)</b>
<b>Resources</b>	<b>12,323</b>	<b>12,467</b>	<b>214</b>	<b>144</b>	<b>(70)</b>
<b>Levies and Interest</b>	<b>7,195</b>	<b>7,245</b>	<b>30</b>	<b>50</b>	<b>20</b>
<b>Total</b>	<b>116,816</b>	<b>117,514</b>	<b>1,277</b>	<b>698</b>	<b>(579)</b>

NB. Rounding differences may apply to nearest £k

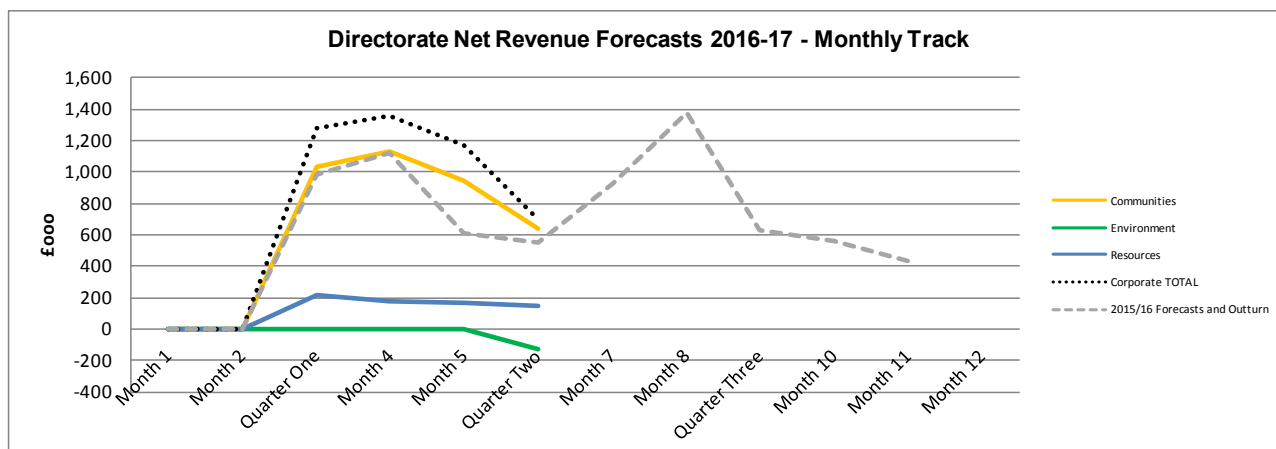
4.2 At Quarter Two the Council's forecast position is an over spend of £698k against a net revenue budget of £116.8million. The services driving the over spend are Adult Social Care (£451k forecast over spend), Legal Services (£260k forecast over spend), Education Services (£183k forecast over spend) and Culture and Environmental Protection (£100k forecast over spend). The cumulative pressure across these services of £994k is being partially offset through forecast under spends for Planning and Countryside (£133k), Highways & Transport (£97k), Strategic Support (£72k) and various other small under spends (44k). Levies and Interest are showing a £50k pressure.

4.3 The forecast Service over/under spends at Quarter Two are shown in the following chart:



The forecast over spend has reduced by £579k compared to the forecast position at Quarter One. Communities have reduced their forecast over spend by £399k as a result of a £545k reduction in the forecast over spend for Adult Social Care and a £37k reduction in the forecast over spend for Children & Family Services offsetting the over spend in Education. The significant reduction in the Adult Social Care forecast over spend is the result of fluctuations in new and existing care packages

with a number of high cost packages coming to an end during Quarter Two. Environment has moved from an on line position at Quarter One to a £130k under spend at Quarter Two. Resources have decreased their over spend from £214k at Quarter One to £144k at Quarter Two. This can be seen in the following chart.



## 5. Communities Directorate Quarter Two Review

5.1 The year to date track of the Communities Directorate forecast revenue position for financial year 2016-17 is shown in the following table:

Communities	Net Budget £000	Forecast (under)/over spend				Change £000
		Quarter One £000	Quarter Two £000	Quarter Three £000	Year End £000	
DSG	(721)	0	0			0
Corporate Director	196	0	0			0
Adult Social Care	37,311	996	451			(545)
Care Commissioning, Housing & Safeguarding	3,891	0	0			0
Children & Family Services	15,160	37	0			(37)
Education	9,318	0	183			183
Prevention and Developing Community Resilience	869	0	0			0
<b>Total</b>	<b>66,025</b>	<b>1,033</b>	<b>634</b>	<b>0</b>	<b>0</b>	<b>(399)</b>

## 5.2 2016-17 Savings Programme

The revenue budget for the Communities Directorate 2016-17 has been built with a savings programme of £7.5m

## 5.3 Review of Revenue Forecast Position as at Quarter Two

The forecast revenue over spend for the Communities Directorate is £634k against a budget of £66million. The forecast over spend has decreased by £399k since Quarter One, which is net of a reduction in the over spends for Adult Social Care (£545k reduction from Quarter One forecasting) and Children & Family Services (£37k reduction from Quarter One forecasting), and Education Services

forecasting a £183k over spend position compared to an online position at Quarter One.

