

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday 9 April 2019 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday 1 April 2019

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

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Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 9 April 2019 (continued)

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

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

Agenda

Part I

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- 1. Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
- 2. Minutes** 5 - 24
To approve as a correct record the Minutes of the meetings of the Commission held on 15 January and 26 February 2019.
- 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** 25 - 26
To receive an update on actions following the previous Commission meetings.
- 6. Management Review into the in year Revenue Overspend in Adult Social Care - 2018/19** 27 - 32
To provide the Executive with feedback from the special meeting of the Overview and Scrutiny Management Commission in relation to management review into the in-year overspend in Adult Social Care.
- 7. Key Accountable Performance 2018/19: Q3** 33 - 80
To scrutinise Q3 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 9 April 2019 (continued)

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| 8. | Financial Performance Report: Q3
To inform the OSMC of the latest financial performance of the Council. | 81 - 112 |
| 9. | London Road Industrial Estate Scoping
To consider the proposed scoping document for the London Road Industrial Estate. | 113 - 114 |
| 10. | Digitisation Scoping
To consider the proposed scoping document for digitisation. | 115 - 116 |
| 11. | West Berkshire Council Forward Plan 10 May 2019 to 31 August 2019
To advise the Commission of items to be considered by West Berkshire Council from 10 May 2019 to 31 August 2019 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan. | 117 - 118 |
| 12. | Items Called-in following the Executive on 28 March 2019
To consider any items called-in by the requisite number of Members following the previous Executive meeting. | |
| 13. | Corporate Programme
To advise the Commission of the Council's Corporate Programme and its current areas of activity. | 119 - 122 |
| 14. | Overview and Scrutiny Management Commission Work Programme
To receive new items and agree and prioritise the work programme of the Commission for 2019/20. | 123 - 126 |

Andy Day
Head of Strategic Support

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

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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, 15 JANUARY 2019

Councillors Present: James Cole (Vice-Chairman), Lee Dillon, Marigold Jaques, Mike Johnston, Alan Law (Chairman), Gordon Lundie, Ian Morrin, James Podger and Laszlo Zverko

Also Present: Catalin Bogos (Performance Research Consultation Manager), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Gary Lugg (Head of Development & Planning), Ian Pearson (Head of Education Service), Jessica Bailiss (Policy Officer (Executive Support)), Stephen Chard (Principal Policy Officer), David Lowe (Corporate Programme Manager), Jude Thomas (Principal Policy Officer (Corp Prgm)) and Councillor Quentin Webb

Apologies for inability to attend the meeting: Councillor Tim Metcalfe

Absent: Councillor Steve Ardagh-Walter and Councillor Jason Collis

PART I

29. Minutes

The Minutes of the meetings held on 9 October 2018 and 6 December 2018 were approved as true and correct records and signed by the Chairman, subject to the following amendments:

- Minutes of the meeting held on Thursday 6th December 2018, page 15, Appointment of the Vice-Chairman: Councillor James Cole

30. Declarations of Interest

There were no declarations of interest received.

31. Petitions

There were no petitions to be received at the meeting.

32. Actions from previous Minutes

The Commission received an update report regarding actions recorded during the previous meeting. Actions 1 to 7 had either been completed or were in hand and could therefore be removed from the list of actions arising from the previous Commission meeting.

Councillor Alan Law referred to section eight on page 18 of the report, which included a response from Paul James. At the last meeting of OSMC it had been requested that the Shaw House Team be challenged on why the income target was not being met and what plans were in place to turn the situation around. Councillor Law had read the response and noted that there had been an estimated shortfall at the start of the financial year of £30k in the Shaw House budget. He was concerned that this was only going to rise

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further as the year progressed. Councillor Gordon Lundie suggested that the shortfall might have been carried over from the previous year.

Councillor Law moved on to explain that a pre-meet for OSMC had been held on 8th January 2019 at his request. The meeting had proved useful in setting the priorities for the Commission going forward. Pre-meetings would take place before each OSMC going forward.

Councillor Law referred to the agenda for the meeting and suggested that item six (West Berkshire Council Forward Plan) be considered at the same time as item 11 (OSMC Work Programme).

RESOLVED that the Commission noted the report on actions from the previous meeting.

33. **West Berkshire Council Forward Plan**

The Commission agreed to consider the West Berkshire Council Forward Plan (Agenda Item 6) at the same time as the Forward Plan for OSMC (Agenda Item 10).

34. **Corporate Programme and Development & Planning New Ways of Working**

The Commission considered a report (Agenda Item 7) concerning the Corporate Programme and the Development and Planning New Ways of Working (NWOW) Review. The purpose of the report was to advise the Commission of the Council's Corporate Programme and its current areas of activity in order that it might identify projects requiring OSMC involvement. The report also aimed to set out the findings of the NWOW review for the Development and Planning Service.

David Lowe drew attention to page 37 of the NWOW final report for Development Planning where the methodology was set out. Each service would be reviewed over a three year period to ensure all services were performing effectively and efficiently and that money was being invested in the right places. David Lowe stated that the initial methodology had been enhanced as the process progressed.

Review teams consisted of a number of Officers from different areas such as Performance, Human Resources and Digital Services. Each Officer would look at a service with regards to their particular discipline and provide a report. Each report would then be compiled in to a single pack for consideration by senior Officers and Executive Members, who would scrutinise and form recommendations for improvement, before the information was submitted to the Corporate Programme Board.

Councillor Ian Morrin asked how the Officers involved in the reviews were chosen. David Lowe stated that Officers from outside of the organisation would have been chosen if cost had not been an issue. Officers that had an understanding of the Service being reviewed were chosen. Approval had been obtained for an analyst to be appointed.

David Lowe reported that the role of the review team was to collate the data and then questions needed to be asked regarding what could be gained from this information. Data was presented to Nick Carter and other Senior Officers. Although using internal resources did pose challenges, those who formed the review teams were not working directly for the services being reviewed and therefore could be objective. Nick Carter concurred that there was understandably a challenge if Officers were not experts of the area being reviewed. However, the aim of the work was to improve from the current position. Nick Carter acknowledged that views might differ from someone outside of the Local Authority however, this option was too costly. Councillor Morrin stated that it was possible that things could be missed that would be picked up by an external resource.

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David Lowe explained that the Development and Planning Service was the first to be reviewed and the objectives could be seen set out under section 2.2 of the report. The review process included the development of a SMART (Specific, Measurable, Achievable, Relevant and Timebound) action plan for each service. David Lowe commented that the only element of SMART that was not yet available was a timeline.

Councillor Alan Law referred to the Corporate Programme and noted that he could not see Development and Planning detailed. David Lowe confirmed that this was because the review of Development and Planning had been completed. The Education Service was the next to be reviewed followed by Public Protection and then Adult Social Care. Councillor Lee Dillon commented that it would be helpful to include commentary on projects rated at red on the Corporate Programme.

Councillor Law asked if there was any reasoning behind the order in which services were reviewed. David Lowe explained that Development and Planning had been reviewed first due to the issues it was facing in meeting certain targets. It was noted that Planning Services and Development Control had been assessed together. The aim was to have completed a review for each service by October 2020.

Councillor Law queried how the process differed to TEB. Gary Lugg explained that TEB had a narrower focus on monetary issues whereas NWOW was much broader.

Councillor Law asked what had been learned from the process so far. David Lowe stated that the process was continually improving. Initially distance had been kept between the review team and the service being reviewed however, it had been acknowledged that there was merit in a closer involvement, particularly when conducting the review of the Education Service. David Lowe felt that so far the process had uncovered some benefits that would improve service delivery.

Nick Carter reported that Wokingham Borough Council had carried out a review that was a radical new model and had involved spending a large amount of money of resources including a system analyst. In West Berkshire the decision had been taken not to go into the same level of detail as there was not the resources available to do so. There was however, desire to carry out some cost and service analysis work.

Councillor Gordon Lundie noted the 25 recommendations from page 74 of the report. It was felt that these were high level and Members needed to know what the next steps would be. Councillor Lundie stated that it needed to be demonstrated how the 25 recommendations would lead into an improvement plan and future savings.

David Lowe reported that some of the recommendations had no cost attached, for example DP03, which required a response to be provided to staff on their suggestions put forward at the SWOT workshops. Other recommendations however, required further resource including feasibility studies, business cases and other steps required for approval to be sought.

Councillor Lundie asked how the benefits would be assessed and David Lowe explained that the NWOW was about service improvement and not finance and there was currently a separate Financial Challenge being undertaken for this purpose.

Councillor Lundie asked when the process for the review of Development and Planning would close and David Lowe reported that the recommendations had been considered and signed off by the Corporate Programme Board however, it was not yet known when all the actions would be completed. This would be monitored continuously.

Councillor Laszlo Zverko asked about service delivery and if phone calls and other communications from the general public were being included. David Lowe confirmed that

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a three tier model had been used and customers who would normally use a telephone were encouraged to use digital systems.

