

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday 10 July 2018 at 6.00pm
in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday 2 July 2018

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Stephen Chard / Jessica Bailiss on (01635) 519462/503124

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Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 10 July 2018 (continued)

To: Councillors Steve Ardagh-Walter, Jason Collis, Lee Dillon, Marigold Jaques, Mike Johnston, Gordon Lundie, Tim Metcalfe, Ian Morrin, James Podger, Richard Somner (Vice-Chairman), Emma Webster (Chairman) and Laszlo Zverko

Substitutes: Councillors Dave Goff, Carol Jackson-Doerge, Alan Macro and Virginia von Celsing

Agenda

Part I

Page No.

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

2. **Minutes** 5 - 20
To approve as a correct record the Minutes of the meetings of the Commission held on 10 April 2018 and 8 May 2018.

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. **Actions from previous Minutes** 21 - 22
To receive an update on actions following the previous Commission meeting.

5. **Consideration of Urgent Items**
To consider any items for which an Urgent Decision is required to be taken by the Executive, in exception to the requirements of the Local Authorities (Executive arrangements) (Meetings and Access to Information) (England) Regulations 2012.

6. **West Berkshire Forward Plan** 23 - 24
To advise the Commission of items to be considered by West Berkshire Council from 17 July 2018 to 31 October 2018 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 10 July 2018 (continued)

7. **Overview and Scrutiny Management Commission Work Programme** 25 – 28
To receive new items and agree and prioritise the work programme of the Commission for the remainder of the 2018/19 Municipal Year.
8. **Corporate Programme** 29 – 34
To advise the Commission of the Council's Corporate Programme and its current areas of activity in order that it might identify projects requiring Overview and Scrutiny involvement.
9. **Birchwood Care Home CQC Inadequate Update** 35 – 56
This report follows on from the one presented to the OSMC in January 2018 in relation to the Care Quality Commission (CQC) rating of Inadequate awarded to Birchwood Care Home following an inspection in September 2017. This report provides a review of the progress achieved since September 2017 and outlines further actions required for scrutiny review.
10. **Key Accountable Performance 2017/18: Q4** 57 – 124
To scrutinise Q4 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and consider topics for more detailed investigation.
11. **Revenue Financial Performance 2017/18 - Provisional Outturn** 125 - 160
To inform the OSMC of the provisional revenue outturn for 2017/18. The Executive resolved that this report should be referred to the Budget Scrutiny Task Group for further review.
12. **Capital Financial Performance 2017/18 - Provisional Outturn** 161 - 168
To inform the OSMC of the provisional capital outturn for 2017/18 and the likely impact of this on the 2018/19 Capital Programme.
13. **Items Called-in following the Executive on 14th June 2018**
To consider any items called-in by the requisite number of Members following the previous Executive meeting.
14. **Councillor Call for Action**
To consider any items proposed for a Councillor Call for Action.
15. **Petitions**
To consider any petitions requiring an Officer response.

**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 10
July 2018 (continued)**

Andy Day
Head of Strategic Support

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



DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 10 APRIL 2018

Councillors Present: Tim Metcalfe, Ian Morrin, James Podger, Richard Somner (Vice-Chairman), Emma Webster (Chairman) and Laszlo Zverko

Also Present: Mark Browne (School Improvement Post 16 Adviser), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Tessa Ford (School Improvement Advisor), Barbara Hunter (West Wood Farm Federation), Nikki McVeigh (St Joseph's RC Primary School), Neil Pilsworth (Francis Bailey Primary School), Ian Pearson (Head of Education Service), Steve Barford and Luke Bingham (Sovereign), Trig Thomas (Royal Berkshire Fire and Rescue Service) and Jessica Bailiss (Policy Officer (Executive Support))

Apologies for inability to attend the meeting: Councillor Steve Ardagh-Walter, Councillor Lee Dillon, Councillor Marigold Jaques and Councillor Mike Johnston

PART I

49. Minutes

The Minutes of the meeting held on 9th January 2018 were approved as a true and correct record and signed by the Chairman, subject to the following amendments:

Page 9, Item 40, Financial Performance Report 2017/18 – Month Seven, penultimate paragraph: There was an 's' missing from **Councillor Laszlo Zverko**.

50. Declarations of Interest

Councillor Emma Webster declared an interest in Agenda Item 9, but reported that, as her interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, she determined to remain to take part in the debate and vote on the matter.

51. Actions from previous Minutes

The Commission received an update report regarding actions recorded during the previous meeting. Actions 2, 3 and 4 had either been completed or were in hand and could therefore be removed from the list of actions arising from previous Commission meetings.

The Chairman referred to action number 4 and stated that Tandra Forster was scheduled to bring a report to the meeting of the Commission on the 10th July 2018, regarding Birchwood Care Home.

52. Consideration of Urgent Items

There were no urgent items to consider.

53. West Berkshire Forward Plan

The Commission considered the West Berkshire Forward Plan (Agenda Item 6) for the period covering 19 April to 30 June 2018.

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Andy Day stated that if there were any items that Members of the Commission felt needed to be considered, then they should let him know.

Resolved that the Forward Plan be noted.

54. Corporate Programme

Andy Day introduced the report (Agenda Item 7) to the Commission. David Lowe (Corporate Programme Manager) had attended the meeting on the 9th January 2018 and Andy Day suggested that David Lowe be invited back to give updates on the area of activity, on a six monthly basis.

The Chairman referred to the Council Strategy/Vision 2036: Hungerford Fire Station (Page 26) and noted that it was marked as complete. The Chairman requested clarification as to the role the Council had played in this project. Nick Carter reported that this stream of work had formed part of the One Public Estate Programme and had been included for that purpose only. It was recognised that the Hungerford Fire Station had been led and delivered by the Royal Berkshire Fire and Rescue Service. Nick Carter suggested that the project be removed as it was complete.

RESOLVED that:

- David Lowe should be invited to attend meetings of the Commission on a six monthly basis.
- The Hungerford Fire Station Project be removed from the West Berkshire Council Corporate Programme.
- The changes to the work programme be noted.

55. Overview and Scrutiny Management Commission Work Programme

The Commission considered its Work Programme for 2018/2019 (Agenda Item 8). For clarification purposes the Chairman highlighted that Item 3 - Improvement Plan for Birchwood Care Home had remained on the Work Programme. This had been considered at the meeting of the Commission on the 9th January however, this issue had been retained on the Work Programme to ensure that satisfactory progress was being maintained.

The Chairman reminded Members that they needed to consider what topics should be considered at future Commission meetings.

Andy Day added that the Commission should be involved in the formation of the new Council Strategy which would cover the next four years. Two workshops were scheduled in June and September 2018 and Andy Day would ensure the dates were added to the Work Programme.

RESOLVED that the dates for the two Council Strategy workshops be added to the Overview and Scrutiny Management Commission Work Programme 2018/19.

56. Fire Safety

(Councillor Emma Webster declared a personal interest in Agenda Item 9 by virtue of the fact that she was one of West Berkshire Council's appointed representative on the Royal Berkshire Fire Authority. As her interest was personal and not prejudicial or a disclosable pecuniary interest she determined to remain to take part in the debate.)

The Chairman invited Steve Barford and Luke Bingham from Sovereign and Trig Thomas from Royal Berkshire Fire and Rescue Service (RBFRRS) to the meeting.

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Richard Turner introduced his report (Agenda Item 9), which provided an update on the activities and the status regarding fire safety in West Berkshire buildings following the Grenfell Tower fire on 14th June 2017. Richard Turner reported that he was a manager within the Property Services Team and was responsible for leading on the area of fire safety.

Following on from the incident and the communication from the Department for Communities and Local Government (DCLG) that followed, West Berkshire Council instigated a series of actions and activities to ensure the fire safety of its buildings was both compliant and well managed.

Communications from Government were still being received regularly and often included actions. A group of Officers and Members had been formed to deal with all matters.

Richard Turner confirmed that West Berkshire Council (WBC) did not own any high rise residential blocks and neither did Sovereign. Steve Barford reported that officially a building had to be 18 storeys high to be considered as 'high rise', however, RBFRS suggested that any building six storeys or over should be checked. The highest residential building that Sovereign owned was six storeys high although there were other six storey buildings at the Racecourse development and Parkway. There were also eight private high rise blocks located at Park Way and the Racecourse and fire safety advice for these buildings had been provided by RBFRS. WBC uploaded the details of all buildings onto a database including details of privately owned residential blocks.

Richard Turner reported that a questionnaire had been submitted by the Council's Education Service answering questions posed by the Education and Skills Funding Agency (ESFA) and no follow on actions had been required.

Richard Turner reported that the Care Quality Commission confirmed to WBC that they had communicated directly with service providers.

A fire safety questionnaire had also been issued to all 'Responsible Persons' for individual sites, both WBC schools and non-school sites, to establish the sufficiency of current Fire Risk Assessments (FRAs) and the existence of any Aluminium Composite Material cladding. Richard Turner confirmed that there was a rolling programme to ensure FRAs were kept up to date going forward. If there was ever uncertainty about cladding, Richard Turner reported that an Officer would visit the site. He was satisfied that all risk assessments were up to date and that there were no issues in relation to cladding.

Richard Turner reported that WBC Property Services had submitted on the government portal 'Delta', information on private residential properties, specifically related to high rise properties and cladding presence.

Richard Turner reported that in December 2017, WBC had received a copy of the interim report of the independent review of building regulations and fire safety (by Dame Judith Hackitt DBE FREna), which had found that the current regulatory system for ensuring fire safety in high rise and complex buildings was not fit for purpose and listed what the failings were. The report had set the direction for change under six broad areas. Richard Turner stated that it was expected that the final report would be available in spring 2018 and WBC would review any recommendations and assess the potential impact for West Berkshire.

The Chairman invited Trig Thomas from RBFRS to give an overview of the response by the Fire Service.

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Trig Thomas reported that Fire Officers had been sent out immediately to visit every high rise building (158 in total across the county), to ensure that there was no fire risk and to gather evidence on cladding. This activity had been completed within a month of the Grenfell Tower incident. A Memorandum of Understanding had been drawn up, which was bound by two laws: the Housing Act and the Fire Safety Order. WBC had been particularly prompt in signing up to the Memorandum of Understanding. All but three buildings had been audited in the area and this was because they were not yet occupied.

The final report from the DCLG was expected in the near future and RBFRS had proactively fed evidence in to the process. The RBFRS were beginning to return to "normal" and they were working with local authorities to help keep residents safe.

Trig Thomas concluded that although cladding was the focus of the investigation, Investigators were also responsible for checking all aspects of fire safety when visiting residential properties. All residential properties in West Berkshire had passed the investigations. There had been some requests of informal action however, no significant fire safety concerns had been raised.

The Chairman invited Steve Barford and Luke Bingham from Sovereign to give an overview of the organisation's response.

Steve Barford reported that Sovereign's experience had been much the same as WBC's in that it had dealt with a large amount of communication from central Government. Checks on properties and external cladding had been carried out immediately following the 14th June 2017. Sovereign was fortunate in that it did not have any high rise properties in West Berkshire and the tallest residential properties in its ownership included four, five and six storey. Because of this Sovereign had focused its checks of properties over three storeys high.

Steve Barford reported that changes in building design had formed a significant part of the review. Advice given as part of the Hackitt Review had been fully taken into account by the organisation, which also had an excellent local relationship with RBFRS.

Steve Barford commented that in 2017 there had been six fires in Sovereign properties located within West Berkshire. Three were linked to tumble dryers; one had been a result of arson; one a result of hoarding and one had been classed as 'unknown'.

Luke Bingham added that the inspection process had given residents reassurance and residents had been more cooperative in light of the Grenfell incident. In the past residents had accused the organisation of being overzealous particularly with regards to the removal of trampolines from premises, which had been identified by the organisation as a risk to fire safety. Sovereign also took an active approach to reduce hoarding.

For vulnerable residents, Sovereign had 24 hour care line facilities. If an alarm was triggered within a property of a vulnerable person, then RBFRS were automatically called.

Councillor Ian Morrin noted that although cladding had been the focus of the report, others issues could be picked up as part of the process and he asked if there was any knowledge of what other issues there could be.

Trig Thomas stated that he had no information in relation to Grenfell Tower. However, an issue that had been identified as part of the review was compartmentation that had been compromised. Trig Thomas explained that compartmentation was the way a fire could spread around a building. It was thought that de-compartmentation reviews would be a likely outcome of the Hackitt Review.

Councillor Morrin asked if there had been any concerns raised specifically about properties in West Berkshire. Trig Thomas reported that one building had shown

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evidence of slight de-compartmentation. Other areas in the country had faced much larger problems in terms of de-compartmentation. He reiterated that the issue was about keeping a fire contained e.g. within one flat.

The Chairman referred to the 'Stay Put' Policy and commented that if people were trying to get out of a building when the Fire Service were trying to enter, then this could compromise the actions of the Fire Service.

Councillor Laszlo Zverko referred to a recent news article that had detailed fire risks as the result of faulty appliances. Councillor Zverko also noted that three of the fires within Sovereign properties had been caused by appliances and therefore asked what else could be done to prevent these fires. Trig Thomas commented that it was important that people registered their appliances in case there was a safety risk discovered, which meant an appliance needed to be recalled. Every fire was investigated and it could be identified if an appliance had been the cause. The RBFRS also carried out 'health and wellbeing visits' to vulnerable residents where they were advised on matters such as not overloading plug sockets. Most importantly Trig Thomas stressed that smoke detectors should be installed within all properties and preferably a sprinkler system too. Trig Thomas stressed that installing sprinkler systems would save lives.

Steve Barford reported that Sovereign had a regime regarding electrical testing within its properties including a very efficient trip switch. Sovereign's Maintenance Service Team was also trained to look for possible risks e.g. overloaded sockets, and were constantly offering advice. Steve Barford stated that although there was no plan to install sprinkler systems retrospectively, Sovereign was looking to install sprinkler systems within the next three to four years. Steve Barford confirmed that all properties owned by Sovereign had been fitted with smoke detectors and these were tested on an annual basis.

Luke Bingham commented that domestic appliances were a challenge. Mobility scooters were an area of concern as they were often unregulated and residents often charged the battery for a scooter within their home. Mobility scooters were often also purchased second hand, which also posed a fire risk. As a result Sovereign were building scooter stores within residential areas. Steve Barford reported that Sovereign had created a video in partnership with RBFRS, which illustrated the fire risks associated with mobility scooters. The Chairman requested that this video be shared with Members of the Commission.

The Chairman understood that when an incident like Grenfell Tower happened, fear amongst residents increased and she asked what was being done to reassure residents. Steve Barford reported that Sovereign had a Property Compliance Team which went out and visited properties. Luke Bingham commented that residents were happier to comply with advice around fire safety, whereas previously they had questioned the movement of equipment. Officers also played an important role in reaffirming to residents the dangers around certain health equipment and ensuring residents flagged the use of new equipment that could pose a fire risk e.g. oxygen tanks.

The Chairman asked if the Fire Service were involved in the pre-planning stage of residential development. As far as she was aware the Fire Service was not a consultee in the pre-planning stage. If this was the case the Chairman felt that the Commission could have a role to play in enforcing RBFRS became a consultee in the pre-planning stage of residential properties. Councillor Tim Metcalfe speculated whether this was something that fell under building control.

Trig Thomas confirmed that the Fire Service was consulted on planning applications however, not within the pre-planning stage. The Fire Service could offer advice however, this did not have to be acted upon. It was thought that this might form part of the

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recommendations as a result of the Hackitt Review. The Chairman voiced her concern that if advice by the Fire Service was not adopted then this could pose significant risks.

Trigg Thomas stated that he would continue to push for sprinklers to be installed within properties in order to improve safety. If the Fire Service was involved in the pre-planning stage then advice could be acted upon. Recommendations made at a later stage often meant developers incurred higher costs.

Councillor Richard Somner stated that caution was required with regards to making changes prior to the final Hackitt Report being published. It was important that a review was undertaken at the appropriate time once the final report had been published, to avoid a repeat of the process. The Chairman agreed that this would be helpful.

The Chairman asked the Sovereign representatives if the organisation provided white good, or if residents provided these themselves. Luke Bingham confirmed that Sovereign did not currently provide white goods apart from on new developments where white goods were integrated. Sovereign properties were inspected on a regular basis and any integrated white goods were PAT tested.

There were a number of triggers that made a person more vulnerable to fire and Luke Bingham commented that a number of these triggers were relevant to some of Sovereign's residents. Sovereign could help residents to locate white goods through second hand sales. There was good work going on across the organisation to help support those who were more vulnerable.

The Chairman stressed to all those in attendance that smoke detectors should be tested on a weekly basis.

The Chairman thanked all Officers for attending the meeting and commented that it was likely that the topic would be re-visited once the final Hackitt Report was published.

RESOLVED that:

- The video created in partnership between RBFRS and Sovereign on the fire risks associated with mobility scooters be circulated to Members of the commission.
- The topic of Fire Safety be revisited at a future OSMC meeting once the full Hackitt report had been published.

57. Social Mobility

Nick Carter introduced the report (Agenda item 10), which aimed to brief Members of the Overview and Scrutiny Management Commission regarding West Berkshire's results for the measures used by the Social Mobility Commission in the 'State of the Nation 2017: Social Mobility in Great Britain' report. Nick Carter stated that the report had been published in November 2017 and had received a lot of press coverage, including a strap line that insinuated that West Berkshire was not a good place to grow up in if you were poor.

The report showed that West Berkshire had 'cold spots' in relation to young people, for example for free school meals and attainment and as a result, the overall index of social mobility placed West Berkshire within the bottom 20% of districts in England. Nick Carter drew attention to section 5.2 (5) 'local policies adopted by local authorities and employers can positively influence outcomes for disadvantaged residents' and commented that this was the key issue for the Commission to focus on whilst looking ahead to what needed to be done.

Councillor Graham Bridgman explained that Catalin Bogos had produced the covering report and had wished for a couple of points to be made on his behalf. The first point had related to 5.2 (5) as mentioned by Nick Carter and the second point related to 5.2 (4),

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which stated that there was no link between the affluence of an area and its ability to sustain high levels of social mobility. The Cotswolds and West Berkshire were mentioned as being two examples of 'cold spots' of social mobility even though they were amongst the least deprived areas in the country. Councillor Bridgman also drew Members' attention to Appendix A, which listed the 16 indicators used to measure social mobility.

The Chairman welcomed Ian Pearson to the meeting who gave a presentation to the Commission on social mobility in relation to children and young people (circulated with agenda paperwork).

Ian Pearson reported that following the publication of the annual Social Mobility Commissioning Report in June 2017, Councillor Lynne Doherty had asked what lessons might be learned to improve outcomes for disadvantaged children and young people in West Berkshire. The presentation slides were focused on each section of the report. A gap had been identified in the area of Free School Meals (FSMs) and as West Berkshire was performing well in other areas, the area of FSMs was accentuated.

The Social Mobility annual report was divided into four life stages (Early Years, Schools, Young People and Working Lives), which were scored on a traffic light scale. Early Years and Young People were scored as 'amber' and young people and working lives as 'red'. For each life stage Ian Pearson gave an overview of the area and then lessons learnt/recommendations.

The Department for Education (DfE) had written its own document in response to the Social Mobility Commissioning Report called 'Unlocking Talent, Fulfilling Potential: A Plan for Improving Social Mobility through Education'. In its response to the report the DfE highlighted that 1.9 million more children were in 'good' or 'outstanding' schools since 2010. In West Berkshire 95% of schools had been rated either 'good' or 'outstanding' by Ofsted. The DfE had also highlighted the following points:

- Talent was spread evenly across the country but opportunity was not.
- Issues could not be tackled quickly and there was no simple solution.
- It was about relentless focus and the application of energy and resources where they could impact most.
- 'No community left behind'.

The DfE had four ambitions and there were as follows:

- Close the 'word gap' in early years;
- Close the attainment gap in schools while continuing to raise standards;
- High quality post-16 education choices for all young people, and;
- Everyone achieving their full potential in rewarding careers.

Ian Pearson moved on to talk about the West Berkshire position. West Berkshire had been ranked 265th of the 324 districts placing it in the bottom 20% in England. Ian Pearson stated that this was not a good position to be in however when other aspects of performance were viewed, the picture was not as disappointing.

Ian Pearson introduced Officers and Headteachers to the Commission meeting, who would talk about each area in more detail and the work that was taking place across the district.

Avril Allenby (Service Manager for Early Years) raised the following points:

- Almost half (46%) of FSM eligible pupils failed to reach a good level of development (GLD).
- A similar proportion of disadvantaged children (46%) failed to achieve GLD.
- A similar proportion of those funded as two year olds (45%) failed to reach GLD.

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- When looking at overall progress for children aged five, West Berkshire compared favourably to the national average.
- The gap between the bottom 20% (disadvantaged children) and those overall was smaller when compared to other areas.
- There was a discrepancy with the Early Years Pupil Premium funding amount (£330 per child). There was slow uptake of this funding which could be awarded once a child turned three years old. This was because parents had to physically apply for the funding.
- 21 schools in 2017 had less than five pupils eligible for FSMs and no schools had more than nine pupils.
- Schools with children receiving FSMs were invited to network meetings to share good practice.
- Targeted robust discussions took place with Headteachers.
- Data collections took place throughout the year, rather than just at the end to ensure progress was tracked.
- At pre-school stage, there were a number of initiatives including the 'Flying Start' project, which helped to support children transitioning onto school.
- The aim was to bring together professionals and families.
- The Every Child a Talker (ECaT) project helped to build up language amongst young children.
- A bid had been submitted to Greenham Common Trust for the Imagination Library. This ensured children aged 0-5 had access to books and it was hoped that this scheme would be rolled out to other areas in need in the future.
- Family Hubs worked with schools and early years' settings to help support school readiness. These encouraged parents to play and learn with their child.

Councillor Tim Metcalfe noted that there was not 100% take up of places within early years. Avril Allenby clarified that this had not been in relation to place but to children eligible for Pupil Premium funding. A lot of information had to be supplied by parents applying for this funding and some were reluctant to provide this information. Councillor Metcalfe asked if there would be ample facilities if all eligible children were to take up the funding and Avril Allenby confirmed that there was, as there were a large range of providers across the early year's sector.

Tessa Ford (School Improvement Advisor) raised the following points:

- She was the lead for Pupil Premium (PP) funding within schools.
- There was a small percentage of disadvantaged pupils in West Berkshire.
- Nationally 14% of children received FSMs, compared to 6-7% in West Berkshire.
- Nationally 31% of children received PP funding compared to 16.5% in West Berkshire.
- The percentage of children in West Berkshire receiving the PP funding had remained relatively static. However few were choosing to claim PP funding over FSMs and therefore it could be assumed that they were more disadvantaged.
- As had been mentioned by Avril Allenby, there were only small numbers of children in West Berkshire receiving the PP funding and this formed part of the problem. If there were larger numbers of children on PPF it would make the issue easier to deal with.
- In KS2, 17% of pupils were classed as having Special Educational Needs (SEN) in West Berkshire. When looking at those receiving PP funding; 35% were SEN. The figures nationally were higher.
- The introduction of Universal Credit (UC) would change the criteria for accessing FSMs and it was uncertain how this would affect data.

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- Ofsted had always been positive regarding PP provision in West Berkshire and therefore the data presented in the Social Mobility report had been particularly disappointing as it did not reflect the hard work that was taking place by WBC or schools, where PP children were a top priority.
- The numbers of children receiving the PP had risen over the last three to four years. Improving the quality of teaching was the most important area for schools and WBC to focus on.
- If each school could get one more child receiving PP funding though reading writing and maths, then the rate in West Berkshire would be increased to 52%, which was just above the national average. This highlighted the issue that only small numbers were involved.
- Regarding KS4, if progress could be improved throughout KS2, then children often continued to improve into KS4. Eight subjects were, however, sometimes too many for some children and schools would need to make a judgement call on this.
- A strategic plan was drawn up each year on how attainment across West Berkshire would be raised. Raising attainment was the key focus over 'closing the gap'.
- There was a KS1 cluster group of ten schools. The aim with these schools was to narrow the gap as much as possible through early intervention and parental involvement.
- Other initiatives that were taking place across West Berkshire on improving attainment and narrowing the gap included conferences, training and PP funding reviews.
- There were vulnerable group meetings held which included Headteachers, SEN Officers and PP leads.
- Tessa Ford had created a PP toolkit for West Berkshire, which supported schools in carrying out self-assessments.
- A peer Headteacher PP challenge would be taking place, working with nine schools across West Berkshire.

Nikki McVeigh (Headteacher at St Joseph's RC Primary School) raised the following points:

- The determinants for pupils were the key.
- It was about looking at each child; not accepting any excuses and putting the right interventions in place.
- At her school there were a small number of PP pupils. These students sometimes stood out because of their background.
- Schools needed to advocate PP children and work with their parents. It could sometimes be incredibly challenging getting parents to engage.
- Nikki McVeigh worked with teachers to carry out structured conversations with parents. This involved looking at things that could be done to improve the situation for a child.
- It was about looking at the school, its culture and everyone being determined for each child.

Barbara Hunter (Executive Headteacher for Westwood Farm) raised the following points:

- In reflection she questioned what made West Berkshire different, particularly as there were smaller numbers of children accessing the PP funding.
- It was about improving Personal, Social, Health and Economic (PSHE) programmes in schools.

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- Barbara Hunter had worked in a school in a deprived area, prior to her time in West Berkshire and she felt that there was a much greater need for every child to have PSHE on their agenda.
- There was a struggle to sustain teaching at a high enough calibre.
- Children at school in West Berkshire were generally well behaved and compliant.
- Because of the small numbers of children on PP funding, they had not been focused on to a great enough degree.
- Schools needed to re-focus their efforts and those responsible for PP pupils needed to make PP pupils their sole purpose.

Neil Pilsworth (Deputy Headteacher at Francis Bailey Primary School), raised the following points:

- Teachers' attendance was integral to a child's progress and attainment.
- Focus needed to be placed on learning and improving student outcomes.
- A key barrier was that the particular children in question often seemed distracted. This could make it difficult for teachers to engage them.

Mark Browne (Schools Improvement Advisor – post 16) raised the following points:

- Disadvantaged as a label ended at 16 and there was no post 16 premium.
- If a child had not made up the 'gap' by the time they reached 16 years old it was unlikely that they would do so post 16. Disadvantage continued with young people and was not something that schools or education could fix as it was often a wider family issue.
- Although 16/17 year olds were tracked, there was no requirement to track them after this age.
- NEET (Not in Education, Employment or Training) for 16 and 17 year olds in West Berkshire was at 2.4%.
- Of those who were classed as disadvantaged (in receipt of FSMs in year 11) 4% (5 young people) were NEET. This was compared to 2% (29 young people) of young people who had not been classed as disadvantaged.
- 7% (disadvantaged) had been undecided in May (2017) in Year 11 regarding where they wanted to go onto after school, compared to 2.5% (not disadvantaged).
- Those who were disadvantaged were not being prioritised in terms of progression and were less likely to make a positive transition from school.
- There was a careers network within schools and the Careers Enterprise Company often sent business mentors to work within schools.
- Beyond 17 it was unknown which young people were previously disadvantaged.
- It seemed that if pupils had not made enough progress at year 11, they stood very little chance of making the progress up at a later stage.
- At A Level stage there was half a grade difference between disadvantaged children and non-disadvantaged. Nationally this was only a third.
- Attainment and progress needed to be balanced.
- Many opportunities might be beyond the reach of those who were low skilled or low qualified. It was difficult to know because 24 year olds were not tracked.
- Looking at benefit data, it was indicated that young people were getting jobs however, were not able to compete for jobs that offered more opportunities. Not obtaining GCSEs closed the door on many jobs offering more opportunities.
- There was no national funding or programme for NEET. Many young people were entering into zero hour contract jobs. More entry level opportunities were required.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 APRIL 2018 - MINUTES

The Chairman thanked all Officers for their comprehensive reporting of what was taking place in West Berkshire.

Councillor Lynne Doherty stated that she had spent the last 18 months looking at the issues and a lot of work was taking place across West Berkshire to improve the situation. There was no immediate solution for the problem, however, in Councillor Doherty's opinion there was more that could be done. Schools needed to put more effort into closing the gap within the first 100 days. The problem started even earlier and this was apparent though programmes such as 'Every Child a Talker'. Councillor Doherty fully supported the work that was taking place by the Family Hubs to identify issues early on. Councillor Doherty had felt very frustrated when reading the Social Mobility report and had noted that it only concerned small numbers, which made it particularly difficult for staff.

Councillor Bridgman noted that 95% of children in West Berkshire were attending schools rated as 'Good' or 'Outstanding' by Ofsted. This did not correlate with West Berkshire's ranking within the Social Mobility report. He asked if children who were deprived were often not attending schools rated as 'Good' or 'outstanding'. If this was the case then it would indicate that these schools were not performing as well as the ones in affluent areas.

Ian Pearson reported that what the Social Mobility report picked up reflected the national situation. Government gave particular focus to areas with lower performing schools and these areas often had a high percentage of schools rated below 'Good'.

Councillor Ian Morrin asked for clarification on whether disadvantaged children were attending 'Good' or 'Outstanding' schools and it was confirmed that generally they were.

Tessa Ford stressed that schools had improved. Councillor Morrin commented that the data seemed statistically unimportant. He had noted that disadvantaged children displayed particular behaviours and he felt that some children that were not disadvantaged probably displayed these behaviours too and asked what was being done for this group of children who did not attract PP funding. Nikki McVeigh reported that it was about a schools ethos and culture. The same approach that was taken with PP children was also applied to non PP children. It was about a shift in school culture. Nikki McVeigh was aware that there was a high cohort of families who were just coping in addition to those who were receiving the PP funding.

Avril Allenby commented on the importance of early years support. Parents often attended sessions with young children because they wanted to know what they could do to help their child develop. An overview had been given on what was being done for the smaller disadvantaged group as this was where targets were set however, there was a lot of other work and programmes in place that all children could access.

Councillor James Podger thanked Officers for their very informative presentation and stated that he had four questions as follows:

- 1) Did the service understand the factors that determined lower quality of nursery provision?
- 2) What actions had been implemented by the service to impact on the quality of provision?
- 3) Did the service have an understanding of the percentage of children benefitting from free childcare entitlement that had places with providers rated less than 'good'? and finally;
- 4) What mitigation actions were in place to ensure minimum negative impact on children accessing lower quality provision?

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 APRIL 2018 - MINUTES

Avril Allenby reported that results the data used within the report were out of date. Free provision in West Berkshire had risen from 79 providers to 135. The biggest area of growth was child minders and there was some concern about capacity to support child minders. If a nursery was rated any less than 'good' by Ofsted then an action plan would be put in place and they would not be permitted to take on further two year olds accessing the free entitlement. WBC offered an 'advice line' and they were also able to buy into a subscription. WBC had a good working relationship with many of the early years' settings in the district. Nursery schools rated as 'outstanding' were also used to mentor those performing less well.

Councillor Metcalfe noted that Social Mobility was measured in academic attainment and good academic attainment led onto better jobs. He noted that there was a struggle to sustain teaching at a high enough calibre. Those wanting to become teachers had to obtain a degree and Councillor Metcalfe felt that the process to become a teacher had caused a lack of enthusiasm in the system.

In response to Councillor Metcalfe's point, Nikki McVeigh reported that a lot of work was taking place with students to help them think about what they wanted to be when they left education. Barbara Hunter added that press coverage of the profession often did not help as it was portrayed as being target focussed and pressurised and as a result Barbara Hunter felt that the profession was in trouble. The cost of living in West Berkshire was also very high, which made it difficult for those becoming teachers to live in the district. Councillor Metcalfe felt that more time was required for teachers to be able to bond with students and Nikki McVeigh reported that work was carried out with children early on to help find out what their aspirations were.

The Chairman referred to negative coverage of the Social Mobility report and asked if this had impacted upon the recruitment or retention of staff and it was confirmed that there was no evidence to suggest that it had.

The Chairman noted the balance that was required between attainment and progress however, was aware that employers were more concerned with results. The Chairman asked how this issue could collectively be turned around. Mark Browne stated that it was a real issue. Recently he had been aware that the Mercedes Garage had been trying to recruit to an entry level job however, had been asking for applicants to possess A levels. Mark Browne was of the view that to turn the issue around a huge culture change would be required. He felt that it was an issue that should be considered by the Local Enterprise Partnership (LEP) as it could help to influence employers. Employers should be encouraged to speak to Officers supporting students to help identify which ones would be able to fulfil a role.

The Chairman felt it would be helpful to invite the LEP and/or the Chamber of Commerce to a future Commission meeting. This would provide an opportunity to present some of the points that had been raised to employers.

Councillor Morrin felt that it was about gaining a holistic approach with regards to support, from a baby up until working life. From Councillor Morrin's experience, many employers were keen to get young people in to work however, there needed to be a basic level of competence. As an employer he stated that he would be minded to opt for competence and capability over just capability.

