# Notice of Meeting

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# Executive

## Thursday 15th June 2017 at 5.00pm

in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda:  Wednesday 7 June 2017

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
e-mail: executivecycle@westberks.gov.uk

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

West Berkshire
COUNCIL

| To: | Councillors Dominic Boeck, Anthony Chadley, Keith Chopping, Jeanette Clifford, Hilary Cole, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones |
|-----|---|

# Agenda

## Part I

**Pages**

1. **Apologies for Absence**
   To receive apologies for inability to attend the meeting (if any).

2. **Minutes**
   To approve as a correct record the Minutes of the meeting of the Committee held on 4 May 2017 and the Special meeting held on 25 May 2017.

   5 - 14

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. **Financial Performance 2016-17 Provisional Outturn (EX3138)**
   (CSP: MEC and MEC1)
   Purpose: To inform Members of the provisional financial performance of the Council for 2016/17 .

   15 - 40

7. **West Berkshire Council ICT & Digital Services Strategy 2017-2020 (EX3267)**
   Purpose: To provide Executive with a high level overview of the various sections of the Council's new 3-year ICT & Digital Services Strategy

   41 - 72

West Berkshire
C O U N C I L

8.   **Members' Questions**
     Members of the Executive to answer questions submitted by Councillors
     in accordance with the Executive Procedure Rules contained in the
     Council's Constitution.

(a)   **Question to be answered by the Deputy Leader of the Council and
      Portfolio for Planning, Housing and Leisure submitted by Councillor
      Mollie Lock**
      *"How is the process of decanting the residents of Four Houses Corner
      progressing?"*

(b)   **Question to be answered by the Deputy Leader of the Council and
      Portfolio for Planning, Housing and Leisure submitted by Councillor
      Mollie Lock**
      *"What is the procedure for the residents of Four Houses Corner who own their
      homes?"*

(c)   **Question to be answered by the Portfolio Holder for Children, Education
      and Young People submitted by Councillor Mollie Lock**
      *"What arrangements are in place so that the children of Four Houses Corner
      can continue in their current place of education?"*

(d)   **Question to be answered by the Deputy Leader of the Council and
      Portfolio for Planning, Housing and Leisure submitted by Councillor Alan
      Macro**
      *"How much Section 106 for off site affordable housing has not yet been
      allocated?"*

(e)   **Question to be answered by the Portfolio Holder for Culture and
      Environment submitted by Councillor Alan Macro**
      *"How many volunteers have been recruited to help man public libraries this
      year?"*

9.   **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

10.   **Request for Debt Write Off (EX3312, EX3313, EX3314)**          73 - 98
      *(Paragraph 1 – information relating to an individual)*
      *(Paragraph 2 – information identifying an individual)*
      *(Paragraph 7 – action taken in relation to crime prevention)*
      (CSP: MEC)
      Purpose: To seek approval to write off debts.

West Berkshire
C O U N C I L

Andy Day
Head of Strategic Support

| West Berkshire Council Strategy Aims and Priorities |
| --- |
| **Council Strategy Aims:** |
| **BEC** – Better educated communities |
| **SLE** – A stronger local economy |
| **P&S** – Protect and support those who need it |
| **HQL** – Maintain a high quality of life within our communities |
| **MEC** – Become an even more effective Council |
| **Council Strategy Priorities:** |
| **BEC1** – Improve educational attainment |
| **BEC2** – Close the educational attainment gap |
| **SLE1** – Enable the completion of more affordable housing |
| **SLE2** – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy |
| **P&S1** – Good at safeguarding children and vulnerable adults |
| **HQL1** – Support communities to do more to help themselves |
| **MEC1** – Become an even more effective Council |

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# EXECUTIVE

# MINUTES OF THE MEETING HELD ON

# THURSDAY, 4 MAY 2017

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

**Also Present:** John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Tandra Forster (Head of Adult Social Care), Peta Stoddart-Crompton (Public Relations Officer), Andy Walker (Head of Finance), Rachael Wardell (Corporate Director - Communities), Stephen Chard (Principal Policy Officer), Councillor Lee Dillon, Councillor Billy Drummond, Councillor Mollie Lock, Councillor Alan Macro and Gabrielle Mancini (Group Executive - Conservatives)

## PART I

### 126. Minutes

The Minutes of the meeting held on 30 March 2017 were approved as a true and correct record and signed by the Acting Leader.

Councillor Lee Dillon referred to the action highlighted at the last meeting, as part of the Q3 Performance Report, for data to be provided on school performance. Councillor Dillon explained that this had been provided via a meeting with the Portfolio Holder and Officers, and this had proved to be very useful.

### 127. Declarations of Interest

There were no declarations of interest received.

### 128. Public Questions

The public questioners did not arrive in time to pose their questions, however Councillor Graham Jones used Chairman's prerogative and permitted that the questions could be asked at a later point of the meeting on this occasion.

A full transcription of the public and Member question and answer sessions is available from the following link: Transcription of Q&As.

(a) **Question submitted by Mr Peter Norman to the Portfolio Holder for Community Resilience and Partnerships**

A question standing in the name of Mr Peter Norman on the subject of poor air quality caused by road pollution was answered by the Portfolio Holder for Community Resilience and Partnerships.

(b) **Question submitted by Mr Peter Norman to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Peter Norman on the subject of whether the Council's housing strategy should be re-appraised as part of considering the potential development of strategic housing sites in Newbury was answered by the Acting Deputy Leader of the Council and Portfolio Holder for Planning, Housing and Leisure.

(c)    **Question submitted by Mr Peter Norman to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Mr Peter Norman on the subject of the ability for local authorities to take direct control of delivering housing projects on their own land was answered by the Acting Deputy Leader of the Council and Portfolio Holder for Planning, Housing and Leisure.

(d)    **Question submitted by Mr Peter Norman to the Acting Leader of the Council and Portfolio Holder for Health and Wellbeing**

A question standing in the name of Mr Peter Norman on the subject of the need to encourage young people to walk and take active exercise as part of a long term aim for people to live healthier lives was answered by the Acting Leader of the Council and Portfolio Holder for Health and Wellbeing.

(e)    **Question submitted by Mr Peter Norman to the Portfolio Holder for Culture and Environment**

A question standing in the name of Mr Peter Norman on the subject of the recycling rate of neighbouring councils in comparison to West Berkshire, and whether any lessons could be learnt from neighbouring areas, was answered by the Portfolio Holder for Culture and Environment.

(f)    **Question submitted by Ms Judith Bunting to the Portfolio Holder for Planning, Housing and Leisure**

A question standing in the name of Ms Judith Bunting on the subject of the investment planned to safeguard and enhance the protected community green infrastructure and cultural facility at Newbury Football Ground in Faraday Road was answered by the Acting Deputy Leader of the Council and Portfolio Holder for Planning, Housing and Leisure.

## 129.  Petitions

Councillor James Fredrickson presented a petition containing 64 signatures requesting that the Council remedy the dangerous situation for pedestrians using the narrow un-pavemented one-way section of Queens Road, by closing the one-way section and diverting traffic away from this section of Queens Road. Councillor Fredrickson explained that there was openness to an alternative solution beyond this proposed solution in order to resolve this issue.

The petition was referred to the Head of Transport and Countryside.

Councillor Fredrickson gave his thanks to Mr Robert Urwin for his help in putting this petition together and in collecting signatures.

## 130.  Better Care Fund 2017/19 (EX3218)

The Executive considered a report (Agenda Item 6) concerning the Better Care Fund (BCF). The BCF was a government initiative established to fast track integration between Health and Social Care. The West Berkshire Health and Wellbeing Board's Locality Integration Board had developed a draft plan based on the Department of Health's 2017-19 Integration and BCF Policy Framework, however the national guidance had not yet been published. Advice from the NHS England Better Care Team was that all localities would need to submit plans to NHS England by 16 May 2017.

In order to avoid any delay in the submission of the plan, the report sought Executive approval of the draft BCF Plan for 2017/19, subject to the Head of Adult Social Care, in consultation with the Chairman and Vice-Chairman of the Health and Wellbeing Board, ensuring the plan aligned with the BCF National Guidance once it was published.

Councillor Graham Jones in introducing the report advised that it had been approved earlier that same day by the Health and Wellbeing Board. He explained that its core aim was to achieve improved outcomes for individuals and he commended the report to the Executive.

Councillor Rick Jones added his support to the proposal. He was pleased to note that the BCF Plan would address many important areas, in particular it would seek improved integration between Health and Social Care.

Councillor Lee Dillon noted the report's recommendation was to approve the plan subject to the Head of Adult Social Care, in consultation with the Chairman and Vice-Chairman of the Health and Wellbeing Board, agreeing the final submission. However, this did not align with paragraph 5.2 of the supporting information which stated that authority would instead be delegated to the Locality Integration Board. Tandra Forster clarified that the report's recommendation was correct, as presented by Councillor Graham Jones.

Councillor Dillon also noted that the national guidance had yet to be published and he was concerned should this vary significantly and the BCF Plan would need to undergo major changes. He queried whether Members would be briefed in this eventuality. Tandra Forster explained that she had met with the NHS England Better Care Team and had been given an assurance that it was unlikely that plans would need to change drastically.

Councillor Dillon then referred to funding allocations. The current estimated allocation for 2017/18 was a 1.79% increase to the BCF and in 2018/19 a 1.9% increase. However, noted that negotiations were ongoing to achieve increases of 2.3% and 2% in the next two financial years. He queried, if negotiations were successful, how the additional 0.5% of funding would be spent in 2017/18 and the level of confidence that it would be received when considering that the BCF had underspent in 2016/17. Tandra Forster confirmed that the underspend had been fully committed. She added that if a higher percentage increase was successfully negotiated then it would be used to help maintain existing social care services. It was agreed that a briefing would be provided to Members to explain the planned expenditure of the BCF.

Councillor Dillon next turned to the narrative overview of the BCF Plan. This stated that funding pressures were set to continue and it was clear that without wide scale transformation the Council would not be able to meet future needs. Councillor Dillon questioned whether wide scale transformation was being outlined in the BCF Plan. Tandra Forster explained that wide scale transformation was a long term objective and this would be taken forward across the Berkshire West 10 and as part of the implementation of the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Sustainability and Transformation Plan. She added that the transformative work of the Joint Care Pathway was already embedded as business as usual within Health and Social Care.

Councillor Alan Macro sought to clarify that the funding contributions table outlined in the BCF Plan was accurate for the next two financial years, in particular for Connected Care, and that corrections could be made if necessary prior to the final submission. Tandra Forster advised that this was very much a live document and gave an assurance that the funding contributions would be accurate in the submitted plan.

Councillor Graham Jones added that the funding contributions table would be finalised as part of the delegated authority to approve the overall plan. It would then be published.

**RESOLVED that** the draft BCF Plan for 2017/19 be approved, with authority delegated to the Head of Adult Social Care, in consultation with the Chairman and Vice-Chairman of the Health and Wellbeing Board, to approve the final plans for the BCF 2017/19.

**Reason for the decision:** to submit the BCF Plan for 2017/19 to NHS England by the required deadline.

**Other options considered:** N/A

## 131. Children and Family Services: Adopt Thames Valley - The Development of a Regional Adoption Agency (EX3285)

The Executive considered a report (Agenda Item 7) which sought approval of plans for West Berkshire Council to join and progress developments as a Regional Adoption Agency (RAA) as part of a shared service hosted by Oxfordshire County Council with a wider base group of partner authorities. The report provided an overview of plans to set up an RAA across the Thames Valley region. It set out the legislative framework, potential benefits for children and families, and described the planned timetable for setting up the RAA.

Councillor Lynne Doherty was pleased to present this report and propose its recommendations, inclusive of the governance structure. The proposal would build on the excellent practice of the Adopt Berkshire model to create Adopt Thames Valley which would incorporate seven local authorities in total. It was the intention that this enhanced collaboration would achieve a more effective and efficient service and lead to improved life chances for vulnerable children and young people.

Councillor Lee Dillon queried the rationale for the proposed footprint covered by Adopt Thames Valley. Councillor Doherty explained that the existing Adopt Berkshire partners would continue to be involved and the Thames Valley arrangement would incorporate a wider group of neighbouring authorities who had a similar ethos in this area of work.

Councillor Dillon requested clarification on the funding arrangements for the proposed new model. He noted that the allocation was based on the average number of adoption placements made over the last three financial years. West Berkshire's average was eight, however 13 placements were made in 2015/16 and Councillor Dillon was concerned that the budget allocation set from the average figure might not be sufficient in some financial years. He queried whether it was possible to review the funding mechanism after the first year rather than setting a three year framework.

In response, Councillor Doherty confirmed that 2017/18 funding would be based on the average number over the last three years, however this would be closely reviewed over the next year to inform future years and it was recognised that this approach formed part of the transition to the proposed model.

Councillor Alan Macro pointed out that the West Berkshire Adoption Service and Adopt Berkshire had received excellent Ofsted ratings and he sought assurances that best practice would continue to be strived for. Councillor Doherty agreed with this need, it was important to ensure that existing high levels of performance were at the very least maintained. She added that partner local authorities were equally signed up to this desire with the hope that service levels could be enhanced from wider collaboration.

Councillor Macro then referred to the budget share based on the three year average. He noted that for West Berkshire this amounted to £256k. Councillor Macro queried how this compared with the current budget. Councillor Doherty explained that the figures continued to be work in progress with the final allocations to be resolved for future years. She offered to provide this in writing once finalised. Councillor Doherty did however confirm that the year one budget would be as outlined in the report.

Councillor Dillon noted that Adopt Thames Valley would be hosted by Oxfordshire County Council. He queried what would happen to this arrangement in the eventuality that Oxfordshire County Council chose to move, for example, to unitary status. Councillor

Doherty advised that there would still be Children's Services and Directors of Children's Services in Oxfordshire and therefore the arrangement would not need to change.

**RESOLVED that** agreement be given to develop Adopt Thames Valley as a shared partnership to develop a new RAA.

**Reason for the decision:** to develop a new RAA.

**Other options considered:** n/a.

## 132. Draft Airports National Policy Statement (EX3280)

The Executive considered a report (Agenda Item 8) which outlined the purpose and contents of the Draft Airports National Policy Statement (NPS) and which sought to establish West Berkshire Council's response to the Government's current consultation.

Councillor Jeanette Clifford asked the Executive to agree the proposed response to the consultation as outlined in the report which included support for the Heathrow Northwest Runway Scheme. This was based on the benefits it would bring to the economy, maintaining and building upon links to the wider world and the relative ease of access to Heathrow. This would be beneficial to West Berkshire residents. This proposed response took account of the environmental measures proposed to mitigate the harm caused by the new Northwest Runway. The proposed response would also align with the response being drafted by the Thames Valley Berkshire Local Enterprise Partnership (LEP).

Councillor Lee Dillon noted that the report was not subject to call-in. He queried why this was the case when the NPS was published in February 2017 and therefore the response could have been brought to an earlier Executive, thereby permitting call-in. Councillor Dillon requested clarification on the process followed in reaching this point.

Nick Carter pointed out that the consultation deadline was 25 May 2017 and this could be the reason why the decision could not be called-in at this stage. Stephen Chard added his understanding that the tight timeframes at this point in time was why the decision was not eligible for call-in. Councillor Dillon felt that this did not answer why the decision could not have been made at an earlier stage. He added that the position of the Liberal Democrat Party on this matter was well established and this was not supportive of the NPS.

Nick Carter responded that the decision should be eligible for call-in and if a call-in was progressed, then there would be time to arrange a special meeting of the Overview and Scrutiny Management Commission to consider the call-in and then, if necessary, arrange a Special Executive before the 25 May 2017 deadline.

Councillor Alan Macro felt that it was questionable whether the mitigation measures would do enough to prevent a detriment to the environment, i.e. from carbon emissions and noise pollution.

Councillor Macro also noted that the Northwest Runway scheme was expected to generate up to 77,000 additional jobs in the local area by 2023. While accepting that the local area went beyond West Berkshire, there would be an expectation that more people would move into the local area for these jobs. This was particularly likely to be the case when considering low unemployment levels and this could create a housing pressure. Councillor Clifford raised the importance of maintaining low unemployment in future and ensuring that job opportunities continued to be available to local people. Councillor Graham Jones added the importance of the NPS proposal to the local economy.

**RESOLVED that** the proposed response to the Government's consultation on the Draft Airports National Policy Statement (NPS), which included support for the Heathrow Northwest Runway Scheme, be agreed.

**Reason for the decision:** To establish the Council's response to the Government consultation.

**Other options considered:** The Council is not obliged to response to this Government consultation. However, given the importance of Heathrow to the Thames Valley and West Berkshire economies it is considered appropriate for the Council to respond and continue to support the position initially expressed by the Executive in 2014 of support for the expansion of airport capacity in the south east to be focused at Heathrow.

## 133. Merchant House, Newbury (EX3299)

The Executive considered a report (Agenda Item 9) concerning the proposal that West Berkshire Council negotiate to purchase the freehold of Merchant House, Oxford Road, Newbury, RG14 1PA.

Councillor Dominic Boeck explained that the Council currently occupied the building under a lease that was soon to expire in May 2017. The building was occupied by the Youth Offending Team (YOT) who had adapted the building for their use which included multi agency working. It was however considered difficult for the YOT to share the building space with other occupiers due to the nature of the service provided and the vulnerable nature of their users.

Initial discussions had taken place with the owner and the owner indicated a willingness to sell the freehold, a valuation report had been commissioned and the purchase of the freehold was proposed.

The proposed purchase of Merchant House was recommended to the Asset Management Group on 23 February 2017 and received approval, subject to negotiations reaching a satisfactory outcome.

The proposal for the allocation of capital funding for the purchase of Merchant House was recommended to the Capital Strategy Group on 17 March 2017 and received approval, subject to negotiations reaching a satisfactory outcome.

Councillor Boeck felt that a decision to acquire Merchant House was a sensible and advantageous option as it would reduce the outgoings of the Council in comparison to continuing to rent the property.

Councillor Alan Macro referred to paragraph 5.9 of the report which stated that considerable expenditure exceeding £100,000 had been committed to works to the building. He questioned this level of investment when the current lease had only been in place for a two year period. Councillor Boeck clarified that the YOT had occupied this building for a number of years and the expenditure referred to had been committed over that longer term period.

**RESOLVED that** West Berkshire Council negotiate to purchase the freehold interest in the property occupied currently under a lease by the Youth Offending Team, subject to the approval of confidential financial matters reserved within the Part II report.

**Reason for the decision:** To seek agreement to purchase the freehold of Merchant House for the continued use of the Youth Offending Team.

**Other options considered:**

- West Berkshire Council negotiates to renew the lease when it expires on 12 May 2017 for a term of years to be decided and agreed with the freeholder.
- Given the operational requirements of the Youth Offending Team there is currently no suitable other West Berkshire Council property to which they could locate.

**134.   Members' Questions**

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

(a)   **Question to be answered by the Portfolio Holder for Children and Young People submitted by Councillor Mollie Lock**

A question standing in the name of Councillor Mollie Lock on the subject of the level of access to the Emotional Health Academy was answered by the Portfolio Holder for Children and Young People.

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

A question standing in the name of Councillor Lee Dillon querying when outstanding Q3 performance data will be published, in particular in relation to affordable housing, was answered by the Acting Leader of the Council.

(c)   **Question to be answered by the Portfolio Holder for Community Resilience and Partnerships submitted by Councillor Billy Drummond**

A question standing in the name of Councillor Billy Drummond on the subject of when the Public Protection Community Fund would be launched by the Joint Public Protection Partnership was answered by the Portfolio Holder for Community Resilience and Partnerships.

(d)   **Question to be answered by the Portfolio Holder for Community Resilience and Partnerships submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon asking why the Council did not monitor levels of Sulphur Dioxide in air quality monitoring was answered by the Portfolio Holder for Community Resilience and Partnerships.

**135.   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.

**136.   Merchant House, Newbury (EX3299)**

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

The Executive considered an exempt report (Agenda Item 12) concerning the proposal to purchase the freehold of Merchant House, Oxford Road, Newbury, RG14 1PA.

