

Notice of Meeting



Scan here to access the public documents for this meeting

Overview and Scrutiny Management Commission

Tuesday 9 October 2018 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

Note: The Council broadcasts some of its meetings on the internet, known as webcasting. If this meeting is webcast, please note that any speakers addressing this meeting could be filmed. If you are speaking at a meeting and do not wish to be filmed, please notify the Chairman before the meeting takes place. Please note however that you will be audio-recorded.

Date of despatch of Agenda: Monday, 1 October 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

e-mail: stephen.chard@westberks.gov.uk / jessica.bailiss@westberks.gov.uk

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



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 9 October 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 - 14
To approve as a correct record the Minutes of the meeting of the Commission held on 10 July 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. Petitions**
To consider any petitions requiring an Officer response.
- 5. Actions from previous Minutes** 15 – 24
To receive an update on actions following the previous Commission meeting.
- 6. West Berkshire Council Forward Plan 9 October 2018 to 31 January 2019** 25 - 26
To advise the Commission of items to be considered by West Berkshire Council from 9 October 2018 to 31 January 2019 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
- 7. Overview and Scrutiny Management Commission Work Programme** 27 - 28
To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2018/2019.



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 9 October 2018 (continued)

- | | | |
|-----|--|-----------|
| 8. | Prevalence of Homelessness in West Berkshire
To provide an update on the prevalence of homelessness in West Berkshire following the implementation of the Homelessness Reduction Act 2018 which came into force in April 2018 and to inform the Commission on activity taking place to tackle the issue. | 29 - 40 |
| 9. | West Berkshire Vision 2036
To review the proposed 2036 Vision document which is currently out to public consultation. | 41 - 78 |
| 10. | Key Accountable Performance 2018/19: Quarter One
To scrutinise Q1 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation. | 79 - 122 |
| 11. | Financial Performance Report: Month Five
To inform the OSMC of the latest revenue financial performance of the Council. | 123 - 142 |

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.

This page is intentionally left blank

Agenda Item 2.

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 JULY 2018

Councillors Present: Jason Collis, Lee Dillon, Marigold Jaques, Mike Johnston, Richard Somner (Vice-Chairman), Emma Webster (Chairman) and Laszlo Zverko

Also Present: Catalin Bogos (Performance Research Consultation Manager), Sue Brain (Service Manager, Safeguarding Adults), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Melanie Ellis (Chief Accountant), Gabrielle Esplin (Finance Manager (Capital and Treasury Management)), Tandra Forster (Head of Adult Social Care), Jessica Bailiss (Policy Officer (Executive Support)), Councillor Graham Bridgman (Executive Portfolio: Adult Social Care), Stephen Chard (Principal Policy Officer) and Councillor Rick Jones (Executive Portfolio: Corporate Services)

Apologies for inability to attend the meeting: Councillor Tim Metcalfe, Councillor Ian Morrin and Councillor James Podger

(Councillor Richard Somner in the Chair)

PART I

3. Minutes

The Minutes of the meetings held on 10 April 2018 and 8 May 2018 were approved as true and correct records and signed by the Chairman, subject to the following amendment:

- Both Councillors Graham Bridgman and Lynne Doherty had been present at the meeting that took place on 10 April 2018.

(Councillor Emma Webster joined the meeting at 6.02pm and proceeded to Chair the meeting)

4. Declarations of Interest

There were no declarations of interest received.

5. Actions from previous Minutes

The Commission received an update report regarding actions recorded during the previous meeting. Actions 1 to 4 had either been completed or were in hand and could therefore be removed from the list of actions arising from previous Commission meetings.

Councillor Lee Dillon referred to the action carried over from 17th October 2017 regarding a review of the Terms of Reference (ToR) for the various scrutiny groups that were formed as part of the new model. Councillor Dillon could not see why this action had not been concluded. Stephen Chard confirmed that the ToR for each group were in place and therefore this could now be removed from the action list.

6. Consideration of Urgent Items

There were no urgent items to consider.

7. West Berkshire Forward Plan

The Commission noted West Berkshire Council's Forward Plan (Agenda Item 6) for the period covering 17 July 2018 to 31 October 2018.

Councillor Lee Dillon referred to reference EX605 on the Council's Forward Plan (Devolution) and noted that there was no explanation for the item. Nick Carter confirmed that the purpose of the item would be to keep Members up to date with various arrangements underway with Parish Councils.

Councillor Emma Webster requested that acronyms be explained on the Forward Plan.

RESOLVED that a purpose would be added for EX605 and that acronyms should be written in full going forward.

8. Overview and Scrutiny Management Commission Work Programme

The Commission considered its Work Programme for the remainder of the 2018/19 Municipal Year.

It was noted that the new Council Strategy was listed under the Task Groups section of the Work Plan however, might need to come back to the Overview and Scrutiny Management Commission at a later date.

RESOLVED that:

- 1) The work programme be noted.

9. Corporate Programme

Nick Carter introduced the report (Agenda Item 8) which advised the Commission of the Council's Corporate Programme and its current areas of activity. The Commission was asked to consider projects requiring Overview and Scrutiny involvement.

The Corporate Programme highlighted major projects that were underway and was split into sections to aid its presentation. There were a vast number of infrastructure projects and a large ICT project underway. Projects were placed on the programme as a result of their size or complexity.

Councillor Mike Johnston noted that the project on the GDPR was not complete. Nick Carter reported that this was due to post implementation work. The GDPR had gone live across the Council and various follow up work was underway. Nick Carter stated that it would be particularly helpful for Members to take a look at this area. Councillor Emma Webster reported that Councillors James Cole and Ian Morrin were the representatives looking at this area in more detail.

Councillor Graham Bridgman highlighted that Corporate Programme needed to be updated to ensure the Member Sponsors represented the Portfolios accurately.

Councillor Lee Dillon queried the red areas of the Corporate Programme. He felt well informed about the areas detailed on page 31 however less so on the areas detailed on page 32 including the Shared Service for Legal, ePcs, the Social Care Replacement (CareDirector) and Digital Transformation of Training Courses.

Nick Carter explained that the Shared Service for Legal was scheduled to go to Corporate Board in August 2018. The project was behind schedule because further work was required on the business case. The ePcs project had been a challenge and Officers

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 JULY 2018 - MINUTES

from West Berkshire Council would be meeting with Hampshire County Council, which was already using the system. Regarding the CareDirector project, there were outstanding issues that required addressing and Jo England (Client Financial Services Manager) was working on this. The Digital Transformation of Training Courses project had been slipped because ICT were having to deliver various projects on digitisation, so therefore it was a capacity issue.

Councillor Dillon requested that the spreadsheet include further detail that provided clear explanations for why projects were overdue and costs associated with this.

Councillor Johnston queried why for Superfast Broadband, two phases were red and one was green. Nick Carter explained that Phase 2 was Gigaclear and it was red because it was running late. Phase 3 was BT and the Council had been informed that this was running a year late. Phase 3 for Gigaclear involved rural areas of the district and it was expected that this could turn red at some point. Nick Carter believed that the delay in the projects was a result of sub-contractor availability.

Councillor Richard Somner noted that a number of the Schools Capital Projects were pending and queried why this was. Nick Carter stated that some of the projects marked as pending were active and needed updating.

Councillor Somner referred to the recent press release regarding the new Theale Primary School, which was at risk. Nick Carter stated that legal documentation needed to be signed by Theale Parish Council by 31st July 2018. Councillor Emma Webster had seen in the Newbury Weekly News that Theale Parish Council had called off a meeting due to bullying in relation to the new primary school. Nick Carter stated that he was aware of this and had been informed by the Parish Council that they had no intention of indicating their direction of travel and would not be driven by timescales. Nick Carter added that something would need to happen by the 31st July 2018 as there would need to be decisions regarding alternatives schools for pupils, who had been due to join the new school in September 2019.

(Councillor Laszlo Zverko joined the meeting at 6.15pm).

RESOLVED that:

- The Corporate Programme include explanations as to why projects were overdue together with associated costs.
- The latest version of the Corporate Programme be noted.

10. Birchwood Care Home CQC Inadequate Update

The Commission considered the report (Agenda Item 9). The report followed on from the one presented 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 update report provided a review of the progress achieved since September and outlined further actions required.

The follow up CQC inspection had taken place between 31st May and 2nd June 2018 and Sue Brain reported that it had been hoped that they would have the preliminary report in time for the Commission meeting however, it was not yet available. There would be no indication of the rating until after the report had gone to the CQC review panel. Once the report had gone through the necessary process it would be available for West Berkshire Council to challenge prior to final publication.

The report included as part of the agenda provided detail on work that had taken place since January 2018. It represented a snapshot of work taking place in June 2018. There was now a Registered Manager, Deputy Manager and Clinical Lead in post at Birchwood.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 JULY 2018 - MINUTES

There was still a struggle to recruit care workers however, this was a universal issue across the sector.

In November 2017 there had been a ratio of 35% permanent staff to 65% agency staff and this had improved to 52% and 48% respectively. It was hoped that these figures would continue to improve.

Councillor Emma Webster welcomed questions from Members of the Commission and suggested that they went through each page of the Birchwood Improvement Plan.

Councillor Graham Bridgman reported that he had visited the care home with Councillor Marigold Jaques and it had been very positive. The manager had seemed very efficient and much of the refurbishment work to the top floor had been completed. The colour of the walls had been toned down which was a huge improvement.

Councillor Lee Dillon asked what Officers expected the outcome of the inspection to be. Sue Brain explained that the most that could be achieved was to move up one level to 'Requires Improvement' and this was the same for any home rated as 'Inadequate' at the follow up inspection. Staff would work above and beyond to bring Birchwood up to the same level as all other homes in West Berkshire, which were rated "Good".

Councillor Webster noted that there were 60 beds at Birchwood and asked how many of these were filled. Sue Brain reported that there was a voluntary embargo in place. Of the 50 beds dedicated to residents with dementia, there were 11 vacancies. The remaining 10 beds were currently used as short term step down beds, where there were fluctuations in bed occupancy. The maximum time someone could stay in the step down unit was six weeks.

It was noted that in light of an increased rating, numbers at the home could increase. Tandra Forster reported that Birchwood had also helped with the West Berkshire Council's performance levels for Delayed Transfers of Care (DTCOC).

Councillor Jaques felt that very positive changes had been made to Birchwood, including the décor. The team at the home were working very closely with families, which was reassuring for Members. It was hoped that a 'Good' rating could be achieved in the future.

Councillor Dillon referred back to occupancy rates and queried if the voluntary embargo was not in place, if there would be enough demand to fill beds. Sue Brain confirmed that there would be. When an embargo was lifted it was done so in a phased approach to ensure a care home remained stable and that admissions were safe.

Councillor Webster moved on to look through the Improvement Plan in more detail.

Page 43

Councillor Webster referred to the following action:

Storage of medication from delivery, prior to allocation to trolley to be reviewed in respect of temperature of storage facility with options for solution obtained.

It was asked if Officers were satisfied that this had been completed by 30th June 2018. Sue Brain reported a short term solution had been found and implemented and a long term solution was being sought. It was anticipated that the next step would be to look at an air-conditioning unit and it was likely that this would have costs attached.

Page 44

Councillor Webster noted that a Facebook and other social media campaign was in progress to help drive recruitment and asked if there had been a positive response via these methods. Sue Brain reported that there had been a rolling campaign across

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 JULY 2018 - MINUTES

different types of media and a meeting would be taking place the following week to discuss how successful these had been. It was currently too early to tell how successful media such as Facebook had been in terms of recruitment at Birchwood. Tandra Forster added that these methods had been used elsewhere in Adult Social Care and had proved to be successful.

Councillor Webster noted that the Interim Manager was on a six month contract and asked if this could be extended. Sue Brain reported that the interim deputy manager would be able to apply for the role on a long term basis. She was an internal employee and therefore had a good knowledge of processes within the Local Authority.

Councillor Dillon queried the implementation of the bespoke training programme. Sue Brain confirmed that Public Health were delivering dementia training. Various training initiatives were back on track. Tandra Forster added that the Dementia Bus would be returning on 19th September 2018 and 13th March 2019.

Councillor Webster asked for further information on training in safeguarding and medication that would be delivered in-house. Sue Brain reported that there were three levels of safeguarding training and not all three levels were appropriate for all employees. There were various ways of delivering training including e-learning however, in her opinion safeguarding training was best delivered face to face and this was what had been done. Individuals requiring further levels of training were picked up.

Councillor Webster asked if Adult Social Care were satisfied with the way information had been handed over by Care UK and Sue Brain confirmed that she had not been part of the hand over processes.

Page 46

Councillor Dillon noted that the number of safeguarding incidents, CQ1 and complaints had declined since November 2017 for Birchwood. Sue Brain reported that complaints had dropped to a level that she would expect for a Care Home of that size.

Page 47

Councillor Webster referred to the following point under action taken:

Paperwork and charts introduced to monitor nutrition and hydration. Other appropriate documentation relevant to a person's health and wellbeing introduced.

Councillor Webster asked if Adult Social Care was satisfied with the information provided by Care UK. Tandra Forster reported that Care UK had used an IT system that the Local Authority had been unable to use, which had caused gaps in information that had needed to be filled. Councillor Webster stated that in the private sector a deep dive approach would have been used. Tandra Forster confirmed that the IT system had provided sufficient information however, technically the Local Authority was unable to adopt it.

Page 50

Councillor Somner queried if there was a struggle in providing these services and Sue Brain confirmed that there were struggles in accessing these services. Councillor Webster queried if a solution to the problem had been found and Sue Brain reported that the Local Authority had good relationships with partners in health. Having clinical staff at Birchwood was helpful as they could pick up issues requiring attention

Councillor Webster referred to the following point and asked if it had been implemented over the last six months:

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 JULY 2018 - MINUTES

Clinical lead and RGN/RCO's to ensure supervisions are structured sufficiently to delivery support to improve performance and quality and tackle poor performance through the capability process.

Sue Brain reported that this point had been implemented. The capability process was robust however because the home had moved away from a high number of agency staff, many members of staff were still new in post and therefore the performance structure was still bedding in.

Tandra Forster added that regarding gross misconduct, action was always taken immediately and could end in dismissal. In the event that a member of staff did not hold the values required, they would go through a disciplinary process and would be dismissed if appropriate.

Councillor Bridgman stated that a shift from agency staff had made a huge difference to the way Birchwood operated. Councillor Bridgman however stated that they must not lose sight of the support that agency staff had provided over the years.

Page 52

Councillor Webster referred to the following point and asked if any lessons had been learnt from the thoughts and feelings experienced by staff at Birchwood:

Staff Surveys undertaken since January 2018 and outcomes to be shared at June 2018 staff meeting.

Sue Brain stated that the Registered Manager would be best positioned to answer the question as she did not have access to all of the responses. Staff surveys were something Adult Social Care liked to carry out on a regular basis to see how staff were feeling. Staff were now much more engaged at Birchwood and had recently held a party at the home with families. Engagement was at a much higher level than it had been seven to eight months ago. Councillor Bridgman commended the efforts of the Registered Manager in increasing the level of engagement amongst staff.

Page 53

Councillor Webster asked if the Disclosure and Barring Service Checks (DBS) had been updated accordingly and Sue Brain reported that the recruitment policy had been changed to reflect changes and this had been through the Human Resources Department.

Councillor Webster thanked Sue Brain for her report. Sue Brain added that Birchwood was work in progress and was constantly changing. The refurbishment had been a positive step and had provided a feeling of calm. The refurbishment to the top floor was almost complete. Sue Brain was unsure what the report would reveal however, the team would deal with it accordingly.

Councillor Bridgman highlighted a piece of work taking place across the piece regarding the use of agency workers. Employees on temporary contracts could now be sought via a staff bank rather than approaching agencies and the Commissioning Team and Human Resources were conducting this piece of work.

Councillor Webster concluded that subject to the findings of the CQC report, it would be helpful for Sue Brain and Tandra Forster to return to the Commission meeting in October 2018 so that progress could be tracked. Councillor Webster requested that the team that had helped with the transition of Birchwood Care Home be thanked on behalf of the Commission.

RESOLVED that:

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 JULY 2018 - MINUTES

- 1) The update be noted.
- 2) An item on Birchwood Care Home be added to the OSMC Work Programme for October 2018.

11. **Key Accountable Performance 2017/18: Q4**

The Commission considered the report (Agenda Item 10) which outlined quarter four outturns for the key accountable measures which monitored performance against the 2017/18 Council Performance Framework; provided assurance that the objectives set out in the Council Strategy and other areas of significant activity were being managed effectively; presented, by exception, those measures that were RAG rated 'red' (targets not achieved) and provided information on any remedial action/its impact; and recommended changes to measures/targets as requested by services.

The Commission was responsible for scrutinising Q4 outturns and with considering topics for more detailed investigation.

Catalin Bogos stated that exception reports were included within the report and invited questions from the Commission.

Councillor Lee Dillon noted that only two thirds of the targets had been achieved. This did not align with the 80/20 (green/red) split that had been referred to in previous years. He accepted that targets were ambitious but in a third of cases they had not been achieved and the targets were there to improve services for residents. Catalin Bogos noted that there were a number of targets set at 25%. The aim was to be within the top 25% of best achieving authorities nationally and positive progress had been made. However, other authorities were also improving and in some cases faster than West Berkshire Council. Effort would be made to ensure target setting was realistic.

Councillor Emma Webster referred to planning targets and queried why targets were being set below the previous year's performance. Catalin Bogos reported that targets had been set in agreement with the Industry Forum. There had been significant challenge at Corporate Board to analyse what the implications of this were.

Nick Carter stated that he was interested to see statistics for Development Control and felt that targets were being set too low. Processing times were relatively poor and fewer applications were being determined. Nick Carter confirmed that targets would be reset to 80% or higher. There was a good degree of challenge in this area and therefore it was anticipated that the situation would be turned around by Quarter 1 (2019).

Councillor Webster noted that the target date had been changed and queried the rationale behind this. Nick Carter reported that this was a result of the New Ways of Working. Planning Policy supported the appeal process and as a result there had been slippage in the Local Plan timetable.

Councillor Dillon referred to the Local Plan and the Minerals and Waste Local Plan and asked what risk was associated with moving the deadline for submission of these documents to April 2020. Nick Carter could not confirm the risks that existed and he was unable to comment on the technicalities. A written reply would be required on this from Development and Planning.

Councillor Webster queried if there was potential for future challenge in light of recent changes by Government to policy. Nick Carter suggested that it would be worth considering a New Ways of Working Review.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 10 JULY 2018 - MINUTES

Councillor Rick Jones referred to Councillor Dillon's point about target setting. It was important that the organisation continued to improve however it was about how far they were prepared to stretch services.

Nick Carter reported that there was little control over some of the targets set. For example targets around broadband were set externally. It depended on what targets were chosen as to what level of control there was. Red targets were concentrated in certain areas, for example Education, and therefore the Commission might wish to debate these particular areas at a future meeting.

Councillor Dillon noted that vast majority of the red targets were people based. He then referred to exception reports and stated that many of these reports referred to vulnerable groups, of whom the Local Authority was there to serve and protect. In some cases the authority was tied to national targets for example around KS4 results. Councillor Webster concurred with Councillor Dillon and felt that Ian Pearson should be approached. Councillor Webster asked if it was acceptable if an area like West Berkshire was achieving just above the national score. Many jobs required certain GCSE result and if these grades were not being achieved then questions needed to be raised about how the issue was going to be resolved.

Councillor Jones commended Catalin Bogos on the quality of the Performance Report and the clear information provided. Councillor Webster concurred and stated that the level of detail on complex information, which was presented in a very understandable format was a credit to him. Catalin Bogos used the opportunity to thank his team and those had who provided information from other teams.

RESOLVED that:

- (1) A written reply be provided by the Minerals and Waste Team regarding the risks associated with moving the deadline to 2020.
- (2) A possible review of the New Ways of Working be considered.
- (3) Ian Pearson to be asked about Education targets achieving just above the national score and actions in place to resolve particular issues such as KS4 GCSE results.

12. Revenue Financial Performance 2017/18 - Provisional Outturn

The Commission considered the report (Agenda Item 11) which informed Members of the provisional revenue outturn for 2017/18. The Executive, at its meeting on 14 June 2018, resolved that the report should be referred to the Budget Scrutiny Task Group for further review.

Melanie Ellis summarised that the Council's provisional outturn was an overspend of £276k, which represented 0.23% against a net revenue budget of £117.4million. The chart on page 136 of the agenda showed how this overspend was spread across the Directorates.

Councillor Lazlo Zverko asked if the overspend figure was likely to change and Melanie Ellis confirmed that the figures had been through audit and therefore it was unlikely.

Councillor Lee Dillon asked why an increase at month eight could be seen for the Communities Directorate. Melanie Ellis confirmed that she needed to look at the detail on this to provide an explanation so would ensure she brought it along to the first meeting of the Budget Scrutiny Task Group on 16th July 2018.

RESOLVED that:

- (1) The report would be referred to the Budget Scrutiny Task Group for further review.

(2) Further detail on month eight for the Communities Directorate be provided for Members at the Budget Scrutiny Task Group.

13. Capital Financial Performance 2017/18 - Provisional Outturn

The Commission considered the report (Agenda Item 12) which informed Members of the provisional capital outturn for 2017/18 and the likely impact of this on the 2018/19 Capital Programme.

Council Lee Dillon noted that capital finance was about spending and property investment was about generating money. He wondered how the level of income expected to be generated would be reported.

Nick Carter reported that the Council received regular reports from its property agent which detailed performance against investments. However it was intended that this information and the forecast level of income would be reported in the quarterly revenue budget monitoring reports.

Gabrielle Esplin confirmed that forecast income from investment property was on target.

RESOLVED that the Commission noted the report.

14. Items Called-in following the Executive on 14th June 2018

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

15. Councillor Call for Action

There was no Councillor Call for Action.

16. Petitions

No petitions were presented at the meeting.

(The meeting commenced at 6.00pm and closed at 7.20pm)

CHAIRMAN

Date of Signature

This page is intentionally left blank

Actions from Previous Meeting

Committee considering report: Overview and Scrutiny Management Commission on 9 October 2018

1. Purpose of the Report

To provide an update to the Overview and Scrutiny Management Commission on the actions recorded from the previous meeting.

2. Recommendation

That the Overview and Scrutiny Management Commission considers the update report and recommends further action as appropriate.

3. Introduction

3.1 There were a total of eight actions recorded at the previous meeting of the Overview and Scrutiny Management Commission on 10 July 2018 and two carried over from previous meetings.

3.2 In order to hold the Officers to account, Overview and Scrutiny Management Commission Members are asked to consider whether the response is satisfactory and whether any further action is required.

4. Action 4 - Key Accountable Performance 2017 / 18 Q4

4.1 It was requested that a written reply be provided by the Minerals and Waste Team regarding the risks associated with moving the deadline to 2020.

Response from Andrew Morrow (Team Leader – Minerals and Waste):

The current Development Plan for West Berkshire includes the Core Strategy, the Housing Site Allocations DPD, the Replacements Minerals Local Plan, the Waste Local Plan for Berkshire, and the Stratfield Mortimer Neighbourhood Development Plan.

Delaying of the creation / adoption of any emerging Local Plan means that West Berkshire will be assessing planning applications against comparatively dated policies for a longer period than was previously envisaged.

It is also potentially arguable that there is greater risk of an application being received that the Council wishes to refuse being allowed on appeal by the Planning Inspectorate because the existing planning policies may be considered to be dated.

However the exact risks will vary between applications, and policies in the individual documents that constitute the West Berkshire Local Plan.

In this instance, by moving the deadline for the submission to 2020, the Council is able to better take on board the recent changes to national policy introduced by the

National Planning Policy Framework July 2018 during the preparation of the preferred strategy.

5. Action 6 - Key Accountable Performance 2017 / 18 Q4

- 5.1 It was requested that a written reply be provided by Ian Pearson regarding education targets achieving just above the national score and actions in place to resolve particular issues such as KS4 GCSE results. A defined question (provided by Councillor Emma Webster) and response provided by Ian Pearson can be viewed under Appendix A.

Appendices

Appendix A – Response from Ian Pearson regarding achievement at KS4.

Appendix B – Actions arising from the last OSMC meeting

Question

Many jobs require at least a C grade (or new number equivalent) in English and Maths and a proportion of pupils are not achieving that level across the district. What are we and academies in West Berkshire doing to maximise the chances young people have regarding future training and jobs by working with them to achieve this grade?

New GCSEs

- This year the majority of GCSEs have been graded on a 9-1 scale, with 9 being the highest, and above the old A*.
- On this scale, 4 is broadly equivalent to a low C and 5 a higher C.
- Attainment 8 is the average score from 8 specific subjects.
- All exams are linear and tested at the end of two years rather than modularly assessed over two years.
- Course content was mostly changed and designed to be more rigorous.
- A grade 4 is categorised as a *standard* pass and grade 5 a *strong* pass.
- The Department for Education (DfE) measure success as grade 5 or above for Performance Tables purposes.
- Grade boundaries (the minimum mark at which a numbered grade can be achieved) are adjusted annually to ensure fairness for students, meaning broadly that the same proportion of students from one year to the next will achieve a 'pass'. As such, in a non-selective school, a proportion of students will *not* achieve a pass.

West Berkshire 2018 results (unvalidated)

KS4

	Attainment 8	English		Maths		English & Maths		EBACC	
		4+	5+	4+	5+	4+	5+	4+	5+
West Berkshire	50.2	81.8	65.6	77.2	55.3	72	48.9	41.2	29.4
Emerging National	47.4	81.4	67.3	76	54.2	68.8	48	?	27
National	46.2	74.9	59.4	69.4	49.2	64.2	42.9	24.2	18.2
	44.6	68	52	69	49	64	43	64	20

The West Berkshire figure of 72% achieving 4+ in both subjects is well above the National figure, with a substantial increase since last year. They are results to be proud of.

Employers

Of the 1,678 young people finishing compulsory schooling in West Berkshire, 28% did not achieve GCSE grade 4 or above in both English and maths.

However, a much lower estimated 2.4% did not continue in to some form of further education, training or employment. Whilst it is well understood that not achieving GCSE grade 4 or above in both English and maths limits some options, it does not cap positive progression.

Of the school leavers, an estimated 1.8% will continue in to employment. These jobs are likely to be low level and not *forever* jobs, but they do provide market entry to employment, which for many will be successful.

It is of concern locally and nationally that many jobs are advertised as requiring GCSE grade C/grade 4 or above for English and maths, where the actual job does not actually need it. This is of particular concern for those jobs that require Level 2 skills, equal to GCSEs and not above them, including Intermediate Apprenticeships.

In early September Ofsted advertised for a Level 2 Business Administration Apprenticeship, requiring GCSE English and maths, leading to challenge:



Later that day, the advert was changed to remove the GCSE requirements.

Working with Economic Development, the Skills and Enterprise Partnership and the Thames Valley Berkshire Local Enterprise Partnership, the Council is encouraging employers to maintain market entry opportunities for young people, particularly those who face disadvantage, which includes those without grades C/grades 4 or above.

A search of local Apprenticeship vacancies at 20th September 2018 shows the disparity, with some jobs not requiring grades 4 or above, but other very similar jobs requiring them.

- **Apprentice Swimming Teacher – Northcroft** £111 per week. GCSE grades 4 and above **not** needed
- **Business Administration Apprentice – Future Sense** £175 per week. GCSE grades 4 and above **not** needed
- **Care Assistant Apprentice - Care UK** £255 per week. GCSE grades 4 and above **not** needed

APPENDIX A

- **Parts Adviser Apprentice – Euro Cars** £150 per week. GCSE grades 4 and above **not** needed
- **Parts Adviser Apprentice – Skoda** £148 per week. GCSE grades 4 and above **needed**
- **Sports Turf Operative Apprentice – St Barts School** £191 per week. GCSE grades 4 and above **needed**

A member of the School Improvement team works with young people Not in Education, Employment or Training to support them in to employment, assisting with job applications and interviews to improve their chances of success.

Schools

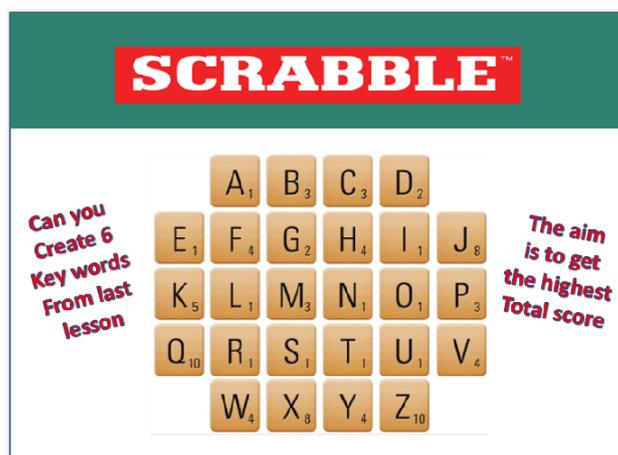
We are aware of many interventions both maintained schools and academies are undertaking to maximise opportunities for young people less likely than their peers to achieve a grade 4 or above in English and maths.

The new GCSEs with their more rigorous content have brought additional challenges to do this, for example, only having a single year's previous exam paper as a solid indicator of exam content.

Schools identify students in need of additional support early on. For those students who did not reach the expected standard at the end of Key Stage 2 (end of Primary School) and need support with maths, reading, grammar, punctuation and spelling, they receive a financial *catch up premium* to provide interventions. These include one to one support, small group tuition and bespoke learning packages taught on a short term basis to boost numeracy and literacy skills during Year 7.

West Berkshire Council subsidises a school led range of Subject Leader Networks, including for English and maths. Over the past year, English focus items have included:

- Aiding transition between primary and secondary English; assessing prior knowledge, teaching Tier 2 vocabulary (academic vocabulary words that students are likely to encounter in Secondary Key Stages), using knowledge organisers and spelling tests
- Revision strategies at Key Stage 4, including using/sharing presentations, creative writing strategies (for non-fiction) – Drop, Shift, Zoom In, Zoom Out, treasure hunt for literacy quotes, and using Scrabble Starters.



- Using different texts to use at Key Stage 3 to really engage, stretch and challenge students, for example, American texts and modern poetry.
- Moderating Key Stage 3 in groups to improve accurate assessment of progress.
- Literacy Festivals, across all subject areas, on a common topic such as Harry Potter.
- Inter school debating competition
- Sharing mock papers and model answers
- Shared Professional Develop courses for English Teachers, delivered by experts such as David Didau <https://learningspy.co.uk/about/>

As to be expected of mathematicians, the maths network has worked together to analyse the 2017 results and relate them back to the different exam boards, the two different tiers of exam paper (which English does not have) and the rationale of decisions of where to enter mid-level students in the context of grade boundaries. This is important as in most schools students are taught in target groups and are entered for the final examination at the tier where the school believe the student will achieve the highest possible grade, therefore interventions need to be aimed at the appropriate tier level.

The Network has also analysed resit papers to better inform the interventions needed for those who do not get grade Cs first time around, but continue in to the School Sixth Form.

Outside of the Network, schools take differing approaches to provide interventions. Many have lunchtime maths clubs and on-line maths interactive websites (My Maths) to enrich and extend classroom learning.

Some schools offer border line students the opportunity to use one or two of their option blocks to consolidate learning in English and mathematics. For example, the Downs specialised Study Plus is for students who may be borderline grade 4 or 5 GCSE in either English and/or maths and would benefit from additional support to try to secure a grade 4 or 5. Selecting a Study Plus course means students study one less GCSE and can therefore use that dedicated time to improve their English and maths.

The Senior Leaders' Network has focussed on ongoing assessment at Key Stage 3 over the last year, sharing assessment and progress models and the format of reports both students and parents receive. The accuracy of assessment will improve over time as the exam content is better understood with each year of exams that are sat.

Most schools will hold mock GCSEs in November/December. Mock exams can allow students to experience the conditions in which they will be examined in the summer, not just in terms of timing, but also to experience being sat in the hall without the usual cues and comfort of a classroom setting. It is widely believed that mock exams give teachers and departments a clear picture of students' strengths and weaknesses, both individually and collectively, so that interventions can be targeted accordingly.

However, given the increased course content of the new GCSEs, it has been argued that the time set aside for administering and sitting mock exams would be better used for teaching.

Whilst all West Berkshire schools provide encouragement and support, there will always be a proportion of students who do not achieve a standard pass. Support for this group continues beyond school.

Beyond School

The September Guarantee was introduced to help the local authority fulfil their duty to provide a suitable offer of education and training to all young people aged 16 and 17, for the

APPENDIX A

following academic year. This exercise identifies those young people with a less firm offer, so support can be targeted to improve the chances of them taking up the offer.

Further work is then undertaken in the new academic year to identify those who, for many reasons, did not take their offer up.