Councillor Zverko asked what mechanisms were in place to record the comments from the general public. David Lowe reported that for the Housing Service, people who were on the Housing Register had been approached and there had been a strong consensus that improvements could be made to customer services. These comments had been incorporated.

Councillor Lee Dillon referred to the order in which services were picked and asked how it was ensured that the allocation of resources was fair. Nick Carter stated that this was a risk because there were particular digitalisation projects that would require a high level of resource. Front line services had been prioritised and therefore the order was logical. Nick Carter was aware that resources were likely to be an issue later in the process.

Councillor Law asked if the Executive was involved in the prioritisation of services. Nick Carter confirmed that there was a desire to get certain services involved in the review early on such as Education and Planning and therefore conversations around the order had taken place.

Councillor Dillon referred to one of the Key Performance Indicators under agenda item 9 regarding benefit claims. This related to Landlords of whom the Housing Service would have contact with on a regular basis. Councillor Dillon asked how it was being ensured that joint working was taking place to progress certain issues. Nick Carter reported that any opportunities for linkages between services would need to be picked up as the process progressed. Nick Carter referred back to the review that had taken place in Wokingham. There had been huge exit costs involved and service delivery issues. A difference approach was being taken in West Berkshire.

Councillor Morrin was aware that much of the work required would fall within the remit of digitalisation and ICT and he asked what thought had been given to this. Nick Carter confirmed that the Corporate Project Board had carried out work on demand and supply. Regarding funding, he was aware that this would probably become an issue later on and would need to return to the Executive for consideration.

Councillor Morrin asked why conversations regarding funding were not taking place at that time with the Executive. Nick Carter stated that the work needed firming up before going to the Executive to improve its chances of being accepted. It was likely that cases for the different service areas would need to be taken to the Executive as and when they were ready. Currently the Corporate Project Board was not clear what would be required in terms of ICT however, if it was beyond the available budget then the Executive would need to be lobbied. Councillor Morrin was still of the view that discussions with the Executive were required early on.

Councillor Mike Johnston referred to the review undertaken by Wokingham with regards to support services and asked if there were any ICT areas that could be lifted from the lessons that had been learned. Nick Carter stated that Wokingham had taken a very radical approach and it was too early for the benefits to be apparent. If this was to be considered the support services would have to be considered as its own entity.

Councillor Marigold Jaques noted that 60% of planning applications were being rejected because the application process had not been correctly followed. Gary Lugg stated that this was a national issue and South Oxfordshire were seeing 55% of planning applications rejected for the same reasons. Simple errors were causing the problems and it was possible that there might be ICT solutions to the issues. This would improve West Berkshire Council's efficiency however, investment in digital support would be required.

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David Lowe felt that this figure needed to be reduced down to as close to zero as possible as any reduction would provide an improved service.

Councillor Jaques asked if Officers had any idea of who was failing to fill in the necessary details correctly. Gary Lugg stated that those failing to submit planning applications correctly included large planning applications from agents to individuals. Oxford had a system in place whereby £20 could be paid to have forms checked however, the uptake was very low. Councillor James Cole was of the view that attention in this area might improve if the retention of planning fees was reviewed. Gary Lugg stated that people were offered three chances to complete their forms correctly and were offered support if required.

Councillor Law referred to 2016 when Development Control had been visited by an external consultant and asked how the NWOW differed to this process. Gary Lugg stated that the consultant had come with the view of implementing software across public services. The consultant had concluded that given the constraints being faced no improvements could be suggested. Gary Lugg reported that this information had been captured by David Lowe's team when the NWOW review had been undertaken. There was an element of process mapping that needed to be undertaken.

Councillor Law noted that good feedback was provided regarding Development Control on page 71 under section 6.3.4, where it stated 'the team appears to be ahead of many of its contemporaries elsewhere in local government'. Councillor Law asked if this was the case why the benchmarking figures were so negative. Gary Lugg confirmed that benchmarking suggested that in West Berkshire there was a case of up on price but down on income.

Councillor Law referred to page 52 where West Berkshire was compared to other local authorities and again did not appear to be performing positively in terms of benchmarking. Gary Lugg explained that this was because income was down but expenditure was average in the area.

Councillor Dillon referred to the action plans that would be formed and asked what the role of OSMC would be in the process. Councillor Law asked what the measure of success would be. Nick Carter suggested that Officers return to OSMC after the fourth review to make an assessment and confirm if the process was adding value. Nick Carter stated that the NWOW was not just about driving savings and was focused on service improvement. Councillor Dillon therefore asked if the first reviews were pilots and David Lowe confirmed that only the first two were considered to be pilots.

Councillor Law stated that he had a good knowledge of planning and therefore there was nothing in the report that surprised him. He felt benefits were about getting the information into the public domain.

Gary Lugg explained that each service was in a difficult place. Issues being faced included service management and capacity.

Councillor Dillon asked if Gary Lugg felt that the review had put his service in a better position to fight for resources. Gary Lugg reported that it had created more opportunity to bid for corporate support.

Councillor Law summarised that there seemed to be overlap between the NWOW and the financial review taking place. It seemed like a zero based budget review was being avoided. It was important that all areas were pulled together and a holistic approach taken to ensure benefits reached full potential. Finally there was additional investment required for ICT.

RESOLVED that:

- The NWOW should return to the Commission after the fourth service had been reviewed.
- The Commission noted the report.

35. The Draft Council Strategy 2019-2023

Councillor Alan Law introduced the report (Agenda Item 8), which presented the priorities for improvement and the commitments that were planned for inclusion in the draft new Council Strategy 2019-2023 for public consultation.

It had been agreed at the pre-meeting for OSMC that the item would not be discussed in depth as the Strategy was about to be released for public consultation (from January until February 2019).

Councillor James Cole was concerned that housing was not featured within the Strategy as a priority. Catalin Bogos explained that the document was a working draft and would soon go out to public consultation. Councillor Law concurred with Councillor Cole and felt that reference to the key points of the Housing Strategy was required within the Council Strategy. Catalin Bogos highlighted the priority on page 91 of the report which contained the commitment to 'Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation and travel and transport infrastructure'. Members and Officers decided that, for the new strategy, instead of focusing on individual domains of infrastructure improvement, the approach should be to ensure that planned improvement was focusing on all elements being integrated into a joined up approach. Evidence and detail behind each of the priorities would be included when the document went out for public consultation. Catalin Bogos also pointed out that 'Planning and Housing' was listed as Core Business in the Council Strategy framework diagram.

Councillor Cole commented that there was a great difference between urban and rural areas in the district with regards to housing. Families living in the countryside were being split up because their grown up children could not afford to live there independently and Councillor Cole felt that this issue required focus.

Councillor Law felt it was important that the detail that sat behind the Council Strategy was not lost. In his view, some of the priorities in the Housing Strategy should be included in the Council Strategy.

Andy Day explained that the issue was that the Council Strategy was about priorities for improvement. It was not possible for the document to cover all elements as it was essentially a high level document that needed to be drafted ready for public consultation in January 2019.

Councillor Dillon supported the joined approach that would be taken by Council Services in delivering the priorities within the Council Strategy.

Catalin Bogos stated that it was important with West Berkshire being a largely rural district, that a balance was sought between technology and protecting the environment.

Councillor Marigold Jaques suggested that the Commission be given the opportunity to view the feedback from the public consultation.

Councillor Law commended the joined up approach being undertaken to deliver the Strategy however, stressed the importance of retaining detail.

RESOLVED that

- An opportunity for the Commission to explore the feedback from the public consultation on the Council Strategy 2019-23 and to have an overview of the measure used to monitor commitments.

- The reference to addressing housing need was better reflected in the draft text for public consultation.
- The Commission noted the report.

36. Key Accountable Performance 2018/19: Q2

The Commission considered a report (Agenda Item 9) concerning quarter two, key accountable performance for 2018/19.

Catalin Bogos reported that the report gave detail on performance against the Council Strategy. It was important to note that demand was rising within certain services including Adult Social Care and Children and Family Services. Achievements for these services were listed within the report.

At the end of September 2018, four measures were rated as amber and four were rated as red. Regarding the red targets, it was unlikely that these would be achieved by the end of the year. Exception reports had been provided for each area rated as red or amber.

Councillor Lee Dillon felt that Catalin Bogos was the messenger and felt that the Leader or Deputy Leader should be present as well as Portfolio Holders to answer questions in detail. Councillor Dillon noted that the target regarding London Road Industrial Estate would have turned red since the quarter two information was released. Catalin Bogos commented that the report reflected the status of milestones and the narrative explained the position. Actions were in place to address any outstanding areas. Due to the timing of when information was available, work sometimes had to take place retrospectively.

Catalin Bogos commented that although he was the messenger for performance he was present to listen to views and obtain further information if required by Members.

Councillor Mike Johnston commented that there was less than three months to go until the end of the financial year and asked if there was a possibility that any of the red or amber targets would change to green by year end. Nick Carter stated that targets rated red would not be recovered however, those that were rated amber should be.