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

**Reason for the decision:** as outlined in the exempt report.

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

*(The meeting commenced at 5.00pm and closed at 6.00pm)*


**CHAIRMAN**                     ………………………….……….……….

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

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# EXECUTIVE

# MINUTES OF THE MEETING HELD ON

# THURSDAY, 25 MAY 2017

**Councillors Present**: Dominic Boeck, Anthony Chadley, Hilary Cole, Lynne Doherty and Graham Jones

**Also Present:** Colin Batchelor (Superfast Berkshire Project Manager), Nick Carter (Chief Executive), Kevin Griffin (Head of ICT & Corporate Support), Peta Stoddart-Crompton (Public Relations Officer), Moira Fraser (Democratic and Electoral Services Manager), Councillor Mollie Lock (Shadow Executive Portfolio: Education, Children's Services, Adult Social Care, Health & Wellbeing), Councillor Alan Macro (Shadow Executive Portfolio: Planning, Housing, Countryside, Waste, Strategic Support, Culture, Eastern Area Vision, ICT & Corporate Support, Emergency Planning, Environmental Health, Trading Standards, Legal, Customer Services, Community Safety) and Gabrielle Mancini (Group Executive - Conservatives)

**Apologies for inability to attend the meeting:** Councillor Keith Chopping, Councillor Jeanette Clifford, Councillor Marcus Franks, Councillor James Fredrickson and Councillor Rick Jones

## PART I

### 1.    Declarations of Interest

While apologies for absence had been received from Councillor James Fredrickson, it should be noted  that, if present, he would have needed to declare a disclosable pecuniary interest in agenda item 4 by virtue of the nature of his employment and he could not have remained in the meeting to participate in the discussion and could not have voted on the item.

### 2.    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.

### 3.    Superfast Berkshire Phase 3 Procurement

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

The Executive considered an exempt report (Agenda Item 4) which updated the Executive on the outcome of the Superfast Berkshire Phase 3 procurement exercise it approved in July 2017; which recommended the approval of two new contracts to allow Phase 3 of the project to commence, this would increase Berkshire's superfast broadband coverage to nearly 100% by 2019; and which requested delegated authority to sign contracts and run the Superfast Berkshire project in its extended scope.

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

**Reason for the decision:** as outlined in the exempt report.

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

*(The meeting commenced at 3.00 pm and closed at 3.07 pm)*

**CHAIRMAN** …………………………………………

**Date of Signature** …………………………………………

# Financial Performance 2016-17 Provisional Outturn  - Summary Report

| | |
|---|---|
| **Committee considering report:** | Executive |
| **Date of Committee:** | 15 June 2017 |
| **Portfolio Member:** | Councillor Anthony Chadley |
| **Date Portfolio Member agreed report:** | 12 May 2017 |
| **Report Author:** | Melanie Ellis |
| **Forward Plan Ref:** | EX3138 |

## 1.      Purpose of the Report

1.1      To inform Members of the provisional financial outturn of the Council for 2016-17.

## 2.      Recommendation

2.1      To ensure that Members are fully aware of the provisional financial outturn of the Council and to review the budget movements processed in year detailed in Appendix E.

## 3.      Implications

3.1      **Financial:**
The provisional revenue over spend of £7,487 will result in a reduction of the same value to the Council's General Reserves. It should be noted that these figures are provisional and may change as a result of the closedown and External Audit.

3.2      **Policy:** n/a

3.3      **Personnel:** n/a

3.4      **Legal:** n/a

3.5      **Risk Management:** n/a

3.6      **Property:** n/a

3.7      **Other:** n/a

## 4.      Other options considered

4.1      N/a – factual report for information.

# Executive Summary

### 5.    Introduction / Background

5.1    This report presents the provisional financial outturn for the Council in respect of the 2016-17 financial year, subject to the final result of External Audit. The provisional revenue outturn is an over spend of £7,487 against a net revenue budget of £116.8million, which is 0.006% of net budget. This will lead to a minor reduction in the General Fund. The over spend has decreased by £758k from Quarter Three, predominantly due to a £333k reduction in the Adult Social Care forecast over spend, a £257k reduction in Education and a £139k reduction in Children and Family Services.

| Directorate | Current Net Budget | Annual Net Forecast | Forecast (under)/over spend | | | | Change from Last Quarter |
|---|---|---|---|---|---|---|---|
| | | | Quarter One | Quarter Two | Quarter Three | Year End | |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Communities | 66,493 | 66,709 | 1,033 | 634 | 1,025 | 217 | (808) |
| Environment | 30,813 | 30,542 | 0 | (130) | (230) | (271) | (41) |
| Resources | 12,326 | 12,275 | 214 | 144 | 20 | (51) | (71) |
| Capital Financing & Risk Management | 7,184 | 7,297 | 30 | 50 | (50) | 113 | 163 |
| Total | 116,816 | 116,823 | 1,277 | 698 | 765 | 7 | (758) |

NB. Rounding differences may apply to nearest £k

5.2    The Communities Directorate year end revenue position was an over spend of £217k against a budget of £66.5m. Adult Social Care over spent by £460k due to increased complexity of client needs and upward cost pressures in commissioning services in nursing, residential and homecare. The reduction from Quarter Three was due to change in client care packages, return of unused cash direct payments, lower demand for carer support and higher client churn. Children and Family Services under spent by £111k due to changes in placement costs and reduction in agency dependence. Education outturn reduced from a forecast over spend of £235k to an under spend of £23k due to receipt of a grant relating to 2015/16, a one off contribution from Public Health and reduced spend on maintenance.

5.3    The Environment Directorate year end revenue position is an under spend of £271k, against a net budget of £31m. Culture and Environmental Protection overspent by £150k as a result of income pressures. Highways and Transport generated an under spend of £136k due to increased income from Car Parks, savings in salaries and fewer insurance claims and Planning and Countryside generated an under spend of £277k mostly from Development Control.

5.1    The Resources Directorate year end revenue position is an under spend of £51k, against a net budget of £12.3m.  Legal Services overspent by £221k primarily due to the London Road Industrial Estate procurement challenge, planning enquires and a reduction in income. Finance overspent by £9k. All other services across the directorate generated under spends.

5.2    Income on interest on investments was £113k below target due to 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.

5.3    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.  Details of budget movements during 2016-17 are included in Appendix E.  The budget for 2016-17 was set with a savings programme of £13.9m, of which £13.2m (95%) was achieved in year. The unmet savings were across demand led budgets within Adult Social Care, Education and Legal Services. Investment has been built into the 2017-18 budgets to address identified pressures

5.4     There are three service specific risk reserves; £1.1m for Adult Social Care, £500k for Children and Family Services and £50k for Legal Services.  The outturn position is before any use of these risk reserves. Due to the low level of Council over spend, this report recommends that the service specific risk reserves are not required. The future required level of these reserves will be reviewed at the next Budget Board.

5.5     Total capital expenditure in 2016-17 was £31m, with an under spend of £6.7m against the revised budget of £37.8m. The budget was revised during the course of the year to take account of funds brought forward from 2015-16, additional grant and section 106 funding allocated to schemes during the year and funds re-profiled into 2016-17, and these changes have been explained in the quarterly budget monitoring reports to the Executive.

| Directorate | Original Budget | Revised Budget | Total Expenditure | Variance from Revised budget | |
|---|---|---|---|---|---|
| | £000 | £000 | £000 | £000 | % |
| Communities | 18,325 | 15,272 | 11,194 | (4,079) | 27% |
| Environment | 17,555 | 19,690 | 18,182 | (1,509) | 8% |
| Resources | 2,517 | 2,820 | 1,664 | (1,155) | 41% |
| Total all services | 38,397 | 37,782 | 31,040 | (6,743) | 18% |

5.6     Services have requested that £6.5m of the overall capital under spend be carried forward to enable schemes already underway to be completed and/or to meet future capital commitments.  The Capital Strategy Group (CSG) is due to meet on 1 June to review the outturn in detail and recommend the actual amount to be carried forward into 2017-18.

5.7     The Dedicated Schools Grant (DSG) had a year end over spend of £345k, which is £656k lower than the previously forecast deficit which is in part due to the continued work of officers to drive costs down wherever possible.

## 6.     Proposal

6.1     To note the outturn position and confirm that the service specific risk funds will not be called upon, due to under spends in other areas across the Council.

6.2     To review the budget movements processed in year detailed in Appendix E.

## 7.     Conclusion

7.1     The Council was faced with delivering a savings programme in the revenue budget of £13.9m in 2016-17 as well as addressing in year pressures as they arose.  The final outturn of a £7k over spend and delivering 95% of the savings programme was an excellent result in the context of having to manage significant pressures during 2016-17 within its "demand led" services, most notably in the area of adult social care. The Council has made significant investment into identified pressure points as part of the 2017-18 budget process.

## 8.    Appendices

8.1    Appendix A – Supporting Information

8.2    Appendix B – Equalities Impact Assessment

8.3    Appendix C –Summary Revenue Outturn table 2016-17

8.4    Appendix D – Summary Capital Outturn table 2016-17

8.5    Appendix E – Summary of Revenue Budget Movements

# Financial Performance 2016-17
# Provisional Outturn – Supporting Information

### 1. Introduction

1.1 The financial performance reports provided to Members throughout the financial year report the under or over spend against the Council's approved budget. This report summarises the provisional financial outturn for the Council in respect of the 2016-17 financial year. It should be noted that these figures are provisional and may change as a result of External Audit.

1.2 The net revenue expenditure in 2016-17 was £116.823m against a budget of £116.816m resulting in a provisional year end over spend of £7,487 or 0.006% of net budget.  The provisional outturn is before any use of one off funding from service specific risk reserves.  There are three service specific risk reserves; £1.1m for Adult Social Care, £500k for Children and Family Services and £50k for Legal Services.  Due to the low level of Council over spend, this report recommends that the service specific risk reserves are not required. The future required level of these reserves will be reviewed at the next Budget Board.

1.3 Total capital expenditure in 2016-17 was £31.0m. This represents an under spend of £6.7m, against the revised budget of £37.8m.  Services have requested that £6.5m of the overall under spend be carried forward to enable schemes already underway to be completed and/or to meet future capital commitments. The Capital Strategy Group (CSG) is due to meet on 1 June to review the outturn in detail and recommend the actual amount to be carried forward into 2017-18.
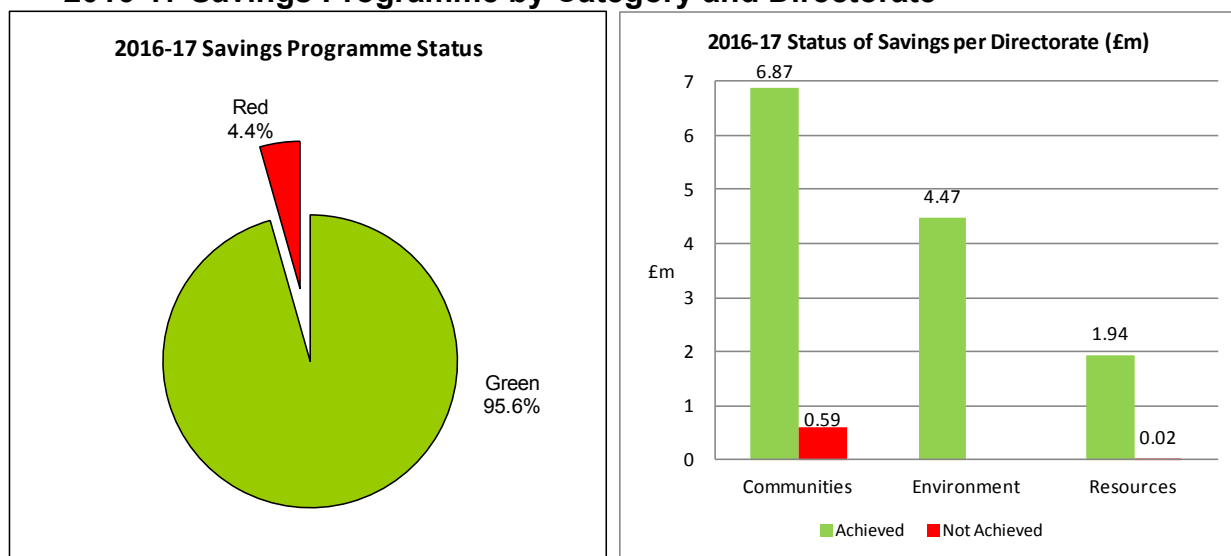
### 2. Savings Programme 2016-17

2.1 Financial year 2016-17 has been particularly challenging, with a savings programme of £13.9m required to set a balanced budget.  The key factor driving the savings requirement in 2016-17 was the continued reduction in Central Government funding which saw a 44% cut in Revenue Support Grant (RSG) for West Berkshire from the previous year. In addition, the impact of local business rate appeals, other grant cuts, change to National Insurance and new unfunded costs arising from the Care Act drove the savings requirement higher. In October 2016, West Berkshire Council accepted a four year financial settlement offered by Government. Whilst this settlement commits the Council to a continued reduction in Government funding, it provides financial stability from 2016-17 to 2019-20 on which the Council can plan ahead and build other sources of income.

2.2 The Council has faced significant demand led pressure on its social care budgets and needed to make additional budget provision of nearly £4m. Investment was made in children's social care which has seen increased demand from children accessing support from the placement budget and to implement the Ofsted improvements required.  Adult Social Care required investment to fund the costs associated with the Deprivation of Liberty Safeguarding (DOLS) and to transition children with learning disabilities into adult support packages. Education Services

has seen increased demand for support services for children with disabilities and special educational needs Home to School Transport requirements.

2.3    In order to set a balanced budget, 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.   The savings programme is monitored on a monthly basis using the traffic light system. Of the £13.9m savings programme for 2016-17, £13.3m (96%) was achieved in year. The unmet savings were across demand led budgets within Adult Social Care, Education and Legal Services.  Investment has been built into the 2017-18 budgets to address identified pressures.

### 2016-17 Savings Programme by Category and Directorate



**2016-17 Savings Programme Status**

Red 4.4%

Green 95.6%

**2016-17 Status of Savings per Directorate (£m)**

| | Communities | Environment | Resources |
|---|---|---|---|
| Achieved | 6.87 | 4.47 | 1.94 |
| Not Achieved | 0.59 | | 0.02 |

## 3.    Changes to the 2016-17 Budget

3.1    The Council set a revenue budget of £116.816million for 2016-17. During the year budget changes may be approved for a number of reasons and approval limits are set out in the Council's Financial Regulations. Budget increases occur when budgets are brought forward from the previous year 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    Budget amendments requiring approval are reported to Executive on a quarterly basis and the full year summary is included at Appendix E.

## 4.    Provisional Revenue Outturn 2016-17

| Directorate | Current Net Budget | Annual Net Forecast | Forecast (under)/over spend | | | | Change from Last Quarter |
|---|---|---|---|---|---|---|---|
| | | | Quarter One | Quarter Two | Quarter Three | Year End | |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Communities | 66,493 | 66,709 | 1,033 | 634 | 1,025 | 217 | (808) |
| Environment | 30,813 | 30,542 | 0 | (130) | (230) | (271) | (41) |
| Resources | 12,326 | 12,275 | 214 | 144 | 20 | (51) | (71) |
| Capital Financing & Risk Management | 7,184 | 7,297 | 30 | 50 | (50) | 113 | 163 |
| Total | 116,816 | 116,823 | 1,277 | 698 | 765 | 7 | (758) |

NB. Rounding differences may apply to nearest £k

4.1    The Council's provisional outturn is an over spend of £7k which represents 0.006% against a net revenue budget of £116.8million.  The final outturn was an excellent result in the context of having to manage significant pressures during 2016-17 within its "demand led" services, most notably in the area of adult social care. At Quarter Three, the Council faced the prospect of a £1m over spend, of which £800k was in the Adult Social Care Service. By year end, the Adult Social Care over spend had reduced to £460k and under spends across the other services brought the over spend down to just £7k.

4.2    The outturn position by Service is shown in the following chart.



2016-17 Over/under spend by Service (£k)
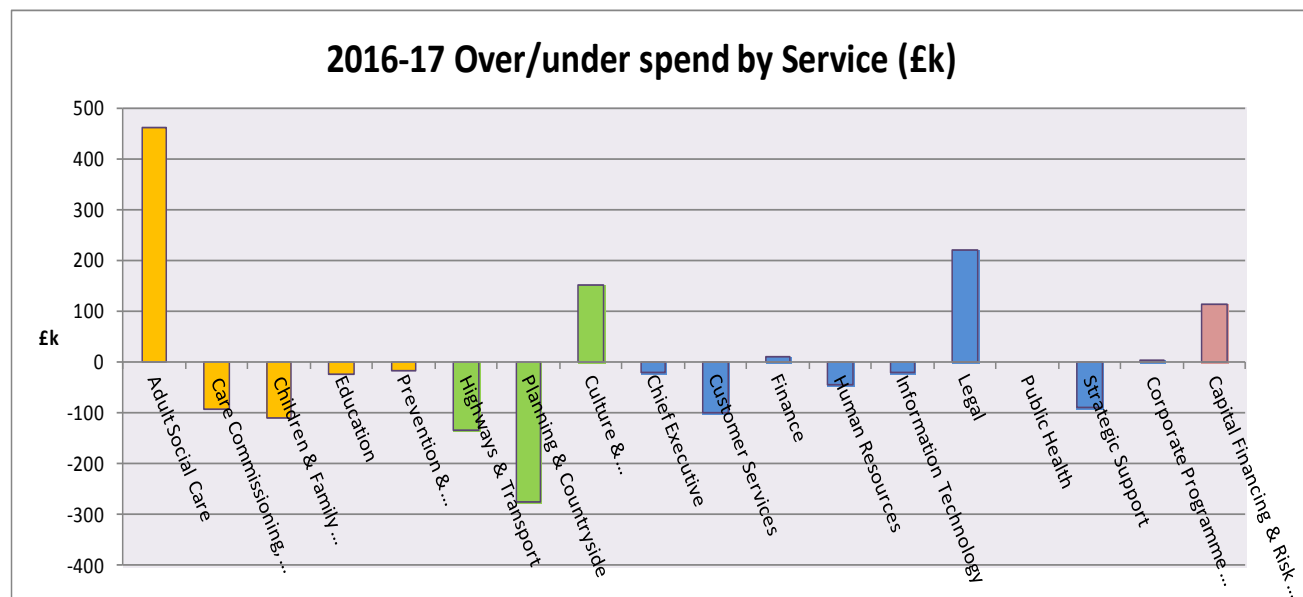
4.3    The main services driving the over spend are Adult Social Care (£460k), Legal Services (£221k), Culture and Environmental Protection (£150k) and Capital Financing (£113k).  The cumulative pressures across these services are being partially offset through under spends for Planning and Countryside (£277k), Highways & Transport (£136k), Children and Family Services (£111k), Customer Services (£100k) and various other small under spends.

**4.4**    The following chart shows the change in monthly forecasts through 2016-17, with a 2015-16 comparison.
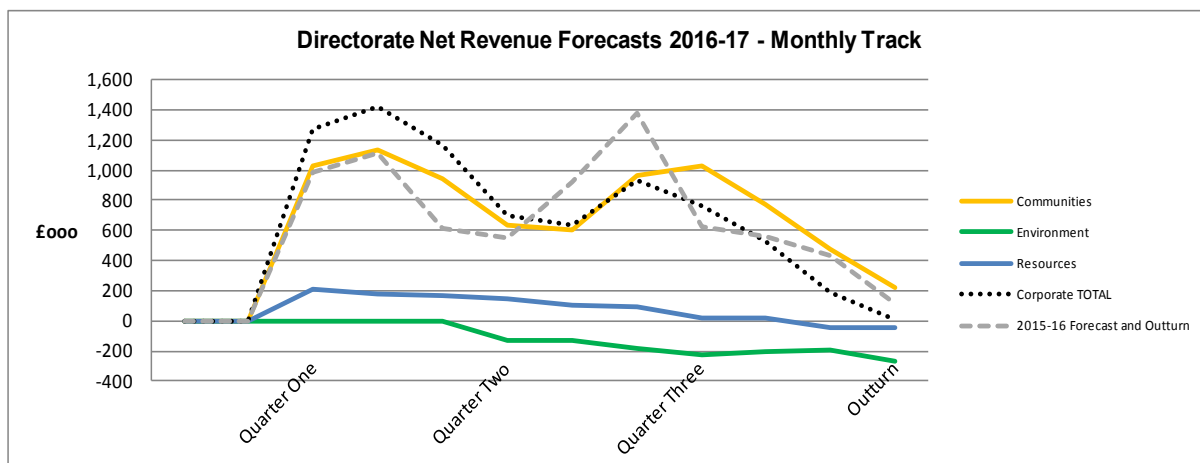
4.5    The 2016-17 forecast over spend position steadily reduced month on month between  Month Four and Month Seven.  The smoothing of forecasts had been largely attributable to services being required,as a result of the Chief Executive's budget scrutiny exercise, to identify and implement in year mitigation strategies for emerging pressures.