- Adult Social Care is forecasting a year end over spend position of a £451k; a £545k decrease from the Quarter One position. The over spend position is the result of a combination of increasing numbers of clients presenting with eligible needs, alongside an increase in the complexity of need. The increase in demand has coincided with an increase in the cost of commissioning services for nursing and residential care within the current financial year. The reduction in the forecast over spend is the result of fluctuations in new and existing care packages with a number of high cost packages coming to an end during Quarter Two.
- Children & Family Services is forecasting a year end position of online, a £37k decrease from the Quarter One position. The pressure forecast at Quarter One related to the Adoption Panel Joint Arrangement. The £37k pressure has now been mitigated within the service.
- The Education Service is forecasting a year end over spend of £183k; a £183k increase from the Quarter One position. The over spend has been generated through pressure on Home to School Transport budgets (£101k), and the Educational Psychologist Service (£95k). The pressure on the Educational Psychologist service is primarily the result of a Member decision not to go ahead with a proposed redundancy/restructure. The service has generated small levels of in year savings against supplies and services budgets and through holding posts vacant (where possible), to partially offset the pressures identified.
- All other Services within the directorate are forecasting a year end position of online at Quarter Two, which is unchanged from Quarter One.

## 6. Environment Directorate Quarter Two Review

6.1 The year to date track of the Environment Directorate forecast revenue position for financial year 2016-17 is shown in the following table:

Environment	Net Budget	Forecast (under)/over				Change
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Corporate Director	171	0	0	0		0
Highways & Transport	5,955	0	(97)	0		(97)
Planning & Countryside	3,927	(44)	(133)	0		(89)
Culture & Environmental Protection	21,220	44	100	0		56
<b>Total</b>	<b>31,273</b>	<b>0</b>	<b>(130)</b>	<b>0</b>	<b>0</b>	<b>(130)</b>

## 6.2 2016-17 Savings Programme

The Environment Directorate 2016-17 revenue budget was built with a savings programme of £4.47m

## 6.3 Review of Revenue Forecast Position as at Quarter Two

The Directorate is currently forecasting an under spend of £130k.

- (1) Highways and Transport is forecasting an under spend of £97k which is due to increased parking income.
- (2) The Planning and Countryside is forecasting £133k under spend. There is a pressure of £50k in the Local Development Framework due to the additional costs of carrying out the Housing Site Allocation Development Planned Document examination. Development Control income is above target and income carried forward from 2015 for 2016 work has brought the Service in under budget.
- (3) In Culture & Environmental Protection, there are income pressures within Activity Team West Berkshire and the Environmental Health Shared Service which have been mitigated within the Directorate as detailed above.

## 7. Resources Directorate Quarter Two Review

7.1 The year to date track of the Resources Directorate forecast revenue position for financial year 2016-17 is shown in the following table:

Resources	Net Budget	Forecast (under)/over spend				Change
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Chief Executive	521	0	(10)			(10)
Customer Services	1,949	0	(10)			(10)
Finance	2,062	0	0			0
Human Resources	981	0	0			0
ICT and Corporate Support	2,597	0	(24)			(24)
Legal	952	259	260			1
Public Health	192	0	0			0
Strategic Support	2,934	(45)	(72)			(27)
Corporate Programme Management	135	0	0			0
	<b>12,323</b>	<b>214</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>(70)</b>

## 7.2 2016-17 Savings Programme

The Resources Directorate 2016-17 revenue budget was built with a savings programme of £1.96m.



### 7.3 Review of Revenue Position as at Quarter Two

The forecast Revenue position for the Resources Directorate is an over spend of £144k which equates to 1.2% of the overall budget.

(1) Legal Services is reporting a forecast of £260k over spend at Quarter Two. This is primarily due to the following:

- London Road Industrial Estate procurement challenge costs are estimated to be in the region of £230k for 2016 together with four Planning Inquiries which are estimated to cost a further £46k.
- The forecast income is currently showing a £48k pressure against budget, some of which has been mitigated by a reduced salary cost due to delays in recruiting.

(2) Public Health is forecasting to budget within the Public Health ring fenced grant, any under spend will be transferred to the Public Health Reserve in accordance with the grant conditions.

(3) Strategic Support is forecasting an under spend of £72k at Quarter Two. This is mainly due to:

- ICT maintenance savings within the Performance Team as a result of cancellation of modules which are no longer required together with a one off saving due to a contribution from Education Services (£20k) towards the Education IT system.
- A refund from Sovereign Housing for unused grant contributions to the Neighbourhood Warden Scheme which have accumulated over a number of years and will no longer be required due to the closure of the scheme (£50k).

(4) The Chief Executive Service is showing an under spend of £10k arising from salary savings and Newbury 2025 expenditure which will be met from Capital rather than Revenue.

(5) Customer Services are showing a £10k relating to the forecast of superannuation costs within the Joint Arrangement.

(6) ICT and Corporate Support is currently forecasting an under spend of £24k primarily from a programme of renegotiating contracts and reducing maintenance where possible.

All other Services are forecasting to budget.

## 8. Levies and Interest Quarter Two Review

8.1 Income on interest on investments is currently forecast to be £50k below target because of the low level of interest rates currently available in the market and a lower cash fund balance in the current year because of use of balances in 2015/16. The forecast shortfall in income has increased by £20,000 since Quarter One



because of the reduction in the Bank of England Base rate from 0.5% to 0.25% in July 2016.