Councillor Richard Somner noted that 18 – 24 year olds were not tracked and queried why this was the case. Mark Browne reported that to collect data on this cohort would require a huge amount of work. The DfE had attempted to collect information on 18 year olds however, had found it to be an unfruitful process. Mark Browne reported that they were often able to find out when young people had moved on to further education

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 APRIL 2018 - MINUTES

however, they did not know if those young people had carried on into their second year. Councillor Somner felt that this might be something the LEP could help with.

Councillor Somner was not aware that someone necessarily had to have a degree to become a teacher and was of the belief that training could start from A Level stage. He asked if there was adequate support for those who did not have a degree to become teachers. Barbara Hunter believed that a person needed a degree to become a teacher. Avril Allenby reported that a degree provided someone with the basic skills they required to become a teacher.

Ian Pearson concluded that professionals needed to retain ambition for children. An approach of 'no child is left behind' needed to be adopted.

The Chairman stated that teachers within her ward and across the district had been disappointed at the way the press had portrayed the results from the Social Mobility report for West Berkshire. The Chairman thanked everybody for attending the meeting.

RESOLVED that:

- Further thought should be given to inviting the LEP along to a future meeting to discuss points that had been raised in discussion with Education colleagues around employment.
- The report was noted.

58. Key Accountable Performance 2017/18: Quarter Three

Councillor Graham Bridgman introduced the report (Agenda item 11), which had been presented to the Executive of 29th March 2018 and had been noted.

Andy Day reported that performance was positive for quarter three. Four of the actions rated as amber or red were areas that were not within West Berkshire Council's control including the delay of London Road Industrial Estate; the delay of the Sterling Cables project; Super-Fast Broadband and Building Communities Together.

The Chairman stated that she was also concerned about affordable housing and more needed to be done to improve the planning process. Councillor Ian Morrin commented that the Council had little control over what applications were submitted. The Chairman noted this however, felt that there was a problem with the planning process, particularly with regards to major applications and the speed they were able to move through the system.

59. Items Called-in following the Executive on 29 March 2018

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

60. Councillor Call for Action

There were no Councillor Call for Action.

61. Petitions

There were no petitions to be received at the meeting.

(The meeting commenced at 6.30 pm and closed at 9.20 pm)

CHAIRMAN

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 APRIL 2018 - MINUTES

Date of Signature

DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 8 MAY 2018

Councillors Present: Steve Ardagh-Walter, Jason Collis, Lee Dillon, Marigold Jaques, Mike Johnston, Gordon Lundie, Tim Metcalfe, Ian Morrin, James Podger, Richard Somner (Vice-Chairman), Emma Webster (Chairman) and Laszlo Zverko

Apologies for inability to attend the meeting: None

PART I

1. Election of the Chairman

RESOLVED that Councillor Emma Webster be elected Chairman of the Overview and Scrutiny Management Commission for the 2018/19 Municipal Year.

2. Appointment of the Vice-Chairman

RESOLVED that Councillor Richard Somner be appointed Vice-Chairman of the Overview and Scrutiny Management Commission for the 2018/19 Municipal Year.

(The meeting commenced at 7.42 pm and closed at 7.43 pm)

CHAIRMAN

Date of Signature

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Actions arising from last OSMC Meeting

The OSMC is requested to consider the following list of actions and note the updates provided.

Ref No:	Date - Item No.	Action	Officer/ Member	Comments/ Update
1	10/04/2018 - 54	Corporate Programme - David Lowe should be invited to attend meetings of the Commission on a six monthly basis.	Jessica Bailiss / David Lowe	Complete - David Lowe will attend the Commission on a six monthly basis. The Work Programme has been updated so that it reflects this accordingly.
2	10/04/2018 - 54	Corporate Programme - The Hungerford Fire Station Project be removed from the West Berkshire Council Corporate Programme.	David Lowe	Complete - item has been removed.
3	10/04/2018 - 55	Overview and Scrutiny Management Commission Work Programme - the dates for the two Council Strategy workshops be added to the Overview and Scrutiny Management Commission Work Programme 2018/19.	Stephen Chard / Jessica Bailiss	Complete - both dates have been added to the work programme
4	10/04/2018 - 56	Fire Safety - The video created in partnership between RBFRS and Sovereign on the fire risks associated with mobility scooters be circulated to Members of the Commission.	Stephen Chard / Jessica Bailiss	Complete - video e-mailed to OSMC Members on 2 July 2018.
5	10/04/2018 - 56	Fire Safety - The topic of Fire Safety be revisited at a future OSMC meeting once the full Hackitt report had been published.	Stephen Chard / Jessica Bailiss	Potential return dates being discussed with the Royal Berkshire Fire and Rescue Service.
6	10/04/2018 - 57	Social Mobility - Further thought should be given to inviting the LEP along to a future meeting to discuss points that had been raised in discussion with Education colleagues around employment.	Stephen Chard / Jessica Bailiss	Relevant Officers have been contacted and possible dates for this to come back to OSMC are being explored.

Actions carried over from previous meetings

Ref No:	Date - Item No.	Action	Officer/ Member	Comments/ Update
1	17/10/17 - 16	Actions from previous Minutes - New Model for Scrutiny: The Terms of Reference of the various scrutiny groups that formed part of the new model would be reviewed, with 'policy development' and scrutiny work incorporated.	Lead Officers of scrutiny groups	Ongoing. Lead Officers reviewing Terms of Reference and amending as necessary.

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**West Berkshire Council Forward Plan
17 July 2018 - 31 October 2018**

Key:	C= Council
	DOD= Delegated Officer Decision
	EX= Executive
	GE= Governance and Ethics Committee
	ID= Individual Decision
	PC= Personnel Committee
	PP= Joint Public Protection Committee

Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3573	Options Paper Agency and Temporary Spend	Options paper for future agency spend across WBC	EX	01 July 2018	26/07/18 EX		06/06/18					Karen Felgate	Resources	Adult Social Care		Yes	Yes
EX3602	Local Lottery	To agree the actions set out in this report to progress a Council Lottery Scheme.	EX	01 July 2018	26/07/18 EX							Leigh Hogan/June Graves	Resources	Finance, Transformation and Property			
EX3603	Extra Care Schemes (Paragraph 5 - information relating to legal privilege)	To seek delegated authority to award the contract for services.	EX	01 July 2018	26/07/18 EX		18/07/18					Robert Bradfield	Resources	Adult Social Care		Yes	No
EX3575	Contract for Preventative Day Services known as Link Up, Growing for All and Friendship Skills (Paragraph 3 - information relating to financial/business affairs of particular person) (Paragraph 5 - information relating to legal privilege)	To seek approval to award a contract to West Berkshire Mencap for preventative day services known as Link Up, Growing for All and Friendship Skills.	EX	01 July 2018	26/07/18 EX		18/07/18					Karen Felgate	Resources	Adult Social Care		Yes	No
EX3581	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 July 2018	26/07/18 EX		18/07/18					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3604	Devolution		EX	01 July 2018	26/07/18 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
GE3330	Internal Audit Annual Assurance Report	The Public Sector Internal Audit Standards (PSIAS) require the Audit Manager to make a formal annual report to those charged with governance within the Council	GE	01 July 2018			20/07/18		30/07/18 GE			Julie Gillhespey	Resources	Corporate Services		No	
GE3601	Review of Governance of Risk Management	To review the governance and management arrangements of the Council's Risk Management function.	GE	01 July 2018			20/07/18		30/07/18 GE			Andy Day	Environment	Corporate Services			
GE3270	Outcome of the External Review of Internal Audit	To provide members with the results of the external review of internal audit and seek comments on any proposed actions.	GE	01 July 2018			20/07/18		30/07/18 GE			Julie Gillhespey	Resources	Corporate Services		No	Yes
GE3577	Planned Audit Fee for 2018/19	To note the contents of the audit fee letter.	GE	01 July 2018			20/07/18		30/07/18 GE			Lesley Flannigan	Resources	Chairman of Governance and Ethics Committee			
GE3327	West Berkshire Council Financial Statements 2017/18 including External Auditor's Opinion	To provide Members with the final copy of the Council's Financial Statements	GE	01 July 2018			20/07/18		30/07/18 GE			Andy Walker	Resources	Corporate Services		No	
GE3331	Annual Governance Statement	To set out the Annual Governance Statement for the Council for 2017/18. This report includes Statements in Support of the AGS from the S151 Officer and Monitoring Officer.	GE	01 July 2018			20/07/18		30/07/18 GE			Andy Walker	Resources	Corporate Services		No	
ID3391	Newbury Town Design Statement (2017)	To report on the formal public consultation undertaken on the Newbury Town Design Statement and to consider its adoption as part of the community planning process.	ID	01 July 2018		01/07/18	tbc					Sarah Conlon	Economy and Environment	Planning, Housing and Waste	Statutory consultees, local stakeholders and members of the public. Community involvement has been an integral part of the process to date.	No	Yes
ID3444	West Berkshire Council Forward Plan – 29 August 2018 to 30 November 2018	To agree the Forward Plan for the next four months.	ID	01 July 2018		26/07/18	18/07/18					Maira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
ID3413	Parking scheme - Consolidation Order Amendment 28	To consider the responses received during statutory consultation	ID	01 August 2018		01/08/18	TBC					Alex Drysdale	Environment	Highways and Transport, Environment and Countryside	Statutory consultees, general public, Town and Parish Councils and Ward Members	No	Yes
ID3574	Traffic Regulation Order for the Closure of Rail Crossings	To decide any objections received	ID	01 August 2018		tbc	tbc					Glyn Davis	Environment	Highways and Transport, Environment and Countryside			
C3215	SACRE Annual Report	To provide Members with the Annual Report of the Standing Advisory Council on Religious Education (SACRE).	C	01 September 2018			06/09/18	13/09/18 C				Jo Watt	Resources	Children, Education & Young People		No	No
EX3272	Legal Shared Service	The purpose of this report is to seek an 'in principle' decision to consider a shared service for Legal Services.	EX	01 September 2018	06/09/18 EX		29/08/18					Sarah Clarke	Resources	Corporate Services		No	Yes

**West Berkshire Council Forward Plan
17 July 2018 - 31 October 2018**

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Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3420	Key Accountable Performance 2018/19: Quarter One	To report Q1 outturns for the Key Accountable Measures which monitor performance against the 2018/19 Council Performance Framework. To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively. To present, by exception, those measures that are predicted to be 'amber' or 'red' and provide information on any remedial action taken and the impact of that action. To recommend changes to measures/targets as requested by services.	EX	01 September 2018	06/09/18 EX		29/08/18			09/10/18		Catalin Bogos	Resources	Corporate Services		No	
EX3561	Revenue Financial Performance Report - Q1 of 2018/19	To inform Members of the latest financial performance of the Council.	EX	01 September 2018	06/09/18 EX		29/08/18					Melanie Ellis	Resources	Finance, Transformation and Property			
EX3421	Key Accountable Performance 2018/19: Quarter Two	To report Q2 outturns for the Key Accountable Measures which monitor performance against the 2018/19 Council Performance Framework. To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively. To present, by exception, those measures that are predicted to be 'amber' or 'red' and provide information on any remedial action taken and the impact of that action. To recommend changes to measures/targets as requested by services.	EX	01 September 2018	20/12/18 EX		12/12/18			15/01/19		Catalin Bogos	Resources	Corporate Services		No	
EX3578	Implications of the NJC Pay Award in April 2019	To make changes to the Council's Pay Policy Statement.	EX	01 September 2018	06/09/18 EX		29/08/18					Robert O'Reilly	Resources	Corporate Services		No	Yes
EX3582	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 September 2018	06/09/18 EX		29/08/18					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3591	Capital Financial Performance Report - Q1 of 2018/19	To inform Members of the latest financial performance of the Council.	EX	01 September 2018	06/09/18 EX		29/08/18					Gabrielle Esplin	Resources	Finance, Transformation and Property			
EX3605	Devolution		EX	01 September 2018	06/09/18 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
ID3445	West Berkshire Council Forward Plan – 9 October 2018 to 31 January 2019	To agree the Forward Plan for the next four months.	ID	01 September 2018		06/09/18	29/08/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
ID3620	SEND Strategy	To approve the SEND Strategy	ID	01 September 2018		06/09/18						Nina Bhakiri	Communities	Children, Education & Young People			
PP3569	Public Protection Partnership Scheme of Delegation	Scheme of Delegation	PP	01 September 2018							JPPC 18/09/2018	Sean Murphy	Economy and Environment	Councillor Iain McCracken - Chairman of JPPC			
PP3570	Public Protection Partnership Budget 2019/20	To consider the draft budget prior to submission to the councils	PP	01 September 2018							JPPC 18/09/2018	Sean Murphy	Economy and Environment	Councillor Iain McCracken - Chairman of JPPC			
PP3571	Public Protection Partnership Community Fund Applications	To consider applications for the Public Protection Community Fund and where appropriate approve for payment	PP	01 September 2018							JPPC 18/09/2018	Paul Anstey	Economy and Environment	Councillor Iain McCracken - Chairman of JPPC			
EX3583	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 October 2018	18/10/18 EX		10/10/18					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3590	Corporate Offices and School Building Cleaning Services	To inform of the procurement route for the supply/provision of Corporate Offices	EX	01 October 2018	18/10/18 EX		10/10/18					Tracy Washer	Resources	Corporate Services and Children, Education and Community Resilience and Partnerships		Yes	
EX3606	Devolution		EX	01 October 2018	18/10/18 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
ID3446	West Berkshire Council Forward Plan – 13 November 2018 to 28 February 2019	To agree the Forward Plan for the next four months.	ID	01 October 2018		11/10/18	03/10/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No

Overview and Scrutiny Management Commission Work Programme 2018/19

No.	Ref	Item	Purpose	Lead Officer	Portfolio Holder/ Lead Member
9 October 2018 (Report Deadline 28 September 2018)					
1	OSMC	Corporate Programme	To advise the Commission of the Council's Corporate Programme and its current areas of activity.	David Lowe (report only)	Corporate Services
2	OSMC	West Berkshire Vision 2036	To review the proposed Vision.	Nick Carter	Leader of the Council and Strategy
3	OSMC	Prevalence of Homelessness in West Berkshire	To review the prevalence of homelessness in West Berkshire and to inform the Commission on activity taking place to tackle the issue.	Gary Lugg / Sally Kelsall	Planning, Housing and Waste
4	EX3420	Key Accountable Performance 2018/19: Q1	To scrutinise Q1 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
5	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
6	OSMC	Financial Performance Report	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance, Transformation and Property

15 January 2019 (Report Deadline 4 January 2019)

1	OSMC	Corporate Programme	To advise the Commission of the Council's Corporate Programme and its current areas of activity.	David Lowe	Corporate Services
2	OSMC	Thames Valley Police	To inform the Commission on the key issues being faced by the district and to advise on remedial action taking place.	Superintendent Jim Weems	Thames Valley Police
3	EX3421	Key Accountable Performance 2018/19: Q2	To scrutinise Q2 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
4	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
5	OSMC	Financial Performance Report	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance, Transformation and Property

9 April 2019 (Report Deadline 29 March 2019)

1	OSMC	Corporate Programme	To advise the Commission of the Council's Corporate Programme and its current areas of activity.	David Lowe (report only)	Corporate Services
2	OSMC	Health and Wellbeing Board	To inform the Commission on the key health and wellbeing issues being faced by the district and to advise on remedial action taking place.	Jo Reeves	Health and Wellbeing, Leisure and Culture

3	EX3422	Key Accountable Performance 2018/19: Q3	To scrutinise Q3 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
4	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
5	OSMC	Financial Performance Report	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance, Transformation and Property
Task Groups (dates to be confirmed unless indicated)					
1	Task Group	Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan	To scrutinise the implementation of the Sustainability and Transformation Plan. Meetings held in November 2017 and March 2018.	Stephen Chard	Councillor Richard Somner and representatives from other councils.
2	Task Group	Budget Setting	Dates to be scheduled. Meetings to discuss concerns re forecast overspends and the mitigation measures to be put in place.		
3		Council Strategy Work Shops	Work shops will take place in June and September.	Andy Day	Corporate Services

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Corporate Programme

Committee considering report: Overview and Scrutiny Management Commission

Date of Committee: 10 July 2018

Report Author: David Lowe

Purpose of the Report

To advise the Commission of the Council's Corporate Programme and its current areas of activity in order that it might identify projects requiring Overview and Scrutiny involvement.

Recommendation

That the Commission notes the contents of the Corporate Programme and informs its work programme accordingly.

1. Introduction

1.1 This report provides to the Overview and Scrutiny Management Commission the purpose and composition of the Corporate Programme.

1.2 It sets out the reason for the existence of the programme, its structure and content, and advises of opportunities for Overview and Scrutiny involvement.

2. Purpose of the Programme

2.1 The Corporate Programme was established in early 2016 to provide a mechanism for the management and political oversight of all the significant organisational change or transformation activities being undertaken within the authority.

2.2 Oversight and management of the Corporate Programme is carried out by the Corporate Programme Board (comprising the members of the Executive), with the delivery of individual projects being supervised by a Corporate Projects Board made up of officer representatives from across the Council. Both boards are supported by a Programme Office, which from 1 April 2017 has been under the operational control of Strategic Support.

3. Structure and composition

3.1 The Programme comprises 37 discrete projects, organised into themes relating to

- New legislation preparation
- Strategy development
- Infrastructure
- Strategic transformation
- Service transformation
- ICT major projects

3.2 The full Programme is shown at Appendix A

4. Overview and Scrutiny involvement in the programme

- 4.1 The views of backbench members will be actively sought for all New Ways of Working reviews (service transformation) but the Commission may further identify specific topics that it wishes to examine in greater detail through the Overview and Scrutiny process.

5. Recommendation

- 5.1 That the Commission notes the contents of the Corporate Programme and informs its work programme accordingly.

Appendices

Appendix A Corporate Programme

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Birchwood Care Home CQC Inadequate Update

Committee considering report: Overview and Scrutiny Management Commission

Date of Committee: 10 July 2018

Portfolio Member: Councillor Graham Bridgman

Report Author: Sue Brain

Forward Plan Ref: n/a

1. Purpose of the Report

1.1 This report follows on from the one presented in January 2018 in relation to the CQC rating of Inadequate awarded to Birchwood Care Home following an inspection in September 2017. This report provides a review of the progress achieved since September and outlines further actions required. As at the time of writing the follow up CQC inspection has not happened, although it is expected imminently.

2. Recommendation

2.1 This report is for information.

3. Implications

3.1 **Financial:** N/A

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

4. Other options considered

4.1 None.

Executive Summary

5. Introduction / Background

- 5.1 In September the Care Quality Commission completed an inspection of Birchwood Care Home; the outcome was an overall rating of Inadequate. This report provides a review of progress to date and future actions planned
- 5.2 Birchwood is a 60 bed nursing/residential care home specialising in care for people with dementia. The service has 50 beds dedicated to residents with dementia and a further 10 beds on the ground floor, currently used as short term step down beds to support discharge from hospital for those who are deemed medically fit for discharge but not quite ready for a return home.
- 5.3 Following the CQC inspection in September, WBC imposed a voluntary embargo on admissions to the residential/nursing unit but retained admissions into the 10 bed step down unit. This is because the nature of the step down unit meant that residents accessing it posed a lower risk and could be supported safely.
- 5.4 An immediate action plan was drafted and a number of revisions made to that plan during the subsequent months. It is a working document and viewed as such. Appx 1 is an overview of the current plan.

6. CQC outcome

- 6.1 The CQC inspection framework incorporates 5 domains: Safe, Effective, Caring, Responsive and Well-led. Three areas were rated as inadequate: safe, responsive and well-led, two as requires improvement: effective and caring. This means the home received an overall rating of inadequate.
- 6.2 Birchwood has just had a follow up inspection; 2 days across the end of May and beginning of June. The outcome is, at the time of writing, unknown and pending a feedback meeting with CQC. The Home has been advised by CQC that the best overall rating it can achieve at this next inspection is one of Requires Improvement. This is because CQC will not rate a service as Good that has been rated as Inadequate in the previous 6 months.
- 6.3 However, whilst Birchwood is unsure what rating this inspection will bring, the Registered Manager and staff are working towards Good in all domains

7. Progress and Conclusion

- 7.1 Birchwood Care Home has been subject to a rigorous plan of improvement since October 2017. This was in response to what was, at the time, a pending CQC report with a rating of Inadequate.
- 7.2 The improvement plan is a working document and continues to be added to, adjusted, rewritten and amended according to required improvements and actions taken so far. All aspects of the 5 domains; safe, caring, effective, responsive and well led are captured within the plan.
- 7.3 A skilled and efficient Registered Manager was recruited into the Home commencing January 2018 and has received her Registered Manager status for the Home from CQC.

- 7.4 An exceptional Clinical Lead has been appointed into the permanent post and a strong Deputy Manager has been appointed for a fixed term period, following an unsuccessful recruitment round. The fixed term post will be in situ for approximately 6 months whilst the service re-advertises. It should be noted the deputy manager has worked with West Berkshire Council for some time and is familiar with all policies, procedures and processes, maintaining consistency and stability for the team.
- 7.5 Recruitment of care staff is ongoing, the service has managed to increase the number of permanent staff and are currently utilising a temp to perm arrangement negotiated with a local recruitment agency supplying temporary staff. Notwithstanding, recruitment remains a challenging and ever changing picture.
- 7.6 A Dementia Enabling Audit has been undertaken by DDS Architects and the service is at the early stages of a substantive refurbishment designed to make the service more dementia friendly and supportive of those with visual and cognitive impairment.

8. Appendices

- 8.1 Appendix A – Supporting Information
- 8.2 Appendix B – Birchwood Action Plan

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Birchwood Care Home – CQC Inadequate Update

1. Introduction/Background

- 1.1 In September 2017 the Care Quality Commission (CQC) completed an inspection of Birchwood Care Home; the outcome was an overall rating of Inadequate. This rating was subject to a report to the Overview and Scrutiny Board in January 2018 – This report provides a review of progress to date and future actions planned
- 1.2 Birchwood is a 60 bed nursing/residential care home specialising in care for people with dementia. The service was commissioned in 2007 with the Council leasing the building from A2Dominion and contracting separately with Care UK for the care. It was taken over by WBC to deliver the care in June 2017
- 1.3 The service has 50 beds dedicated to residents with dementia and a further 10 beds on the ground floor, currently used as short term step down beds to support discharge from hospital for those who are deemed medically fit for discharge but not quite ready for a return home.
- 1.4 Following the CQC inspection in September, WBC imposed a voluntary embargo on admissions to the residential/nursing unit but retained admissions into the 10 bed step down unit. This is because the nature of the step down unit meant that residents accessing it posed a lower risk and could be supported safely.
- 1.5 An immediate action plan was drafted and revisions made to that plan subsequently during the following months. It is a working document and viewed as such.
- 1.6 Local Care Quality and Safeguarding services continue to be involved with the Home, supporting the improvements and monitoring on behalf of CQC who have also attended safeguarding meetings at the Home since September 2017.
- 1.7 CQC have re-inspected Birchwood over 2 days at the end of May, beginning of June. The outcome is, at the time of writing, unknown. A feedback meeting is due shortly.

2. What actions have been taken?

- 2.1 The CQC inspection framework incorporates 5 domains: Safe, Effective, Caring, Responsive and Well-led. Three areas were rated as inadequate: safe, responsive and well-led, two as requires improvement: effective and caring. This means the home received an overall rating of Inadequate. In the previous report provided to this Board, each domain was defined in terms of the specific failings found. This report takes a similar format but describes actions taken to improve the rating:
- 2.2 Safe – risk assessments and care plans have all been updated and a one page overview sheet adopted and placed in each resident's bathroom. There are methods in place to ensure those risk assessments and care plans are updated appropriately and in response to changing need. Medicine management has been overhauled. A new clinical lead, in situ since February as an interim, and now as a

permanent employee, has taken control of medication including auditing, supporting stock management etc and all staff who administer medication have received updated training and competency assessments. Existing safeguarding processes are now being adhered to appropriately, ensuring effective investigation and risk management. Safeguarding training at L1 was delivered in house to staff and other relevant staff are scheduled for L2 and L3 (if not received already). Notwithstanding, permanent staffing levels remains an issue and there is still a high use of agency to manage the Home safely. Substantive recruitment has taken place but care hours vacant remain high. This is an issue for the service as a whole (so all Responsive Care Provider services delivered) and something being tackled as a separate specific project.

- 2.3 Effective – Supervisions have been taken in hand and all senior staff required to deliver supervision have received detailed instruction and support to do so. A matrix of supervisions have been put in place and is monitored by the Home manager. Documentation within each residents folders have been appropriately updated and are being utilised by staff. Clinical management of this aspect of care is provided by the clinical lead, RGN staff and team leads. A second activity co-ordinator has been employed to support the delivery of effective stimulation to residents and meal times have been restructured to provide a more personal and supportive experience. DDS Architects are a specialist organisation providing specific advice on enabling the built environment to be more friendly and effective to those with dementia and/or visual impairment. A report was delivered in December 2017 and a detailed plan of action undertaken. Refurbishment of the Home started in May 2018 and is tailored very specifically to enable those with dementia to navigate around the Home more easily, support non institutionalised living and improve the lived experience. The plans are displayed prominently in reception with a written explanation of the refurbishment also displayed.
- 2.4 Caring – This was previously rated as requires improvement and Birchwood was seen to be generally caring, however staff appeared to be task led rather than person centred. Responsive Care Providers have adopted four core values which supports values based recruitment. This recruitment methodology, promoted by Skills for Care, has been in situ properly since February/March 2018. Recruitment to values as opposed to simply skill sets, ensures we are appointing people who want to work with the residents and want to do the job. Whilst it appears a little counter intuitive to not appoint someone who might present with the skills required, if the values are not present they are not a good fit for the service. The impact of this type of recruitment will take some time before outcomes are apparent but theoretically with a staff team of people who want to be in situ with the appropriate set of values the care delivered should be more person centred. Temp to perm arrangements with a local agency is supportive of the try before you buy approach to staffing permanently. Updated care plans and appropriate “All About Me” documentation supports a more person centred approach.
- 2.5 Responsive – Poor care planning featured heavily in this section. As described in the section pertaining to safe, care plans and risk assessments have been updated with appropriate methods in place to reflect changing need. Methods include targeted handovers and better systems for monitoring resident’s behaviours and presentation. WBC has always managed a very robust and responsive complaints process. Whilst this was present before at Birchwood it was not so visible or well recorded. Duty of candour processes are in place as are better monitoring and recording of both complaints and compliments.

2.6 Well-led – The Home Management team has changed in its entirety from the point of the original inspection. A new Home Manager has been in situ since January 2018, the Clinical Lead and Deputy Manager roles were separated out creating two distinct, different but complimentary posts to strengthen the management team within the Home. The Clinical Lead has been in post since February as an interim, and permanently in post as a WBC employee since May. The Deputy Manager is currently occupied by an interim drawn from existing WBC staff with a strong set of skills that both compliment and support the existing permanent management team for a period of 6 months pending permanent recruitment. Robust responses to incidents by management has given strong messages to staff about behaviours expected. A new handbook, full service staff meetings and induction programme, whilst relating to the entire service, are now in situ and clarifies Responsive Care Providers values, behaviours expected, our ethos and vision. These actions have benefitted Birchwood and support the wider service. Family meetings and communications have significantly increased and improved in quality and content since October and management are proactive in terms of contact where required.

3. Monitoring

- 3.1 External scrutiny of the service is overseen by CQC via review of safeguarding concerns and/or serious injury reports submitted and communication with other partners.
- 3.2 Care Quality officers visit routinely and report back on progress made toward achieving their action plan.
- 3.3 Safeguarding currently hold an overarching Organisational Safeguarding enquiry open and 1 meeting has taken place since the previous report was submitted. This open safeguarding enquiry is to support the monitoring process and provide reassurance to CQC pending re-inspection. I expect to see this enquiry closed should the recent inspection demonstrate the improvements we are documenting.

4. Conclusion

- 4.1 Birchwood Care Home has been subject to a rigorous plan of improvement since October 2017. This was in response to what was, at the time, a pending CQC report with an overall rating of Inadequate.
- 4.2 This action plan is a working document and continues to be added to, adjusted, rewritten and amended according to required improvements and actions taken so far. Appx B is an overview of the current plan.
- 4.3 A strong management team is now in place supporting the Home, including a permanent Clinical Lead and a fixed term Deputy Manager, providing greater stability and consistency in WBC approach.
- 4.4 Recruitment, whilst ongoing, remains a significant problem for the Home but it should be stressed this is not unique to Birchwood.
- 4.5 Wider actions being undertaken by Responsive Care Providers to support appropriate recruitment and retention across all services, are supportive of the process within Birchwood and is hoped will pay dividends shortly.

- 4.6 The refurbishment, guided by DDS Architects, is designed to provide a dementia enabling environment and improve the lived experience of residents. This refurbishment has commenced but it will take some time to complete the whole Home.
- 4.7 Internal and external scrutiny remain in situ. An open Organisational Safeguarding enquiry will be revisited post inspection outcome. A review of the voluntary embargo will be visited at this point also with a view to lifting it.
- 4.8 Birchwood has just been re-inspected. The Home has been advised by the CQC Inspector that the best overall rating it can achieve at this next inspection is one of Requires Improvement. This is because CQC cannot rate a service as Good that has been rated as Inadequate overall in the previous 6 months.
- 4.9 Whilst we are unsure what rating this inspection will bring, the Registered Manager and staff are working towards Good in all domains. This inspection is considered the stepping stone to reaching Good overall at the subsequent inspection that is likely to be conducted approximately 12 months post inspection now.

5. Consultation and Engagement

- 5.1 Tandra Forster, Acting Corporate Director – Adult Social Care
- 5.2 Carla Kell, Registered Manager - Birchwood

Background Papers:

Appendix 1: Birchwood CQC Inspection Report
Appendix 2: Action Plan

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

P&S – Protect and support those who need it

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

P&S1 – Good at safeguarding children and vulnerable adults

Officer details:

Name: Sue Brain
Job Title: Service Manager – Responsive Care Providers
Tel No: 01635 503303
E-mail Address: sue.brain@westberks.gov.uk

Birchwood Improvement Plan Live document. Updated 19.06.18.