4.6    However, at Month Eight there was a significant increase in forecasts driven by the pressure on demand led commissining budgets within Adult Social Care and demand led budgets within Education Services (Home to School Transport and Disabled Children's placement budgets).   Subsequent to Month Eight there has been a renewed drive to push down costs and identify mitigation strategies to address emerging pressures.

## 5.    Communities Directorate 2016-17 Review: Revenue

| Communities | Net Budget | Forecast (under)/over spend | | | | Change from last Quarter |
|---|---|---|---|---|---|---|
| | | Quarter One | Quarter Two | Quarter Three | Year End | |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| DSG | (721) | 0 | 0 | 0 | 0 | 0 |
| Corporate Director | 196 | 0 | 0 | 0 | 2 | 2 |
| Adult Social Care | 37,073 | 996 | 451 | 793 | 460 | (333) |
| Care Commissioning, Housing & Safeguarding | 3,930 | 0 | 0 | (30) | (93) | (63) |
| Children & Family Services | 14,313 | 37 | 0 | 28 | (111) | (139) |
| Education | 10,957 | 0 | 183 | 234 | (23) | (257) |
| Prevention and Developing Community Resilience | 744 | 0 | 0 | 0 | (17) | (17) |
| Total | 66,493 | 1,033 | 634 | 1,025 | 217 | (808) |

5.1    The forecast revenue over spend for the Communities Directorate is £217k against a budget of £66million.  The over spend has decreased by £808k since the Quarter Three forecast.  The revenue budget for the Communities Directorate 2016-17 was built with a savings programme of £7.5m.

5.2    The following graph shows the past five years forecasting trends and outturn for the Communities Directorate.

**Communities Directorate Five Year Summary of forecasts**
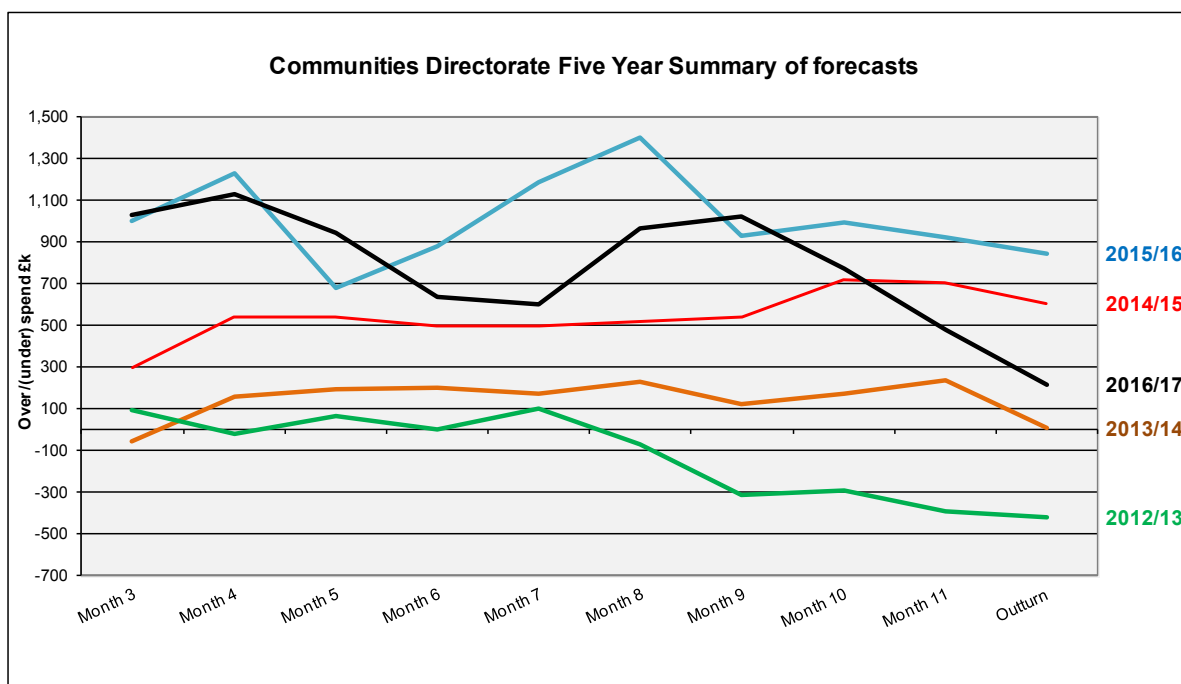
## (1) Adult Social Care

The service has over spent by £460k (1.2% of the net budget), which is a £333k decrease from the Quarter Three forecast.  The over spend is the result of increased complexity of client needs and upward cost pressures in commissioning services in nursing, residential and homecare through rising bed prices and homecare hourly rates as shown in the following table:

| Placement type | Primary Support Reason | Usual rate per week * | Average rate per week | Increase per week % |
|---|---|---|---|---|
| Residential | Physical over 65 years | £ 529.20 | £ 595.83 | 12.6% |
| Residential | Memory & Cognition over 65 years | £ 552.50 | £ 576.57 | 4.4% |
| Nursing | Physical over 65 years | £ 572.66 | £ 654.09 | 14.2% |
| Nursing | Memory & Cognition over 65 years | £ 579.68 | £ 618.19 | 6.6% |

| Placement type | Primary Support Reason | Usual rate per hour * | Average rate per hour | Increase per hour % |
|---|---|---|---|---|
| Homecare | All clients | £17.00 | £ 17.77 | 4.5% |

*The usual rate was a calculation based on the cost that we could purchase care at the beginning of 2016-17.

As a result, the commissioning budgets generated a £1.4million pressure in 2016-17 with savings plans from the Transforming Lives Programme taking longer to deliver than originally anticipated.  Overall client numbers have not increased significantly during the year which is in part attributable to the success of our preventative and demand management strategies.  However, this has not been enough to offset the complexity and cost pressures.

The following graph shows the client numbers for 2015-16 and 2016-17.
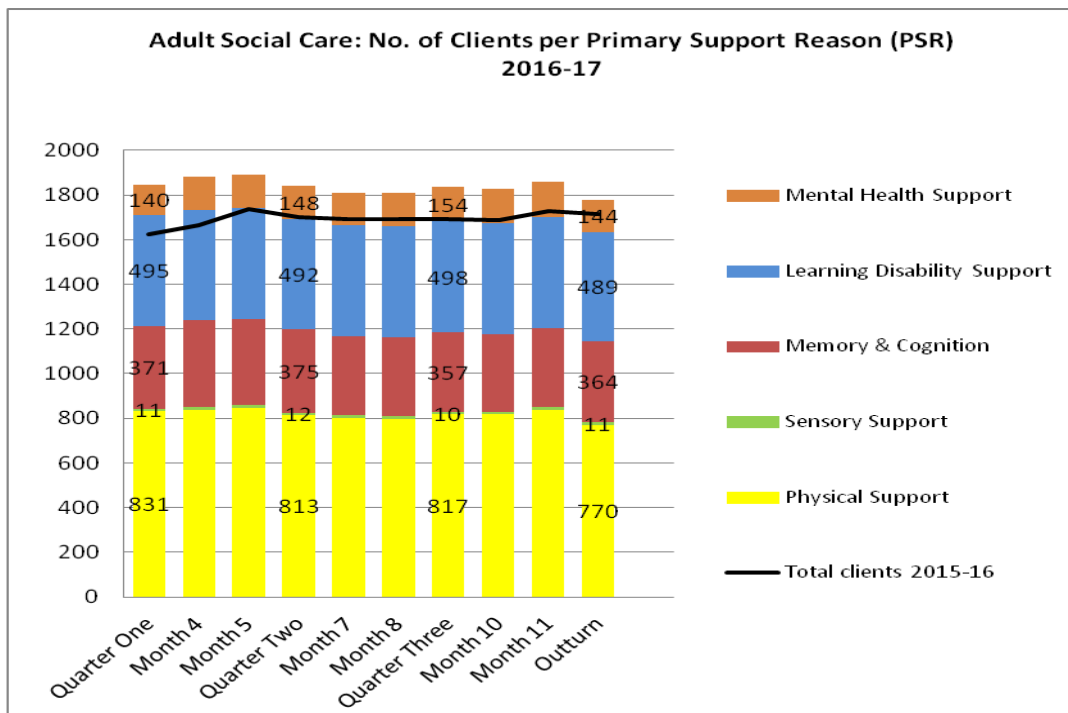
The Adult Social Care over spend has decreased by £333k since the Quarter Three forecast. The reduction is as a result of client care packages not commencing as previously forecast, return of unused cash direct payments, a lower demand for carer support and a higher client churn.

**(2)     Education**

The Education Service outturn position is an under spend of £23k. The Quarter Three forecast was an over spend of £235k.  Pressures within the Education budgets arose during the year due to higher demand on Home to School Transport budgets and the Disabled Children's team budgets. Both are demand led budgets for young people who are assessed as eligible for transport services and within the Disabled Children's Service have complex needs and in most cases have high packages.

The Service over spend reduced due to:
- receipt of a grant from the European Social Fund to provide support to young people for costs related to 2015/16
- implementation of the new Family Hubs did not start at the beginning of 2016/17 as originally planned, due to the need to recruit new staff to the new structure
- savings were achieved in Property Services due to a reduction in reactive and planned maintenance within the Corporate Buildings budgets
- a one off contribution was received from Public Health towards Special Educational Needs home to school transport.
- further savings were achieved by slowing down expenditure in low risk areas to reduce the in year over spend.

**(3)     Care Commissioning, Housing & Safeguarding**

Care Commissioning, Housing & Safeguarding has an under spend of £94k, an increase of £63k from the Quarter Three forecast. The under spend is the result of

remodelling and re-commissioning Supporting People services during the year, increased levels of income on chargeable services, one off supplies and services and salary savings, and savings generated from reduced demand for bed and breakfast accommodation.

The main reason for the increased under spend from Quarter Three relates to late adjustments to housing rental accounts and reduced spend on bed and breakfast accommodation.

## (4)    Children and Family Services

The Outturn position of Children and Family Services is an under spend of £111k which is a movement of £139k from a forecast over spend of £28k in the Quarter Three forecast. The under spend has arisen mainly as a result of children's care placements changing and/or not starting when originally planned together with a reduced use of agency staff from the beginning of the year. At April 2016 there were 23 agency workers which reduced to 11 by March 2017 with expenditure reducing accordingly. The following graph shows the comparison of agency expenditure from 2015/16 to 2016/17.
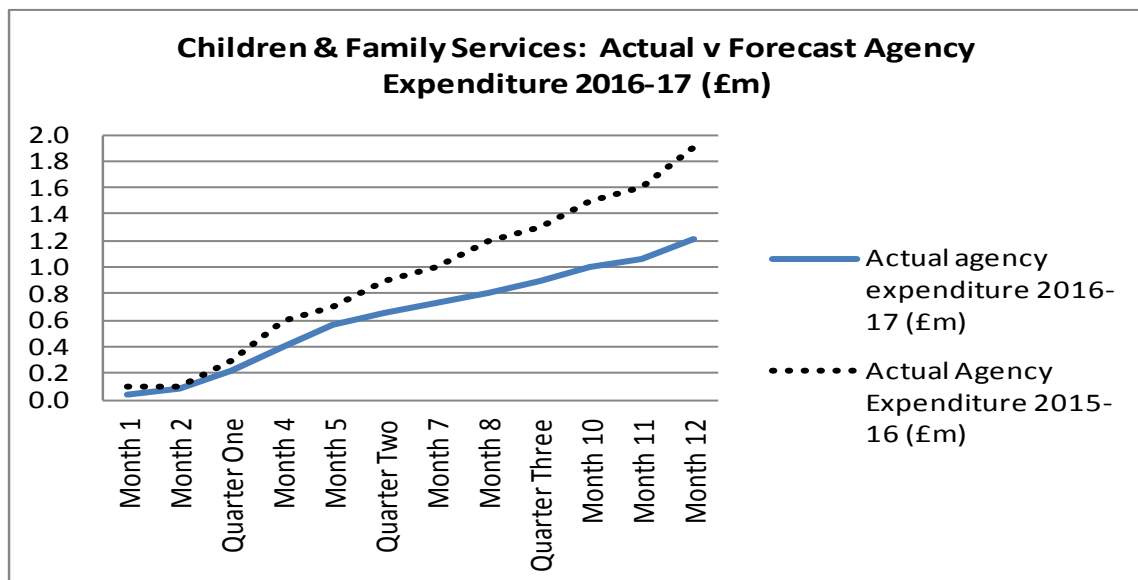


The main reason for the change from the Quarter Three forecast is the reduction in children's placement costs. Pressures which arose at year end due to Joint Authority Arrangements relating to Childcare Lawyers and the Emergency Duty Team were managed within the Service.

## (5)    Prevention & Developing Community Resilience

The Service has an under spend of £17k compared to an on budget position at Quarter Three.  The under spend is the result of one off savings against vacant posts and supplies and services budgets.

### 6. Environment Directorate 2016-17 Review: Revenue

| Environment | Net Budget | Forecast (under)/over spend | | | | Change from last Quarter |
|---|---|---|---|---|---|---|
| | | Quarter One | Quarter Two | Quarter Three | Year End | |
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Corporate Director | 171 | 0 | 0 | 0 | (9) | (9) |
| Highways & Transport | 5,437 | 0 | (97) | (169) | (136) | 33 |
| Planning & Countryside | 3,829 | (44) | (133) | (232) | (277) | (45) |
| Culture & Environmental | 21,377 | 44 | 100 | 171 | 150 | (21) |
| **Total** | **30,813** | **0** | **(130)** | **(230)** | **(271)** | **(41)** |

6.1 The revenue under spend for the Environment Directorate is £271k which equates to 0.9% of the net budget of £31m. The under spend has increased by £41K from Quarter Three. The revenue budget for the Environment Directorate was built with a savings programme of £4.47m.

6.2 The following graph shows the past five years forecasting trends and outturn for the Environment Directorate, which reflects that the Directorate is normally asked to help mitigate over spends elsewhere in the council from Month 8-9 onwards.
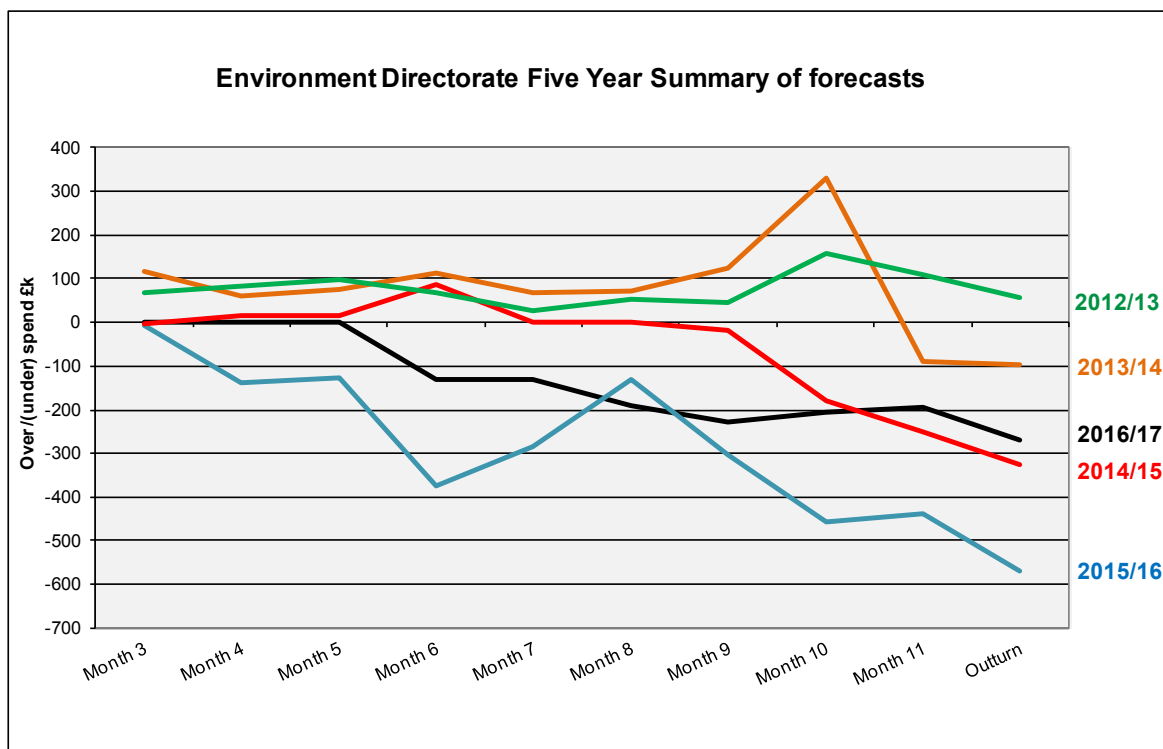


### (1) Highways and Transport

The Highways and Transport Service outturn is an under spend of £136K, a reduction of £33k from the Quarter Three forecast. The under spend is largely due to increased income from Car Parks, savings in salaries and fewer insurance claims. Pressures have arisen in the service from street lighting energy as a result of the new corporate energy contract and consultancy costs for large planning applications including Siege Cross, Sandleford, North Newbury and Market Street.

(2)     **Planning and Countryside**

Planning and Countryside completed the year with an under spend of £277k, which is an increase of £45k from the Quarter Three forecast. Most of this is in Development Control where income performed above profile.

(3)     **Culture & Environmental Protection**

The Service ended the year with an over spend of £150k, which is a decrease of £21k from the Quarter Three forecast. Over the course of 2015-16 the Environmental Health shared service aligned a number of fees and charges. Part of this process required a policy change for taxi licences from annual payments to a three year payment. This change resulted in a larger than normal income being processed in 2015-16, some of which should have been carried forward, in line with accounting principles. This has resulted in a £75k pressure in 2016-17 in order to correct the error going forward.

There have been income pressures within Activity Team West Berkshire as a result of lost business and a long lead time to develop new business. A member lead project team has been set up to manage this and develop options for the service.

A payment from Kennet School for Kennet Leisure Centre of £43k is still in dispute.

The Libraries Service has generated some salary savings which has reduced the amount of part year funding required for the Service.

There have been a number of small savings throughout the service which has mitigated some of the above pressures.

## 7.     Resources Directorate 2016-17 Review: Revenue

| Resources | Net Budget | Forecast (under)/over spend | | | | Change from last Quarter |
| | | Quarter One | Quarter Two | Quarter Three | Year End | |
| | £000 | £000 | £000 | £000 | £000 | £000 |
|---|---|---|---|---|---|---|
| Chief Executive | 511 | 0 | (10) | (18) | (22) | (4) |
| Customer Services | 2,044 | 0 | (10) | (91) | (100) | (9) |
| Finance | 2,296 | 0 | 0 | 11 | 9 | (2) |
| Human Resources | 959 | 0 | 0 | (6) | (47) | (41) |
| ICT and Corporate Support | 2,567 | 0 | (24) | (24) | (22) | 2 |
| Legal | 952 | 259 | 260 | 249 | 221 | (28) |
| Public Health | (98) | 0 | 0 | 0 | 0 | 0 |
| Strategic Support | 2,961 | (45) | (72) | (101) | (91) | 10 |
| Corporate Programme Management | 133 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **12,326** | **214** | **144** | **20** | **(51)** | **(71)** |

7.1     The Resources Directorate as a whole is showing is showing a £51k under spend against a budget of £12.3 million net. This is a reduction of £71k from the £20k over spend reported at Quarter Three.   The main changes from Quarter Three come

from Training Costs in Human Resources being lower than forecast and an over estimation of the employment tribunal costs in Legal.