For every young person who continues in further education or training, who did not achieve a grade 4 in English and/or maths, their Study Programme *must* include English and maths. This is a condition of funding that, if it is not met, funding for that student is removed the following year.

Young people who achieved a grade 3 must study towards GCSE, as they are most likely to be able to achieve a grade 4 with additional study time. Those young people who achieved a grade 2 or below are allowed to study towards Functional Skills qualifications, where their chances of success are higher. For any young person without a grade 4 in English and/or maths, or equivalent, they must continue to study these subjects in each year they remain in further education, until the age of 18 (or until the age of 25 for those students with an Education, Health and Care Plan).

Beyond this, in to Adult Education, young adults aged 19 and over, who have not previously attained English and/or maths GCSE grade C/grade 4 or higher, are fully-funded if they study for a qualification in English or maths, up to and including GCSE level.

In addition, young adults aged 19-23 are fully-funded if they study for a first qualification at level 2 (GCSE level) if they have not previously attained a full level 2, this being 5 or more GCSEs grade c/grade 4 or above, or equivalent. This also applied to a full level 3, this being 2 or more A-levels.

This page is intentionally left blank

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	10/07/18	West Berkshire Forward Plan - a purpose would be added for EX3605 (Devolution) and that acronyms should be written in full going forward.	Stephen Chard / Jessica Bailiss	Completed
2	10/07/18	Corporate Programme - The Corporate Programme to include explanations on overdue projects with associated costs.	David Lowe	Completed
3	10/07/18	Birchwood Care Home CQC Inadequate Update - an item on Birchwood Care Home be added to the OSMC Work Programme for October 2018.	Tandra Forster / Sue Brain	Completed - update report rescheduled for the January 2019 meeting to allow further time for improvements to be implemented. Action plan was reviewed in detail in July 2018.
4	10/07/18	Key Accountable Performance 2017 / 18 Q4 - (1) A written reply be provided by the Minerals and Waste Team regarding the risks associated with moving the deadline to 2020.	Andrew Morrow	Completed - written response circulated with OSMC agenda for 9 October 2018.
5	10/07/18	(2) A possible review of the New Ways of Working be considered.	Nick Carter	To consider with the Corporate Programme report in January 2019.
6	10/07/18	(3) Ian Pearson to be asked about Education targets achieving just above the national score and actions in place to resolve particular issues such as KS4 GCSE results.		Completed - written response circulated with OSMC agenda for 9 October 2018.
7	10/07/18	Revenue Financial Performance 2017/18 - Provisional Outturn - (1) The report would be referred to the Budget Scrutiny Task Group for further review.	Melanie Ellis	Completed - the first meeting was held on 16th July 2018.
8	10/07/18	(2) Further detail on month eight for the Communities Directorate be provided for Members at the Budget Scrutiny Task Group.	Melanie Ellis	Communities Directorate to be discussed at a future meeting of the Task Group.
Actions carried over from previous meetings				
Ref No:	Date - Item No.	Action	Officer/ Member	Comments/ Update
1	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.

2	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.
---	-----------------	--	---------------------------------	--

**West Berkshire Council Forward Plan
9 October 2018 - 30 January 2018**

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
DOD3646	Digitisation in Revenues and Benefits (Paragraph 3 - information relating to financial/business affairs of particular person)	Purchase of Additional Software & Licences directly from the incumbent provider	DOD	01 October 2018			tbc				16/08/18 BB Oct 18 DOD	Iain Bell	Resources	Corporate Services		Yes	
EX3590	Corporate Offices and School Building Cleaning Services (Paragraph 6 - information relating to proposed action to be taken by Devolution)	To inform of the procurement route for the supply/provision of Corporate Offices and School Building Cleaning Services following consideration of all the options.	EX	01 October 2018	18/10/18 EX		10/10/18					Tracy Washer	Resources	Corporate Services and Children, Education and Young People		Yes	
EX3606	Devolution	To determine plans for devolution to Parish and Town Councils.	EX	01 October 2018	18/10/18 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
EX3642	Procurement of Investment Portfolio Services	To procure agents to manage the Council's property investment portfolio.	EX	01 October 2018	18/10/18 EX							Richard Turner	Resources	Finance, Transformation and Property		Yes	No
EX3643	Contract extension for the Public Health School Nursing and Health Visiting Service: 0-19 (up to 25 for young people with special educational needs and disabilities) (Paragraph 6 - information relating to proposed action to be taken by Devolution)	To inform Corporate Board of the approval granted by Procurement Board for an exception from the contract rules of procurement to extend the current contract for the Public Health School Nursing and Health Visiting Service 0-19 (up to 25 for young people with special educational needs and disabilities)	EX	01 October 2018	18/10/18 EX							Edward Clintworth	Resources	Corporate Services		Yes	No
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
EX3644	Care Leavers - Relief Scheme - Section 13A of the Local Government Finance Act 1992	To consider using the Council's powers as a billing authority to reduce to nil the amount of council tax payable by young people	EX	01 October 2018	18/10/18 EX							Mary-Anne Cosgrove and Iain Bell	Communities				No
ID3413	Parking scheme - Consolidation Order Amendment 28	To consider the responses received during statutory consultation	ID	01 October 2018		01/10/18	TBC					Alex Drysdale	Environment	Highways and Transport, Environment and Countryside	Statutory consultees, general public, Town and	No	Yes
ID3574	Traffic Regulation Order for the Closure of Rail Crossings	To decide any objections received	ID	01 October 2018		tbc	tbc					Glyn Davis	Environment	Highways and Transport, Environment and			
ID3620	SEND Strategy	To approve the SEND Strategy	ID	01 October 2018		04/10/18						Nina Bhakiri	Communities	Children, Education & Young People			
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
ID3636	Winter Service Plan 2018-19	To approve the Winter Service Plan 2018-19	ID	01 October 2018		08/10/18	28/09/18					Andrew Reynolds	Environment	Highways, Transport, Environment and Countryside		No	Yes
ID3645	Policies for Lottery Licence	To adopt the following policies - West Berkshire Children and Vulnerable Person Protection Policy West Berkshire Fair and Open Gambling	ID	01 October 2018		01/10/18	tbc					June Graves	Resources	Finance, Transformation and Property	Voluntary sector		
ID3648	Purley Parish Plan	To endorse the Purley Parish Plan	ID	01 October 2018		01/10/18						Jo Naylor	Resources	Community Resilience & Partnerships			
EX3562	Revenue Financial Performance Report - Q2 of 2018/19	To inform Members of the latest financial performance of the Council.	EX	01 November 2018	22/11/18 EX		14/11/18					Melanie Ellis	Resources	Finance, Transformation and Property			
EX3592	Capital Financial Performance Report - Q2 of 2018/19	To inform Members of the latest financial performance of the Council.	EX	01 November 2018	22/11/18 EX		14/11/18					Shannon Coleman-Slaughter	Resources	Finance, Transformation and Property			
EX3607	Devolution	To determine plans for devolution to Parish and Town Councils.	EX	01 November 2018	22/11/18 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
EX3584	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 November 2018	22/11/18 EX		14/11/18					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3649	Devolution of Playgrounds to Thatcham Town Council	1.1 To consider Thatcham Town Council's (TTC) devolution proposal for the freehold transfer, and all future	EX	01 November 2018	22/11/18 EX		14/11/18				16/10/18 AMG	Paul Hendry	Environment	Planning, Housing and Waste		Yes	

**West Berkshire Council Forward Plan
9 October 2018 - 30 January 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
GE3326	Review of the Revised Scrutiny Arrangements	To review the effectiveness of the new scrutiny arrangements introduced in May 2017	GE	01 November 2018			16/11/18		26/11/18 GE			Andy Day	Resources	Chairman of Governance and Ethics			
GE3360	Financial Statements 2017/18 - Annual Audit Letter	To provide Members with the Final Annual Audit Letter 2017/18 from external auditor. The audit letter summarises the outcome from their audit	GE	01 November 2018			16/11/18		26/11/18 GE			Lesley Flannigan	Resources	Finance, Transformation and Property			
GE3628	Internal Audit – Interim Report 2018-19	To update the Committee on the outcome of internal audit work	GE	01 November 2018			16/11/18		26/11/18 GE			Julie Gilhespy	Resources	Corporate Services			
GE3639	Risk Management Update Report Q2 2018/19	To provide an update with progress.	GE	01 November 2018			16/11/18		04/02/19 GE			Catalin Bogos	Resources	Corporate Services			
ID3447	West Berkshire Council Forward Plan – 11 December 2018 to 31 March 2019	To agree the Forward Plan for the next four months.	ID	01 November 2018		08/11/18	31/10/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
ID3448	West Berkshire Council Forward Plan – 4 January 2019 to 30 April 2019	To agree the Forward Plan for the next four months.	ID	01 November 2018		29/11/18	21/11/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
C3417	New Greenham Park Local Development Order	To adopt a Local Development Order at Greenham Business Park. A Local Development Order is a "simplified	C	01 December 2018			28/11/18	06/12/18 C			20/04/18 PAG	Michael Butler	Environment	Planning, Housing and Waste		No	n/a
C3260	Amendments to the Constitution	To review and amend sections of the Scheme of Delegation in light of	C	01 December 2018			05/09/18	06/12/18 C	tbc			Sarah Clarke	Resources	Corporate Services		No	No
C3428	Polling Places and Polling District Review 2018		C	01 December 2018				06/12/18 C				Phil Runacres	Resources	Corporate Services			No
C3430	Gambling Policy	To make any amendments to the Council's Gambling Policy arising from	C	01 December 2018				06/12/18 C			November Licensing	Laura Driscoll	Environment	Community Resilience & Partnerships			No
C3431	Licensing Policy	To make any amendments to the Council's Licensing Policy arising from the recent consultation and any legislative changes	C	01 December 2018				06/12/18 C			November Licensing	Laura Driscoll	Environment	Community Resilience & Partnerships			No
C3632	Proposed Member Development Programme - 2019/20	To agree the proposed Member Development Programme for 2019/20.	C	01 December 2018			28/11/18	06/12/18 C				Jude Thomas	Resources	Leader of the Council, Strategy		No	No
EX3608	Devolution	To determine plans for devolution to Parish and Town Councils.	EX	01 December 2018	20/12/18 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
EX3585	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment	EX	01 December 2018	20/12/18 EX		12/12/18					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3586	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment	EX	01 January 2019	17/01/19 EX		09/01/19					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3609	Devolution	To determine plans for devolution to Parish and Town Councils.	EX	01 January 2019	17/01/19 EX							Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
ID3449	West Berkshire Council Forward Plan – 5 February 2019 to 31 May 2019	To agree the Forward Plan for the next four months.	ID	01 January 2019		03/01/19	21/12/18					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
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. Also to inform the Commission on the methodology for the New Ways of Working.	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	OSMC	Joint Public Protection Partnership	To consider the effectiveness of the Public Protection Shared Service and the process for setting fees and charges.	Sean Murphy	Community Resilience & Partnerships
4	OSMC	The new Council Strategy	To review the proposed Council Strategy.	Nick Carter/Catalin Bogos	Leader of the Council and Strategy
7	OSMC	Improvement Plan for Birchwood Care Home	To inform OSMC on progress against the improvement plan.	Sue Brain	Adult Social Care
5	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
6	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
7	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)

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	Budget	Dates to be scheduled. Meetings to discuss concerns re forecast overspends and the mitigation measures to be put in place.	Stephen Chard / Jessica Bailiss	Finance, Transformation and Property
2	Workshop	Council Strategy Workshops	Workshops will take place in June and September 2018.	Andy Day	Corporate Services

Prevalence of Homelessness in West Berkshire

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	9 October 2018
Portfolio Member:	Councillor Hilary Cole
Report Author:	Sally Kelsall
Forward Plan Ref:	OSMC

1. Purpose of the Report

- 1.1 The purpose of the report is to provide an update of the position with homelessness following the implementation of the Homelessness Reduction Act 2018 which came into force in April 2018. In addition, the Homelessness Strategy Group (HSG) has been re-formed with renewed emphasis on a strategic approach to tackling homelessness rather than operational.
- 1.2 In addition, the Council has been awarded grant funding to tackle rough sleeping and details of actions proposed will be presented together with an update of the partnership working which has resulted in a co-ordinated response to homelessness. Included in this will be an explanation of the progress with the Make Every Adult Matter (MEAM) project.
- 1.3 The Government has also released the Rough Sleeping Strategy 2018 which has implications for the Council and details will be provided.

2. Recommendations

- 2.1 That the contents of the report are noted and that the outcomes of the Homelessness Reduction Act 2017 and approach to tackling rough sleeping are approved.

3. Implications

- 3.1 **Financial:** In February 2018, the Council agreed additional funding towards new posts to support the implementation of the Homelessness Reduction Act when implemented in April 2018. In addition, Government funding has been awarded to West Berkshire under the Rough Sleeping Initiative (RSI) to tackle rough sleeping i.e. £212,000 for 2018/2019 and £264,820 for 2019/2020 for a variety of projects.
- 3.2 **Policy:** The Council has legal obligations to reduce homelessness and has a Housing Strategy, and Homelessness Strategy which includes a Rough Sleeping Strategy as well as a Tenancy Strategy. Policies which come under those strategies include the Allocation Policy. There are additional protocols between the Council housing services and other internal and external services such as the Young Persons

Protocol, Prison Release, Hospital Discharge etc.

- 3.3 **Personnel:** The council approved additional staff for the implementation of the Homelessness Reduction Act, partly funded by grant (new burdens, flexible homelessness reduction grant and homelessness grant). There are additional staff resources to be covered by the RSI grant, mostly employed by external agencies such as Two Saints. The grant covers a Homelessness Reduction Co-ordinator recruited to manage the RSI project and report to the Ministry of Housing, Communities and Local Government (MHCLG). This post will assist to co-ordinate all agencies involved in rough sleeping to meet the Governments ambitions of halving rough sleeping by 2022 and eliminating it by 2027.
- 3.4 **Legal:** There are legal implications of not complying with the Homelessness Reduction Act 2017 such as legal challenge.
- 3.5 **Risk Management:** The RSI funding will be closely monitored by a Homelessness Reduction Co-ordinator who will report to the MHCLG on a monthly basis. The HSG has worked in partnership to develop a short term strategy for rough sleepers for the winter of 2018/2019.
- 3.6 **Property:** The Council has a programme of purchasing property to be used as temporary accommodation to reduce the need for Bed and Breakfast
- 3.7 **Other:**

4. Other options considered

- 4.1 The report is for information only.

Executive Summary

5. Introduction / Background

- 5.1 The Council has statutory duties to manage a Common Housing Register and to provide housing advice and address homelessness. The Homelessness Reduction Act (HRA) was implemented in April 2018 as an additional obligation on the Council to prevent and relieve homelessness and the Council provided additional revenue funding to address the new responsibilities as well as new burdens funding provided by the Government.
- 5.2 The Council has also been awarded funding under the Rough Sleeping Initiative (RSI) for 2018/2019 and 2019/2020 following the launch of the Governments Rough Sleeping Strategy. This strategy has implications for the Council and these will be outlined in the report.
- 5.3 In 2018, the Homelessness Strategy Group (HSG) was re-formed, involving all providers and stakeholders (including voluntary agencies) to develop a short term winter strategy for 2018/2019 and also looking forward into the future. The HSG has met several times as well as sub-groups to work on various projects and demonstrated successful partnership working to achieve common aims.
- 5.4 The purpose of this report is therefore to provide a summary of the housing services work following the implementation of the Homelessness Reduction Act and the work involved with the RSI as well as implications of the Government Rough Sleeping Strategy 2018.

6. Proposal

- 6.1 The report will provide detail of the outcomes of the implementation of the Homelessness Reduction Act 2017 as well as details of the allocation of grant funding from the RSI from the MHCLG which is £212,000 for 2018/2019 and £262,000 for 2019/2020. There are a number of projects which have to be put in place very quickly in order to be ready for this winter. In addition, an update will be provided of the MEAM project. There are proposals for the Council to develop the Homelessness Strategy and to bid for funding opportunities from the Governments Rough Sleeping Strategy which was launched in August 2018.

7. Conclusion

- 7.1 In the past 12 months, there have been a lot of changes in the delivery of housing services, both to households at risk of becoming homeless and rough sleepers. The strategic focus of the HSG has assisted all parties concerned to work together constructively and with positive outcomes. The development of this group, reporting to the Health and Wellbeing Board is in line with Government proposals and will work to develop both the short term and longer term homelessness and rough sleeping strategies.
- 7.2 The HRA has resulted in housing services assisting more people and with new initiatives being explored, will aim to help more households into housing. A research project has recently been completed by Arc4 into the potential of accessing the private rented sector and options are being investigated following the publication of this report.

8. Appendices

8.1 Appendix A – Supporting Information

Prevalence of Homelessness in West Berkshire – Supporting Information

1. Introduction/Background

- 1.1 The Council has statutory duties to manage a Common Housing Register and to provide housing advice and address homelessness. The Homelessness Reduction Act (HRA) was implemented in April 2018 as an additional obligation on the Council to prevent and relieve homelessness and the Council provided additional revenue funding to address the new responsibilities as well as new burdens funding provided by the Government.
- 1.2 The Council has also been awarded funding under the Rough Sleeping Initiative (RSI) for 2018/2019 and 2019/2020 following the launch of the Governments Rough Sleeping Strategy 2018. This strategy has implications for the Council and these will be outlined later in this report.
- 1.3 There is no legal duty to have a Housing Strategy, but there is to have a Homelessness Strategy which would incorporate a Rough Sleeping Strategy.
- 1.4 In 2018, the Homelessness Strategy Group (HSG) was re-formed, involving all providers and stakeholders (including voluntary agencies) to develop a short term winter strategy for 2018/2019 and also looking forward into the future. The HSG has met several times as well as sub-groups to work on various projects and demonstrated successful partnership working to achieve common aims.
- 1.5 The purpose of this report is therefore to provide a summary of the housing services work following the implementation of the Homelessness Reduction Act 2017 and the work involved with the RSI as well as implications of the Government Rough Sleeping Strategy 2018.

2. Supporting Information

The Homelessness Reduction Act 2017

- 2.1 The Homelessness Reduction Act (HRA) 2017 received Royal Assent on 27th April 2017 and introduced new duties for local authorities to prevent and relieve homelessness. A new Code of Guidance was published which contains much of the detail of how the new duties are to be delivered. The new duties consist of a new prevention duty and relief duty.

The Prevention Duty

- 2.2 The Prevention Duty requires that an application is triggered for all households who approach as homeless or threatened with homelessness within 56 days. The previous timescale was 28 days. The intention is to allow additional time to work with households and prevent them becoming homeless. It also applies to applicants who are non-priority.
- 2.3 Once triggered, the local authority must:
- Complete an assessment of the applicant's situation, including any identified support needs
 - Issue a decision letter to state that a Prevention Duty has been accepted
 - Agree a Personal Housing Plan (PHP) with the applicant, detailing the reasonable steps that both the applicant and the local authority will take to prevent homelessness
 - Refer the applicant to relevant support services, where such services are available
 - Monitor and review the PHP, adjusting it as appropriate
 - Issue a decision letter when the duty is ended

The new Relief Duty

- 2.4 If the household approach as homeless (rather than threatened with homelessness) or when the Prevention Duty ends and the household become homeless, the new Relief Duty is triggered. The purpose of the Relief Duty is to take steps to help the household secure alternative accommodation. Interim accommodation may have to be provided at this stage and the relief Duty lasts for 56 days. If a referral cannot be made to another local authority due to local connection, the local authority must:
- Issue a decision letter to state that a Relief Duty has been accepted.
 - Agree a Personal Housing Plan (PHP) with the applicant, detailing the reasonable steps that both the applicant and the local authority will take to relieve homelessness.
 - Refer the applicant to relevant support services, where such services are available
 - Monitor and review the PHP, adjusting it as appropriate.
 - Issue a decision letter when the duty is ended.
- 2.5 Households also have to be assessed at the same time under the Homelessness duties with a view to the Council deciding if there is a homeless duty towards them.

- 2.6 In order for the Council to take on these new responsibilities, additional staff were recruited to deal with the increased cases i.e. 2 additional Housing Officers, floating support officers and Landlord Liaison Officer to work with landlords to increase options. In addition a fund of £150,000 was made available to improve incentives for landlords to encourage them to use offer properties. A new software system had to be introduced and staff training on the new legislation and implementation as well as to learn a new module on the ICT system. At the same time, funding was successfully obtained for consultants to undertake a survey into the private rented sector in West Berkshire to assist households approaching the Council for support.

Outcomes

- 2.7 The HRA only applies to new cases from 1 April 2018 and not existing cases. It has been in place for only 5 months, so it is too early to provide evidence of significant outcomes in such a short space of time especially as new staff were being recruited and trained and not all yet in post. If a household has 56 days prevention and 56 days relief i.e. 112 days, that is 3 months.
- 2.8 One outcome has been an increased use of temporary accommodation on a discretionary basis which would not have happened previously. It is anticipated that this will reduce over time as “prevention” will avoid the need for “relief”.
- 2.9 There have been 689 cases opened since 1 April 2018 (367 in Quarter 1 and 322 July, August and half way through September), 328 of which are still open and being worked on. A total of 71 prevention cases were closed in total, 49 of these for securing accommodation. A total of 76 Relief cases were closed in total, 51 of these for securing accommodation. Therefore, 100 households were assisted with securing accommodation. In 2016/17, a total of 155 successful actions were taken to prevent homelessness for the whole year. Of these, 105 were assisted to remain in their own home and 50 households were assisted into alternative accommodation. There is clearly a higher level of activity with successful outcomes.
- 2.11 Of the 689 cases, a legal homelessness duty has been accepted for 7 households (7 decisions made). This compares with 11 for 2017/18 and (91 decisions made) and 26 in 2016/17 (138 decisions).

Rough Sleeping Initiative

- 2.12 An officer from the Housing Advisory Support Team (HAST) from the Ministry of Housing, Communities and Local Government (MHCLG) visited the Council earlier in the year with a view to the Council submitting a bid for Government grant to address rough sleeping. The Council’s approached were those with rough sleeping figures of over 19. This number is the one submitted on one night in the year in November as an estimate of the total number of rough sleepers and the figure reported for West Berkshire was 20, which was an increase from 15 the previous year. A further bid was invited for 2019/2020 when the Government launched the Rough Sleeping Strategy in August 2019.
- 2.13 The Council has been successful in being awarded the following grant for a range of projects:

Rough Sleeping Initiative Funding Awarded for 2018/2019 and 2019/2020

Project	2018/2019 £	2019/2020 £
Additional outreach worker	19,980	34,000
Extension of prison release housing from 7 days to 28	2,772	5,820
“Housing First” support workers	44,460	80,000
Dual diagnosis worker	45,500	20,000
GP/health visitor service	16,500	15,000
“Make it happen” fund e.g. rent and deposits	30,000	25,000
“Move on fund” similar to the above, but focussed on moving people on from hostel accommodation.	30,000	25,000
Move on floating support worker		28,000
Rough Sleeper Co-ordinator	22,200	32,000
Total	211,312	264,820

- 2.14 The additional Outreach worker has been recruited and interviews have taken place for the Rough Sleeper Co-ordinator whose role will be to manage the project and report back the MHCLG on outcomes. Reports have to be submitted on a monthly basis. The Housing First model is where housing is provided with intensive support to ensure the tenants have sufficient support to enable a sustainable tenancy. This scheme is designed to assist a few tenants e.g. 5/6, and Sovereign has offered to provide flats to support this scheme. The Move On support worker will assist to free up rooms at Two Saints.
- 2.15 The other projects are being progressed ready for the winter of 2018/2019 and the MHCLG will expect the numbers of rough sleepers to decline in line with the Government Rough Sleeping Strategy 2018.
- 2.16 In addition to the above projects, a Company called Green Trees has approached the Council in order to refer rough sleepers to a housing project in Newbury. Green Trees has developed a building to provide 27 units of self-contained accommodation with intensive support specifically for rough sleepers. It is intended that referrals will be made via the Council into the scheme. Green Trees have also sourced 2 additional schemes of 20 and 18 and further details are awaited about these schemes.

The Homelessness Strategy Group

- 2.17 The Homelessness Strategy Group (HSG) has been in existence for many years to monitor and feed into the Council's Homelessness Strategy. The group has been re-formed with a renewed strategic emphasis on tackling homelessness. Membership was reviewed to make the group more strategic rather than operational. The RSI bid award has been a focus for the group and there have been sub-groups formed to work on
- A short term strategy for tackling rough sleeping focussed on the winter of 2018/2019
 - A longer term strategy to be developed
 - Provision of a drop in centre
- 2.18 The HSG is jointly chaired by the Manager of Two Saints, Sam Headland and Head of Public Health, Matthew Pearce with a view to reporting to the Health and Wellbeing Board. This is in accordance with the Governments recently launched Rough Sleeping Strategy. It is attended by many internal and external providers including Swanswell, CCGs, NHS as well as the voluntary agencies such as Loose Ends, 8 Bells, West Berkshire Homelessness Charity and the Soup Kitchen.
- 2.19 The approach to deliver the short term strategy for the winter of 2018/2019 is for Two Saints to provide an extended service for rough sleepers which extends beyond the Severe Weather Emergency Provision (SWEP) to operate from November 2018 to March 2019. SWEP is normally activated in extreme cold or heat. The intention is to open Two Saints for the winter for people with a local connection. Anyone accessing Two Saints without a local connection will be offered one nights accommodation and redirected to their home town. It has been agreed that assistance will be offered by volunteers working with the charities to offer daytime activities and assistance to find housing from Two Saints with all agencies being able to access the "Make it Happen" and "Move On" funds to assist. There are cases where this co-operative partnership approach is already taking place with financial assistance being offered by way of deposit and rent in advance.
- 2.20 The Green Trees scheme has been delayed for practical reasons and it is not certain that it will be delivered in time for this winter. There are also difficulties recruiting staff to manage the scheme. As a back-up plan, West Berkshire Homeless charity has agreed to set up an "overflow facility" for any rough sleepers who cannot be accommodated at Two Saints. There is a limit of 20 rough sleepers who can be accommodated at Two Saints. There has been an increase in the number of rough sleepers over the summer months and the count is currently 30, so it is likely that some may have to be accommodated in a temporary facility. Premises are being sought at the moment and it is proposed that the overflow facility will take referrals only via Two Saints or the Council rather than being direct access. All of the charities have agreed that volunteers will work at Two Saints and offer day time activities and support for anyone rough sleepers and West Berkshire Homeless Charity has offered to continue with the good work of sourcing housing and employment for those who have less complex needs.
- 2.21 The HSG has worked with the Council's Public Relations Team to develop a "Communication Strategy" to publicise the work being undertaken by the Council and its partners positively. The Group are working together in a very positive way

with a common mission to resolve the issues relating to homelessness and rough sleeping.

- 2.22 In addition to the HSG group, there are multi-agency groups to such as the Rough Sleeping Task and Targeting Group who meet regularly to discuss operationally referrals of rough sleepers to various agencies.

Make Every Adult Matter (MEAM)

- 2.23 The MEAM Approach is a framework to help local areas develop effective, coordinated services for people facing multiple disadvantage, and promote lasting, embedded change to local systems. The Council was successful in securing funding for a MEAM Co-ordinator to promote the MEAM approach. People with multiple needs face a multitude of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health and the aim of the programme is to develop co-ordinated services and challenge existing approaches to secure successful outcomes for this small cohort of people. There is a partnership working group which meets regularly to discuss cases, barriers and solutions.
- 2.24 The MEAM Co-ordinator has assisted to support 3 clients who were previously not engaging with benefit claims and moving them into accommodation. Over 200 actions have been made under MEAM. A total of 47 referrals have been to the MEAM triage stage, with 11 people in total accepted onto the cohort to date. There have been 19 fortnightly multi-agency MEAM Operational meetings. With a mix of statutory and voluntary sector agencies working together to improve outcomes for the cohort, new systems have been developed and new ways of working.

Rough Sleeping Strategy 2018

- 2.25 The Government launched the new Rough Sleeping Strategy (RSS) in August 2018 and there are some implications for the Council as well as opportunities for bidding for funding for additional schemes. The aim of the RSS is to halve rough sleeping by 2022 and eliminate the need for rough sleeping by 2027. The strategy is supported with £100million of funding for a variety of proposals. The themes of the RSS are:

- Prevention
- Intervention
- Recovery

Prevention

- 2.26 There is a lot of emphasis on preventing rough sleeping in the first place and the Government has introduced legislation and regulation already, including:
- The Homelessness Reduction Act 2017
 - Consultation on more regulation for longer tenancies in the private rented sector
 - The Troubled Families programme, as a lot of rough sleeping is linked to poverty

- “All public services should work together to provide a person centred, understanding of individual needs, environments that are appropriate for vulnerable adults”
- An emphasis on the role of businesses, communities and the voluntary sector
- Use of Social Investment and social impact bonds to delivery successful rough sleeping projects
- Housing First pilots and other related schemes
- A commitment to reviewing the HRA in 2 years but now extended to other legislation such as the Vagrancy Act which criminalises rough sleepers
- A commitment to local homelessness and rough sleeping strategies to be monitored by the Government (uploading them to the MHCLG)
- A report on the HSGs linked to Health and Wellbeing Boards in 12 months’ time.
- A role in Safeguarding Boards reviewing the death of rough sleepers.
- The continued role of the National Homelessness Advisory Service (NHAS) for training and advice to front line staff.
- Improve data and introduce data pilots by summer 2019
- NHS data collection on housing status and targeted work for homelessness prevention work in the NHS (NICE guidance)
- Develop hospital discharge and primary care procedures
- Improve prison discharge and launch pilots
- Accommodation on release from prison for women pilots to be launched
- Pilots for care leavers such as extending foster placements and providing personal advisors
- Welfare assistance to be extended
- Review of Local Housing Allowance (LHA) rates post 2020

Intervention

2.27 There are a number of interventions proposed:

- The provision of Rough Sleeper navigators
- “Somewhere safe to stay” – a speedy response to rough sleeping
- An announcement was made that supported housing benefit would be retained as there were proposals to abandon payments as originally made. This is good for hostels and there is due to be a review of hostels in Spring 2019
- Focus on training for frontline staff
- People who sleep rough from outside the UK funding initiatives and support team
- Domestic abuse accommodation review
- NHS and healthcare audit
- End of life care for homeless review
- NHS to spend £30m on healthcare for rough sleepers over the next 5 years.
- Tackling street activity with partners
- Drug mis-use and alcohol strategy
- Role of police in tackling homelessness (national lead on homelessness) - best practice
- Development of a new Streetlink to support alternative “giving” by members of the public as well as identification of rough sleepers.

Recovery

2.28 Recovery takes the form of new housing and reviewing and rolling out pilots. There are a number of bidding opportunities the Council can benefit from and which will be progressed:

- Boost supply of affordable housing with capital funding available where there are opportunities
- A “move on” fund for housing options to include support as well as housing
- Housing First review
- Supported Lettings Fund of £19m to provide flexible support and tenancy sustainment
- Review of housing related support services (Sept)
- More landlord regulation
- Private rented sector Access Fund (£20m)
- Letting Agency fund
- Young Futures Fund (Social Impact Bond) aimed at NEET – 18 to 24
- Focus on local business and charities with round table discussions to take place
- “Work Coach Homelessness Expert” in every job centre
- Job centre managers to work in partnership with housing authorities
- Focussed guidance and share best practice
- Will support further pilots

Conclusion

2.29 In the past 12 months, there have been a lot of changes in the delivery of housing services, both to households at risk of becoming homeless and rough sleepers. The strategic focus of the HSG has assisted all parties concerned to work together constructively and with positive outcomes. The development of this group, reporting to the Health and Wellbeing Board is in line with Government proposals and will work to develop both the short term and longer term homelessness and rough sleeping strategies.

2.30 The HRA has resulted in housing services assisting more people and with new initiatives being explored, will aim to help more households into housing moving forward. The Government’s Rough Sleeping Strategy 2018 aimed at eliminating rough sleeping by 2022 also provides opportunities for bidding which will be positively explored.

Officer details:

Name: Sally Kelsall
Job Title: Housing Strategy and Operations Manager
Tel No: (01635) 519403
E-mail Address: sally.kelsall@westberks.gov.uk

2036 Vision for West Berkshire

Committee considering report: Overview and Scrutiny Management Commission

Date of Committee: 9 October 2018

Portfolio Member: Councillor James Fredrickson

Report Author: Gabrielle Mancini

Forward Plan Ref: OSMC

1. Purpose of the Report

- 1.1 To present the 2036 Vision document and to ask OSMC to note that it is currently out to public consultation.

2. Recommendations

- 2.1 That OSMC note the 2036 Vision document and make any comments as deemed appropriate.