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
<p>SAFE – current rating Inadequate</p>	<p>Care plans stored in locked space</p> <p>Clinical lead and RGN/RCO staff taking the lead on updating on a regular basis including utilising handover information to review and amend risk assessments and care plans</p>	<p>Review plans to ensure allergy information and guidance re: method of administration of medication is clear. RGN to ensure care plans followed appropriately or updated where change is required (e.g. Need for covert medication or method of administration changes)</p>	<p>Clinical lead, RGN/RCO staff - ongoing</p>	
	<p>PRN and medication reviews of all residents undertaken by clinical lead, team leader, Care Home Support Team and GP surgery</p>	<p>BI decisions to be on file for covert medication and reviews to be planned in diary</p> <p>Storage of medication from delivery, prior to allocation to trolleys to be reviewed in respect of temperature of storage facility with options for solution obtained</p>	<p>Clinical lead and RGN staff – ongoing</p> <p>Clinical lead and maintenance – 30.06.18</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	<p>All DoLS reviewed and renewals applied for. Audit trails created and NoK notified when application is made</p> <p>A4 sheet of information in easy read format shared with resident and explained to resident when application to be made</p>	<p>All renewals to be applied for 6 weeks prior to expiry where this is appropriate to do so</p>	<p>Registered and Home manager – ongoing</p>	
	<p>Staffing capacity reviewed and establishment altered to appropriately manage need</p>	<p>Review on regular basis according to client profile</p>	<p>Registered Manager, deputy manager and clinical lead – ongoing</p>	
	<p>Recruitment drive in place with rolling campaign for practitioners, RCO's and RGN's. Current % of staff v agency is 52% v 48%.</p> <p>RCO interviews 19th June for 4 vacant posts</p> <p>Values based recruitment in situ</p> <p>Interim deputy manager contract for 6 months agreed to provide stability pending</p>	<p>Continue drive with campaign. Workforce development group for ASC supporting the process.</p> <p>Facebook and other social media campaign in progress.</p> <p>New branding campaign developed by Graphics to be completed and launched to support the recruitment process</p> <p>Advertising and campaign for</p>	<p>Service Manager and Home Management team – ongoing</p> <p>HR dept – 30.06.18</p> <p>Service Manager – 31.07.18</p> <p>End of process by</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	<p>permanent recruitment following unsuccessful campaign in situ from 04.06.18</p> <p>Clinical lead in permanent position from May 2018</p> <p>All other positions fully staffed</p>	<p>Deputy Manager permanent post to be undertaken</p>	<p>December 2018 to coincide with end of fixed term contract for current interim deputy</p>	
	<p>Induction and training. Training programme developed for practitioner staff above and beyond the QCF and care certificate for new staff, and in situ. Existing staff given option to undertake QCF programme in phases.</p> <p>Training in safeguarding and medication delivered in house.</p>	<p>Training matrix under review and all staff booked on appropriate training as required</p> <p>Dementia bus booked for September 2018 and March 2019 with front line staff offered places</p> <p>Implement the bespoke training programme for practitioners</p>	<p>Supervisors and Home Management – 31.07.18</p> <p>Supervisors and Home Management – March 2019</p> <p>Supervisors and Home management – ongoing</p>	
	<p>Ceiling hoists ordered for nursing floor</p> <p>Residents assessed for appropriate mattresses and beds by locality OT</p> <p>NRS PIN given to clinical lead</p>	<p>Process to assess for and order other relevant equipment</p> <p>Bulk purchase of beds required and re-evaluation of equipment as required</p> <p>Review link between locality</p>	<p>Home and service manager – 31.07.18</p> <p>Clinical lead and locality manager – 30.06.18</p> <p>Service manager and</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	for direct purchasing of appropriate mattresses and beds	OT and Home to improve timely service in relation to equipment needs	service manager for localities in ASC – 30.06.18	
	<p>Number of safeguarding incidents, CQ1 and complaints have declined since November 2017. All relevant incidents of safeguarding referred to CQC as appropriate and all staff trained in safeguarding L1.</p> <p>Senior staff trained to L2 safeguarding and L3 where appropriate to their role.</p>	<p>Maintain review of safeguarding incidents. Undertake robust investigation and utilise appropriate policies and procedures re: disciplinary where appropriate</p> <p>Discuss specific incidents in team meetings and share learning</p>	<p>Home management – ongoing</p> <p>Home management – ongoing</p>	
EFFECTIVE – current rating Requires Improvement	<p>Bespoke supervision delivered to all supervisors</p> <p>All staff allocated a supervisor and a monthly staff supervision matrix drawn up and monitored</p> <p>Roles and responsibilities agreed and shared with staff</p>	Review quality of supervisions and monitor frequency to ensure compliance with WBC requirements	Home management – ongoing	
	Team meetings for all staff and senior staff implemented on a routine basis and chaired and	Quality of team meetings under review	Home management - ongoing	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	minuted appropriately			
	<p>Family meetings in place and a number undertaken during 2017/18</p> <p>Suggestions box attached to the wall and suggestions reviewed and considered for action</p> <p>Registered manager, clinical lead and deputy manager available for family members or public and visits at home where required</p>	<p>Review frequency of family meetings and times to capture a broader spectrum of views and opinions</p> <p>Newsletter to be produced and circulated quarterly to families</p>	<p>Registered manager – 30.06.18</p> <p>Home management – December 2018</p>	
	<p>Paperwork and charts introduced to monitor nutrition and hydration. Other appropriate documentation relevant to a person's health and wellbeing introduced</p> <p>Information derived from monitoring the charts introduced into handover sessions</p>	<p>Documentation to be reviewed and completion of paperwork considered with a view to introducing improvements or support to staff to complete appropriately</p>	<p>Clinical lead and RGN's – ongoing</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	<p>DDS brought in to advise and support the refurbishment of Birchwood to make the premises environment more suitable to those with dementia</p> <p>Refurbishment including painting, soft furnishings and signage started and due for completion September 2018</p>	<p>Further environmental changes will be considered post refurbishment</p> <p>Garden refurbishment to improve access to outside space for those with dementia due 27.09.18</p>	<p>Home management – October 2018</p> <p>Home management and public health liaison officer Sept 2018</p>	
	<p>Additional activity coordinator appointed and started in early 2018.</p> <p>Activity coordinators across WBC meeting as a group to share ideas for activities etc for those with dementia</p>	<p>Workshop training to support activities in development</p> <p>Activity QCF being sourced</p>	<p>Training – 31.07.18</p>	
<p>Housekeeper service increased establishment by one FTE and recruited to</p> <p>Head housekeeper nominated as infection control champion for the home</p> <p>All housekeepers attended infection control training</p>	<p>Documentation for audit under review (see action in well led)</p>	<p>Home manager 30.06.18</p>		

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
CARING – current rating Requires Improvement	<p>Lunch times have been rearranged and staff redirected in terms of support for those who require help to eat and those that can support themselves</p>	<p>More specific training in dementia awareness and care to be provided to support better care delivery that is less task orientated. Currently awaiting workshop programme from Training department to support this.</p> <p>Dementia bus booked for September 2018 and March 2019</p> <p>Culture change in progress but requires more time to bed in. This includes the values work undertaken to date</p>	<p>Training – 31.07.18</p> <p>Directed by Home management – ongoing</p>	
	<p>All about me documents given greater priority and completed for residents thereby supporting a more personalised approach and residents allocated a key worker</p>	<p>Improve the relationship between the key workers and families by coaching and mentoring staff supporting them to be more open to engagement.</p>	<p>Directed by Home management and training dept – ongoing</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
RESPONSIVE – current rating Inadequate	<p>Clinical lead and RGN/RCO staff taking the lead on updating on a regular basis including utilising handover information to review and amend risk assessments and care plans</p> <p>Choking risk assessments in situ and stored in a locked room for security</p>	<p>Review plans to ensure allergy information and guidance re: method of administration of medication is clear. RGN to ensure care plans followed appropriately or updated where change is required (e.g. Need for covert medication or method of administration changes)</p> <p>Improve the identification of clients for, and referral to SALT, for appropriate assessment and care planning.</p>	<p>Clinical lead, RGN/RCO staff – ongoing</p> <p>Clinical lead and RGN/RCO – ongoing</p>	
	<p>Increased RCO presence on shift with clarity about responsibilities facilitate greater capacity for responsiveness</p> <p>Increased supervision and support and training delivered to enable staff to use initiative and respond according to need presented</p>	<p>Clinical lead and RGN/RCO's to ensure supervisions are structured sufficiently to deliver support to improve performance and quality and tackle poor performance through the capability process</p>	<p>Clinical lead and home management team - ongoing</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	<p>Home walk round audits (IM007)</p> <p>These are being completed by all managers who are supporting the home. This is a new document to the team</p>	<p>.</p> <p>Form to be reviewed six monthly - June</p>	<p>Home manager – 30.06.18</p>	
	<p>Spot checks – in progress</p>	<p>Home manager to continue to complete these monthly. (Deputy manager to complete in managers absence)</p> <p>Review paperwork for all managers to use</p>	<p>Home manager - ongoing</p>	
	<p>Manager monthly audits – in progress</p> <p>These are required from WBC and now in place at Birchwood. Home manager is responsible to capture this information from walk rounds, meetings, attending handovers, site meetings</p>	<p>.</p>	<p>Ongoing – Home manager</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
WELL LED – current rating Inadequate	Induction session for Responsive Care Providers developed and delivered from May 2018 including new handbooks with a focus on values and conduct. Induction session available to all Birchwood staff, existing and new, and all staff given handbooks.	These sessions are booked up until March 2019 and occur once every other month. First session was delivered in May 2018	Service manager	
	Staff surveys undertaken since January 2018 and outcomes to be shared at June staff meeting	Action plan to be updated following discussion with staff re: outcomes	Registered manager – 30.06.18	
	Full Responsive Care Providers staff meeting undertaken to support all staff (including Birchwood staff) to be more included in WBC processes and identify as a service	This is a bi annual activity	Service manager – ongoing	
	Open door policy to families and friends of residents implemented (see actions detailed re: families under heading of effective)	Review frequency of family meetings and times to capture a broader spectrum of views and opinions Newsletter to be produced and	Registered manager – 30.06.18 Home management –	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	SilverBirch staff embedded into the full service team and decision making in that unit in relation to admissions is a collective decision between SilverBirch professionals and the Home Management	circulated quarterly to families Review purpose and use of SilverBirch unit as step down beds are reduced	December 2018 Home Management, Service Manager and ASC management in WBC	
	WBC recruitment policy reviewed in light of recent CQC inspection and a request for an exception to the DBS criteria made and accepted	Those operational within the Home without DBS checks will be processed –	Business Manager – immediately	
	Number of safeguarding incidents, CQ1 and complaints have declined since November 2017. All relevant incidents of safeguarding referred to CQC as appropriate in a timely manner and all staff trained in safeguarding L1. Senior staff trained to L2 safeguarding and L3 where appropriate to their role.	Maintain review of safeguarding incidents. Undertake robust investigation and utilise appropriate policies and procedures re: disciplinary where appropriate Discuss specific incidents in team meetings and share learning	Home Management – ongoing Home management – ongoing	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
	<p>Audit processes in place for all aspects of care provision and documentation/charts etc monitored by clinical lead and home management</p>	<p>Clinical audit tool identified. Plan required to implement a 6 monthly clinical audit. First topic likely to be falls.</p> <p>Review of audit tools on a routine basis to identify improvements</p>	<p>Clinical lead and RGN's – December 2018</p> <p>Clinical lead and Home managers – 31.07.18</p>	
	<p>Audit processes in place for all aspects of maintenance, cleaning and Health and Safety monitored by Home Manager</p> <p>Health and safety audit by WBC completed in late 2017 achieved a 80% pass rate for compliance</p>	<p>Improvement to documentation for housekeepers and maintenance service in progress and under review</p>	<p>Home Manager – 30.06.18 Reviews ongoing</p>	
	<p>Fire folder reviewed and fire assembly point moved. Fire training on site for staff completed and key fire warden training completed.</p> <p>Fire extinguisher servicing completed in May 2018</p> <p>Legionella sampling</p>	<p>6 monthly fire drill to be completed</p> <p>Fire evacuation under review and emergency lighting due to be upgraded in June 2018</p>	<p>Home Manager and maintenance - ongoing</p>	

Domain	Action taken	Action planned	Who and when	RAG – Entire Domain
[Red Cell]	undertaken and continued as per requirements			[Yellow Cell]
	<p>Duty of candour process included as a separate item within the ASC complaint policy and procedure</p> <p>Documentary evidence of actions taken under duty of candour held by the registered manager and stored securely.</p>	<p>Learning from incidents leading to a requirement to exercise duty of candour to be incorporated into senior and team meetings</p> <p>Home managers to review incidents to ensure duty of candour is complied with routinely</p>	<p>Home managers – ongoing</p> <p>Home managers - ongoing</p>	

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Key Accountable Performance 2017/18: Quarter Four

Committee considering report:	Executive on 14 June 2018 Overview and Scrutiny Management Commission on 10 July 2018
Portfolio Member:	Councillor Rick Jones
Date Portfolio Member agreed report:	31 May 2018
Report Author:	Catalin Bogos
Forward Plan Ref:	EX3249

1. Purpose of the Report

- 1.1 To report quarter four outturns, for the Key Accountable Measures which monitor performance against the 2017/18 Council Performance Framework.
- 1.2 To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively.
- 1.3 To present, by exception, those measures that are RAG rated 'red' (targets not achieved) and provide information on any remedial action taken and the impact of that action.
- 1.4 To recommend changes to measures / targets, as requested by services.

2. Recommendations

- 2.1 To note progress against the Key Accountable Measures (KAM) and the key achievements in all services. Comparing to last year the same proportion of measures are RAG rated Green (against similar or more challenging targets than in 2016/17). In absolute terms, the results for the majority of the KAMs have further improved this year.
- 2.2 To review those areas reported as 'red' to ensure that appropriate action is in place. In particular, to consider the results and improvement actions for:
 - (a) Educational attainment of the Free School Meals and for disadvantaged pupils cohorts
 - (b) Older people and vulnerable adults' wellbeing
 - (c) Progress towards adopting the Local Plan and Minerals & Waste Local Plan
- 2.3 To agree a change in target from 'December 2019' to 'April 2020' for both measures, 'the submission of a New Local Plan for examination' and for 'the submission of a Minerals and Waste Plan for examination' (see Appendix F exception reports).

3. Implications

- 3.1 **Financial:** Financial implications relating to performance results (above or below targets) are highlighted and managed by each service.
- 3.2 **Policy:** Policy implications are highlighted and managed by each service accordingly.
- 3.3 **Personnel:** Personnel implications are highlighted and managed by each service accordingly.
- 3.4 **Legal:** Legal implications are highlighted and managed by each service accordingly.
- 3.5 **Risk Management:** Risk management implication are highlighted and managed by each service accordingly.
- 3.6 **Property:** Property implications are highlighted and managed by each service accordingly.
- 3.7 **Other:** There are no other known direct implications as a result of this report.

4. Other options considered

None.

Council Strategy 2015-2019: Performance Scorecard

Summary of Performance Quarter 4 2017/18

Council Strategy

Priorities for Improvement

RAG* Status

Core Business

Educational Attainment **A/R**

G Protecting our Children

Close the Attainment Gap **R**

G Bin Collection & Street Cleaning

Additional Affordable Housing** **A**

G Providing Benefits

Key Infrastructure Improvements **G/R**

G Collecting Council Tax & Business Rates

Safeguarding Children & Adults **G**

R/G Older People & Vulnerable Adults Wellbeing

Communities Help Themselves **G/A**

G/A Planning and Housing

More Effective Council **G/A**



Corporate Programme

RAG* Status

Service Transformation **G/A**

G Workforce Projects

New Investment and Income Opportunities **G**

G Other Programme Activity

Corporate Health

Net budget for 2017/18: **£117.4m**

Staff turnover (of 1,564 FTE)

year to date, not annualised

2017/18 Q1 forecast overspend: **£870k**

2.9% 2017/18 Q1 Staff Turnover

2017/18 Q2 forecast overspend: **£602k**

8.0% 2017/18 Q2 Staff Turnover

2017/18 Q3 forecast overspend: **£860k**

10.0% 2017/18 Q3 Staff Turnover

2017/18 Q4 provisional overspend: **£276k**

14.0% 2017/18 Q4 Staff Turnover



* RAG (Red, Amber, Green) performance measured over Strategy's lifetime for Priorities and against year end targets for Core Business and Corporate Programme.

** 412 affordable units already constructed plus 700 permissions granted for affordable housing.



Executive Summary

5. Introduction / Background

- 5.1 This report provides the Executive with a summary of the Council performance during quarter four 2017/18. Performance is shown against the priorities for improvement as set out in the Council Strategy, core business activity, progress with the Corporate Programme and the main corporate health indicators. The overall position is summarised in the Council Performance Scorecard.

6. Synopsis

- 6.1 In terms of priorities for improvement, good performance has been maintained for areas such as protecting children and vulnerable adults and most of the key infrastructure projects. Progress has been made to further improve education attainment but, as the other areas in the country have also made progress, West Berkshire's results remain in the top or second quartile nationally. Education attainment for disadvantaged pupils remains a challenge (bottom quartile). The highest annual number (171) of affordable homes completed over the last five years, was achieved but there are over 700 additional units with planning permission to be built by developers in order to deliver the ambitious Council priority of 1,000 affordable homes by 2020.

The 'More effective council' aim, reflects that a minority of measures/milestones have not achieved their targets (see exception reports Appendix F) and that the majority of the KAMs have further improved results compared to last year.

- 6.2 Good performance continued this quarter in relation to children's social care, waste recycling, and timeliness of planning applications' determination. Performance has further improved from last year for timeliness to decide on benefit claims, collection of Council Taxes and housing. Improvements have been achieved in relation to homelessness prevention and timeliness of decisions on benefit claimant's change in circumstances. Challenges remain relating to 'vulnerable adults and older people's wellbeing' (including the timeliness of reviews, delayed transfers of care, the outcome of the reablement services) due to the level and complexity of demand combined with the internal and external resources availability pressures.
- 6.3 In terms of the Corporate Programme, good progress is reported across the work streams; New Ways of Working made slower progress than expected but benchmarking and data analysis is now progressing.
- 6.4 High level corporate health indicators show that the net revenue expenditure in 2017/18 was £117.7m against a budget of £117.4m resulting in a provisional year end over spend of £276k or 0.23% of net budget. Staff turnover has improved compared to last year by two percentage points to 14%. (See Council Performance Scorecard).

7. Conclusion

- 7.1 The Council continues to perform well in most areas. Compared to last year, further improvements have been achieved for the majority of the KAM including in some activity domains scrutinised by the OSMC (e.g. timeliness to decide on benefit claims, collection of Council Taxes). In some areas improvement is evident even if

sometimes ambitious targets have not been met (e.g. education attainment). The Corporate Programme is reporting 'on track' across most areas of work even though there was slower progress with the New Ways of Working reviews. Resource management remains strong, whilst the provisional overspend is only 0.2% of the total revenue budget.

7.2 Most of the measures RAG rated Red have achieved results only slightly below targets, and are not of significant concern at this stage. Other areas for the Executive to review are:

- Educational attainment of the FSM and for disadvantaged pupils' cohorts – area already scrutinised in depth by OSMC in May 2017 and in April 2018 (the later, as part of the Social Mobility Report).
- Older people and vulnerable adults' wellbeing (timeliness or reviews, outcome of the reablement services) – most measures already scrutinised in depth by OSMC in October 2017.
- Progress towards adopting the Local Plan and Minerals & Waste Local Plan and the request to agree a new target of April 2020 for the milestone to submit the plan for examination for both of these pieces of work.

8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Supporting Information

8.3 Appendix C – District Wide Health Check dashboard

8.4 Appendix D – Measures of Volume graphs

8.5 Appendix E – Key Accountable Measures by Strategic Priority

8.6 Appendix F – Exception Reports

8.7 Appendix G – Quarterly Requests for Reviews of Measures

8.8 Appendix H – Technical background and conventions used to report performance

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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:	To note performance levels achieved and to review any remedial actions proposed.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	17/11/2017

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To inform about progress in delivering the Council Strategy priorities and core business areas.
Objectives:	Decision making bodies are up to date about the progress to deliver the priorities and core business related objectives of the Council Strategy.
Outcomes:	Corporate Board and Executive to note performance levels and review the actions to address any under-performance.
Benefits:	All beneficiaries of the Council's services should indirectly benefit from better outcomes delivered as highlighted in the Council's Strategy.

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?	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?	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	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Catalin Bogos

Date: 17/11/2017

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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Key Accountable Performance 2017/18: Quarter Four – Supporting Information

1. Introduction/Background

This report provides the Executive with an update on the Council's performance for quarter 4 (Q4) of 2017/18. Reflecting the Council's Performance Management Framework (see Appendix H for the technical background and conventions), information is provided to cover the following areas:

- Any notable changes to the Measures of Volume;
- Delivery of the Council's Strategic priorities and core business areas of activity;
- Update on the progress being made with the Corporate Programme;
- An overview of the key Corporate Health Measures.

2. Supporting Information

2.1 Measures of Volume (contextual, non-targeted measures) – See Appendix C

2.1.1 Attached to this report is a summary dashboard showing a number of health of the District indicators (Appendix C). Although the Local economy indicators and some social care contextual measures are not within the Councils control, they do provide valuable information to the Council, partners and the residents as a whole about how the local economy is performing.

2.1.2 Notable changes to measures of volume, related to West Berkshire's Local Economy, are:

- The new measure for '*the number of properties subject to business rate*' shows an increasing trend over the last four quarters reaching a total of 5,546 business properties (187 more since the end of June 2017). '*The number of business premises that are empty*' followed an increasing trend too, since March 2017.
- The last two quarters reached levels higher than the quarterly values over the last two financial years (at 241 empty business properties Q4 result is 66% higher than Q4 of last year). Whilst 187 more properties are registered for business rates, 96 additional business properties are empty. The two measures of volume suggest that despite an increase in empty properties, the increase in registered properties subject to business rates is greater.
- Q3 (latest) result for the average house price (£354k) shows that the upward trend continued, even though at a lower rate compared to the increase in Q2 to £349k.

- The numbers of planning applications received during Q3 (confirmed) and Q4 (provisional) are the lowest over the last three financial years.

2.1.3 Notable changes in the local Social Care measures of volume for Q4 are:

- The increasing trend of total annual referrals to Children’s Services between 2015 and 2017 has been reversed. The result for the year ending March 2018 (1,540) is also 7% below the total referrals for 2016/17 (1,652).
- The number of child protection plans at 179 at the end of Q4 reached the highest quarterly level over the last three financial years. There is not an obvious reason for this and comparative data suggest that this trend is seen nationally. In contrast, the number of Looked After Children at the end of Q4 reached the second lowest level over the last three years.
- The number of adult safeguarding enquiries opened (113) was the highest quarterly level over the last three financial years (the previous record highest was 90 enquiries opened during Q4 of 2016/17). However, the annual total for 2017/18 (318) is similar to 2016/17 total (316) which reduced the increase year on year seen over the previous three years.
- Adult social care waiting lists at 497 for March 2018 has reduced by 20% compared to when it peaked at 621 in March 2017.

2.2 Performance by Council Strategy Priorities for Improvement (See Appendix E):

2.2.1 Improve Educational Attainment (RAG: Amber/Red)

- Education attainment results for 2017 show improvements in most areas but for Key Stages (KS) 2 and 4 that have not achieved the ambitious target of top quartile nationally given that the other local authorities achieved similar improvements. This makes the delivery of the priority to reach the aspirational 10% ranking nationally by 2020 more challenging.
 - Early Years Foundation Stage - The education attainment results for the 2016/17 academic year show that the target has been achieved for the % of pupils achieving a Good Level of Development at the end of Reception year (top quartile nationally).
 - KS2 expected standard for reading, writing and maths combined – West Berkshire results have improved in all three subjects and the combined result (62%) increased from 53% the previous year and is better than the national average of 61%. However, this places the Council in the second quartile nationally which is below the target of being amongst top 25% of councils nationally. (see Appendix F - exception report).
 - KS4 average attainment 8 score – West Berkshire’s result at 47.4 is well above the national average of 44.2 but has just fallen short of the top quartile position nationally. Actions have been taken to improve attainment. (see Appendix F - exception report).

- The % of schools judged ‘good’ or better by Ofsted has significantly improved from 80% at the end of March 2016 to 95%, exceeding the year end target of 90%.

2.2.2 Close the Educational Attainment Gap (RAG: RED)

- Results of the FSM and disadvantaged cohorts are impacted by a number of factors ranking the District third or bottom quartile nationally:
 - Early Years Foundation Stage Good Level of Development – performance of the Free School Meals (FSM) cohort for 2017 has declined placing West Berkshire in the 3rd quartile nationally against the target of top quartile. The very small number of pupils in this cohort in most of the primary schools impacts on the support that can be provided. Actions have been put in place to improve performance (see Appendix F - exception report).
 - KS2 (for 11 year olds) expected standard for reading, writing and maths combined – the factors described in paragraph 2.2.1 have had an impact on the performance of the disadvantaged pupils’ cohort. Despite West Berkshire’s improvement in performance of this cohort based on the previous year, greater progress has been made nationally by others, placing the District in the bottom quartile nationally.

Some of the actions being taken to improve this situation include regular monitoring visits to schools, headteachers peer support and the prioritisation of support according to risk and school performance. Some of the actions are already seeing improvements in results (see Appendix F - exception report).

- KS4 (for 16 year olds pupils) average attainment 8 score – Attainment of the disadvantaged pupils cohort followed the national trend but the District’s result is still bottom quartile nationally. The very small cohort numbers in the schools, a higher percentage of the cohort than nationally being double disadvantaged due to special educational needs or disability are factors identified as impacting on performance. Support is provided though the LA organised pupil premium network and concerns have been raised directly with the relevant schools and with the Regional Schools Commissioner in the case of academies. (see Appendix F - exception report).

2.2.3 Enable the Completion of Additional Affordable Housing (RAG: AMBER)

- The total number of affordable homes completions during 2017/18 at 171 units, exceeded the annual results of the previous two financial years but is below the target of 225 units. The number of units completed since the start of 2015/16 is 412 units which is below the expected trajectory set out in the Council Strategy priority to facilitate the completion of 1000 units by 2020 but planning permission was granted to over 700 additional units yet to be built by the development industry (see Appendix F - exception report).

- Contextual information shows that house prices in the District increased by 4.4% from £339,050 in December 2016 to £353,815 in December 2017.

2.2.4 Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy (RAG: GREEN/RED)

- All 17 flood prevention and drainage improvement schemes, listed in the capital programme for this year, have been completed. Schemes completed include: Winterbourne flood alleviation scheme; Station Road, Woolhampton surface water drainage improvements; Willow Close/Paddock Road, Newbury surface water drainage improvements and Compton Culvert replacement (enlargement of two culverts on the River Pang).
- Work is on track regarding the key infrastructure projects including the Market Street redevelopment (against revised target) and the Sterling Cables redevelopment. For Sterling Cables, the Council has been successful in securing £1.2m in funding as a result of a bid to central government for Marginal funding and thereby reducing the viability issues previously reported.
- London Road Industrial Estate project work is delayed due to ongoing court action. (see Appendix F - exception report).
- Work is on schedule for increasing the number of West Berkshire properties connected to reach the revised target of 96.6% of properties by December 2018. Once this project is completed it is expected that West Berkshire will become one of the best superfast broadband connected areas in the UK.

2.2.5 Good at Safeguarding Children and Vulnerable Adults (RAG: GREEN)

- Good outcomes of Ofsted inspection of Children's Services and of CQC inspection of regulated adult social care services have already been detailed in previous quarterly performance reports and there are no changes this quarter.
- The reported timeliness of responding to adult safeguarding concerns has improved and exceeded the target during last two quarters. However, the cumulative, annual target was not met due to lower performance levels for the first two quarters of this year. The improvements achieved since Q3 are due to actions taken by the service, including the change to the new recording system (Care Director), management and operational level work to improve practice, processes and activity recording. (See Appendix F - exception report).
- Provisional adult social care users' survey data (86.7%) show performance better than target (85%) for % of respondents reporting that the services have made them feel safe and secure.

2.2.6 Support Communities to do More to Help Themselves (RAG: GREEN/AMBER) - Progress has continued on a number of work streams that are part of this priority:

- **Community conversations:** From the beginning of the financial year, the total number of community conversation undertaken is 15 which exceeds the

year end target of 10 community conversations. During Q4 community conversations were held at Bucklebury and Lambourn School with their Year 5 and 6 pupils. The following question was asked 'what is it like living in your community'.

67% (10/15) of identified communities have agreed what actions will be undertaken to address locally identified needs which is below the 100% target. 2017/18 was the first year when a target on actions following community conversation was established. It is now clear that, as the purpose of having community led conversation is for each community to decide if and what actions are going to be progressed, the Building Communities Together Team has limited direct control on achieving such a target (See Appendix E - exception report).

- **The devolution agenda:** The Executive agreed devolution deals with both Hungerford Town Council and Thatcham Town Council. The Hungerford Library building will be transferred to Hungerford Town Council with the library continuing to operate out of this building. Three playgrounds/open spaces have also been devolved to Thatcham Town Council.

2.3 Performance by Council Strategy's core business areas:

2.3.1 Protecting our children

- Further improvements have been achieved on the already good levels of performance from 2016/17 for the timeliness of single assessments (98.3% within timescales versus 95% target) and for placement stability of LAC (only 3.5% of cases with three or more placement moves this year versus a maximum 10% target).
- The average number of weeks to conclude care proceedings has maintained the slightly improved results achieved in quarter 3 (from 35 to 32 weeks) but remains higher than the national target of maximum 26 weeks. As previously reported, the delays are not attributable to Local Authority case planning. Work will continue with the judiciary to reduce the timescales, where possible. (see Appendix F exception report for details).

2.3.2 Bin collection and street cleaning

- The estimated result for the household waste recycled, composted, reused or recovered at 83.2% has further improved from previous year 82.5% and exceeded the year end target of 80%.
- Better performance (rating of 'good') is estimated against the target (rating 'satisfactory') in relation to maintaining an acceptable level of litter, detritus and graffiti.

2.3.3 Providing benefits

- Good performance levels achieved since quarter 2 for the timeliness of making decisions on new benefit claims measures has been sustained and the year end result (19.5 days average) was better than the target of 20 days and better than the previous year's 22.7 days.

- The improving trend for the ‘timeliness of making decisions on changes in a benefit claimant’s circumstances’ has continued and the result at quarter 4 (average 6.23 days) is better than the target for the end of year (less than 9 days) and better than the previous year’s 8.7 days. This was an area highlighted by the Executive and scrutinised in greater detail by the OSMC (Overview and Scrutiny Management Commission) at quarter one.

2.3.4 Collecting Council Tax and Business rates

- Good performance was achieved by the Revenues and Benefits service regarding ‘in year’ collection of Council Tax and Business rates. This was another area that was scrutinised by the OSMC.

2.3.5 Wellbeing of older people and vulnerable adults

- Performance better than target (97%) is reported for the timeliness to undertake financial assessments referred to the Financial Assessment & Charging team (Q4 result 99.7%).
- Performance for ‘the reduction of the number of bed days due to delayed transfer of care (DTC, new measure) has improved (provisional result: 573 bed days) compared to the end of the previous year (808 bed days) but has not achieved the target (446 bed days) for the end of Q4. Factors impacting on performance include the high volume of referrals, limited capacity in the care at home providers’ market and challenges to find suitable placements to support complex users’ mental health needs. (see Appendix F – exception report).
- The proportion of older people still at home 91 days after discharge from hospital into reablement services is based on low numbers which results in a higher level of volatility of quarterly results. Following better than target performance for the first three quarters of the year, Q4 result (80.5%) was below target (83%). The complexity of service users’ needs and the impact of DTC are also factors considered as impacting on performance and will be considered as part of the LGA peer review.
- The timeliness of reviews of adult social care clients with a long term service, has been scrutinised by the OSMC at quarter 1. A number of actions put in place to address underperformance has resulted in improved results, from 65.1% in quarter 1 to 71.4 for quarter 2 and 72.8% in quarter 3. However, these improvements combined with other factors, such as the service not being able to retain the additional specialist staffing resource, have not been sufficient to ensure that the end of year target of 75% was met - actual end of year result 69% (see Appendix F – exception report).

2.3.6 Planning and housing

- The timeliness of determining planning applications (major, minor and other) and the timeliness of approving Disabled Facilities Grant’s achieved performance results better than their targets.
- The activities to submit the New Local Plan for examination are reported ‘behind schedule’ against the target of December 2019. Similarly, it is

estimated that the submission of the Minerals and Waste Local plan is 'behind schedule' against the due date (December 2019) for submitting it to the Secretary of State for examination. A new target of April 2020 was proposed by the service for both measures (see Appendix F - exception report).

- Homelessness has been relieved or prevented in 76.9% of cases by the end of quarter 4 which is an improvement from previous quarters and achieved the end of year target. The circumstances for quarter 1 performance below target have been considered in more details at OSMC.

2.4 Corporate Programme's performance - part of the Overarching aim: Become a More Effective Council

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

- **Service Transformation** – During 2017/18 the Financial Challenge Review process was initiated and completed a first phase of work to identify ways in which the £4.5m funding gap in the Council's finances to 2019/20 could be closed. Approximately, £1.5m of savings was identified for 2018/19. Further work has begun for future years and a methodology for achieving this has been developed.

The New Ways of Working reviews for Development & Planning and Education Services began, although progress was limited by the requirement to focus on the Financial Challenge reviews. SWOT analyses were carried out, with the views of staff, management and elected members being captured. Detailed data analysis and benchmarking for these services began which will continue into the new municipal year.

Work on digitising bookings, courses, payments, virtual meetings and case management has continued. There has been and remains some overlap between this work and the waste savings project, which has been developing specific actions to realise anticipated savings of £3m.

- **New Investment and Income Opportunities** – A process has been established to allow the Property team to identify suitable property investments to recommend to Property Investment Board. This activity has now become business as usual.

A project team has been and continues to be exploring the business case for purchasing general residential accommodation to prevent people becoming homeless, and initial work has been begun on a joint venture with Sovereign Housing to pursue this aim.

Arising from the Financial Challenge Reviews, a working group was established to coordinate the Council's commercialisation activity. The work of the group will continue into 2018/19.

The Steering Group examining the opportunities arising from and the approach towards trading with schools and academies, had its work

significantly informed by the actions arising from the Financial Challenge process.

- **Workforce Projects** – Changes to the staff car leasing scheme were effected during 2017/18.

Work continued to ensure compliance with and maximise the opportunities arising from the introduction of the Apprenticeship Levy. This activity has now become business as usual.

General Data Protection Regulations (GDPR) compliance work across the Council was carried out. GDPR will become effective in May 2018 and the authority is well on track to meet its statutory requirements.

- **Other Programme Activity** – The Programme Office has monitored a range of projects dealing with matters such as SEND Ofsted preparation, demand management, the Sandleford and Grazeley developments and infrastructure improvement.

2.4.2 Under the aim of ‘A more effective council’, an analysis of the basket of the Key Accountable Measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that 62.5% (25/40) of them were RAG rated Green and 37.5% (15/40) Red compared to 64% (25/39) Green and 36% (14/39) Red for quarter four 2016/17. The targets for 2017/18 were at least the same or more challenging than for the previous year for the majority of the measures which suggests that improvements have been achieved in the overall level of performance.

2.4.3 An analysis of the absolute results achieved in 2017/18 compared to 2016/17 shows that for the majority (65% or 24/37) of the key accountable measures results have further improved.

2.5 Corporate Health Measures (see Council Performance Scorecard).

The Corporate Health Measures, which are applicable for all services, focus on human resources measures which are useful from a management perspective. The net revenue expenditure in 2017/18 was £117.7m against a budget of £117.4m resulting in a provisional year end over spend of £276k or 0.23% of net budget. The staff turnover is now at 14% compared to 16% for the previous year.