7.2    The following graph shows the past five years forecasting trends and outturn for the Resources Directorate.



**Resources Directorate Five Year Summary of forecasts**
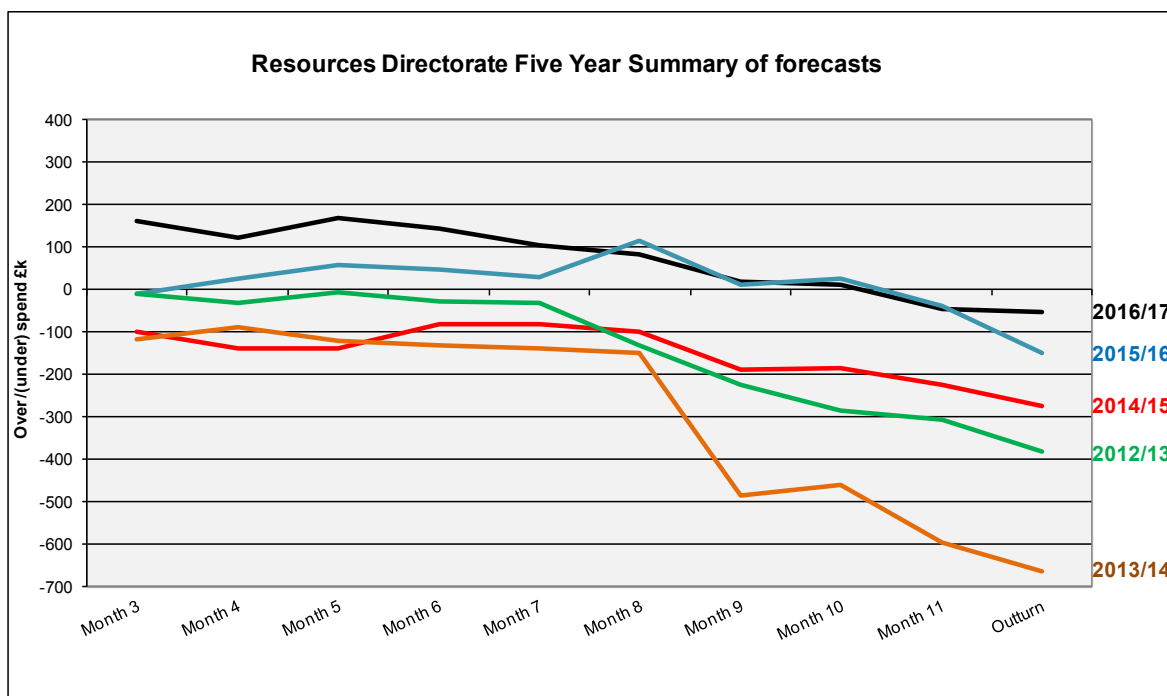
(1)    **Chief Executive**

The Chief Executive Service budget has a £22k under spend due to salary savings and the release of contingency budgets.

(2)    **Customer Services**

Customer Services have a £100k under spend with savings in salary costs, reduction in the costs of the Joint arrangement for pensions and increased income from debt recovery.

(3)    **Finance**

The over spend of £9k within Finance is mainly due to recruitment costs following five vacancies within the Service.

(4)     **Human Resources**

The HR service finished the year with an under spend of £47k, due to extra income from providing a Disclosure and Barring Service to umbrella organisations and under spending on training costs. There was a reduction of £41k from Quarter Three due to increased income from training.

(5)    **ICT and Corporate Support**

The ICT outturn position is an under spend of £22k. Savings have arisen mainly within the Postal Services budget due to salary savings and the new postage contract.

(6)     **Legal Services**

Legal Services reported an over spend of £221k. This was due primarily to the cost of the London Road Industrial Estate procurement challenge, planning enquires and a reduction in income. The overall pressure within the Service was reduced due to salary savings as a result of difficulties in recruiting staff.
There was a £28k reduction in the over spend from Quarter Three as a result of a reduction in the cost of temporary staff due to sickness and early termination of a contract.

(7)     **Public Health**

The Public Health outturn position is a £247k under spend which will be transferred to the Public Health Reserve in accordance with the grant conditions. The under spend  is due to a combination of salary savings, reduced demand for health checks and smoking cessation services and delayed start to various projects.

The Public Health net budget contains an £80k contribution towards support services.

(8)     **Strategic Support**

Strategic Support finished the year with a £91k under spend as a result of:

- Salary savings, including Members' allowances due to a resignation
- Renegotiating the Capita IT contract, with reduced modules and a one off contribution from the Education Service towards the Education IT system
- A one off saving due to a refund from Sovereign Housing £50K for unused grant contributions to the Neighbourhood Warden Scheme. These had accumulated over a number of years and will no longer be required due to the closure of the scheme.
- The testing of the AWE off site plan has delivered additional income. This income will come in over a two year period and is one off income.

(9)     **Corporate Programme Management**

The Service completed the year as forecast to budget.

## 8.     Levies and Interest 2016-17 Review

8.1     Income on interest on investments was £113k below target due to 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 shortfall in income increased 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 Programme 2016-17 Review

| Directorate | Original Budget | Revised Budget | Total Expenditure | Variance from Revised budget | |
|---|---|---|---|---|---|
| | £000 | £000 | £000 | £000 | % |
| Communities | 18,325 | 15,272 | 11,194 | (4,079) | 27% |
| Environment | 17,555 | 19,690 | 18,182 | (1,509) | 8% |
| Resources | 2,517 | 2,820 | 1,664 | (1,155) | 41% |
| Total all services | 38,397 | 37,782 | 31,040 | (6,743) | 18% |

9.1    Total capital expenditure in 2016-17 was £31.0m. This represents an under spend of £6.7m, against the revised budget of £37.8m. The original budget was revised during the course of the year to take account of funds brought forward from 2015-16, additional grant and section 106 funding allocated to schemes during the year and funds re-profiled into 2016-17. All the budget changes which were made up to January 2017 have been explained in the quarterly budget monitoring reports to the Executive.

9.2    Services have requested that £6.5m of the overall under spend be carried forward to enable schemes already underway to be completed and/or to meet future capital commitments. The Capital Strategy Group (CSG) is due to meet on 1 June to review the outturn in detail and recommend the actual amount to be carried forward into 2017-18.

**Communities Directorate**

9.3    The Communities Directorate total capital expenditure in 2016-17 was £11.2m, an under spend of £4.1m or 27% against the revised budget of £15.3m.

9.4    Care Commissioning, Housing and Safeguarding under spent by £3m from schemes to acquire new temporary accommodation and to redevelop the Four Houses Corner Gypsy and Travellers Site. Both of these projects are progressing well with offers made and accepted by year end on 14 of the 22 temporary accommodation units sought. The Four Houses Corner project is well underway with all residents expected to be decanted within the next 6 months. The budget for disabled facilities grants was under spent by £480,000 due to the Home Improvement Agency contract ending and difficulties experienced earlier in the year in recruiting staff to help process grant applications. The timeframe for delivery of the Care Director system has been extended into 2017-18 leading to an under spend of £288k.

9.5    In Education Services, there was an under spend of £898k and £6.1m of the original budget was re-profiled to 2017-18, mainly in respect of the new Highwood Copse Primary school and the expansion and relocation of Theale Primary school which were both delayed due to problems with land assembly. The under spends on these schemes were slightly higher than expected and there were under spends on other schools schemes including the expansion of Little Heath School, the Willows and Spurcroft Primary schools and the kitchen at Cold Ash Primary.

9.6    There were minor under spends on the Adult Social Care and Children and Family Services budgets.

**Environment Directorate**

9.7    The Environment Directorate's total capital expenditure in 2016-17 was £18.2m, an under spend of £1.5m or 8% against the revised budget of £19.7m.

9.8    Culture and Environmental Protection under spent by £838k. £334k was set aside for claims not yet settled in respect of the Padworth waste site. The budget for the maintenance of Shaw House was under spent by £386k which will be spent as part of the Conservation Area Management Plan over the next year.

9.9    Highways & Transport under spent by £459k. Some projects were reprogrammed towards the end of 2016-17 to enable important bridge and drainage works to be carried out in conjunction with the resurfacing of the A4 around junction 12 of the M4.   These changes to the programme have contributed to an under spend of £459k or 3% of the revised budget.   However the Highways budget was fully committed at the end of 2016-17.

9.10   Planning and Countryside under spent by £213k. The under spend mainly related to S106 funded schemes for improvements to open spaces and play areas in Newbury and Thatcham for which funds have been earmarked and/or committed, but not all work was completed by 31 March 2017.

**Resources Directorate**

9.11   The Resources Directorate total capital expenditure in 2016-17 was £1.7m, an under spend of £1.2m or 41% against the revised budget of £2.8m.  This mainly related to ICT where the Superfast Broadband project was under spent by £739k, because one of the main contractors, Gigaclear, had not invoiced the Council for work completed by year end.

**10.    Dedicated Schools Grant 2016-17 Review**

10.1   The main source of funding for schools is the Dedicated Schools Grant (DSG). It is a ring fenced specific grant and can only be used on school/pupil activity. There is a year end over spend of £345k on the DSG, which is £656k lower than the previously forecast deficit which is in part due to the continued work of officers to drive costs down wherever possible. The DSG is split between three funding blocks:

(1)     Schools Block £532k under spend

(2)     Early Years Block £389k over spend

(3)     High Needs Block £488k over spend (planned)

**11.    Options for Consideration**

11.1   Not applicable – factual report for information

**12.    Proposals**

12.1   To note the outturn position and confirm that the service specific risk funds will not be called upon, due to under spends in other areas across the Council.

12.2   To review the budget movements processed in year detailed in Appendix E.

## 13.    Conclusion

13.1    The Council was faced with delivering a savings programme in the revenue budget of £13.9m in 2016-17 as well as addressing in year pressures as they arose.  The final outturn of a £7k over spend and delivering 95% of the savings programme was an excellent result in the context of having to manage significant pressures during 2016-17 within its "demand led" services, most notably in the area of adult social care. The Council has made significant investment into identified pressure points as part of the 2017-18 budget process.

## 14.    Consultation and Engagement

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

---

**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 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:      andy.walker@westberks.gov.uk

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# Appendix B

</div>

# Equality Impact Assessment - Stage One

**We need to ensure that our strategies, polices, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:**

*"(1)    A public authority must, in the exercise of its functions, have due regard to the need to:*

*(a)    eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

*(b)    advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:*

*(i)    remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*

*(ii)    take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*

*(c)    foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.*

*(2)    The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

*(3)    Compliance with the duties in this section may involve treating some persons more favourably than others."*

**The following list of questions may help to establish whether the decision is relevant to equality:**

- **Does the decision affect service users, employees or the wider community?**
- **(The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)**
- **Is it likely to affect people with particular protected characteristics differently?**
- **Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?**
- **Will the decision have a significant impact on how other organisations operate in terms of equality?**
- **Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?**
- **Does the decision relate to an area with known inequalities?**
- **Does the decision relate to any equality objectives that have been set by the council?**

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

| | |
|---|---|
| **What is the proposed decision that you are asking the Executive to make:** | |
| **Summary of relevant legislation:** | |
| **Does the proposed decision conflict with any of the Council's key strategy priorities?** | |
| **Name of assessor:** | |
| **Date of assessment:** | |

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

| **1.  What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?** | |
|---|---|
| **Aims:** | |
| **Objectives:** | |
| **Outcomes:** | |
| **Benefits:** | |

**2.  Note which groups may be affected by the proposed decision.  Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.**

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

| Group Affected | What might be the effect? | Information to support this |
|---|---|---|
| Age | | |
| Disability | | |
| Gender Reassignment | | |
| Marriage and Civil | | |

| | | |
|---|---|---|
| Partnership | | |
| Pregnancy and Maternity | | |
| Race | | |
| Religion or Belief | | |
| Sex | | |
| Sexual Orientation | | |
| **Further Comments relating to the item:** | | |
| | | |

| 3. Result | |
|---|---|
| **Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?** | **Yes/No** |
| **Please provide an explanation for your answer:** | |
| **Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?** | **Yes/No** |
| **Please provide an explanation for your answer:** | |

**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 Two 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.**

| 4. Identify next steps as appropriate: | |
|---|---|
| **Stage Two required** | |
| **Owner of Stage Two assessment:** | |
| **Timescale for Stage Two assessment:** | |

**Name:**                                    **Date:**
_____

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

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# Summary Revenue Outturn 2016-17

<div style="text-align:right">**Appendix C**</div>

| | Budget | | | Net Performance | | Gross Performance — Expenditure | | | Gross Performance — Income | | | Net |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Original Budget 2016/17 £ | Budget Changes 2016/17 £ | Final Net Budget 2016/17 £ | Net Outturn 2016/17 £ | Actual Variance 2016/17 £ | Final Expenditure Budget 2016/17 £ | Actual Expenditure 2016/17 £ | Expenditure Variance 2016/17 £ | Final Income Budget 2016/17 £ | Actual Income 2016/17 £ | Income Variance 2016/17 £ | Actual Variance 2016/17 £ |
| Education (DSG Funded) | -720,890 | 0 | -720,890 | -720,890 | 0 | 95,330,200 | 98,453,234 | 3,123,034 | -96,051,090 | -99,174,124 | -3,123,034 | 0 |
| Corporate Director - Communities | 196,100 | 0 | 196,100 | 198,187 | 2,087 | 262,100 | 250,067 | -12,033 | -66,000 | -51,880 | 14,120 | 2,087 |
| Adult Social Care | 34,934,090 | 2,138,920 | 37,073,010 | 37,532,521 | 459,511 | 49,657,970 | 50,950,456 | 1,292,486 | -12,584,960 | -13,417,936 | -832,976 | 459,511 |
| Care Commissioning, Housing & Safeguarding | 4,325,450 | -395,140 | 3,930,310 | 3,836,934 | -93,376 | 10,904,040 | 11,683,782 | 779,742 | -6,973,730 | -7,846,848 | -873,118 | -93,376 |
| Childrens Services | 15,045,770 | -732,670 | 14,313,100 | 14,201,631 | -111,469 | 14,973,870 | 16,054,002 | 1,080,132 | -660,770 | -1,852,371 | -1,191,601 | -111,469 |
| Education | 9,086,000 | 1,870,710 | 10,956,710 | 10,933,340 | -23,370 | 14,303,800 | 14,150,864 | -152,936 | -3,347,090 | -3,217,525 | 129,565 | -23,370 |
| ASC Efficiency Programme | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Prevention and Developing Community Resilience | 719,910 | 24,570 | 744,480 | 727,759 | -16,721 | 1,190,520 | 1,165,239 | -25,281 | -446,040 | -437,481 | 8,559 | -16,721 |
| **Communities** | **63,586,430** | **2,906,390** | **66,492,820** | **66,709,481** | **216,661** | **186,622,500** | **192,707,644** | **6,085,144** | **-120,129,680** | **-125,998,163** | **-5,868,483** | **216,661** |
| Corporate Director - Environment | 170,930 | 0 | 170,930 | 161,505 | -9,425 | 170,930 | 161,505 | -9,425 | 0 | 0 | 0 | -9,425 |
| Highways & Transport | 5,534,540 | -97,930 | 5,436,610 | 5,300,896 | -135,714 | 10,889,410 | 11,233,619 | 344,209 | -5,452,800 | -5,932,723 | -479,923 | -135,714 |
| Planning & Countryside | 3,675,880 | 152,740 | 3,828,620 | 3,552,008 | -276,612 | 5,369,540 | 5,559,646 | 190,106 | -1,540,920 | -2,007,638 | -466,718 | -276,612 |
| Culture & Environmental Protection | 21,256,250 | 120,630 | 21,376,880 | 21,527,188 | 150,308 | 28,136,640 | 27,708,912 | -427,728 | -6,759,760 | -6,181,724 | 578,036 | 150,308 |
| **Environment** | **30,637,600** | **175,440** | **30,813,040** | **30,541,598** | **-271,442** | **44,566,520** | **44,663,683** | **97,163** | **-13,753,480** | **-14,122,085** | **-368,605** | **-271,442** |
| Chief Executive | 520,920 | -10,000 | 510,920 | 488,500 | -22,420 | 510,920 | 489,100 | -21,820 | 0 | -600 | -600 | -22,420 |
| Customer Services | 1,892,770 | 151,190 | 2,043,960 | 1,943,980 | -99,980 | 40,966,570 | 43,300,747 | 2,334,177 | -38,922,610 | -41,356,767 | -2,434,157 | -99,980 |
| Finance | 2,116,340 | 179,590 | 2,295,930 | 2,305,340 | 9,410 | 4,078,780 | 4,032,078 | -46,702 | -1,782,850 | -1,726,738 | 56,112 | 9,410 |
| Human Resources | 976,980 | -18,030 | 958,950 | 912,423 | -46,527 | 1,289,390 | 1,305,848 | 16,458 | -330,440 | -393,426 | -62,986 | -46,527 |
| ICT & Corporate Support | 2,547,010 | 20,390 | 2,567,400 | 2,545,557 | -21,843 | 3,464,860 | 3,437,655 | -27,205 | -897,460 | -892,099 | 5,361 | -21,843 |
| Legal Services | 946,570 | 5,350 | 951,920 | 1,172,892 | 220,972 | 1,122,450 | 1,388,743 | 266,293 | -170,530 | -215,850 | -45,320 | 220,972 |
| Public Health & Wellbeing | -80,000 | -17,690 | -97,690 | -97,686 | 4 | 6,091,710 | 6,114,281 | 22,571 | -6,189,400 | -6,211,967 | -22,567 | 4 |
| Strategic Support | 2,959,420 | 1,540 | 2,960,960 | 2,870,002 | -90,958 | 3,307,640 | 3,706,886 | 399,246 | -346,680 | -836,884 | -490,204 | -90,958 |
| Corporate Programme Management | 130,930 | 2,510 | 133,440 | 133,777 | 337 | 133,440 | 133,777 | 337 | 0 | 0 | 0 | 337 |
| **Resources** | **12,010,940** | **314,850** | **12,325,790** | **12,274,785** | **-51,005** | **60,965,760** | **63,909,115** | **2,943,355** | **-48,639,970** | **-51,634,330** | **-2,994,360** | **-51,005** |
| Movement Through Reserves | -117,000 | -1,752,110 | -1,869,110 | -1,869,201 | -91 | -1,869,110 | -1,869,201 | -91 | 0 | 0 | 0 | -91 |
| Capital Financing & Management | 9,274,460 | -220,520 | 9,053,940 | 9,167,304 | 113,364 | 9,457,790 | 16,028,969 | 6,571,179 | -403,850 | -6,861,665 | -6,457,815 | 113,364 |
| Risk Management | 1,424,050 | -1,424,050 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Capital Financing and Risk Management** | **10,581,510** | **-3,396,680** | **7,184,830** | **7,298,103** | **113,273** | **7,588,680** | **14,159,768** | **6,571,088** | **-403,850** | **-6,861,665** | **-6,457,815** | **113,273** |
| **Total** | **116,816,480** | **0** | **116,816,480** | **116,823,967** | **7,487** | **299,743,460** | **315,440,210** | **15,696,750** | **-182,926,980** | **-198,616,243** | **-15,689,263** | **7,487** |