3. Implications

- 3.1 **Financial:** There are no financial implications associated with this report.
- 3.2 **Policy:** There are no policy implications associated with this report.
- 3.3 **Personnel:** There are no personnel implications associated with this report.
- 3.4 **Legal:** There are no legal implications associated with this report.
- 3.5 **Risk Management:** There are no risk management issues associated with this report.
- 3.6 **Property:** There are no property issues associated with this report.

Executive Summary

4. Introduction / Background

- 4.1 West Berkshire is a thriving district in Southern England. It is seen as a fantastic place to live by its residents, who benefit from good educational, health and employment opportunities. It has also received, in recent years, significant investment which has allowed it to flourish as a well-connected, prosperous and desirable local economy with world-class digital infrastructure.
- 4.2 That isn't to say it's without its problems. Evidence suggests that these benefits are not being enjoyed by all residents across West Berkshire. There are significant inequalities in wealth, life expectancy and health as well as education and employment prospects within the district.
- 4.3 West Berkshire, and the world around it, is always changing. Of course, some of this is planned, but much of it is because of national and international trends and events. Regardless of how it comes about, we must be ready for it and take every opportunity to harness the best possible results for residents.
- 4.4 A number of West Berkshire organisations, working under the umbrella of the West Berkshire Health and Wellbeing Board (HWBB), have started a fresh discussion about what the district might want to look like in 2036. The draft West Berkshire Vision 2036 is the product of these discussions and contains evidence which sets out the sort of place West Berkshire is now, and the sort of place it could aspire to be.
- 4.5 This document is not a Council document. The Council will be able to influence and in some cases may be able to lead change in a particular area. However, this document looks at the whole of the district and, as such, has to be owned by all. The Health and Wellbeing Board is well placed to own this document going forward given its partnership based membership.
- 4.6 This Vision document has been developed based on a comprehensive evidence base which has been scrutinised by members of the Health and Wellbeing Board.
- 4.7 The consultation on West Berkshire 2036 Vision will close on 31 October 2018. OSMC members are asked to respond, where necessary, to the consultation and to encourage participation by sharing through their communication and engagement with their Parish Councils and residents.
- 4.8 All comments will be considered following the closure of the consultation period and will be assimilated, where appropriate, into the final version.
- 4.9 The final version will be submitted to all partner organisations and be presented to the Health and Wellbeing Board for formal approval on 19 January 2019.
- 4.10 The Council will approve the document on 5 March 2018.

5. Conclusion

- 5.1 The 2036 Vision document has been developed in order to help shape the district over the next 18 years. The document is a partnership based document and, as such, will be owned by the Health and Wellbeing Board.

6. Appendices

- 6.1 Appendix A – Data Protection Impact Assessment
- 6.2 Appendix B – Equalities Impact Assessment
- 6.3 Appendix C – Vision 2036 Document

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Strategic Support
Team:	
Lead Officer:	Gabrielle Mancini
Title of Project/System:	Vision 2036
Date of Assessment:	26 September 2018

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>	<input type="checkbox"/>	X
<p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	X
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	X
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	X
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	X
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	X
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	X

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

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 OSMC to make:	To support the 2036 Vision document and to encourage Members to make any appropriate comments in response to the public consultation.
Summary of relevant legislation:	N/A
Does the proposed decision conflict with any of the Council’s key strategy priorities?	No
Name of assessor:	Andy Day
Date of assessment:	26 September 2018

Is this a:		Is this:	
Policy	No	New or proposed	Yes
Strategy	Yes	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:	The aim of the vision document is to set a direction of travel for the district up until 2036.
Objectives:	To provide a vehicle for the shaping of the future of the district.
Outcomes:	The specific outcomes will be defined at the next stage of the process.
Benefits:	The district has a plan in place to help shape its future.

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	N/A	
Disability	N/A	

Gender Reassignment	N/A	
Marriage and Civil Partnership	N/A	
Pregnancy and Maternity	N/A	
Race	N/A	
Religion or Belief	N/A	
Sex	N/A	
Sexual Orientation	N/A	
Further Comments relating to the item:		
The 2036 Vision is a high level document which looks to set the future direction of the district and as a result there are no implications on any of the protected characteristics		

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
<p>Please provide an explanation for your answer: The 2036 Vision is a high level document and does not have any implications, at this stage, on any of the protected characteristics.</p>	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
<p>Please provide an explanation for your answer: The 2036 Vision is about improving the overall quality of life of people who live, work and learn in West Berkshire.</p>	

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: Andy Day

Date: 26 September 2018

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.

This page is intentionally left blank



A West Berkshire
where everybody
has what they
need to fulfil
their potential



A West Berkshire
with a housing
mix with
something
for everyone



WEST BERKSHIRE

A West Berkshire
with both beautiful
and diverse natural
landscapes and
a strong
cultural
offering



A West Berkshire
that welcomes
business,
enterprise and
industry into
a productive,
growing and
dynamic
local
economy



2036

A West Berkshire
where the health and
wellbeing of
residents of all
ages and
backgrounds
is prioritised



Foreword

A number of West Berkshire organisations, working under the umbrella of the West Berkshire Health and Wellbeing Board, have decided that at this time of major national and international change it is timely to start a fresh discussion about what we all want West Berkshire to look like in 2036.

2036 has been chosen for this purpose because it aligns with the timetable for the new West Berkshire Local Plan and also because it sets a realistic time period over which an agreed long term ambition can be realised. Aside from setting out an inclusive aspiration for West Berkshire in 2036, the Vision also has a role in setting a framework within which other strategies and plans will be developed. These include the West Berkshire Health and Wellbeing Strategy and the West Berkshire Economic Development Strategy.



Over the next six months this first draft will be shaped and amended through discussion, debate and consultation with a wide range of stakeholders from across the District. From this will emerge a consensus as to what the people of West Berkshire want to strive for over the coming decades.

Accompanying this Vision are two other documents. One of them is a fully-referenced base of evidence which links every challenge or opportunity we have identified in **bold** to its source. The other is an outcomes framework which every interested partner will be encouraged to take away and complete in recognition of the collective nature of the Vision.

It is through collaborative working that we will achieve our aspiration that West Berkshire is a place where everyone is given the chance to thrive, regardless of their background.



Rick Jones
Chair of the Health and Wellbeing Board

West Berkshire should
be a place where
everyone is given the
chance to thrive



Introduction

Today, West Berkshire is a **thriving district** in Southern England which, it has been said, boasts both the economic advantages of the South East and the excellent lifestyle opportunities of the South West. It is seen as a fantastic place to live by its residents, who benefit from good educational, health and employment opportunities. It has also received, in recent years, significant investment which has allowed it to flourish as a **well-connected, prosperous and desirable** local economy with world-class digital infrastructure.

That isn't to say it is without its problems. Evidence, which will be explored later, suggests that these good outcomes are not being enjoyed by all residents across West Berkshire. When travelling a relatively short distance within the district, it is possible to encounter significant inequalities in wealth, life expectancy and health as well as education and employment prospects.

In the years to come, West Berkshire, and the world around it, will change significantly. Of course, some of this change will be planned, but much of it will be based on national and international trends and events. Regardless of how this change manifests itself, we must ensure that **we are ready** for it and we take every opportunity available to harness the best possible outcomes for residents.

This Vision contains evidence which sets out the sort of place West Berkshire is now and the sort of place we, as partners, aspire for it to be. As such, it encourages partners to focus very clearly on how they can continue to develop West Berkshire's existing attributes whilst embracing the change the future brings. It is hoped that this focus will bring about an **inclusive growth**, where everyone sees the advantages of our economic success in every aspect of their lives; whether it is in their health outcomes, their educational opportunities, their job prospects or their quality of life.

At the heart of this first draft is a meaningful commitment to **future-proof** West Berkshire across five key areas. Together, we will deliver:

- A West Berkshire where everybody has what they need to fulfil their potential
- A West Berkshire with a housing mix with something for everyone
- A West Berkshire that welcomes business, enterprise and industry into a productive, growing and dynamic local economy
- A West Berkshire where the health and wellbeing of residents of all ages and backgrounds is good
- A West Berkshire with both beautiful and diverse natural landscapes and a strong cultural offering

These priorities demonstrate a **collective aim** of maintaining West Berkshire's status as a great place to live, work and learn whilst rising to the challenges we will face in the years to come.

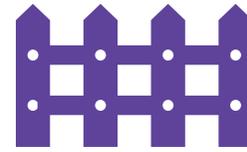
This will not be a Vision created by a small number of people. Instead, it is hoped that this initial document will start a conversation which will enable West Berkshire's communities to decide where the district goes next. Together as partners we will facilitate the change that West Berkshire needs to grow, both economically and socially, at a rate that **benefits all of its residents**, regardless of age, socio-economic status, health, gender or race.

Where are we now



95%
of schools **good**
or **outstanding**

In **bottom half** of Local
Authorities for barriers
to housing and services



Newbury is the
'top tech'
town



Part of
Thames Valley
'**Turbo Economy**'



Less than
an hour's
drive from Heathrow



4
working age people per
retired person



50%
educated to
degree level



Best
residential
care in
England

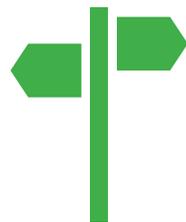
74% Area of
Outstanding
Natural Beauty



10,000
homes built
2000-2018



One of the best
places to be a
woman



Strategic
crossroads
of Southern
England

Population of
156,000



One of the
happiest
places



Best rural
broadband



Life expectancy
for women for men
84 81



Average house price
£338,316

Our hopes for the future



We will have delivered a West Berkshire where everybody has what they need to fulfil their potential.

All of our young people will be well-educated and the wealth of their parents will no longer be a major determinant of their educational outcomes and, by extension, their prospects for the future. We will have addressed the gaps in our employment market, so that the workforce has the skills it needs and that anyone, regardless of their age, health or ability is given a chance to participate in the workplace. West Berkshire's communities will be safer and residents will be more invested in the lives of those around them, as well as their own. Fundamentally, we will have ensured that everyone living in West Berkshire has the best possible start in life and has the opportunity to thrive.



We will have delivered a West Berkshire with a housing mix with something for everyone.

The evidence in this Vision quite clearly suggests that our demographics are projected to shift significantly, with only two working age people per retired person instead of four, as we have now. This will have implications for the number of care beds we require in West Berkshire and may also mean that adaptations will need to be made to homes and neighbourhoods to ensure our ageing population can access services. Our approach to housing will also, however, have sought to redress this generational imbalance and the concerns of our residents that their children would be priced out of the area where they grew up. There will be more affordable housing so that younger people and those on lower incomes can benefit from all that West Berkshire has to offer and so that their children after them will enjoy better outcomes as a result. In short, we will have focussed on providing a range of housing types and tenures that reflects the needs of the future population of West Berkshire.



We will have delivered a West Berkshire that welcomes business, enterprise and industry into a productive, growing and dynamic local economy.

West Berkshire will be even better-connected, with excellent transport links to London, Heathrow and other major locations. It will have become a hub for creativity, which encourages the entrepreneurial ideas of its people. The district will be known as a pro-business area, attracting the jobs and investment that we need to grow. Recruitment issues for our key industries will have been addressed, with significant investment in the skills of our people to meet demand. Through the provision of infrastructure we will have helped our residents to take up the latest and, where applicable, greenest technology that will enhance their lives and allow West Berkshire to compete internationally. In summary, we will have done all we can to secure the economic development the area needs to improve outcomes for all residents.



We will have delivered a West Berkshire where the health and wellbeing of residents of all ages is good.

We have discussed at length the fact that our population is ageing. By 2036 we will have committed to the principle that our residents should not merely be living longer, but living well for as long as possible. The importance of mental and physical health will be recognised, recognising that it can often be difficult to have one without the other. We will also have reduced the health inequalities within West Berkshire, so that where someone is born does not predetermine their health. In doing so, we will improve the wellbeing of our young people, giving them a strong foundation for their lives.



We will have delivered a West Berkshire with both beautiful and diverse natural landscapes and a strong cultural offering.

West Berkshire's cultural and historical assets will have been protected for generations to come but, in reflection of modern life, the way in which they are delivered will have changed. They will have become true community assets, so that the people of West Berkshire are given the opportunity to make a meaningful contribution to their future, so that the role of the past is not forgotten. We will have also done all within our power to mitigate the impact of climate change on our natural environment, making responsible choices in our own energy use and encouraging our residents and visitors to do the same in theirs. In short, we will have retained and enhanced our offering so that it can be enjoyed by as many people as possible. West Berkshire will be, as it is now, a beautiful place to live. Its status as a living landscape within an area of outstanding natural beauty will have been protected so that generations to come can appreciate it, just as those before them have done.



A West Berkshire
where everybody has
what they need to
fulfil their potential

West Berkshire is a well-connected, thriving district with low levels of unemployment, a very well-qualified workforce and, in many areas, a keenly-felt sense of community. Almost all of its schools have been judged good or better by Ofsted, levels of young people not in education, employment or training are lower than the national average and over half of residents have a qualification at degree level or higher. It is also a safe place to live, with crime rates below the national average and very favourable local conditions in the areas proven to drive positive wellbeing.

As with all areas, however, there is need for improvement to ensure that all residents, regardless of their background, are given the same educational, technological and employment opportunities as well as the right to feel safe and nurtured in their communities. It is this that will drive growth and deliver the outcomes our communities need.

Our challenges, our opportunities and our aspirations

Local authority budgets are facing significant pressures, with historically low central government grants leading to reductions in council budgets. Meanwhile, communities are becoming more engaged with their local services.

West Berkshire's communities will decide together what services they see as a priority and will, where they wish to, participate in how they are delivered.

With each generation more technologically capable than the last, there will be a growing demand for online learning as well as a need to acquire new skills, such as coding, that previous generations did not experience.

We will monitor technological change and give the district's young people the skills and equipment they need to compete in our changing world.

Engineering, technology, science and finance are among the areas that are likely to see high employment demand in the future.

We will seek to improve attainment in STEAM (science, technology, engineering, arts and maths) subjects and will explore the use of different educational models, including T Levels and apprenticeships, to meet demand.



In some ways, West Berkshire's levels of social mobility are significantly lower than other areas of the country. There remains a wide gap between the attainment of those on free school meals and those who are not.

We will seek to become a national exemplar with the best opportunities for social mobility of any local authority area.

There are relatively low employment rates for certain vulnerable groups including those with mental health illness and learning disability when compared with other areas.

We will renew the focus on equality of opportunity and ensure that those who want to are given the chance to enter, or re-enter, the workplace.

There is a significant shift in West Berkshire's age groups and is estimated that by 2036, there will be one retired person for every two working age people.

We will provide an environment where the older generation are encouraged to stay in the work place longer, allowing them contribute to the local economy and their local communities whilst supported and enabled through the use of the best technology.



There has been an upward trend in crime levels in recent years, with the nature of crime changing. Child sexual exploitation, modern slavery, cybercrime and domestic abuse are among the increasingly significant issues.

We will educate residents as to how they can spot, prevent and discourage these crimes as well as taking all necessary action when they do occur.



Extremism has also become more prevalent nationally in recent years, with radicalisation now an increasing issue across the UK.

We will put further measures into place to protect communities, should a threat arise, and ensure that residents are aware of potential threats.

Drug and alcohol abuse also remain a local concern in West Berkshire and are significant contributing factors to crime and poor health.

We will work together to establish the root cause of these specific local concerns.

Social isolation, particularly rural isolation, is a growing concern and is proven to adversely affect personal wellbeing.

We will ensure that all residents are given the opportunity to participate in their communities and can access the services they need.

West Berkshire's
compassionate
commitment to equality
of opportunity and
safe, happy
communities
will remain



By 2036, there is a significant chance that education and training will look very different to the way it does today as a result of emerging technology and a shift towards internationalism in both the workplace and the classroom.

The profile of the population and its communities will change over time, as will attitudes and values, as economic and political events exert their influence. Regardless of this likely change, however, West Berkshire's compassionate commitment to equality of opportunity and safe, happy communities will remain, shaping every decision made by its partners.

We commit to creating a skilled West Berkshire where communities work and grow together.



A West Berkshire with a housing mix with something for everyone

Throughout this document, a recurring theme is that West Berkshire is a desirable place to live. In recent years, almost 10,000 homes have been built in the district, closely matching household growth. It is no wonder that this increase has been necessary, given the district's desirability, and that further homes will have to be built to meet demand in years to come.

With this desirability comes house prices that are significantly higher than those in many areas of the country and issues of affordability, particularly for those on low income. This is further exacerbated by the low level of homes available for affordable rent as well as a lack of social housing stock. To deliver our aspiration for the future, partners must work together to ensure that the homes built in West Berkshire, as well as the accompanying infrastructure, are the ones its residents need, want and can afford.

Our opportunities, our challenges and our aspirations

In recent years, there has been a focus on affordable housing within West Berkshire, as well as indications from central government that local authorities will face tougher requirements on housing delivery or risk losing delegated powers. With changing demographics, high house prices and skills shortages, we risk workers and young people being priced out of the district.

We will explore, and subsequently deliver, the types of homes and tenures required to address skills shortages as well as to encourage younger residents to remain in West Berkshire.

It is estimated that significant investment in homes available for social rent is necessary across the UK, particularly in areas with high rental values and house prices.

We will work together to establish delivery vehicles for appropriate housing for our residents on lower incomes.



Building an energy efficient new two bedroom home creates 80 tonnes of CO₂, which would take many years to cancel out through energy efficient living.

We will consider where existing buildings can be refurbished to create modern homes and business units.

The changing nature of the local population and in particular changing household structure will mean that demand will increasingly be for homes with different designs.

We will monitor these trends and review its approach where needed.

Although the majority of those with learning disabilities wish to live either alone or with friends, there is limited suitable housing available.

We will widen choice and opportunity to access housing that supports continued independence, such as cohousing or home sharing.

With the number of elderly residents requiring care set to increase by 60%, it is estimated that more residential care bed spaces per annum will be needed. Those who choose to stay in their home will be spending more time in their homes, thus requiring adaptations to their accommodation.

We will look to achieve a safe rebalancing of resources from in-hospital to community-based care, carrying out adaptations where necessary, and will encourage innovative approaches to meeting the housing and support needs of older people.



Homelessness, including rough sleeping, has increased in recent years across West Berkshire.

We will look continue to work together to alleviate rough sleeping as soon as possible.

together we will look to ensure that every household can afford to have a safe home and that the homes that are built reflect the future needs of our residents

The index of multiple deprivation indicates that access to services, particularly in our rural areas, can be challenging.

We will understand what facilities new neighbourhoods require to be truly ‘age friendly’ whilst supporting our naturally occurring retirement communities. We will also prioritise access to services essential to the health, wellbeing, education and employment for all residents.

In compiling the new Local Plan, together we will hope to ensure that every household can afford to have a safe home and that the homes that are built reflect the future needs of our residents with respect to care, education, health and employment, rather than more of the same. In doing so, we will allay residents’ concerns that West Berkshire’s communities will become unsustainable as when their children leave home, they will have no option other than to move away as they are priced out of their own area.

In turn, this will contribute to the establishment of communities that are secure, happy and have good standards of wellbeing. This will allow our biggest asset, the people of West Berkshire, to support our economic development objectives and deliver the growth the district needs.

We commit to creating a West Berkshire where residents are properly housed.





A West Berkshire that
welcomes business
enterprise and industry into
a productive, growing and
dynamic local economy

Situated in the Thames Valley ‘turbo economy’, West Berkshire is, at its core, an ambitious and entrepreneurial district. It is home to over 7000 SMEs and is particularly renowned for its skilled and creative work force, low unemployment and its many locational advantages. Its infrastructure, both in highways and digital, contribute to make the district one of the best-connected areas of the country in terms of access to employment, technology and commercial markets, with excellent- and improving- services.

To sustain this, West Berkshire must cement its status as a dynamic district; one that recognises that we cannot stand still in an increasingly competitive world and that using our natural assets well is essential for our future. In doing so, however, we should also appreciate that the number of jobs in the area outstrips the working population and seek to mitigate this. In short, we must look for a way to take advantage of the opportunities that come our way and renew our focus on delivering infrastructure and economic development initiatives that both meet the demands of modern life and reflect the values and heritage of residents, for it is this that will deliver the inclusive growth needed for the future.

By ensuring we commit to the development of West Berkshire’s economy, we will help to create lively neighbourhoods and a strong and diverse sustainable economic base with much-needed employment land and flexible office space. This in turn will attract investment in cultural and recreational attractions, skills, training and sustainable infrastructure which allows residents to remain economically active and, by extension, to enjoy better health and wellbeing outcomes.

Our challenges, our opportunities and our aspirations

International markets will be opening up with evidence suggesting that 70% on international companies setting up in the UK will look to do so within 1 hour's drive of Heathrow.

We will attract funding for transport links and harness technological advances to ensure that West Berkshire is the destination of choice for these companies.

In line with an increasing recognition of the importance of Corporate Social Responsibility, companies will want to occupy greener buildings with lower emissions.

We will focus on high quality, sustainable builds in which companies are proud to do business.



Automation is likely to transform the way in which goods are delivered and transported.

We will make the best possible use of technology while monitoring the potential impact on the workforce.

Future demand, based on contribution to the local economy and job growth, will likely be in STEAM (science, technology, engineering, arts and maths) areas including digital, engineering, science, business and construction. There will also be increasing demand in hospitality and sales.

We will actively engage with and support these industries in locating premises, employees and partnerships.

With the democratisation of entrepreneurship via crowdfunding platforms, it is likely that opportunities for creativity will increase.

We will consider our role in facilitating this creativity so that those with ideas can work within an environment that enables them to succeed.

The workforce will become increasingly mobile, with traditional business delivery models making way for more at home and online working.

We will invest in infrastructure that will make it the best-connected, as well as one of the most desirable, business locations in the South East.



Recruitment issues in care, hospitality and education will pose problems in West Berkshire because of high housing costs and skills shortages.

We will invest in training and will consider developing low cost housing available for social rent.

Recruitment issues for West Berkshire's 7000 small businesses will continue.

We will support these businesses at every stage, from start-up advice, to location sourcing to ongoing engagement.

Employment projections for the years to 2036 suggest that there will not be enough supply.

We will do all we can to boost the size of the workforce, encouraging people from all demographics to remain economically active and attracting those with the skillsets we need to fill vacancies. We will also concentrate on retaining our talent, so that people who were born in West Berkshire and study elsewhere will aspire to return to live and work here.

Local authorities are expected to raise and spend more of their business rates locally. With this comes increased competition between neighbouring authorities, as business rates collection becomes an even more integral part of delivery of local services. To take advantage of these new powers, West Berkshire must do it all it can to be open for business.

We will be pro-active and explore every single opportunity to expand the district's business offering.

West Berkshire has a shortage of employment land and has not been able to accommodate new business enquiries in recent years. One of West Berkshire's biggest assets is its location within the Wessex Downs AONB. However, this also poses it challenges as one of the district's most marketable locations- the crossroads of the M4 and A34- lies within this area and may not be able to be developed.

We will start a meaningful conversation about how we can develop, including within the AONB where practical, to meet demand.



Use of electric cars is likely to increase exponentially, bringing with it a need for supporting infrastructure, while driverless vehicle technology may become more common.

We will work together to enable residents to take advantage of technological innovation in car use, prioritising the installation of the requisite charging points.

There is likely to be a transport modal shift away from single use car journeys which may, in some areas, decrease demand on our roads.

We will monitor this shift and, where necessary, will influence changes that promote environmental sustainability.

Our major roads are improving, with significant central government investment planned to increase capacity on the M4, addressing demand. Meanwhile, rail electrification will open new markets, with Reading, Heathrow and London more accessible than ever before.

We will work together to ensure that supporting infrastructure around our train stations allows all of our residents and businesses to access these markets so that they compete internationally.



The DfT's Oxford to Cambridge Expressway Strategic Study will include the A34 between the M4 and M40, which will see significant investment in the region.

We will forge closer links with neighbouring areas where this stimulates growth in the district.



The DfT's Oxford to Cambridge Expressway Strategic Study will include the A34 between the M4 and M40, which will see significant investment in the region.

We will forge closer links with neighbouring areas where this stimulates growth in the district.

There are strategic issues with roads managed by the local authority, including the A339 in Newbury, which must be addressed.

We will work together to both pro-actively and reactively address these issues.

Obesity levels, which are likely to increase, may dictate the public's appetite for journeys on foot or on bike.

We will put the pedestrian and the cyclist is at the heart of spatial planning, creating modern walkable and cycleable communities.

we will consider
the need for economic
development in
all we do, we will
embrace technological
change and we will
support strategic
investment choices

In other areas of this document, the challenges facing West Berkshire have been discussed. We aspire to meet these head on, developing our economy in a way that is inclusive, green and sustainable. By implementing a comprehensive economic development strategy, West Berkshire will be well-placed to grow in a way that benefits all of its people and will also have the levels of connectivity that are essential to compete on the international stage. It will also make West Berkshire as attractive as possible to younger demographic, skilled workers and high tech industry.

West Berkshire is ambitious and must be well prepared for the future. As partners, we will consider the need for economic development in all we do, we will embrace technological change and we will support strategic investment choices, thereby future-proofing the district for generations to come.

We commit to creating a high tech, well-connected West Berkshire that is open for business.



A West Berkshire where the health and wellbeing of all residents of all ages and backgrounds is good

West Berkshire is generally a healthy, happy place to live. The district's life expectancy, at 81 years for men and 84 years for women, is above both the regional and national averages. By 2036, this is expected to increase by a further four years. The difference between healthy and overall life expectancy is also notably lower than across the South East and England.

These good outcomes should be expected for all residents in a prosperous area such as West Berkshire. However, we know that many people are not living as long as the wealthiest in society and spend longer in ill-health. This needs to change, and we have identified a number of issues and trends which will help address this inequality and ensure that all of our people are not merely living longer, but are living well for longer.

Our challenges, our opportunities and our aspirations

Many people engage in unhealthy behaviours (physical inactivity, poor diet, smoking, high alcohol consumption) leading to illness and early death related to chronic diseases and conditions such as obesity and type 2 diabetes.

We will empower individuals and communities to take greater responsibility for their health and provide support for those who need it.



An increasing number of children are not able to achieve their potential for example due to being overweight or obese from an early age and experiencing poor emotional wellbeing.

We will work with children, families, schools and nurseries to support every child to have the best start in life so they become healthy, resilient adults.

Mental health problems represent the largest single cause of disability in West Berkshire affecting people of all ages.

We will create a stigma-free West Berkshire where people have the tools they need to manage their mental wellbeing, while ensuring high quality services are there to help those who need more support.

There will be an increase in age-related diseases and conditions, putting pressure on our health and social care services.

We will invest in the wellbeing of our elderly residents ensuring that individuals, their carers and families take an active role in their health and wellbeing with greater choice and control over their care.

There are significant health inequalities within West Berkshire, with a life expectancy gap of up to ten years within the district.

We will reduce health inequalities by delivering interventions for everybody, but focussing on those who need more help.

Loneliness and social isolation will become increasingly common which can be damaging to both mental and physical health. Being cut off from social interaction affects people of all ages, especially young people and older adults.

We will work with our communities as equal partners to make the most of existing strengths and facilities to grow social networks and inclusion.

The environment we live in is a key determinant of health and it is increasingly important that we ensure it enables our ability to lead healthy and active lives.

We will put health at the heart of all we do and promote healthy schools, towns and workplaces to enable people to make healthy choices.

Social media has led to an increase in mental health issues and body dysmorphia among young people.

We will educate young people and support them and their families where they feel vulnerable, both on and offline.

Antibiotic resistance will make it harder to prevent and treat infection.

We will work with all partners to raise awareness of the importance of antibiotic resistance.

By 2036, good health and wellbeing will not be a fringe issue or a 'nice to have'. It will be at the heart of everything we do and will be woven carefully into the framework of all of West Berkshire's partners. To achieve this we will adopt a 'health in all policies' approach that will ensure that the decisions we make consider the health of our residents and reducing inequality.

Everyone will be given the opportunity to live a healthy lifestyle and experience the best physical health and emotional wellbeing. A successful, healthy district will, in turn, become a prosperous one. We must protect the health and wellbeing of our people as they are our biggest resource.

We commit to creating a West Berkshire where all residents are healthy and wellbeing is high.



We must protect the health and wellbeing of our people as they are our biggest resource





Page 72

A West Berkshire with both beautiful and diverse natural landscapes and a strong cultural offering

West Berkshire’s diverse environment and historical and cultural offerings are among its strongest assets. They are the reasons why West Berkshire is a popular place to live and have an important role in promoting the health and wellbeing of residents. They are valued and are protected so that they may be available for generations to come.

It is clear, however, that conserving and enhancing these assets will require action, as financial constraints and environmental concerns will become increasingly prevalent.

Our opportunities, challenges and aspirations

There is likely to be a further shift towards renewable energy, as alternatives to fossil fuels become cheaper and more accessible.

We will commit to using renewable energy where possible, thereby reducing their carbon footprint.

Greenhouse gas emissions, particularly CO₂, will continue to have an adverse effect on health and the natural environment.

West Berkshire partners will play their role in reducing CO₂ emissions and will introduce specific mitigation measures in problem areas.



Around 4.4% of the West Berkshire population are exposed to road, rail or air transport pollution during the day and 8.8% are exposed at night. To date, this has not been a source of complaints but should be considered in the future.

We will monitor this issue and take reactive measures where necessary.

There is a growing awareness of the impact of plastic use on our natural environment and our wildlife.

We will consider as partners how the use of materials harmful to the environment, including plastics, can be kept as low as possible.

West Berkshire produces a relatively large amount of household waste compared to the regional and national averages, which may increase still further as economic productivity grows. The area does, however, recycle more than the regional and national average.

We will, through education and incentivisation, encourage residents to make the most environmentally sound choices available and to eliminate unnecessary waste.

Reducing high CO₂ production and working towards a carbon-neutral way of working will be essential.

We will look beyond its borders and, in doing so, will play its part in supporting national and international change through its policies and actions.

Water availability may be an issue, which may have an economic impact on businesses and residents within West Berkshire, with the South East projected to be highly susceptible to supply-demand deficits

We will do all they can to manage demand while maintaining integrity of our supply of fresh water.



Our local government-owned cultural assets, such as Shaw House and the West Berkshire Museum, will remain as an important part of the community.

We will consider how we can further develop these assets and whether the creation of a community cultural and heritage hub is possible.



Our libraries have gone through a period of significant change and are increasingly being run by community-based volunteers.

We will ensure that all of our parishes continue to be empowered to run their libraries in a way that works for them so that become multi-functional hubs, at the heart of the community.

Online shopping is likely to outstrip high street retail, leading to further changes in our town centres.

We will consider how to boost the appeal of our centres, focusing on place-making, and ensure they are desirable to residents and visitors alike.

By 2036, we want to have ensured that the decisions we have made have contributed to a district with a low carbon footprint and one where people are empowered to make the most environmentally-conscious decisions available.

We will also have the best possible cultural offering, which reflects on our shared past and our optimism for the future of West Berkshire, and will have protected our beautiful natural environment so that generations to come can enjoy it as those before them have done.

We commit to sustaining an environmentally-conscious West Berkshire with a strong cultural offering.

We will have the best possible cultural offering, which reflects on our shared past and our optimism for the future of West Berkshire



Conclusion

In the coming years, a range of factors, both within our control and otherwise, will influence the future course of West Berkshire. Demographics will change, the implications of the biggest political change in generations will be manifested and trends will come and go. As partners, we are well-positioned to ensure that this course benefits all of our residents.

Throughout this document, we have identified the challenges facing West Berkshire in years to come, as well as our aspirations for 2036.

We will continue to work together over time to monitor these shifts to pave the way for an inclusive, prosperous, thriving West Berkshire. This may include amending parts of this Vision to reflect new challenges and new aspirations for our shared future.

At the heart of West Berkshire 2036 is our vision for **inclusive growth**. This must be driven by the outcomes of all of the people of West Berkshire and- above all else- it must be sustainable. It is precisely this commitment that will cement the district's status as a fantastic place to live, work and learn for generations to come.

We are ambitious for the future.

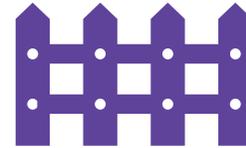
We are ambitious for West Berkshire.

Where we hope to be in 2036



ALL
of schools **good**
or **outstanding**

Housing and services
accessible to all



Newbury is an
internationally
recognised tech hub



Part of
Thames Valley
'Turbo Economy'

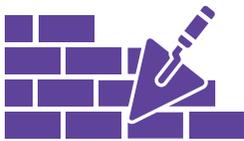


Less than
an hour's
drive or train ride
to Heathrow



3
working age people per
retired person

A range
of housing types
and tenures



A workforce
with a **wide**
range of skills



Best
residential
care in
England

74%
Outstanding
Natural Beauty



The best
place to be a
woman



Population of
167,000

One of the
happiest
places



Strategic
crossroads
of the South East



High Healthy
Life expectancy



Best
rural broadband



vision@westberks.gov.uk

Produced by West Berkshire Council's Graphic Design service.