3. Conclusion

3.1 The end of year results show that performance levels have been maintained at good levels on most of the areas and some have achieved further improvements. Of the remaining measures, some of the results are better than national averages but still RAG rated Red against very challenging local targets. Comparing with previous year, the results achieved for the majority of the key accountable measures have further improved.

3.2 Improvements or maintaining high performance have been achieved in the following areas:

- Infrastructure improvements – on schedule progress with key redevelopments (Sterling Cables and, against revised target, Market Street,), with good performance for the status of the principal road network (A roads) and the progress (against revised target) for the coverage of the Superfast Broadband availability.
- Good at Safeguarding children and adults – good outcomes following service inspections by Ofsted and CQC have been maintained.
- Supporting communities – the number of expected community conversations delivered has been exceeded.
- Protecting our children – high performance was maintained for the timeliness of assessments, placement stability;
- Bin collection and street cleaning – levels of recycling have further improved and local environment's cleanliness was maintained to 'good'.
- Timeliness of decisions on benefit claims – good performance was achieved for new claims' and for changes in circumstances' timeliness of response. This was an area scrutinised by OSMC at the beginning of the financial year.
- Collecting Council Tax and Business Rates – achieved the end of year targets.
- Planning and housing – exceeding targets relating to the timeliness of determining planning applications, timeliness of approving Disabled Facilities Grants and homelessness prevention/alleviation (OSMC has considered homelessness area in detail earlier in the year).

3.3 An analysis of the measures RAG rated Red, shows that actions have been implemented to improve performance, which in many of the cases were just below the targets/thresholds originally set:

- Education attainment – improvements have been achieved at KS2 and KS4 and results above the national averages but short of the local target of achieving top quartile this year.
- Timeliness to respond to adult safeguarding concerns – good improvements have been made (due to change in practice and processes) in the second part of the financial years but the end of year results were impacted by performance in the earlier part of the year.
- Timeliness to conclude care proceedings – performance has improved but still remains below target. The delays are not attributable to the Local Authority. Work with the judiciary to reduce timescales continues.
- London Road Industrial Estate – to note ongoing dependencies on court action.
- Enable the completion of affordable housing – improvements are evident compared to previous years. In terms of the actual units built, the annual result was still short of the required annual levels to achieve the priority within timescales as development industry is yet to build over 700 units for which

planning permission was granted (see Appendix F - exception report). This area has been scrutinised in depth during 2017/18.

3.4 Based on the analysis of the available information at Corporate Board, it is proposed that the following measures RAG rated Red are considered by the Executive for further scrutiny:

- Educational attainment of the FSM and for disadvantaged pupils’ cohorts – a number of factors including the very low cohorts in some of the schools and, as a result, the level of their engagement in improvement and support activities meant that West Berkshire results are bottom quartile nationally. This has been looked at in depth via the social mobility report at OSMC in April 2018.
- Older people and vulnerable adults’ wellbeing – performance for most of the measures for this core business area (timeliness of reviews of clients with a Long Term Adult Social Care Service, % of people still at home after 91 days from discharge from hospital) has been impacted by factors such as the complexity of the needs of the service users, availability of internal resources or within the home care providers market, volatility of size and circumstances of the cohort.
- Local plan and Mineral & Waste Local plans are reported as behind schedule – amended targets are proposed by the Service (see Appendix F - exception report).

Background Papers:

Council Strategy 2015-2019 (refreshed March 2016)

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

Wards affected:

All

Strategic Aims and Priorities Supported:

The proposals will help achieve the following 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**

The proposals contained in this report will help to achieve the following 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**

The proposals contained in this report will help to achieve the above Council Strategy aims and priorities by providing evidence on progress and inform any additional or remedial actions.

Officer details:

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District Wide Health Check Q4 2017/18

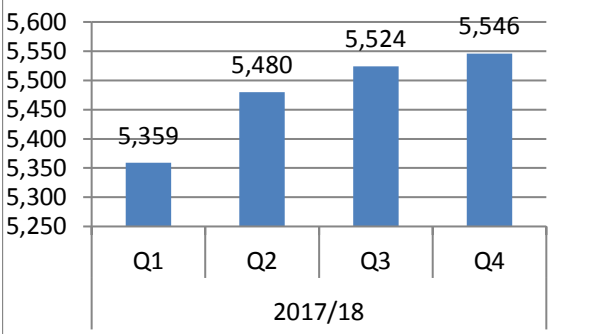


Arrows indicate direction of travel (DoT) latest quarter versus same period last year unless otherwise stated.
Values between brackets are the actual values for the quarter.

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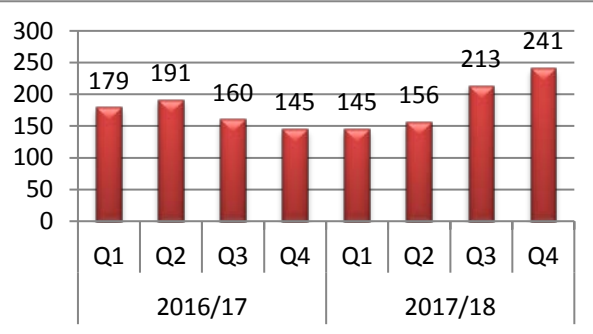
Local Economy

No of properties which are subject to business rates New MoV for Q4



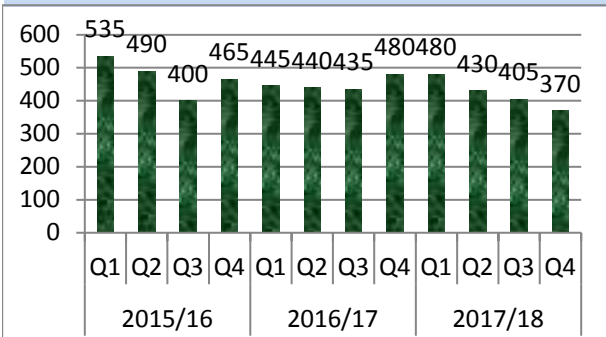
Business rates are charged on most non-domestic properties e.g. Shops, offices and pubs

No. of empty business premises QvQ 66.2%

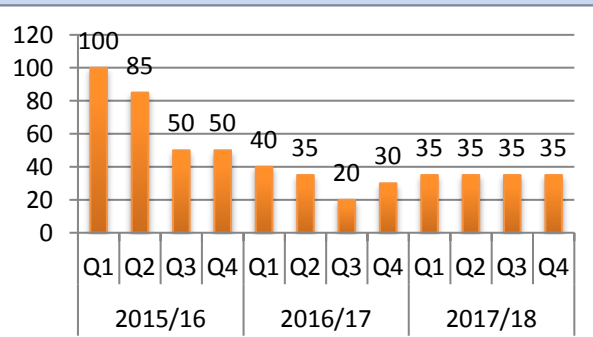


Business rates are charged on most non-domestic properties e.g. Shops, offices and pubs

Jobseeker's Allowance count (16-64) QvQ -22.9%

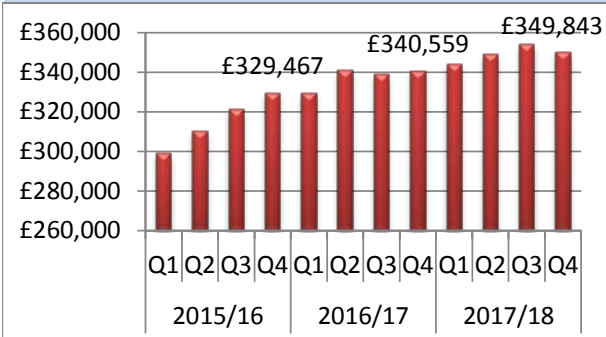


Jobseeker's Allowance count (16-24) QvQ 16.7%



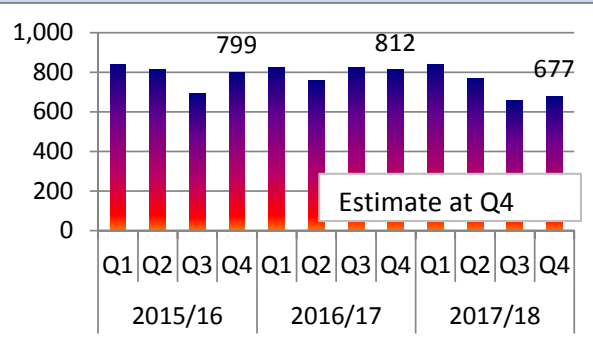
Usually reported for last month in the quarter, however only February data is currently available. Number of people claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.

Average house price (£k) QvQ 2.7%



Data for 2017/18 has been updated at Q4 to reflect changes in the data published by the land registry. Q4 figure is for January only as February and March data is unavailable. (Quarterly average for all property types published by the Land Registry)

Planning applications received QvQ -17%

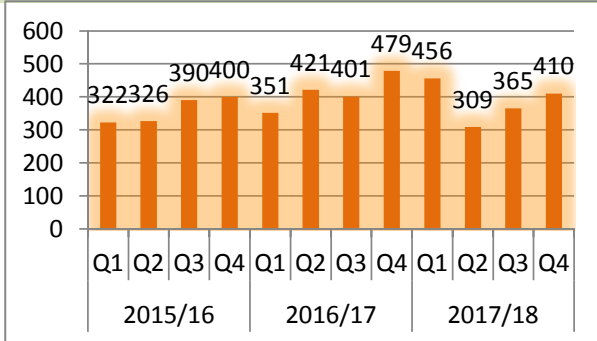


Q3 result has been amended. Q4 is an estimate and will be updated at Q1. The total number of applications received by Planning, either by post or via the planning portal

Social Care

Referrals to Children & Family Services

QvQ
-14%

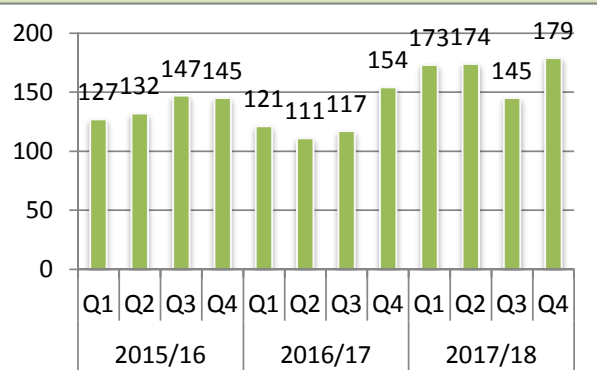


ASC new enquiries

Unable to provide Q4 data until final year end statutory reporting is completed to ensure this aligns. The transition to CareDirector has meant that data sources from both RAISE and CD need to be merged which is a complex process
No comparison can be made with data prior to Q3

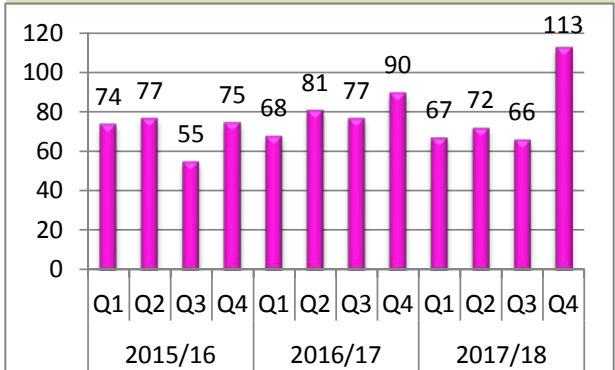
Child protection Plans

QvQ
16%

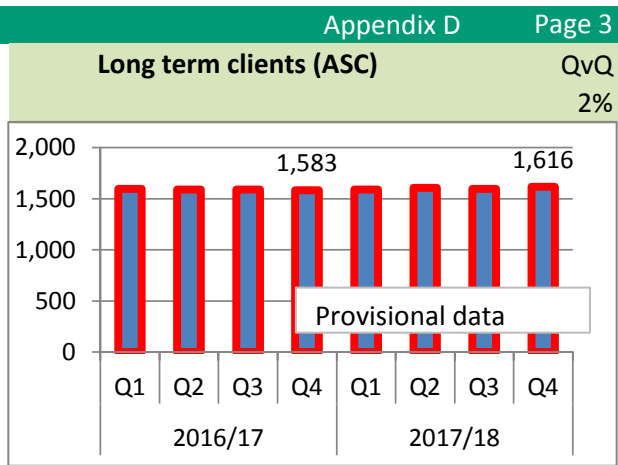
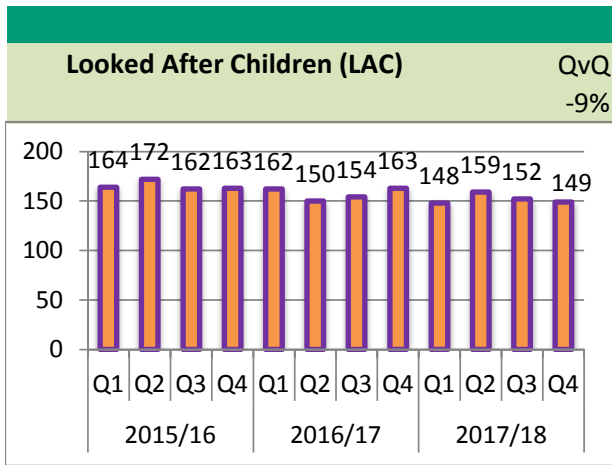


Adult safeguarding enquiries opened

QvQ
26%



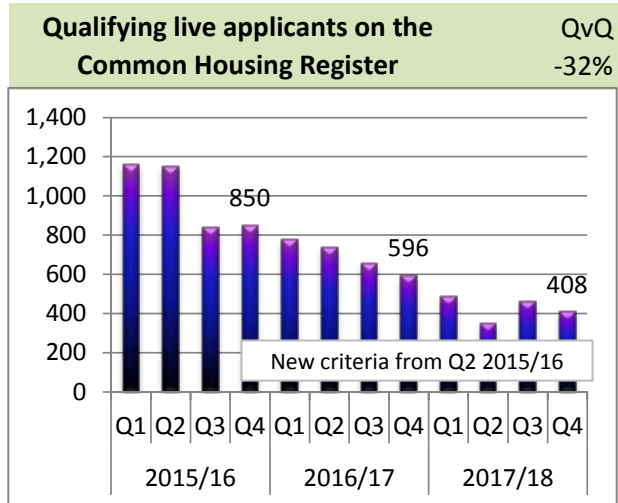
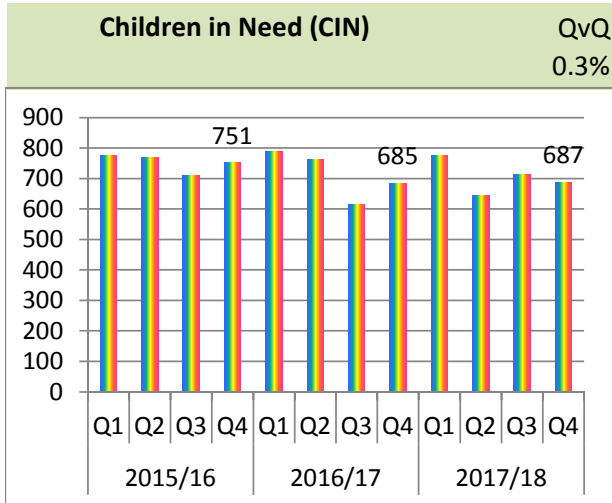
Provisional, may change following statutory



Provisional data - Reported as snapshot, not year to date.

Data before 2016/17 has not been provided as it is not comparable due to the implementation of the Care Act, where we reviewed work flow with the previously joint MH team. This identified a cohort of clients that previously were captured as receiving 'long term professional support'. A decision was made post April 2015 that their support was primarily health focused, they would not be reviewed under Care Act eligibility and were closed.

Social Care

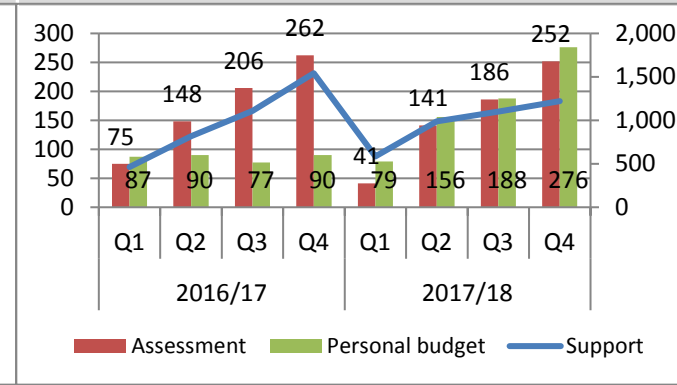
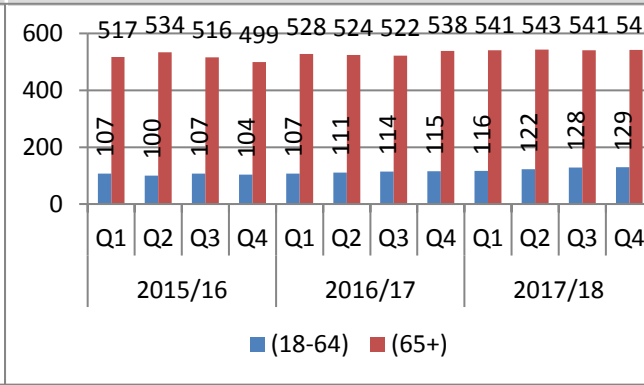
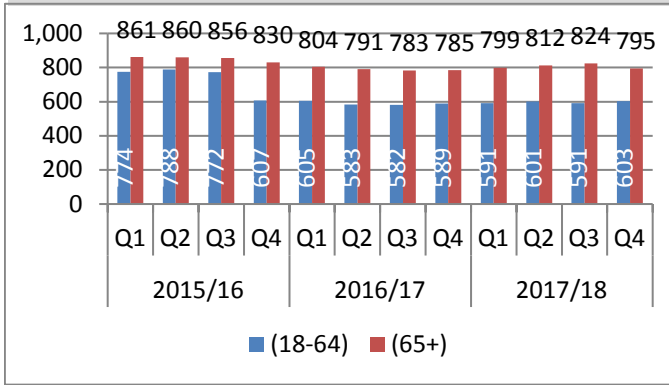


Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

1. ASC: No. of clients aged 18-64 or 65+ in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / Personal Budget cash payment/ Community support / Extra Care Housing)

2. ASC: No. of clients aged 18-64 or 65+ in the last 12 months in receipt of a Long Term Service (LTS) residential/nursing care

3. ASC: No. of Carers receiving an assessment against eligibility criteria/support during the year/personal budget



Provisional data
Rolling 12 months

Provisional data
Rolling 12 months

YTD figures (1st Apr - 4th Sep from Raise [128] + 4th Sep - 31st Mar from CD [124])

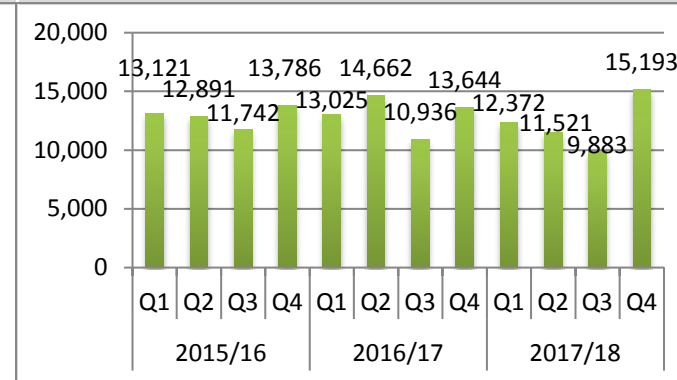
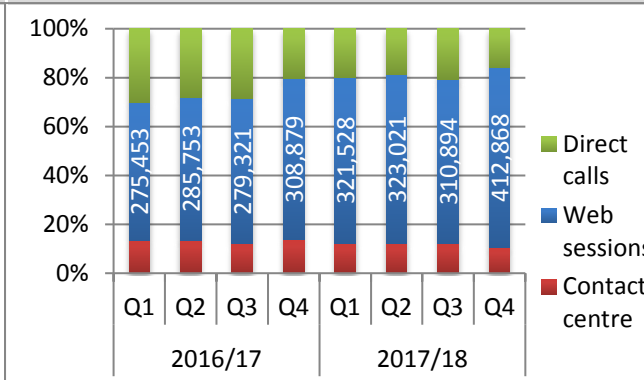
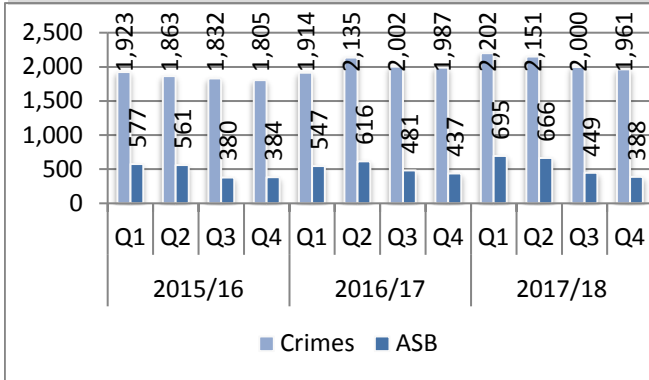
4. BCT: No of all crimes and anti-social behaviour (ASB) incidents reported to Thames Valley Police

QvQ
Crime: - 1.3%
ASB: - 11.2%

5. CS&ICT/SS: Direct calls, Contact Centre calls and Individual website sessions

6. CS&ICT: No. of Streetcare enquiries (received directly through Contact Centre & 11.4% online fault reporting) (Total)

QvQ:



From Q2 individual sessions on Planning's Public Access site have been included.

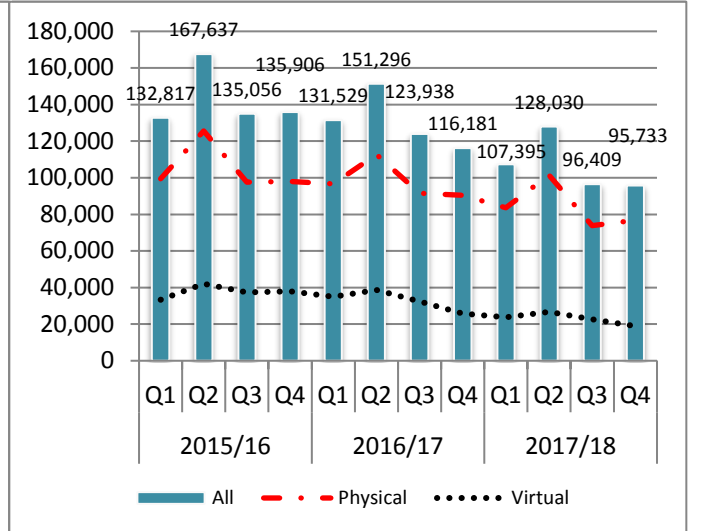
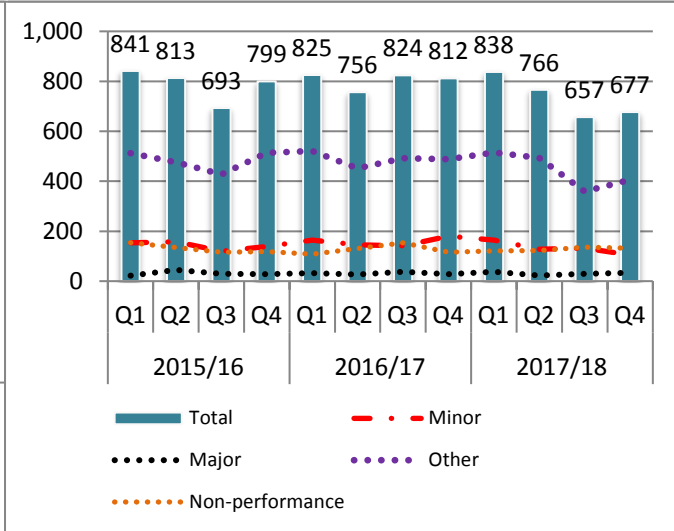
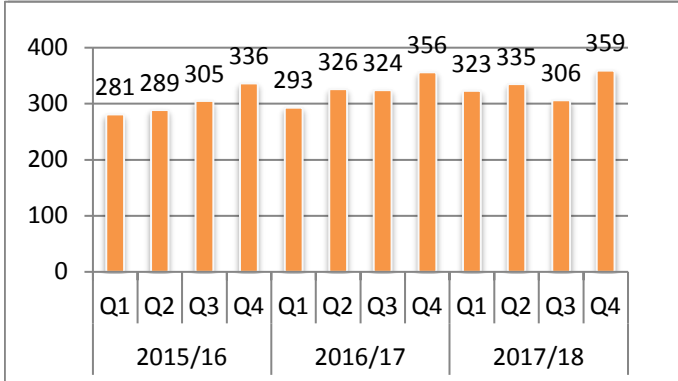
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

7. SS: No. of Freedom of Information requests received QvQ: 0.8%

8. D&P: Number of planning applications received (Total) QvQ: -16.6%

9. PP&C: Number of visits to libraries, including the Mobile and 'At Home' Service (Total) QvQ: -17.6%



Q3 result has been amended. Q4 is an estimate and will be updated at Q1.
The total number of applications received by Planning, either by post or via the planning portal

Libraries are experiencing a year of major change as we implement the 44% reduction in service agreed by members last March. Phase 1 of the project (April to December 2017) focused on implementing the operational changes including the recruitment and training of over 200 volunteers. Phase 2 (January 2018 onwards) focuses on increasing library usage through marketing, business development, events and activities.

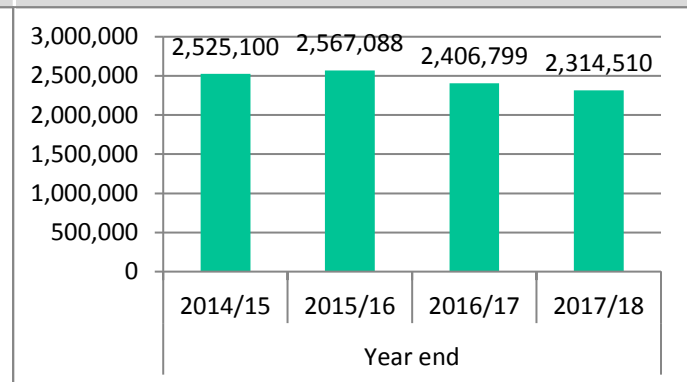
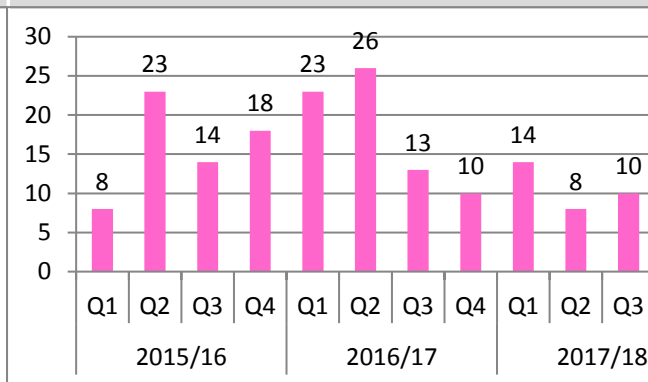
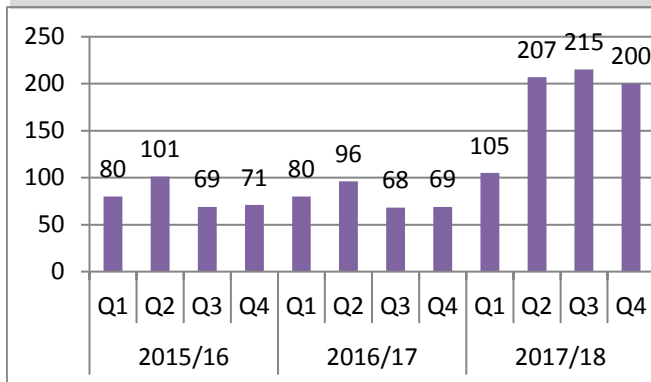
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

10. PP&C: Number of volunteers across libraries, including the Mobile and 'At Home' Service
QvQ: 189.9%

11. T&C: Number of people killed or seriously injured on roads in West Berkshire (incl Highway Agency roads)
Q3vQ3: -23.1%

12. T&C: Number of bus passenger journeys commencing in West Berkshire
YrvYr: -3.8%



Reported quarterly in arrears
Q1 and Q2 results updated

This is a drop of 92k since 2016/17 (3.8%), with most services across West Berkshire seeing a fall in passenger numbers.

Strategic Priority: BEC1 - Improve educational attainment															
BEC1kt1 Continue to develop our work with schools to improve outcomes for all children and young people.															
FINANCIAL YEAR				Historical outturns											
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment	
BEC1kt6EY1	Educ	% of schools judged good or better by Ofsted under the new Framework (harder test)	Elaine Ricks	(68 / 82) 76.8%	local	75%	★ 87%	local	90%	★ 90.2%	★ 95.1%	★ 93.8%	★ 95.1%	Ofsted did not inspect any west Berkshire schools during Q3. De-designated schools have been excluded from the calculation. Schools are de-designated when they become sponsored academies and will be included in the calculations once they have been inspected.	
ACADEMIC YEAR				Historical outturns											
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Target 2015/16	RAG/Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	National rank/Quartile 2016/17	Comment			
BEC1kt0EAY00	Educ	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Avril Allenby	71%	1st	Top 25%	- 75%	1st	Top 25%	★ Top 25%	Rank 13/152 (76%) 1st	Top 25% Rank 13/152 76% of children achieved a good level of development			
BEC1kt1EAY2	Educ	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Elaine Ricks	-	-	Baseline	- Top 25% (51 points)	Rank 38/152 1st	Top 25%	■ Top 50% Rank 47/152 (47.4 points)	Rank 47/152 (47 points) 2nd	See exception report for details			
BEC1kt1EAY3	Educ	At KS2, the percentage achieving the expected standard is in the top 25% in England for reading, writing and maths combined	Elaine Ricks	-	-	Top 25%	■ Top 50% (56%)	Rank 50/152 2nd	Top 25%	■ Top 50% Rank 65/152 (62%)	Rank 65/152 (62%) 2nd	See exception report for details			
Strategic Priority: BEC2 - Close the educational attainment gap															
BEC2kt1 Our disadvantaged children will have better results and will be closer to the results of other children															
ACADEMIC YEAR				Historical outturns											
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Target 2015/16	RAG/Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	National rank/Quartile 2016/17	Comment			
BEC2kt0EAY18	Educ	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Avril Allenby	45%	4th	Top 25%	■ 57%	Rank 38/152 2nd	Top 25%	■ Top 75% Rank 99/152 (53%)	Rank 99/152 (53%) 3rd	See exception report for details			
BEC2kt1EAY11	Educ	To improve on 2015/16 Academic year rankings for reading, writing and maths combined expected standard for disadvantaged pupils in KS2 in 2016/17 Academic Year	Elaine Ricks	-	-	Baseline	- Rank 122/152 (33%)	4th	To rank higher than 122/152	■ Rank 148/152 (35%) 4th quartile	Rank 148/152 (35%) 4th	See exception report for details			
BEC2kt1EAY12	Educ	To improve on 2015/16 rankings for attainment 8 for disadvantaged pupils in KS4 in 2016/17 Academic Year	Elaine Ricks	-	-	Baseline	- Rank 100/152 (39.5 points)	3rd	To rank higher than 100/152	■ Rank 112/152 (34.5 points) 4th quartile	Rank 112/152 (35 points) 4th	See exception report for details			

Strategic Priority: SLE1 - Enable the completion of more affordable housing														
SLE1kt1 Pursue options to accelerate the delivery of affordable housing in the district														
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment
						Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17						
SLE1kt1D&P1	D&P	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	158	local	-	83	local	225 (17/18)	⊙ Annual - Q4	⊙ Annual - Q4	⊙ Annual - Q4	◆ 171	See exception report for details
Strategic Priority: SLE2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy														
SLE2kt1 Invest £17m in our roads.														
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment
						Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17						
SLE2kt1t&c1	T&C	% of the principal road network (A roads) in need of repair	Andrew Reynolds	2%	14/149 1st	5%	★ 3%	47/150 2nd	5%	⊙ Annual - Q4	⊙ Annual - Q4	⊙ Annual - Q4	★ 3%	
SLE2kt2 Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.														
SLE2kt2ce01	CEO	Market Street Redevelopment for 17/18: start on site (Milestone 2)	Nick Carter	Complete	-	Dec-16	★ Rescheduled for Jan 2018	local	*July-18	★ On track	■ Delayed	★ On track	★ On track	*Service request in Q2 was granted to change target from March 2018 to July 2018 for the initial phase of relocating the bus station to the wharf. On track to be delivered in July 2018
SLE2kt2ce02	CEO	Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)	Nick Carter	Complete	-	Apr-17	■ Delayed	local	tbc dependent on court	■ Delayed	■ Delayed	■ Delayed	■ Delayed	See exception report for details
SLE2kt2ce04	CEO	Sterling Cables - Clear site and begin development	Nick Carter	-	-	Dec-16	★ Demolition and decontamination has commenced	local	Nov-18 (dependent on Marginal Funding Bid)	★ On track	◆ Delayed	◆ Delayed	★ On track	WBC, on behalf of the developer, has put in a bid for central government for Marginal funding and thereby reduced the viability problem. As of 1st February 2018, WBC has been informed that the bid has been successful (£1.5m) and the developer and WBC are working up a revised development finance agreement; this includes WBC funding the new road into the development.
SLE2kt4 Invest £5.2m in flood prevention schemes.														
SLE2kt6 Implement the Superfast Broadband Programme for Berkshire and West Berkshire.														
SLE2kt6CS&ICT	CS&ICT	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	Richard Welch	57,340 (82.8%)	local	90%	■ 60,519 (87.3%)	local	*70,584 (96.6%) Dec 2018	◆ 62,557 (85.6%)	◆ 64,124 (87.7%)	◆ 66,224 (90.6%)	★ 67,763 (92.7%)	*Service request granted in Q3 to change phase timescale to December 2018, so as to reflect the decision made by the project board.