## Appendix D

# Summary Capital Outturn 2016-17

### _Summary of Budget Changes, Spend and Committments by Service_

| Service Area | Original Budget 2016/17 £ | Slippage from 2015/16 £ | Other Agreed Changes to 2016/17 Budget (2) £ | Revised Budget for 2016/17 (1) £ | Total Expenditure 2016/17 £ | Under/ (Over) spend % | Outstanding Committments at 31/3/17 £ | Under/ (Over) spend adjusted for committments % |
|---|---|---|---|---|---|---|---|---|
| **COMMUNITIES DIRECTORATE** | | | | | | | | |
| Adult Social Care | 888,360 | 359,650 | 64,010 | 1,312,020 | 1,202,167 | 8.4% | 7,266 | 7.8% |
| Care Commissioning, Housing & Safeguarding | 2,593,500 | 1,238,110 | 806,240 | 4,637,850 | 1,578,499 | 66.0% | 192,868 | 61.8% |
| Children's Services | 20,000 | 35,960 | (21,500) | 34,460 | 22,250 | 35.4% | - | 35.4% |
| Education Services | 14,823,010 | 273,970 | (5,809,400) | 9,287,580 | 8,390,707 | 9.7% | 999,964 | -1.1% |
| **Total for Communities Directorate** | **18,324,870** | **1,907,690** | **(4,960,650)** | **15,271,910** | **11,193,623** | **26.7%** | **1,200,098** | **18.8%** |
| | | | | | | | | |
| **ENVIRONMENT DIRECTORATE** | | | | | | | | |
| Culture & Environmental Protection (CEP) | 456,450 | 787,890 | 41,190 | 1,285,530 | 448,549 | 65.1% | 215,910 | 48.3% |
| Highways & Transport | 16,735,670 | 1,661,070 | (533,510) | 17,863,230 | 17,404,729 | 2.6% | 1,134,595 | -3.8% |
| Planning & Countryside | 362,630 | 178,850 | 0 | 541,480 | 328,772 | 39.3% | 54,131 | 29.3% |
| **Total for Environment Directorate** | **17,554,750** | **2,627,810** | **-492,320** | **19,690,240** | **18,182,050** | **7.7%** | **1,404,637** | **0.5%** |
| | | | | | | | | |
| **RESOURCES DIRECTORATE** | | | | | | | | |
| Chief Exec | 45,000 | 8,090 | 0 | 53,090 | 1,888 | 96.4% | - | 96.4% |
| Finance | 25,000 | 23,970 | (34,740) | 14,230 | 0 | 100.0% | 30 | 99.8% |
| ICT and Corporate Support | 2,296,090 | 294,300 | (232,080) | 2,358,310 | 1,450,584 | 38.5% | 837,564 | 3.0% |
| Legal Services | 0 | 1,930 | 0 | 1,930 | 2,174 | -12.6% | 0 | -12.6% |
| Strategic Support | 151,000 | 155,160 | 46,725 | 352,885 | 188,925 | 46.5% | 0 | 46.5% |
| Customer Services | 0 | (33,730) | 73,030 | 39,300 | 17,780 | 54.8% | 0 | 54.8% |
| **Total for Resource Directorate** | **2,517,090** | **449,720** | **-147,065** | **2,819,745** | **1,661,352** | **41.1%** | **837,594** | **11.4%** |
| | | | | | | | | |
| **Totals** | **38,396,710** | **4,985,220** | **-5,600,035** | **37,781,895** | **31,037,024** | **17.9%** | **3,442,329** | **8.7%** |

_Revised budget includes additional grants and contributions received and/or allocated in 2016/17, less funds reprofiled into 2017/18_

**Explanation of Other Changes Agreed to 2016/17 Budget**

| | £ | Approved by |
|---|---|---|
| **COMMUNITIES DIRECTORATE** | | |
| *ASC:* | | |
| Increase in grant funding for OT Equipment | 87,000 | CSG 20-10-16 |
| Spend on OT Equipment offset by "recycling payment" for resale of equipment to store | 364,250 | CSG 13-1-17 |
| Budget for Telecare, Equipment and adaptations and supported living reprofiled to 2017/18 | (387,240) | CSG 13-1-17 |
| | | |
| *CCHS:* | | |
| 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 Accomodation (remaining £1m to be spent in 17/18) | 2,000,000 | Executive 28-7-16 |
| Reprofiling of part of budet for Four Houses Corner redevelopment | (1,300,000) | CSG 22-9-16 |
| Reprofiling of budget for Care Director | (20,000) | CSG 13-1-17 |
| S106 funds allocated for purchase of DYSOs for use as temporary accomodation | 136,770 | CSG 15-7-15 |
| S106 Funds allocated for redevelopment of 1 Bath Road for use as temporary accomodation | 43,350 | |
| S106 funds for First Step West Berkshire | 20,670 | FM, HoS and Portfolio Holder |
| | | |
| *Childrens Services:* - MASH budget transfered to property services | (21,500) | CSG 24-5-16 |
| | | |
| *Education Services:* | | |
| MASH budget transferred from Childrens Servces | 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 |
| Reprofiling to 2017/18 mainly re Highwood Copse and Theale Primary | (6,090,450) | CSG 13-1-17 |
| Additional external funding allocated at year end | 2,550 | Finance Manager & HoS |
| | (4,960,650) | |
| **ENVIRONMENT DIRECTORATE** | | |
| *Highways:* | | |
| 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 |
| Funds reprofiled to 2017/17 re the Kings Road Link, Tull Way Attenuation Pond and Paices Hill Footway | -2,125,000 | CSG 13-1-17 |
| Removal of budget for Great Shefford Flood Alleviation due to change in Environment Agency priorities | -220,000 | CSG 13-1-17 |
| | | |
| *CEP:* | | |
| external funding for electric vehicle charge points for Environmental Health and Licensing pool cars | 14,210 | Finance Manager & HoS |
| Spend on Museum budget funded from additional grant received in the year | 26,980 | Finance Manager & HoS |
| | -492,320 | |
| **RESOURCES DIRECTORATE** | | |
| *Finance:* | | |
| 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 |
| *ICT:* | | |
| Transfer from Corporate Allocation for replacement of Capital One Server | 22,430 | CSG 24-5-16 |
| Reprofiling of Council funding and increase in external funding for Superfast Broadband | (254,510) | CSG 20-10-16 |
| *Strategic Support:* | | |
| 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 |
| additional funds applied from former LAA reward grant for Greenham Common Trust partnerhip projects | 42,895 | Finance Manager & HoS |
| *Customer Services:* | | |
| 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 |
| | -147,065 | |
| **Totals** | **-5,600,035** | |

# Appendix E

# Summary of Revenue Budget Movements – Outturn 2016-17

| Service | Original Net Budget £000 | Current Net Budget £000 | Variance £000 | Explanation of Significant Budget Changes |
|---|---|---|---|---|
| Dedicated Schools Grant | (721) | (721) | 0 | |
| Corporate Director - Communities | 196 | 196 | 0 | |
| Adult Social Care | 34,934 | 37,073 | 2,139 | £1.712m brought forward budgets agreed by FAGG covering: Care Act Funding and unspent budgets to be used for New Ways of Working £900k and Transforming Lives project £220k, DOLS £35k, National Living Wage £571k.<br>£657k from Care Commissioning, Housing & Safeguarding (CCHS) relating to Supporting People (SP) transfer of clients.<br>(£25k) to Resources Directorate for additional post in contact centre due to a change in the call routing for Adult Social Care.<br>(£28k) to Care Commissioning, Housing & Safeguarding (CCHS) investment for Deprivation of Liberty Safeguarding (DOLS) post.<br>(£46k) Better Care Fund allocation for Young Carers moved to Children's Services.<br>£120k severance payments.<br>(£115k) Revenue cost of capital for the Berkshire Community Equipment Store.<br>(£135k) carry forward agreed by FAGG.<br>(£1k) carry forward Government Grant relating to 2017-18. |
| Care Commissioning, Housing & Safeguarding | 4,325 | 3,930 | (395) | (£657k) to ASC relating to Supporting People (SP) transfer of clients.<br>£52k brought forward, Prevention of Homelessness Grant.<br>£28k Deprivation of Liberty Safeguarding (DOLS) post, investment from ASC.<br>£142k funding for Step by Step and Bramlings service transition.<br>£78k severance payments.<br>£3k Direct payment client support transfer from Education.<br>(£41k) of carry forward amounts agreed by FAGG |
| Children's Services | 15,046 | 14,313 | (733) | £48k brought forward, Ofsted improvement Additional Expenditure Budget (AEB) awarded in 2015-16.<br>£20k brought forward, Adoption Support Grant.<br>£46k Better Care Fund allocation for Young Carers moved from Adult Social Care.<br>£101k severance payments.<br>(£60k) carry forward agreed by FAGG<br>(£888k) carry forward Government Grant relating to 2017-18 |
| Education | 9,086 | 10,957 | 1,871 | £67k Transfer of Asset Management staff (2 fte) from Resources Directorate to Education.<br>£74k brought forward of Special Educational Needs and Disability (SEND) Grant.<br>£28k brought forward Supported SEN Employment Grant.<br>£92k Redundancy budgets added.<br>£13k from reserves to fund investment property project.<br>(£3k) Direct payment client support transfer to CCHS.<br>(£22k) Remaining balance of transition funding carry forward 2017/18<br>£1,623M from reserves to fund Excalibur - JOG |
| Prevention and Developing Community Resilience | 720 | 744 | 25 | £149k of brought forward Troubled Families funding<br>(£125k) carry forward troubled families grant into 2017-18 |
| **Communities** | **63,586** | **66,493** | **2,907** | |
| Corporate Director | 171 | 171 | 0 | |
| Highways & Transport | 5,535 | 5,437 | (98) | Transition Funding and Grant Brought Forward, transfer of commuted Newbury Racecourse |
| Planning & Countryside | 3,676 | 3,829 | 153 | Budgets brought forward from 15/16 for specific projects plus transfer of S106 for Grounds Maintenance, plus cross service budget move |
| Culture & Environmental Protection | 21,256 | 21,377 | 121 | Transfer to Capital Financing |
| **Environment** | **30,638** | **30,813** | **175** | |
| Chief Executive | 521 | 511 | (10) | |
| Customer Services | 1,893 | 2,044 | 151 | Transfer of Admin post from ASC and FERIS grant funding, severance payments |
| Finance | 2,116 | 2,296 | 180 | Staff movement to Property |
| Human Resources | 977 | 959 | (18) | Severance payment |
| Information Technology | 2,547 | 2,567 | 20 | Reversal of one off virement, severance payments |
| Legal | 947 | 952 | 5 | Severance payment |
| Public Health | (80) | (98) | (18) | Transfer of budget from reserves |
| Strategic Support | 2,959 | 2,961 | 2 | Transition Funding |
| Transformation Programme | 131 | 133 | 2 | Transition Funding |
| **Resources** | **12,011** | **12,326** | **315** | |
| Movement through Reserves | -117 | -1,869 | -1,752 | Movement through reserves of all budget changes |
| Capital Financing & Management | 9,274 | 9,053 | -221 | Revenue contribution to capital financing |
| Risk Management | 1,424 | 0 | -1,424 | £500k in respect of the risk reserve for Children's Services plus part year funding applied to service budgets |
| **Capital Financing & Risk Management** | **10,581** | **7,184** | **(3,397)** | |
| **Total** | **116,816** | **116,816** | **0** | |

# ICT & Digital Services Strategy

| | |
|---|---|
| **Committee considering report:** | Executive on 15 June 2017 |
| **Portfolio Member:** | Councillor Dominic Boeck |
| **Date Portfolio Member agreed report:** | 18 May 2017 |
| **Report Author:** | Kevin Griffin |
| **Forward Plan Ref:** | EX3267 |

## 1.    Purpose of the Report

1.1    To provide Executive with a high level overview of the various sections of the Council's new 3-year ICT & Digital Services Strategy (The Strategy itself is included at Appendix A)

## 2.    Recommendation

2.1    That Executive approve the West Berkshire Council ICT & Digital Services Strategy 2017-2020

## 3.    Implications

3.1    **Financial:** Realisation of the strategy is reliant upon revenue funding for the ICT & Corporate Support service and from the ICT capital programme.  The quantum and governance for these are explained in the strategy.

3.2    **Policy:** The strategy includes descriptions of governance arrangement for ICT and for digital services and the standards which apply to these.

3.3    **Personnel:** None

3.4    **Legal:** None

3.5    **Risk Management:**    None

3.6    **Property:** None

3.7    **Other:** None

## 4. Introduction / Background

4.1    This new strategy sets the direction for the council's use of ICT and digital services for the next 3 years.

4.2    The strategy is written with a whole council perspective, rather than from the perspective of the ICT Service, although this service will have a key role in realising the strategy's aims and objectives

4.3    The sections below set out the key elements of the ICT & Digital Services Strategy, which is included in its entirety at Appendix A.

## 5. Opportunities and Constraints

5.1    There are a number of opportunities that should help the council realise this new strategy and a number of constraints that may challenge progress.

**Opportunities include;**

- West Berkshire's good broadband coverage (expected to be near 100% by the end of 2017)
- Smartphone ownership of our citizens (4 out of 5 UK adults now own a smartphone)
- People are used to transacting online with public bodies e.g. Mod.gov
- Devices are getting smarter (The internet of things)

**Constraints include;**

- Council budget cuts
- ICT investment funding model (currently capital based, many new developments are revenue funded)
- The conservatism of software vendors in the local authority marketplace
- Cyber security issues
- Change fatigue

## 6. Principles

6.1    The ICT & Digital Services Strategy conforms to 4 key principles;

- Cost effectiveness
- Being customer-centric
- Ensuring safety and security
- Being innovative and agile

## 7. Infrastructure

7.1    Maintaining fit-for-purpose ICT infrastructure is key to the effective operation of the Council and the strategy focuses on 3 key areas;

- **Network**
    - Reduce WAN costs by using new broadband infrastructure
    - Seek partnership opportunities for community benefit

- o Upgrade network equipment to increase internal network performance
- o Increase WiFi coverage in WBC offices.

- **Servers and Storage**
  - o Explore cloud based infrastructure for disaster recovery and for core office services (MS Office, H: and I: drives email etc)

- **Devices (Providing the right tools for the job)**
  - o Provide greater choice (computers and phones)
  - o Lighter, more portable devices (laptops and tablets)
  - o Always on connectivity
  - o Explore biometric security

## 8.    Other Development Themes

8.1    There are a number of other development themes articulated in the strategy including;

- **Communication Improvements**
  - o Increased use of audio and video conferencing
  - o Improve/change customer contact channels (Channel shift/digital by choice)
  - o Increased use of social media
  - o Video streaming of meetings

- **Digital Transformation**
  - o Transforming the council's customer facing processes and make West Berkshire Council a Digital by Choice organisation
  - o Create the shortest and most cost effective route between customer request and fulfilment

- **Alternative Operating Models - Decrease the use of specialist staff to safe money by using generalists or ideally digital self-service**

- **System and Process Improvements**
  - o Take advantage of device convergence (laptops/tablets/smartphones)
  - o Consolidate the number of discreet business systems
  - o Re-use data wherever possible rather than re keying it
  - o Moderne and enhancing our Geographic Information Systems (GIS)
  - o Analyse our data to ensure we "know what we know"

## 9.    Appendices

9.1    Appendix A – Supporting Information (WBC ICT & Digital Services Strategy 2017-2020).

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# West Berkshire Council
# ICT & Digital Services Strategy 2017 - 2020

## Document Control

| Document Ref: | | Date Created: | |
|---|---|---|---|
| Version: | 0.7 | Date Modified: | 08/05/2017 |
| Revision due | | | |
| Author: | Kevin Griffin | Sign & Date: | |
| Owning Service | | | |

## Change History

| Version | Date | Description | Change ID |
|---|---|---|---|
| 0.1 | 27/04/2016 | Consultation Draft document created | |
| 0.2 | 07/10/2016 | Review following consultations with ICT Service managers | |
| 0.3 | 18/10/2016 | Review following feedback from Chief Executive and from ICT Infrastructure and Operations staff | |
| 0.4 | 02/11/2016 | Review following feedback from various stakeholders | |
| 0.5 | 28/11/2016 | Review following feedback from ICT Portfolio Member | |
| 0.6 | 24/01/2017 | Review Following feedback from Resources Select Committee | |
| 0.7 | 08/05/2017 | Included more detail into Delivery Activities table (Section 11) | |

*This version of the strategy is not for publication externally*

West Berkshire
COUNCIL

# Contents

# 1. Foreword by the ICT Portfolio Holder and the Chief Executive

## ICT Portfolio Holder, Cllr Dominic Boeck

*West Berkshire Council has for many years deployed information and communication technology (ICT) to aid the delivery of effective, high quality and cost-effective services to its citizens, customers and service users.*

*Recent investment in West Berkshire's broadband infrastructure means that the district will by the end of 2017 have the best superfast broadband coverage in Berkshire and some of the best in the United Kingdom.*

*This excellent connectivity provides the district with tremendous social and economic opportunities as well as allowing the Council to further develop how it communicates and interacts with its public.*

*This new 3-year strategy combines, for the first time, the Information & Communications Technology strategy with a Digital Services strategy.*

*This strategy sets out how we will develop the Council's service delivery to meet people's heightened expectation that information and services should be available at the 'touch of a button' 24x7, whilst recognising the constraints imposed by reduced Government funding.*

## Chief Executive, Nick Carter

*Digital technology is now an everyday part of our lives and has transformed the way we all live. We are now connected to each other in a way few of us could have imagined 30 - 40 years ago.*

*Digital technology has also had a profound impact on how the Council carries out its business. Letters and telephone calls are now increasingly being replaced by email, texts and the use of social media. This strategy recognises that but goes further recognising that digital technology also requires a fundamental rethink in how we design our services.*

*Technology is not something that just sits alongside what we do, it effectively should completely reshape it. In the same way that technology has transformed our lives so it needs to transform the way in which the Council plays its own role in supporting and working with our own residents.*

## 2.    Executive Summary

2.1    West Berkshire Council is dependent upon Information and Communications Technology (ICT) for most of it day-to-day interactions and transactions with its citizens, customers, service users, partners and suppliers.  Therefore it is extremely important that the ICT infrastructure and systems are continually maintained and developed to ensure they remain fit-for purpose for this important role and that are affordable within shrinking Council budgets.

2.2    Continued technological advancement, such as the widespread popularity of ever more capable smartphones and the widespread use of social media has changed the way many people interact with each other and with their service providers.  The challenge for an organisation like the Council is to keep pace with these advancements and changes in customer preferences in a way which improves customer satisfaction and delivers process efficiencies.

2.3    In embracing new technologies we need to ensure that we invest in sustainable solutions i.e. ones that will not disappear overnight and that we maintain the security of our systems and data in the face of increasing cyber threats.

2.4    This new 3-year ICT and Digital Services strategy sets out the Council's aims which are to embrace technological advancements to;

- move some of our ICT infrastructure or systems into 'the cloud' where beneficial
- increase the mobility of our staff so that they may serve our customers better
- redesign services, where appropriate, so that they may be delivered by digital means
- enhance existing systems and processes to improve system integration and data re-use

In implementing our strategy we will expect to;

- be more agile and responsive to the changing needs of our business and customers
- provide more access channels for many citizen and customer interactions
- achieve greater take-up of customer self service
- deliver greater availability and resilience for many of our systems

## 3. Introduction

### 3.1 Purpose

In common with other organisations the use of Information and Communications Technology (ICT) is intrinsic to the day-to-day operation of West Berkshire Council (hereafter referred to as the Council).

The purpose of this document is to set out the Council's ICT and Digital Services Strategy for the next 3-years (2017-2020).

### 3.2 Vision for ICT

The Council's vision is to embrace technological advances to create a digital enabled environment within the Council that is flexible yet secure, highly functional yet cost effective and which is agile enough to meet the changing needs of our staff, customers and service users.

We will develop our processes and our digital services to ensure they are the best they can be to help the Council deliver its corporate objectives and to address the challenge of meeting increasing customer demand whilst Council funds and resources are diminishing.

We aim to use ICT as a catalyst for change to improve the efficiency and effectiveness of the Council

### 3.3 Harnessing new opportunities

Rapid developments in technology over recent years have revolutionised how people communicate with each other and how they interact with businesses and service providers.  Listed below are some specific opportunities that will be harnessed by, or will influence, the Council's new ICT and Digital Services Strategy.

- **Broadband infrastructure  improvements** – As a result of commercial broadband rollout and the State-aid funded Superfast Berkshire project almost all premises in West Berkshire will have access to superfast broadband services (24Mbps or faster) by the end of 2017.