## 9. Capital – Quarter Two Review

Capital	2016/17 Original Capital Programme	2016/17 Revised Capital Programme	Amount spent/ committed to 30/9/16	Forecast spend in year	Forecast (under) over spend in year
	£000	£000	£000	£000	£000
Communities	18,325	22,415	8,792	14,767	(7,648)
Environment	17,555	22,009	17,880	19,864	(2,145)
Resources	2,517	3,031	1,241	2,776	(255)
<b>Total all services</b>	<b>38,397</b>	<b>47,455</b>	<b>27,913</b>	<b>37,407</b>	<b>(10,048)</b>

9.1 Forecast capital spend in the year is currently £37.4 million against a revised budget of £47.5 million with £10.05 million expected to be re-profiled into 2017/18. 58.8% of the 2016/17 capital programme is committed as at the end of Quarter Two.

9.2 A breakdown of capital spend and commitments to date is shown in Appendix A (3). The appendix also explains the changes from the original capital programme which was approved by the Council in March 2016. The changes mainly consist of:

- budgets which were unspent at the end of 2015/16 which have been brought forward to 2016/17 to enable the continuation/completion of schemes already underway;
- additional capital funding from government grants and S106 contributions which have been allocated since March 2016;
- other increases to capital budgets, to be funded from other external income or borrowing to be financed from additional revenue income, which have been approved by Executive.

9.3 Communities Directorate – 39.2% of the programme is committed at the end of Quarter Two.

- In Adult Social Care, work is underway to provide the locality teams with the means to deliver the New Ways of Working, and to improve co-working with our NHS colleagues. Budgets have also been re-prioritised to provide funds to improve the quality and capacity of the Council's care homes, with a view to reducing pressure on commissioned services. £300k of the current year budget for equipment for telecare and implementation of the Care Act is now expected to be spent in 2017/18.
- The Care Commissioning, Housing and Safeguarding (CCHS) service is in the process of recruiting additional occupational therapists funded from the Disabled Facilities grant budget, to help speed up the processing of claims. The service also aims to acquire 21 additional units of temporary accommodation to replace those which are due to be lost through redevelopment. These will be funded from the additional £3m budget for the current year which was approved by the Executive in July, financed from additional rental income. £2m of this budget is expected to be spent

in 2016/17 and £1m in 2017/18. Decanting of residents of the Four Houses Corner Gypsy and Traveller site is planned to proceed over the next six months and redevelopment of the site is expected to be completed over the following eighteen months. £1.2m of the current year budget for this project is now expected to be spent in 2017/18.

- In Children's Services the Multi Agency Service Hub (MASH) is now in place in West Street House and the TriX system to provide complete, up to date and centralised information policies and procedures to all staff is now fully implemented.
- In Education Services delays are still being experienced on two of the major schools schemes in the 2016/17 programme:
  - Theale Primary school – The Service plans to proceed with compulsory purchase of the site earmarked for the new school, which will mean that the new school building will not be able to provide places until September 2019 at the earliest.
  - Highwood Copse – As a result of continuing negotiations with Newbury College over the purchase of land for access to the site, it is now planned to delay opening of the new school until September 2018. Temporary arrangements are being made at Fir Tree Primary school to meet additional demand for places in September 2017 and an alternative solution to the primary basic need pressures in Newbury is also being investigated to allow for the possibility that the access and cost issues surrounding Highwood Copse cannot be satisfactorily resolved.

The Continued delays to these schemes have contributed to an increase in the amount of spend on the Education programme to be delayed until 2017/18 forecast underspend from £5.8m at Quarter One to £6.1m at Quarter Two.

9.4 Environment Directorate – 81.2% of the programme is committed at the end of Quarter Two.

- In Culture and Environmental Protection, funding has been agreed with the Heritage Lottery Fund and work is underway to complete the final stage of fitting out of the West Berkshire Museum.
- In Highways & Transport, the majority of schemes are progressing well, but the start of works on the Tull Way Attenuation Pond has been delayed due to the recent wet weather, and work on the Kings Road Link is dependent on the redevelopment of the Sterling Cables site which has yet to commence. £2.125m in respect of these two schemes and for footway improvements at Paices Hill is now expected to be delayed until 2017/18. In addition the Environment Agency has withdrawn £220k funding for flood alleviation in Great Shefford, pending a further review of their approach to flood alleviation in that area.
- In Planning and Countryside the main focus of the programme for this year is the management of the Ridgeway trail. The open spaces team are also working to spend S106 funds on improvements to open spaces.

9.5 Resources Directorate – 40.9% of the programme is committed at the end of Quarter Two.

- Progress of the London Road Industrial Estate redevelopment is still delayed because of a possible appeal in respect of the legal challenge to the scheme, but work is expected to restart later in the year.
- In ICT the first stage of phase 2 of the project to extend Superfast Broadband to the rural areas of West Berkshire is nearly complete. Payment for this stage, of approximately £700k, is expected to be made in December 2016 and will be fully covered by government grant. The current year budget for the scheme will be adjusted to reflect external funding to be received in 2016/17, while West Berkshire Council's contribution of £1.48m is now expected to be spent in 2017/18.
- Funds have been reallocated within the overall capital programme to enable Customer Services to upgrade of the Qmatic system helps manage and monitor queues in Council's reception area and also to enable improvements to the Council's HR/Payroll system.