Strategic Priority: PS1 - Good at safeguarding children and vulnerable adults

PS1kt2 Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.

Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment
						Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17						
PS1kt2asc3	ASC	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	Tandra Forster	(3/4) 75.0%	local	100%	■ (4/5) 80%	local	100%	★ 80.0%	★ 100.0%	★ 100.0%	★ 100.0%	YE: 5 / 5
PS1kt2CFS1	CFS	Improved Ofsted rating for Children and Families Service	Pete Campbell	Inadequate	local	Good	■ Waiting for visit	local	A rating of 'Requires Improvement' or above.	★ Rated 'Good'	★ Complete in Q1	★ Complete in Q1	★ Complete in Q1	

PS1 Other Measures that aren't aligned to a 'Key Thing' but are reported under this Strategic Priority

PS1asc2	ASC	% of adult social care safeguarding concerns responded to within 24 hours.	Tandra Forster	(135/143) 94.4%	local	92%	★ (151/157) 93.3%	local	92%	◆ 86.3%	■ 83.3%	■ 85.9%	■ 88.8% (P)	YE: 429 / 483 Data is provisional. See exception report for details
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Strategic Priority: HQL 1 - Support communities to do more to help themselves

HQL1kt1 Accelerate the delivery of local services for local communities by local communities.

No measures assigned

HQL1kt2 Work with local communities to help people live longer, healthier and more fulfilling lives and improve the health of the poorest fastest.

Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment
						Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17						
HQL1kt2phwb1	PH&WB	Monitor uptake of Identification & Brief Advice (IBA) training	Matthew Pearce	-	local	-	-	local	Jan-18	⌚ Reports from Q3	⌚ Reports from Q3	★ On track	★ Complete	Alcohol Concern were awarded the contract to deliver Alcohol IBA training in November 2017 and the first training session was held in January 2018. 5 sessions in total were held in Q4, attracting 69 attendees from a variety of Council and voluntary sector services. This was slightly below the target to train 75 people and it is thought that this relates to one session which had a lower level of attendance despite being adequately subscribed. The Programme Officer is closely monitoring the situation with the provider and it is anticipated that the target of 500 people trained in IBA by the contract end date in May 2019 will still be achieved.

HQL1kt9 Grow community conversations via Brilliant West Berkshire: Building Community Together partnership working

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment	
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17							
HQL1kt9bct1	BCT	Number of Community Conversations through which local issues are identified and addressed	Susan Powell	-	-	-	-	-	local	>10	★ 6	★ 6	★ 11	★ 15	Community Conversations were held at Bucklebury and Lambourn School with their Yr5 and 6 pupils asking the question 'what is it like living in your community'. The Independent Advisory Group was reinvigorated and has 9 members; they have met twice and an extraordinary meeting was held to assist with a police incident. The Community Alcohol Project in Thattham is to be launched in June - it will tackle under age drinking and proxy buying is against the law. Local retailers, youth services, BCT Team, Police and Thattham Town Council and Trading Standards form the working group.
HQL1kt9bct4	BCT	% of identified communities that have agreed what actions will be undertaken to address locally identified issues	Susan Powell	-	local	-	-	-	local	*100%	★ 0%	◆ 66.7%	◆ 63.6%	■ 66.7%	YE: 10 / 15 *Q2 request granted to report this measure to the Executive Committee. See exception report for details

Core Business:

a. Protecting our children

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17						
CBaCFS7	CFS	% of (single) assessments being completed within 45 working days	Pete Campbell	(1251/1517) 82.5%	67/152 2nd	90%	★ 97%	dna	>=95%	★ 98.8%	★ 98.5%	★ 98.4%	★ 98.3%	YE: 1,858 / 1,890
CBaCFS11	CFS	Number of weeks taken to conclude care proceedings (children social care)	Pete Campbell	23	local	26 weeks	■ 28	local	<=26 weeks	■ 35	■ 35	■ 32	■ 32	See exception report for details
CBaCFS12	CFS	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	Pete Campbell	6%	5/152 1st	10%	★ 9%	dna	<=10%	★ 1.4%	★ 1.9%	★ 2.7%	★ 3.5%	YE: 5 / 144

c. Bin collection and street cleaning

CBct&c1	T&C	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	83%	local	80%	★ (67,149/80,948) 83.0%	local	80%	★ 78.8% (P)	★ 82.3% (P)	★ 84.% (P)	★ 83.2% (E)	Q4: 14,479 / 17,951 YE: 64,739 / 77,786 Q3 result has been updated. Q4 result is an estimate based on partial availability of data and will not be finalised until the next quarter. All results are subject to change once figures are validated and confirmed by DEFRA after Q4.
CBct&c1	T&C	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Jackie Ward	Good	local	Good	★ Good	local	Satisfactory	⊗ dna	★ Good	★ Good	★ Good (E)	Q4 is an estimate as data is not yet available. (Reports 3x per year from Q2)

d. Providing benefits

CBdF&P8	F&P	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	19.04 days	local	18.5 days	■	22.75 days	local	<20 days	◆	21.13 days	★	19.7 days	★	19.7 days	★	19.54 days	
CBdF&P9	F&P	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Iain Bell	5.85 days	local	8 days	■	8.7 days	local	<9 days	◆	12.55 days	◆	9.5 days	★	8.71 days	★	6.32 days	

e. Collecting Council Tax and Business rates

CbeF&P11	F&P	The 'in-year' collection rate for Council Tax	Iain Bell	99%	local	99%	★	(98,457,967/100,097,445) 98.4%	local	99%	★	29.7%	★	57.2%	★	84.6%	★	98.8%	YE: 104,604,310 / 105,897,764
CbeF&P12	F&P	The 'in-year' collection rate for Business Rates	Iain Bell	99%	local	99%	★	(85,577,727/87,139,235) 98.2%	local	99%	★	34.9%	★	59.4%	★	84.5%	★	99.3%	YE: 87,059,126 / 87,683,258

f. Ensuring the wellbeing of older people and vulnerable adults

Ref	Service	Title	Responsible Officer	Year end 2015/16	Historical outturns				National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment				
					National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17											
CBfasc5	ASC	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Tandra Forster	(1129/1187) 95.1%	local	75%	■	(826/1240) 66.6%	local	75%	◆	65.1%	◆	71.4%	■	72.8%	■	69.0% (P)	YE: 841 / 1,219 Data is provisional. See exception report for details
CBfasc6	ASC	Decrease the number of bed days due to Delayed transfers of care (DToc) from hospital	Tandra Forster	-	-	-	■	808	dna	*Variable	◆	733	◆	613	★	438	■	573 (P)	*Service request approved in Q3 to set the target to that of the national expectation: • Each quarter will be a snapshot of the last month in the quarter • The target will change for each quarter, depending on how many days are contained within the last month of the quarter - 28 days per month = 402.4 30 days per month = 431.2 31 days per month = 446 Q3 data revised based on published data Q4 data is provisional and based on local monitoring. It is reporting a snapshot as of March 2017 (31 days per month) with a target of 446 days
CBfasc8	ASC	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	(53/67) 79.1%	117/152 4th	82%	★	(103/111) 92.8%	dna	83%	★	92.1%	★	90.1%	★	84.3%	■	80.5% (P)	YE: 99 / 123 Data is provisional. See exception report for details
CBfasc10	ASC	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	(1,545/1,555) 99.4%	local	90%	★	(438/441) 99.5%	local	98%	★	99.1%	★	99.4%	★	100%	★	99.7%	Q4: 434 / 434 YE: 1,678 / 1,683

g. Planning and housing				Historical outturns										
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q4 (YE) RAG/Outturn	Q4 Comment
CBgD&P4	D&P	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	local	Dec-19	★ On track	local	*Dec-19	★ On track	★ On track	★ On track	★ Behind schedule	*Service request to change target date from December 2019 to April 2020. See exception report for details
CBgD&P5	D&P	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Behind schedule	local	Dec-19	★ On track	local	*Dec-19	★ On track	★ On track	★ On track	★ Behind schedule	*Service request to change target date from December 2019 to April 2020. See exception report for details
CBgD&P7	D&P	Subject to examination, adopt the Site Allocations Development Plan Document (DPD)	Bryan Lyttle	Behind schedule	local	Jun-17	★ On track	local	Jun-17	★ Complete	★ Complete in Q1	★ Complete in Q1	★ Complete in Q1	Adopted on 9 May 2017
CBgD&P9	D&P	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	(56/70) 80%	72/125 3rd	60%	★ (65/86) 75.6%	108/125 4th	60%	★ 77.3%	★ 74.5%	★ 75.6%	★ 78.6% (E)	Q4: 19 / 21 YE: 81 / 103 Q3 result confirmed. Q4 is an estimate and will be updated, if required, at Q1
g. Planning and housing														
CBgD&P10	D&P	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(298/411) 73%	78/125 3rd	65%	★ (329/437) 75.3%	99/125 4th	65%	★ 68.9%	★ 74.5%	★ 76.4%	★ 74.6% (E)	Q4: 44 / 68 YE: 323 / 433 Q3 result confirmed. Q4 is an estimate and will be updated, if required, at Q1
CBgD&P11	D&P	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(1,127/1,274) 89%	32/125 2nd	75%	★ (1,193/1,290) 92.5%	45/125 2nd	75%	★ 83.9%	★ 85.6%	★ 85.7%	★ 85.8% (E)	Q4: 214 / 248 YE: 1,175 / 1,369 Q3 result confirmed. Q4 is an estimate and will be updated, if required, at Q1
CBgD&P14	D&P	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	79%	local	75%	★ (269/349) 77%	local	75%	◆ 63.9%	◆ 71.7%	■ 71.9%	★ 76.9%	Q4: 59 / 64 YE: 200 / 260
CBgD&P16	D&P	% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant application	Sally Kelsall	97%	local	80%	★ (63/66) 95%	local	90%	★ 96.0%	★ 98.0%	★ 98.8%	★ 99.1%	Q4: 32 / 32 YE: 113 / 114

Rachael Wardell / Ian Pearson		Education Service				Q4 2017/18	RED	
Indicator Ref: BEC1edAY08		At KS4, the average attainment 8 score is in the top 25% of English Local Authorities				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		Baseline				■		
Qrtly outturn	-	-	Annual	Annual	Annual	-		
YTD outturn	-	Rank 38/152 (51 points) (2015/16 AY) 1 st quartile	-	-	-	Rank 47/152 (47.4 points) (2016/17 AY) 2 nd quartile	Top 25%	Higher is better
<p>REASON FOR RED: Context: GCSE results in 2017 cannot be compared to 2016 due to further changes in the accountability system.</p> <p>Attainment 8 scores for 16 year olds at 47.4 points are well above national scores of 44.2 points but has just fallen short of top quartile performance. A range of measures are used to evaluate GCSE performance nationally. Of the 7 key GCSE performance measures, the LA is in top quartile for 5 out of 7 measures.</p> <p>Eight out of ten secondary schools have scores equal to or above the national Attainment score of 44.2 points. The two lowest performing schools are Trinity School (Academy) at 40.2 points and John O Gaunt School (Academy) at 39.6 points. This has impacted negatively on overall results.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</p> <p>Maintained schools and academies all participate in LA organised subject leader networks to support raising attainment, especially at GCSE. Concerns about individual performance have been raised directly with the schools concerned by the Head of Education.</p> <p>The Regional Schools Commissioner has been informed about concerns about Academy performance.</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>SERVICE PLAN UPDATES REQUIRED: None</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Rachael Wardell / Ian Pearson		Education Service				Q4 2017/18	RED	
Indicator Ref: BEC1edAY09		At KS2, the percentage achieving the expected standard is in the top 25% in England for reading, writing and maths combined				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		Baseline				■		
Qrtly outturn	-	-	Annual	Annual	Annual			
YTD outturn	-	Top 50% Rank 50/152 (56%) (2015/16 AY) 2 nd quartile	-	-	-	Top 50% Rank 65/152 (62%) (2016/17 AY) 2 nd quartile	Top 25%	Higher is better
REASON FOR RED:								
<p>In the primary phase, we are now in the second year of a new accountability system following the removal of national curriculum levels. KS2 Reading Writing Maths (RWM) scores improved from 55% in 2016 to 62% in 2017 which is above the national score of 61%. Scores in Reading continue to be very strong. Separately, scores in Reading improved from 69% to 74% (national 71%); Writing improved from 69% to 75% (nat 76%); Maths improved from 69% to 73%. It has fallen short of the ambitious target of top 25% due to:</p> <ul style="list-style-type: none"> Although writing scores have improved significantly they are just below national scores which have also improved. Writing scores are teacher assessed (not tested as in reading and mathematics). It is widely recognised by Ofsted and the DfE that teacher assessment of writing across England is currently very uneven with national scores in writing now well above that of reading which is not typically expected. Further changes to writing assessments in 2018 may result in further inconsistency as the new accountability system continues to bed in. Feedback from LA writing moderation visits to schools in 2017 reported that good improvements had been made especially in the quality and range of writing in schools and schools are continuing to build on those improvements for 2018 where further 								

improvement is expected.

- Performance in mathematics needs improvement in some schools. Headteachers cite lack of subject knowledge in mathematics as a key barriers in some cases.
- The general low performance and of a very small group of primary schools has impacted negatively the overall rate of improvement. Low performance of these schools can also be seen to be linked to leadership as well as quality of teaching.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

£120,000 secured as a result of bidding to the DfE Strategic School Improvement Fund to improve teacher subject knowledge in mathematics and the leadership of mathematics. The project entitled, “Growing Greater Mathematicians” involved 12 targeted schools over 5 terms. The project commenced in October 2017 to build sustainable improvements in mathematics though developing secure teacher subject knowledge.

Continued LA CPD programme in Mastery in English to improve the quality of writing. There has been a very high take up for this training.

Dedicated training for teachers in years 2 and year 6 on teaching and assessing writing

LA CPD programme on spelling

Service level agreement support for schools to support planning for writing.

LA leadership “health check review” has been undertaken in a targeted school with low results.

Additional intensive support to new leadership to improve attainment and assessment in core subjects in The Willows Primary School and Lambourn C.E Primary School.

Maintained schools are categorised for support according to risk and school performance. Schools categorized category C or below receive additional School Improvement Adviser support and challenge visits.

The primary academies have RWM scores which are below national scores. The Regional Schools Commissioner has been informed about concerns about primary academies.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED: None

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Ian Pearson		Education Service				Q4 2017/18	RED	
Indicator Ref: BEC2edAY07		% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)					Type: Snapshot	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■				■		
Qrtly outturn	-	-	Annual	Annual	Annual	-		
YTD outturn	Rank 45/152 (2014/15 AY) 4 th quartile	Rank 38/152 (57%) (2015/16 AY) 2 nd quartile	-	-	-	Top 75% Rank 99/152 (53%) (2016/17 AY) 3 rd quartile	Top 25%	Higher is better

REASON FOR RED:**Free School Meal Data Analysis 2016 /2017**

	FSM 2016	FSM 2017
GLD	56.9%	51.1%
No. of schools where no FSM children achieved GLD (Indicates a school where this has occurred in 2016 & 2017.)	11 schools (Aldermaston, Bradfield, Brookfields, Chaddleworth, Cold Ash, Pangbourne, PDI, Shaw-cum-Donnington, St. John the Evangelist, St. Joseph's, The Willows, Victoria Park Nursery)	11 schools (Basildon, Bradfield, Brimpton, Chaddleworth, Chieveley, Compton, Fir Tree, Hermitage, Purley, Spurcroft, Welford & Wickham)

Gap FSM / Non-FSM	19.6%	26.7%
Cohort size	123	133
1 child = %	0.8%	0.7%
No. of schools with only 1 FSM child	14	17
No. of schools with 5 or less FSM children	23	21
No. of schools with 13 or less FSM children	4	6

There were 21 schools in 2017 who had 5 FSM children or less, 18 of those schools did not achieve at least 50% of their FSM children attaining a GLD. Schools who had less than 13 FSM children performed better. 5 out of the 6 schools achieved at least 50% of their FSM children at GLD.
Free School Meal Data Analysis 2016 /2017

All schools who had a FSM child were invited to the EYFS FSM network meetings in 2017 (3 across the year). The schools had access throughout the year to LA support, workshops where good practice was shared amongst colleagues and regular data scrutiny was encouraged. The schools who were invited are listed below and those who fully engaged in the network are highlighted in yellow.

<u>School</u>	<u>No. of FSM children</u>	<u>No. who achieved GLD</u>
Aldermaston C.E. Primary School	5	1
Basildon C.E. Primary School	1	0
Beenham Primary School	2	1 (other child who did not achieve GLD joined the school very late in the year)
Birch Copse Primary School	3	2
Bradfield C.E. Primary School	1	0
Brimpton C.E. Primary School	1	0
Calcot Infant School and Nursery	7	4
Chaddleworth St Andrew's C.E. Primary School	1	0
Chieveley Primary School	1	0

Compton C.E. Primary School	1	0
Downsway Primary School	1	1
Falkland Primary School	2	1
Fir Tree Primary School and Nursery	2	0
Francis Baily Primary School	4	1
Hermitage Primary School	1	0
Hungerford Primary School	7	3
John Rankin Infant and Nursery School	5	4
Kennet Valley Primary School	4	1
Kintbury St Mary's C.E. Primary School	2	1
Lambourn C.E. Primary School	7	5
Long Lane Primary School	3	1
Mortimer St John's C.E. Infant School	4	1
Mrs Bland's Infant School	6	4
Pangbourne Primary School	5	5
Parsons Down Infant School	4	3
Purley C.E. Primary School	1	0
Robert Sandilands Primary School and Nursery	4	1
Shaw-cum-Donnington C.E. Primary School	1	1
Shefford C.E. Primary School	1	1
Speenhamland Primary School	4	3
Springfield Primary School	2	1
Spurcroft Primary School	1	0 (Attachment issues)

St Finian's Catholic Primary School	1	1
St John the Evangelist C.E. Nursery and Infant	3	2
St Joseph's Catholic Primary School	1	1
St Paul's Catholic Primary School	1	1
Streatley C.E. Voluntary Controlled School	1	1
Thatcham Park Primary	4	2
The Willows Primary School	9	6
The Winchcombe School	7	1
Theale C.E. Primary School	3	2
Welford and Wickham C.E. Primary School	1	0
Westwood Farm Infant School	3	2
Whitelands Park Primary School	5	3

The Winchcombe school has been challenged as despite contact with the school throughout the year there was no indication that the data would be so low. 85% of FSM children did not even achieve the prime areas. The EYFS Adviser has contacted the Headteacher with a series of questions to further unpick this data.

The low numbers of pupils in individual schools makes it very challenging for the early years team to get and keep the engagement of all schools. The best outcomes are from the schools who regularly attend the network meetings, share practice and are proactive in their work to improve outcomes for all children.

Things to consider...

- West Berkshire has very small cohorts in many schools which has an impact on statistics particularly when presented as a percentage.
- The number of pupils eligible for FSM is small (in 2017...133 pupils out of 1959 which equates to 7% of pupils in total) 68 pupils eligible for

FSM achieved a GLD which compares to 1472 in total achieving a GLD (therefore 4.6 % of pupils achieving a GLD were FSM).

- However, the FSM gap increasing this year is a real concern. There were 21 schools who had 5 FSM children or less, 18 of those schools did not achieve at least 50% of their FSM children attaining a GLD. Schools who had less than 13 FSM children performed better. 5 out of the 6 schools achieved at least 50% of their FSM children at GLD. Analysis suggests that where there is a small number of FSM children particularly in small schools these children do not do so well. This will need to be a focus moving forward.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

The network meetings have been extended to cover all vulnerable children in the hope of greater engagement. Each school is asked for their data at key points in the year; baseline, mid-year and prior to submission at the end of the summer term. Schools who have repeatedly featured as having larger gaps and issues will be visited in year to ensure that they are providing additional support for the identified FSM pupils. The relevant SIA for the school has also been given the information so that they can challenge during visits. (Obviously this only works for schools who are either in a category or by back school improvement services).

Next steps

West Berkshire level

-Collection of Baseline data from schools

-Identify early those schools with FSM children and previously funded 2 year old children who are now in Reception. Monitor how effective schools are at putting interventions in place, if necessary, and tracking FSM / two year old funded children.

Moderation cycle

-Identify those schools who are in need of support

-Plan the next moderation cycle for 2017-2018

Training and support

FSM network and project work to support vulnerable families who have been funded as 2 year olds

School level

Schools to analyse their data and identify trends / possible actions

Pupil level

Schools to identify specific pupils who require further support moving into Year 1

We are planning additional moderation activities to look at the assessment of these pupils in detail, providing support and challenge. Head Teachers are an important part of this process and will also be invited to network meetings and moderation activities. They are responsible for signing off their end of year results at the point of submission and need to be mindful of the outcomes for these pupils.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED: The targets are reasonable and need to remain the same.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Ian Pearson		Education Service				Q4 2017/18	RED	
Indicator Ref: BEC2edAY10		To improve on 2015/16 Academic year rankings for reading, writing and maths combined expected standard for disadvantaged pupils in KS2 in 2016/17 Academic Year					Type: Snapshot	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		Baseline				■		
Qrtly outturn	-	-	Annual	Annual	Annual	-		
YTD outturn	-	Ranked 122/152 (33%) (2015/16 AY) 4 th quartile	-	-	-	Rank 148/152 (35%) (2016/17 AY) 4 th quartile	Rank higher than 122/152	Higher is better
REASON FOR RED:								
(Please refer also to Exception Report on KS2 RWM where the commentary on writing and mathematics is also applicable)								
Context: The number of pupils entitled to FSM in West Berkshire is very small at approximately 15% of pupils. Of that cohort, a higher than national percentage of FSM pupils are also SEND (doubly disadvantaged) and white working class boys, the lowest attaining group of pupils nationally. 42% of primary schools have typically 2 or fewer disadvantaged pupils in a cohort which presents different challenges in terms of skills of meeting the needs of those pupils.								
The performance of FSM RWM improved from 31.9% in 2016 to 34.5% in 2017 which is lower than the national score at 48%. FSM pupils who have no SEND improved from 41.0% in 2016 to 50% in 2017 which is closer to, but lower than, the national score of 57%.								
In addition to the commentary in the KS2 RWM exception report, the drop in performance from 2016 is due to :								
<ul style="list-style-type: none"> Expenditure of Pupil Premium funding being insufficiently evaluated by school leaders which results in little impact on results. Interventions and approaches used by schools are not chosen on the basis of evidence base research of “What works well” in terms of 								

raising attainment.

- Too low expectations of pupils by schools with pupils who are low attaining at the end of KS1 (aged 7) in some schools. Many of these pupils are also FSM.
- Some schools with very low numbers of FSM placing insufficient priority on meeting their needs.
- Weak subject knowledge of teachers which results in less than good teaching and which impacts on all pupils, including FSM.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

- Expected outcomes for FSM pupils in year 6 for 2018 are being audited by the LA in every school. As a result, 6 targeted schools will receive regular monitoring visits from designated **Pupil Premium Peer Challenge Headteachers** to ensure pupil premium spend is having sufficient impact on learning outcomes across the school. Additional training for governing bodies on monitoring the impact of PP spend will form part of this monitoring programme. The low performance of FSM pupils has been a focus of debate at Primary Heads Forum and it has been agreed that head teacher peer challenge of “collective responsibility” for improving outcomes is the next step for the LA pupil premium strategy.
- DfE funding has been secured through Strategic School Improvement Funding bids to train teachers in maths (12 schools) and phonics (10 schools) in with a focus on disadvantaged pupils. The 2 projects span 5 terms and will address teacher subject knowledge and the ability to diagnoses the gaps in learning of disadvantaged pupils in particular. The bids total £230,000 and will build long term sustainability.
- Targeted primary schools have had LA whole school pupil premium reviews.
- The successful KS1 and KS2 pupil premium network of schools for pupil premium leads will continue. A pan – Berkshire PP conference is organised for the summer.
- Intensive support is being provided to support ambitious new leadership at The Willows Primary and Lambourn C.E. Primary.
- Maintained schools are categorised for support according to risk and school performance. Schools categorized category C or below receive additional School Improvement Adviser support and challenge visits.
- The Regional Schools Commissioner has been notified about the concern about the performance primary academies which each have lower than national scores for KS2 RWM FSM.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED: None

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Ian Pearson		Education Service				Q4 2017/18	RED	
Indicator Ref: BEC2edAY11		To improve on 2015/16 rankings for attainment 8 for disadvantaged pupils in KS4 in 2016/17 Academic Year				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		Baseline				■		
Qrtly outturn	-	-	Annual	Annual	Annual	-		
YTD outturn	-	Rank 100/152 (2015/16 AY) 3 rd quartile	-	-	-	Rank 112/152 (34.5 points) (2016/17 AY) 4 th quartile	Rank higher than 100/152	Higher is better
<p><i>*NB: GCSE results in 2017 cannot be compared to 2016 due to further changes in the accountability system.</i></p> <p>REASON FOR RED: The number of pupils entitled to FSM in West Berkshire is very small at approximately 15% of pupils. Of that cohort, a higher than national percentage of FSM pupils are also SEND (doubly disadvantaged) and white working class boys, the lowest attaining group of pupils nationally.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</p> <p>Maintained schools and academies all participate in LA organised pupil premium network to share good practice and support raising attainment, especially at GCSE.</p> <p>Concerns about individual performance have been raised directly with the schools concerned by the Head of Education.</p> <p>The Regional Schools Commissioner has been informed about concerns about Academy performance.</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>SERVICE PLAN UPDATES REQUIRED: None</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

John Ashworth / Gary Lugg		Development and Planning				Q4 2017/18		AMBER
Indicator Ref: SLE1dp01		To enable the completion of 1,000 affordable homes in the 2015-2020 period					Type: No. +	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	⊙	⊙	⊙	◆	1,000 by 2020 / 225 in year	Higher is better
YTD outturn	158	83	Annual	Annual	Annual	171		
REASON FOR RED:								
The development industry has not built out the planning permissions granted for affordable housing. There are over 700 permissions for affordable housing not yet under construction. If the development industry built these permissions then together with the 412 already constructed the target would be achieved.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
Planning permission for new housing continue to be granted including permission for affordable housing. Discussions have also been held with Homes England to see if they are willing to intervene on stalled sites. Funding has been received from the Ministry of Housing to help Sterling Cables which had stalled due to contamination issues.								
The Council and Sovereign Housing are also to work together in a Joint Venture to boost delivery of affordable housing in West Berkshire.								
FINANCIAL IMPLICATIONS:								
Loss of housing delivery grant directly related to affordable housing provision								
SERVICE PLAN UPDATES REQUIRED:								
None.								
STRATEGIC ACTIONS REQUIRED:								
None.								

Nick Carter		Chief Executive Officer (CEO)				Q4 2017/18	RED	
Indicator Ref: CEO3		Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)				Type: text		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	■	■	■	■	tbc dependent on court	n/a
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	-	Delayed	Delayed	Delayed	Delayed	Delayed		
REASON FOR AMBER:								
Continued delay due to ongoing court action. The case brought against the Council by Faraday Developments Ltd (FDL) was won in the High Court, however, the appellant sought leave to appeal. In October 2017 the Court of Appeal granted FDL leave to appeal and the Council will be defending its case. As a result the legal process continues.								
The case will go before a judge at the Court of Appeal 12-13 June 2018. However, the final judgement date is unknown and could take at least 6 months. Position has not changed during Q4.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: None								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Rachael Wardell / Tandra Forster		Adult Social Care				Q4 2017/18		RED
Indicator Ref: PS1asc2		% of adult social care safeguarding concerns responded to within 24 hours					Type: Snapshot	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	■	■	■	=>92%	Higher is better
Qrtly outturn	135/143 94.4%	151/157 96.2%	120/139	90/113 79.6%	93/103 90.3%	126/134 94%		
YTD outturn	718/768 93.5%	573/614 93.3%	86.3%	210/252 83.3%	303/355 85.4%	429/489 88%		

REASON FOR RED:

YTD 429/489 (88%) concerns were responded to within 24 hours. This means 60 concerns were not responded to this over 24hours

If Q4 data alone was to be considered, the 92% target would be met. In Q4, 126 of 134 concerns were responded to within 24 hrs (94%), only 8 concerns took longer than 24 hours. Clear evidence that since Q3 we have continued to improve, but as the target is calculated ytd we are not able to improve significantly enough to take into account past performance in the year.

Discussion and review of practice in safeguarding in Q2 has indicated a shift in practice to ensure all concerns have been recorded on the same day in a timely way and that the recording of these concerns is on the system. Previously the safeguarding team has managed any presenting risk however recording has been delayed and on occasion completed in retrospect which is not in line with national minimum standards. However we are confident that the risk to the individual was managed.

On occasion, concerns can be received where there is not enough necessary information to inform decision making sometimes this requires waiting one or two additional working days to receive required information from the original referrer. In this period Safeguarding ensure that arrangements are made to ensure the safety of the individual concerned.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

With the implementation of care director we have a number of mechanisms by which we can monitor concerns and S42s more closely through the use of views and dashboards, this allows the safeguarding team and operational manager to be aware of any concerns on the system and ensure they are responded to in a timely way. We will spot check and audit these records to ensure that practice is being consistently applied.

The implemented system changes in Q3 and Q4 ensuring timely and robust recording of all concerns can now be monitored effectively by the safeguarding adult lead. Where there are exceptional circumstances that are over and beyond 24hrs (this is often in relation to contact with the original referrer being required) we can monitor these closely. The changes in process have been confirmed with the ASC management team to ensure clarity of process.

FINANCIAL IMPLICATIONS:

Remedial actions will be completed within existing resources.

SERVICE PLAN UPDATES REQUIRED:

No changes required, remedial actions should address performance.

STRATEGIC ACTIONS REQUIRED: None

Nick Carter / Nick Carter		Better Communities Team				Q4 2017/18	RED	
Indicator Ref: HQL1kt9bct4		% of identified communities that have agreed what actions will be undertaken to address locally identified issues					Type: %snap	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	◆	◆	■	100%	Higher is better
Qrtly outturn	-	-	0/0	4/6	7/11	10/15		
YTD outturn	-	-	0%	66.7%	63.6%	66.7%		
REASON FOR AMBER:								
<p>The number of community conversations held have increased during 2017/18 with the BCT Team supporting their instigation.</p> <p>Qtr 2 – Conversation held in Hungerford, Calcot, Newbury, Burghfield, Aldermaston and Thatcham. 4 identified potential actions (Hungerford, Calcot, Newbury and Burghfield) but no timescales were set.</p> <p>Qtr 3 – the 6 above plus Conversations with a Peer Mentors Event, Rough Sleepers, and in the communities of Hermitage, Lambourn and Bucklebury. 7 identified potential actions. Topics raised at the Peer Mentors Event were shared with colleagues across Education; outcomes from the meeting with some Rough Sleepers informed the development of the Making Every Adult Matter project.</p> <p><i>Qtr 4 – The outcomes from the two conversations at the primary school have been taken forward by the Health and Wellbeing Schools officer. Thatcham, Hungerford, Calcot, Hermitage, Independent Advisory Group (IAG), Community Alcohol Project (CAP) in Thatcham, Aldermaston and Holybrook are all progressing the issues. Hermitage is looking into youth provision; Calcot a community cafe, Thatcham is looking at speeding and have had 7 members come forward to do the Speed Indicator Device training. The Hungerford Professional Lens Meeting influences what the community hub may offer.</i></p> <p>The activity of convening community conversations is being achieved but, it is important to note that the whole purpose of having community led conversations is for each community to decide what actions, if any, will arise and are taken forward and in what format. It is not within the gift of the Building Communities Together Team to decide on the action planning.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
As explained above. The BCT Team cannot take management action to ensure that all identified issues are progressed into actions.								

This is down to the community to decide. However the BCT has been very proactive in actually ensuring that Community Conversations have taken place i.e. Hermitage Parish Council asked for a public meeting which was held as a community conversation and was chaired by the BCT Team Manager. BCT Team members have supported police colleagues when they have organised a community conversation in Aldermaston and Beansheaf.