Key Accountable Performance 2018/19: Quarter One - Summary Report

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	09 October 2018
Portfolio Member:	Councillor Dominic Boeck
Date Portfolio Member agreed report:	16 August 2018
Report Author:	Catalin Bogos
Forward Plan Ref:	Ex. 3420

1. Purpose of the Report

- 1.1 To report quarter one outturns for the Key Accountable Measures (KAMs) which monitor performance against the 2018/19 Council Performance Framework.
- 1.2 To provide assurance that the objectives set out in the [Council Strategy 2015-2019](#) and other areas of significant activity are being managed effectively.
- 1.3 To present, by exception, those measures which are predicted to be 'amber' (behind schedule) or 'red' (not achievable) at year end, 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. Recommendation(s)

- 2.1 To note progress against the KAMs and key achievements in all services.
- 2.2 To review those areas reported as 'amber' and 'red' to ensure that appropriate actions are in place:

Amber:

- 1) (LRIER) London Road Industrial Estate redevelopment 2018/19 milestone: Create and gain approval for the business plan
- 2) Average number of days taken to make a full decision on new Benefits claims
- 3) % of clients with Long Term Service (LTS) receiving a review in the past 12 months
- 4) % of 'major' planning applications determined within 13 weeks or the agreed extended time
- 5) % of 'minor' planning applications determined within 8 weeks or the agreed extended time

- 6) % of 'other' planning applications determined within 8 weeks or the agreed extended time

Red

- 1) % of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"
- 2.3 To note and approve additions and amendments made to KAMs, following Corporate Board's requests for further information during the target setting process.
 - (a) Delayed Transfer of Care (DToC) target will be set nationally during Q2
- 2.4 To agree to remove the KPI "% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant applications" and investigate a more meaningful alternative.
- 2.5 To agree to report the number of people aged 16-24 and 16-64 who claim Claimant Count as a measure of volume, instead of those just claiming Jobseekers Allowance to reflect the move towards Universal Credit.

3. Implications

- 3.1 **Financial:** To be highlighted and managed by individual services.
- 3.2 **Policy:** To be highlighted and managed by individual services.
- 3.3 **Personnel:** To be highlighted and managed by individual services.
- 3.4 **Legal:** To be highlighted and managed by individual services.
- 3.5 **Risk Management:** To be highlighted and managed by individual services.
- 3.6 **Property:** To be highlighted and managed by individual services.
- 3.7 **Other:** There are no other know direct implications.

4. Other options considered

- 4.1 None

Council Strategy 2015-19: Key Accountable Performance Scorecard

Summary of Performance for 2018/19: Quarter 1

Council Strategy

Priorities for Improvement

*RAG status

Core Business

Educational Attainment **available Q2**

G Protecting our Children

Close the Attainment Gap **available Q2**

G Bin Collection & Street Cleaning

More Affordable Housing **available Q4**

G/A Providing Benefits

Key Infrastructure Improvements **G/A**

G Council Tax & Business rates collection

Safeguarding Children & Adults **G/R**

G/A Older & Vulnerable Adults Wellbeing

Communities Help Themselves **G**

G/A Planning and Housing

More Effective Council **G/A**



Corporate Programme

New Legislation Preparation **G**

G Strategy Development

Strategic Transformation **G/A**

G Service Transformation

Corporate Health

Net budget for 2018/19: **£125.4m**

Staff turnover (of 1,555 FTE)
rolling 12 months

2018/19 Q1 forecast overspend **dna**

14.5% 2018/19 Q1 staff turnover

*dna = data not available at time of publication



*Red, Amber, Green (RAG). For Strategic Priorities, this is measured over the life of the Council strategy (2015-2019). For Core Business and the Corporate Programme, the RAG relates to year end targets



Executive Summary

5. Introduction / Background

- This report provides the Executive with a summary of the Council performance during quarter one 2018/19. Performance is shown against the priorities for improvement (Council Strategy 2015-19), core business activity, the Corporate Programme and Corporate Health Indicators. The overall position is summarised in the Key Accountable Performance Scorecard.

6. Synopsis

- In terms of priorities for improvement, most areas are performing well. The measure for the six Adult Social Care (ASC) provider services inspection's outcomes, shows that one nursing home recently transferred under the Council's responsibility, was rated by the Care Quality Commission (CQC) as "inadequate". An improvement plan has been put in place and it is expected that an improved rating will be given at the next inspection.

Under the 'More effective council' aim, a minority of measures/milestones have not achieved their targets (see exception reports Appendix F).

Good performance continued this quarter for the measures relating to children's social care core business. However, performance in a number of the measures from the wider set of KPIs for children's social care, are of concern and whilst the service believe that under-performance may be impacted by recording and reporting this matter needs further investigation.

The measure relating to waste recycling is estimated 10% better than the target likely due to seasonal variations. DTOC (delayed transfers of care) and reablement/rehabilitation (still at home 91 days after hospital discharge) measures have also shown improvement since Q4. In planning, local target setting towards the end of Q1 has meant that adjustments to how applications are processed have only recently been made and performance is expected to improve in later quarters.

- Corporate Programme: The Corporate Programme shows a mixed picture with good progress being made in relation to a number of flood alleviation improvement projects. However, projects such as the roll out of Superfast Broadband and London Road Industrial Estate Regeneration are behind schedule and in the case of Broadband the completion date has had to be re-profiled.
- Corporate Health: Since Q4 2017/18 Staff turnover has increased by 1% to 14.5%.

7. Conclusion

- 7.1 The Council continues to perform well in most areas. Improvements have been achieved in some activity domains (e.g. waste recycling, some ASC). The Corporate Programme is reporting good progress across most areas of work.

7.2 Most of the measures RAG rated Amber or Red have achieved results only slightly below targets, and are not of significant concern at this stage. Corporate Board is investigating the performance results for a number of additional measures relating to children's safeguarding which is believe to be impacted by data recording issues. Based on the analysis of the available information at Corporate Board, there are no measures proposed at this stage for more in depth considered by the Executive or for further scrutiny.

8. Appendices

- 8.1 Appendix A – Data Protection Impact Assessment
- 8.2 Appendix B – Equalities Impact Assessment
- 8.3 Appendix C – Supporting Information
- 8.4 Appendix D – District Wide Health Check Dashboard
- 8.5 Appendix E – Key Accountable Measures of Volume (Dashboard and by Service)
- 8.6 Appendix F – Key Accountable Measures by Strategic Priority
- 8.7 Appendix G - Exception Reports
- 8.8 Appendix H – Quarterly Service Requests
- 8.9 Appendix I – Technical Background and Conventions

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Strategic Support
Team:	Performance, Research and Consultation
Lead Officer:	Catalin Bogos
Title of Project/System:	n/a
Date of Assessment:	n/a

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be personal processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using the personal data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity 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 outturns and to review any remedial actions proposed.
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	24/07/2018

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 report on progress on delivering the Council Strategy Priorities and Core Business objectives.
Objectives:	To ensure decision making bodies are informed of the progress made with delivering the Council Strategy Priorities and Core Business objectives.
Outcomes:	Corporate Board and the Executive Committee are informed of performance levels and have reviewed any actions proposed to improve performance.
Benefits:	All beneficiaries of the council's services should benefit, either directly or indirectly, from the delivery of better outcomes.

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
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No

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: 24/07/2018

Key Accountable Performance 2018/19: Quarter One – Supporting Information

1. Introduction/Background

- 1.1 This report provides the Executive Board with an update on the Council's performance at quarter one, as described in the Council's Performance Management Framework (refer to Appendix H: technical background and conventions). Information is provided on the following:
- (a) Notable trends in the measures of volume (MoV)
 - (b) Performance against the Strategic Priorities and core business
 - (c) Progress of the Corporate Programme
 - (d) Overview of the Corporate Health Measures

2. Supporting Information

- 2.1 District Wide Health Check Dashboard (non-targeted and contextual measures). Although, not all the contextual measures are within our control, they can provide useful information about the health of the district (refer to Appendix D)
- (1) Compared to June 2017 the net number of properties subject to business rates and not empty has increased by 4.5%. The number of properties subject to business rates has increased by 346 (5,359 to 5,705) since Q1 last year and the number of empty properties has increased by 111 (from 145 to 256) over the same period. Compared to March 2018 (Q4), the number of properties subject to rates has risen by 159 and the number of empty properties has only increased by 15.
 - (2) Looking at data since 2015/16, Q1 has traditionally seen a higher number of people claiming Jobseekers allowance (JSA) for both age cohorts (16-64 and 16-24). However, Q1 2018/19 has seen a reduction in both groups since the same quarter last year (-47.9% and -57.1% respectively). The cohorts are relatively small (250 and 15 respectively), so this result may be anomalous, however it is more likely to be due to the introduction of Universal Credit (UC). UC replaces benefits including JSA, Housing Benefit, and Child Tax Credits. It may be more relevant to report on the Claimant Count, which measures the number of people claiming benefit principally for the reason of being unemployed and includes UC and JSA.
 - (3) The number of planning applications has reduced by 24.6% since the same period last year, however this percentage does not reflect the complexity of the application and therefore the demand on officer time for processing. *Please note this data is estimated and will be updated in Q2.*

- (4) The number of new enquiries for support from Adult Social Care has increased by 17.3% since Q1 2017/18. This increase may be due to work to ensure more robust recording across the locality teams and the consequently more accurate records. The majority of requests have been at Tier 1 (information and advice).
- (5) Although the quarterly increase in the number of children subject to a Child Protection plan is small (4.6%), there is a steady upward trend in the number of children affected over the last 3 years.
- (6) There has been a sharp increase in the number of adult safeguarding enquiries opened (77.6%). The service is exploring the reason for this.

2.2 **Key Accountable Measures by Strategic Priority for Improvement** (refer to Appendix F)

- (1) Q1 returns have not been completed for the Education Service (attainment data is reported during Q3/4) or for Public Health and Wellbeing, but will be available at Q2.
- (2) **Enable the completion of more affordable homes**
 - (a) The number of homes completed this year will not be reported until Q4.
- (3) **Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy** (RAG: Green/Amber)
 - (a) The annual highway improvement programme commencing in Q1 will see 77 roads being completely resurfaced this year. There has been major resurfacing of the A340 at Theale between the A4 and Tidmarsh during Q1. In addition, preparatory works for the annual surface dressing programme, funded largely by our successful bid to the Department for Transport, has begun.

The adverse winter weather has taken its toll on the local road network, with a number of road surfaces breaking up and requiring urgent attention. Volker Highways Services completed 83 gritting runs; the highest number for years. The winter reserve was fully utilised to fund this work.
 - (b) As part of the Market Street development, good progress has been made on the construction of the bus station on the Wharf. Work commenced on site in April and the scheme should be completed later in the summer.
 - (c) Recommencement of decontamination of the Sterling Cables site was scheduled to begin at the end of July 2018.
 - (d) The London Road Industrial Estate redevelopment is still delayed by its dependence on the conclusion of court proceedings. (See Appendix G – Exception reports)

- (e) Two schemes managed by our Projects Team were shortlisted for industry awards from the Institution of Civil Engineers. These were the Tull Way Flood Alleviation Scheme and the A339/London Road Industrial Estate junction improvement in Newbury.
- (4) **Good at Safeguarding Children and Vulnerable Adults** (RAG: Green/Red)
- (a) It was previously reported that Children and Family services achieved a rating of 'Good' at the latest Ofsted inspection and that five ASC provide services are rated at least good by the Care Quality Commission in the inspection domain of safe.
 - (b) Birchwood Nursing has come under WBC control and, immediately after this, was inspected and rated "Inadequate". It has recently been inspected and the Care Quality Commission have confirmed that based on the current rating, they would not raise the rating beyond "Requires Improvement". Activities scheduled as part of the improvement plan, continue to be delivered to ensure improvements in all domains and especially in safeguarding.
- (5) **Support Communities to do More to Help Themselves** (RAG: Green)
- (a) Devolution discussions are progressing with Thatcham Town Council with regards to the transfer of three open spaces/playgrounds. Proposals are being finalised with Lambourn Parish Council which could see them assuming responsibility for some Public Rights of Way, Traffic Islands and the Market Square.
 - (b) The number of community engagement events has gained momentum. The Building Communities Team have held workshops, a homeless conference, conversations with parish councils and peer mentor co-ordinators and Royal Berkshire Fire and Rescue have engaged with schools.

2.3 **Key Strategic Measures by Core Business** (refer to Appendix F)

- (1) **Protecting our Children** (RAG: Green)
- (a) Timeliness to complete single assessments and placement stability of Looked After Children continued good performance from last year.
- (2) **Bin collection and street cleaning** (RAG: Green)
- (a) We're on track to achieve our year end target of 80%. There were seasonally high levels of waste in Q1 and therefore an inflated figure has been reported. This seasonality will probably average out during the year. It is not yet known whether this will be impacted by the introduction of the new Garden Waste subscription service.
- (3) **Providing benefits** (RAG: Green/Amber)

- (a) The time taken to process a new benefit claim is slightly above target but lower than at this time last year. Recruitment to vacancies has been progressed.
 - (b) The processing time to make changes to an existing claim is on target and shorter than last year. However, it has not returned to the quicker turnaround times in 2015/16.
- (4) **Collecting council tax and business rates** (RAG: Green)
- (a) In year council tax and business income is similar to previous years and on target, with business rates being 2.9 percentage points higher than this time last year.
- (5) **Ensuring the wellbeing of older people and vulnerable adults** (RAG: Green/Amber)
- (a) The percentage of long term clients receiving an annual review is one percent below target, due to a number of vacancies within the team. These posts have been recruited to and new staff are due to start in Q2.
 - (b) The target for number of bed days due to delayed transfer of care (DToC) has not yet been set nationally, however the provisional Q1 return is low.
 - (c) The percentage of older people still at home 91 days after discharge from hospital has improved compared to last quarter and is now better than the target.
- (6) **Planning and housing** (RAG: Green/Amber)
- (a) The targets for planning application determination have been increased compared to last year's, to reflect the national average for processing time. Changes to procedures will be implemented and it is expected that the new targets will be achieved in the coming quarters.
 - (b) Changes have been implemented to increase the accuracy of reporting regarding homelessness prevention & alleviation. This was triggered by the Homelessness Reduction Act (HRA) coming into force (April 2018). The new methodology means that a new target needs to be agreed once benchmarking data becomes available during Q2.

2.4 Corporate Programme

- (1) The structure and content of the programme continues to evolve and it now allows for the tracking of more than 100 significant projects currently in progress within the authority, a large proportion of which have their own monitoring arrangements. Highlights for the remainder are shown below.
- (2) New legislation preparation: The authority was fully prepared to meet the requirements of the General Data Protection Regulation when it came into force on 25 May and the event passed without incident.

- (3) Strategy development: Work is being undertaken to develop the vision for the district to 2036, the Council strategy 2019 – 2023, a workforce strategy, economic development strategy, the district's Local Plan to 2036 and the Local Transport Plan.
- (4) Strategic transformation: The development of the governance arrangements for the Joint Venture with Sovereign Housing is continuing and a 'Commercial Group' has been established to oversee and co-ordinate the expansion of the Council's trading activities. Some delays relating to the Digitisation projects are being managed and are due to competing demands and lack of capacity in the relevant services.
- (5) Service transformation: Work continues on both Financial Challenge and New Ways of Working activity.

2.5 **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, that from the reported measures 70% (16/23) of them are RAG rated Green, 26% (6/23) Amber and 4% (1/23) Red, compared to 76% (28/37) Green, 22% (8/37) Amber and 3% (1/37) Red for quarter one 2017/18.

3. Amendments to targets or measures

- 3.1 The measure regarding the timeliness of approving the high priority Disabled Facilities Grants is proposed for removal from the corporate performance framework. This is not deemed to be a useful measure given the processes taking place in the service.

4. Options for Consideration

None

5. Conclusion

5.1 Quarter one results show that performance levels are mixed.

5.2 Improvements or maintaining high performance was achieved in the following areas:

- Local infrastructure enhancement – Market Street redevelopment and Sterling Cables – are on track against the milestones agreed for this year.
- New Community Engagements facilitated – eight community engagements facilitated during the quarter is better than the trajectory required to achieve the annual target of more than 10.
- Protecting our children – high performance was maintained for the timeliness of single assessments and placement stability;
- Collecting Council Tax and Business Rates – results are following the expected trajectory to achieve the end of year targets.
- Older people and vulnerable adults' wellbeing – very good timeliness of financial assessments (100% completed within 3 weeks). The number of bed days due to delayed transfer of care improved/reduced. Reablement (people still at home 91

days after discharge from hospital) measure has improved from last quarter and it is now better than the target.

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

- New Benefits claims – average timeliness of decisions is 0.83 days higher than maximum target.
- Planning applications determined within timescales – the service has made changes to their approach and is expecting to achieve more challenging targets set for this year.

5.4 The following measures are impacted by factors outside direct Local Authority control:

- London Road Industrial Estate – delayed by ongoing court action.
- Inspection of care home - improvements are being implemented but CQC confirmed that at a new inspection the maximum rating that can be achieved is 'Requires Improvement'.

5.5 Based on the data available it is not proposed at this stage, to ask the Executive or OSMC to look further into any of the 'amber' or 'red' measures.

6. Consultation and Engagement

6.1 The Council's performance management framework includes requirements that the information provided for the inclusion in this report is signed off by the relevant Heads of Service and Portfolio Holders.

Background Papers:

[Council Strategy 2015-2019](#)

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**

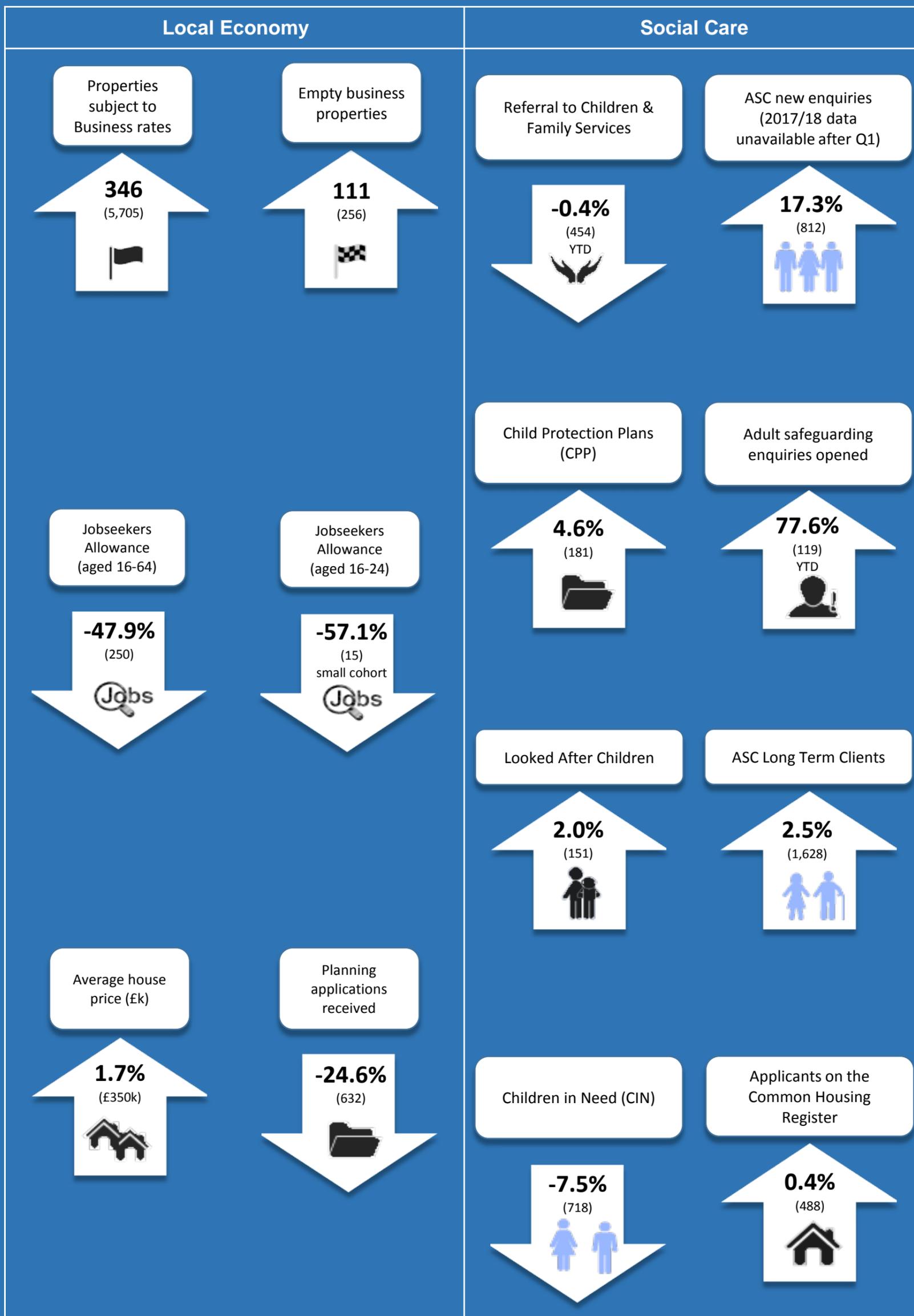
-
- HQL1 – Support communities to do more to help themselves**
 - MEC1 – Become an even more effective Council**
-

Officer details:

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

This page is intentionally left blank

District Wide Health Check 2018/19: Quarter 1

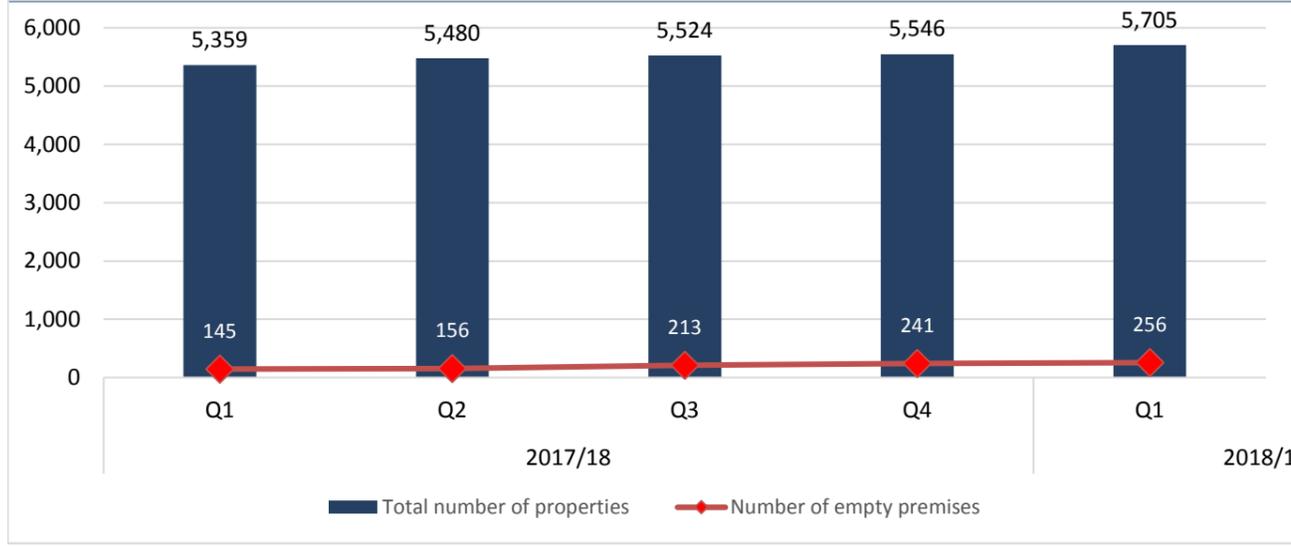


Unless otherwise stated, arrows indicate direction of travel for the latest quarter versus the same period last year. Bracketed figures are the actual values for the current quarter. Figures in bold show actual or percentage change since same period last year.

This page is intentionally left blank

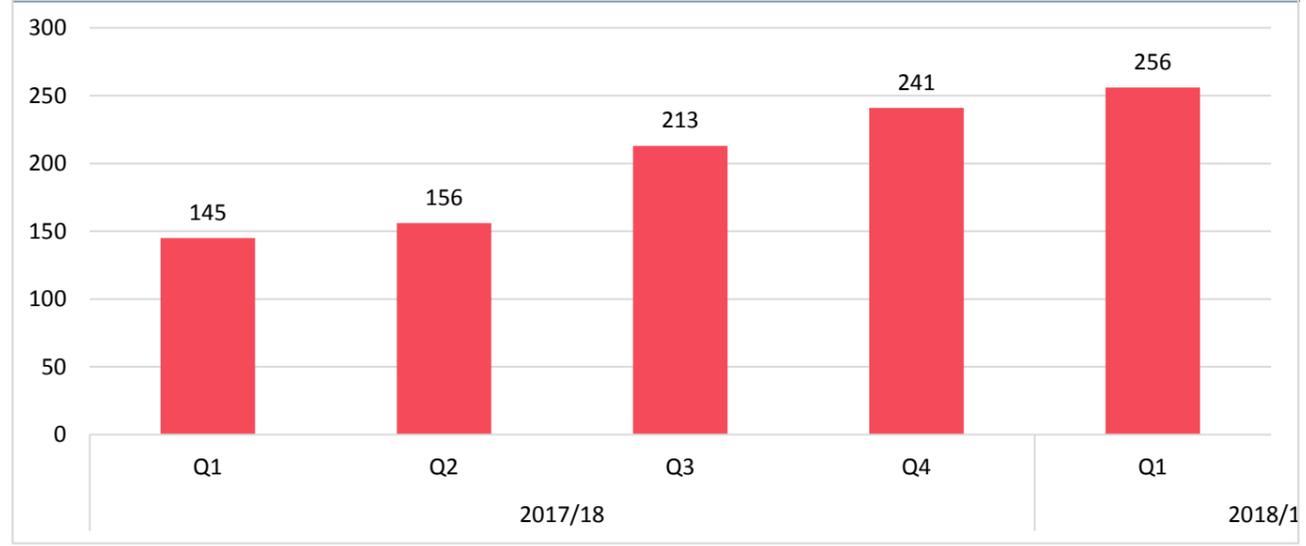
Local Economy

Number of properties which are subject to Business Rates QvQ: 346
 Number of empty properties which are subject to Business Rates QvQ: 111



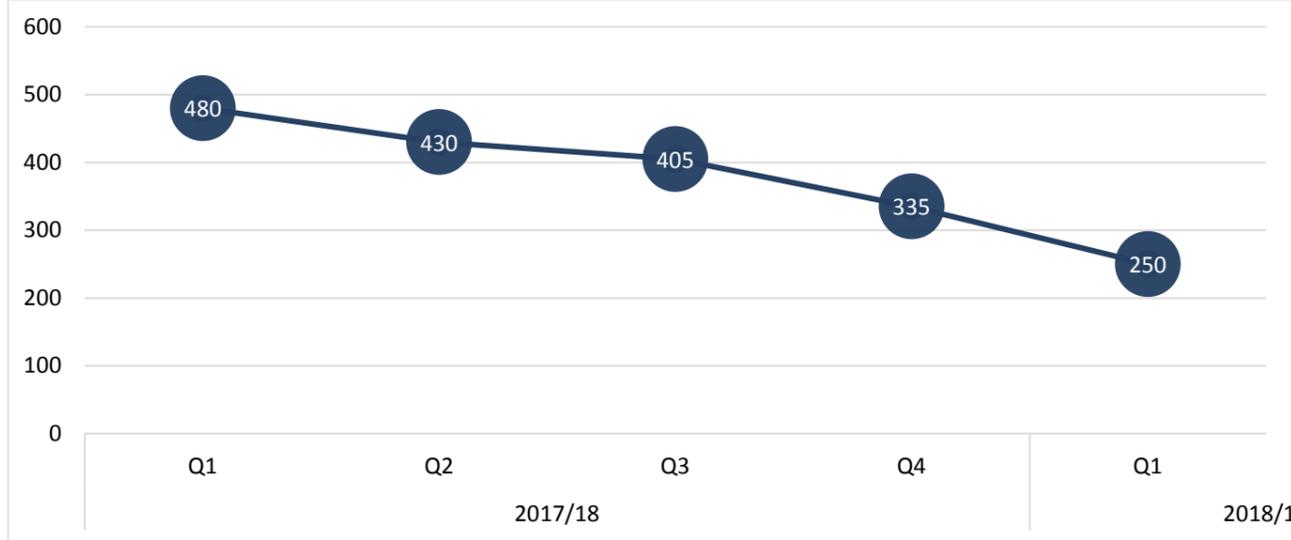
Service comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

Number of empty properties which are subject to Business Rates QvQ: 111



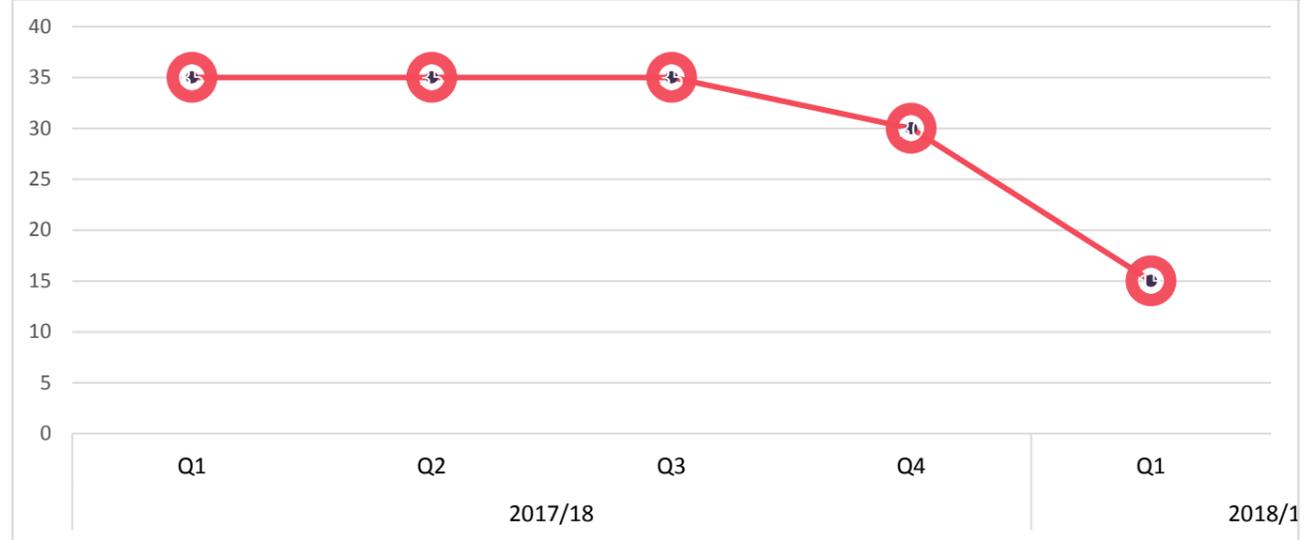
Service comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

Jobseeker's Allowance count (aged 16-64) QvQ: -47.9%

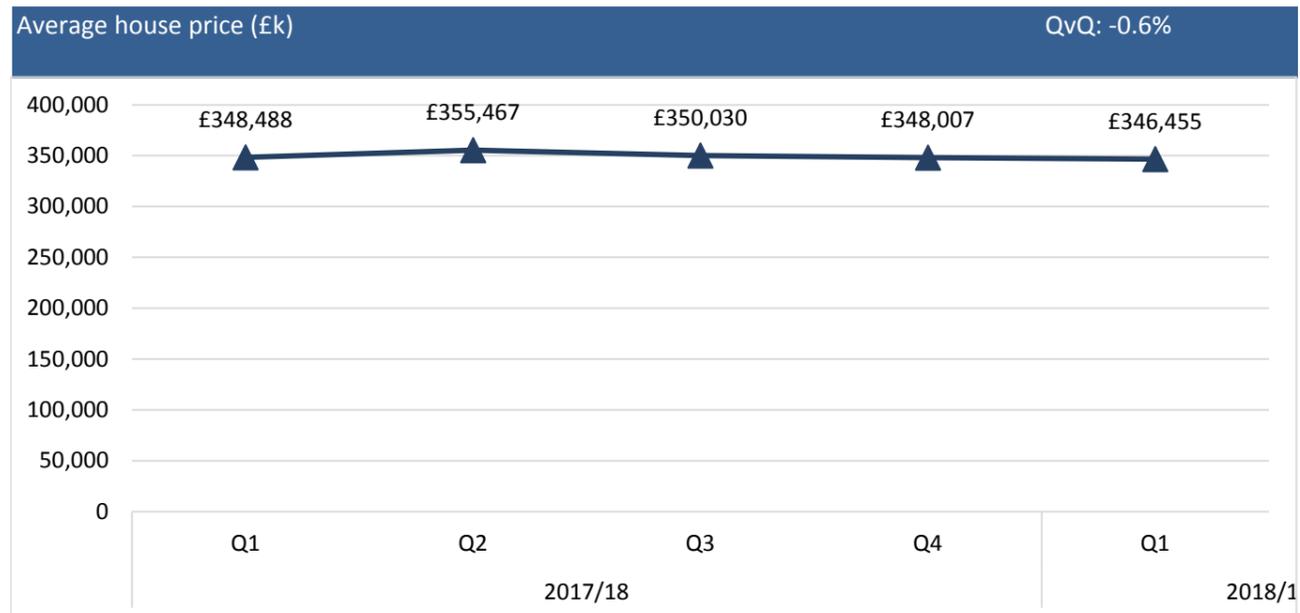


Comment: Reported for last month of the quarter.
 Q4 updated with March 2017/18 figure.
 Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.