Councillor Gordon Lundie stated that if Portfolio Holders were invited to Commission meetings there would be a danger of recreating the Executive, where they were already held accountable for performance. Councillor Dillon stated that he did not mind where the questions were being asked as long they were being raised.

Councillor Ian Morrin stated his frustration with the system as targets rated red seemed to be staying red for a long time, particularly some Education targets around closing the gap.

Councillor Law asked if performance indicators were up to date and valid and that this was potentially an area OSMC could focus on. Nick Carter confirmed that OSMC had focused on this in the past through a task group. There was a lot of work taking place to resolve areas rated as red and Heads of Service were well informed on the issues. Red targets could be achieved in time however, it could not be confirmed when. Nick Carter reassured the Commission that red targets were not dismissed. The Head of Education was well aware of the red targets within his area around attainment and the reasons for the position however, they were particularly challenging. Nick Carter highlighted that they were long term strategic targets.

Councillor Morrin reiterated his concern about the length of time targets were staying red. Nick Carter explained that some of the Council Strategy targets were politically driven and when set initially it had been recognised that they would be challenging however, it was important to have high aspirations. If a target was not being achieved it would

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receive a lot of attention and focus at Corporate Board. There was a sense across the Local Authority that red targets would be subject to scrutiny.

Councillor Dillon referred to the summary sheet on page 97 of the report pack which highlighted RAG ratings for core business and priorities for improvement. 'Communities Help Themselves' was a priority achieving particularly well however, in Councillor Dillon's view this was one of the weakest priorities in terms of structure. Councillor Dillon stated that the Council Strategy had priorities for improvement however some were not improving at the rate expected and he asked for Nick Carter's view on this. Nick Carter agreed that 'Communities Help Themselves' was difficult to measure. There had been lengthy debates regarding whether the expectations should be that all targets should be green however, a ratio of 80% green to 20% red was seen as more realistic and if challenging targets were being set there would be an element of red ratings.

Nick Carter added that there had been discussions on whether targets around attainment had been set too high and a debate was required regarding why these targets were not being achieved.

Councillor Dillon asked what decisions were being made around priorities for improvement. Catalin Bogos commented that it was evident from the report that improvements were being made. The issue was that education targets had been set that required the Local Authority to fall within the top 10% of the highest achieving authorities. While improvements were being made, this was also the case in other local authorities and it was therefore difficult to break into the top 10%. There was also a challenging target for affordable housing in that the Council Strategy priority was to facilitate the completion of 1000 units by 2020. Although this target was rated red, a 30% improvement had been achieved.

Ian Pearson explained that there were two targets rated as red for the Education service and as explained these required the Local Authority to be in the top 10% nationally in all indicators. No other local authority was achieving this. Regarding targets that used the wording 'Closing the Gap' the Department for Education used 'Diminishing the difference'. It had been estimated that to close the gap nationally would take 125 years. Although it was important to be ambitious it was also important to be realistic on what could be achieved. Ian Pearson stated that statistics showed that West Berkshire was performing well compared to other local authorities and was in the top quartile in many indicators. It was confirmed that the previous Corporate Director for Communities had been keen on targets worded 'Closing the Gap'.

Councillor James Cole felt that the graphics used within the report did not show the improvement being achieved. Councillor Law asked what value could be added by OSMC. Councillor Lundie felt that a discussion was required between Executive Members and OSMC to ensure ambitions for the District were realistic when targets were set. Councillor Law queried if OSMC should be scrutinising the Council Strategy and associated targets each time it was refreshed and felt that if performance was improving then this needed to be shown. Councillor Morrin suggested that arrows be added to graphics to show if improvement was being achieved. Nick Carter confirmed that a system was being explored that used dials to indicate the direction of travel and this would hopefully resolve the Commission's concerns.

Councillor Marigold Jaques felt that the Commission should be scrutinising particularly areas which were underperforming. Andy Day confirmed that this had been practiced in the past when members of the Education team had been asked to attend OSMC.

Councillor Dillon referred to page 136 which detailed the Adult Social Care performance indicator: '% of clients with Long Term Service receiving a review in the past 12 months'.

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Councillor Dillon noted that the target had been red in the past but had since been turned around through increased staffing. The target was failing again on staffing issues, which in Councillor Dillon's view was within the Local Authority's control. Catalin Bogos confirmed that the plan had been to deploy staff from other teams however, this had been hindered by annual leave and staff sickness. He agreed that it was a resourcing issue.

RESOLVED that the Commission noted the report.

37. Financial Performance Report: Month Seven

Councillor Alan Law stated that a special OSMC meeting would take place at the end of February regarding Adult Social Care and the budget.

RESOLVED that:

- Financial performance would be discussed at the special meeting of OSMC in February 2019.
- The Commission noted the Financial Performance Report for month seven.

38. Overview and Scrutiny Management Commission Work Programme

Councillor Alan Law drew attention to the Council's Forward Plan on page 23 of the agenda pack and the OSMC work programme on page 167 and asked Members of the Commission for suggestions of important areas for review.

Councillor Law explained that the work of the Commission would fall in to three themed areas going forward: corporate effectiveness, policy effectiveness and partnership effectiveness. It was hoped that each of the areas would have an assigned task group but this was dependent on officer resource. The Commission had agreed that in order to improve the effectiveness of OSMC that greater and more in depth focus should be given to less areas.

Councillor Lee Dillon stated that a review would be required on the London Road Industrial Estate. Focus was required on the procurement process and the advice given to Members that informed the decisions that were made. Councillor Law concurred that this was an area that required a review and suggested that himself and Andy Day provide a scoping report for Members to consider. This review had also been requested by the Portfolio Holder. Councillor Dillon felt that the review needed to commence prior to May 2019, to ensure Members involved in the original case were still in Office to ensure evidence could be collated. Councillor Law was of the view that the in depth review should take place after the election that considered lessons learned from the process.

Councillor Mike Johnston suggested that a review take place on the effectiveness on the New Ways of Working programme in six months' time. Councillor Ian Morrin felt that the transformation to digitalisation should be a key focus of this. It was proposed that Councillor James Cole and Councillor Morrin draft the scope for the review.

Councillor Morrin suggested that a review take place for the GDPR. Councillor Law stated that he had been advised that this should be reviewed by the Governance and Ethics Committee. Councillor Morrin asked that confirmation be provided at the next meeting of the Commission regarding when the review process would take place.

Councillor Law stated that the Adult Social Care Budget needed to be added to the work programme and would be considered at the special meeting in February 2019.

RESOLVED that:

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- The London Road Industrial Estate be added to the Work Programme for OSMC and a scoping report be provided by Councillor Law and Andy Day.
- A review of the NWOW be added to the Work Programme for OSMC and a scoping report be provided by Councillor Cole and Councillor Morrin.
- Confirmation be provided on when a review of the GDPR by the Governance and Ethics Committee would take place.
- The ASC Budget be added to the Work Programme for February 2019.

(The meeting commenced at 6.30pm and closed at 8.10pm)

CHAIRMAN

Date of Signature

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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, 26 FEBRUARY 2019

Councillors Present: Steve Ardagh-Walter, James Cole (Vice-Chairman), Jason Collis, Marigold Jaques, Mike Johnston, Alan Law (Chairman), Gordon Lundie, Tim Metcalfe, Ian Morrin and Laszlo Zverko

Also Present: Robert Bradfield (Service Manager - Commissioning), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Steve Duffin (ASC Business Manager), Tandra Forster (Head of Adult Social Care), Julie Gillhespey (Audit Manager), June Graves (Head of Care Commissioning, Housing & Safeguarding), Andy Walker (Head of Finance and Property), Jessica Bailiss (Policy Officer (Executive Support)), Councillor Graham Bridgman (Executive Portfolio: Adult Social Care), Councillor Anthony Chadley (Executive Portfolio: Finance, Transformation and Property), Stephen Chard (Principal Policy Officer) and Councillor Quentin Webb

Apologies for inability to attend the meeting: Councillor James Podger

Councillor Absent: Councillor Lee Dillon

PART I

39. Declarations of Interest

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

40. Management Review into the in year Revenue Overspend in Adult Social Care - 2018/19

(Councillor Marigold Jaques declared a personal interest in Agenda item three by virtue of the fact that she had been closely involved in the area of Adult Social Care and had some knowledge of the workings of the service. As her interest was personal and not prejudicial she was permitted to take part in the debate and vote on the matter).

Councillor Alan Law introduced the item and reported that the review into the in-year revenue overspend in Adult Social Care (ASC) had been requested for three reasons:

1. The challenge of providing and funding proper and adequate ASC was one of the biggest challenges the country was facing as population age and life expectancy was increasing.
2. Over the years financial planning and performance for ASC regularly reported a deficit by the end of quarter one, requiring the rest of the Council's services to take mitigating action adding further management and financial pressures.
3. There was an opportunity for the OSMC to be proactive and to add value to the review before recommendations were submitted to the Executive and Council for approval.

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Councillor Law added that it was important that the OSMC had the opportunity to contribute to the process rather than viewing any findings in retrospect.