Importantly whilst there may not have Actions arising from each Conversation there have been new and innovative ways of identifying community issues and for potentially empowering communities in finding ways of addressing them.

On reflection it may not have been a good idea to set a target of 100% for a measure that is not within the control of the BCT Team and for a way of working that is still relatively new within the district. Community Conversations appear to have a great potential in supporting community engagement and building community resilience so whilst the target measure may not be achieved at year end it has been valuable work.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell		Children and Family Service				Q4 2017/8	RED	
Indicator Ref: CBaCFS11		Number of weeks taken to conclude care proceedings (Children Social Care)				Type: snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	■	■	■	■	<=26	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	23	28	35	35	32	32		

REASON FOR RED:

This indicator measures the average number of weeks taken to conclude care proceedings for those concluded ytd. The target of 26 weeks is a national one. The National Average is some way adrift from this at 30 weeks (2013-2016).

In West Berkshire, a small number of case proceedings have gone over the required 26 weeks because of the complexity of the cases concerned and this is accepted by the courts as legitimate delay.

It is accepted that Court capacity has also contributed to our proceeding timescales.

We are in discussion with the judiciary and the Local Family Justice Board about the delays which relate to court capacity and are avoidable.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

As above – we’re in continued discussion with the judiciary and Local Family Justice Board about these delays.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED: None

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Tandra Forster		Adult Social Care				Q4 2017/18	RED	
Indicator Ref: Cbfasc05		% of clients with Long Term Service (LTS) receiving a review in the past 12 months					Type: snapshot	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	◆	■	■	75%	Higher is better
Qrtly outturn	1,129/1,187	826/1,240	806/1,239	903/1,264	895/1,229	841/1,219		
YTD outturn	95.1%	66%	65%	71.4%	72.8%	69% (P)		
REASON FOR RED:								
<p>During Q1 of 2017/18 we completed analysis of the cases that were overdue a review, this identified that a high proportion (43%/88 people) had a primary support reason (PSR) of Learning Disabilities or Mental Health. Care reviews for individuals with these types of need tend to be more complex which means they take longer. Whilst the team had been established as multi-disciplinary a skills analysis identified the need to increase the number of staff with expertise in learning disabilities and mental health.</p> <p>This was addressed by recruiting two full time staff with the relevant skills, which has had a positive increase in our performance in Q2. In addition the Care Act allows us to take a proportionate approach to reviews; this means we can use a range of different methods including telephone</p> <p>In Q3 performance continued to improve, however the additional resource that was put in place has now been removed as part of in year changes to address over spend. We highlighted this this could impact on our ability to achieve this target and this has become evident in Q4.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>Weekly reports provides detail of reviews required and is being actively used to focus work.</p> <p>During Q1, review of the data and skill set within the team took place to understand support needed to meet year end targets Increased team FTE temporarily to focus on overdue reviews where the primary support reason is Learning Disability and Mental Health (the main proportion of overdue reviews) which will allow us to meet target. Work continues to focus on these areas.</p> <p>Care Director supports a proportional approach to reviews and minimises paperwork to be completed; looking to fully apply this approach where appropriate and safe to do so.</p>								
FINANCIAL IMPLICATIONS:								

Remedial actions will need to be completed within existing resources.

SERVICE PLAN UPDATES REQUIRED:

KPI will remain for 2018/19, but it is clear that significant more resource would be required to meet the target of 75%.

On the basis of reduced capacity we are proposing that we revise and reduce the target to 70% to ensure this is achievable.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Tandra Forster		Adult Social Care				Q4 2017/18		RED	
Indicator Ref: Cbfasc06		Decrease the number of bed days due to Delayed transfers of care (DToC) from hospital					Type: Nsnapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	■	■	◆	◆	★	■	Variable 446 for YE Q	Lower is better	
Qrtly outturn		808	733	613	438	573 (P)			
YTD outturn		808	733	613	438	573 (P)			
REASON FOR RED:									
<p>DtoC has been a key measure in the BCF programme of work.</p> <p>Department of Health set the targets nationally in July 2017, based on snapshot previous performance; these were always considered to be significantly challenging.</p> <ul style="list-style-type: none"> Volumes of Referrals through hospital pathways have been high. Capacity in the market for care at home is significantly challenged. MH delays are often long due to finding suitable placements to support complex needs <p>Despite target not being met, a significant improvement can be evidenced from performance in April 2017 to performance in March 2018</p>									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
<p>A number of work streams through the BCF have been initiated as a system to work towards improving our DToC; these include: Early discharge planning; Systems to monitor patient flow ; Multi-disciplinary/multi-agency discharge teams; Home first/discharge to assess; Seven-day service and Trusted assessors</p> <p>LGA peer review into DToC will enable us to review our challenges and consider improvements across Health and Social Care sector that can be delivered in an integrated way. Anticipating further actions to be developed from this to further develop the BCF programme of work, overseen by the H&WB Board</p>									

FINANCIAL IMPLICATIONS:

We have invested funding from ASC budgets as well as BCF to support us to improve performance on the target. Spend on short term packages funded from the BCF was £140k. ASC also spent a further £320k specifically on short term packages to move people out of hospital on a more timely basis.

iBCF carried forward from 2017/18 and iBCF from 2018.19 allocation, totalling £467k, has been made available to deliver short term care packages in 2018.19.

SERVICE PLAN UPDATES REQUIRED:

Updates to how DToC is reported will be dependent on DH requirements for reporting DToC next reporting year. The methodology in the BCF utilised for 2017/18 (including targets set) was not defined until July 2017. We have asked for earlier clarity.

STRATEGIC ACTIONS REQUIRED:

LGA peer review into DToC will enable us to review our challenges and consider improvements across Health and Social Care sector that can be delivered in an integrated way

Rachel Wardell / Tandra Forster		Adult Social Care				Q4 2017/18		RED
Indicator Ref: CBfasc08		% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services						
Executive	2015/16 Year End	2015/16 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	★	★	★	■	83 %	Higher is better
Qrtly outturn	-	103/111	117/127	100/111	70/83	99/123		
YTD outturn	79.1%	92.8%	92.13%	90.0%	84.3%	80.5%		
REASON FOR RED: (Briefly describe what has happened):								
<p>This indicator is known to be volatile due to low cohorts. Our target was set in line to be above the England average. Outturn for 2017/18 is 99/123 (80.5%)</p> <p>This indicator only measures the last 3 months in the year (reporting period) and as a consequence it remains volatile. Q1, Q2 and Q3 we had achieved the target set. However, in Q4 the number not remaining at Home after 91 days related to 13 individuals that have died and a further 11 that were in permanent care home placements, an indication that we are supporting more vulnerable people to return home. Small cohort means this KPI has been prone to fluctuations in performance.</p> <p>Reablement service works with vulnerable people, so this PI is always at risk and with the added pressure from DToC to get people out of hospital in a timely way.</p> <p>In relation to national context, the average for England in 2016/17 was 82.1 %, and an average of 80.1 % for the SE region.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN (What is being done to make the situation better?) AND ALTERNATIVE PLANS:								
LGA peer review into delays will enable us to review our challenges and consider improvements across Health and Social Care sector that can be delivered in an integrated way. This will impact positively on the 91 day indicator.								
FINANCIAL IMPLICATIONS: None.								
SERVICE PLAN UPDATES REQUIRED: None.								
STRATEGIC ACTIONS REQUIRED: None.								

John Ashworth / Gary Lugg		Development and Planning				Q4 2017/18		RED	
Indicator Ref: CBO1dp04		Submit a New Local Plan for examination					Type: Project		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	■	★	★	★	★	■			
YTD outturn	Behind Schedule	On track	On track	On track	On track	Behind Schedule	Dec-19	N/A	
REASON FOR RED:									
The programme has slipped six months due to staffing and pressure to do complex planning enquiries to ensure the Council maintains a five year land supply. It has not been helped by Government proposals to change the way in which the housing number for the authority is calculated.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
The planning policy team has recruited to all current vacancies and has jointly commissioned studies with other Berkshire UAs to ensure that the evidence base is not delayed. Some-time will be made back by this joint working but the biggest single issue is defending the Objectively Assessed Need calculations, the five year land supply and the Councils planning policies at appeal.									
FINANCIAL IMPLICATIONS:									
No direct financial implications.									
SERVICE PLAN UPDATES REQUIRED:									
Proposed new target is April 2020.									
STRATEGIC ACTIONS REQUIRED:									
To agree the new target.									

John Ashworth / Gary Lugg		Development and Planning				Q4 2017/18		RED	
Indicator Ref: CBO2dp05		Submit a Minerals and Waste Local Plan for West Berkshire to the Secretary of State for examination					Type: Project		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	■	★	★	★	★	■	Dec-19	N/A	
YTD outturn	Behind Schedule	On track	On track	On track	On track	Behind Schedule			
REASON FOR RED:									
The team leader resigned and the recruitment to that post plus maternity leave resulted in the team being at 50%.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
Recruitment has been successful and the maternity leave has ended meaning that the team is at 100% for the first time in two years. A detailed project plan has been drawn up and is in the process of being implemented. If the project slips again additional resources might need to be considered									
FINANCIAL IMPLICATIONS:									
There will be a budgetary pressure in 2020, as the team was scheduled to be reduced by two posts once the local plan had been produced. However, there is now a statutory duty to keep the plan updated on a rolling five year cycle.									
SERVICE PLAN UPDATES REQUIRED:									
Proposed new target is April 2020.									
STRATEGIC ACTIONS REQUIRED:									
That the proposal is endorsed,									

Quarterly Service Requests for Reviews of Measures

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

Quarter 4 request:

1. Submit a New Local Plan for examination

REQUEST from Development and Planning: To propose a new target of April 2020 (currently December 2019).

REASON: The programme has slipped six months due to staffing and pressure to do complex planning enquiries to ensure the Council maintains a five year land supply.

2. Submit a Minerals and Waste Local Plan for West Berkshire to the Secretary of State for examination

REQUEST from Development and Planning: To propose a new target of April 2020 (currently December 2019).

REASON: The team leader resigned and the recruitment to the post, plus maternity leave, has resulted in the team being at 50%.

Quarter 3 request:

MOV:

3. No. of closed accounts (businesses no longer registered for National Non Domestic Rates (NNDR) and

No. of new accounts (businesses registered for National Non Domestic Rates (NNDR)

REQUEST from Finance and Property: Replace the above with these measures as from Q4.

No of properties which are subject to business rates.

No of empty properties subject to business rates.

REASON: To use measures that give a better indication of the evolution of the local economy, by showing the number of properties, subject to business rates, that are occupied or empty.

DECISION: Agreed

KSM:

4. Decrease the number of bed days due to Delayed transfers of care (DTC) from hospital

REQUEST from Adult Social Care: To set a target to match the national expectation:

- Each quarter will be a snapshot of the last month of the quarter
- The target will change each quarter, depending on how many days are contained within the last month of the quarter -

28 days per month = 402.4

30 days per month = 431.2

31 days per month = 446.

REASON: In July 2017, the Local Area Performance (LAP) Metrics and the NHS Social Care Interface dashboard was published. The LAP guidance set the national expectations for DToC aiming to reduce delays to 3.5% of occupied hospital beds. It took into account previous performance and set expectations based on Q4 2016/17 performance. For West Berkshire, the prescribed methodology translates to the following in terms of actual bed days delayed per month. NB: the national expectations are different from those of the Better Care Fund.

DECISION: Agreed

5. Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above

REQUEST from Customer Service & ICT: Change the target date from March 2018 to December 2018.

REASON: To reflect the decision made by the Project Board to change the phase timescale.

DECISION: Agreed

Quarter 2 request:

KSM:

1. Market Street Redevelopment for 17/18: start on site (Milestone 2)

REQUEST from CEO/Special Projects: To change the target from March 2018 to July 2018.

REASON: Dependency on the developer completing a viability process.

DECISION: Agreed

2. % of identified communities that have agreed what actions will be undertaken to address locally identified issues

REQUEST from Better Communities Together: To report through to the Executive Committee (currently reported as part of the Council Delivery Plan).

REASON: The performance framework aiming to reflect the work in this area has been aligned with the performance measures used to report at the Health and Well-being Board. Reporting the proposed measure to the Executive will provide a better indication of the outcomes of the community conversations.

DECISION: Agreed

Quarter 1 request:

KSM:

3. % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information (Ref: CBgD&P15 - Reports to Corporate Board and Executive)

REQUEST from Development and Planning: HoS and Service Manager have asked for this KPI to be removed.

REASON: DHP data is collected via a spreadsheet which is less than ideal as it relies on someone updating it. In addition, the Indicator is from the point of receipt of all relevant information but this is difficult to capture on the spreadsheet. What inevitably happens is that the officer collating the stats has to go through numerous months of data to try and update previous month's submissions before looking at the current submission. The data is always out of date, always lags behind by several months and is not robust.

DECISION: Agreed

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Technical Background and Conventions

To provide an update on progress against the council's Key Accountable Measures (KAMs) for 2017/18.

The measures within this report have been distilled from those monitored through individual service delivery plans and focuses on those which deliver the strategic priorities in the Council Strategy and the core business of the council as a whole. In order to:

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

Measures are RAG rated by projected year end performance, e.g. a prediction of whether the target or activity will be achieved by the end of the financial year (or, for projects, by the target date):

★ On target
 ◆ Behind target
 ■ Target missed
 ◎ Annual target
 ⌚ Data not available
 ≡ Baseline

Where measures are reported as 'red' or 'amber', an exception report is provided.

To note: where a change has been made to a target or the way in which a measure is reported, an asterisk (*) is placed next to the current target and in the adjacent explanatory comment.

Comparative Outturns

This relates to standardised, nationally reported measures. By default the data is compared to England as a whole. Our relative standing is presented as quartiles (i.e. 4th quartile up to 1st quartile). Where available, this is included against the previous year's outturn. Where a direct, national comparison is not available, this is labelled as 'local'. Because of the timescales involved in central government, compiling, validating and publishing relative statistics, these are only published 6-12 months in arrears, sometimes longer.

Measures of Volume

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

Scorecard

The Council Performance Scorecard is an overall summary of performance against the Council Strategy Priorities and Overarching Aim, Core Business areas and the two corporate health measures relating to revenue expenditure forecast and staff turnover.

A RAG rating is given to each Priority and the Overarching aim. This decision is not based on an exact formula, but is reached by the relevant decision bodies (e.g. Corporate Board, Executive), through their discussion of the KSM report. The RAG judgement aims to reflect the likelihood of delivering the priorities and aims over the lifetime of the Council Strategy.

- Green (G) – indicates we have either achieved / exceeded or expected to achieve / exceed what we set out to do
- Amber (A) – indicates we are behind where we anticipated to be, but still expect to achieve or complete the activities as planned
- Red (R) indicates that we have either not achieved – or do not expect to achieve what we set out to do based on the current plans and results to date.

In a similar manner, an overall RAG rating is applied to each core business area and the Corporate Programme, but the focus is instead on the likelihood of achieving the end of year targets.

Dashboard

The dashboard is providing a visual representation for the evolution of some Measures of Volume. The elements used to provide information are as follows:

- Arrows – upwards or downwards based on the evolution of the measure quarter versus quarter (e.g. Q2 this year vs. Q2 of the previous financial year). In some cases it is more appropriate to compare Year to Date values and this is indicated by the 'YTD' text on the arrows. A sideways pointing arrow indicates that there is not much difference between the two reporting periods.
- Values on the arrows provided between brackets reflect the result for the reporting quarter (except where 'YTD' text is added which indicates that the value is year to date). The percentages provided on the arrows show the percentage variance between the reporting period (quarter only or year to date) and the corresponding period of previous year

To note: direction of travel is based on the difference between the two values and not as a result of a statistical test to assess if such a difference is statistically significant or not.

Revenue Financial Performance 2017/18 - Provisional Outturn

Committee considering report:	Executive on 14 June 2018 Overview and Scrutiny Management Commission on 10 July 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	5 June 2018
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3306

1. Purpose of the Report

- 1.1 To inform Members of the provisional revenue outturn for 2017/18.

2. Recommendations

- 2.1 To ensure that Members are fully aware of the financial performance of the Council and approve the provisional outturn report.
- 2.2 To refer the paper to Budget Scrutiny Group for further review.

3. Implications

- 3.1 **Financial:**
The provisional outturn is an over spend of £276k against a net revenue budget of £117.4million. The forecast will mean a reduction in the level of the Council's General Reserves.
- 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 revenue outturn for the Council in respect of the 2017/18 financial year, subject to the final result of the closedown and External Audit. The provisional revenue outturn is an over spend of £276k against a net revenue budget of £117.4million, which is 0.23% of net budget. This will lead to a reduction in the General Fund. The final outturn is a decrease of £584k from Quarter Three, predominantly due to further under spends in Economy & Environment and Resources Directorates.

Directorate Summary	Current Net Budget	Forecast (under)/over spend				Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Communities	61,095	870	952	966	1,076	110
Economy and Environment	30,501	0	-159	112	-279	-391
Resources	13,079	0	-190	-218	-575	-357
Capital Financing & Risk Management	12,735	0	0	0	54	54
Total	117,410	870	603	860	276	(584)

NB. Rounding differences may apply to nearest £k

- 5.2 The revenue over spend for the Communities Directorate is £1.07million against a net budget of £61.1million. This is a £110k increase from the forecast over spend at Quarter Three. Pressures were incurred during the financial year on demand led budgets across Adult Social Care, children's placements and support for children with disabilities in Education Services. The directorate has taken measures to mitigate the over spend, including utilising one off funding from reserves and approval for the use of Public Health funding to cover the cost of activity which supports Public Health outcomes.

- (1) The Adult Social Care outturn is an over spend of £446k, largely attributable to commissioning rates continuing to increase above the rate of inflation. The service had a savings target of £895k of which £266k were not achieved, largely due to implementation of the New Ways of Working strategy being slower than anticipated. During the financial year £1.89million of one off in year funding has been utilised to support the budget. This comprises £901k of one off funding previously released from the Adult Social Care risk reserve, £163k further release from the risk reserve at year end, £526k of s106 monies and £300k of one off Public Health funding.
- (2) Children and Family Services outturn position is an over spend of £226k. The outturn position reflects the release of £348k of one off funding from the Children & Families risk reserve. The financial pressure in the service is the result of demand on the residential placements budget and Childcare Lawyers joint arrangement, together with additional staffing and agency costs required to deliver the social worker recruitment and retention programme.
- (3) The Education outturn position is an over spend of £381k, as a result of demand on the budgets for supporting children with disabilities,

increasing costs for residential and community care packages, and higher than expected costs of agency staff and social worker recruitment and retention payments.

(4) The remainder of the Communities Directorate is on line.

- 5.3 The Economy & Environment Directorate has a revenue under spend of £279k against a net budget of £32million. This is a £391k change from the £112k over spend forecast at Quarter Three. Development & Planning under spent by £347k, Transport & Countryside closed in a break even position and Public Protection & Culture had a small over spend.
- 5.4 The Resources Directorate outturn is a £575k under spend against a budget of £13.08 million net. This is an increase of £357k from the Quarter Three forecast of £218k underspend. All services are reporting under spends.
- 5.5 In response to the volatility of some of the Council's budgets, three service specific risk reserves were established in Adult Social Care, Children and Family Services and Legal Services. The levels of these reserves are informed by the level of risks in the service risk registers. During the year, £901k was released from the Adult Social Care risk reserve to help combat some of the inflationary pressures the service is facing. The outturn position reflects the release of a further £163k from the Adult Social Care risk reserve and the release of £348k from the Children & Family Services risk reserve.
- 5.6 Net income on interest earned from investments was £34k below target because market interest rates remained very low throughout the financial year 2017/18 and there was a shortfall against the target for cheques written back. This shortfall was offset by lower than expected interest paid on long term loans to fund capital expenditure.
- 5.7 The Council set a revenue budget of £117.4million for 2017/18. 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. Details of budget movements during 2017/18 are reported quarterly and budget changes that require Executive approval are included at Appendix G.
- 5.8 In order to meet the funding available, the 2017/18 revenue budget was built with a £4.712m savings and income generation programme. The programme has been monitored throughout the year on a monthly basis using the RAG traffic light system. At outturn, £343k of risks were Red (7%) and £4.4m Green (93%). Plans are in place to enable the achievement of these savings targets on an ongoing basis from 2018/19.
- 5.9 The Council was awarded £1.37m in transition funding for 2017/18, which was allocated as £140k short breaks, £200k libraries and £30k Citizens Advice Bureau. The remaining £1m was used to create a Transformation Reserve in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. Transformation funds so far allocated are £225k for an invest-to-save scheme in corporate commissioning, £74k for an apprenticeship levy coordinator post, £5k for the emotional health academy, £12k for the Legal Services shared

service advice, £28k for Family Hub transformation, £216k for the New Ways of Working Project and £5k for Adult Social Care transport review.

- 5.10 The Dedicated Schools Grant (DSG) is the main source of funding for schools and the outturn position was an over spend of £14k. This is an excellent result in the context that the budget was set with a planned over spend of £844k. The Schools Block had an under spend of £413k, the Early Years Block an over spend of £118k and the High Needs Block an over spend of £309k.

6. Proposal

- 6.1 To note the provisional outturn position.
- 6.2 To refer the paper to Budget Scrutiny Group for review.

7. Conclusion

- 7.1 The Council was faced with delivering a savings programme of £4.712m in 2017/18, which it has successfully done, achieving 93% of savings plans. The Council has addressed in year over spends and has brought the over spend down from £1m at Quarter Three to a provisional over spend of £276k. This has been achieved against a net revenue budget of £117.4 million.
- 7.2 The Council invested in identified pressure points as part of the 2018/19 budget setting process and will continue to maintain financial discipline, to ensure that the agreed savings programme is monitored throughout 2018/19. The Council has an excellent track record of managing the savings programme and minimising budget over spends, and the overall impact of the 2017/18 outturn is a reduction in our General Reserve of £276k.

8. Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Supporting Information
- 8.3 Appendix C – Summary Revenue Outturn 2017/18
- 8.4 Appendix D – Savings and Income Generation Programme Risk Items
- 8.5 Appendix E – Summary of Revenue Budget Movements
- 8.6 Appendix F - Service Specific Risk Reserves
- 8.7 Appendix G - Transition and Transformation Funding

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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:	No decision
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	
Name of assessor:	Melanie Ellis
Date of assessment:	8.5.18

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	No
Function	No	Is changing	No
Service	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?	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?	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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Revenue Financial Performance 2017/18

Provisional Outturn – Supporting Information

1. Introduction

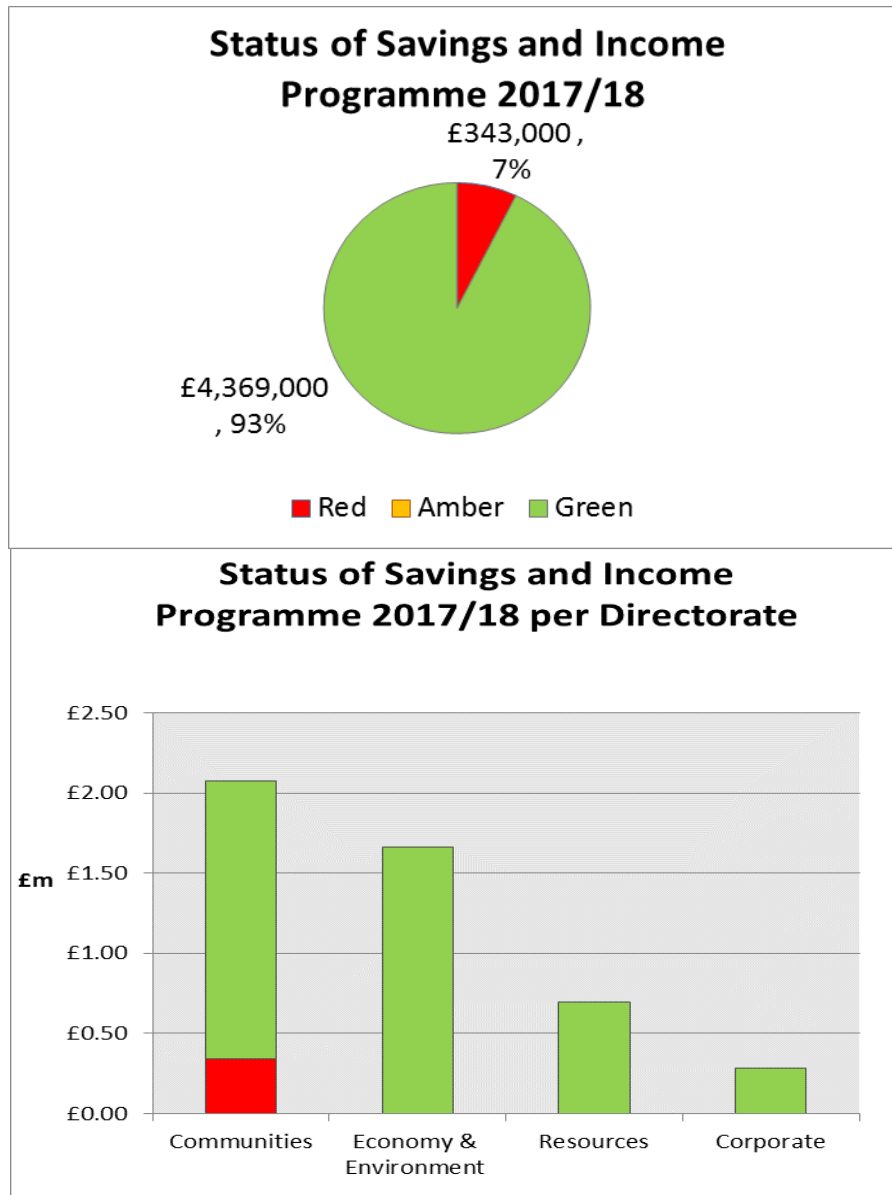
- 1.1 The financial performance reports provided to Members throughout the financial year report the under or over spend against the Council's approved budget. This report presents the provisional revenue outturn for the Council in respect of the 2017/18 financial year. It should be noted that these figures are provisional and may change as a result of closedown or External Audit.
- 1.2 The net revenue expenditure in 2017/18 was £117.7m against a budget of £117.4m resulting in a provisional year end over spend of £276k or 0.23% of net budget. The forecast over spend has decreased by £584k from Quarter Three.
- 1.3 The revenue over spend for the Communities Directorate is £1.07million against a net budget of £61.1million. This is a £110k increase from the forecast over spend at Quarter Three. Pressures were incurred during the financial year on demand led budgets across Adult Social Care, children's placements and support for children with disabilities in Education Services. The service had a savings target of £895k of which £266k were not achieved, largely due to implementation of the New Ways of Working strategy being slower than anticipated. The directorate has taken measures to mitigate the over spend, including utilising one off funding from reserves and approval for the use of Public Health funding to cover the cost of activity which supports Public Health outcomes.
- 1.4 The Economy & Environment Directorate has a revenue under spend of £279k against a net budget of £32million. This is a £391k change from the £112k over spend forecast at Quarter Three. Development & Planning under spent by £347k, Transport & Countryside closed in a break even position and Public Protection & Culture had a small over spend.
- 1.5 The Resources Directorate outturn is a £575k under spend against a budget of £13.08 million net. This is an increase of £357k from the Quarter Three forecast of £218k underspend. All services are reporting under spends.
- 1.6 In response to the volatility of some of the Council's budgets, three service specific risk reserves were established in Adult Social Care, Children and Family Services and Legal Services. The levels of these reserves are informed by the level of risks in the service risk registers. During the year, £901k was released from the Adult Social Care risk reserve to help combat some of the inflationary pressures the service is facing. The outturn position reflects the release of a further £163k from the Adult Social Care risk reserve and the release of £348k from the Children & Family Services risk reserve.

2. Changes to the 2017/18 Budget

2.1 The Council set a revenue budget of £117.4million for 2017/18. During the year budget changes may be approved 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. Budget changes are summarised at Appendix G. There are no changes requiring Executive approval at Quarter Four.

3. 2017/18 Savings and Income Generation Programme

3.1 In order to meet the funding available, the 2017/18 revenue budget was built with a £4.712m savings and income generation programme. The programme has been monitored throughout the year on a monthly basis using the RAG traffic light system. The status of the programme is shown in the following charts:



3.2 Explanations for red saving and mitigation plans:

Adult Social Care: £266k red.

Adult Social Care 2017/18 budget was built with £895k of savings, £629k of which were green at the year end. £266k of savings were unachieved / red at the year end.

The Transforming Lives learning disability client review had a £350k target of which £293k was achieved, primarily through the attainment of Continuing Health Care (CHC) contributions for existing client packages. The service was unable to achieve the full target due to time taken to review packages and where required obtain Court of Protection approval to amend packages. As a result £57k of the target was unachieved at the year end. The project is continuing and the service is also looking at options to deliver the savings from increased capacity in Shared Lives. These initiatives should ensure that the target can be met on an ongoing basis into 2018/19.

The £209k savings target against New Ways of Working was unachieved at the year end. The transfer to a new system has meant that quantification of success against the saving target has been problematic. This, paired with difficulty in recruiting skilled social workers and occupational therapists, has resulted in the implementation of the strategy being slower than anticipated. However, positive impacts of the strategy have been identified, with the average age of clients accessing services increasing to roughly 80 years of age. The impact of not achieving this saving in 2017/18 is reflected in the commissioning budget over spend. Work is being undertaken to develop key performance indicators within the service in order to robustly identify and track delivery of identified savings in 2018/19.

Children & Family Services: £30k red.

Children & Family Services 2017/18 budget was built with £527k of savings, £497k of which are green at the year end. £30k of savings were unachieved / red at the year end.

There was a target saving of £30k for Childcare Lawyers which was dependent on Court demand. During the last quarter of the financial year the joint arrangement has incurred a financial pressure of £200k relating to a complex case currently processing through court so the saving has not been achievable.

Prevention and Safeguarding: £47k red.

Prevention and Safeguarding 2017/18 budget was built with £115k of savings, £68k of which are green at the year end. £47k of savings are unachieved / red at the year end.

A £7k income generation target within Quality Assurance and Safeguarding Service (QASS) has not been achieved as a result of a long period of sickness and subsequent change of management in year.

£20k of income assigned to the development of the Emotional Health Academy was not achieved. School investment into the academy has been challenging to due to financial pressures.

£20k of consultancy income was not achieved due to capacity issues.

The prevention and Safeguarding Service functions are being reallocated across Adult Social Care, Children & Family Services and Education Services for 2018/19. As part of the reallocation process, the budgets are subject to review and income targets are being rebuilt to reflect achievable targets in light of the departure of key members of staff and growing financial pressures in external parties limiting the capacity of the service to generate income. Unachievable income targets will be replaced with a general in year efficiency target for reallocation by the Corporate Director and Senior Management Team in 2018/19.

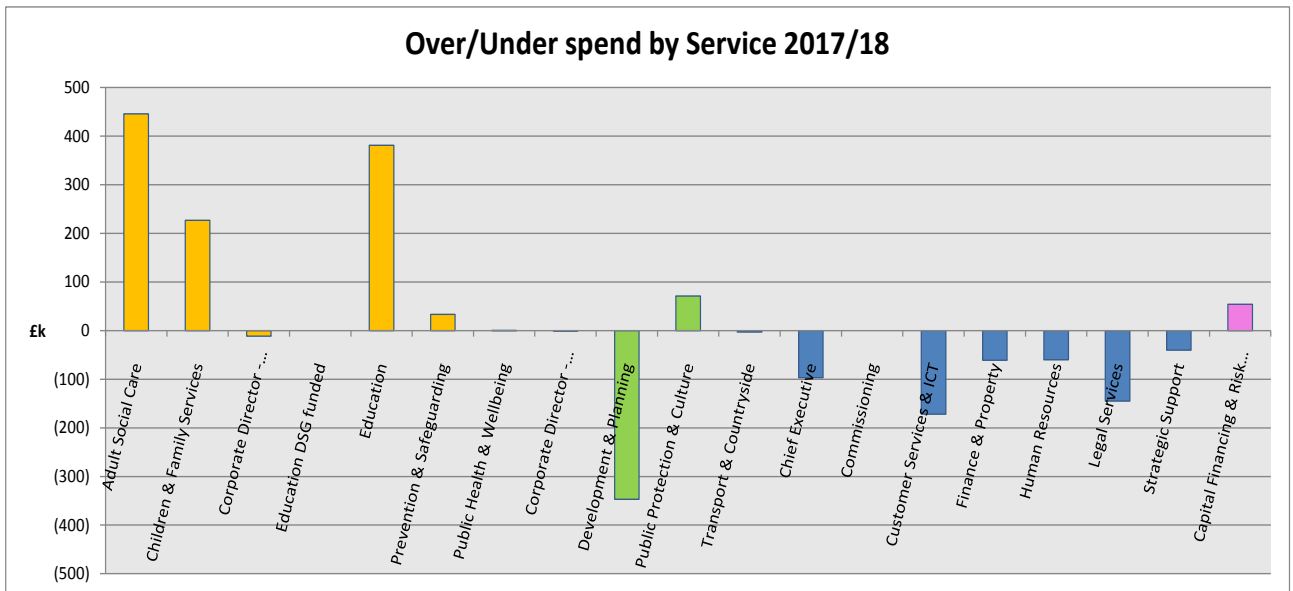
Appendix D provides further detail of the savings and income generations items that were not met.