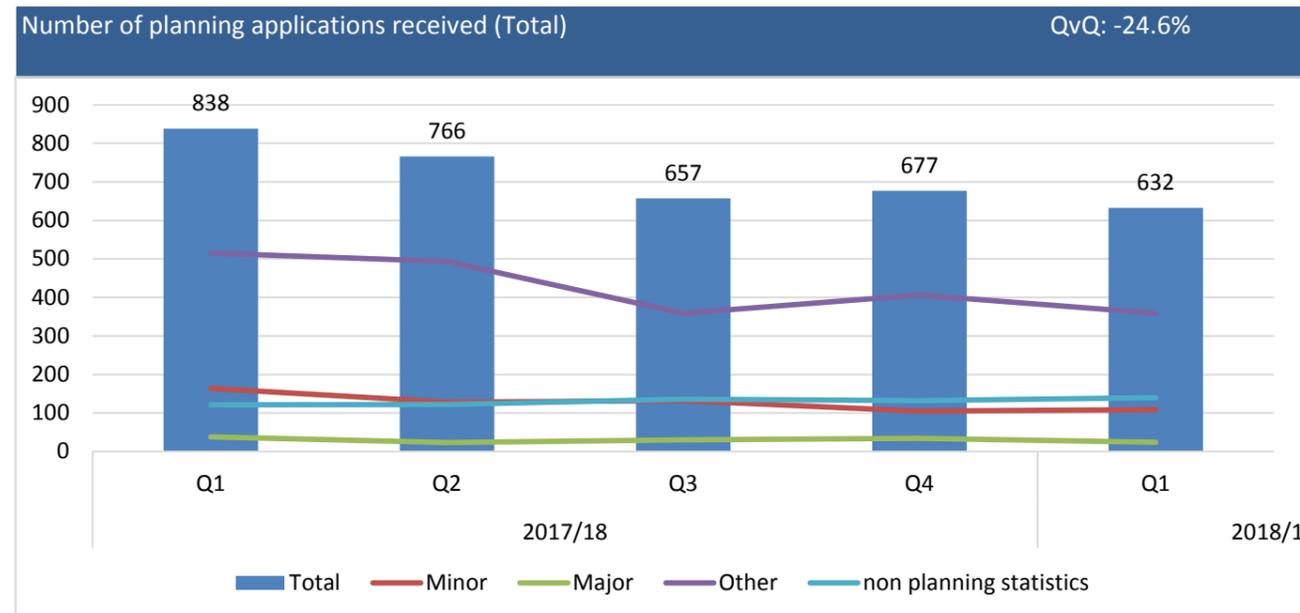
Jobseeker's Allowance count (aged 16-24) QvQ: -57.1%



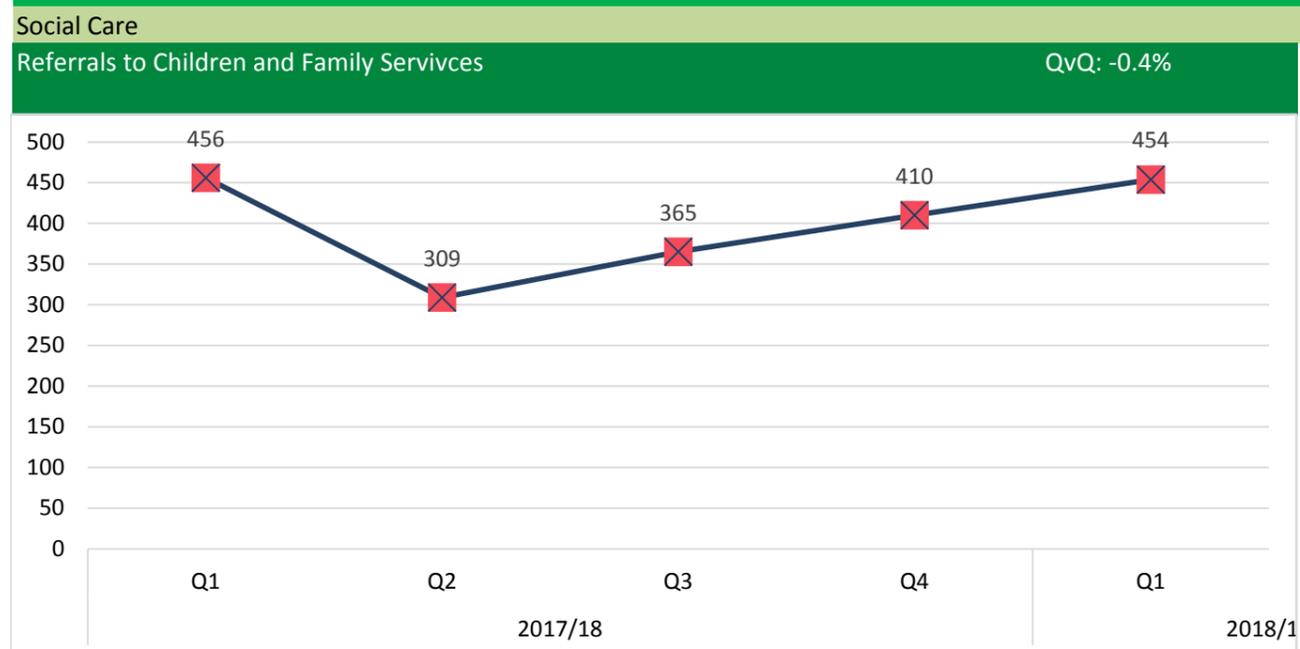
Comment: Reported for last month in the quarter. Number of young people aged between 16 and 24 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



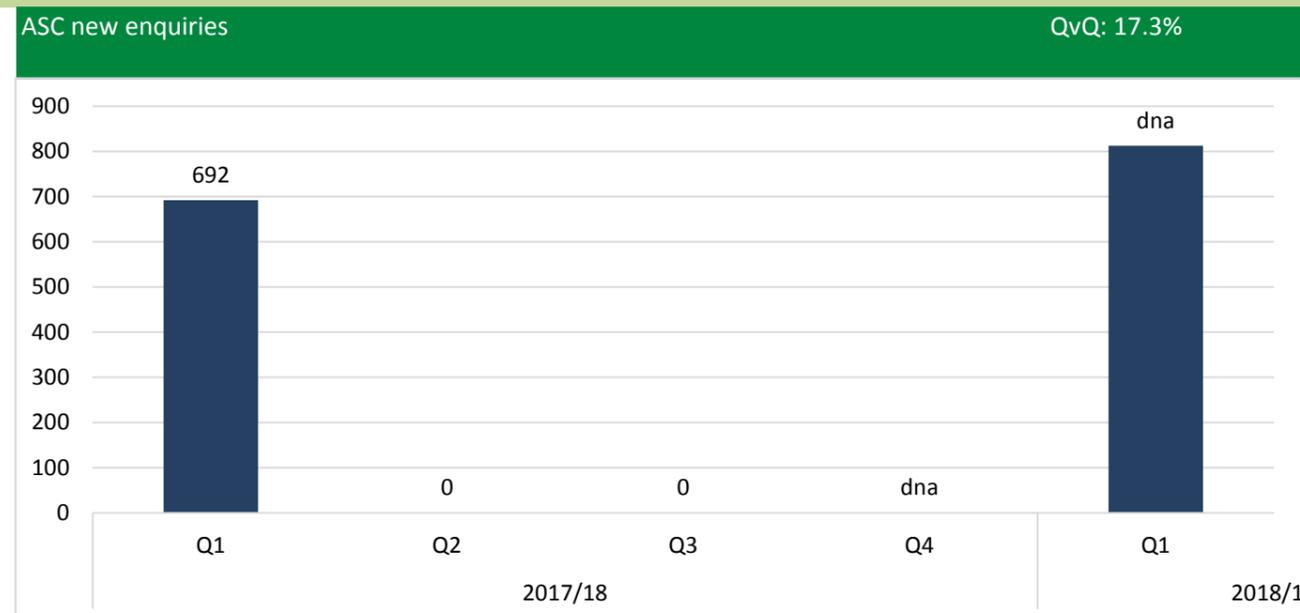
Comment: Reported for the last month in the quarter
 Historic data updated by the land registry
 (Source: Land Registry) Average price (All property types)



Service comment: Q1 2018/19 data is an estimate and will be updated at Q2

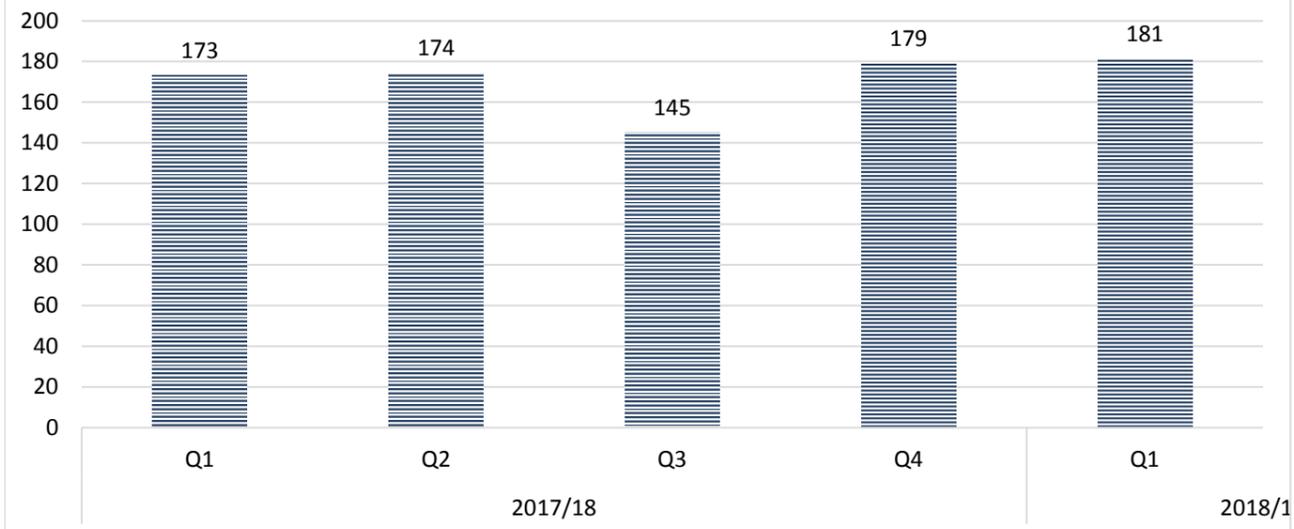


Service comment:



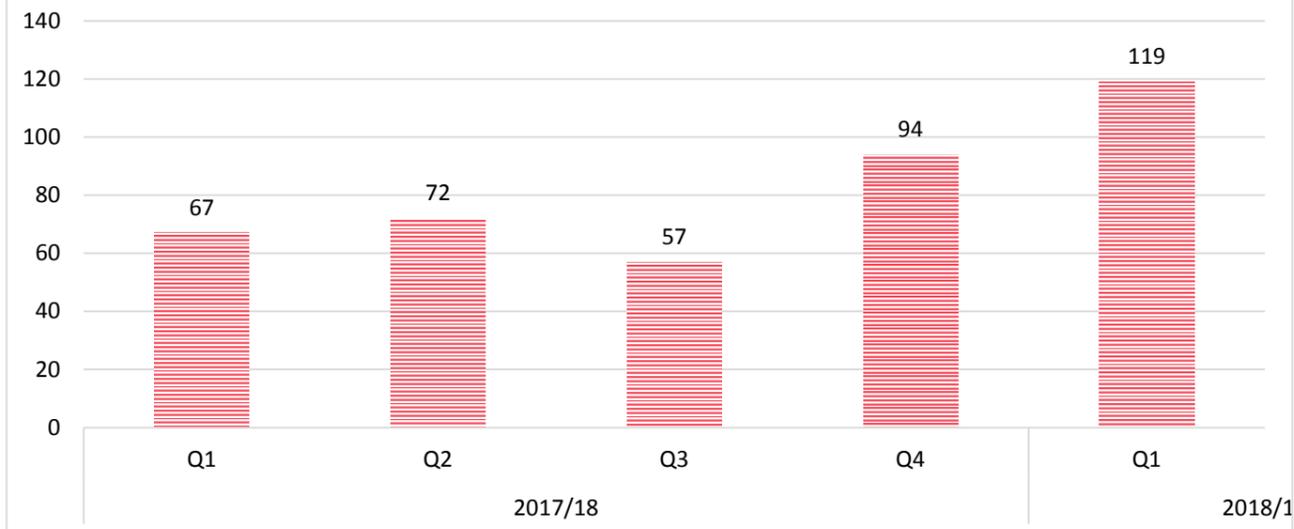
Service comment: In 2017/18, the recording of Information/Advice/Signposting (IAS) was identified as an area of improvement due to transition to Care Director. Work was conducted in the latter part of 2017/18 to ensure recording practices were robust across locality teams. The increase in Q1 may be due to more accurate reporting of IAS.
 (Unable to provide data due to transition to CareDirector. No comparison can be made with data prior to Q3 2016/17 due to changes in working practices).

Number of children subject to Child Protection (CP) Plans QvQ: 4.6%



Service comment:

Number of adult safeguarding enquiries opened QvQ: 77.6%



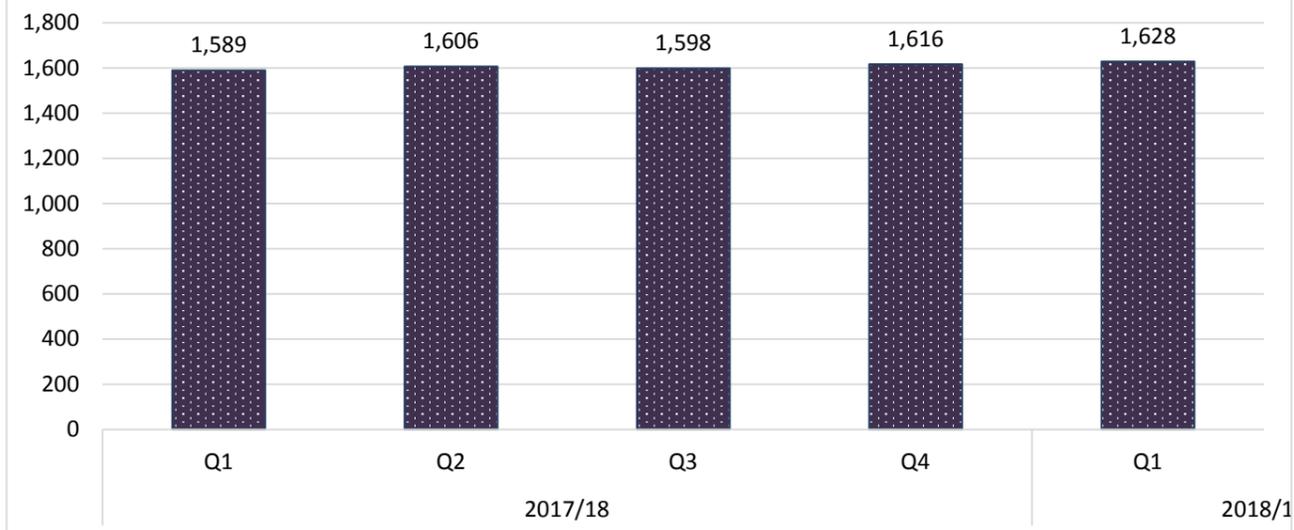
Service comment: As safeguarding concerns have increased, this is reflected in the increase in the number of s42 enquiries opened. The service is exploring the reason for this increase.

Looked After Children (LAC) QvQ: 2.0%



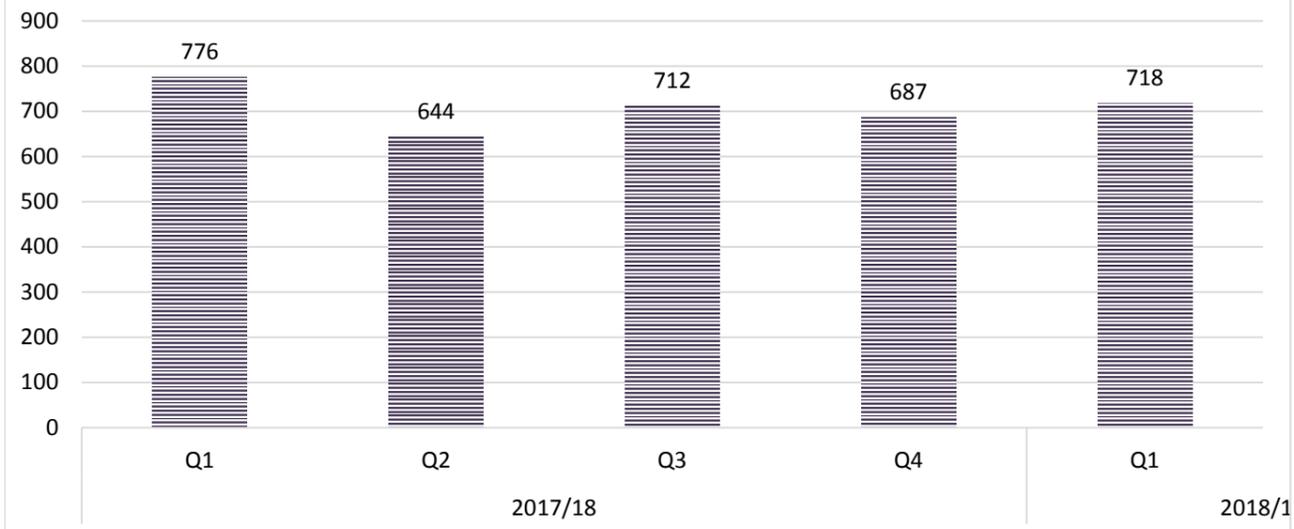
Service comment:

Current LTS client (All Ages) (incl. community, residential & nursing care) QvQ: 2.5%

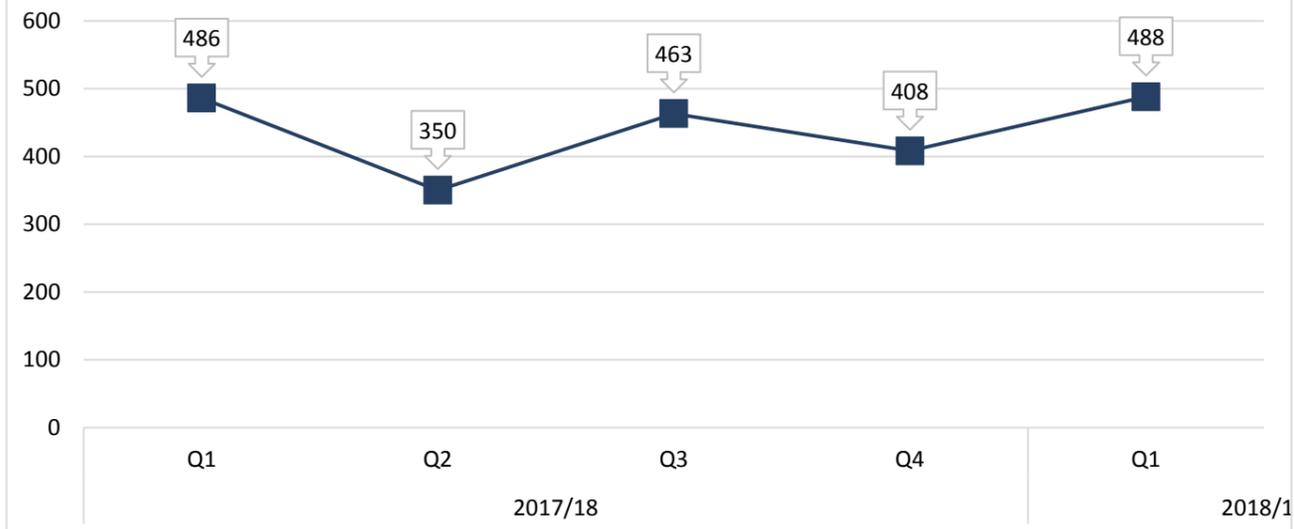


Service comment: Reported as snapshot, not year to date.

Number of Children in Need (CIN) (excluding LAC and CP) QvQ: -7.5%

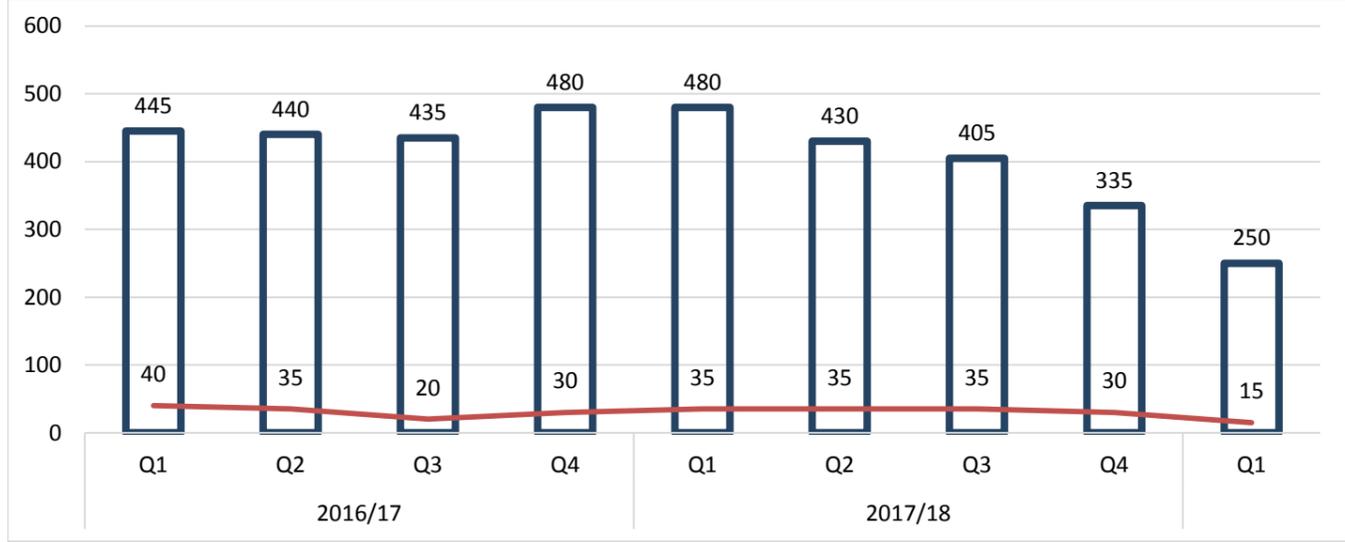


Qualifying live applicants on the Common Housing Register QvQ: 0.4%



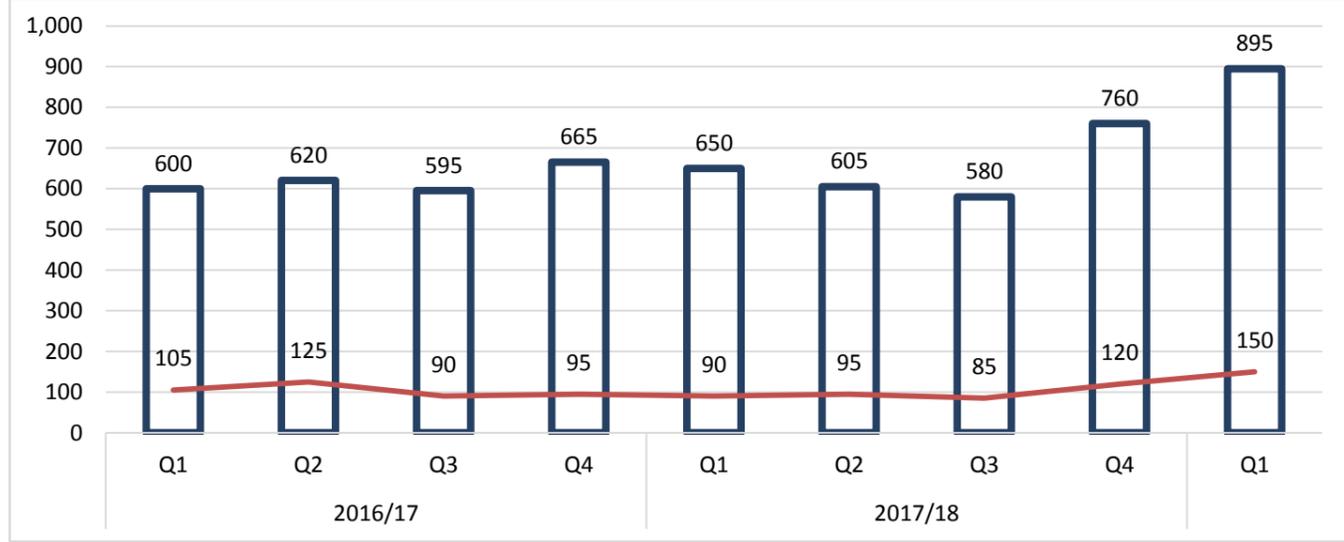
Executive Committee Key Strategic Measures of Volume 2018/19 by Directorate and Service (current qrt v same qrt last year)

1	Jobseeker's Allowance count (aged 16-64)	QvQ: -47.9%
	Jobseeker's Allowance count (aged 16-24)	QvQ: -57.1%



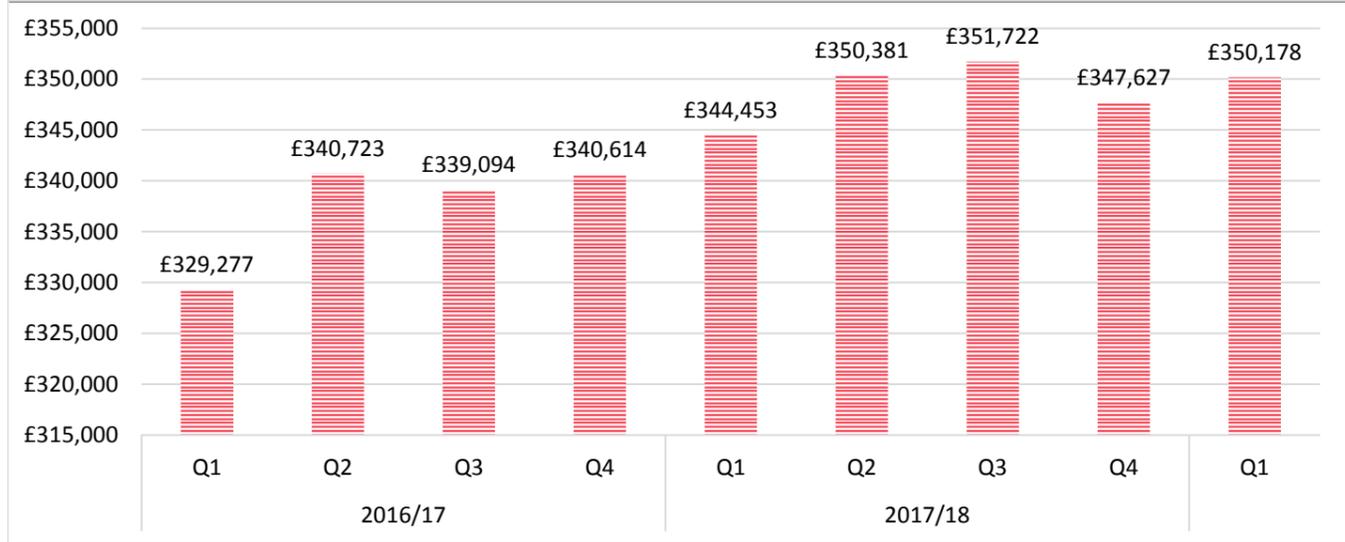
Service Comment: Reported for last month of the quarter.
 Q4 updated with March 2017/18 figure.
 Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.