Nick Carter presented the report which set out the findings of an internal review into the forecast overspend in the Adult Social Care (ASC) Revenue Budget in 2018/19. He explained that the report had been prepared jointly with Julie Gillhespey whose detailed findings could be viewed under Appendix D to the report. Julie Gillhespey had focused largely on Long Term Services (LTS) and could provide more detail on this area if Members' desired.

As at month six, an overspend of £2.9m had emerged in year within the ASC budget and various mitigating measures had been put in place which were expected to bring this down to around £2.1m at outturn. Given the significance of the overspend the Chief Executive had been asked to undertake a review to determine the cause of the overspend and how a similar situation could be avoided in the future.

Nick Carter then described the conclusions (contained in paragraph 6.1) which were based on the Q2 position:

- (1) Whilst the word 'overspend' had been used to define the current problem, in reality, insufficient budget was given to ASC from the outset so 'budget deficit' was perhaps a more accurate description. It was estimated that ASC was probably around £2m 'short' when it started the Financial Year on the 1 April 2018. Whilst much of the deficit could not have been avoided much of it could have been forecast and planned for in the preparation of the 2018/19 ASC Budget.

There were therefore deficiencies in the modelling which was based on out of date data. This led to inaccurate assumptions as a result of human error rather than poor processes. The processes were in the main, satisfactory, although they had since been refined.

- (2) ASC had 'overspent' for the last three years and the scale of that overspend had continued to increase. The treatment of overspend as recurrent expenditure remained a concern, and was an issue in 2018/19. It was an issue that had needed to be resolved in the budget build process. The increase in spending was something being faced by local authority ASC services across the country and was increasingly becoming a concern for Children's Services.

- (3) A exercise to determine possible risks took place on an annual basis and risk funding was not normally released by the Executive until later in the financial year.

Further analysis showed that ASC had a legitimate call on the ASC Risk Fund and the amount of risk funding that could be used by ASC had recently increased from £423k to about £600k.

- (4) As already described, two main issues were seen to drive the in year budget deficit; errors with the modelling of costs for Long Term Services; and significant budget pressures in relation to the Birchwood Care Home.

The model itself was sound however, there had been issues around failure to update the model and inaccurate assumptions had been made.

- (5) Other issues driving the overspend included unmet savings (some of which had been carried forward from previous years) and rising costs in relation to transfers of care, respite provision and support for the voluntary sector. There were legitimate demand pressures but these were not the primary reason for the overspend. Moving forward, unmet savings would be reviewed to ascertain whether they could be met in future.

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- (6) The situation had not been helped by the absence of key staff in both Adult Social Care and Finance.
- (7) The model for Long Term Services was generally fit for purpose but had been extensively enhanced for 2019/20.
- (8) Budget monitoring was generally robust but there were a small number of proposals being made to enhance the current arrangements.
- (9) There were a number of areas where governance should be improved but the biggest concern was that there was insufficient capacity and capability in ASC to undertake the required budget planning needed for a budget of such size and complexity. Far too much emphasis was placed on Finance to do the work. Their role was to challenge and scrutinise and provide the necessary 'checks and balances' that such a complex exercise must have in place. They could not fulfil both roles. ASC needed to undertake the build work.
- (10) There needed to be a review into the resources that ASC currently had to carry out its budget management responsibilities more effectively. As more resources were allocated to a burgeoning ASC Service so it would be necessary to ensure some of those resources were allocated to the support structures required to effectively manage it. There was potentially a need for an independent oversight of any restructuring.

Nick Carter added that there had been reference made to unpaid invoices and early on in the review process it was suggested that this could have been a contributing factor to the problems being faced by ASC. Nick Carter confirmed that this was not the case. There were separate issues around invoicing and a report on this would be provided at a later date.

Councillor Law queried if the issues with invoicing were reflected in the data. Nick Carter explained that at one point it had been suspected that invoicing was compounding problems faced within the budget however, it was now clear that the issues around invoicing had been factored in and had no bearing on the budget build.

Julie Gillhespey reported that when the Budget Management Steering Group (BMSG) had met initially to discuss what had caused the overspend, conversations had pointed to the financial model. The Chief Accountant had reviewed the model and formed a judgement. It was agreed by the BMSG that the scope of audit work should be on validating the work undertaken on the reconciliation between the model and the overspend and the following three areas of work were agreed to be undertaken:

1. A review of the work undertaken by the Chief Accountant on the model to identify the source of the overspend;
2. A chronology showing how and when the model developed in 2017/18;
3. A review of the governance of the process by which the ASC budget was built in 2017/18.

Councillor Graham Bridgman stated that his first concern regarding the situation had been what would have happened if there had not been a 2018/19 model and the budget had been built using traditional methods. He had been informed that if this approach had been taken the budget would be in a much worse position.

Councillor Bridgman queried the overall overspend of £2.9million and noted that £2million should have been factored into the budget. Therefore he asked how the £0.9million could be influenced. He asked for clarity as to whether risk reserve funding used would offset the £2million or £0.9million. Councillor Bridgman referred to paragraph 4.3 of Appendix C

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on page 17 of the report, which referred to one-off items that were often deployed to manage overspends including the utilisation of risk funds.

Councillor Bridgman commented that with accurate modelling, spending would require less contingencies to be in place and if the position was being monitored against an accurate model then any discrepancies should be identified efficiently.

Regarding Birchwood Care Home, it had been transferred to the Council on 1st June 2017 following the care providers informing the Council it was unable to continue without an additional £1m per annum. As a result of this action the provision was an improving facility.

Councillor Bridgman referred to package costs in relation to LTS. Provision such as contracted beds were much more expensive than they would have been four years ago. He highlighted that this kind of increase was something a sufficient model should be able to predict.

Councillor Bridgman concluded that it was important to recognise that ASC was a demand led service focused on people's care needs. It was important that the Care Act was not lost sight of. It was also important to consider where governance sat for ASC, the report suggested that this should sit with the Head of ASC however, in Councillor Bridgman's view this area needed further debate and could sit with the new Executive Director for People. The report referred to the need for ASC budget monitoring to take more of a 'helicopter view' of what was happening with spend so that there could be appropriate challenge and clear insight into what was developing.

Councillor Anthony Chadley reported that there was a robust budget setting process in place that happened through Budget Board. The process included probing, scrutiny and transparency.

Page 15 of the report under Table 1a showed the budget trends each year including overspend. The difference in outturn between 2016/17 and the forecast outturn for 2018/19 was £9million. Part of the reason for why the model had become inaccurate was because the area of ASC was particularly difficult to predict being demand led.

Councillor Gordon Lundie referred Members back to Table 1a where a £6.7million increase in expenditure was illustrated between 2017/18 and 2018/19, which equated to approximately 18%. Councillor Lundie felt that the commissioning element of the report was missing. He commented that he wished to further understand the budget build particularly in relation to the £2million. Councillor Lundie recalled that the last time a model was used in ASC it was for 'over 85 year olds' and an overspend was incurred.

Councillor Lundie summarised the areas he wanted more information on which included the missing £2million; the commissioning element of the report; the £616k overspend for Birchwood and finally what was driving increasing costs and how this would link to the model in future.

Councillor Ian Morrin was concerned that the consensus was that if the £2million had been accounted for when the budget for ASC was set, everything would have been fine. He noted that there were a host of people responsible to different areas of ASC and no-one in particular seemed to be solely responsible and therefore in his opinion the responsibility ultimately sat with the Chief Executive. Councillor Morrin was concerned that Children's Services were likely to face a similar situation going forward and asked what was being done to prevent this from happening.

Nick Carter stated that the situation had never been taken lightly. By month nine of 2017/18, there had been an overspend of £1.1million. If the budget had been built

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correctly and the model updated at that time, the overspend would have been close to zero however, this was not the case and this error was not considered to be acceptable.

Councillor Lundie referred back to the £2million. Table 6a on page 32 of the agenda showed the breakdown of the £2.9million and the reasons for this breakdown were noted. Councillor Lundie highlighted that the first five lines of the table were owed to human error, including that the model had not been updated accordingly since October 2017. Councillor Law asked for reasoning for this. Nick Carter stated that activity had taken place throughout November and December however, data was not inputted into the model. Councillor Law stated that governance was clearly a contributory factor to the overspend. In his view it was about ownership and if somebody had been allocated ownership of the model, it would have been updated.

Councillor Law asked who had ownership of the budget. Nick Carter reported that budgets sat with Heads of Service across the Council. The expectation, with a complex area like ASC, would be that the Finance Department would monitor the budget closely however, in this event neither department had picked up responsibility. Nick Carter reported that there were a collection of areas that had not been picked up including 'checks and balances' and the real level of inflation. Inflation had been allowed for in the model but not at a level that reflected what was being experienced. Inflation had been set low, whilst inflation on contracts had been particularly high and this was not picked up or challenged.

Councillor Morrin asked how issues on inflation were normally picked up. Nick Carter reported that Procurement Board should pick up inflation matters however, in this instance it had not been challenged.