4. Provisional Revenue Outturn 2017/18

Directorate Summary	Current Net Budget	Forecast (under)/over spend				Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Communities	61,095	870	952	966	1,076	110
Economy and Environment	30,501	0	-159	112	-279	-391
Resources	13,079	0	-190	-218	-575	-357
Capital Financing & Risk Management	12,735	0	0	0	54	54
Total	117,410	870	603	860	276	(584)

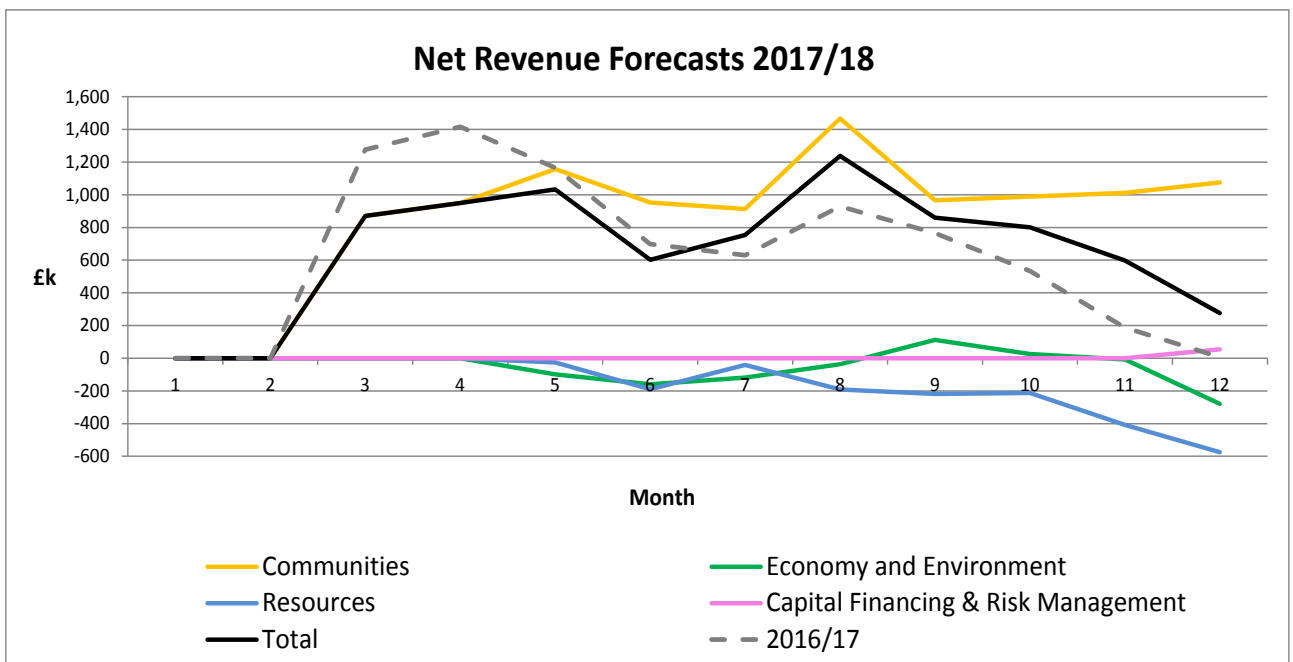
NB. Rounding differences may apply to nearest £k

- 4.1 The Council’s provisional outturn is an over spend of £276k which represents 0.23% against a net revenue budget of £117.4million. At Quarter Three, the Council faced the prospect of an £860k over spend. By year end, the over spend reduced by £584k as a result of the Economy & Environment Directorate and Resources Directorate improving their outturn positions by over £300k each.
- 4.2 The final outturn was a good result in the context of having to manage significant pressures during 2017/18 within its “demand led” services. Service Specific Risk Reserves are in place to help manage the volatility of these demand led services and these have enabled the Council to achieve a year end position with minimal impact on the General Reserve.
- 4.3 The 2018/19 budget has made provision for budgetary pressures totalling over £4m across Communities budgets, funded from the Adult Social Care precept and general Council Tax increases.
- 4.4 The outturn position by Service is shown in the following chart.



4.5 The main services driving the over spend are Adult Social Care (£446k), Children and Family Services (£227k) and Education (£381k). The cumulative pressures across these services total over £1m. The 2017/18 over spend has been brought down through under spends in Development & Planning (£347k), Customer Services & ICT (£172k), Legal Services (£145k), and various other smaller under spends.

4.6 The following chart shows the monthly forecasts through 2017/18.

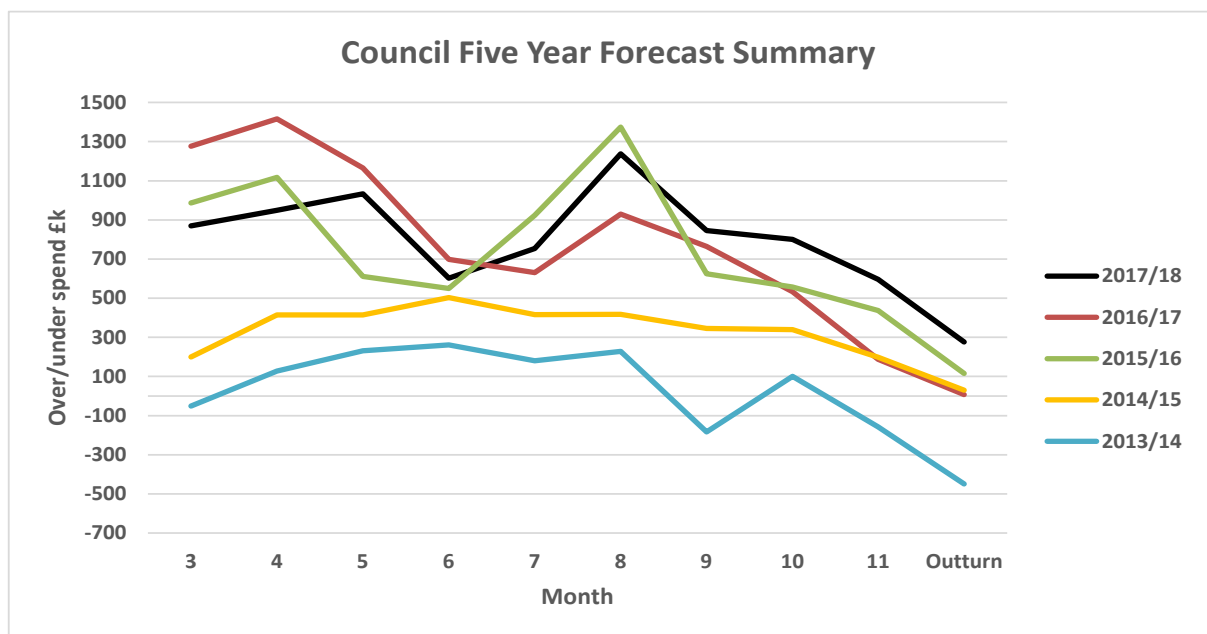
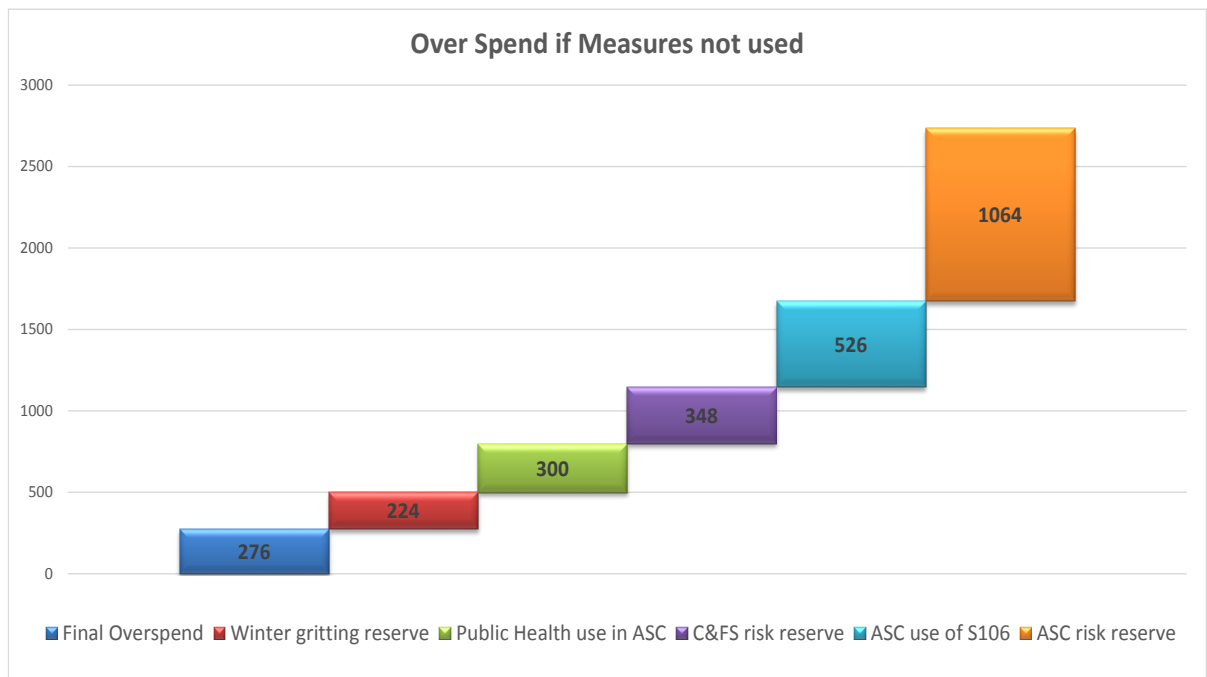


4.7 The 2017/18 forecast over spend started at Quarter One with Adult Social Care forecasting a £900k over spend. In Quarter Two, £392k was released from the ASC risk reserve, but other demand led budgets in Children’s and Education started to report pressures. Both Economy & Environment and Resources started to report under spends overall.

4.8 In Quarter Three, a further £509k was released from the ASC risk reserve and the pressures in Children’s and Education continued to rise. Despite the total release of

£901k from risk reserves, the Communities over spend was still at nearly £1m, and Economy & Environment was experiencing an overall pressure.

4.9 The outturn position, reflects the further release of £163k from the ASC risk reserve and £348k from the Children & Family Services risk reserve. All directorates continued the drive to push down costs and identify mitigation strategies to address emerging pressures and both Economy & Environment and Resources increased their under spends in the final quarter. Overall use of service specific risk reserves has been £1.4m. The chart below shows that the overspend would have been £2.7m before the use of one off funding.



4.10 The five year summary shows a similar profile since 2015/16 with forecast over spends peaking around Month Eight. For 2017/18 the release of risk reserves through the year are the key reason for the fall in over spend during the final four

months of the year, in conjunction with a council wide effort to reduce costs wherever possible in order to bring the outturn position closer to break even. Graphs for each Directorate are shown in the following sections of the report.

5. Employee Costs

5.1 The following chart shows an analysis of employee costs by Directorate at Year End.

Year End Employee Costs	Last Years' Outturn £	Original Budget for 2017 £	Total Changes to Budget during 2017 £	Current Budget for 2017 £	Year End	
					Exp/Inc to 31/Mar/2018 £	Actual Variance £
Communities						
Salary costs	23,799,523	24,023,700	683,475	24,707,175	23,318,693	-1,388,482
Agency & Temporary Staff	3,859,374	1,685,430	78,080	1,763,510	3,346,024	1,582,514
Other Costs	1,449,300	1,994,710	25,730	2,020,440	2,018,775	-1,665
Total	29,108,197	27,703,840	787,285	28,491,125	28,683,492	192,367
Economy & Environment						
Salary costs	12,893,826	14,013,060	-314,870	13,698,190	13,268,065	-430,125
Agency & Temporary Staff	297,935	67,090	-22,290	44,800	366,836	322,036
Other Costs	532,011	574,160	-2,260	571,900	517,850	-54,050
Total	13,723,772	14,654,310	-339,420	14,314,890	14,152,751	-162,139
Resources						
Salary costs	12,347,559	12,898,760	-388,350	12,510,410	11,686,960	-823,450
Agency & Temporary Staff	310,750	117,820	2,880	120,700	262,997	142,297
Other Costs	390,449	5,680	92,220	97,900	-58,494	-156,394
Total	13,048,758	13,022,260	-293,250	12,729,010	11,891,463	-837,547
Total						
Salary costs	49,040,908	50,935,520	-19,745	50,915,775	48,273,718	-2,642,057
Agency & Temporary Staff	4,468,059	1,870,340	58,670	1,929,010	3,975,857	2,046,847
Other Costs	2,371,760	2,574,550	115,690	2,690,240	2,478,131	-212,109
Total	55,880,727	55,380,410	154,615	55,535,025	54,727,706	-807,319

Note that this table excludes staffing expenditure that is directly offset by grant funding.

5.2 The chart shows the outturn for 2017/18 across employee costs. The overall position is an under spend on staffing budgets of £807k, with a £192k over spend in Communities offset by under spends across Environment and Resources. The Communities pressure is being driven by difficulties in recruiting and retaining social workers within Children & Family Services and Adult Social Care and use of agency to cover posts.

5.3 Agency budgeting has been reviewed and the 2018/19 budgets have been built to be more reflective of actual spend levels in both salary costs and agency costs, whilst recognising the need to continue to push down on agency costs Council wide.

5.4 The overspend in Communities has been analysed further for the main service areas as shown in the following charts.

Provisional Outturn – Supporting Information

Year End Employee Costs	Last Years' Outturn £	Original Budget for 2017 £	Total Changes to Budget during 2017 £	Current Budget for 2017 £	Exp/Inc to 31/Mar/2018 £	Actual Variance £
Adult Social Care						
Salary costs	9,900,581	10,537,810	659,085	11,196,895	10,160,794	-1,036,101
Agency & Temporary Staff	2,314,223	968,210	191,300	1,159,510	2,052,208	892,698
Other Costs	507,941	546,360	-57,490	488,870	497,305	8,435
Total	12,722,745	12,052,380	792,895	12,845,275	12,710,307	-134,968
Children & Family Services						
Salary costs	5,450,890	5,642,250	510	5,642,760	5,349,034	-293,726
Agency & Temporary Staff	1,196,801	607,670	-113,220	494,450	776,094	281,644
Other Costs	482,974	418,560	64,040	482,600	356,421	-126,179
Total	7,130,665	6,668,480	-48,670	6,619,810	6,481,549	-138,261
Education						
Salary costs	5,247,726	3,939,020	130,940	4,069,960	4,137,191	67,231
Agency & Temporary Staff	285,925	99,550	0	99,550	409,095	309,545
Other Costs	105,874	128,090	28,140	156,230	188,135	31,905
Total	5,639,525	4,166,660	159,080	4,325,740	4,734,421	408,681
Prevention and Safeguarding						
Salary costs	1,125,683	1,436,930	-36,130	1,400,800	1,323,713	-77,087
Agency & Temporary Staff	53,731	10,000	0	10,000	108,496	98,496
Other Costs	-12,052	-12,110	-17,150	-29,260	-10,457	18,803
Total	1,167,362	1,434,820	-53,280	1,381,540	1,421,752	40,212

- 5.5 The service analysis shows that in Adults and Children services, agency spend is far greater than budget but has been contained within the overall employee budgets and is offset against salary costs. In Education, there has been an overspend in salary costs due to redundancy costs, maternity cover and use of casual staff. Education over spent against agency budgets, largely in the Children with Disability Team, which used agency for maternity cover, sickness, vacancies and sabbaticals.

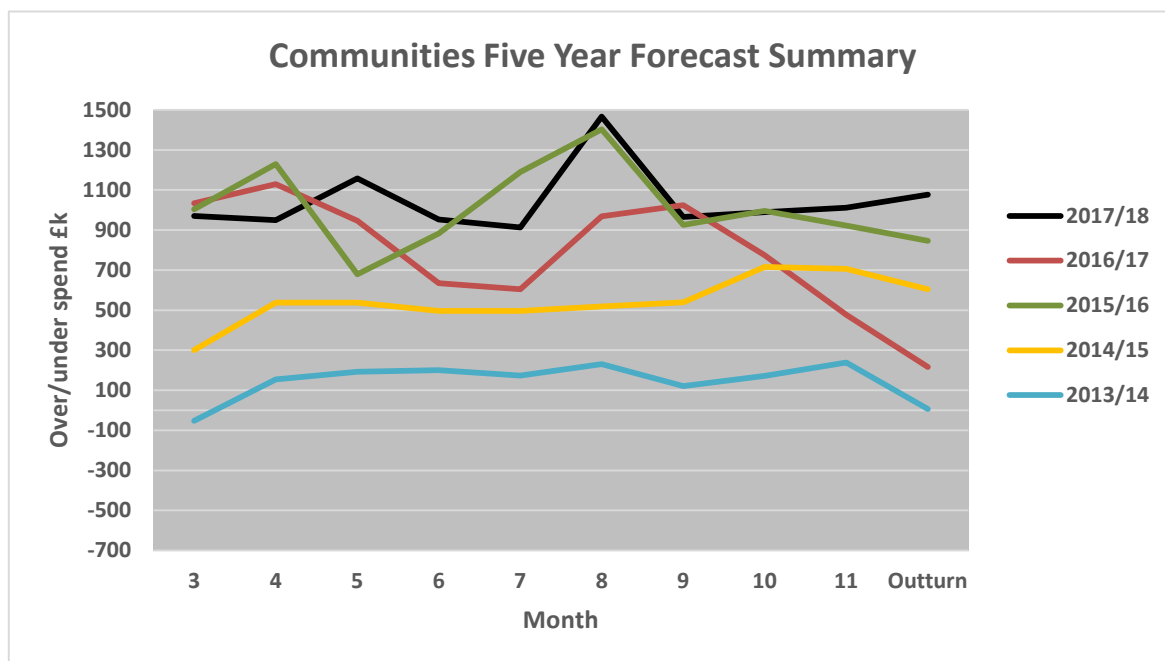
6. Communities Directorate 2017/18 Review

Communities	Current Net Budget £000	Forecast (under)/over spend				Change from Last Quarter £000
		Quarter One £000	Quarter Two £000	Quarter Three £000	Year End £000	
Adult Social Care	38,162	891	603	485	446	(39)
Children & Family Services	14,538	0	109	389	227	(162)
Corporate Director - Communities	205	0	0	0	(11)	(11)
Education DSG funded	(523)	0	0	0	0	0
Education	7,983	(21)	240	364	381	18
Prevention & Safeguarding	852	0	0	28	33	5
Public Health & Wellbeing	(123)	0	0	(300)	0	300
Communities	61,095	870	952	966	1,076	110

- 6.1 The revenue over spend for the Communities Directorate is £1.07million against a net budget of £61.1million. This is a £110k increase from the forecast over spend at Quarter Three. Pressures were incurred during the financial year on demand led

budgets across Adult Social Care, children’s placements and support for children with disabilities in Education Services. The directorate has taken measures to mitigate the over spend, including utilising one off funding from reserves and approval for the use of Public Health funding to cover the cost of activity which supports Public Health outcomes. The 2018/19 budget has made provision for budgetary pressures totalling over £4m across Communities budgets, funded from the Adult Social Care precept and general Council Tax increases.

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



6.3 2017/18 shows a peak at Month Eight which reduces by year end due to release of risk reserves to support the service pressures in both Adult Social Care and Children and Family Services.

(1) Adult Social Care

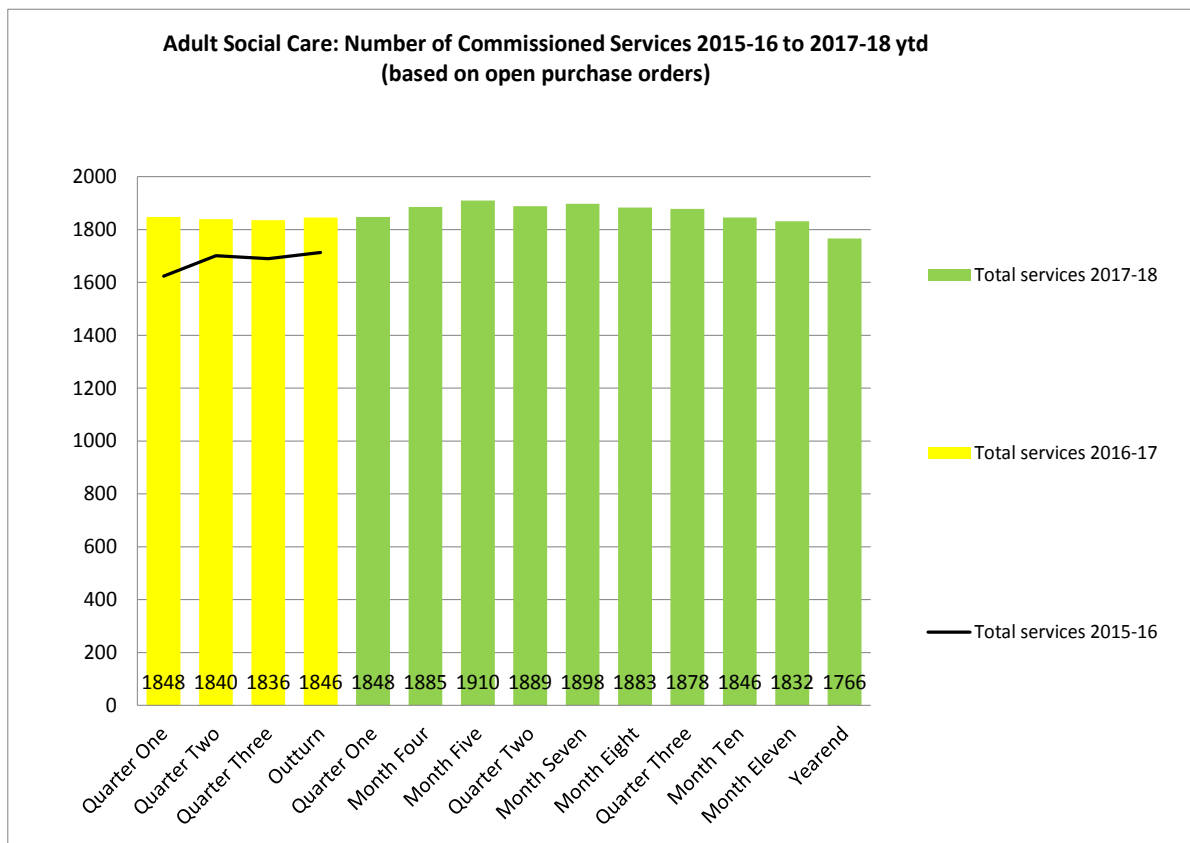
The Adult Social Care outturn position is an overspend of £446k, which is a £39k reduction from the forecast position at Quarter Three. During the financial year £1.89million of one off in year funding was utilised to support the budget. This comprises £901k of one off funding previously released from the Adult Social Care risk reserve (with member approval), £163k further release from the risk reserve at year end, £526k of s106 monies and £300k of one off Public Health funding.

The financial pressures in the service are the result of commissioning rates continuing to increase above the rate of inflation for both homecare and placements in care homes. The market has seen one homecare provider withdraw, meaning 25 clients required alternative care provision and one care home closing with nine residents being moved. The rates paid for both suppliers was considerably lower than current market rates. The market remains challenging and there is a risk that further providers will withdraw from the market.

The implementation of the New Ways of Working Strategy which crosses all commissioning budgets, has been slower than anticipated due to recruitment

difficulties and as a result the saving target attached to it was not achieved in 2017/18. £21k of the yearend position is due to pressure created by automatic enrolment into the West Berkshire employee pension scheme in November 2017.

Client numbers accessing services are monitored weekly; overall client numbers remained relatively constant during 2016/17 and although fluctuating in 2017/18 are currently at a similar level to last year.



(2) Children and Family Services

The Children & Family Services outturn position is an over spend of £226k, which is a £163k decrease on Quarter Three. The outturn position reflects the release of £348k of one off funding from the Children & Families risk reserve.

The financial pressure in the service is the result of demand on the residential placements budget and Childcare Lawyers joint arrangement, together with additional staffing and agency costs required to deliver the social worker recruitment and retention programme. Financial pressures in year were partially offset through salary savings within the Targeted Intervention Service and lower placement costs in respect of Independent Fostering as a result of fewer children being placed in independent arrangements.

(3) Education

The Education Service outturn position is an over spend of £381k, which is a £17k increase on the forecast as at Quarter Three. The financial pressure in the service is the result of demand on the budgets for supporting children with disabilities, in particular, increasing costs for residential and community care packages, together

with higher than expected costs of agency staff and social worker recruitment and retention payments.

Financial pressures in year were partially offset through additional eligible expenditure charged to the European Social Fund Elevate project, additional income from charging for Home to School Transport, and savings on pension costs of former Berkshire County Council employees. In order to help address the overall overspend position, Education Services put in place, with effect from 1st December 2017, a freeze on recruitment to council funded posts and on any other non-essential expenditure until the end of the financial year.

(4) Prevention & Safeguarding

The Prevention & Safeguarding Service outturn position is an over spend of £33k, which is £5k increase in the overspend forecast at Quarter Three. The financial pressure in the service is the result of agency costs to cover a manager’s maternity leave together with costs incurred for a Serious Case Review.

(5) Public Health & Wellbeing

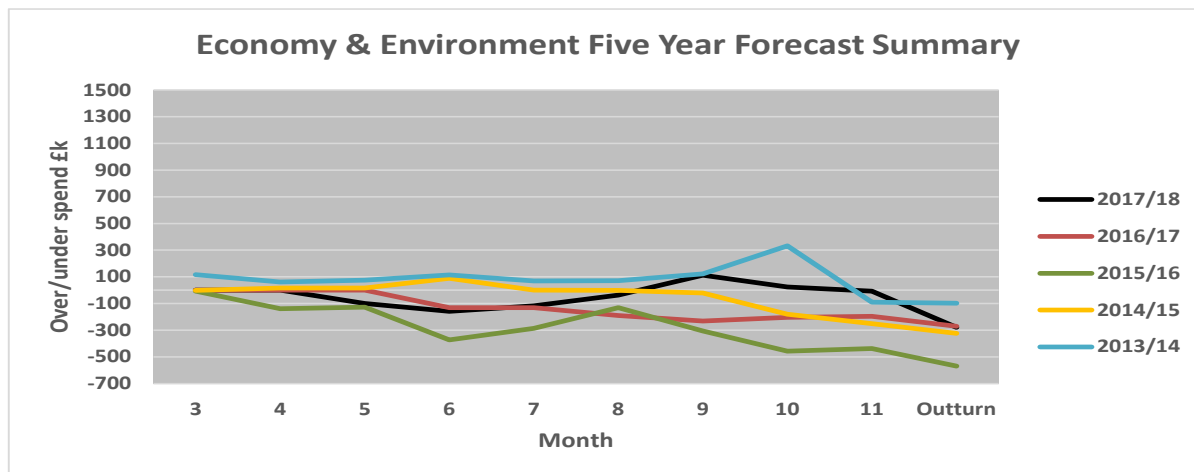
The Public Health ring-fenced grant is online at the year end. At Quarter Three the grant was forecast to generate a £300k underspend. The funding identified as underspent was approved for reprioritisation in year and utilised within the directorate against expenditure identified as contributing to Public Health outcomes.

7. Economy and Environment and Directorate 2017/18 Review

Economy and Environment	Current 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 - Environment	158	0	0	0	(0)	(0)
Development & Planning	2,379	(121)	(118)	(101)	(347)	(246)
Public Protection & Culture	4,104	121	128	222	71	(151)
Transport & Countryside	23,860	0	(169)	(9)	(3)	6
Economy and Environment	30,501	0	(159)	112	(279)	(391)

7.1 The Service outturn position is a £279k under spend which is 0.9% of the net budget of £32m and is a variance of £391k to the Quarter Three forecast position. The Directorate budget was built with a savings programme of £1.3m.

7.1 The following graph shows the past five years forecasting trends and outturn for the Economy & Environment Directorate.



(1) Development & Planning

The Service outturn position was a £347k under spend. The under spend is mainly due to the following areas:

- An increase in income from planning applications
- Balancing the income and expenditure of the Community Infrastructure Levy (CIL) administration charge which has produced an additional under spend of £177k. For years one to three of the CIL, the legislation states that CIL administration income applied to administrative expenses shall be no more than 5% of the CIL collected over the period of the three years. The increased under spend has resulted from additional CIL invoicing in year three, mainly in the last quarter of the year and being able to apply this retrospectively over the past three years to balance the account.
- Various salary and staff related cost savings from employee vacancies.
- Two grants of £65k which were received in March and had not previously been forecast.

Pressures within the Housing Service due to repairs to properties following a water leak which were not claimable through an insurance claim were managed within the Service.

(2) Public Protection & Culture

The Service finished the year with an over spend of £71k which is mainly due to the following:

- The Activity Team over spend of £124k due to reduced income;
- An over spend in the Libraries' Service of £25k relating to an insurance excess of £10k for a claim together with increased staffing costs to cover long term sickness and reduced income.
- Shaw House over spend of £34k due to reduced room booking from Council Services. Council use has decreased in year by 31% and catering by 40%.

Salary savings due to vacancies and restructuring together with an early saving of the grant payment to the Watermill Theatre, an unexpected grant from Greenham Common Trust and a deliberate slowing down of non-essential expenditure within areas of low risk such as the museum and leisure centres have helped reduce the pressure within the Service.

(3) Transport & Countryside

The outturn position is an under spend of £3k against a net budget of £24.6m. Areas of under spend include:

- Increased income from Car Parking of £118k;
- £160k saving within Transport Services due to vacancies, the ending of leases for our Handybus fleet, increased income from public transport operations, delayed procurement of new IT for concessionary fares and savings on short term contracts;
- Reduction in the forecast for insurance claims due to the successful defence of third party claims together with a deliberate slowing down of all non-essential expenditure.

Pressures have been managed within the Service and include the following:

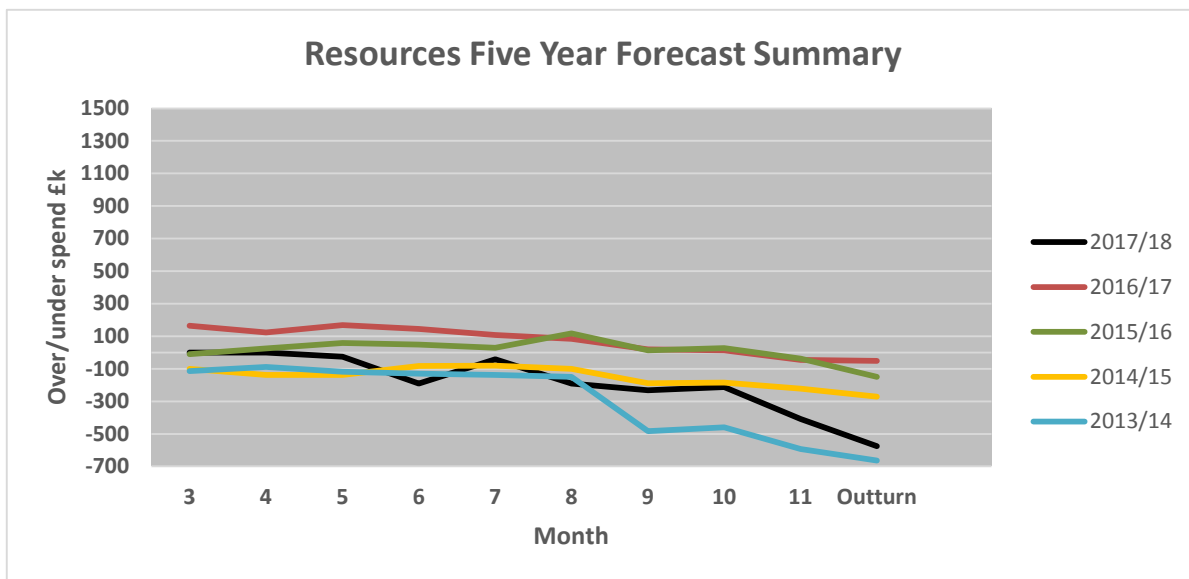
- Increased highways maintenance and gritting costs of £275k due to adverse weather conditions. The additional winter service costs were drawn down from the winter service reserve which was set up this year.
- There have also been a number of unforeseen emergency repairs to bridges which has caused a pressure of £70k.