2	Total claimant count (aged 16+) - JSA & Universal Credit	37.7%
	Total claimant count (aged 16-24) - JSA & Universal Credit	QvQ: 66.7%



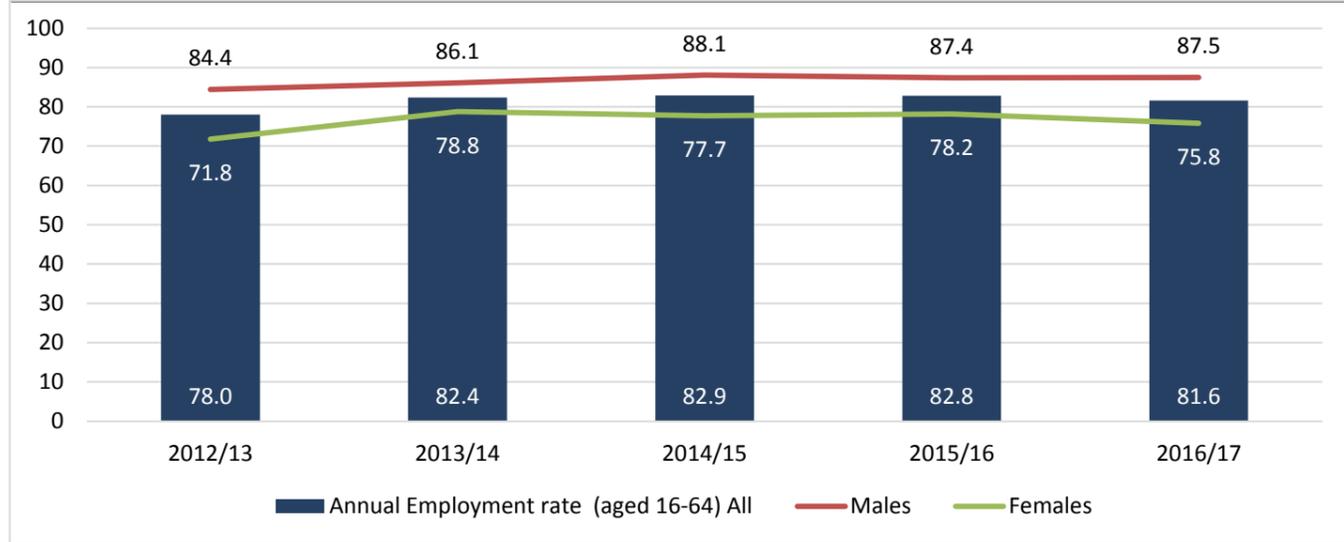
Service Comment: Reported for last month in the quarter.
 Q4 2017/18 updated
 Reported for last month in the quarter. Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

3	Average house price (£k)	QvQ: 1.7%
---	--------------------------	-----------

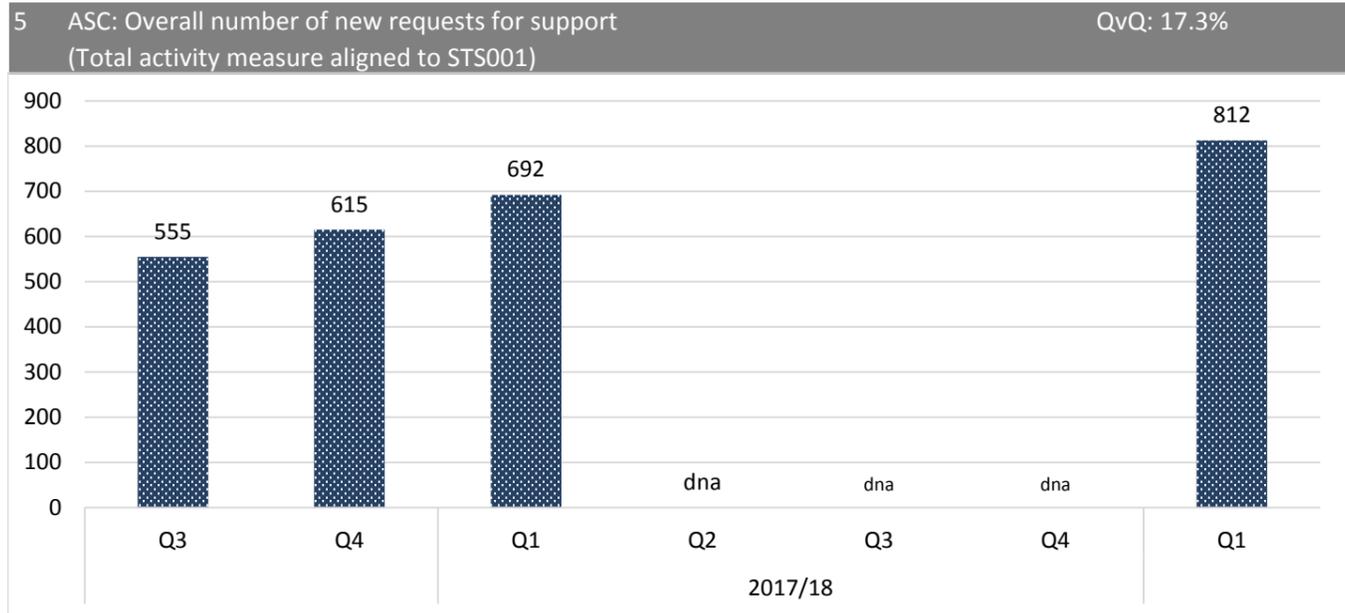


Service Comment: Only April and May data is available for Q1 at time of publication
 Figures from October 2016 onwards have been updated by the land registry and the changes have been reflected here.
 (Source: Land Registry) Quarterly average for all property types

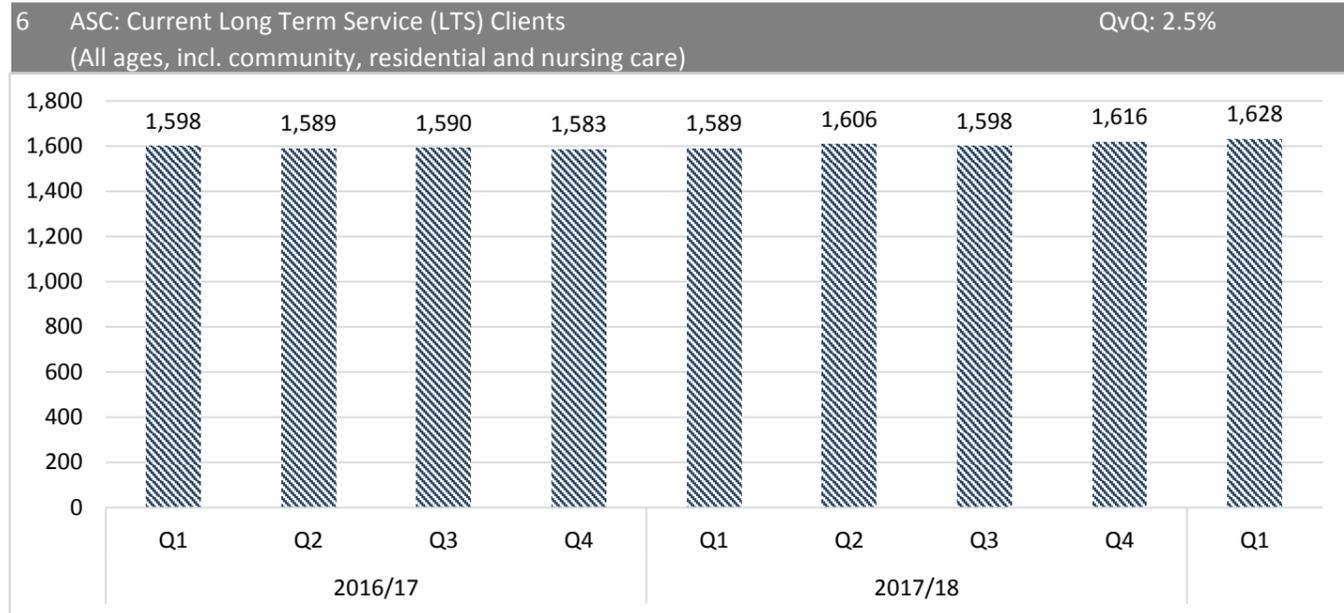
4	Annual employment rate
---	------------------------



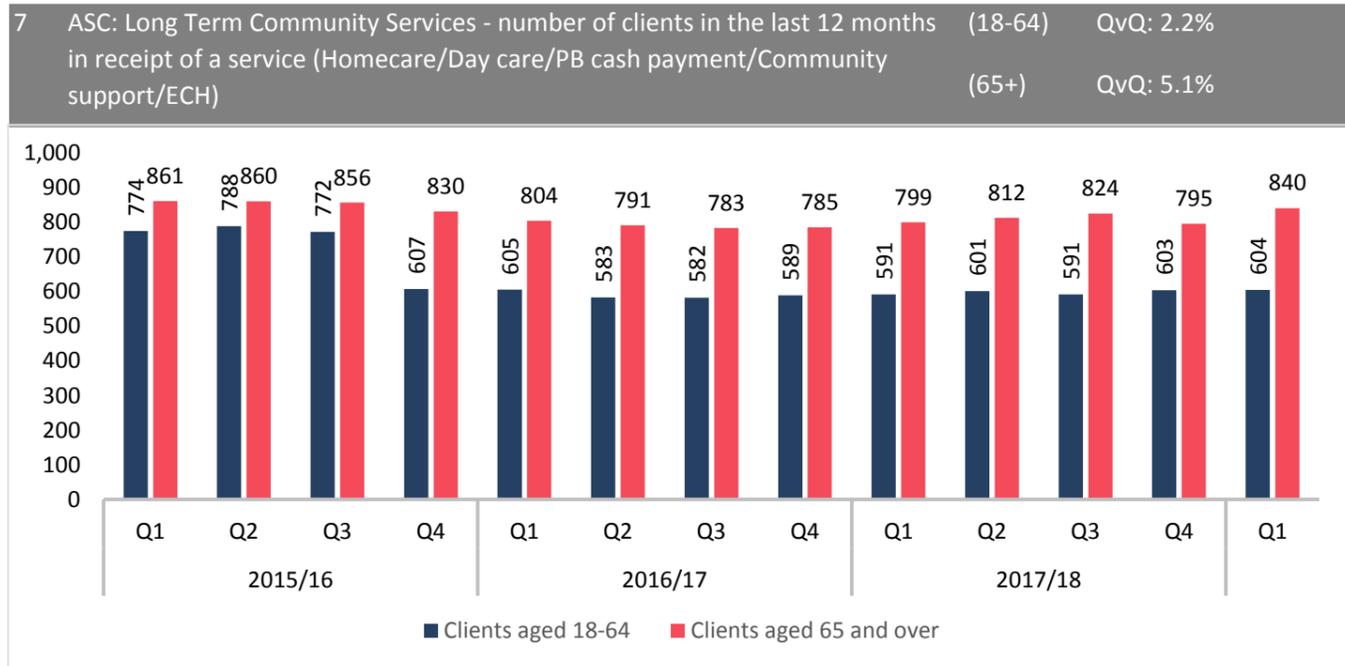
Service Comment: Source: Nomis. Annual covering Apr-Mar
 Defined as the number of people in employment expressed as a percentage of all people aged 16-64



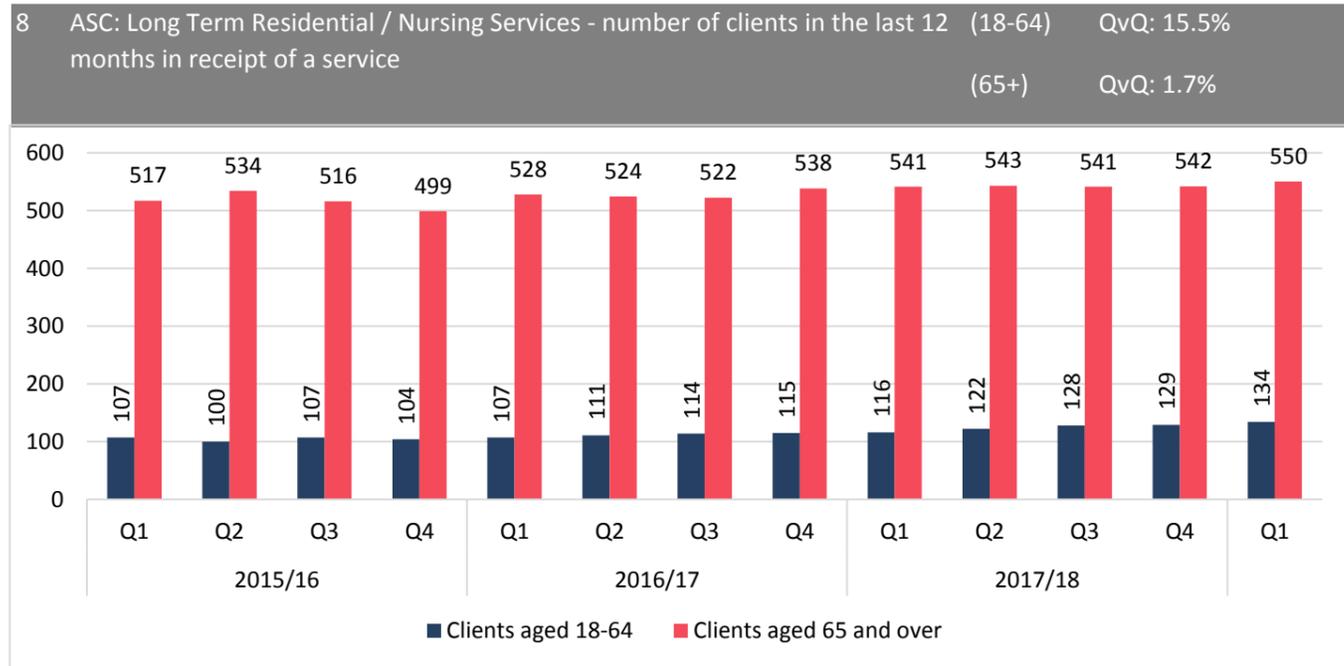
Service Comment: In 2017/18, the recording of Information/Advice/Signposting (IAS) was identified as an area of improvement due to transition to Care Director. Work was conducted in the latter part of 2017/18 to ensure recording practices were robust across locality teams. The increase in Q1 may be due to more accurate reporting of IAS.
(Unable to provide data due to transition to CareDirector. No comparison can be made with data prior to Q3 2016/17 due to changes in working practices).



Service Comment: Reported as snapshot, not year to date.

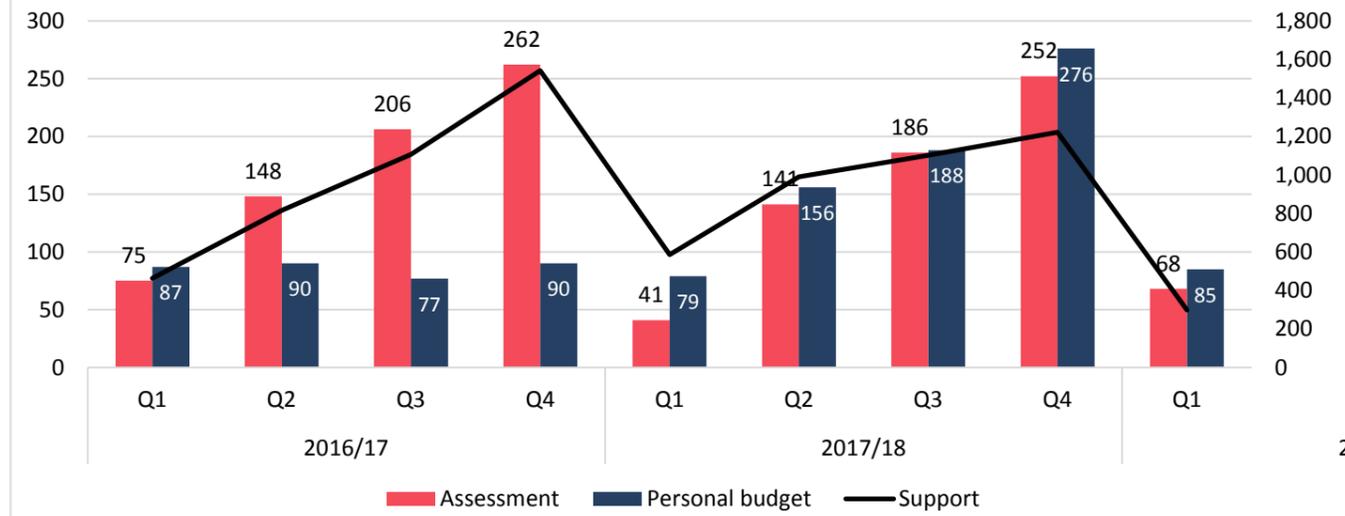


Service comment: Rolling 12 months
Rolling 12 months



Service comment: Rolling 12 months

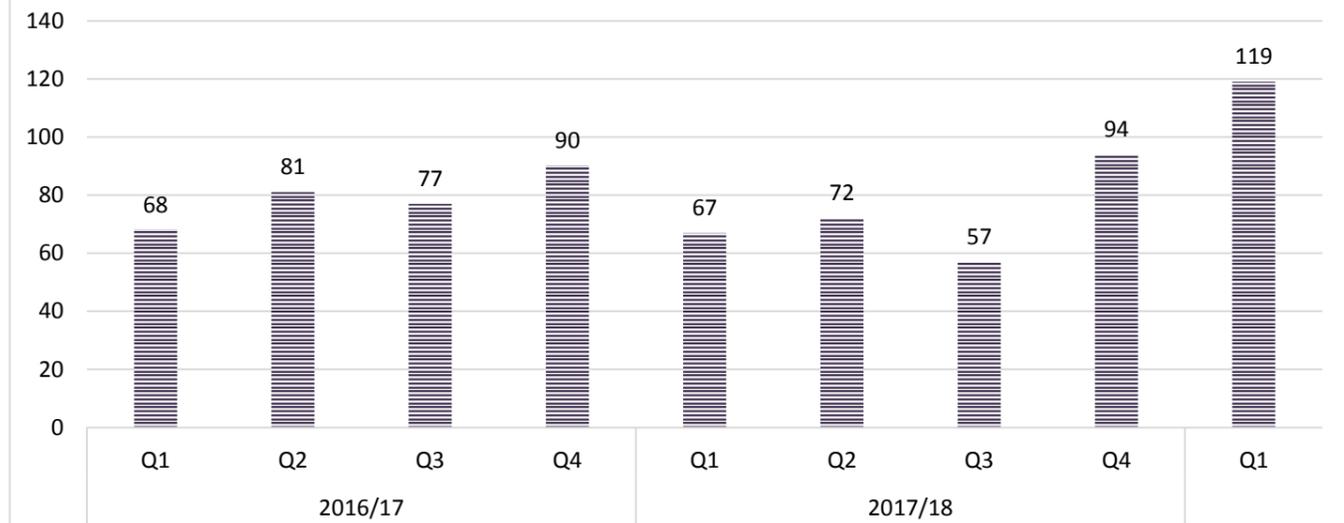
9 ASC: Support for Carers - receiving support, an assessment and/or a personal budget



Service comment: YTD figures

10 ASC: Number of adult safeguarding enquiries opened

QvQ: 77.6%



Service comment: As safeguarding concerns have increased, this is reflected in the increase in the number of s42 enquiries opened. The service is exploring the reason for this increase.

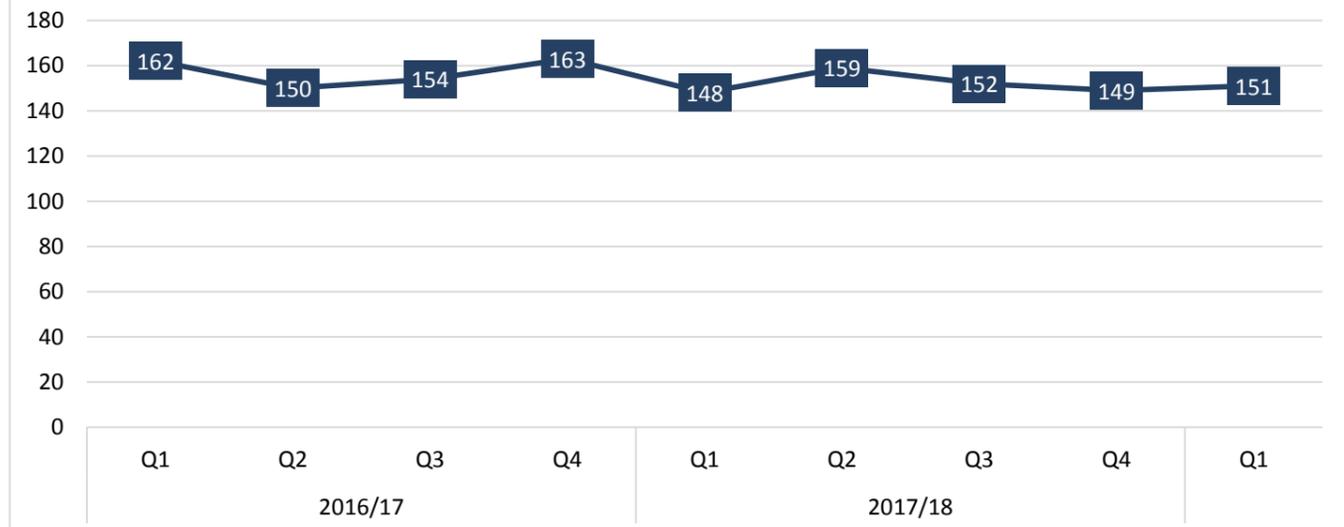
11 CFS: Number of children subject to Child Protection (CP) Plans

QvQ: 4.6%

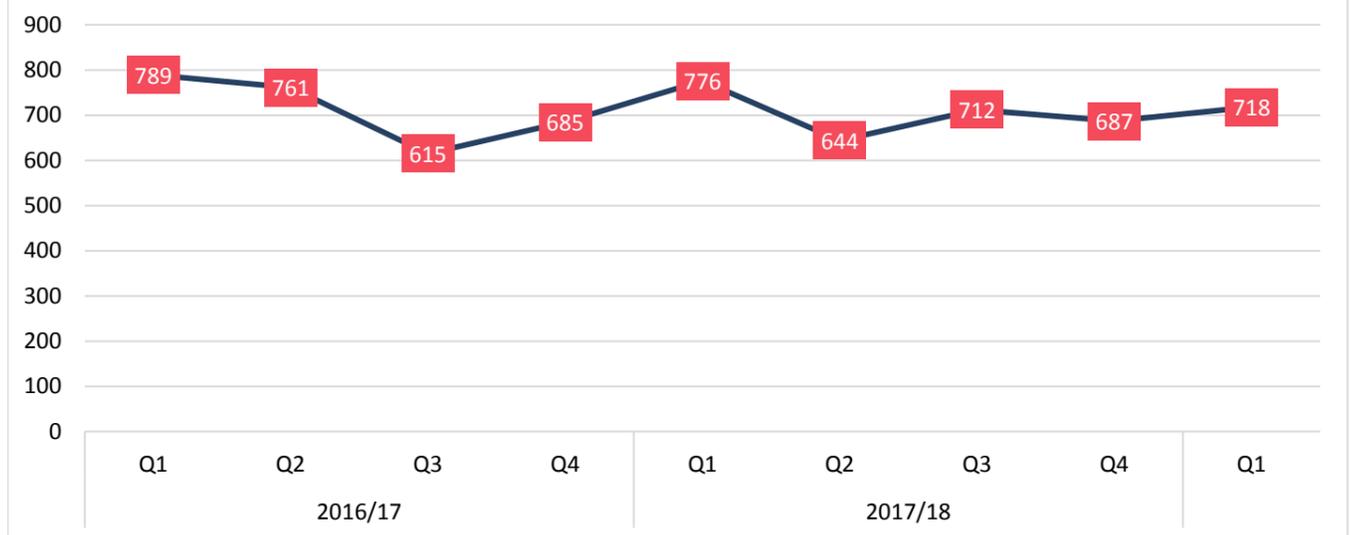


12 CFS: Number of Looked After Children (LAC) cases

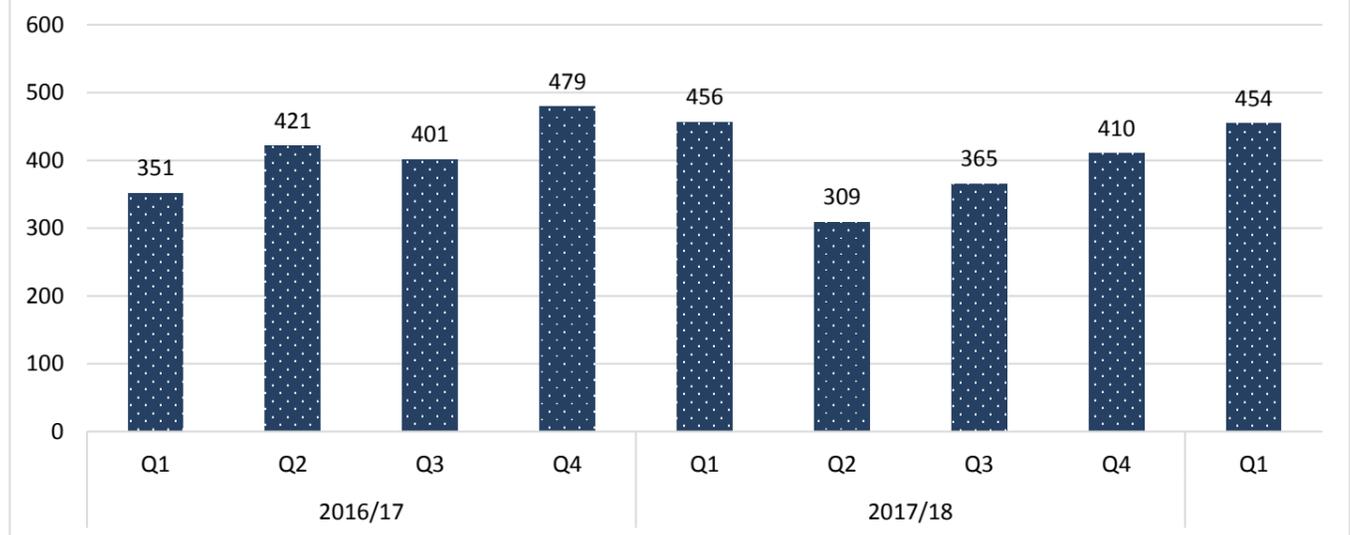
QvQ: 2.0%



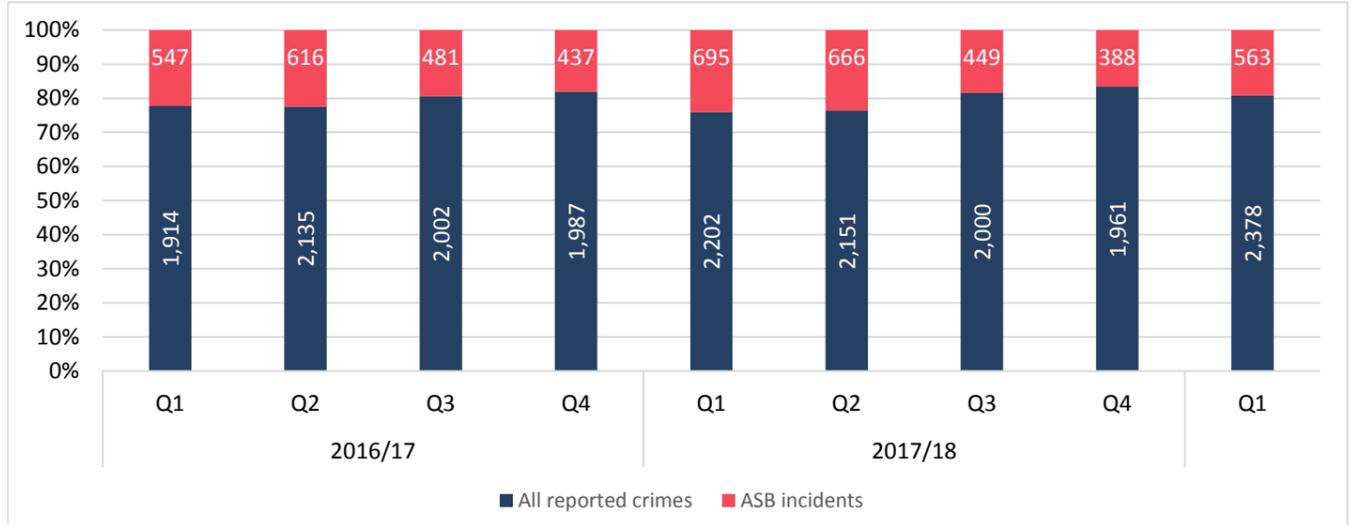
13 CFS: Number of Children in Need (CIN) (excluding LAC and CP) QvQ: -7.5%



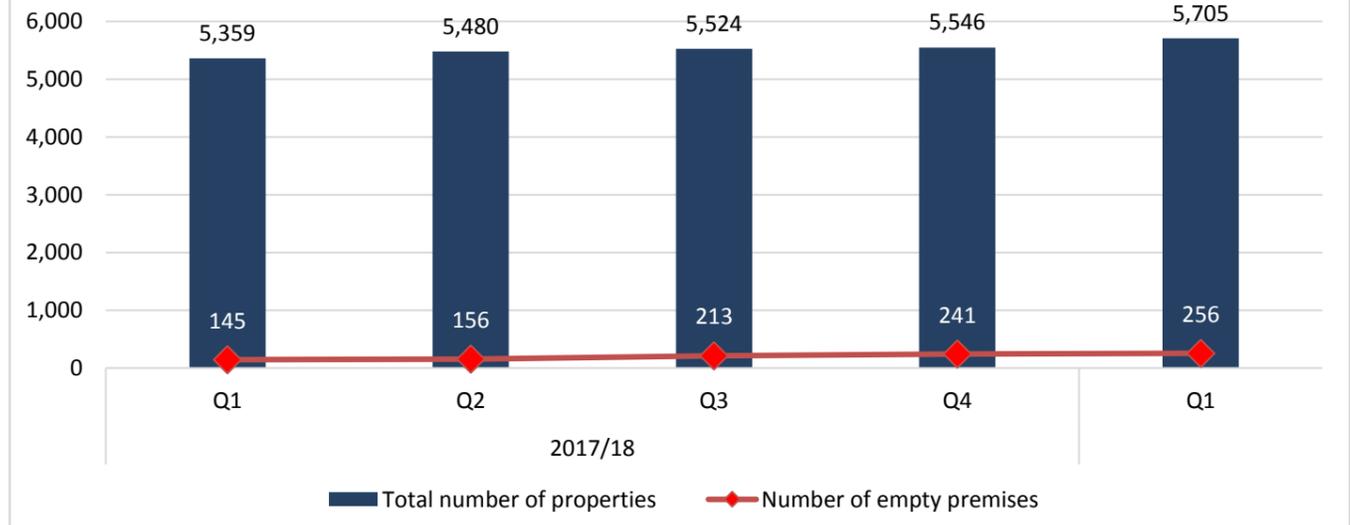
14 CFS: Number of referrals received (all) (Children and Family Services) QvQ: -0.4%



15 BCT: Number of all crimes reported to Thames Valley Police (TVP) QvQ: 8.0%
Number of anti-social behaviour (ASB) incidents reported to TVP QvQ: -19.0%



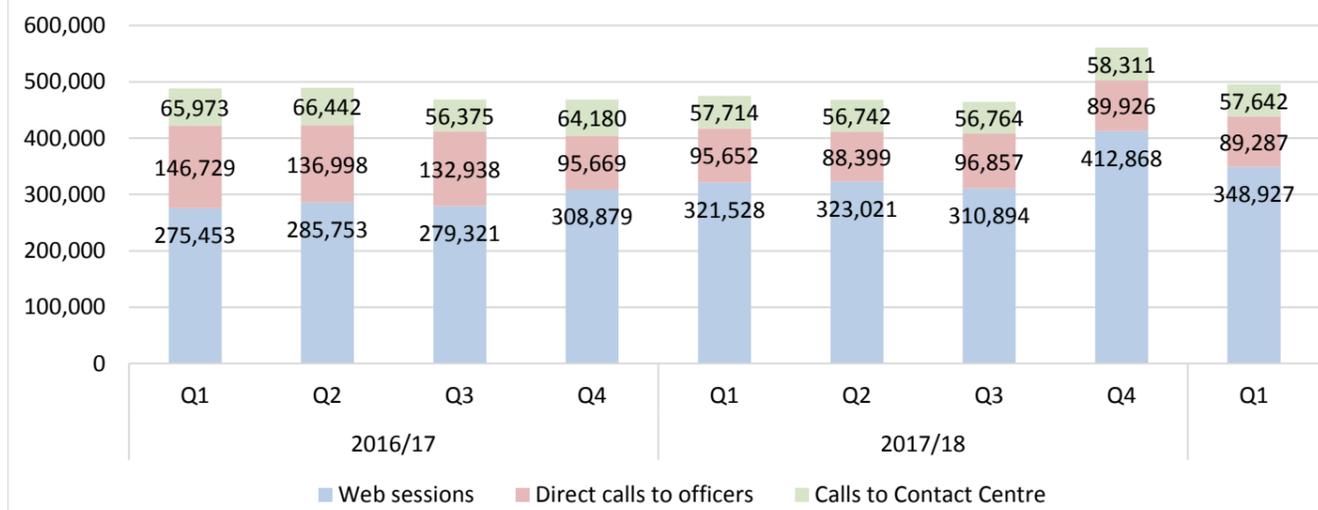
16 F&P: Number of properties which are subject to Business Rates and of those, which are empty. QvQ: 6.5%
QvQ: 76.6%



Service comment:

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

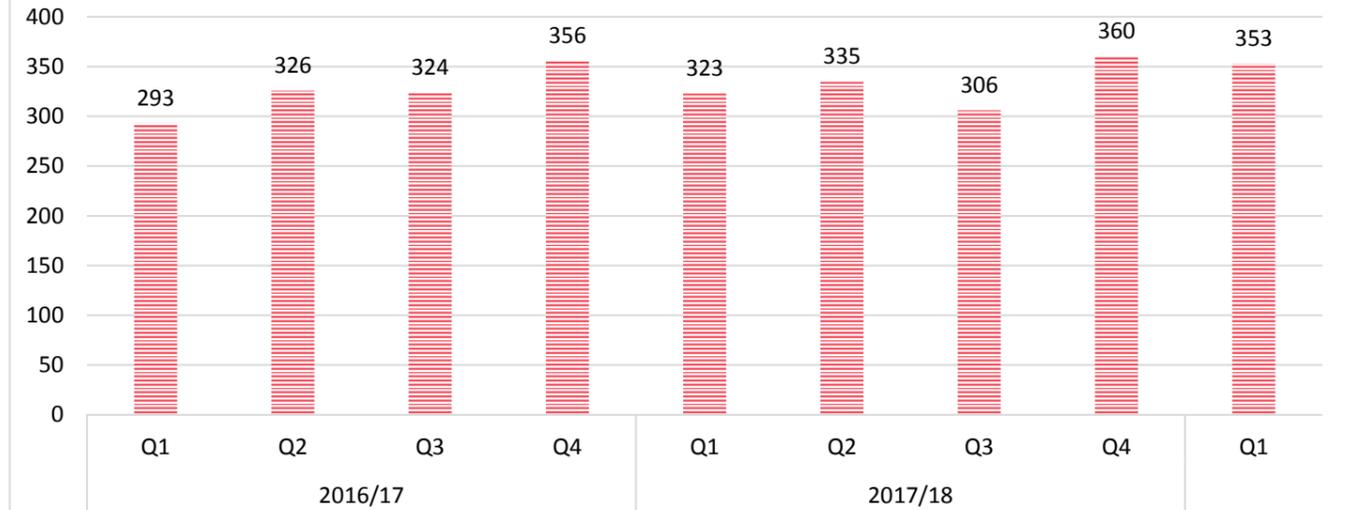
17 SS: Number of individual website sessions, direct phone calls to officers and calls to the Contact Centre



Service comment: From Q2 2017/18 individual sessions on Planning's Public Access site will be included.