## 10. Dedicated Schools Grant (DSG)

10.1 As at the end of August 2016 there were no variances emerging in any of the spending blocks compared to the budget set. There is a planned over spend on grant income of £697k as per the decision made by the Schools' Forum when the budget was set in March 2016 to allocate out more grant than that expected to enable the continuation of some key high needs services. This decision was taken after consideration of the two year position whereby it was forecast that the 2016/17 overspend can be met from the 2017/18 DSG allocation, assuming costs overall do not significantly increase and our DSG allocation remains at a similar level. There is an additional £303k variance on grant income which is due to the January 2016 early years PVI census returning a lower number than that estimated in the budget. This was notified to the local authority in July and has resulted in a claw back of funding relating to 2015/16 (91k), and a lower estimate of funding for 2016/17.

10.2 It is too early in the academic year to assess whether the DSG budget will continue to be on-line. Most funding changes occur in the autumn term, so a clearer picture will emerge by month seven.

## 11. Options for Consideration

Not applicable – factual report for information

## 12. Proposals

Not applicable – factual report for information

## 13. Conclusion

13.1 At Quarter Two the Council's forecast position is a revenue over spend of £698k against a net revenue budget of £116.8million. The Council remains in a challenging financial environment, and is faced with delivering savings of £13.9m.

The Council is taking steps to maintain financial discipline and ensure that savings are deliverable.

## 14. Consultation and Engagement

Nick Carter – Chief Executive, John Ashworth – Director, Rachael Wardell - Director

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### 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:

Name: Andy Walker  
Job Title: Head of Finance  
Tel No: 01635 519433  
E-mail Address: [awalker@westberks.gov.uk](mailto:awalker@westberks.gov.uk)

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## Appendix A (2)

# Summary Revenue Forecast – Quarter Two 2016-17

	Budget		Forecasted Performance						
	Original Budget for 2016/17 £	Revised Budget for 2016/17 £	Expenditure			Income			Net
			Annual Expenditure Budget for 2016/17 £	Annual Expenditure Forecast for 2016/17 £	Expenditure Variance for 2016/17 £	Annual Income Budget for 2016/17 £	Annual Income Forecast for 2016/17 £	Income Variance for 2016/17 £	Net Variance £
Education (DSG Funded)	-720,890	-720,890	96,473,200	96,769,100	295,900	-97,194,090	-97,489,990	-295,900	0
Corporate Director - Communities	196,100	196,100	196,100	261,950	65,850	0	-65,850	-65,850	0
Adult Social Care	34,934,090	37,311,380	49,896,340	51,368,280	1,471,940	-12,584,960	-13,605,440	-1,020,480	451,460
Care Commissioning, Housing & Safeguarding	4,325,450	3,890,730	10,864,460	11,065,900	201,440	-6,973,730	-7,175,170	-201,440	0
Childrens Services	15,045,770	15,159,800	15,835,610	16,086,210	250,600	-675,810	-926,410	-250,600	0
Education	9,086,000	9,318,360	12,486,340	12,506,680	20,340	-3,167,980	-3,005,320	162,660	183,000
Prevention and Developing Community Resilience	719,910	869,240	1,315,280	1,186,760	-128,520	-446,040	-317,520	128,520	0
<b>Communities</b>	<b>63,586,430</b>	<b>66,024,720</b>	<b>187,067,330</b>	<b>189,244,880</b>	<b>2,177,550</b>	<b>-121,042,610</b>	<b>-122,585,700</b>	<b>-1,543,090</b>	<b>634,460</b>
Corporate Director - Environment	170,930	170,930	170,930	170,930	0	0	0	0	0
Highways & Transport	5,534,540	5,955,110	11,219,010	11,418,080	199,070	-5,263,900	-5,560,400	-296,500	-97,430
Planning & Countryside	3,675,880	3,926,970	5,444,360	5,511,340	66,980	-1,517,390	-1,717,370	-199,980	-133,000
Culture & Environmental Protection	21,256,250	21,220,230	27,673,790	27,544,440	-129,350	-6,453,560	-6,224,120	229,440	100,090
<b>Environment</b>	<b>30,637,600</b>	<b>31,273,240</b>	<b>44,508,090</b>	<b>44,644,790</b>	<b>136,700</b>	<b>-13,234,850</b>	<b>-13,501,890</b>	<b>-267,040</b>	<b>-130,340</b>
Chief Executive	520,920	520,920	520,920	510,900	-10,020	0	0	0	-10,020
Customer Services	1,892,770	1,949,280	40,868,500	40,977,950	109,450	-38,919,220	-39,038,670	-119,450	-10,000
Finance	2,116,340	2,062,040	3,580,830	3,564,970	-15,860	-1,518,790	-1,502,930	15,860	0
Human Resources	976,980	980,680	1,318,470	1,326,890	8,420	-337,790	-346,210	-8,420	0
ICT & Corporate Support	2,547,010	2,597,010	3,490,180	3,441,450	-48,730	-893,170	-868,230	24,940	-23,790
Legal Services	946,570	951,920	1,122,450	1,331,580	209,130	-170,530	-119,660	50,870	260,000
Public Health & Wellbeing	-80,000	191,870	6,381,270	6,381,270	0	-6,189,400	-6,189,400	0	0
Strategic Support	2,959,420	2,934,420	3,281,100	3,242,100	-39,000	-346,680	-379,680	-33,000	-72,000
Corporate Programme Management	130,930	134,930	134,930	134,930	0	0	0	0	0
<b>Resources</b>	<b>12,010,940</b>	<b>12,323,070</b>	<b>60,698,650</b>	<b>60,912,040</b>	<b>213,390</b>	<b>-48,375,580</b>	<b>-48,444,780</b>	<b>-69,200</b>	<b>144,190</b>
Movement Through Reserves	-117,000	-2,656,560	-2,656,560	-2,656,560	0	0	0	0	0
Capital Financing & Management	9,274,460	9,290,960	9,694,810	9,716,110	21,300	-403,850	-375,150	28,700	50,000
Risk Management	1,424,050	561,050	561,050	561,050	0	0	0	0	0
<b>Capital Financing and Risk Management</b>	<b>10,581,510</b>	<b>7,195,450</b>	<b>7,599,300</b>	<b>7,620,600</b>	<b>21,300</b>	<b>-403,850</b>	<b>-375,150</b>	<b>28,700</b>	<b>50,000</b>
<b>Total</b>	<b>116,816,480</b>	<b>116,816,480</b>	<b>299,873,370</b>	<b>302,422,310</b>	<b>2,548,940</b>	<b>-183,056,890</b>	<b>-184,907,520</b>	<b>-1,850,630</b>	<b>698,310</b>