8. Resources Directorate 2017/18 Review

Resources	Current Net Budget	Forecast (under)/ov				Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	Year End	
	£000	£000	£000	£000	£000	£000
Chief Executive	726	0	(57)	(77)	(97)	(20)
Commissioning	824	0	(12)	8	0	(8)
Customer Services & ICT	3,109	0	(36)	(97)	(172)	(75)
Finance & Property	3,560	0	(31)	(57)	(61)	(4)
Human Resources	1,468	0	12	(1)	(60)	(59)
Legal Services	1,051	0	(58)	(2)	(145)	(143)
Strategic Support	2,341	0	(8)	8	(40)	(48)
Resources	13,079	0	(190)	(218)	(575)	(357)

- 8.1 The Resources Directorate outturn is a £575k under spend against a budget of £13.08 million net. This is an increase of £357k from the Quarter Three forecast of £218k underspend. The under spends have arisen largely due to salary savings across the Directorate together with reduced legal costs. In the last quarter there has also been a deliberate slowing down of non-essential expenditure to assist with the corporate position.

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



(1) Chief Executive

The Chief Executive Service budget had a £97k underspend mainly from salary savings, training costs and planned projects not being undertaken.

(2) Commissioning

The Commissioning Service was on line at year end.

(3) Customer Services and ICT

Customer Services and ICT completed the year with an under spend of £171k. This has mainly arisen from salary savings of £95k throughout the Service, a reduction in the volume of printing and postage and a move to cheaper circuits for the network.

(4) Finance and Property

Finance & Property completed the year with a £62k underspend. Savings were made in the following areas:

- Salary savings due to a reduction in hours and salaries attributed to Capital projects;
- Lower payment for the apprenticeship levy than originally budgeted;
- Earlier than expected rental from new properties;
- Increased debt cost recovery;
- Lower maintenance and energy costs within the corporate properties;
- Unexpected additional new burdens funding.

Pressures due to bank and credit card charges, additional IT costs to make our payment systems Payment Card Industry compliant and an increase to our bad debt provision for Council Tax costs have been managed within the Service.

(5) Human Resources

The HR service finished the year with an under spend of £60k. The main areas of under spend were:

- £15k salary and overtime savings;
- £33k increased income from training and counselling;
- £16k savings against superannuation costs.

(6) Legal Services

Legal Services was £144k under spent at year end. Employee costs accounted for £92k of the under spend due to vacancies and a transfer of salaries attributable to Capital projects and other Services; Income was £51k above budget.

(7) Strategic Support

Strategic Support ended the year with a £40k under spend. Salary savings of £70k of which £40k was from the Corporate Programme, lower IT costs of £24k and reduced Members’ expenses of £13k have helped offset pressures within the Land Charges budget from reduced income and the cost of digitising the service.

9. Service Specific Risk Reserves

9.1 In order to manage the volatility of some of the Council’s demand led budgets, a number of service specific risk reserves have been established. Detailed risk registers are maintained to support these reserves. The year end level of service specific risk reserves are shown in the following table:

	Reserve Balance 1.4.2017	Change to level of Reserve 2017/18	Current Reserve Balance	Risks arising 2017/18	Reserve Balance 31.3.2018
Service	£000	£000	£000	£000	£000
Adult Social Care	2,090	-1,046	1,044	-163	881
Children & Family Services	500	-114	386	-348	38
Legal Services	50	0	50	0	50
Total	2,640	-1,160	1,480	-511	969

9.2 **Adult Social Care:** During the year, the reserve was reduced by £145k to reflect the level of risk and £901k was released against named risks identified on the risk register in order to cover some of the inflationary pressures that the service has faced. The outturn position reflects the release of a further £163k from the Adult Social Care risk reserve at year end.

- 9.3 **Children and Family Services:** During the year, the reserve was reduced by £114k to reflect the level of risk. The service outturn position reflects the release of £348k from the reserve in response to realisation of identified risks.
- 9.4 **Transport and Countryside:** A risk reserve of £224k was created this year for winter gritting costs. This has now been fully utilised.
- 9.5 **Legal Services:** The service has a risk reserve of £50k which was not required in 2017/18.
- 9.6 Further detail is provided in Appendix F.

10. Transition Funding and Transformation Reserve

- 10.1 The Council was awarded £1.37m in transition funding for 2017/18, which was allocated as:

Directorate	Service	Project Description	Transition Funding £	Agreed by	When
Communities	C&FS	Short Breaks	140,000	Council	4.3.2017
Environment	PPC	Libraries	200,000	Council	4.3.2017
Resources	SSU	Citizens Advice Bureau	30,000	Council	4.3.2017
		Transformation Reserve	1,000,000	Council	4.3.2017
		Total	1,370,000		

- 10.2 The Transformation Reserve was established in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFs and to invest in strategies that will bring future benefits to the organisation. Funds have so far been allocated as shown below. Further detail is provided in Appendix G.

Directorate	Service	Project Description	Transformation Funding Awarded	Agreed by	When	2017/18 Saving Target	2018/19 Saving Target	2019/20 Saving Target
			£000			£000	£000	£000
		Opening Balance	1,000					
Resources	Commissioning	Invest to save posts in commissioning	-225	Ops Board	13.4.17			277
Resources	HR	Invest to save post - Apprenticeship Coordinator	-74	Ops Board	6.7.17			100
Communities	P&S	Emotional Health Academy	-5	Budget Board	6.4.17	20	20	
Resources	Legal	Shared service advice	-12	AW/NC	4.12.17			
Communities	Education	Invest to save - Family Hub transformation	-28	AW	8.12.17		30	
Resources	F&P, HR, SSU	Invest to save - New Ways of Working project	-216	Corp Prog Board	15.2.18			tbc
Communities	ASC	Transport	-5	Budget Board	22.3.18			
		Total awarded	-565					
		Closing Balance	435					

11. Levies and Interest 2017/18 Review

- 11.1 Net income on interest earned from investments was £34k below target because market interest rates remained very low throughout the financial year 2017/18 and there was a shortfall against the target for cheques written back. This shortfall was offset by lower than expected interest paid on long term loans to fund capital expenditure.
- 11.2 The net amount of interest earned in 2017/18 was £100k higher than in 2016/17 because of the 0.25% increase in the Bank of England base rate in November 2017 and because the Council's average cash balances were higher in 2017/18 than 2016/17.

12. Dedicated Schools Grant 2017/18 Review

12.1 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. The DSG is split between three funding blocks:

- (1) Schools Block
- (2) Early Years Block
- (3) High Needs Block

12.2 The DSG outturn position is an over spend of £14k. This is an excellent result in the context that the budget was set with a planned over spend of £844k. The Schools Block had an under spend of £413k, the Early Years Block an over spend of £118k and the High Needs Block an over spend of £309k.

13. Options for Consideration

13.1 Not applicable – factual report for information

14. Proposals

14.1 To note the provisional outturn position.

14.2 To refer the paper to Budget Scrutiny Group for review.

15. Conclusion

15.1 The Council was faced with delivering a savings programme of £4.712m in 2017/18, which it has successfully done, achieving 93% of savings plans. The Council has addressed in year pressures and has brought the over spend down from £1m at Quarter Three to a provisional over spend of £276k. This has been achieved against a net revenue budget of £117.4 million.

15.2 The Council has invested in identified pressure points as part of the 2018/19 budget setting process and will continue to maintain financial discipline, to ensure that the agreed savings programme is monitored throughout 2018/19. The Council has an excellent track record of managing the savings programme and minimising budget over spends, and the overall impact of the 2017/18 outturn is a reduction in our General Reserve of £276k.

16. Consultation and Engagement

16.1 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

Summary Revenue Outturn 2017/18

	Budget		Net Outturn			Gross Performance						
	Original Budget 31/03/2018 £	Revised Budget 31/03/2018 £	Annual Net Budget to 31/03/2018 £	Net Exp/Inc to 31/03/2018 £	Actual Variance to 31/03/2018 £	Expenditure			Income			Net
						Annual Expenditure Budget for 2017/18 £	Actual Expenditure 2017/18 £	Expenditure Variance for 2017/18 £	Annual Income Budget for 2017/18 £	Actual Income for 2017/18 £	Income Variance for 2017/18 £	Net Variance £
Adult Social Care	37,886,470	275,720	38,162,190	38,608,157	445,967	52,906,880	54,543,605	1,636,725	-14,744,690	-15,935,449	-1,190,759	445,967
Childrens and Family Services	14,007,560	530,790	14,538,350	14,765,153	226,803	15,698,230	16,414,550	716,320	-1,159,880	-1,649,397	-489,517	226,803
Corporate Director - Communities	204,210	740	204,950	193,478	-11,472	238,730	228,262	-10,468	-33,780	-34,785	-1,005	-11,472
Education (DSG Funded)	-523,130	0	-523,130	-523,130	0	98,017,600	100,669,344	2,651,744	-98,540,730	-101,192,474	-2,651,744	0
Education	8,273,400	-290,220	7,983,180	8,364,265	381,085	10,496,040	11,155,575	659,535	-2,512,860	-2,791,310	-278,450	381,085
Prevention and Safeguarding	923,690	-71,460	852,230	885,652	33,422	1,370,890	1,509,841	138,951	-518,660	-624,189	-105,529	33,422
Public Health & Wellbeing	-80,000	-42,980	-122,980	-122,844	136	5,917,920	5,925,125	7,205	-6,040,900	-6,047,969	-7,069	136
Communities	60,692,200	402,590	61,094,790	62,170,730	1,075,940	184,646,290	190,446,302	5,800,012	-123,551,500	-128,275,572	-4,724,072	1,075,940
Corporate Director - Environment	173,510	-15,020	158,490	158,194	-296	158,490	158,194	-296	0	0	0	-296
Development and Planning	2,410,820	-31,620	2,379,200	2,032,852	-346,348	4,153,150	4,221,838	68,688	-1,773,950	-2,188,987	-415,037	-346,348
Public Protection and Culture	4,206,730	-102,850	4,103,880	4,174,665	70,785	9,229,100	9,246,942	17,842	-5,125,220	-5,072,277	52,943	70,785
Transport and Countryside	23,717,000	143,100	23,860,100	23,856,819	-3,281	32,797,710	33,377,023	579,313	-8,937,610	-9,520,203	-582,593	-3,281
Environment	30,508,060	-6,390	30,501,670	30,222,531	-279,139	46,338,450	47,003,998	665,548	-15,836,780	-16,781,467	-944,687	-279,139
Chief Executive	777,020	-51,040	725,980	628,513	-97,467	730,980	768,415	37,435	-5,000	-139,902	-134,902	-97,467
Commissioning	1,549,110	-725,560	823,550	823,716	166	7,095,440	7,670,763	575,323	-6,271,890	-6,847,047	-575,157	166
Customer Services and ICT	3,242,050	-132,840	3,109,210	2,937,589	-171,621	4,011,550	3,781,270	-230,280	-902,340	-843,681	58,659	-171,621
Finance and Property	3,436,230	124,170	3,560,400	3,498,899	-61,501	44,297,800	44,051,537	-246,263	-40,737,400	-40,552,638	184,762	-61,501
Human Resources	1,483,960	-15,840	1,468,120	1,408,159	-59,961	1,946,740	1,845,836	-100,904	-478,620	-437,677	40,943	-59,961
Legal Services	1,062,910	-11,380	1,051,530	906,820	-144,710	1,166,150	1,072,500	-93,650	-114,620	-165,680	-51,060	-144,710
Strategic Support	2,309,980	30,630	2,340,610	2,300,864	-39,746	2,814,940	2,988,605	173,665	-474,330	-687,741	-213,411	-39,746
Resources	13,861,260	-781,860	13,079,400	12,504,560	-574,840	62,063,600	62,178,925	115,325	-48,984,200	-49,674,365	-690,165	-574,840
Capital Financing & Management	9,971,120	-496,840	9,474,280	9,528,607	54,327	9,981,960	16,665,969	6,684,009	-507,680	-7,137,362	-6,629,682	54,327
Movement Through Reserves	866,000	902,650	1,768,650	1,768,792	142	1,768,650	1,768,792	142	0	0	0	142
Risk Management	1,511,740	-20,150	1,491,590	1,491,040	-550	1,491,590	1,491,040	-550	0	0	0	-550
Capital Financing and Risk Management	12,348,860	385,660	12,734,520	12,788,439	53,919	13,242,200	19,925,801	6,683,601	-507,680	-7,137,362	-6,629,682	53,919
Total	117,410,380	0	117,410,380	117,686,260	275,880	306,290,540	319,555,026	13,264,487	-188,880,160	-201,868,767	-12,988,607	275,880

Summary of Revenue Budget Movements – 2017/18

Appendix D

Service	Original Net Budget £000	Budget B/F from 2016/17 £000	In Year Budget Changes not requiring approval £000	Budget Changes approved by S151 and Portfolio Holder £000	Budget Changes requiring Executive Approval £000	Current Net Budget £000	Explanation of Major Budget Changes
Adult Social Care	37,886	(349)	(440)	163	901	38,162	£339k budget transfers from Commissioning; (£407k) movement of Transport budget to Transport & Countryside;
Children and Family Services	14,008	(777)	960	348		14,538	£407k Innovation fund; £112k re joint arrangement; £160k budget transfer from Commissioning, (£282k) UASC migration grant cfwd; (£183k) pension adjustment; £348k released from risk reserve
Corporate Director - Communities	204		1			205	
Education DSG funded	(523)					(523)	
Education	8,273	42	(349)			7,983	(£392k) Movements Through Reserves; (£113k) Pension adjustment; £148k Additional budget re
Prevention and Safeguarding	924	(164)	92			852	£105k post 00956 & 00256 from 71811
Public Health & Wellbeing	(80)	(43)				(123)	£327 transfer to PH reserve; £5k HE grant ; £5k paid in advance
Communities	60,692	-1,291	265	511	901	61,095	
Corporate Director - Environment	174		(16)			158	
Development & Planning	2,411	129	(161)			2,379	Reserve, -£94k Homelessness prevention, -£40k consultancy, -£125 Local Development Framework, £91k LGPS
Public Protection &	4,207		(103)			4,104	-£66k Repayment to capital, £172k Redundancy payments, -£104 Newbury Library boiler, -£179
Transport & Countryside	23,717	177	(34)			23,860	£407 from ASC, £200k waste management, -£439k PFI reserve, £224k Winter Maintenance, -£272 Streetworks, -£56k Minibus contribution, -£151k LGPS
Economy & Environment	30,508	306	-314	0	0	30,501	
Chief Executive	777		(59)			726	
Commissioning	1,549	25	(751)			824	-£241k To ASC, -£4k car allowance, -£340 Supporting People to Housing, -£160 Supporting People to CSF, £65k transition funding,
Customer Services & ICT	3,242	(29)	(104)			3,109	-£81k LGPS
Finance & Property	3,436	24	100			3,560	£124k move unrepresented cheque income target, £156k allocate car allowance saving, -£179k apprentice levy movements, £84k Joint Arrangement moved to reserve, £131 LGPS
Human Resources	1,484	37	(53)			1,468	
Legal Services	1,063		(12)			1,051	
Strategic Support	2,310	13	17			2,341	
Resources	13,861	70	-862	0	0	13,079	
Capital Financing & Management	9,971		(497)			9,474	provision for loan maturity
Movement through Reserves	866		903			1,769	Balance of all budget movements
Risk Management	1,512		(20)			1,492	
Capital Financing & Risk Management	12,349	0	386	0	0	12,735	
Total	117,410	-915	-525	511	901	117,410	

Savings and Income Generation Programme – Unmet items

Appendix E

Ref	Directorate	Service	Description	Category	£	RAG	Explanation of Red and Amber
1	Communities	ASC	Adult Social Care New Ways of Working	Transformation	209,000	Red	Due to the transfer to a new system, quantifying success of the strategy has been problematic as achievement of the saving is currently difficult to quantify. The implementation of the strategy has been slower than anticipated due to key vacancies within the service exacerbated by difficulty in recruiting permanent social workers and occupational therapists. Impacts of the strategy have been identified, although the client base of the service has remained static, there has been an upward trend in the average age of individuals accessing services, which is now roughly 80 years of age.
3	Communities	ASC	Transforming Lives Learning Disability Client Review	Transformation	57,000	Red	£350k target: £57k red. We were unable to achieve the larger savings target in 2016.17 and despite further work this year, the target is looking unachievable. Whilst continuing the project we are also looking at other options to deliver the savings from increased capacity in Shared Lives.
11	Communities	C&FS	Reduction to the Childcare Lawyers joint arrangement fees	Disinvestment	30,000	Red	This is dependent on Court demand which has increased during the last quarter of 2017-18. The Joint arrangement has a year end pressure of approximately £200k.
20	Communities	P&S	Development of the Emotional Health Service	Income	20,000	Red	school investment in the EHA has not been achieved due to financial pressures
22	Communities	P&S	Development of consultancy model	Income	20,000	Red	Head of Service capacity to fulfil requests for consultancy support limited.
23	Communities	P&S	Income generation - Quality & Assurance & Safeguarding Services	Income	7,000	Red	£10k target, £3k achieved. The QAAS Service Manager was long-term sick for five months and is being replaced in July with a new permanent Service manager. The plans for income generation have not progressed because of this context.

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Service Specific Risk Reserves

1. Introduction

- 1.1 In order to manage the volatility of some of the Council's demand led budgets, a number of service specific risk reserves have been established. Detailed risk registers are maintained to support these reserves. The provisional level of service specific risk reserves are shown in the following table:

	Reserve Balance 1.4.2017	Change to level of Reserve 2017/18	Current Reserve Balance	Risks arising 2017/18	Reserve Balance 31.3.2018
Service	£000	£000	£000	£000	£000
Adult Social Care	2,090	-1,046	1,044	-163	881
Children & Family Services	500	-114	386	-348	38
Legal Services	50	0	50	0	50
Total	2,640	-1,160	1,480	-511	969

2. Communities

Adult Social Care:

- 2.1 Adult Social Care has a dedicated risk reserve designed to be utilised in year, should the named risks materialise. A detailed risk register is maintained to support this reserve. During the year, £901k was released against named risks identified on the risk register in order to cover some of the inflationary pressures that the service has faced. The outturn position reflects the release of a further £163k from the Adult Social Care risk reserve.

	Value	Reserve Balance
Adult Social Care	£000	£000
Risk Reserve closing balance 31.3.2017	1,107	
Increase in reserve agreed in 2017/18 budget	983	
Risk Reserve balance 1.4.2017	2,090	
Decrease in reserve agreed at Budget Board 29.6.17	-145	
Movement to ASC for Inflationary pressures Q2	-392	
Movement to ASC for Inflationary pressures Q3	-509	
Risk Reserve balance 31.01.2018		1,044
Risks arising during 2017/18 and funding to be released at yearend:		
National Living Wage increases from providers	-15	
Delayed Transfers of Care - higher rates paid for homecare	-53	
Delayed Transfers of Care - higher rates paid for care placements	-95	-163
Risk Reserve closing balance 31.3.2018		881

Children and Family Services:

- 2.2 Children and Family Services have a dedicated risk reserve of £386k designed to be utilised in year, should named risks materialise. A detailed risk register is maintained to support this reserve. The service outturn position reflects the release of £348k from the reserve in response to realisation of identified risks.

Children & Family Services	Value	Reserve Balance
	£000	£000
Risk Reserve balance 1.4.2017	500	
Decrease in reserve agreed at Budget Board 29.6.17	-114	
Risk Reserve balance at Month Ten		386
Risks arising during 2017/18 and funding to be released at yearend:		
Children in high cost residential placements	-201	
Requirement to cover key posts - social workers - above base provision	-147	
		-348
Risk Reserve closing balance 31.3.2018		38

3. Environment and Economy

3.1 Transport & Countryside:

A risk reserve of £224k was created this year for winter gritting costs. This was fully utilised.

4. Resources

Legal Services:

Legal Services has a dedicated risk reserve of £50k which was not required in 2017/18.

Legal Services	Value	Reserve Balance
	£000	£000
Risk Reserve balance 1.4.2017		50
Risks arising:		
Risk Reserve closing balance at 31.3.2018		50

5. Risk Provision

- 5.1 All risk reserve levels have been reviewed early in 2018/19 at Budget Board and increases made in line with current service risk registers.

Transition and Transformation Funds

1. Transition Fund

- 1.1 The Council was awarded £1.37m in transition funding for 2017/18, which was allocated as:

Directorate	Service	Project Description	Transition Funding £	Agreed by	When
Communities	C&FS	Short Breaks	140,000	Council	4.3.2017
Environment	PPC	Libraries	200,000	Council	4.3.2017
Resources	SSU	Citizens Advice Bureau	30,000	Council	4.3.2017
		Transformation Reserve	1,000,000	Council	4.3.2017
		Total	1,370,000		

2. Communities

The Directorate was awarded transition funding of £140k for 2017/18.

Short Breaks – Children & Family Services

£140k was allocated to Short Breaks Services by allocating grants to a number of voluntary organisations to provide respite services and help transition short breaks services across West Berkshire. This was in response to the Judicial Review undertaken in 2016 to mitigate the impact of the original savings.

3. Environment & Economy

The Directorate was awarded transition funding of £200k for 2017/18.

Library Service – Public Protection and Culture

£200k was awarded towards the following:

- Salary costs £55k
- Shortfall from a contribution from Theale Green school £18k
- Shortfall in Parish contributions £61k
- Cost of work to modify buildings for new ways of working £40k
- Balance to be spent on transitional issues £26k within Hungerford, Lambourn and Theale.

4. Resources

The Directorate was awarded transition funding of £30k for 2017/18.

Citizens Advice Bureau – Strategic Support

£30k was awarded to Strategic Support for the Citizens Advice Bureau.

5. Transformation Reserve

- 5.1 The Transformation Reserve was established in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. Funds have so far been allocated to:

Directorate	Service	Project Description	Transformation Funding Awarded	Agreed by	When	2017/18 Saving Target	2018/19 Saving Target	2019/20 Saving Target
			£000			£000	£000	£000
		Opening Balance	1,000					
Resources	Commissioning	Invest to save posts in commissioning	-225	Ops Board	13.4.17			277
Resources	HR	Invest to save post - Apprenticeship Coordinator	-74	Ops Board	6.7.17			100
Communities	P&S	Emotional Health Academy	-5	Budget Board	6.4.17	20	20	
Resources	Legal	Shared service advice	-12	AW/NC	4.12.17			
Communities	Education	Invest to save - Family Hub transformation	-28	AW	8.12.17		30	
Resources	F&P, HR, SSU	Invest to save - New Ways of Working project	-216	Corp Prog Board	15.2.18			tbc
Communities	ASC	Transport	-5	Budget Board	22.3.18			
		Total awarded	-565					
		Closing Balance	435					

- 5.2 Council approval has been given to increase the Transformation Reserve in 2018/19 by £561k, as part of the Strategy for use of Capital Receipts.

6. Communities

- Prevention and Safeguarding was awarded £5k from the Transformation Reserve for consultancy costs to review the Emotional Health provision in West Berkshire.
- Education was awarded £50k in 2016/17 to support the transformation of former Children's Centres into Family Health and Wellbeing Hubs. £25k will be carried forward into 2018/19 to complete the project.
- Adult Social Care was awarded £5k for an external resource to interrogate transport expenditure, supported by the Transport Integration Group.

7. Environment & Economy

The Directorate has not currently been awarded any transformation funding for 2017/18.

8. Resources

The Directorate was awarded transformation funding of £311k:

- £225k was awarded for invest to save posts in Commissioning. The funding has been used to cover the initial cost of staff needed to take on additional work in line with the expanded remit of the service and was agreed as part of the strategic

management review recommendations. The posts are all now recruited to and a savings forward plan is in place for 2019/20 to cover the ongoing revenue costs of the posts.

- Human Resources was awarded £74k to co-ordinate the apprenticeship levy work for 18 months to ensure we are in a position to fully utilise the money available in our digital account.
- Legal Services was awarded £12k to obtain advice regarding entering a shared service arrangement.
- The New Ways of Working Project was awarded £216k split between Finance & Property, Human Resources and Strategic Support. The funding is for additional resource requirements in order to run the project for the next three years.

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Capital Financial Performance 2017/18 - Outturn

Committee considering report:	Executive on 14 June 2018 Overview and Scrutiny Management Commission on 10 July 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	31 May 2018
Report Author:	Gabrielle Esplin
Forward Plan Ref:	EX3306a

1. Purpose of the Report

- 1.1 To inform Members of the provisional capital outturn for 2017/18 and the likely impact of this on the 2018/19 capital programme.

2. Recommendation

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

3. Implications

3.1 Financial:

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

- 5.1 This report presents the provisional capital outturn for the Council for the 2017/18 financial year, subject to the final result of the closedown and External Audit.
- 5.2 Total capital expenditure in 2017/18 was £38m from a revised budget of £49.8m. The budget was revised during the year to take account of funds brought forward from 2017-18, additional grant and section 106 funding allocated during the year and spend re-profiled into 2018-19. Budget changes have been explained in quarterly budget monitoring reports to the Executive and the amounts already agreed to be re-profiled have been incorporated into the 2018/19 capital programme approved by the Council on the 1st March 2018.
- 5.3 A summary of capital spend against budget is shown in the table below; a more detailed breakdown of capital spend and commitments to date and budget changes is shown in Appendix B.

Directorate	Original Budget £000	Revised Budget £000	Amount spent/ committed to 31/3/18 £000
Communities	8,998	6,223	5,457
Environment	20,825	20,114	13,984
Resources	5,671	23,485	18,596
Total all services	35,494	49,822	38,037

- 5.4 The budget remaining unspent at the end of the financial year mainly consists of:
- £4.4m of the budget for commercial property acquisition for the purchase of further property now expected to be completed in July 2018;
 - £4.5m of the Highways and Countryside programme, including 3 resurfacing schemes which were delayed due to bad weather and the Kings Road Link on which the developer is behind schedule, together with delays to the A4 cycle route, Sandford access improvements and a number of smaller schemes;
 - An underspend of £751k on disabled facilities and home repair grants;
 - Underspends on a number of Education schemes (£413k) and Adult Social Care schemes (£309k) most of which are scheduled to continue in 2018/19.

6. Conclusion

- 6.1 Capital Strategy Group (CSG) reviewed the outturn on 17 May and recommended that £11.1m budget should be carried forward within the services to which it has been allocated, to enable the completion of schemes already underway or to cover pressures within those services. The remaining £700k unspent budget consists mostly of the Council's contribution to disabled facilities grants (over and above the government grant received for this purpose) and funds to facilitate the development of the London Road Industrial Estate. We do not expect it to be necessary to add this sum to the funding already available for these schemes in 2018/19. Therefore this can potentially be used to meet any new and unavoidable pressures on the programme.

- 6.2 CSG also agreed to transfer £400k to cover the shortfall in funding for Highwood Copse School, following tendering and retendering of the contract, to be met from the approved budget for 2018/19 for Education schemes now expected to be delayed. This will enable the Highwood Copse scheme to proceed in June 2018.
- 6.3 However this will create pressure on the Education programme in 2019/20 and CSG will review funding for the 2019/20 programme over the coming months, to ensure that all essential schemes can be funded. It is likely that this will be achieved by reallocating the £0.7m remaining unspent budget from 2017/18, by reviewing the strategy for use of capital receipts or by reviewing the existing budget allocations for all services.

7. Appendices

Appendix A – Equalities Impact Assessment

Appendix B – Summary of capital spend, commitments and in year budget changes

Appendix A

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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:	No decision
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	
Name of assessor:	Melanie Ellis
Date of assessment:	18.1.18

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

Capital Summary 2017/18

Summary of Budget Changes, Spend and Commitments by Service

Service Area	Original Budget 2017/18	16/17 Slippage	Other Agreed Changes to 2017/18 Budget (2)	Revised Budget for 2017/18 (1)	Expenditure to date	Revised Budget not yet spent	Committed to date (order placed, not yet paid) %	Revised Budget not yet committed £
	£	£	£	£	£	£	%	£
COMMUNITIES DIRECTORATE								
Adult Social Care	1,184,860	422,730	(72,520)	1,535,070	1,225,759	20.1%	49,785	16.9%
Children's Services	20,000	12,210	495,780	527,990	483,783	8.4%	31,265	2.5%
Education Services	7,793,320	773,700	(4,406,970)	4,160,050	3,747,436	9.9%	942,223	-12.7%
Total for Communities Directorate	8,998,180	1,208,640	(3,983,710)	6,223,110	5,456,978	12.3%	1,023,273	-4.1%
ENVIRONMENT DIRECTORATE								
Development and Planning	4,747,650	1,537,370	(2,198,900)	4,086,120	2,874,156	29.7%	182,706	25.2%
Public Protection & Culture	804,490	697,250	(344,420)	1,157,320	844,848	27.0%	73,474	20.7%
Transport & Countryside	15,273,040	1,037,040	(1,439,300)	14,870,780	10,265,475	31.0%	3,109,787	10.1%
Total for Environment Directorate	20,825,180	3,271,660	-3,982,620	20,114,220	13,984,478	30.5%	3,365,966	13.7%
RESOURCES DIRECTORATE								
Customer Services and ICT	4,083,250	983,760	(3,007,550)	2,059,460	1,944,382	5.6%	185,332	-3.4%
Chief Executive	15,000	51,200	0	66,200	6,120	90.8%	720	89.7%
Finance and Property	1,409,440	313,400	19,281,080	21,003,920	16,496,069	21.5%	209,496	20.5%
HR & Payroll	47,520	21,520	21,920	90,960	30,237	66.8%	0	66.8%
Strategic Support	116,000	163,960	(15,000)	264,960	119,940	54.7%	1,488	54.2%
Total for Resource Directorate	5,671,210	1,533,840	16,280,450	23,485,500	18,596,748	20.8%	397,036	19.1%
Totals	35,494,570	6,014,140	8,314,120	49,822,830	38,038,204	23.7%	4,786,275	14.0%

(1) Revised budget includes additional grants and contributions received and/or allocated in 2017/18, less funds reprofiled into 2018/19

(2) **Explanation of Other Changes Agreed to 2017/18 Budget**

	£	Approved by
COMMUNITIES DIRECTORATE		
Children's Services:		
Purchase of Merchant House	483,780	Exec Approval 04-05-17
Transfer from Corporate Allocation to help fund adaptations to West Point	12,000	CSG 21-12-17
Adult Social Care:		
Increase in Allocation from Disabled Facilities Grant	41,000	Agreed by Finance Manager and Heads of Service
Budget for Assistive Technology project reprofiled to 2018/19	(113,520)	CSG 18-1-18
Education:		
Reprofiling of Education Schemes as per refreshed 2018/19 programme	-4,406,970	CSG 18-1-18
	(3,983,710)	
ENVIRONMENT DIRECTORATE		
Transport and Countryside:		
Funds reprofiled from 2016/17 for Kings Rd Link and Tull Way attenuation pond agreed in Jan 2017 but not included in original budget	2,180,000	CSG 13-1-17
Reprofiling of Dunston Park Flood Alleviation scheme and Robin Hood Roundabout improvements to 2018/19	(1,510,000)	CSG 1-6-17
Reprofiling of Sandleford Access road, Kings Road Link and Wharf Interchange to 2018/19	(3,145,000)	CSG 19-10-17
Additional DfT Challenge Fund Grant for resurfacing	3,000,000	CSG 19-10-17
Reprofiling of Bear Lane Junction Improvements and Challenge Funding for surface dressing	(2,450,000)	CSG 18-1-18
Additional grant funding from National Productivity Investment Fund	430,000	CSG 18-1-18
Purchase of Minibuses funded RCCO	55,700	CSG 18-1-18
Public Protection & Culture:		
S106 for Library Self Service Kiosks	86,400	CSG 1-6-17
Revenue contribution for Newbury Library Boiler replacement	104,000	CSG 19-10-17
Budget for maintenance of Shaw House, Museum and leisure centres reprofiled to 2018/19	(584,720)	CSG 18-1-18
Conversion of Theale Gateway for Trading Standards shared service funded from revenue contribution	49,900	Agreed by Finance Manager and Head of Service
Development & Planning:		
Increase in allocation of Disabled Facilities Grant from DoH	102,000	
S106 and Other Developers Contributions for Transport Model	274,000	CSG 13-7-17
Redevelopment of Four Houses Corner reprofiled to 2018/19	(1,050,000)	CSG 18-1-18
Budget for purchase of temporary accommodation reprofiled to 2018/19	(1,524,900)	CSG 18-1-18
	(3,982,620)	
RESOURCES DIRECTORATE		
Finance and Property:		
Budget for purchase of investment property	25,000,000	Council 9-5-17
Transfer from Corporate Allocation to help fund adaptations to West Point and extended use of myview	-33,920	CSG 21-12-17
Budget for purchase of investment property reprofiled to 2018/19	-5,700,000	CSG 18-1-18
Customer Services & ICT:		
Additional Budget for Cash Management	45,000	CSG 13-7-17
Reprofiling of budget for Superfast Broadband	-3,100,000	CSG 18-1-18
Additional funding from other local authorities for Superfast Broadband allocated to match actual spend	47,450	Agreed by Finance Manager and Head of Service
HR & Payroll		
Increase in budget for HR payroll system for extended use of myview	21,920	CSG 21-12-17
	16,280,450	
Totals	8,314,120	

0