Nick Carter reiterated that there were incorrect assumptions made about the model and moderators in the model that should not have been included.

Councillor Lundie raised a question regarding the budget build and asked if this was validated between setup and implementation. Nick Carter confirmed that the budget was considered by Budget Board and pressures were continuously monitored throughout the year. In this case the figures were available however, they had not been fed into the model.

Nick Carter drew attention to the Table 6b on page 33 of the report, which showed increased demand for LTS. Nick Carter reported that if the budget build had been accurate, by the time the risk reserve funding was applied there would still have been an overspend.

Nick Carter added that fundamentally the overspend was not the result of savings targets not being met. ASC was however the area that performed the poorest in terms of achieving saving targets.

Councillor Law commented that the overall overspend would be presented to Council. Problems had been analysed and improvements had been required through mitigation measures to reach the current position. A lot of effort and resource had been dedicated to reaching this position, which would not have been necessary if the process had been correct in the first place.

Councillor Bridgman stated that it was important to remember that if the ASC budget had been built with the £2million included, this money would have needed to be sought at an earlier stage. He acknowledged that this would have meant that the budget would have started the year in a better position.

Councillor Law stated that the importance of OSMC being involved in the review was to ensure that nothing was missed in the learning process.

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Councillor Mike Johnston referred to the savings targets and asked if the issues in ASC were being compounded by unrealistic ambitions around savings. Nick Carter reported compounding was an issue in the current year and savings had been carried forward. Members discussed how to tackle this issue moving forward. Councillor Johnston asked if it was likely that saving targets in ASC would ever be met or if a zero base budget approach was required. Nick Carter commented that savings in ASC were a particular challenge as it was about reducing demand and changing the way the department worked. ASC had been challenged to be innovative in its approach to making savings however, sometimes more time had been required.

Regarding risk reserves, Nick Carter explained that there was a list of areas considered to be at risk and each had a sum of money attached. If a risk was to occur, then with Members' agreement risk reserve funding would be released. Risk reserve funding was often released later in the financial year once services had been tasked with making savings.

Councillor Johnston understood that if risks did not occur then there would be a sum of money that remained in the risk reserve fund. Nick Carter confirmed that there was £1.6million in the risk reserve fund and £600k had been released so far, leaving £1million in total for 2019/20. It was clarified that this money was ring-fenced.

Councillor Bridgman drew attention to Appendix E, which highlighted the total that had been released from the risk reserve (£423k), which had since increased to £600k. Councillor Bridgman asked for clarification regarding the process for allocating sums of money for each risk.

Steve Duffin referred to the issue of savings and reported that in ASC it was difficult to evidence delivery. If successful there would be less people through the front door requiring LTS. He clarified that it was not about being unable to deliver savings but rather that savings could not be evidenced. However, delivery could be evidenced for 2019/20 savings.

Councillor Steve Ardagh-Walter referred to section 5.1 on page 21 of the report which stated that the introduction of a model to assist with ASC commissioning budgets was identified as an idea at a Budget Board meeting in the summer of 2017. This implied that modelling was carried out to assist ASC budgets prior to 2017. Areas of learning were an inevitable part of introducing a new model and Councillor Ardagh-Walter asked if modelling was used by other local authorities. He also queried if shared services could be considered in order to gain expertise and to make modelling more robust going forward.

Julie Gillhespey reported that she was not aware if other authorities were using a similar approach but felt that in West Berkshire the system was largely internally focused. Julie Gillhespey agreed that shared services was an area worth investigating however warned against a 'one size fits all' approach. Councillor Ardagh-Walter highlighted that generally models worked more effectively over larger areas. Julie Gillhespey stated that she would be concerned about using too large an area as local statistics could be missed.

Councillor Law asked what benchmarking was currently carried out. Steve Duffin reported that benchmarking did take place but was based on comparing the cost of services rather than the actual model.

Councillor Lundie felt that it was important not to dwell on the model in isolation. Nick Carter reiterated that the model was sound however, the inputs had been wrong. Councillor Lundie asked if the model was being used in a deterministic way when informing risks. Julie Gillhespey reported that the model had been submitted to Budget Board in 2018 and risk factors had been taken into account.

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Councillor Laszlo Zverko asked if going forward Officers were comfortable that a person had been identified to take ownership of the budget. Nick Carter reported that this stage had not yet been reached and required further work. A review of the resources available and clarity around responsibilities were included as recommendations within the report. It was expected that the new Executive Director for People would play a lead role and it was anticipated that clarification around ownership would be reached by early summer. A new group was to be set up in ASC that would monitor these discussions.

Councillor Law referred to section 9.14 on page 36 of the report, which stated that there had been too much emphasis on Finance managing the process. Councillor Law stressed that he disagreed with this statement. He agreed that ASC should take responsibility for the work but Finance should provide guidance concerning the budget.

Councillor Zverko was aware that the budget for 2019/20 was due to be imminently approved by Council and was concerned that not all the necessary checks were included. Nick Carter stated that a huge amount of work had taken place regarding the model and Birchwood. The Finance Service had reviewed areas of concern.

Tandra Forster explained that an area of work around resources still needed to take place. The model had been refined significantly since the previous year. Areas that had required attention included hidden inflation costs of providers; the use of ONS data for working age adults rather than local data and finally unit support costs. Tandra Forster reported that the model for next year was much more sophisticated.

Councillor Law asked if Short Term Services (STS) would affect the 2019/20 budget. Steve Duffin confirmed that STS were being looked at and a budget had been put together for this area. Work to develop a model for STS had commenced.

Andy Walker reported that his confidence in the budget setting process for ASC for 2019/20 was much stronger. The LTS model was in a much better position. Pressures of £5.5million had been identified for 2019/20 and this was outlined in the Revenue Budget papers to be considered at the Council meeting on 5 March 2019.

Members referred to Birchwood and queried how costings had been reached. There was concern that pressures incurred from Birchwood were a surprise and it was asked if any contingencies were in place. Nick Carter confirmed that other provider services were underspending. Birchwood was costing more than had been budgeted for due to reasons such as the cost of agency staff. The care home had also been subject to an embargo for half a year, which had caused costs to arise outside of provider services. These issues were not accounted for in the 2018/19 budget and they should have been. As a result this had placed further pressure on the ASC budget.

Councillor Lundie noted that the Risk Register allocated a sum of £110k to Birchwood and he queried what the risks were against this amount. Steve Duffin confirmed that no risk funding had been allocated to Birchwood because it had not been considered that the care home would be rated as inadequate and the timing of the Care Quality Commission (CQC) judgement did not provide sufficient time to adjust the budget. A decision had been taken to self-embargo the care home, which had caused the need to buy beds on the open market. The cost to rectify the situation at Birchwood had been more than anticipated. Officers had been required to go back to basics to form a budget that was fit for purpose. Risks relating to the council run care homes had been placed on the Risk Register going forward for 2019/20 and would be discussed by Budget Board shortly. An audit of Birchwood would also be undertaken.

Councillor Marigold Jaques noted that the Council leased Birchwood and asked if the fabric of the building had been known when the lease was originally taken on. Tandra Forster reported that the fabric of the building had not been known. Councillor Jaques

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further queried the costings. Tandra Forster reported that the beds on the ground floor would no longer be used for step down and instead beds would be bought on the open market. Modelling was based on a 95% occupancy and the care home would be fully utilised to get the best value.

Councillor James Cole asked if the model for ASC was built from scratch and Tandra Forster confirmed that it was. Councillor Cole felt that the model was on the right path to becoming a successful model. Councillor Cole noted from the report that IT seemed to be an issue and this was largely because Care Director was not fit for purpose.

Andy Walker reiterated comments that the model was in the process of being refined. There were issues with the financial systems including Care Director and Agresso in that the systems were not interfaced. This meant that other methods had to be used to ensure information was fed into the model and to inform budget monitoring.

Councillor Law asked what other local authorities used in terms of IT Systems. Tandra Forster confirmed that four local authorities in England used Care Director and it was used universally in Wales. All others used a different client management system. Tandra Forster stated that the care management system used by West Berkshire ASC was primarily designed to assist social workers. It was not currently compatible with Agresso and therefore was underpinned by staff and spreadsheets. It was confirmed that ASC did not have its own group of finance staff to manage the spreadsheets.

Councillor Lundie commented that there was a gap between the financial management function and the accountancy management function and therefore there was an issue in aligning the system to the budget. Councillor Law queried how this could be improved. Tandra Forster explained that she was in discussion on this matter with Andy Walker. Resources were also a topic for debate and that would involve the new Executive Director when in post.

Councillor Morrin had noted that the failures in ASC around budget were due to oversights. There were broader issues that needed to be tackled including who was leading the budget for ASC and also technical issues regarding how the different systems were interfaced.

Steve Duffin reported that work had taken place in the past to look at how the systems could link together. This would be revisited going forward as it had been highlighted as an action as a result of the management review into the ASC overspend. It was acknowledged that the current system was labour intensive. Julie Gillhespey pointed out that resource could be released if system improvements could be made.