## Appendix A (3)

### Summary Capital Forecast – Quarter Two 2016-17

#### *Summary of Budget Changes, Spend and Commitments by Service*

Service Area	Original Budget 2016/17	15/16 Slippage	Other Agreed Changes to 2016/17 Budget (2)	Revised Budget for 2016/17 (1)	Expenditure to date	Revised Budget not yet spent	Committed to date (order placed, not yet paid)	Revised Budget not yet committed
	£	£	£	£	£	£	%	£
<b>COMMUNITIES DIRECTORATE</b>								
Adult Social Care	888,360	359,650	0	1,248,010	81,499	93.5%	64,542	88.3%
Care Commissioning, Housing & Safeguarding	2,593,500	1,238,110	1,925,450	5,757,060	872,539	84.8%	170,990	81.9%
Children's Services	20,000	35,960	(21,500)	34,460	13,750	60.1%	-	60.1%
Education Services	14,823,010	273,970	278,500	15,375,480	5,252,570	65.8%	2,336,666	50.6%
<b>Total for Communities Directorate</b>	<b>18,324,870</b>	<b>1,907,690</b>	<b>2,182,450</b>	<b>22,415,010</b>	<b>6,220,357</b>	<b>72.2%</b>	<b>2,572,198</b>	<b>60.8%</b>
<b>ENVIRONMENT DIRECTORATE</b>								
Culture & Environmental Protection (CEP)	456,450	787,890	14,210	1,258,550	120,466	90.4%	89,654	83.3%
Highways & Transport	16,735,670	1,661,070	1,811,490	20,208,230	12,625,457	37.5%	4,813,947	13.7%
Planning & Countryside	362,630	178,850	0	541,480	167,115	69.1%	62,847	57.5%
<b>Total for Environment Directorate</b>	<b>17,554,750</b>	<b>2,627,810</b>	<b>1,825,700</b>	<b>22,008,260</b>	<b>12,913,038</b>	<b>41.3%</b>	<b>4,966,449</b>	<b>18.8%</b>
<b>RESOURCES DIRECTORATE</b>								
Chief Exec	45,000	8,090	0	53,090	1,888	96.4%	-	96.4%
Finance	25,000	23,970	(34,740)	14,230	115,625	-712.5%	2,826	-732.4%
ICT and Corporate Support	2,296,090	294,300	22,430	2,612,820	946,350	63.8%	77,691	60.8%
Legal Services	0	1,930	0	1,930	2,174	-12.6%	0	-12.6%
Strategic Support	151,000	155,160	3,830	309,990	83,096	73.2%	0	73.2%
Customer Services	0	(33,730)	73,030	39,300	0	100.0%	11,001	72.0%
<b>Total for Resource Directorate</b>	<b>2,517,090</b>	<b>449,720</b>	<b>64,550</b>	<b>3,031,360</b>	<b>1,149,133</b>	<b>62.1%</b>	<b>91,518</b>	<b>59.1%</b>
<b>Totals</b>	<b>38,396,710</b>	<b>4,985,220</b>	<b>4,072,700</b>	<b>47,454,630</b>	<b>20,282,528</b>	<b>57.3%</b>	<b>7,630,165</b>	<b>41.2%</b>

(1) Revised budget includes additional grants and contributions received and/or allocated in 2016/17, less funds reprofiled into 2017/18