  As well as benefitting communities and allowing  citizens and consumers to access Council services online, this technology is being exploited directly by the Council to reduce some of its intra-site networking costs.

- **Growth in smartphone ownership** - A report [1] published by Deloitte in Autumn 2016 records that 4 out of 5 adults in the UK now owns a smartphone and increasingly they use these in preference to computers for conducting online transactions such as banking, bookings and purchases.

  Since the advent of 4G, mobile coverage and bandwidth has increased considerably and continues to improve.  The Council will enhance its online facilities to engage with this smartphone owning audience to improve customer interaction and to reduce transaction processing costs.

  Around 50% of access to the Council's own digital services and information is done by using a smartphone or tablet device.

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[1]  Deloitte "**There's no place like phone** | Global Mobile Consumer Survey 2016: UK Cut"

- **Public sector  move towards digital transactions** – Central Government's GOV.UK initiative has dramatically changed the way customers apply for car tax, renew their passports or driving licences etc.  Processes have been redesigned to ensure that they are "so good people want to use them". These redesigned   processes have removed many labour-intensive elements and reduced or eliminated the use of paper forms and licences.

  As large sections of the public have now become accustomed to conducting these type of activities digitally it should be easier for the Council to get its customers to accept and adopt any new digital services it develops.

- **The 'Internet of Things'** – Over the lifetime of this strategy we will expect to exploit the technical advancement and adaptation of traditional assets which allows them to connect to the internet. In their personal lives people have become used to smart TVs, smartphone controlled heating systems, cars whose software is updated remotely via an onboard SIM card and more recently smart electricity meters.

  As the 'Internet of Things' gathers pace we will expect to see traditional Council assets replaced with 'smart' equivalents that may be automatically or remotely controlled and managed . These will include, but will not be limited to, smart streetlights, automated parking pay stations, number plate recognition systems, smart building controls, vehicle mounted GPS.  We also expect to see greater use of telemedicine and telemonitoring for our homecare and reablement services

## 3.4    Challenges and constraints

There are some specific challenges to developing a new 3-year Council ICT strategy worth acknowledging, including;

- **Government  funding reductions** – Councils, including West Berkshire Council, have suffered successive Government funding cuts over recent years and this trend is continuing.

  These cuts have meant we have had to deliver ICT services with fewer people, and lower goods and services budgets.  This has encouraged us to introduce tools to automate processes, to negotiate better deals with our ICT suppliers, and to switch to cheaper systems or solutions when available.

  The need to make further savings provides motivation to explore how ICT innovation and targeted investment in technology (invest to save) can be deployed to reduce the cost of labour-intensive activities across various Council departments.

- **Council funding model** – West Berkshire Council's ICT costs currently comprise a mix of recurring annual revenue costs (circa £2.2million per annum) which is spent on items such as staffing, software maintenance/licences, data usage and telephony charges etc. together with periodic capital investments (averaging £800k per annum) used to procure ICT assets such as computers, servers, data storage devices, network equipment and other hardware items which typically require renewal every 5-7 years.

  It is the Council's revenue budgets which are under greatest pressure, and this can act as a disincentive for the ICT department to move away from (capital funded) inhouse systems to (revenue funded) cloud-hosted alternatives, even when these appear to offer a lower whole life cost over a number of years, or where they would offer greater operational flexibility.

  It is also worth noting that many software vendors are moving away from offering traditional perpetual licences towards annual subscription-based services , and this may place an additional strain on already stretched Council ICT revenue budgets.

- **Business system supplier conservatism** – With only 418 principal local authorities in the UK, software suppliers for specialist Council functions such as Planning, Revenues & Benefits, Social Care etc., are catering to a relatively small market.  These specialist application vendors have significant expertise and investment in traditional client-server applications and are often unwilling to risk alienating their existing customer base by moving too soon to a new platform.  We will work with other local authorities and through organisations such as Socitm [2] and LocalGov Digital to influence and encourage our system vendors towards earlier adoption of new technologies to support digital services and mobile working.

- **Cyber security threats** – The dramatic rise in the number of people conducting their financial transactions online has also resulted in online fraud (including telephone scams) becoming one of the most prevalent crimes in recently published statistics.  This, together with new threats, such as the emergence of ransomware (which is used to extort money from people to unlock maliciously encrypted computers) means that the Council needs to maintain and strengthen the protection it has in place to counter these threats.

- **Pace of technological change** – The pace of technological change continues to increase, particularly with regard to devices like computers and smartphones, such that it is now not unusual to see devices superseded within 2-years of their introduction.

  Whilst these changes can provide opportunities for the Council to deliver many of its services by digital means in order to provide a better or more cost effective service, it also makes it harder to maintain standardised devices, systems and policies for the Council's computer users.  Too frequent changes in technology can have an adverse affect on staff proficiency to use it, may increase staff training needs (and associated costs) and can make IT support more labour intensive.

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[2] Society of Information Technology Management
A professional association, founded in 1986, for ICT managers working in or for the public sector.

**4. How was this strategy developed?**

4.1 This strategy was developed by;

- Considering the resource and financial constraints we are working within
- Reviewing the corporate aims of the Council articulated in its various strategies
- Consulting with Council Members, officers, parish Councils, customers and services users and with peers from other Local Government organisations
- Reviewing current and emerging technology trends
- Adopting best practice guidelines set out by HM Government guidelines and by professional bodies such as the Society of Information Technology Management (Socitm)

**5. Key Principles**

5.1 This strategy conforms to four key principles, as listed below;

1. **Customer centric** – Our systems, processes and information provision will be tailored to the needs of our customers. This means developing systems that are easy to access and easy to use and that encourage self-service. Our customer include our internal computer users (officers and Members) and the Council's citizens and service users.

2. **Cost effectiveness and cost saving** – We will ensure, through making good choices, procuring competitively and negotiating hard, that our ICT costs are as low as practically possible. We will also invest in technology that can be demonstrated to lower our service delivery costs by process improvements or in driving customer self-service.

3. **Safety and security** - Our systems will be maintained up-to-date, be designed for resilience and be configured in a way which safeguards the integrity and security of the sensitive and personal data with which the Council is entrusted. We will also maintain necessary safeguards against existing and emerging cyber-security threats.

4. **Innovation and agility** - We will stay in-tune with the changing needs of the business and will adopt new ICT systems and business processes as quickly as possible to support these needs.

## 6.    Supporting Infrastructure

Every computing task performed within the Council, every customer accessing online information or digital services and every ICT enabled front-line service activity is reliant upon the underlying ICT infrastructure of networks, servers, business systems and databases etc.   This section will outline our current infrastructure setup and explore how we expect this to develop over the period of this strategy.

### 6.1    The Council's current ICT environment

The Council's ICT service is run by Council staff as a centralised service based in its Market Street offices in Newbury.  This service supports around 1,600 computer users across a network comprising 36 sites.  The majority of its 350 or so application and file servers (Mostly virtual servers), are hosted in the 3 data centres within our office estate, together with our data storage facilities

Most of our computers currently run Microsoft operating systems and business software and these are licenced under a Microsoft Enterprise Agreement.

We also run more than 100 specialist back office applications and around 120 desktop applications from a variety of vendors, which support the work of the various departments and teams across the Council.

Our telephony estate employs a mix of desk phones and mobile phones (smartphones)   The Council employs a unified communication system which allows its mobile staff to redirect their primary published phone numbers either to any of the Council's desk phones, or to their mobile phone, or to any other convenient phone that they have access to during the course of their work
The Council also operates a customer contact centre which receives around 13,500 telephone enquiries per month from our customers.  The Council also receives around 10,000 calls a month to its switchboard and 50,000 direct dialled incoming calls to its various departments.

The Council's website(s) are an increasingly important channel for the public to access the Council's information and services.  The Council website www.westberks.gov.uk  receives around 90,000 visits per month together with a further 54,000 visits per month to our planning applications portal and 12,000 visits to the online library system.

### 6.2    System replacement strategy

The Council owns and operates a significant ICT estate and most of these assets have a relatively short lifespan (3-7 years) before they need replacing.  It is anticipated that as we update/replace systems then more of them will be cloud hosted rather than managed on site in our Council data centres.  This is explored further in the sections below.

6.3    **Network strategy**

**Wide Area Network**
Although most of West Berkshire Council staff are based in its Newbury offices the entire Council property estate (excluding schools) comprises 36 separate sites connected together on a wide area network (WAN)

Originally these sites were physically connected to our Newbury via expensive leased line network circuits in a 'hub and spoke' arrangement. More recently we have been exploiting the improved superfast broadband coverage in the district and substituting many of our leased line connections with lower cost alternatives i.e. connecting sites to the internet via a local connection then using virtual private networking (VPN) solutions to connect back to our centralised computing facilities in Newbury.

Our network strategy is to continue to lower our costs through the expansion of our virtual network model. We will also be reviewing our core network supplier arrangements with the following objectives;

- Ensuring we achieve best value for the bandwidth and availability we require
- Ensuring we have the bandwidth and flexibility to support future changes in data requirements (Whether that be data growth or data decline)
- To explore opportunities to develop Gigabit cities or smart city partnerships (See note below)

**Gigabit Cities and Smart Cities**
The West Berkshire district is largely rural, so does not naturally lend itself to the smart gigabit and smart city initiatives being explored and adopted by some more urban areas. However, even in Newbury there is supplier interest in looking at the ultrafast broadband requirements of local public bodies, including the Council, alongside the needs of local businesses and to consider whether to invest commercially in fibre infrastructure upgrades.

There is also interest from suppliers to access assets such as public buildings and street furniture to use as sites for their networking equipment, such as Wi-fi transmitters, CCTV cameras etc. The Council may be able to 'trade' the granting of this access for free or subsidised services e.g. town centre public wifi.

**Local Area Network (LAN)**
In order to ensure the continued productivity of our office based staff we are upgrading the LAN infrastructure to provide high speed (1Gbps) connectivity to every desktop in our core offices. We are also upgrading the speed of the server network infrastructure in our data centres to 40Gbps.

**Wireless**
In a home setting wireless internet connectivity, or WiFi is becoming the norm. Providing wireless connectivity in Council building with sufficient bandwidth, signal strength and with the security requirement prescribed for Council data is more of a challenge than in a domestic setting. However we recognise the role that 'blanket cover' Wi Fi connectivity will play in supporting the always on, always connected agile working practices the Council is moving towards and expect to have this infrastructure completed by 2019.

6.4 **Server and data storage strategy**

Some Councils are now pursuing 'infrastructure free' or cloud–based infrastructure models and cite a variety of reasons for this strategy including;

- **minimising capital expenditure** on renewing aging on-premise hardware
- **supporting ICT support insourcing** , where following previous outsourcing they no longer have on-premise data centre facilities
- **improving agility** in responding to significant organisation change for example when a Council changes to a commissioning only organisation

As an early adopter of VMWare virtual server technology the Council has a modern consolidated on-site server and storage infrastructure in modern Newbury-based data centres. Recent analysis indicates that there is currently no compelling reason for a quick or wholesale move of the Council's infrastructure into the cloud.

However it is recognised that a selective cloud migration of certain infrastructure or systems could yield resilience benefits and allow our support staff to gain the support skills the organisation will require in the future. We are investigating two specific cloud migration scenarios which are described below.

**Migration of our core office services to the cloud**
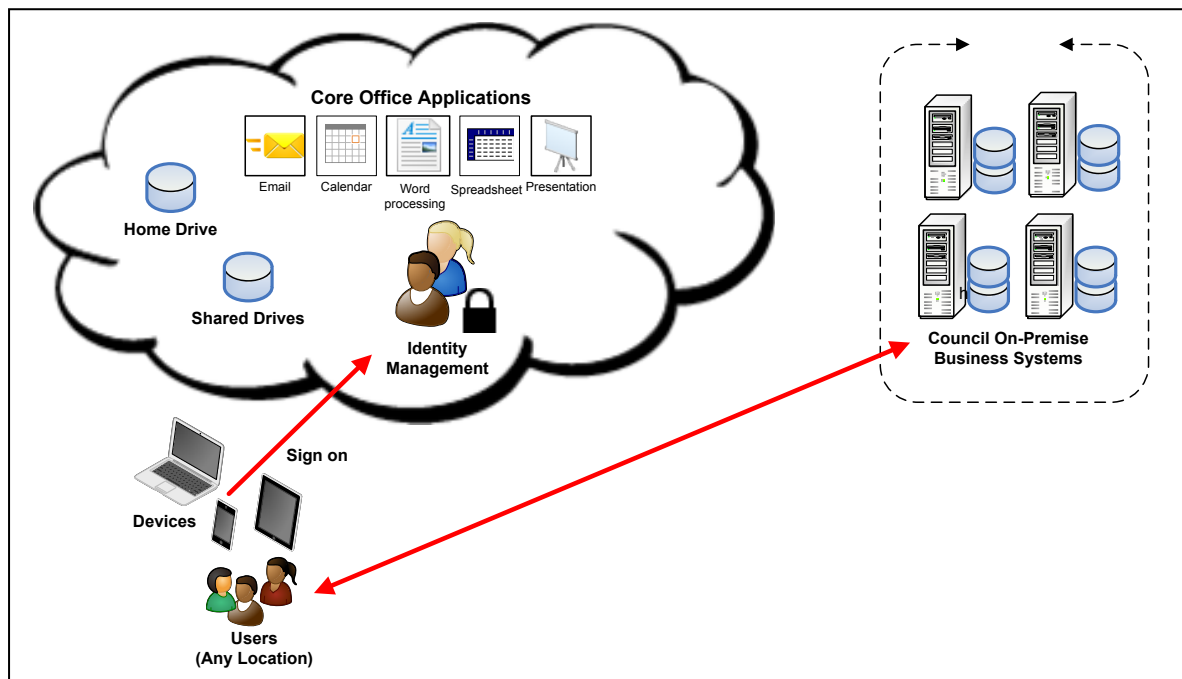


A high proportion of WBC's computer users can undertake some, or all, of their computer-based tasks using only a relatively small subset of the ICT systems and functions employed across the whole Council.  These core office services include logon authentication, internet connectivity, personal or 'Home' data drives/folders, shared data drives/folders, email and Microsoft Office applications.

By hosting these systems/functions in the cloud, rather than in the Council's data centre(s), would enable staff to work using their laptop or tablet computers from any internet-connected location, even during periods when the Council's other systems are unavailable due to system maintenance, or some type of system or utility failure.

**Migration of our disaster recovery facility to the cloud**

The Council operates a replicated subset of the critical systems that are hosted in its Newbury data centre in a second data centre in the East of the district. This facility is designed for the initial recovery phase of systems and business functions in the event of a disaster, such as a fire or flood, which incapacitates our Newbury data centre.
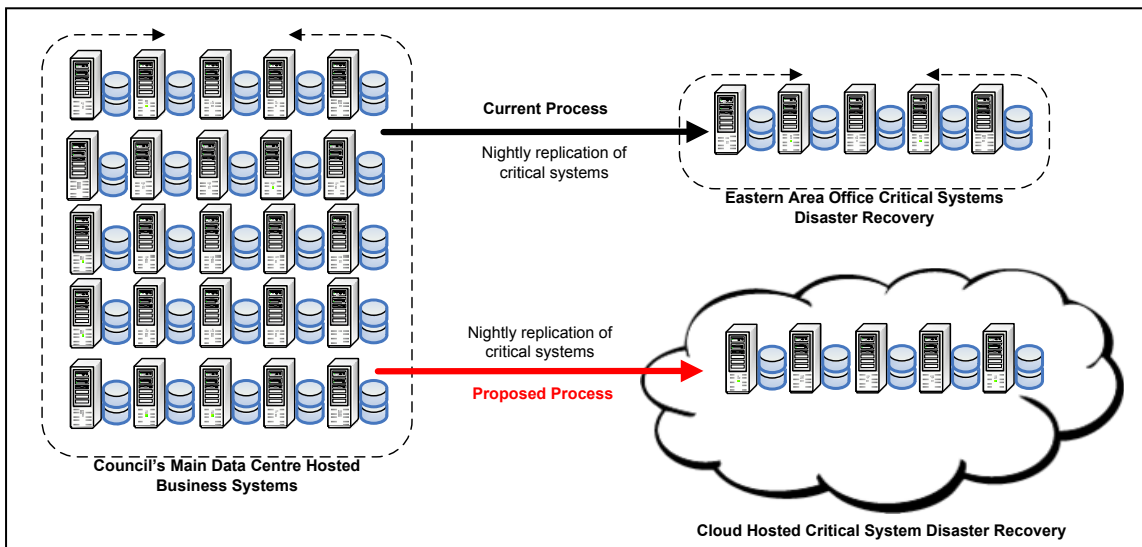


Moving our disaster recovery facility into the cloud would make it easier to keep it up to date, provide us with more accommodation options in the event of a disaster and its superiority scalability would allow us to replicate/recovery/reinstate a larger number of systems than the critical subset currently supported in our eastern area office.

## 7.    Device Strategy

### 7.1    Providing the right tools for the job

In order to make it easier to control, manage and support an organisation with such a diverse range of departments and services the ICT Service has traditionally restricted staff choice when providing personal technology such as laptop computers, smartphones or tablets.

Nowadays people have more choice than ever before over the variety of items and services they can buy and who provide these. Unsurprisingly our IT users expect this same choice in their workplace, particularly over the type of computer or smartphone they should have and which software applications they are allowed to use.

The Council's future strategy is to allow users greater choice over their personal technology to ensure that staff have the best tools for their job. However with choice comes responsibility; we probably all know someone who has bought a sports car or convertible that they have always desired instead of the 'sensible' family car they really needed!

ICT equipment choice will be governed according to agreed criteria which identify which type of device is best suited to each individual's job role, rather than leaving this to personal preference. We will also enhance our central management tools to ensure the extra demands of supporting choice can be met within our existing manpower resources.

### 7.2    Computing strategy

The Council ran its "*Timelord Programme*" from 2009-2011 which introduced large-scale flexible working practices to the Council. This allowed us to operate from fewer office buildings and for our staff to work in a more flexible and mobile fashion.

More than 79% of our workforce is currently classed as mobile.  Each of these mobile staff members is currently equipped with a laptop computer and/or a smartphone together with software which allows them to access systems and data from any location and to use '*follow me*' systems to redirect their telephone calls and to print documents using a device local to their chosen work location on any given day.

Our strategy is to enhance the mobility of staff by supporting a greater range of computers than before, specifically we expect;

- **lighter more portable laptops** to be issued
- **greater numbers of tablets** to be issued , possibly including some non-Windows tablets (using iOS or Android operating systems)
- greater use of **always-on wireless connectivity**
- **biometric security measures** to be introduced (We are working with CESG as part of their Secure by Default Programme to explore the use of biometric passwords and secure  access to data whilst on the move.

To manage this diverse computing estate without increasing manpower resources, we will extend the capability and utilisation of our centralised software configuration and deployment tool, Microsoft System Centre Configuration Manager (SCCM).

### 7.3    Telephony strategy

Our **mobile telephony strategy** is to migrate away from our legacy BlackBerry only smartphone estate to a mixed mobile estate.

This new estate will comprise a mix of modern 4G smartphone choices of all types and manufacturer (Android, BlackBerry, iOS), according to which is best suited to each individual's job role or business function.

We will utilise a suitable mobile device management (MDM) tool to ensure our more diverse estate can be centrally managed with our available manpower resources.

We will competitively retender our mobile device contract to ensure it provides the right mix of device choice and flexibility and provides the lowest cost call and data tariffs for our anticipated future demands.

Our **fixed phone strategy** is to review our desk phone estate to determine whether staff issued with smartphones also need access to a desk phone when working in the office.  Depending upon the outcome of this review we will consider reducing the number of desk phones deployed in the Council offices.

Our **telephone contact strategy** is to retain one (follow me) number for each member of the Council's mobile staff.  However we will seek to integrate the functionality of our unified communication (UC) system that supports this number e.g. instant messaging (IM), voicemail, presence management, audio and video-conferencing etc. into the Microsoft Outlook interface.

**8.    Other Development Themes**

This section identifies other (non-infrastructure) themes that will be a focus of this new 3-year strategy.