Councillor Tim Metcalfe queried what the general public's view would be of the situation. He felt that Members of West Berkshire Council had not been kept informed as well as they should have been. He queried where Members' would sit in the 'helicopter' referred to by Councillor Bridgman. Paragraph 4.5 of page 54 of the report detailed the budget monitoring meetings and Councillor Metcalfe was concerned that none of these meetings involved Elected Members.

In response to the points raised by Councillor Metcalfe, Councillor Bridgman summarised that it was about setting a budget and then tracking spend against the budget whilst being able to understand and act quickly when a situation arose. The role of the Portfolio Holder was not to be involved in all operational discussions but to be reported to regarding the outcomes of these discussions at a strategic level. Councillor Law felt that although this was aspirational, he was of the view that when there was an issue within a service then those operating at a strategic level needed to get involved at all levels.

Councillor Law summarised the discussions that had taken place. He commended the report provided by Nick Carter and Julie Gillhespey, which was well presented,

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researched and transparent. He acknowledged that it was a particularly difficult topic to discuss. ASC was a service that was faced with huge challenges around demand, demographics and its statutory nature and the complexity of the area had been increased further through poor budget management. Councillor Law stated that OSMC needed to form recommendations before the report was submitted to the Executive and Council. He therefore proposed that a small subset of OSMC meet prior to the 6th April 2019 to reflect on the discussion that had taken place and form recommendations. The recommendations would then be considered by the OSMC at its meeting on 9 April 2019 before being submitted to the Executive for determination.

RESOLVED that a subset of OSMC would meet prior to the 6th April 2019, to reflect on discussions that had taken place at the meeting and to form recommendations. Members of the group would include Councillors Law, Morrin, Ardagh-Walter, Lundie and Cole.

(The meeting commenced at 6.30pm and closed at 8.20pm)

CHAIRMAN

Date of Signature

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Actions arising from last OSMC Meeting

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

Ref No:	Date	Item/Action	Officer/ Member	Comments/ Update
1	15/01/19	Corporate Programme and Development & Planning New Ways of Working - The NWOW should return to the Commission after the fourth service had been reviewed.	David Lowe	This has been provisionally added to the work programme for July 2019.
2	15/01/19	The Draft Council Strategy 2019-2023 - An opportunity for the Commission to explore the feedback from the public consultation on the Council Strategy 2019-23 and to have an overview of the measure used to monitor commitments	Catalin Bogos	The Council Strategy will be presented to Council in May 2019 for approval.
3	15/01/19	Overview and Scrutiny Management Commission Work Programme - The London Road Industrial Estate be added to the Work Programme for OSMC and a scoping report be provided by Councillor Law and Andy Day.	Councillor Alan Law / Andy Day	The scoping report is on the April agenda.
4	15/01/19	Overview and Scrutiny Management Commission Work Programme - A review of the NWOW be added to the Work Programme for OSMC and a scoping report be provided by Councillor Cole and Councillor Morrin regarding digital transformation	Councillor James Cole / Councillor Ian Morrin	As above, this has been provisionally added to the work programme for July 2019. The scoping report for digitisation is on the April agenda.
5	15/01/19	Overview and Scrutiny Management Commission Work Programme - Confirmation be provided on when a review of the GDPR by the Governance and Ethics Committee would take place.	Stephen Chard / Jessica Bailiss	Note from Andy Walker (dated 01/02/19): GDPR is on this year's internal audit plan to be completed in the next couple of months.
6	15/01/19	Overview and Scrutiny Management Commission Work Programme - The ASC Budget be added to the Work Programme for February 2019.	Stephen Chard / Jessica Bailiss	Completed. This was considered at the Special Meeting of OSMC on 26th February 2019.
7	26/02/2019 (Special Meeting)	Management Review into the in year Revenue Overspend in Adult Social Care - 2018/19 - A subset of OSMC would meet prior to the 6th April 2019, to reflect on discussions that had taken place at the meeting and to form recommendations.	Councillor Alan Law	The findings from the group formed to consider the in Year Overspend in Adult Social Care, will be discussed at the meeting of OSMC on 9th April 2019.

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Management Review into the in year Revenue Overspend in Adult Social Care - 2018/19

Committee considering report: Overview and Scrutiny Management Commission

Date of Committee: 9 April 2019

1. Purpose of the Report

- 1.1 To provide the Executive with feedback from the special meeting of the Overview and Scrutiny Management Commission in relation to management review into the in-year overspend in Adult Social Care.

2. Recommendations

- 2.1 That a clear and unambiguous understanding of responsibilities and divisions of labour in the budget build and subsequent budget management process be introduced. This should be on the basis of the service owning the budget and Finance owning the process.
- 2.2 That a similar remodelling (or rebasing) be applied to the Short Term Services and all other ASC areas to avoid any further under or over budgeting.
- 2.3 That the Executive and Portfolio Holder for Finance give priority to re-basing/remodelling the whole corporate budget build every four years to ensure that a similar in-year situation does not occur again.

3. Implications

- 3.1 **Financial:** There are no financial implications associated with this report.
- 3.2 **Policy:** The only policy implications associated with this report is respect of recommendation to carry out a remodelling of the whole of the corporate budget every four years.
- 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 implication associated with this report.
- 3.6 **Property:** There are no property implications associated with this report.

Executive Summary

4. Introduction / Background

- 4.1 The Commission held a special meeting on Tuesday 26 February 2019 in order to consider the management review into the in-year overspend in Adult Social Care in 2018/19.
- 4.2 The Commission understood that the review had been requested for three reasons:
- (i) The challenge of providing and funding proper and adequate ASC was one of the biggest challenges the country was facing as population age and life expectancy was increasing.
 - (ii) Over the years financial planning and performance for ASC regularly reported a deficit by the end of quarter one, requiring the rest of the Council's services to take mitigating action adding further management and financial pressures.
 - (iii) There was an opportunity for the OSMC to be proactive and to add value to the review before recommendations were submitted to the Executive and Council for approval.
- 4.3 The Commission considers that early in year forecasts of over spend or "under budgeting" on the scale highlighted early in 2018/19 impact right across the Council and consume significant resources both from officers and Members. The Commission is aware that delivering essential services in these financially constrained times is difficult enough without the complications of having to find further in year savings and adjustments.
- 4.4 In general the Commission considers that the report and its findings were well articulated. It was also recognised that the Council in general and ASC management in particular were conscious of the need to improve their budgeting models and processes. The Commission recognised that many lessons had been learned from the first attempt at a new Long Term Services model in 2018/19 and that these lessons will incorporated into a much improved version for the 2019/20 financial year.

5. Conclusions

- 5.1 The Commission welcomes the report and supports all of the recommendations set out therein and agrees that the main contributing factors are those listed in table 6a. However, the Commission does have some concerns about ownership and the general approach to budget development and setting and has accordingly made three other main recommendations as part of this report.

6. Appendices

- 6.1 Appendix A – Supporting Information

Management Review into the in year Revenue Overspend in Adult Social Care - 2018/19 - Supporting Information

1. Introduction/Background

- 1.1 The Commission held a special meeting on Tuesday 26 February 2019 in order to consider the management review into the in-year overspend in Adult Social Care in 2018/19.
- 1.2 The Commission acknowledged that the review had been requested for three reasons:
 - (i) The challenge of providing and funding proper and adequate ASC was one of the biggest challenges the country was facing as population age and life expectancy was increasing.
 - (ii) Over the years financial planning and performance for ASC regularly reported a deficit by the end of quarter one, requiring the rest of the Council's services to take mitigating action adding further management and financial pressures.
 - (iii) There was an opportunity for the OSMC to be proactive and to add value to the review before recommendations were submitted to the Executive and Council for approval.
- 1.3 The Commission acknowledges that early in year forecasts of over spend or "under budgeting" on the scale highlighted early in 2018/19 impact right across the Council and consume significant resources both from officers and Members. The Commission is aware that delivering essential services in these financially constrained times is difficult enough without the complications of having to find further in year savings and adjustments.
- 1.4 In general the Commission considers that the report and its findings were well articulated. It was also recognised that the Council in general and ASC management in particular were conscious of the need to improve their budgeting models and processes. The Commission recognised that many lessons had been learned from the first attempt at a new Long Term Services model in 2018/19 and that these lessons will be incorporated into a much improved version for the 2019/20 financial year.
- 1.5 Whilst initial motivation for the review was the early 2018/19 financial performance and forecast for ASC, the Commission concluded that the main underlying causes were not "one-off" single year issues. They consider that there are more systemic issues that have been contributing to sub-optimal budget preparation and financial management for a number of years.
- 1.6 The Commission considers that even what looks like a "one off" event such as Birchwood, actually indicates a general lack of management focus. The

Commission considers that Birchwood should not have been a financial surprise as this situation was first highlighted as far back as July 2017. The Commission acknowledges that a separate report on Birchwood will be forthcoming.