18 SS: Number of Freedom of Information requests received

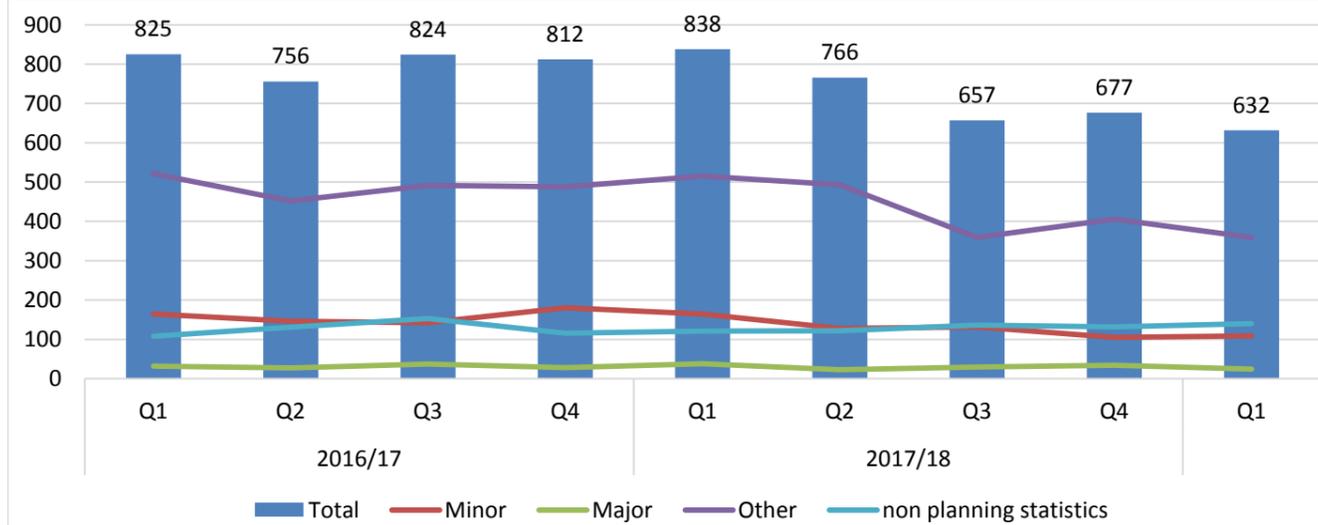
QvQ: 9.3%



Service comment:

19 D&P: Number of planning applications received

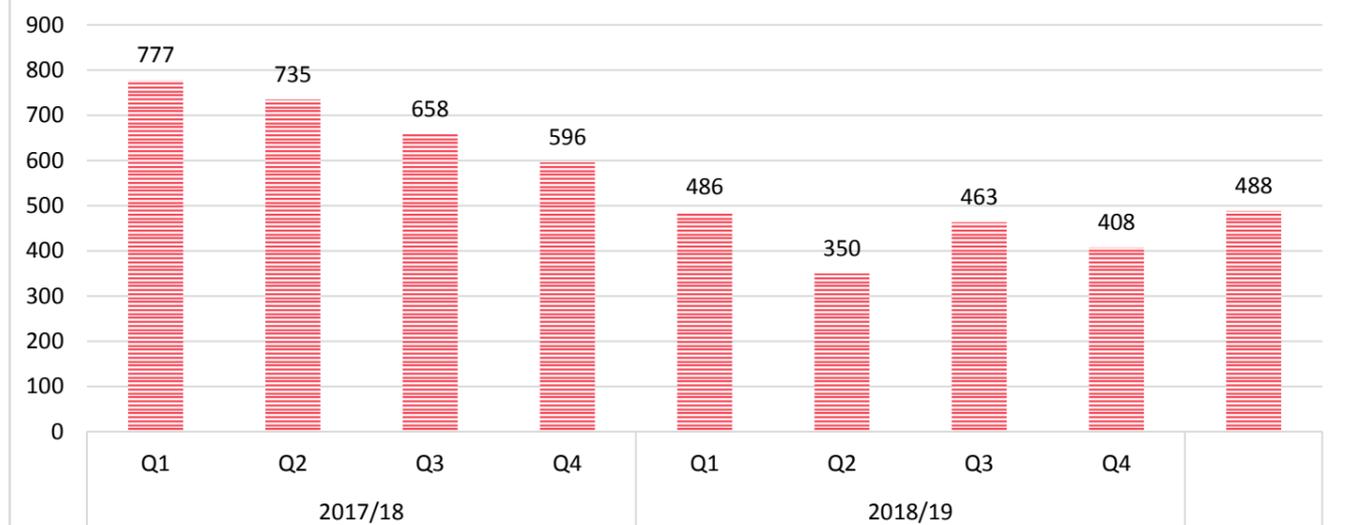
QvQ: -24.6%



Service comment: Q1 2018/19 data is an estimate and will be updated at Q2

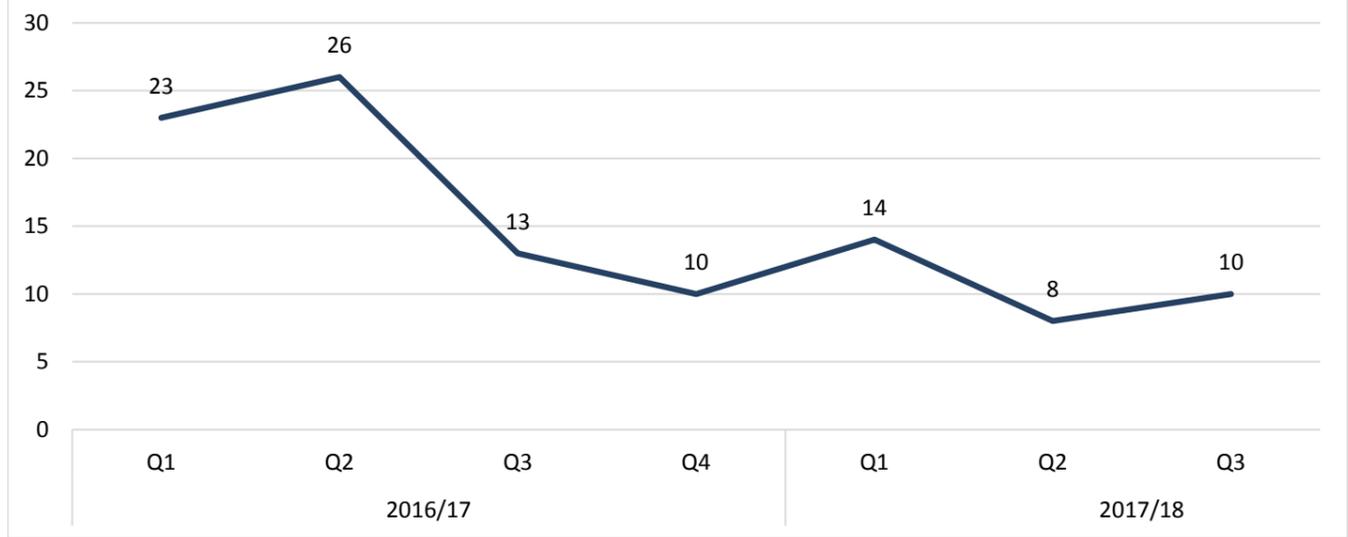
20 D&P: Number of qualifying live households on the Common Housing Register

QvQ: 0.4%



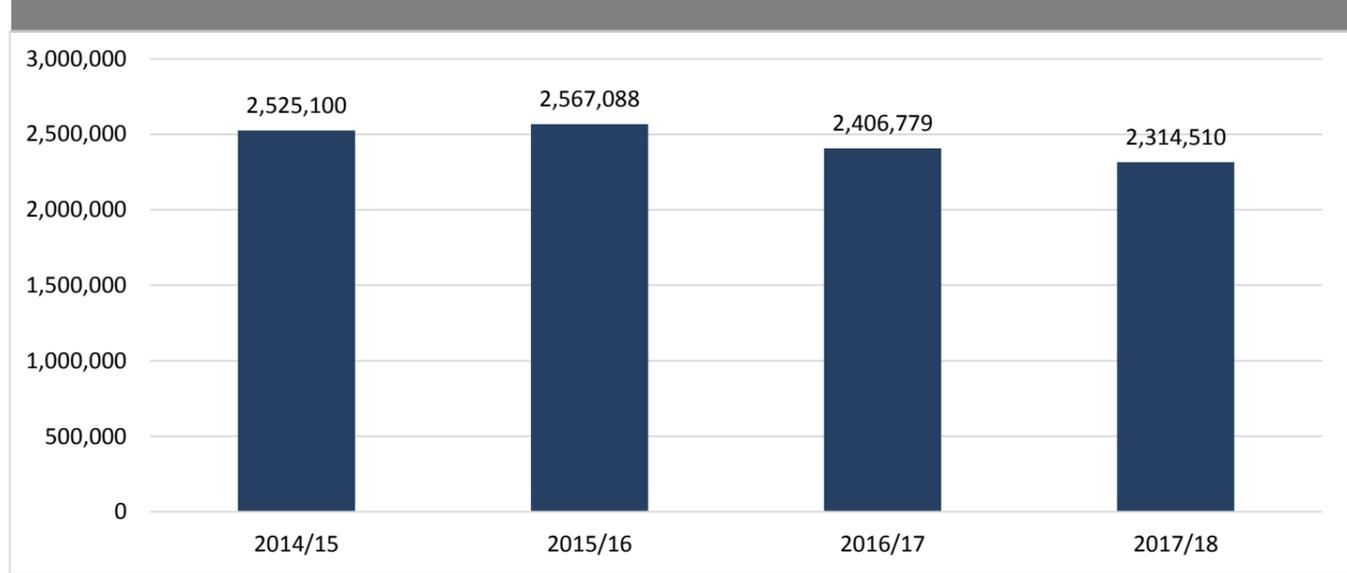
Service comment:

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



Service comment: Usually reported quarterly in arrears, but Q4 2017/18 data has not yet been provided by the external data organisation

22 T&C: Number of bus passenger journeys commencing in West Berkshire YEvYE: -3.8%



Service comment:

Enable the completion of more affordable housing											
Pursue options to accelerate the delivery of affordable housing in the district											
Report.	Title	Responsible Officer	2016/17			2017/18			2018/19		Comment
			Target	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	
Executive	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	-	- 83	-	1,000 by 2020 / 225 in year	■ 171	-	1,000 by 2020	🎯 Annual - Q4	
Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy											
Invest £17m in our roads.											
Executive	% of the principal road network (A roads) in need of repair	Andrew Reynolds	5%	★ 3%	47/150 2nd	5%	★ 3%	dna	5%	🎯 Annual - Q4	
Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.											
Executive	(MSO) Market Street redevelopment 2018/19 milestone: Commence physical works of the bus station on the Wharf	Nick Carter	Jul-17	★ 2016/17 milestone complete in Jan-18	-	Physical works to start Jul-18 (changed at Q3 from Mar-18)	★ Milestone due to complete in July 2018	-	Jul-18	★ On track	Physical works have started and are on track to complete on time in November
Executive	(LRIER) London Road Industrial Estate redevelopment 2018/19 milestone: Create and gain approval for the business plan	Nick Carter	Apr-17	■ Delayed	-	On hold as dependent on conclusion of legal proceedings	■ Delayed due to court action	-	Dependent on conclusion of legal proceedings	◆ Behind schedule	See exception report for details
Executive	(Sterling Cables) 2018/19 milestone: Recommence decontamination on site	Nick Carter	Dec-16	★ Demolition and decontamination has commenced	-	Nov-18 (dependent on Marginal Funding Bid)	★ Marginal funding granted. Project back on track	-	Jul-18	★ On track	Scheduled to begin at the end of July 2018
Implement the Superfast Broadband Programme for Berkshire and West Berkshire.											
Executive	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	Kevin Griffin	90%	■ 60,519 (87.3%)	-	70,584 (96.6%)	★ 67,763 (92.7%)	-	72,893 (99.7%) Oct 2019	★ 68,762 (94.07%) (P)	As per revised schedule
Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.											
Executive	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	Paul Coe	100%	■ (4/5) 80%	-	100%	★ (5/5) 100%	-	100%	■ 83.3%	Q1: 5 / 6 See exception report for details.

Report.	Title	Responsible Officer	2016/17			2017/18			2018/19		Comment		
			Target	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn			
Support communities to do more to help themselves													
Accelerate the delivery of local services for local communities by local communities.													
Executive	Number of devolution deals agreed with Parish/Town Councils	Andy Day	-	-	-	-	Baseline	≈	3	-	2	★ In progress	We are currently working with Thatcham Town Council over the transfer of a further three open spaces/playgrounds to them. Discussions are also ongoing about other assets being transferred. We are also finalising proposals which could see Lambourn Parish Council assume responsibility for some Public Rights of Way, Traffic Islands and the Market Square.
Grow community conversations via Brilliant West Berkshire: Building Community Together partnership working													
Executive	Number of new community engagements facilitated (BCT)	Susan Powell	-	-	-	-	>10	★	15	-	>10	★ 8	Parish Clerks workshop, H&WB problem solving session, Peer Mentors co-ordinators conversation, Lambourn Parish Council, Burghfield and Mortimer Door Knock, Homeless Conference, Berkshire School of English and Royal Berkshire Fire and Rescue engagement in schools.
Core Business													
Protecting our children													
Executive	% of (single) assessments being completed within 45 working days	Pete Campbell	90%	★	(1467/1518) 96.6%	0	>=95%	★	(1858/1890) 98.3%	0	95%	★ 97.1%	Q1: 536 / 552
Executive	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	Pete Campbell	<=10%	★	(15/161) 9.3%	0	<=10%	★	(5/144) 3.5%	0	<10%	★ 2.0%	Q1: 3 / 149
Bin collection and street cleaning													
Executive	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	80%	★	(67,149/80,948) 83%	-	80%	★	(63,536/76,505) 83.0% (P)	-	80%	★ 90.1% (E)	YTD: Q1: 19,938 / 22,124 Q4 2017/18 result has been updated and is awaiting validation by DEFRA. There were seasonally high levels of waste in Q1 and therefore an inflated figure has been reported. This seasonality will probably average out during the year. Q1 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.

Report.	Title	Responsible Officer	2016/17			2017/18			2018/19		Comment
			Target	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	
Executive	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Jackie Ward	Satisfactory	★ Good	-	Satisfactory	★ Good	-	Satisfactory	⌚ Reports from Q2	Q4 and Year end outturn have been updated
Providing benefits											
Executive	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	<18.5 days	■ 22.75 days	-	<20 days	★ 19.54 days	-	<20 days	◆ 20.83 days	See exception report for details
Executive	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Iain Bell	<8 days	■ 8.7 days	-	<9 days	★ 6.32 days	-	<9 days	★ 8.57 days	
Collecting Council Tax and Business Rates											
Executive	The 'in-year' collection rate for Council Tax	Iain Bell	99.0%	★ (98,457,967 / 100,097,445) 98.4%	-	99%	★ (104604310/10 5897764) 98.8%	-	98.8%	★ 29.6%	Q1: 33,343,016 / 112,735,509
Executive	The 'in-year' collection rate for Business Rates	Iain Bell	99.0%	★ (85,577,727/87,13 9,235) 98.2%	-	99%	★ (87059126/876 83258) 99.3%	-	99.0%	★ 37.8%	Q1: 33,917,616 / 89,801,606
Ensuring the wellbeing of older people and vulnerable adults											
Executive	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Paul Coe	75%	■ (841/1,219) 69.0%	-	75%	■ (842/1231) 68.4%	-	70%	◆ 69.0%	Q1: 872 / 1,263 See exception report for details.
Executive	Decrease the number of bed days due to Delayed transfers of care (DTC) from hospital	Tandra Forster	-	-	-	Q1 = 431.2 Q2 = 431.2 Q3 = 446 Q4 = 446	■ 636	-	tbc nationally in July/August	⌚ 320 (P)	Q4 2017/18 data has been confirmed. National target is yet to be confirmed, therefore this KPI can't be RAG'd
Executive	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	82%	★ (103/111) 92.8%	0	83%	■ (99/123) 80.5% (P)	0	82%	★ 85.2%	Q1: 109 / 128
Executive	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	90%	★ (1580/1588) 99.5%	-	98%	★ (1678/1683) 99.7%	-	98%	★ 100.0%	Q1: 411 / 411
Planning and housing											
Executive	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	60%	★ (65/86) 75.6%	108/125 4th	60%	★ (81/103) 78.6%	dna	88%	◆ 80.0%	Q1: 16 / 20 See exception report for details. Q4 2017/18 data has been confirmed.

Report.	Title	Responsible Officer	2016/17			2017/18			2018/19		Comment	
			Target	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn		
Executive	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	65%	★ (329/437) 75.3%	99/125 4th	65%	★ (323/433) 74.6%	dna	85%	◆ 71.4%	Q1: 65 / 91 See exception report for details. Q4 2017/18 data has been confirmed.	
Executive	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	75%	★ (1,193/1,290) 92.5%	45/125 2nd	75%	★ (1,175/1,369) 85.8%	dna	90%	◆ 89.0%	Q1: 258 / 290 See exception report for details. Q4 2017/18 data has been confirmed.	
Executive	Submit a New Local Plan for examination	Bryan Lyttle	Dec-19	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track		
Executive	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Dec-19	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track		
Executive	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	-	-	-	-	6	-	-	tbc	⌚ dna	Due to the introduction of the Homelessness Reduction Act 2017, the service has had to implement a more robust reporting methodology for 2018/19. Historic data is therefore not comparable. The service will report one quarter in arrears following the submission of their statutory return to the Ministry Housing, Communities and Local Government to ensure consistency of approach.
Executive	% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant application	Sally Kelsall	80%	★ (63/66) 95%	-	90%	★ (113/114) 99.1%	-	90%	★ 100.0%	Q1: 25 / 25 Service request to remove this KPI from the report and investigate an alternative measure.	

Nick Carter		Chief Executive Officer (CEO)				Q1 2018/19	Amber	
Indicator Ref: CEO3		Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)				Type: text		
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1					
RAG	■	■	◆				tbc dependent on court	n/a
Qrtly outturn	-	-	-					
YTD outturn	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 was heard at the Court of Appeal on 12-13 June 2018. We're still awaiting the judgement; we're hoping this will be within the next 6 months. This position has not changed during Q1 2017/18.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: None								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Tandra Forster / Paul Coe		Adult Social Care				Q1 2018/19	RED	
Ref: PS1asc2	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"					Type: Snapshot		
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		★	■				100%	Higher is better
Qtly outturn	4/5	5/5	5/6					
YTD outturn	80%	100%	83.3%					
<p>REASON FOR RED: Birchwood Nursing has an overall rating of Inadequate; it requires improvement in a number of domains including the domain of 'Safe'. It has been recently re-inspected, but as this was within 6 months of the previous inspection, the CQC have confirmed that they will not change the rating beyond 'Requires Improvement'.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: A substantive action plan has been developed, which details the improvement requirements within the domain of 'Safe' as well as the other four domains. This plan is a living document and therefore is subject to change on a regular basis. Actions achieved to date include the delivery of safeguarding training at relevant levels to all staff, improvements to care plans, risk assessments and the processes that inform these, plus changes to medication controls and administration processes. Current actions include improving the recruitment of permanent WBC staff, in order to reduce the reliance on Agency staff, and re-evaluating current equipment in situ with plans and processes now in place to facilitate a smooth ordering system for replacements as and when required.</p> <p>FINANCIAL IMPLICATIONS: As part of the improvement plan set in October 2017 to lift Birchwood out of a rating of Inadequate with CQC, a voluntary embargo was placed on any new admissions into the nursing and residential units. The only exception to this was the 10 ground floor step down beds. This is because the nature and needs of the clients utilising the step down beds was substantively different to the upper two floors and step down bed occupancy is for 6 weeks only. No admissions since October has led to 11 void beds spaces, which has an impact on the income into the Home but also on the commissioning budget as ASC have been required to purchase beds in other establishments; often at a higher cost.</p> <p>SERVICE PLAN UPDATES REQUIRED: This is already incorporated in the ASC Service Plan and monitored through the CDP.</p> <p>STRATEGIC ACTIONS REQUIRED: We have already informed Members and senior management. The service is providing regular updates to Overview and Scrutiny Committee.</p>								

Nick Carter / Andy Walker		Finance & Property (Benefits)				Q1 2018/19	AMBER	
CBdF&P8		Average number of days taken to make a full decision on new Benefit claims				Type: Snapshot		
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	◆				=<20	Lower is better
Qrtly outturn	-	-	-					
YTD outturn	22.75 days	19.54 days	20.83 days					
REASON FOR AMBER:								
The Benefits team were running with a number of vacancies and one member off long term sick. There is also a 'bedding down' of new Universal Credit processes.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
In terms of staff, 1 member of staff has been employed on a temporary basis since the 2nd July and another full time person is due to be employed shortly. We are also working with the member of staff on long term sick to return.								
Universal Credit (UC) has introduced new processes and together with improving communication these have taken some time to settle down. Despite Housing Benefit caseload reducing, the authority is required to support new claimants in making and maintaining application for UC as well as assisting DWP UC Assessment Centre in the assessment of new claims. This has resulted in an increase in activity which in some instances has taken priority.								
STRATEGIC ACTIONS REQUIRED: Not applicable at this stage.								

Tandra Forster / Paul Coe			Service				Q1 2018/19	AMBER
Ref: Cbfasc10			% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: Snapshot	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆				70%	Higher is better
Qrtly outturn	841/1,219	842/1,231	872/1,263					
YTD outturn	69.0%	68.4%	69.0%					
REASON FOR AMBER:								
The team currently have a number of vacancies; these have been recruited to but we are waiting for new staff to start.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
We are re-deploying staff from our locality teams to provide increased capacity in this area and this should assist. Weekly reports provide detail of reviews required and is being actively used to focus work. 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.								
STRATEGIC ACTIONS REQUIRED:								
None.								

John Ashworth/Gary Lugg			Development and Planning				Q1 2018/19	AMBER
Indicator Ref: CBO1dp04 CBO1dp05 CBO1dp06			% of ' major ' planning applications determined within 13 weeks or the agreed extended time % of ' minor ' planning applications determined within 8 weeks or the agreed extended time % of ' other ' planning applications determined within 8 weeks or the agreed extended time				Type: %+	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★ (lower targets)	★ (lower targets)	◆					
Qrtly outturn	-	-	16/20 80% (E) 65/91 71.4% (E) 258/2980 89% (E)				88% 85% 90%	Higher is better
YTD outturn	65/68 75.6% 329/437 75.3% 1,193/1,290 92.5%	81/103 78.6% 323/433 74.6% 1,175/1,369 85.8%	16/20 80% (E) 65/91 71.4% (E) 258/2980 89% (E)					
<p>REASON FOR AMBER: Development Control (DC) have historically achieved the targets for Major, Minor and Other planning applications. As part of the New Ways of Working Service review process it was agreed to increase the targets to the national average. The DC Team are confident that the targets can be achieved but as they have been introduced at the end of quarter 1 it is likely it will be difficult to achieve the new higher target for the full year.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: The team has been advised of the change and procedures updated. Performance will be monitored.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

This page is intentionally left blank

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 1:

Measure of Volume:

1. Jobseeker's Allowance Count (16-64 and 16-24) (Reports to Corporate Board and Executive)

REQUEST from Performance, Research and Consultation team: replace with a count of the total number of claimants, which includes Universal Credit.

REASON: Claimants are being encouraged to apply for Universal Credit (UC), as it encompasses benefits for the employed and unemployed in one application. The reduction in residents claiming Jobseekers Allowance (JSA) may therefore be due to their swapping over to UC, rather than a reduction in unemployment. The total Claimant Count monitors both JSA and UC.

Key Accountable Measure:

2. % of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant applications (Ref: CBO6dp15 - Reports to Corporate Board and Executive)

REQUEST from Development and Planning: To be remove this measure and investigate an alternative.

REASON: The measure is no longer useful. The work by the service is carried out before the application is submitted and therefore the processing time from submission to approval does not reflect demand on the service.

This page is intentionally left blank

Key Accountable Measures - Technical background and conventions

This report sets out the Council's progress against its Key Accountable Measures (KAMs). Performance is presented by priority and augmented with measures of volume and contextual measures to further describe the operating environment and / or challenges.

Activities are monitored within the council priorities and 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

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

Where a KAM is reported as 'amber' or 'red', an exception report is provided. This identifies the reasons for this assessment and shows what remedial action has been put in place to either bring the measure back on target or to mitigate the consequence of it not being achieved; and whether any Strategic action is required.

NB: 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

Where possible our progress is compared to 152 local authorities, showing in which quartile we stand; because of the timescales involved in central government publication these are available 6-12 months in arrears.

Measures of Volume / Contextual Measure

Non-targeted measures are reported to either illustrate the workload in a service or the state of the district, e.g. average house prices. These are presented in the District Wide Health Check Dashboard and listed by service.

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. 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.

District Wide Health Dashboard

This provides a visual representation of 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.
- The number or percentages provided in bold on the arrows show the actual difference change or the percentage variance respectively between the reporting period (quarter only or year to date) and the corresponding period of previous year. The values between brackets reflect the result for the reporting quarter (except where 'YTD' text is added which indicates that the value is year to date).

NB: 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.

2018/19 Revenue Financial Performance: Month Five

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	9 October 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	4 October 2018
Report Author:	Melanie Ellis
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To inform Members of the latest revenue financial performance for 2018/19.

2. Recommendations

- 2.1 To note the report, and in particular the continued challenge of managing pressures in Adult Social Care, which are shared nationally, and the mitigation that is proposed in year to reduce the current end of year projection.

3. Implications

3.1 Financial:

The current financial forecast is an overspend of £1.9m against a net revenue budget £119.4m. This figure includes a number of mitigation strategies, notably the in year reduction of expenditure, where appropriate, across the Council, and in particular in Adult Social Care. Members will be aware that risk reserves were agreed for a number of Services, including Adult Social Care, as part of this year's Budget setting. £1.2m of these risk reserves could be used to mitigate further the forecast overspend but this has not yet been deployed and is not included in the forecast. At the same time there is a £768k risk management budget which could be utilised to help mitigate further the current forecast overspend. This has also not been deployed at this time. Taken together both would have a significant mitigating effect.

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

- 4.2 The financial performance reports provided to Members throughout the financial year report the forecast under or over spend against the Council's 2018/19 approved revenue budget of £119.4m. The Month Five forecast is an overspend of £1.9m, which is 1.6% of the net budget. The forecast overspend has increased by £634k from Month Four. The main increases are £165k in Adult Social Care commissioning, £200k in Children and Family Services as a result of increased expenditure on childcare lawyers attributable to an increase in complex cases, and £118k in Transport and Countryside largely due to pressures in car parking income.

Directorate Summary	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Month Four	Month Five	
	£000	£000	£000	£000	£000
Communities	67,709	2,768	2,768	3,181	413
Economy and Environment	30,909	3	3	146	143
Resources	12,827	(280)	(280)	(362)	(82)
Capital Financing	7,982	(1,200)	(1,200)	(1,040)	160
Total	119,427	1,291	1,291	1,925	634

NB. Rounding differences may apply to nearest £k. Quarter One and Month Four are both using Month Four data, due to the late reporting of Q1.

- 4.3 The forecast overspend of £1.9m takes into account £1.2m of mitigating action to be delivered by services during the remainder of the current financial year.
- 4.4 The main driver of the forecast overspend position is the Communities Directorate which is forecasting an overspend, prior to in-year mitigating action, of £3.2m (4.7%) against a net budget of £67.7m
- 4.5 £2.5m of this sum relates to Adult Social Care Service which is facing increasing financial pressures on demand led, externally commissioned, placement budgets, over and above the modelled assumptions that formed the basis of budget setting. In addition, a number of risks, which are provided for in the service specific risk reserve, have materialised. Local Authorities nationally are facing significant financial challenges relating to the funding of Adult Social Care budgets, increasing demand on services and rising costs of commissioning care. Our position, as with other Local Authorities across the country, highlights the urgent need for a national review of funding for Adult Social Care.
- 4.6 The Adult Social Care service is taking a range of mitigation measures and the expectation is that these will deliver a reduction of £500k in the forecast overspend. £85k of mitigation is factored into the service overspend position of £2.5m, with the remaining target reflected in the council's Month Five forecast of £2m.
- 4.7 Over and above the Adult Social Care in-year measures, a decision has been taken corporately to slow expenditure in the remainder of the current financial year as a corporate response to the Adult Social Care overspend. Children & Family Services and the Education Service which are currently forecasting an overspend position totalling £620k, have been tasked with identifying mitigation strategies of £200k. The £200k of mitigation is not reflected in the service's forecast but are reflected in

the Council's Month Five overspend position. A further £500k mitigation target has been allocated to corporate services.

- 4.8 Taken together it is anticipated that mitigation strategies will be able to deliver a £1.2m reduction to current £3.1m corporate overspend position, reducing the Month Five forecast to an over spend of £1.9m. £200k mitigation has now been identified within services with the remaining £1m anticipated in year savings being forecast against Capital Financing and Risk Management. Once services have identified and quantified mitigation strategies, this balance will be allocated to services and reflected in the services budget monitoring forecasts.
- 4.9 In response to the volatility of some of the Council's budgets, service specific risk reserves have been established. The levels of these reserves are informed by the level of risks in the service risk registers. Named risks that have arisen so far in 2018/19 amount to £1.2m and could be used to support the financial position. The Month Five forecast is before any use of the risk reserves.

Risk Reserve Summary	Reserve Balance 1.4.2018	Change to level of Reserve	Current Reserve Balance	Risks arising 2018/19	Potential Risk Reserve balance 31.03.2019
Service	£000	£000	£000	£000	£000
Adult Social Care	881	719	1,600	-716	884
Children & Family Services	38	377	415	-330	85
Education	0	279	279	-130	149
Leisure	0	50	50	0	50
Libraries	0	90	90	0	90
Transport & Countryside	0	75	75	-73	2
Legal Services	50	0	50	0	50
Total	969	1,590	2,559	-1,249	1,310

- 4.10 The 2018/19 budget was set with a risk management budget of £768k. As per the Medium Term Financial Strategy and Revenue Budget approved by Council, this budget was built because the Council was facing a number of risks that could arise in 2018/19 but could not be quantified at the time of budget setting. These included increase in demand for services over and above budget assumptions, inflationary pressures, income risks and risk to delivery of savings plans. This budget could be released to support the financial position. The Month Five forecast is before any use of this budget provision.
- 4.11 The Council's Month Five forecast position of £1.9m overspend, is after forecasting the impact of a corporate mitigation measures to stop non-essential spend, but before release of the risk management budget (£768k) and before use of available risk reserves (£1.2m). Deployment of these options would bring the forecast in online.
- 4.12 The budget for 2018/19 was set with a savings and income generation programme of £5.2m. The programme is monitored on a monthly basis using the RAG system. The Council set a revenue budget of £119.4m for 2018/19. At Month Five £372k of risks are Red (7%), £577k Amber (11%) and £4.3m Green (82%).
- 4.13 The Council created a Transformation Reserve of £1m 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. £566k was allocated in 2017/18 and £212k in 2018/19. Council approval was given to increase

the Transformation Reserve in 2018/19 by £561k, as part of the Strategy for use of Capital Receipts. The reserve currently stands at £783k.

5. Proposal

- 5.1 To note the forecast position.

6. Conclusion

- 6.1 The Council is facing an in year overspend of £1.9m against a net revenue budget of £119.4 m, which is 1.6% of the net budget. The main driver of this is a £2.5m overspend in Adult Social Care. The Council has responded to the financial position and has put in place measures to mitigate the overspend, and identified budgets that could be released to bring the forecast overspend down further. These measures will be monitored through the remainder of the year. The Council has an excellent track record of managing the savings programme and minimising budget over spends, but if the forecast over spend remains at year end, it will impact on our reserves.

7. Appendices

- 7.1 Appendix A – Supporting Information
- 7.2 Appendix B – Summary Revenue Forecast 2018/19
- 7.3 Appendix C – Savings and Income Generation Programme Risk Items

This page is intentionally left blank

2018/19 Revenue Financial Performance: Month Five – Supporting Information

1. Introduction

- 1.1 The financial performance reports provided to Members throughout the financial year report the forecast under or over spend against the Council's 2018/19 approved revenue budget of £119.4m. The Month Five forecast is an over spend of £1.9m, which is 1.6% of the net budget. The forecast overspend has increased by £634k from last month. The main increases are £165k in Adult Social Care commissioning, £200k in Children and Family Services as a result of increased expenditure on childcare lawyers attributable to an increase in complex cases, and £118k in Transport and Countryside largely due to pressures in car parking income.
- 1.2 The forecast overspend of £1.9m includes £1.2m of mitigating action to be delivered by services during the remainder of the current financial year. Prior to any mitigation, the Council is forecasting an overspend position of £3.1m. The driver of this overspend is Adult Social Care. Local Authorities nationally are facing significant financial challenges relating to the funding of Adult Social Care budgets, increasing demand on services and rising costs of commissioning care. Our position, as with other Local Authorities across the country highlights the urgent need for a national review of funding for Adult Social Care.
- 1.3 The Communities Directorate is forecasting an overspend of £3.2m (4.7%) against a net budget of £67.7m. The services forecasting overspend positions are Adult Social Care £2.5m, Children and Family Services £420k and Education Services £200k. The forecast overspend has increased by £413k from last month, of which £165k is in Adult Social Care, £200k in Children & Family Services and £48k in Education.
- 1.4 In Adult Social Care, the service is facing increasing financial pressures on demand led, externally commissioned placement budgets, over and above the modelled assumptions that formed the basis of budget setting. In addition, a number of risks, which are provided for in the service specific risk reserve, have materialised. Further pressures have arisen due to the financial impact of making improvements to our transfers of care from hospital and improving one of our care homes.
- 1.5 In Children & Family Services, the overspend is largely due to the Child Protection Teams, which is incurring additional staffing costs filling vacant posts and covering maternity and sabbatical leave. The increase since last month is due to a £200k pressure in Child Care Lawyers attributable to an increase in complex cases.
- 1.6 The Education overspend is £200k largely due to an increase in residential placements and adjustments in community care packages.
- 1.7 The remainder of the Communities Directorate is on line.