8.1    **Communication improvements** – Good communication is essential in any organisation, both internally and with external stakeholders. This strategy will consider implementing or improving a number of different technologies capable of enhancing communication, including;

- Audio/Video-conferencing – The Council already makes regular use of audio conferencing to facilitate 'virtual meetings' and to reduce unnecessary staff travel between sites.  Our strategy will be to further increase take-up of this technology and to introduce video-conferencing too where appropriate.

- Customer Contact Channels – The most cost-effective way for the Council to communicate with its citizens is through online channels.  Our strategy is to maintain all current forms of customer contact, so as not to exclude anyone, these will include online, telephone and face-to-face and we will investigate the introduction of web chat channels where appropriate.  However our strategy will prioritise the delivery of services and information by digital means and establishing the Council as a digital by choice organisation.

- Social Media – The Council already makes use of social media channels such as Facebook and Twitter to share information and video sites such as YouTube to provide informational videos.  There is significant variance between departments regarding how well or how frequently these social media tools are used.  Our strategy is to raise the confidence and competence of those non-adopting departments so that they can use social media channels to provide more and better information to our service users.

- Video Streaming – The Council internet streams some of its public meetings in order to make them accessible to a wider audience, thus improving democracy and transparency.  Our strategy is to increase the number of meetings streamed where this will increase engagement with our communities and service users and/or where it will improve the transparency of the Council's decision making processes.


With the continued development of the Internet and the increasing power and sophistication of smartphones, many of our customers have got used to accessing the information and services that they need at anytime and from anywhere. Increasingly they will expect the same facilities to be provided by their Council.

8.2    **Delivering digital transformation** – We will transform many of our customer-facing processes and move West Berkshire Council towards being a *Digital by Choice* organisation.

The Council has signed up to create and deliver digital services according to the principles of the Local Government Digital Service Standard, developed by LocalGov Digital and the Government Digital Service.

The diagram below illustrates a cross section of the Council and the departments and processes currently in place to service requests from citizens or service users.
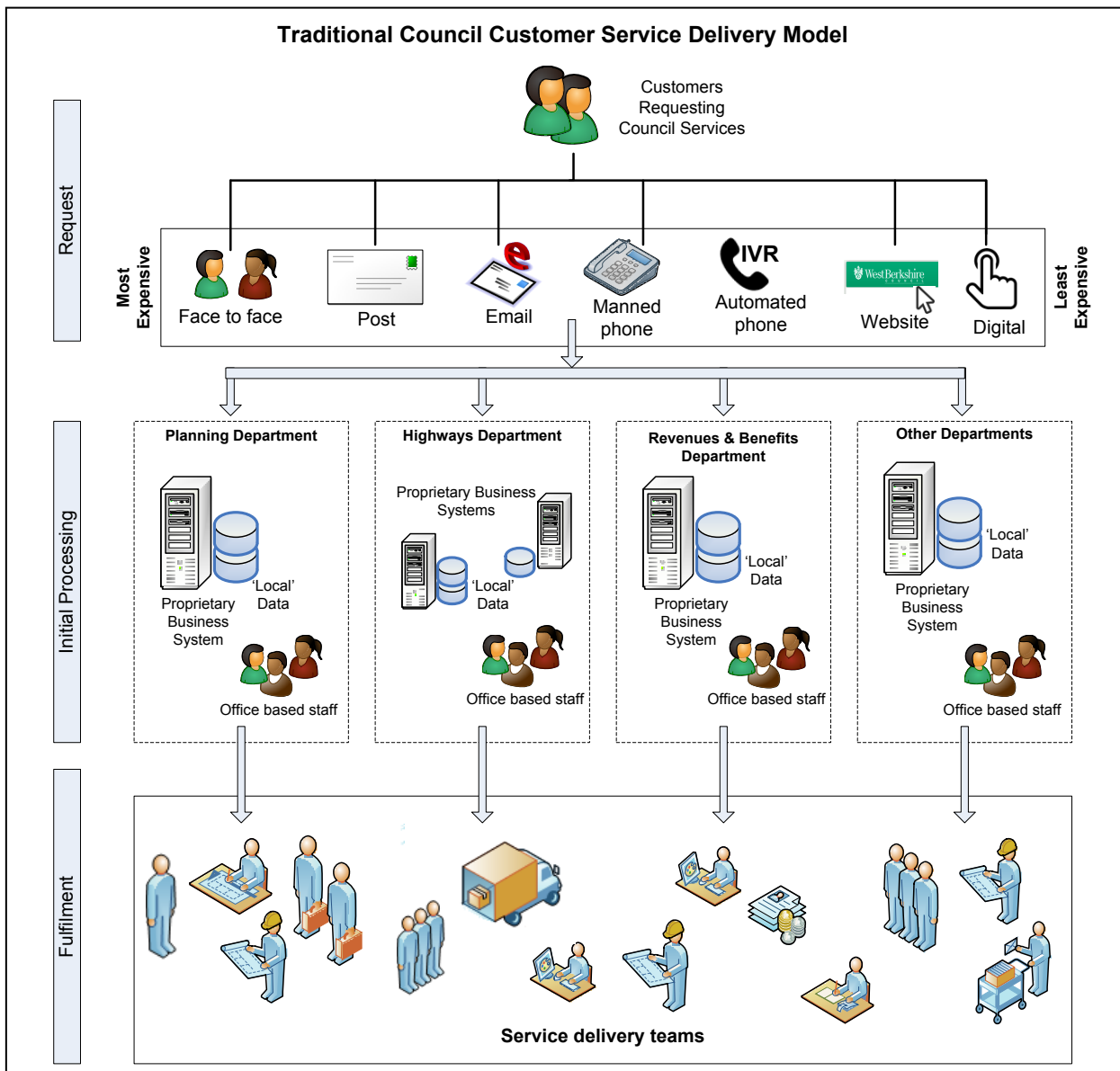


The aim of digital transformation is to apply the culture, practices, processes and technologies of the Internet-era to respond to people's raised expectations and to find the shortest and most cost-effective route from customer request to service fulfilment and to reduce the amount of Council manpower and other resources consumed by each process.

An example customer transaction, based on components from the diagram above is illustrated below to compare the current (traditional) process with a digitally transformed



**Council Customer Transaction - Traditional**

1  Customer Phones to report pothole.

2  Call logged by Contact Centre and passed to Highways Department.

**Highways Department**

Office based staff

Highways System

Engineer

3  Engineer sent to inspect highway, informs maintenance contractor of findings.

4  Crew from maintenance contractor sent to repair pothole.

**Council Customer Transaction- Digital**

1  Customer reports pothole using **digital app**.

Photographs and geo-location of pothole included

2  Data processed by digital system (Artificial intelligence or remote manual assessment)

3  Crew from maintenance contractor sent to repair pothole.

Advantages of the digitally enabled service delivery are that;

- it uses fewer ICT systems
- it involves less data input (by Council staff)
- it involves fewer, or no Council staff
- it can be available 24x7x365

Digitally transformed processes will by design;

- be delivered by online web channels, or via a mobile app if appropriate
- be customer-focussed
- encourage self-service
- eliminate unnecessary process steps
- reduce or eliminate paper forms
- reduce the amount of Council manpower and resources used for fulfilment
- be (re)developed using Agile software development methodology according to our digital principles

The challenge for digital transformation developments is to break tasks out of their traditional Council departmental 'silos' and from the constraints of the specialist line-of-business applications used by those departments.

Some digital solutions will be developed inhouse, others will be procured externally using the Council's standard procurement routes.  The Council will also source solutions via the Digital Marketplace

### 8.3    Supporting alternative operating models

The services that the Council provides can be considered to consist of 3 tiers;

- **Tier 1 – Customer Self Service** (Provided by online information or transactions)

- **Tier 3 – Specialist Support** (Provided by Council professionals/specialists with an in-depth knowledge of a particular subject or discipline)

- **Tier 2 – Generalist Support** (Provided by Council staff with a reasonable depth of knowledge across a wide range of topics).  Tier 2 bridges the gap between what can not be done through self-service, yet does not require high-cost professional knowledge

The diagram below illustrates the Council's current and target service delivery models.
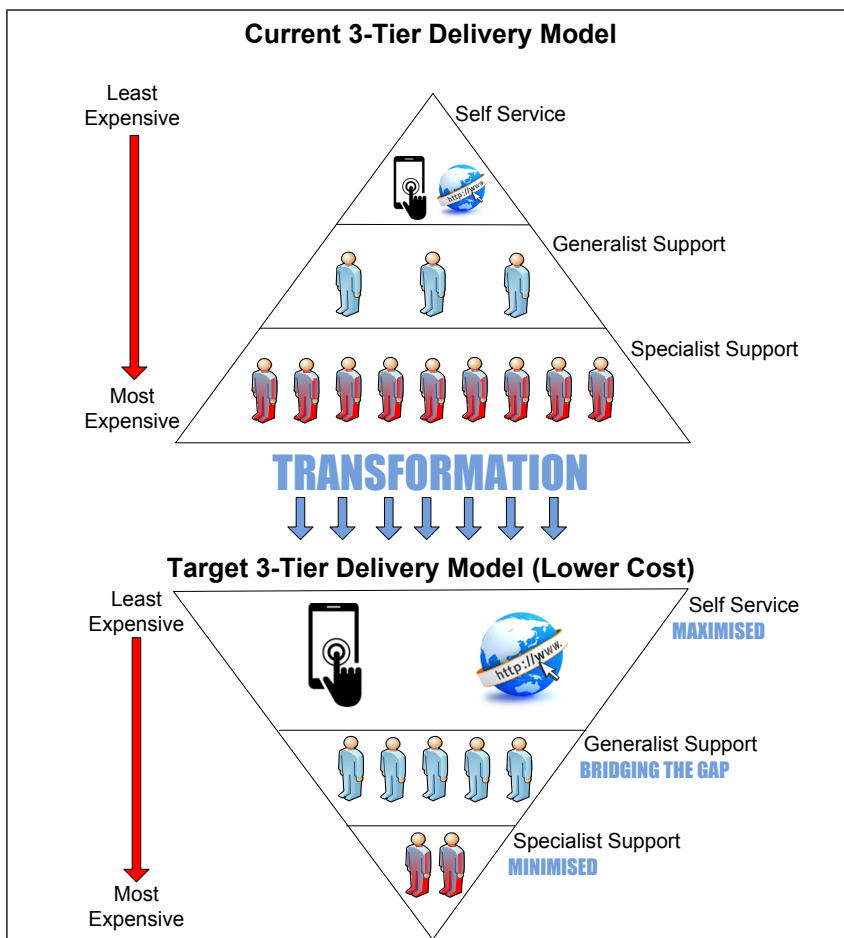


The current model employs relatively little self-service functionality and for many services is highly reliant upon high-cost professionals.

Transformation tools will include;

- Case recording/tracking
- Knowledge management
- Online content/apps
- Video instructions
- Web chat

The target model makes use of digital transformation and a range of technology tools to flip the 3-tier model on its head so that the self-service tier is maximised and the high-cost specialists tier is minimised, allowing the Council to operate within its shrinking budgets.

**8.4    ICT System and process improvements**

Wherever possible our aim is to simplify our ICT infrastructure and systems by reducing the number of discrete applications, databases and devices used by the Council, whilst still meeting the needs of the business.  Where systems cannot be consolidated we aim to improve the integration between them to automate processes and to avoid data re-entry. This improvement strategy will involve a number of different activities including;

- Device convergence – Many of the Council's mobile staff have a mobile phone or smartphone, and a laptop to use whilst away from the office but use a desk phone when in the office.  As we negotiate better mobile tariffs and the functionality of smartphones increases we are likely to be able to reduce the size, and therefore costs, of our desk phone estate and in many cases equip staff only with a smartphone, rather than providing 2 separate devices.

- Application consolidation - The Council currently employs over 100 individual line-of-business applications of varying size and complexity and the functionality provided by some of these systems overlaps with others.  Our strategy is to review how much rationalisation is possible in order to reduce the number of systems supported, without negatively impacting business efficiency within individual departments.  This review will be undertaken whenever any system reaches end-of-life or requires replacement and more proactively by looking across our entire software estate.

- Deliver digital capabilities – In order to meet a requirement such as booking a sports pitch the Council would traditionally look at developing, or procuring, an IT system for that purpose.  In future our approach will be to break such requirements down into its constituent parts ie. store user details, book something, pay for something etc.  By developing these individual 'capabilities' we can use to meet our initial requirements, then re-use them to meet other requirements across the Council.  This approach of creating a set of common capabilities has the potential to save money, improve agility and provide better customer services.

- Re-using data – Wherever possible we will link to local or publically available data sources such as address lookups, or vehicle registration data to save time in completing applications/updating records and to verify peoples eligibility to access certain Council services e.g. residents parking permits, access to recycling centres, etc.

8.5    **Exploiting spatial data and geographic information systems (GIS)**

The Council continues to make extensive use of geographic (spatial) data in many of its databases and systems.  This provides a detailed understanding of where our citizens live, where our assets should be located, how our resources should be deployed and how our services should be designed to best serve our customers'.

The Council's GIS system currently holds 495 'layers' of data on addresses, flood plains, property ownership, road layouts, school catchment areas etc. This data is deeply embedded within many of the Council's business processes and systems.

The shares much of its data publicly as part of the [European INSPIRE directive](#) for geospatial data.

In order that we can effectively maintain and manage the Councils valuable data resource and to provide greater access to it we are modernising and restructuring our systems so that they are easier to keep up-to-date and so that they can provide more benefit to more people, specifically our new GIS facilities will allow us to;

- **automate data management** processes to improve data quality and integrity with fewer man-hours of effort

- **integrate geographic data** with more of our business system

- **develop GIS applications quickly** by using standard template solutions and avoiding the requirement for bespoke developments

- **exploit public data sources and mapping services**[3] in addition to the Council's own data

- **publish maps and geo-processing services** through a portal on our web site promoting data sharing with partner organisations

- **support digital transformation** activities by providing a simple map and other location based functionality for our website developers.



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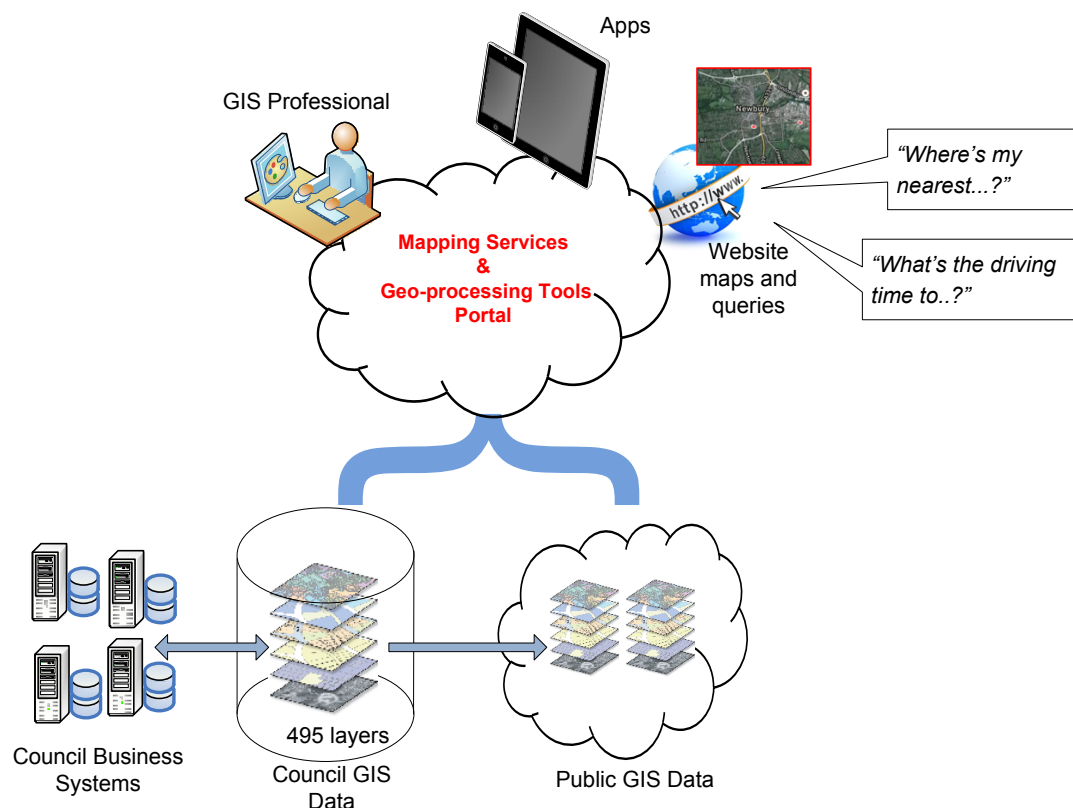
[3] **Public GIS data sources include :** *ArcGIS Online, British Geological Survey, Canals & Rivers Trust, Data.gov.uk, Health & Safety Executive, Elgin, English Heritage, Environment Agency, Land Registry, Met Office, National Grid, Natural England, NHS, Office of National Statistics, Ordnance Survey ,Southern Gas Network.*

8.6 **Employ Data Analytics** – Data is collected and stored for a wide variety of purposes by the Council and this is often analysed to produce performance report to ensure we are delivering according to prescribed service standards.

Our strategy is to use our analytical skills to perform more predictive analysis of our data to uncover trends that we were not previously aware of and to use this to help improve services, save money and to plan for our future service provision.

## 9. ICT Governance

9.1 Good governance is important to ensure the reliability, security and effective use of resources when implementing and using ICT in the Council. Our governance methodologies include;

- Agile development:  The Council has recently adopted Agile development principles for its digital services initiatives.

- IT Infrastructure Library (ITIL): The processes used by the Council's ICT Service are based upon OGC ITIL Best Practice Guidelines.

- Project Management Methodology (PMM) **:** The Council's Prince-2 based methodology is used to manage most ICT and other projects (except where agile is being used) to help keep them on track in terms of budget and timescale and to help ensure they deliver their specified objectives.

- Risk Management Methodology**:**  The Council employ a likelihood vs impact matrix methodology for assessing risks each with scores ranging from 1-4 which are then multiplied together. Gross risks (before mitigation applied) and net risks (after mitigation applied) are assessed for key ICT systems and processes and during the implementation of ICT projects.

- Understanding users' needs: In developing its digital services the Council will follow Government Digital Service guidance .  Criteria 1 of this guidance relates to understanding who your users are and what they want prior to developing a solution for them.

9.2 An important role of the Council's ICT Service is to understand the 'big picture' context for technology deployment and to advise individual parts of the organisation, who may be proposing to procure or implement new business systems, on the suitability of their chosen systems in order to ensure these function for the common good of the whole organisation.

Practitioner needs and preferences for a particular ICT system are sometimes at odds with corporate policies, national security standards or local system compatibility considerations. Our governance bodies are used to broker the best compromise when these situations arise. Governance bodies within the Council include;

- Change Advisory Board (CAB): A small group of Council officers who meet on a weekly basis (every Wednesday morning) to assess the viability and impact of ICT change requests and to prioritise the allocation of resources to implement approved changes.

- Capital Strategy Group (CSG): An officer/Member group which oversees the Council's Capital Programme.  The Council's ICT Capital Programme has an annual budget of circa £700k per annum.

- ICT Programme Board (ICTPB): An Officer Board which oversees the Council's portfolio of active ICT projects, ICT procurement decisions and  ICT policy and strategy. The group also makes recommendations to Capital Strategy Group on the required budget quantum for the 5-year ICT Capital Programme.

- Executive: The main decision making body of the Council.  ICT matters are represented at Executive by the Council's ICT portfolio Member.