- 1.7 Concerns about budget governance, ownership confusion and who does what is mentioned in several places in the main report. However it is only mentioned in the main conclusions in terms of insufficient budget capacity in ASC. Whilst capacity was an issue, the Commission considers that a lack of clarity of process and lack of management ownership to be even more fundamental causes and that these should have been specifically highlighted in the conclusions and Recommendations
- 1.7 A question the report does not ask: Was ASC management aware it was going into 18/19 with a significant “under budget” and if so when did it become aware and what did it try to do about it? This is important for future budget processes as a clear methodology for incorporating last minute (quarter4) issues is needed. There was a question left hanging in the report about how Q4 pressures in 2018 were identified, analysed and resolved (or not resolved) for the 18/19 budget.
- 1.8 The Commission also feel that the proposed ASC monthly meeting should be attended (chaired?) by the Communities Director and not left solely to ASC management. This would help reinforce the ownership point mentioned earlier.
- 1.9 The Commission welcomes the investigation into the possibility of linking Care Director and Agresso. However the Commission would also like to see a more general study into the benefits of using more IT computerised applications, networks and tools across the whole spectrum of delivering and managing Services.
- 1.10 In future reports and tables the Commission would like to see a column titled “original starting” Budget as well as “revised” budget. There are too many in year adjustments to the revised budget figure for it to be a proper reflection on the accuracy of the Service’s original budget process.
- 1.11 The Commission welcomes the requirement for a separate report into ASC invoicing. It is unclear why this was omitted from the list of main recommendations. The Commission would accordingly recommend that a separate report, perhaps by the new ways of working team, into the reasons for any unmet savings at year end.
- 1.12 The Commission would also like to see how West Berkshire Council ASC compares with its peer group in the rest of Berkshire and other neighbouring areas in terms of overall Budget size, spend per 1000 of population and general under /over spend comparisons. Comparison of trends in these metrics over 5 years would also be helpful.

2. Conclusions

- 2.1 The Commission considers that the report was well researched and presented. Analysis of the issues and causes was comprehensive and totally transparent. The Commission support the report’s conclusions and recommendations. However, the Commission considers that the recommendations could be strengthened and explicitly added to in three important respects.
 1. The Commission consider that a fundamental cause was a lack of clear Responsibility for and Ownership of the budget by senior ASC management and

the Communities directorate. Alongside this was a lack of clear budget guidance from the Finance team. These fundamentals created confusion of responsibilities, confusion of process in the Budget build process and these led to many of the oversights and human errors reported. A clear and unambiguous understanding of responsibilities and divisions of labour in the budget build and subsequent budget management process is therefore essential.

The Commission considers that it should be absolutely clear that the Service and Directorate is responsible for the work and assumptions behind the building of the budget and for the ultimate budget number and its subsequent outcome. Similarly it should be absolutely clear that Finance is responsible for clearly defining the processes involved in building the budget and then ensuring the service follows their guidance.

2. As noted in the report, the Budget Build process itself is confusing and needs clarity. In addition the Commission find the basic premise of starting with the previous year's budget (which is itself based on previous years' budgets) is flawed and thus the subsequent process of making adjustments is confusing and error prone.

This has been recognised in Long Term Services (LTS) and a new budget modelling process has been started and has been refined. Short Term Services (STS) will soon follow.

However LTS and STS only address less than 65% of the ASC budget. The Commission considers that a similar remodelling (or rebasing) needs to be applied to the other ASC areas as well to avoid any further under or over budgeting.

3. Finally, OSMC agrees as noted in the report (para 4.8) the whole of the Council's corporate Budget build processes need a fundamental review. The Commission acknowledges the last time the whole budget and Establishment was rebased was back in the 1990's. Every budget since has been a "follow-on" from that. Whilst the report's recommendation (3) seems to focus future reviews mainly on treatments of in year overspends, there is a clear need to rebase /review the main model in each service, probably every 4 years on a rolling basis.
4. OSMC recommends that the Executive agree to a root and branch review of the overall Council budget build process being undertaken and this should start with the two big "Demand led" services of ASC and Children's Services.

Background Papers:

Management report into the in year Revenue Overspend in Adult Social Care - 2018/19.

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

X MEC – Become an even more effective Council

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

X MEC1 – Become an even more effective Council

Officer details:

Name: Andy Day
Job Title: Head of Strategic Support
Tel No: 01635 519459
E-mail Address: andy.day@westberks.gov.uk

Key Accountable Performance 2018/19: Quarter Three

Committee considering report:	Overview and Scrutiny Management Commission on 9 April 2019
Portfolio Member:	Councillor Dominic Boeck
Date Portfolio Member agreed report:	14 March 2019
Report Author:	Jenny Legge/Catalin Bogos
Forward Plan Ref:	EX3422

1. Purpose of the Report

- 1.1 To report quarter three 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. Recommendations

- 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', as detailed in Appendix F. To ensure that appropriate actions are in place, in particular for the measures relating to:
 - (1) the number of bed days due to Delayed Transfers of Care (DToC) already reported to elected members including the OSMC on a regular basis, and
 - (2) the number of ASC clients with Long Term Support receiving a review – improvement actions include Corporate Board's recommendation that the LGA (Local Government Association) is invited to conduct a focused peer review to identify any further solutions to manage performance in this area.
- 2.3 To note the house price and planning measures and their possible impact on the provision of affordable housing committed to in the draft Council Strategy.
- 2.4 To note the increase in demand and its subsequent impact on performance and financial commitment in Children's Social Care and Adult Safeguarding services.

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 3

Council Strategy

Priorities for Improvement

*RAG status

Core Business

Educational Attainment **R**

G Protecting our Children

Close the Attainment Gap **R**

G Bin Collection & Street Cleaning

More Affordable Housing **R**

G/A Providing Benefits

Key Infrastructure Improvements **G/R**

G Council Tax & Business rates collection

Safeguarding Children & Adults **G/R**

G/R Older & Vulnerable Adults Wellbeing

Support Communities **G**

G/R Planning and Housing

More Effective Council **G/A**



Corporate Programme

New Legislation Preparation **G**

G Strategy Development

Strategic Transformation **G/A**

G Service Transformation

Major ICT Projects **G/A**

Corporate Health

Net budget for 2018/19: **£119.4m**

Staff turnover (of 1,562 FTE)
rolling 12 months

2018/19 Q1 forecast overspend **£1.3m**

14.5% 2018/19 Q1 staff turnover

2018/19 Q2 forecast overspend **£1.3m**

13.7% 2018/19 Q2 staff turnover

2018/19 Q3 forecast overspend **£250k**

14.7% 2018/19 Q3 staff turnover



*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

5.1 This report provides the Executive with a summary of the council performance during quarter three 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

6.1 **Measures of volume** indicate a possible slow-down of housing developments and a continuing rise in the price of homes. Also, an area of concern is the rising demand for Children's social care and Adult Safeguarding and the resultant pressure this places on our services.

6.2 In terms of **priorities for improvement**, most areas are performing well. Children and Family Services had positive feedback from Ofsted regarding safeguarding arrangements. The process for redeveloping the London Road Industrial Estate (LRIE) is being restarted and new milestones will be agreed. The Superfast Broadband West Berkshire Project achieved 96.2% of premises in the District able to receive Superfast Broadband and some delays due to engineering challenges for the final stage of the project are being addressed.

6.3 For **core business areas**: Good performance continued this quarter for the Key Accountable Measures (KAMs) relating to children's social care. Improvements have been achieved for Street Cleanliness and, even if below target, to timeliness of planning applications. Delayed Transfers of Care (DToC) have been negatively impacted by a number of factors, for example the high volume of referral through the Joint Care Pathway and, even if not achieving the target, the results are still better than last year. No significant progress has been made to improve the proportion of ASC Long Term Cases reviewed and proposed improvement actions include a focused peer review conducted by the LGA (Local Government Association). Homelessness prevention measure is negatively impacted by the increase in demand.

6.4 **Corporate Programme**: Good progress is being reported across the majority of the projects.

6.5 **Corporate Health**: Revenue budget overspend has reduced from £1.3m to £250k. Since Q2, staff turnover increased by approximately 1%, to 14.7%.

7. Conclusion

7.1 The growth in demand means an increase in the pressure on Council's services, especially in children social care and adult safeguarding.

7.2 Most of the areas are performing well, but overall the proportion of the measures rated 'green' are below Q2 this year, and Q3 2017/18. Action plans are in place to address performance of the measures rated 'amber' or 'red' and the Executive is asked to review and approve these actions and to note the overall performance reported.

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 – Key Accountable Measures of Volume (Dashboard and by Service)
- 8.5 Appendix E – Key Accountable Measures by Strategic Priority
- 8.6 Appendix F – Exception Reports
- 8.7 Appendix G – 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 Risk
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 “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”</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?