**(2) Explanation of Other Changes Agreed to 2016/17 Budget**

	£	Approved by
<b>COMMUNITIES DIRECTORATE</b>		
<i><b>CCHS:</b></i>		
2015/16 underspend on Home Repair Assistance Grant transferred to corporate allocation	(74,550)	CSG 24-5-16
Additional budget to increase supply of Temporary Accommodation (remaining £1m to be spent in 17/18)	2,000,000	Executive 28-7-16
<i><b>Childrens Services:</b></i> - MASH budget transferred to property services	(21,500)	CSG 24-5-16
<i><b>Education Services:</b></i>		
MASH budget transferred from Childrens Services	21,500	CSG 24-5-16
Transfer from Corporate Allocation to Property Services for Corporate Furniture budget	15,000	CSG 24-5-16
Allocation of addition Maintenance Grant from the Department for Education	242,000	CSG 18-7-16
	<b>2,182,450</b>	
<b>ENVIRONMENT DIRECTORATE</b>		
<i><b>Highways:</b></i>		
Additional budget for purchase of land for LRIE access	1,111,000	Executive 24-3-16
Minibuses to replace subsidised bus services funded from revenue and S106	204,000	CSG 18-7-16
Additional Highways maintenance grants	459,000	CSG 18-7-16
Installation of LED Lighting in Northcroft Multi Storey Car Park funded from revenue savings	37,490	Finance Manager & HoS
<i><b>CEP:</b></i> external funding for electric vehicle charge points for Environmental Health and Licensing pool cars	14,210	Finance Manager & HoS
	<b>1,825,700</b>	
<b>RESOURCES DIRECTORATE</b>		
<i><b>Finance:</b></i>		
Transfers from Corporate Allocation to fund items listed above	(109,290)	CSG 24-5-16
2015/16 underspend on Home Repair Assistance Grant (CCHS) transferred to corporate allocation	74,550	CSG 24-5-16
<i><b>ICT:</b></i> Transfer from Corporate Allocation for replacement of Capital One Server	22,430	CSG 24-5-16
<i><b>Strategic Support:</b></i>		
Contribution from corporate allocation to fund Newbury CCTV	13,830	CSG 24-5-16
Contribution from S106 to fund newbury CCTV	5,000	CSG 24-5-16
transfer from Parish Planning budget to Corporate Allocation to Fund corporate furniture replacement	(15,000)	CSG 24-5-16
<i><b>Customer Services:</b></i>		
Transfer from corporate allocation fo cover 2015/16 overspend on Agresso ERM project	33,730	CSG 24-5-16
Transfer from corporate allocation for upgrade of Qmatic system]	13,250	CSG 18-7-16
Transfer from corporate allocation for 2016/17 costs of new HR Payroll system	26,050	CSG 22-9-16
	<b>64,550</b>	
<b>Totals</b>	<b>4,072,700</b>	

# Appendix B

## Equality Impact Assessment

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



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## Birchwood Care Home - Options for future delivery

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	22 December 2016
<b>Portfolio Member:</b>	Councillor Rick Jones
<b>Date Portfolio Member agreed report:</b>	07 November 2016
<b>Report Author:</b>	Tandra Forster
<b>Forward Plan Ref:</b>	EX3201

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### 1. Purpose of the Report

- 1.1 To outline options for the provision of care at Birchwood Care home and seek approval of the preferred option.

### 2. Recommendations

- 2.1 That Birchwood Care Home is taken in-house and delivered directly by the Council.

### 3. Implications

- 3.1 **Financial:** Refer to Part II
- 3.2 **Policy:**
- 3.3 **Personnel:** Refer to Part II
- 3.4 **Legal:**
- 3.5 **Risk Management:**
- 3.6 **Property:**
- 3.7 **Other:**

### 4. Other options considered

- 4.1 There are three options for consideration:
- (1) Bring the care service in house to be delivered by ASC provider services
  - (2) Tender for a new contract with third party provider.
  - (3) Extend the current contract with Care UK for a further three years.

All options are explored in detail in the report.

## 5. Executive Summary

- 5.1 Birchwood Care Home is a 60 bed home located between Newbury and Thatcham. A2Dominion hold the lease of the building.
- 5.2 The contract for care is delivered by Care UK and the original 10 year contract term is due to run out on 1st April 2017. There is an option of a three year extension at increased costs.

## 6. Preferred option: bring the Service In-House to be managed by ASC Provider Services

### Market conditions

- 6.1 The Care Act 2014 introduced a new duty on local authorities to facilitate a vibrant, diverse and sustainable market for high quality care and support in their area.
- 6.2 The economic climate means that this role has become increasingly difficult; indeed a report published mid-November highlighted that 4 out of 5 local authorities report having significant capacity challenges in the independent care market.
- 6.3 Our local market mirrors the national picture and is impacting our ability to support people quickly, particularly with hospital discharge. We have a much more challenging position in relation to delayed transfers of care (bed blocking) than in previous years.

### Strategic direction

- 6.4 Historically, the Council has been committed to commissioning the majority of its care provision from the independent market. Changes in market conditions outlined above means we have had to think again as choice has become limited and the market more volatile.
- 6.5 We believe that having a mixed market will enable us to provide choice, influence price and create some stability.
- 6.6 We also want to create a more flexible workforce, delivering the service in-house means that staff can work across the four homes.