## 10.  ICT Standards

10.1 The Council conforms to a number of standards for the use of ICT and information. These are all listed at Appendix A, but key standards include;

- Information Security **–** Complying with the requirements of HM Government Public Services Network (PSN)

- Cyber Security **–** Employing HM Government's *Cyber Essentials* scheme to assess and address common internet based threats to the Councils systems and information

- Digital Services – We will create  digital services in accordance with the Local Government  Digital Services Standard

## 11.    Delivery Activities

11.1    Listed below are currently identified activities that will help deliver what has been set out in this strategy.

| Key Principle Supported | Activity/Project | Objectives | Target Year | | | | Reference Paragraph | Page Number |
|---|---|---|---|---|---|---|---|---|
| | | | 2017 | 2018 | 2019 | 2020 | | |
| Safety & security | PSN Accreditation | Maintain appropriate system and information security controls to satisfy requirements of PSN annual accreditation.  Task is ongoing as the security threat is continually changing. | ● | ● | ● | ● | 10.1 | 21 |
| Customer centric | Superfast Berkshire project | Pan-Berkshire State aided initiative to improve the county's public superfast broadband coverage towards 100%. | ● | ● | | | 3.3 | 5 |
| Customer centric Safety and security | "Secure by default" mobile device project | Working with CESG to review how mobile devices (tablets, smartphones) can be made easier to use by Council staff in the field whilst maintaining security and ease of use. | ● | | | | | |
| Cost effectiveness and cost saving | ICT Tools Review | To review the applications used for essential activities such as disk encryption, anti-virus, ICT asset mangement etc. To see if these can be delivered more cost-effectively | ● | ● | | | | |
| Business Alignment | Social Care System Replacement | Replace the current social care case-mangement system (Careworks Raise) before it reaches end of life with a modern successor system (Careworks Care Director) | ● | ● | | | | |
| Business Alignment Safety & Security | Data Storage Review/Replacement | Replace the Council's data storage facilities before the current inhouse systems go end-of-life and to ensure it continues to meet the needs of the Council.  Engage with market providers and examine feasibility of cloud hosted or hybrid system/storage models. | ● | ● | | | 6.4 | 11-12 |
| Cost Saving Customer Centric | Digital Transformation Programme | Use Agile project managment methodology to identify and create "common capabilities" for digital services e.g. booking modules, payment modules, ID verirification etc., to enhance the ease of use by customers of our online services, so that they become the customers' first choice method of perrforming transactions. | ● | ● | | | 8.2 | 15-16 |
| Business Alignment Ease of Use Safety & Security | Corporate Replacement Programme (CRP) | A rolling programme to ensure that computers, servers and telephony devices used within the Council are kept up to date and remain fit for purpose.  Our CRP aims to have no computer assets in use that are more than 5-years old. | ● | ● | ● | ● | | |
| Cost effectiveness and cost saving Customer centric Innovation and agility | Mobile Telephony Reprocurement | We have recencently reprocured our mobile telephony contract to ensure we are getting best value.  We are working with this partner to introduce mobile device management (MDM) to allow us to have a more modern and diverse smartphone estate to improve our business processes and customer service. | ● | | | | 7.3 | 13 |
| Customer centric Safety and security | Connected Care Programme | A programme to allow client  information to be shared between the local authority and health partners.  It also involves the Council obtaining a connection (N3) into the NHS secure network. | ● | ● | | | | |
| Communications | Council Chamber AV Upgrades | We are upgrading the audio-visual facilities in our Market Street Council Chamber to improve audibility for all attendees at public meetings and to allow us to webcast important meetings that are of public interest. | | | | | | |
| Innovation and agility | New Ways of Working Reviews | Conduct a series of reviews across all the Council's services to determine whether alternative operating models or digitally transformed processes can save money and/or improve customer service. | ● | ● | ● | | 8.2 | 15-17 |

## Glossary of Terms

| Acronym | Stands for | Description |
|---|---|---|
| 4G | 4th Generation standard for mobile phones (Supersedes 3G) | Describes the cellular network used by modern mobile phones, smartphones and tablets to access Internet services. |
| GIS | Geographic Information Systems | Systems and software for capturing, storing, analysing and manipulating geographical data for assets owned, managed or served by the Council. |
| ICT | Information & Communications Technology *Often formerly known as information technology (IT).* | ICT comprises the computer hardware, networks, data storage, software, programs, systems and services that enable people to communicate with each other, using a wide variety of channels. |
| ITIL | Information Technology Infrastructure Library | A Best Practice Framework set up by the Office of Government Commerce to describe how ICT services should be managed and delivered. |
| MDM | Mobile Device Management | A tool for the central administration of mobile devices such as smartphones, laptop computers and tablets for ease of software update and to ensure data security controls are maintained. |
| UC | Unified Communications | A communications system that utilises multiple media usually including phone/voice, video, email, text. Most UC systems have a concept of 'presence' where users can identify whether they are available to communicate with, or not, together with the ability to dynamically (re)direct communications to different destinations or devices. |
| Socitm | The Society of Information Technology Management | A professional association, founded in 1986, for ICT managers working in or for the public sector. |

| Term | Description |
|---|---|
| Digital Services | A digital service is a service, or transaction, that is delivered with little or no human intervention. A common example is the online streaming of music or videos which has largely replaced the purchase and ownership of physical music or film media by individuals. |
| Internet of Things | A development where everyday and previously passive objects are made 'smart' by being connected to the internet. Examples include smart street lights, smart electricity meters, smart TVs, internet connected vehicles. |
| Local Government Digital Service Standard | A standard published by [LocalGov Digital](). The Standard suggests a common approach for local authorities to deliver excellent quality, user centered, value for money digital services. |
| Superfast Broadband | Broadband service with a download speed in excess of 24Mbps usually delivered wholly or partially via fibre optic cables. |
|  | A communications system that utilises multiple media usually including phone/voice, video, email, text. |

# Appendix A - ICT Standards Employed by West Berkshire Council

| Category | Sub Category | Standard & Version | | | Review Cycle | Last Reviewed | Review Due |
|---|---|---|---|---|---|---|---|
| | | Current/Preferred | Supported | Unsupported | | | |
| **Authentication** | WBC Internal Login | Microsoft Active Directory 2008 (AD) | Solaris 10, Linux | | Annual | 24/01/2017 | 24/01/2018 |
| | External Remote | Safeword Token Authentication | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Communications** | Fax | Group 4 Fax | | | Annual | 24/01/2017 | 24/01/2018 |
| | Email  (Corporate) | Microsoft Exchange2010 SP3/Outlook | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Data** | Addresses | BS7666, OS Addressbase | | | Annual | 24/01/2017 | 24/01/2018 |
| | Integration Standards | e-GIF | | | Annual | 24/01/2017 | 24/01/2018 |
| | Data Transfer | XML | | | Annual | 24/01/2017 | 24/01/2018 |
| | GIS Data Transfer | GML, WMS/WFS, Shapefile, ArcGIS Server Services | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Databases** | Major Systems | Oracle 11.2.0.4 to 12.1.0.2 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Microsoft SQL Server 2012 - SQL Server 2016 | SQL Server 2005-2008 Microsoft Access 2002,2003 | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Data Network** | Protocol | IP.V4 | IP.V6 | IPX/SPX | Annual | 24/01/2017 | 24/01/2018 |
| | | Address Range RFC1918, RFC3927, RFC5735 | TCP/IP (RFC1780), Netbios | | Annual | 24/01/2017 | 24/01/2018 |
| | | DHCP (RFC1541) | NSAP | | Annual | 24/01/2017 | 24/01/2018 |
| | | DNS (RFC1035) | | | Annual | 24/01/2017 | 24/01/2018 |
| | | BOOTP (RFC951) | | | Annual | 24/01/2017 | 24/01/2018 |
| | | iana.org database | Port allocation (RFC1700) | | Annual | 24/01/2017 | 24/01/2018 |
| | | SFTP | FTP, TFTP, CIFS | | Annual | 24/01/2017 | 24/01/2018 |
| | | OSPF, BGP | RIP, RIP2, EIGRP, Static | | Annual | 24/01/2017 | 24/01/2018 |
| | | PPP/MLPPP, LAG | PPTP | | Annual | 24/01/2017 | 24/01/2018 |
| | | MIB/ MIB2 / SNMP.V3 | SNMP, SNMP.V2 | | Annual | 24/01/2017 | 24/01/2018 |
| | | WPA2, 802.1X, 802.11i | WPA | WEP | Annual | 24/01/2017 | 24/01/2018 |
| | | IPSEC | L2TP | | Annual | 24/01/2017 | 24/01/2018 |
| | | MAPI | SMTP | | Annual | 24/01/2017 | 24/01/2018 |
| | | XML, TLS1.2, SSL.V3 | HTTP/1.1, SSL.V2 | SSL.V1, TLS.V1 | Annual | 24/01/2017 | 24/01/2018 |
| | Voice over IP (VoIP) | Openscape RFC(3725), SIP | | | Annual | 24/01/2017 | 24/01/2018 |
| | Building Cabling | Cat5e/Cat6/Fiber 50/125 62.5/125 | Cat5 | Cat 3/4 | Annual | 24/01/2017 | 24/01/2018 |
| | | TIA 568B, I2000 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | 802.3ae (PoE) | | | Annual | 24/01/2017 | 24/01/2018 |
| | Circuit Connectivity | Lan Extension Service 10/100/1000 | EPS 8/9, Cable services | Megastream, Kilostream, IPStream | Annual | 24/01/2017 | 24/01/2018 |
| | | Dark Fibre 50/125, 62.5/125 | Free space optics (laser), licensed/unlicensed radio | Modem V.92 | Annual | 24/01/2017 | 24/01/2018 |
| | | ADSL 2, SDSL, VDSL (FTTC) | ADSL, Annex M | | Annual | 24/01/2017 | 24/01/2018 |
| | | GSM, 3G, 4G | 2.5G | | Annual | 24/01/2017 | 24/01/2018 |
| | Network Security | IPSEC,  Firewall - EAL4 | Sonicwall, Juniper firewall extensions | | Annual | 24/01/2017 | 24/01/2018 |
| | Switch / Router Devices | Brocade, Juniper | Cisco, HP | | Annual | 24/01/2017 | 24/01/2018 |
| | WiFi | 802.11g/n/ac | 802.11ad (WiGig) | 802.11b | Annual | 24/01/2017 | 24/01/2018 |

# Appendix A - ICT Standards Employed by West Berkshire Council

| Category | Sub Category | Standard & Version Current/Preferred | Supported | Unsupported | Review Cycle | Last Reviewed | Review Due |
|---|---|---|---|---|---|---|---|
| **Hardware** | Servers (Physical) | Dell Poweredge R720 | Dell R900, Dell Poweredge 2950 II, Poweredge R200, Dell Poweredge R710 | Dell PowerEdge Pre 2006 Models | Annual | 24/01/2017 | 24/01/2018 |
| | | Sun Microsystems Sun Fire and T&M Series | | Sun Ultra Enterprise Series | Annual | 24/01/2017 | 24/01/2018 |
| | Servers (Virtual) | VMWare ESX / vSphere | | | Annual | 24/01/2017 | 24/01/2018 |
| | SAN Networking Fabric | Brocade Fibre Channel Switches | | | Annual | 24/01/2017 | 24/01/2018 |
| | Storage (Virtual) | Hitachi AMS2500, Dell Compellent | | | Annual | 24/01/2017 | 24/01/2018 |
| | Storage (Physical) | | IBM TotalStorage DS4000 Series | | Annual | 24/01/2017 | 24/01/2018 |
| | | Sun StorEdge 3500 Series | Sun StorEdge 3300 Series SCSI Disc Arrays | | Annual | 24/01/2017 | 24/01/2018 |
| | | Internal Storage supported by RAID technology | Dell PowerEdge NAS Servers | Any storage not supported by RAID technology | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | 24/01/2017 | 24/01/2018 |
| | Tape Storage | Quantum 80i, LT05 tape media | Sun SL48 tape library, LTO4 Tape media | LTO2 Tape Media | Annual | 24/01/2017 | 24/01/2018 |
| | | | | Sun StorEdge SDLT320 Tape Drive & Media | Annual | 24/01/2017 | 24/01/2018 |
| | Desktop PC (Traditional) | HP Prodesk range | Dell Optiplex 390, 745,755,760,780 3010, GX270, GX280,GX520,GX620, Precision M6400, M90, Workstation 390, workstation T3400, HP Presario | Previous Dell models, all other brands except those named. | Annual | 24/01/2017 | 24/01/2018 |
| | Desktop PC (Thin Client) | No longer supported | | | Annual | 24/01/2017 | 24/01/2018 |
| | Laptop PC | Various (see supported) | Dell E5420, E5430, E5440, E6400, E6410 HP 820, 840 Lenovo X240, X250, T450 | | Annual | 24/01/2017 | 24/01/2018 |
| | Tablet PC | Microsoft Surface Pro 3 | HP Folio Lenovo Tablet 10, T450 iPads and Android tablets for special applications | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | Annual | 24/01/2017 | 24/01/2018 |
| **Printers** | Personal Printers | Only supplied by exception for special applications | | | Annual | 24/01/2017 | 24/01/2018 |
| | Team Printers | Provided on special request only | | | Annual | 24/01/2017 | 24/01/2018 |
| | Departmental Printers | Xerox Multi-function devices (MFDs) | | | Annual | 24/01/2017 | 24/01/2018 |
| | Printers Consummables | Original Branded items only | All manufacturer approved/branded items | 3rd party Recycled, remanufactured or refilled items | Annual | 24/01/2017 | 24/01/2018 |
| | Print Room Printers | Oce/Cannon Various models | | | Annual | 24/01/2017 | 24/01/2018 |
| **System Software** | Remote Working | Citrix XenApp 5.0 Featurec Release 2 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Citrix Web Interface 5.3.0.34 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Citrix Access Gateway 4.6.1 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Citrix Provisioning Server 5.6.1.1 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Application Virtualisation for Terminal Services 4.5.0.1485 | | | Annual | 24/01/2017 | 24/01/2018 |
| | Desktop Operating System Deployment | Microsoft System Center Configuration Manager (SCCM) 2012 | | | Annual | 24/01/2017 | 24/01/2018 |
| | Software Deployment/ Remote Admin | Microsoft System Center Configuration Manager (SCCM) 2012 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Microsoft Deployment Toolkit 2010 6.0.2223.0 | Microsoft Deployment Toolkit 2010 5.1.1642.01 | | Annual | 24/01/2017 | 24/01/2018 |
| | | Microsoft Automated Installation Kit 2.0.0.0 | | | Annual | 24/01/2017 | 24/01/2018 |

# Appendix A - ICT Standards Employed by West Berkshire Council

| Category | Sub Category | Standard & Version Current/Preferred | Supported | Unsupported | Review Cycle | Last Reviewed | Review Due |
|---|---|---|---|---|---|---|---|
| **Server Software** | Operating Systems | Microsoft Windows 2008 - 2012 | | All prior Microsoft versions | Annual | 24/01/2017 | 24/01/2018 |
| | | Microsoft Windows 2008 - 2012(64 bit) | | All prior Microsoft versions | Annual | 24/01/2017 | 24/01/2018 |
| | | Sun Solaris 11 | Sun Solaris 9,10 | All prior Sun Solaris versions | Annual | 24/01/2017 | 24/01/2018 |
| | | | | Novell Netware 4.11 | Annual | 24/01/2017 | 24/01/2018 |
| | Backup Software | Legato Product Suite Post January 2017 | | | Annual | 24/01/2017 | 24/01/2018 |
| | Server Hardware Management | Dell Open Manage | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Desktop Software** | Operating System | Microsoft Windows 7 Enterprise | Microsoft Windows 8.1, 10 | Microsoft Windows XP or earlier | Annual | 24/01/2017 | 24/01/2018 |
| | Internet Browser | Internet Explorer 11 | Google Chrome | | Annual | 24/01/2017 | 24/01/2018 |
| | Desktop Apps | Refer to Desktop Applications: Definitive Software Library (DSL) | | | Continuous | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Information Security** | Information Security Management System | Public Service Network (PSN) Code of connection standard | | | Annual | 24/01/2017 | 24/01/2018 |
| | Removable Data Storage (USB Sticks) | SafeXs | Kingston Encrypted Memory Stick, Safestick | Standard Memory Sticks | Annual | 24/01/2017 | 24/01/2018 |
| | User Data Storage | Centralised Network Drives | | Local PC C:/ drive back-ups | Annual | 24/01/2017 | 24/01/2018 |
| | Perimeter Security - Web Filtering | Websense Web Security Gateway V 8.2 Blucoat ProxySG V6.5 | | | Annual | 24/01/2017 | 24/01/2018 |
| | Secure Email | Mimecast (Cloud based solution) | | | Annual | 24/01/2017 | 24/01/2018 |
| | Desktop Security | Sophos endpoint protection | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Telecoms** | Unified Communications | OpenScape Web Client - 1.0 - Version 7.2-0.11.18-52148 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | OpenScape Voice - Version 7 - R1.51.7 | | | | | |
| | PABX | Realitis - Version 9.0.061 , 9.2.081 or 12.0.161 | | | Annual | 24/01/2017 | 24/01/2018 |
| | Telephone Handsets | Siemens/Unify AT600, DT60, DT70, OptiPoint 420 Standard, IP35G or IP55G | | | Annual | 24/01/2017 | 24/01/2018 |
| | Mobile/Smart Phones | MobiWire (Dakota) and Blackberry Leap | Previously issued devices whilst still on contract. Anything on the Vodafone PSN Device Price List | | Annual | 24/01/2017 | 24/01/2018 |
| | Voicemail | Xpressions 8.11.0.17973 | Vodafone 121 | | Annual | 24/01/2017 | 24/01/2018 |
| | Contact Centre | OpenScape Contact Centre - Version 8 - R2.5.146 | | | Annual | 24/01/2017 | 24/01/2018 |
| | Call Logging | Oak Telecom AI Office - Comms Suite 09 - Version 10.2.0 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| **Web Publication** | Documents | PDF | Microsoft Office Documents (Word/Excel etc) | | Annual | 24/01/2017 | 24/01/2018 |
| | Images (Photographs) | JPG | | | Annual | 24/01/2017 | 24/01/2018 |
| | Images (Graphics) | GIF | | | Annual | 24/01/2017 | 24/01/2018 |

# Appendix A - ICT Standards Employed by West Berkshire Council

| Category | Sub Category | Standard & Version Current/Preferred | Supported | Unsupported | Review Cycle | Last Reviewed | Review Due |
|---|---|---|---|---|---|---|---|
| Software Development | Database\Report development Tools | VB Script | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Oracle Forms/Forms Server | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Reporting Services 2012 | Reporting Services 2008 | Reporting Services 2005 | Annual | 24/01/2017 | 24/01/2018 |
| | | Crystal reports 2011-2016 | Crystal reports 2008 | | Annual | 24/01/2017 | 24/01/2018 |
| | | | Business Objects XI | | Annual | 24/01/2017 | 24/01/2018 |
| | | | Impromtu 7.3 | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | GIS Development Tools | VB.Net, Python, Javascript | | VBA, Avenue | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | Software Development Tools | VB.Net | | VB6 | Annual | 24/01/2017 | 24/01/2018 |
| | | Python 2.7 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | OLAP | Excel 2007 -2016 | | Excel 2003 | Annual | 24/01/2017 | 24/01/2018 |
| | | MS SQL Server Analysis Services 2012 - 2016 | MS SQL Server Analysis Services 2008 | | Annual | 24/01/2017 | 24/01/2018 |
| | | MS SQL Server Integration Services 2012 - 2016 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | Web Development Tools | Visual Studio | | Microsoft Frontpage | Annual | 24/01/2017 | 24/01/2018 |
| | | Chrome Developer Tools | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Postman Chrome Extention | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Notepad++ | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | Web / API Data Formats | XML | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Json | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | Web Servers | IIS | Apache Tomcat | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | Web Languages/Formats | HTML 5 | HTML 4.01 | Java | Annual | 24/01/2017 | 24/01/2018 |
| | | C#.Net / ASP.Net | | | Annual | 24/01/2017 | 24/01/2018 |
| | | JavaScript | | | Annual | 24/01/2017 | 24/01/2018 |
| | | | | | | | |
| | Web Frameworks | .NET4.5 | .NET2 | | Annual | 24/01/2017 | 24/01/2018 |
| | | .NET4 | | | Annual | 24/01/2017 | 24/01/2018 |
| | | JQuery | | | Annual | 24/01/2017 | 24/01/2018 |
| | | Twitter Boostrap | | | Annual | 24/01/2017 | 24/01/2018 |

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