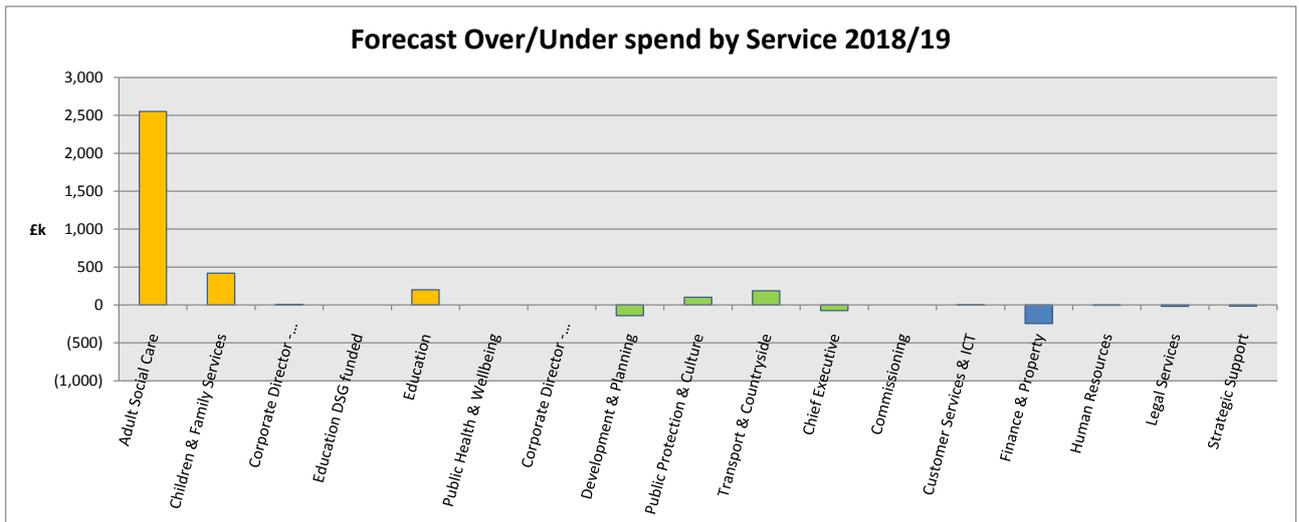
- 1.8 Economy & Environment is forecasting an overspend of £146k, an increase of £143k from last month. There are pressures on car parking income, winter maintenance and leisure budgets. The Resources Directorate is forecasting an underspend of £362k, largely due to the over achievement of investment property income.
- 1.9 Capital Financing and Risk Management is forecasting an underspend of £1m. The £1m is the forecast financial outcome of the actions that are being taken to stop non-essential spend where possible across the organisation, as a corporate response to the Adult Social Care overspend. £200k has already been identified within the Directorates. As further savings from these actions become clearer, they will be shown in the relevant service areas in future forecasts.
- 1.10 The 2018/19 budget was set with a risk management budget of £768k. As per the Medium Term Financial Strategy and Revenue Budget approved by Council, this budget was built because the Council was facing a number of risks that could arise in 2018/19 but could not be quantified at the time of budget setting. These included increase in demand for services over and above budget assumptions, inflationary pressures, income risks and risk to delivery of savings plans. This budget could be released to support the financial position. The Month Five forecast is before any use of this budget provision.
- 1.11 In response to the volatility of some of the Council’s budgets, service specific risk reserves have been established. The levels of these reserves are informed by the level of risks in the service risk registers. Named risks have arisen so far in 2018/19 amounting to £1.2m. The risk reserves could be used to support the financial position. The Month Five forecast is before any use of the risk reserves.
- 1.12 The Month Five forecast position of £1.9m overspend, is after forecasting the impact of a corporate response to stop non-essential spend, but before release of the risk management budget (£768k) and before use of available risk reserves (£1.2m). Deployment of these options would bring the forecast in online.

2. Summary Revenue Forecast 2018/19

Directorate Summary	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Month Four	Month Five	
	£000	£000	£000	£000	£000
Communities	67,709	2,768	2,768	3,181	413
Economy and Environment	30,909	3	3	146	143
Resources	12,827	(280)	(280)	(362)	(82)
Capital Financing	7,982	(1,200)	(1,200)	(1,040)	160
Total	119,427	1,291	1,291	1,925	634

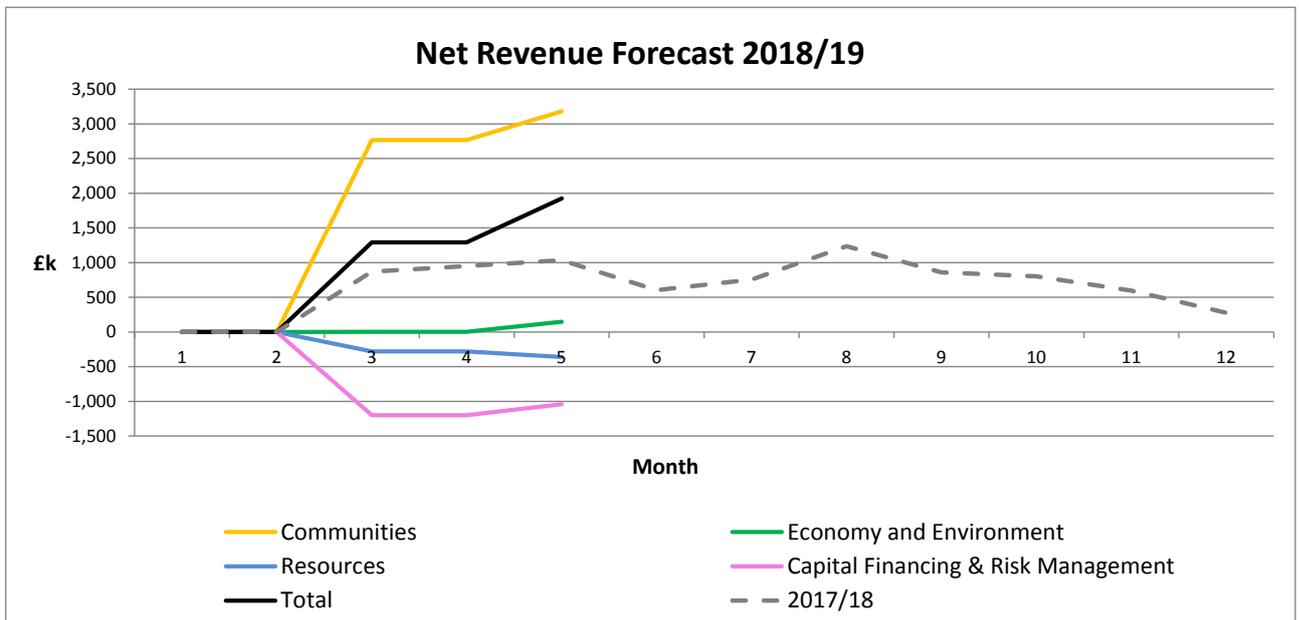
NB. Rounding differences may apply to nearest £k. Quarter One and Month Four are both using Month Four data, due to the late reporting of Q1.

- 2.1 At Month Five the Council’s revenue forecast is an over spend of £2m against a net revenue budget of £119.4m. The forecasts by Service are shown in the following chart.



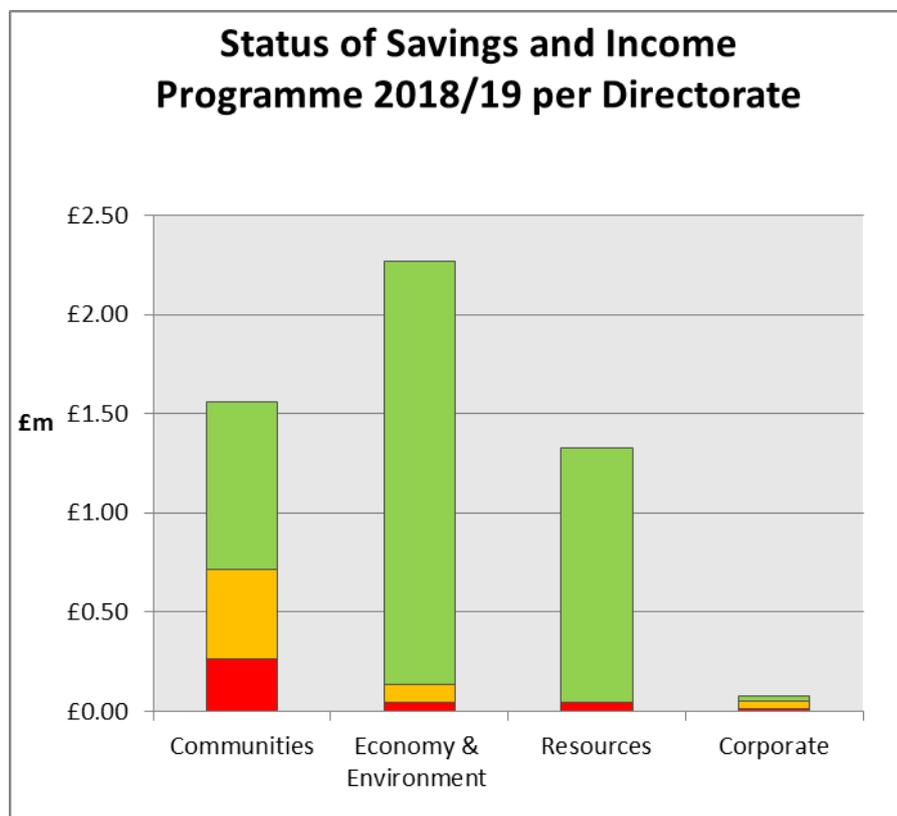
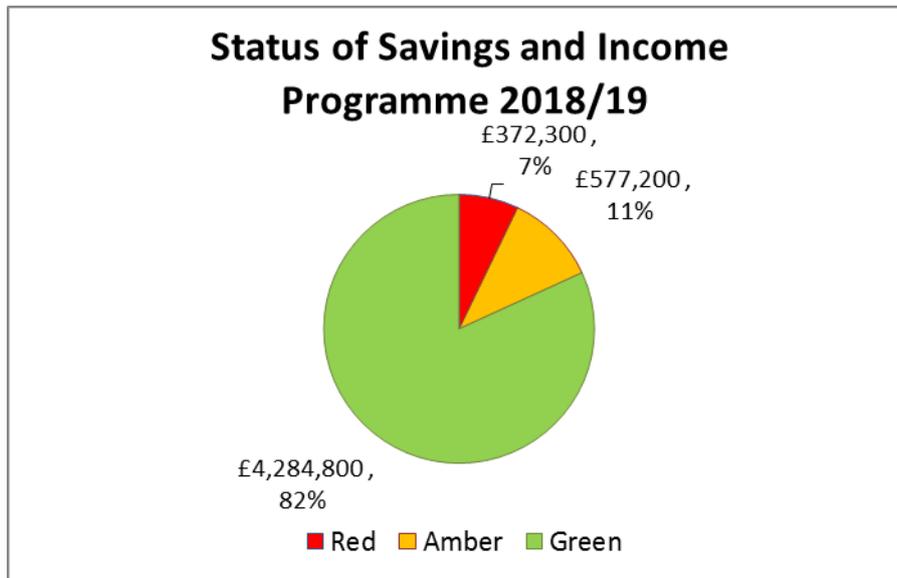
2.2 The main service driving the over spend is Adult Social Care with a forecast over spend of £2.5m (6%) against a budget of £42.8m. The pressure has arisen primarily, although not exclusively, within the demand led commissioning budgets. The cost of commissioning client packages from the external market has risen significantly and has exceeded inflationary forecasts that the budget was built on. The service and the whole Council is putting mitigation strategies in place in order to bring the forecast overspend down by year end.

2.3 The following chart shows the monthly forecasts through 2018/19, with a 2017/18 comparison.



3. 2018/19 Savings and Income Generation Programme

3.1 In order to meet the funding available, the 2018/19 revenue budget was built with a £5.2m savings and income generation programme. The programme is monitored on a monthly basis using the RAG traffic light system. The status of the programme is shown in the following charts:



3.2 Communities

The revenue budget for the Communities Directorate 2018/19 was built with a savings and income generation programme of £1.6m. The programme is currently £845k Green, £450k Amber and £267k Red.

Corporate Director:

£61k of savings relating to income and efficiency targets assigned to the former Prevention & Safeguarding Service are Red, due to insufficient demand. The target has been reallocated as an efficiency target against the Communities Corporate Director cost centre and the directorate is reviewing alternative options for delivery of the savings target. However it is unlikely that the target will be achieved in 2018/19.

Adult Social Care:

Adult Social care 2018/19 budget was built with a £761k savings and income generation programme.

A £6k saving in respect of the establishment of a framework for S12 specialist GPs for Deprivation of Liberty safeguards for Adult Social Care is forecast as Red and is unlikely to be achieved in the financial year.

The Transforming Lives (delivering care differently strategy), £175k and the New Ways of Working transformation programme, £225k savings are both forecast as Amber at Month Five.

Transforming Lives, which is now titled Delivering Care Differently, is focused on delivery of savings through the Shared Lives programme and a programme of reviewing client packages, progress is being made against delivery of the saving.

Implementation of the new case management system meant ASC did not receive NWW performance reports. This has been resolved for 2018/19 and the key indicator of people coming to the front door who then go on to long term services is a very positive 7%. The service will continue to maintain a focus on maintaining this conversion rate but this will not mitigate other factors that impact commissioning budgets e.g. delayed transfers of care or private funders who run out of money and become the Council's responsibility.

£355k of income generation is expected to be achieved in full.

Children & Family Services:

Children & Family Services 2018/19 budget was built with a £426k savings & income generation programme.

The saving of £200k for Childcare Lawyers is Red which means it is not on track to deliver. These costs are incurred when applying for Court Orders to safeguard a child. The complexity of the case and the extent to which it is contested can add considerably to the costs. Furthermore, there is increasing expectation that children in care should be safeguarded by Court Orders rather than informal (voluntary) arrangements. 80% of West Berkshire children in care have a Court Order protecting their status. It is impossible to predict future demand accurately, but there is opportunity to better forecast the particularly costly cases to help identify future pressures better. Longer term there may also be the opportunity to procure legal services from a different provider.

All other savings are expected to be achieved.

Education:

Education 2018/19 budget was built with a £313k of savings & income generation programme.

The saving of £50k for Castlegate is amber as there is a medium risk of the saving not being achieved due to income generation plans not being realised. Initial spare bed capacity was to be sold to non WBC children however subsequent increase in demand for WBC children requiring respite care has filled these beds.

All other savings are expected to be achieved.

3.3 Economy and Environment

The revenue budget for the Economy and Environment Directorate was built with a savings programme of £2.3m. The programme is expected to be £2.13m Green, £88k Amber and £46k Red.

Transport and Countryside:

£46k of car parks income is Red as considerable difficulty in recruiting enforcement officers has resulted in reduced income from penalty charges, and there has been no increased income from on street parking charges.

£75k car parks income is Amber. External power supply problems, vandalism of and thefts from parking equipment and fewer enforcement resources than anticipated has had an adverse impact on income.

Development and Planning:

£13k for increased rent levels for temporary accommodation is Amber as it is too early in the year to confirm.

3.4 Resources

The 2018/19 budget for Resources was built with a £1.3m savings and income generation programme, including £500k net income from new investment properties. The programme is expected to be £1.28m Green and £48k Red.

Strategic Support:

There is a £68k income target for the graphics team of which £48k is expected to be Red. Reduced internal demand for the services of the imagery and graphics design team has resulted in anticipated income being £48k lower than target for this service. Currently other in year savings identified within the service are expected to mitigate this pressure during 2018/19.

Appendix E provides a list of the savings and income items that are at risk.

4. Communities Directorate Month Five Review

Communities	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Month Four	Month Five	
	£000	£000	£000	£000	£000
Adult Social Care	42,804	2,388	2,388	2,553	165
Children & Family Services	15,983	220	220	420	200
Corporate Director - Communities	152	8	8	8	0
Education DSG funded	(444)	0	0	0	0
Education	8,962	152	152	200	48
Public Health & Wellbeing	252	0	0	0	0
Communities	67,709	2,768	2,768	3,181	413

4.1 The forecast revenue over spend for the Communities Directorate is £3.2million against a net budget of £67.7million.

4.2 Three services are forecasting year end overspend positions as at Month Five, Adult Social Care £2.6million, Children and Family Services £420k and Education Services £200k. Across these three services increasing financial pressures have been identified on demand led, externally commissioned placement budgets. Agency pressures have been identified across the Child Protection Teams within Children & Family Services.

4.3 Adult Social Care

Adult Social Care is forecasting an over spend of £2.6million at Month Five, against a £42.8million budget.

The pressure is primarily within the demand led commissioning budgets. The forecast commissioning pressure at Month Five is £2.4million against a net commissioning budget of £28.2million, a 9% forecast overspend. The cost of commissioning client packages from the external market has risen significantly. All primary support categories (PSR), are forecast to overspend against budget. The most significant forecast overspends within the commissioning budget are against physical support over 65s, and memory and cognition support services for over 65s. The largest proportion of the commissioning budget is spent on learning disability support services 18-64 years.

Client numbers accessing long term services are monitored weekly; the overall number of services clients are in receipt of has remained relatively constant historically. In common with other local authorities the service strategy is to maintain as many people to stay at home avoiding high cost residential placements. These care packages will comprise more than one element e.g. a young adult with a learning disability or older adult with dementia may have respite to give the family a break, day activities and transport.

Mitigation strategies are currently under review to address the pressures identified in the commissioning budget.

4.4 Children and Family Services

Children & Family Services is forecasting a £420k overspend against budget at Month Five. The increase since last month is due to a £200k pressure in Child Care Lawyers attributable to an increase in complex cases. The remaining overspend is largely due to the Child Protection Teams, £173k, which has agency (filling vacant posts) and additional staffing costs (covering maternity, sabbatical leave and a newly qualified social worker). There is a £20k forecast overspend for the Emergency Duty Team.

The Children & Family Services risk reserve is £415k. The majority of the over spend relates to identified risks and therefore the risk reserve could be utilised to offset the over spend, should Members decide to do so. If the reserve were used, the remaining over spend would be £90k.

4.5 Education

The Education Service is forecasting an over spend of £200k at Month Five. This is largely due to an increase in residential placements of £130k, and adjustments in community care packages of £77k. SEN services are overspent owing to a

reduction in SEN reform grant, £54k, and a shortfall on staffing budgets, £11k. The overspend has been partially offset by underspends on transport, £93k, and £21k on other disabled children services.

The Education risk reserve is £279k for 2018/19. The residential placement over spend relates to identified risks and therefore the risk reserve could be utilised to offset the over spend, should Members decide to do so. If the reserve were used, the remaining over spend would be £70k.

4.6 Public Health & Wellbeing

Public Health is forecasted to be on line by year end.

5. Economy & Environment Directorate Month Five Review

Economy and Environment	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Month Four	Month Five	
	£000	£000	£000	£000	£000
Corporate Director - Environment	179	0	0	0	0
Development & Planning	2,831	(114)	(114)	(142)	(28)
Public Protection & Culture	4,021	47	47	100	53
Transport & Countryside	23,878	70	70	188	118
Economy and Environment	30,909	3	3	146	143

5.1 The Directorate is currently forecasting a £143k over spend against a budget of £30.9m. Two services are reporting a forecast overspend at Month Five.

5.2 Public Protection & Culture

The Service is forecasting an overspend of £100k. This is mainly due to:

- Mop up costs associated with two functions that have now ceased - Activity Team and the Duke of Edinburgh scheme £32k.
- A decline in council use of Shaw House has continued a trend seen last year and as a result internal income is expected to be £10k short of target. Developing new income streams from external customers is a priority so that this pressure can be mitigated.
- Salary costs associated with libraries are expected to be in excess of target by £12k. There is a risk reserve associated with this service of £90k.
- The overall leisure net budget is expected to be exceeded by £44k, this is mainly due to the level of third party contributions. There is a risk reserve associated with this service of £50k.

5.3 Transport and Countryside

The service is forecasting an overspend of £188k. This is mainly due to:

- Winter maintenance budgets are expected to be overspent by £73k. There is a risk reserve of £75k associated with this service.

- Energy price rises in April were higher than anticipated and a pressure of £20k is forecast.
- Contractor cost pressure due to staff vacancies in the traffic service £18k.
- Car parking income is expected to be £105k lower than target due to lack of enforcement resources as well as capacity reduction and technical problems at car parks due to power supply problems and vandalism of and thefts from parking equipment.

5.4 Development and Planning

The service is forecasting an underspend of £142k. This is largely due to salary and associated savings in Development Control and savings of £20k in Housing as a result of project delays.

6. Resources Directorate Month Five Review

Resources	Current Net Budget £000	Forecast (under)/over spend			Change from Last Month £000
		Quarter One £000	Month Four £000	Month Five £000	
Chief Executive	791	0	0	(75)	(75)
Commissioning	932	0	0	0	0
Customer Services & ICT	3,036	(3)	(3)	(3)	(0)
Finance & Property	3,199	(260)	(260)	(245)	15
Human Resources	1,472	0	0	(5)	(5)
Legal Services	1,054	0	0	(19)	(19)
Strategic Support	2,343	(17)	(17)	(15)	2
Resources	12,827	(280)	(280)	(362)	(82)

6.1 The Directorate is forecasting a £362k underspend on a budget of £12.8m. No service is reporting a forecast overspend at Month Five.

6.2 In Year Savings

An in year corporate savings target was announced during the month. Initial work to achieve this within the Chief Executives service has identified £75k of in year savings of which £11k is ongoing. These savings are mainly made up of salary savings £40k, and the postponement of additional spending on training of £20k and other delivery budgets £7k.

6.3 Finance & Property - Property Investment Income

The council has invested £38m in commercial property out of a total budget of £100m. This investment has primarily been made to generate income to support the provision of council services. The forecast for this year is that the target of £500k net income will be exceeded by £250k.

6.4 Strategic Support

Strategic Support Month Five forecast is an under spend of £15k. There are a number of pressures in the service which can be subdivided as follows: non achievement of internal income savings target £48k; reduction in demand for local land charges service £25k; corporate subscriptions £7k; and register of elections

household enquiry forms £10k. These are mitigated by underspends as follows: members expenses and allowances £10k; staff £65k; IT £30k.

7. Risks

7.1 In response to the volatility of some of the Council's demand led budgets, a number of service specific risk reserves have been established. The current level of service specific risk reserves and the risks that have arisen in 2018/19 are shown in the table below.

Risk Reserve Summary	Reserve Balance 1.4.2018	Change to level of Reserve	Current Reserve Balance	Risks arising 2018/19	Potential Risk Reserve balance 31.03.2019
	£000	£000	£000	£000	£000
Service					
Adult Social Care	881	719	1,600	-716	884
Children & Family Services	38	377	415	-330	85
Education	0	279	279	-130	149
Leisure	0	50	50	0	50
Libraries	0	90	90	0	90
Transport & Countryside	0	75	75	-73	2
Legal Services	50	0	50	0	50
Total	969	1,590	2,559	-1,249	1,310

7.2 The Month Five forecasts are before any use of these reserves, but £1.2m could be released to support the forecast position, subject to member approval.

8. Transformation Funding

8.1 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
			£000
Opening Balance			1,000
Communities	Education	Emotional Health Academy	-6
Resources	Commissioning	Invest to save posts in commissioning	-225
Resources	HR	Invest to save post - Apprenticeship Coordinator	-74
Resources	Legal	Shared service advice	-12
Communities	Education	Invest to save - Family Hub transformation	-28
Resources	F&P, HR, SSU	Invest to save - New Ways of Working project	-216
Communities	ASC	Transport	-5
Total awarded 2017/18			-566
Closing Balance 31.3.18			434
Capital Receipts allocated to transformation			561
Opening Balance 1.4.2018			995
Resources	SSU	Commercial Group 2 sales & marketing officers(2yrs)	-169
Communities	ASC	Transport data reviewing officer extension	-3
Resources	Commissioning	Extend fixed term post 1 yr re ASC	-41
Total awarded 2018/19			-212
Closing Balance 31.3.19			783

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

9. Proposals

9.1 To note the forecast position.

10. Conclusion

10.1 The Council is facing an in year overspend of £1.9m against a net revenue budget of £119.4 million, which is 1.6% of the net budget. The main driver of this is a £2.5m overspend in Adult Social Care. The Council has responded to the financial position and has put in place measures to mitigate the overspend, and identified budgets that could be released to bring the forecast overspend down further. These measures will be monitored through the remainder of the year. The Council has an excellent track record of managing the savings programme and minimising budget over spends, but if the forecast over spend remains at year end, it will impact on our reserves.

This page is intentionally left blank

2018/19 Summary Revenue Forecast: Month Five

	Budget		Forecasted Performance						
	Original Budget for 2018/19 £	Revised Budget for 2018/19 £	Expenditure			Income			Net
			Annual Expenditure Budget for 2018/19 £	Annual Expenditure Forecast for 2018/19 £	Expenditure Variance for 2018/19 £	Annual Income Budget for 2018/19 £	Annual Income Forecast for 2018/19 £	Income Variance for 2018/19 £	Net Variance £
Adult Social Care	41,610,640	42,803,890	59,185,790	62,227,360	3,041,570	-16,381,900	-16,869,950	-488,050	2,553,520
Childrens and Family Services	14,620,710	15,983,260	18,071,470	18,817,040	745,570	-2,088,210	-2,413,780	-325,570	420,000
Corporate Director - Communities	208,190	151,790	151,790	159,580	7,790	0	0	0	7,790
Education (DSG Funded)	-444,000	-444,000	99,794,520	99,364,550	-429,970	-100,238,520	-99,808,550	429,970	0
Education	8,264,500	8,961,340	11,815,940	11,865,430	49,490	-2,854,600	-2,704,470	150,130	199,620
Public Health & Wellbeing	-80,000	252,540	6,245,010	6,245,010	0	-5,992,470	-5,992,470	0	0
Communities	64,180,040	67,708,820	195,264,520	198,678,970	3,414,450	-127,555,700	-127,789,220	-233,520	3,180,930
Corporate Director - Environment	171,120	179,570	179,570	179,570	0	0	0	0	0
Development and Planning	2,564,890	2,830,800	5,032,970	4,822,430	-210,540	-2,202,170	-2,133,630	68,540	-142,000
Public Protection and Culture	3,719,900	4,021,620	9,276,990	8,901,750	-375,240	-5,255,370	-4,780,480	474,890	99,650
Transport and Countryside	23,279,940	23,876,720	33,391,110	33,435,510	44,400	-9,514,390	-9,370,790	143,600	188,000
Environment	29,735,850	30,908,710	47,880,640	47,339,260	-541,380	-16,971,930	-16,284,900	687,030	145,650
Chief Executive	765,640	790,960	790,960	716,460	-74,500	0	0	0	-74,500
Commissioning	752,300	931,610	7,218,150	7,218,150	0	-6,286,540	-6,286,540	0	0
Customer Services and ICT	3,056,630	3,035,040	3,905,810	3,903,110	-2,700	-870,770	-870,770	0	-2,700
Finance and Property	3,166,980	3,199,250	45,205,810	45,215,810	10,000	-42,006,560	-42,261,060	-254,500	-244,500
Human Resources	1,349,430	1,472,590	1,990,490	1,923,000	-67,490	-517,900	-455,910	61,990	-5,500
Legal Services	1,006,290	1,053,880	1,184,140	1,211,610	27,470	-130,260	-176,730	-46,470	-19,000
Strategic Support	2,181,970	2,343,600	2,793,930	2,774,250	-19,680	-450,330	-446,150	4,180	-15,500
Resources	12,279,240	12,826,930	63,089,290	62,962,390	-126,900	-50,262,360	-50,497,160	-234,800	-361,700
Capital Financing & Management	10,359,130	10,465,690	10,973,370	10,973,370	0	-507,680	-507,680	0	0
Movement Through Reserves	-117,000	-3,251,250	-3,251,250	-3,251,250	0	0	0	0	0
Risk Management	2,989,890	768,250	768,250	-271,750	-1,040,000	0	0	0	-1,040,000
Capital Financing and Risk Management	13,232,020	7,982,690	8,490,370	7,450,370	-1,040,000	-507,680	-507,680	0	-1,040,000
Total	119,427,150	119,427,150	314,724,820	316,430,990	1,706,170	-195,297,670	-195,078,960	218,710	1,924,880

2018/19 Savings and Income Generation Programme: Risk items

Appendix C

					2018/19		
					£		
R#	Directorate	Service	Description	Category	£	RAG	Explanation of Red/Amber
25	Communities	Corporate Director	Family Group Conferencing	Income	20,000	Red	Demand for this service from Reading Council has not met the levels to achieve the target. This has subsequently been offered as a pressure bid for 19/20.
26	Communities	Corporate Director	Emotional Health Service	Income	20,000	Red	Insufficient demand for this service up to this point in time has not been realised.
27	Communities	Corporate Director	Merging LSCB Boards	Efficiency	15,000	Red	Expected efficiencies not yet being delivered by Berkshire West LSCB because of the commitment to continue current contribution levels.
28	Communities	Corporate Director	Trading expertise for the conduct of Family Group Conference	Income	6,000	Red	Trading expertise for CH, who has left (April 2018)
1	Communities	Adult Social Care	Transforming lives - delivering care to existing clients with complex needs differently	Efficiency	175,000	Amber	
2	Communities	Adult Social Care	New Ways of Working	Transformation	225,000	Amber	
78	Communities	Adult Social Care	Establishment of a framework for S12 specialist GPs for Deprivation of Liberty safeguards for Adult Social Care	Efficiency	6,000	Red	Unlikely to be achieved this financial year
12	Communities	Children & Family Services	Childcare Lawyers demand management	Transformation	200,000	Red	The saving of £200k for Childcare Lawyers is Red which means it is not on track to deliver. These costs are incurred when applying for Court Orders to safeguard a child. The complexity of the case and the extent to which it is contested can add considerably to the costs. Furthermore, there is increasing expectation that children in care should be safeguarded by Court Orders rather than informal (voluntary) arrangements. 80% of West Berkshire children in care have a Court Order protecting their status. It is impossible to predict future demand accurately, but there is opportunity to better forecast the particularly costly cases to help identify future pressures better. Longer term there may also be the opportunity to procure legal services from a different provider.
10	Communities	Education Services	Castlegate Transformation	Income	50,000	Amber	Initial spare bed capacity was to be sold to non WBC children however subsequent increase in demand for WBC children requiring respite care has filled these beds. This has prevented these children going into expensive residential care causing a cost pressure.
32	Economy & Environment	Planning & Development	Increase rent levels charged for temporary accommodation	Income	13,000	Amber	It is too early in the year to confirm this as green
42	Economy & Environment	Transport & Countryside	Income targets for service budgets - car parks	Income	75,000	Amber	External power supply problems, vandalism of, and thefts from parking equipment and fewer enforcement resources than anticipated has had an adverse impact on income.
44	Economy & Environment	Transport & Countryside	Increase number of CEOs by 1.5FTE and include CEOs into the debate for Site/Street inspections.	Income	46,500	Red	Considerable difficulty in recruiting enforcement officers has resulted in reduced income from penalty charges, and there has been no increased income from on street parking charges.
73	Resources	Strategic Support	Income generation by introduction of internal recharging for services provided by Graphics Team	Income	48,000	Red	Reduced internal demand for the services of the imagery and graphics design team has resulted in anticipated income being £48k lower than
80	Corporate	Corporate	Corporate Digitisation Enablers	Transformation	39,200	Amber	Delay in completing digitisation work has resulted in uncertainty about the level of deliverability of savings this year. These remain possible but not
80	Corporate	Corporate	Corporate Digitisation Enablers	Transformation	10,800	Red	Delay in completing waste digitisation work has reduced possible full year resource savings by 30%