### Current position and challenge

- 6.7 The Service preference is to let the existing contract with Care UK lapse and bring the service in house. This will allow us to have more control and ensure adequate capacity.
- 6.8 We have no confidence that another block contract, even if competitively priced, will deliver the reliability that we need.
- 6.9 ASC provider services already deliver 3 care homes and so have the necessary skills to take the service on.
- 6.10 It is proposed that the 10 ground floor beds will be used as step down beds to facilitate hospital discharge.

ASC are working with Health colleagues to deliver the 10 step down beds and funding will be delivered through the Better Care Fund (BCF). In the unlikely event that the project with Health is unsuccessful, we would utilise the extra 10 beds as standard residential or nursing provision.

## **7. Re-procurement**

- 7.1 Contracts and Commissioning team can run an open tender process to deliver care for a 60 bed care home.
- 7.2 Positives of this proposal is that operational risk including staffing will be responsibility of the third party provider
- 7.3 However this option does not provide the surety of capacity that the in-house provision would provide.

## **8. Extend the contract for 3 years**

- 8.1 Refer to Part II
- 8.2 For this reason we would not recommend an extension of the current contract with Care UK.

## **9. Conclusion**

- 9.1 Executive note options available for the delivery of care at Birchwood Care home and the preference to bring the care service provision in house.

## **10. Appendices**

- 10.1 Appendix A - Supporting Information
- 10.2 Appendix B – Equalities Impact Assessment

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# Birchwood Care Home – Options for future delivery

## Supporting Information

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### 1. Introduction/Background

- 1.1 Birchwood Care Home is a 60 bed home located between Newbury and Thatcham. A2Dominion hold the lease of the building. The contract for care is delivered by Care UK and the original contract term is due to run out on 1st April 2017. There is an option of a three year extension term.
- 1.2 West Berkshire commissioned Care UK to deliver the care at Birchwood under a 10 year contract. The contract for the care is due to expire on 1st June 2017.
- 1.3 Adult Social Care has considered the options for ongoing care delivery. The preference is to let the existing contract with Care UK lapse and bring the service in house under the jurisdiction of Adult Services.

### 2. Supporting Information

- 2.1 See part II.

### 3. Options for Consideration

- 3.1 The three options are:
  - (1) Bring service in house. Adult Social Care Provider Services to deliver the care in house.
  - (2) Go out to tender for a new contract for a 60 bed care home at Birchwood delivering a mix of residential and nursing care.
  - (3) Extend existing contract with Care UK for a further three years – the provision in the existing contract

All options are considered in detail below.

### 4. Proposals

- 4.1 Bring Service In-House
  - (1) The timely end of the contract on 1<sup>st</sup> April 2017 with Care UK provides an opportunity to bring back the provision in house. This is the preference of the Service area as it will enable ASC to use the resource more effectively. It is proposed that the transfer will be a straight transfer between the Council and Care UK with associated TUPE transfer requirements.

- (2) Whilst it is agreed policy to place clients out of area, it would be advantageous to increase our own bed provision within the local authority boundary. This will enable more choice and enable clients to maintain closer links with family. ASC will have full control and usage of the beds without the need to involve a third party. The Council will be able to directly control and offset likely problems directly such as market failure, care quality issues and safeguarding concerns without reliance on the external market.
- (3) ASC are working with Health colleagues to use 10 beds to provide step down provision to alleviate pressures on hospital discharge to accommodate people who are currently bed blocking. The beds will be available for up to 6 weeks whilst the client is waiting for a placement for more permanent care home provision. Funding for this provision will be sought via the Better Care Fund (BCF). It is estimated that over the course of a year these beds will be able to accommodate circa 80 to 90 clients although not at any one time. Discussion is currently underway with health colleagues to facilitate this.
- (4) In the unlikely event that the BCF project with Health is unsuccessful, we would use the beds for standard residential or nursing provision.

#### 4.2 Tender for contract with external provider

- (1) Contracts and Commissioning team can run an open tender process to deliver care for a 60 bed care home. The tender process will need to start as soon as possible for contract award on 1st June 2017. The contract will need to be let for at least five years to enable the existing provider to bed into delivery.
- (2) Positives of this proposal is that operational risk including staffing will be responsibility of the third party provider
- (3) There are a range of providers who are already active within the District or deliver care home provision outside the district who may be interested in tendering for the contract. All delivery risk, including staffing is the responsibility of the provider.

#### 4.3 Extend the Current Contract with Care UK for a Further Three Years

- (1) Contracts and Commissioning team can run an open tender process to deliver care for a 60 bed care home.
- (2) Positives of this proposal is that operational risk including staffing will be responsibility of the third party provider

4.4 However this option does not provide the surety of capacity that the in-house provision would provide.

## 5. Consultation and Engagement

Tandra Forster Head of Adult Social Care

June Graves Head of Care Commissioning Housing and Safeguarding  
Councillor Rick Jones Portfolio Holder for Adult Social Care  
Shiraz Sheikh Principal Solicitor  
Birchwood Project Group:  
Roz Haines Business Manager Adult Social Care  
Stephen Leadbetter – Interim Service Manager Provider Services  
Kym Maslyn - Manager Willows Edge  
Mary Wells – Resource Centre Manager  
Maria Shepherd – Service Manager ASC

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**Subject to Call-In:**

Yes:  No:

- The item is due to be referred to Council for final approval
- Delays in implementation could have serious financial implications for the Council
- Delays in implementation could compromise the Council's position
- Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

**Strategic Aims and Priorities Supported:**

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

- P&S1 – Good at safeguarding children and vulnerable adults**
- HQL1 – Support communities to do more to help themselves**

**Officer details:**

Name: Tandra Forster  
Job Title: Head of Adult Social Care  
Tel No: 01635 519736  
E-mail Address: tandra.forster@westberks.gov.uk

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## Appendix B

### Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

Please complete the following questions to determine whether a Stage Two, Equality Impact Assessment is required.

<b>Name of policy, strategy or function:</b>	Birchwood Care Home – transfer of service from external provider to ASC provider services
<b>Version and release date of item (if applicable):</b>	1.0
<b>Owner of item being assessed:</b>	Karen Felgate
<b>Name of assessor:</b>	Karen Felgate
<b>Date of assessment:</b>	1/11/16

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	No	Is changing	Yes
Service	Yes		

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
<b>Aims:</b>	Bring service in house to increase capacity in the provision and enable WBC to have control over the service and provision of step down beds to enable hospital discharge.
<b>Objectives:</b>	As above
<b>Outcomes:</b>	Provision of 60 bed care home
<b>Benefits:</b>	As above

<p><b>2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</b></p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race,</p>
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Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	Remaining in hospital for longer. Bed blocking and stress for families while ongoing care is sought. Ability to provide nursing care in the District which will prevent necessity of placing out of the district.	Ongoing review of needs information from service area.
Disability	Remaining in hospital for longer. Bed blocking and stress for families while ongoing care is sought. Ability to provide nursing care in the District which will prevent necessity of placing out of the district.	Ongoing review of needs information from service area.
<b>Further Comments relating to the item:</b>		
Service will have a positive impact upon the lives of older people preventing admission to acute hospital setting rather than in a hospital setting. Enable service users to remain in the district rather than seeking care out of area. Increase capacity and enable control over provision which is more difficult in the external market place.		

3. Result	
<b>Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> Service provision will be delivered in house which will enable more control over policy and service.	
<b>Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?</b>	<b>No</b>
<b>Please provide an explanation for your answer:</b> This service will enable service users to remain in West Berkshire rather than out of district placement. Will enable hospital discharge and reablement.	

**If your answers to question 2 have identified potential adverse impacts and you have answered ‘yes’ to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage 2 Equality Impact Assessment.**

**If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the Equality Impact Assessment guidance and Stage Two template.**

<b>4. Identify next steps as appropriate:</b>	
<b>Stage Two required</b>	No
<b>Owner of Stage Two assessment:</b>	
<b>Timescale for Stage Two assessment:</b>	
<b>Stage Two not required:</b>	

**Name: Karen Felgate**

**Date: 11<sup>th</sup> November 2016**

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**Please now forward this completed form to Rachel Craggs, the Principal Policy Officer (Equality and Diversity) for publication on the WBC website.**

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## Response to Council Motion on Short Breaks Funding

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<b>Committee considering report:</b>	Executive on 22 December 2016 Council on 2 March 2017
<b>Portfolio Member:</b>	Councillor Anthony Chadley
<b>Date Portfolio Member agreed report:</b>	13 December 2016
<b>Report Author:</b>	Andy Walker
<b>Forward Plan Ref:</b>	C3226

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### 1. Purpose of the Report

To respond to the Motion to Council proposed by Councillor Lee Dillon, *“That this Council agrees to award transitional funding to the Short Breaks programme for the 2017/18 financial year to the value of £170,000.*

*This will ensure that voluntary organisations have a longer term period to consider their strategy to combat the reduction of Council funding in the longer term and for this Council to consider other ways to secure the provision of or fund short breaks”.*

### 2. Recommendation

- 2.1 That the use of any Transitional Funding in 2017/18 will be announced as part of the Budget proposal at Council on 2 March 2017.

### 3. Implications

- 3.1 **Financial:** Transitional grant funding of £1.37m for 2017/18 was announced by Government on 8 February 2016. This is subject to confirmation in the Local Government Settlement which is due to be announced in December 2016.
- 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 None

## 5. Executive Summary

- 5.1 Councillor Lee Dillon has proposed a Motion to Council “*That this Council agrees to award transitional funding to the Short Breaks programme for the 2017/18 financial year to the value of £170,000.*”

*This will ensure that voluntary organisations have a longer term period to consider their strategy to combat the reduction of Council funding in the longer term and for this Council to consider other ways to secure the provision of or fund short breaks”.*

- 5.2 The Motion has been noted.

- 5.3 Transitional Funding of £1.37m was announced by Government in February 2016 and will be confirmed as part of the Local Government Settlement to be announced in December 2016. The use of any Transitional Funding will be announced as part of the Budget proposal at Council on 2 March 2017. We are currently consulting on budget proposals, and recognise that the public should have their say before decisions are made.

## 6. Conclusion

- 6.1 The use of any Transitional Funding in 2017/18 will be announced as part of the Budget proposal at Council on 2 March 2017.

## 7. Appendices

- 7.1 None

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