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:	12/02/2019

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
4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Catalin Bogos

Date: 12/02/2019

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

1. Introduction/Background

- 1.1 This report provides the Executive with an update on the Council's performance at quarter three, 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 Contextual Measures (refer to Appendix D)

2.2 Although, not all the contextual measures are within our control, these non-targeted and contextual measures can provide useful information about the health of the district

- (1) The number of properties subject to business rates has increased by 208 (5,524 to 5,732) (Chart 1), whilst the number of empty properties has increased by 38 (from 213 to 251) compared to Q3 2017/18. Of note this quarter, is that the increase in empty properties has stopped (Chart 2).
- (2) The average house price for all types has further risen by 2.1% (Chart 5).
- (3) The number of planning applications has reduced by 11.9% (89) since the same period last year (Chart 6). Minor applications (1-9 dwellings, under 05 ha etc.) has reduced by 23.6% (35), followed by Other applications (householder applications etc.) with a 11.7% (50) reduction. *Please note this data is estimated and will be updated in Q4.*
- (4) A high level of demand across Children's Social Care and Adult Safeguarding Services has been reported by the services and is, in part, captured here. The number of referrals to Children and Family Services (CFS) has risen compared to Q3 last year by 26.8% (90) (Chart 7). Year to date, this is an increase of 16.5%.
- (5) For clarification, the number of new enquiries for support from Adult Social Care (Chart 8) is reported year to date, and the data is provisional

until data cleansing work is carried out at year end. Therefore, the number of requests made during Q2 was 654 and in Q3 it is 752.

- (6) Provisional data shows that the number of long term service clients (community, residential and nursing) continues to rise (2.3% compared to last year).

2.3 **Key Strategic Measures by Strategic Priority for Improvement** (refer to Appendix E).

(1) **Improve Educational Attainment** (RAG: Red)

- (a) Confirmed attainment measures will be reported in Q4 for the 2017/18 academic year. The overall rating of the priority is based on the latest available data, which was covered in detail in previous quarterly reports.
- (b) 92.4% of our schools have been judged good or better by Ofsted in their overall effectiveness. This is better than the target of 91%.

(2) **Close the Educational Attainment Gap** (RAG: Red)

- (a) Confirmed attainment measures will be reported in Q4 for the 2017/18 academic year. The overall rating of the priority is based on the latest available data, which was covered in detail in previous quarterly reports.

(3) **Enable the completion of more affordable homes** (RAG: Red)

- (a) The number of homes completed this year will not be available for reporting until Q4. The overall rating of the priority is based on the latest available data, which was covered in detail in previous quarterly reports.

(4) **Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy** (RAG: Green/Red)

- (a) Work to maintain good road conditions is on track. 66 out of 77 planned road re-surfacing schemes have been completed at a cost of £5m as part of the annual highway improvement programme.
- (b) December 2018 saw an additional £1.9m grant fund received from the Department for Transport, as part of the Autumn Statement settlement. The intention is for this funding to be spent in the 2018/19 financial year. The funding will be spent mainly on resurfacing, along with highway drainage, structures and signs/lines maintenance.
- (c) As part of the Market Street development, the Newbury Bus Station on the Wharf became fully operational in early December 2018.
- (d) Existing contractual arrangements for redeveloping the London Road Industrial Estate are no longer binding and will not be pursued. The time elapsed since these original contract arrangements were put in

place has resulted in considerable changes both in terms of the market and Planning. The Council proposes restarting the process (as a new project) to bring forward development on the LRIE. (Appendix F – Exception reports)

- (e) As at the end of December 2018, 96.2% of the District's premises were able to receive Superfast Broadband. Engineering challenges impacted on the final stages of the Superfast Broadband West Berkshire project. (Appendix F – Exception reports)

(5) **Good at Safeguarding Children and Vulnerable Adults** (RAG: Green/Red)

- (a) Our Children and Family Service had a very positive outcome from the OFSTED focussed visit in December. The inspectors spent time in the front door duty systems, as well as giving scrutiny to our missing young person and child exploitation processes. There was no grading to this inspection, but the report evidenced strong arrangements for children who need help and protection.
- (b) Birchwood Nursing Home's most recent inspection recognised that huge improvements had been made. Work continues and it is hoped that further improvements will be acknowledged in the next inspection report.

(6) **Support Communities to do More to Help Themselves** (RAG: Green)

- (a) Building Communities Together Team continue to engage with groups within the district exceeding the annual target.

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

(1) **Protecting our Children** (RAG: Green)

- (a) Performance relating to safeguarding children continues to be high in terms of the timeliness of assessments and stability of placements for Looked After Children.

(2) **Bin collection and street cleaning** (RAG: Green)

- (a) At an estimated 89.0%, the percentage of recycled, composted, reused and recovered household waste is on a par with previous years at this time and is expected to achieve the annual target.
- (b) The level of street cleanliness has improved from last quarter and has been judged as 'Good' by Keep Britain Tidy.

(3) **Providing benefits** (RAG: Green/Amber)

- (a) The time taken to process a new benefit claim is marginally longer than the required level, but it is expected to be back on track by year end.

- (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.
- (5) **Ensuring the wellbeing of older people and vulnerable adults** (RAG: Green/Red)
 - (a) The percentage of long term clients receiving an annual review has increased by 1 percentage point since Q2. Whilst the end of year target is unlikely to be met, staff are carrying out targeted reviews to ensure any care and support commissioned is appropriate and focussed. Corporate Board has decided that a targeted peer review is required with the involvement of the Local Government Association to identify further solutions to manage performance in this area.
 - (b) Until November we were better than nationally set expectations for our DToC performance, but the number of days delayed has increased due to a combination of increased demand through Acute hospital pathways and increasing challenges to find appropriate placements for people with complex Mental Health issues by our health partners.
- (6) **Planning and housing** (RAG: Green/Red)
 - (a) Performance on determining both major and minor planning applications has improved since last quarter, but targets are unlikely to be met by the end of the year for both major and minor applications.
 - (b) The Homelessness Reduction Act (HRA) (April 2018) has changed the Council's obligations towards households needing housing advice. This has meant an increase in the number of people coming into the office to receive personal advice on their housing needs. The target was set before the implementation of the changes and therefore does not account for the rise in the eligible cohort.

2.5 Corporate Programme

- (1) The programme is tracking almost 120 significant projects currently in train within the authority, a large proportion of which have their own progress and monitoring arrangements. Highlights for the remainder are shown below.
- (2) **New legislation preparation** – the project to ensure compliance with the requirements of the General Data Protection Regulation has achieved its objectives and has now been closed. There are no other live projects in this workstream.
- (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. All projects are on track.
- (4) **Strategic transformation** – The development of the governance arrangements for the Joint Venture with Sovereign Housing is continuing

and the Commercial Group is overseeing the introduction of a number of processes to aid trading. A number of specific commercial initiatives are being overseen. Because of staff non-availability, three (of five) digitisation projects are running behind schedule.

- (5) **Service transformation** – Work continues on both Financial Challenge and New Ways of Working activity. All activity is on track.
- (6) **Major ICT projects** – Most of the eleven projects within this stream are for system or ICT infrastructure upgrades, of which seven are running behind schedule. Delays are attributable in the main to factors outside of the Council, although capacity in services outside of ICT is also playing a lesser part.

- 2.6 **Under the aim of ‘A more effective council’**, an analysis of the KAMs shows that of the reported measures 64% (16/25) are RAG rated Green, 4% (1/25) as Amber and 32% (8/25) are Red, compared to 75% (24/32) Green, 9% (3/32) Amber and 16% (5/32) Red for quarter three 2017/18.
- 2.7 **Corporate Health Measures** are mandatory for all services and provide useful information for the management of staff.
- 2.8 Revenue budget forecast overspend has reduced from £1.3m to £250k. Since Q2, staff turnover has increased by approximately 1%, to 14.7%. (refer to the Key Accountable Performance Scorecard).

3. Options for Consideration

None.

4. Conclusion

- 4.1 Quarter three results show that performance levels are in line to achieve the end of year targets for most of the areas. However, overall a slightly smaller proportion of measures, compared to previous quarter and to Q3 last year, are RAG rated Green.
- 4.2 Performance remained strong in terms of Ofsted feedback on safeguarding children, placement stability and timeliness of children social care assessment, community engagement, tax and business rates collection, the measure relating to Adult Social Care cases reablement and financial assessments timeliness.
- 4.3 In terms of changes from the previous quarter, improvements have been achieved in relation to: street cleanliness, timeliness of making decision on Benefit claims and timeliness of determining planning applications.
- 4.4 Exception reports are provided for the measures RAG rated ‘Amber’ or ‘Red’. Notable changes from last quarter relate to:
 - DToC - Following significant progress to reduce the Delayed Transfers of Care (DToC) a combination of factors impacted on the end of Q3 performance. Performance in this area is reported to management and elected members, including OSMC regularly.

- 4.5 Based on the analysis of the available information at Corporate Board, it is proposed that:
- (a) Actions to mitigate performance below targets are approved by the Executive.
 - (b) A focused peer review of the timeliness of reviewing the ASC Long Term Cases is conducted by the LGA (Local Government Association) to identify any further solutions to manage performance in this area.

5. Consultation and Engagement

- 5.1 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](#)

Subject to Call-In:

Yes: No:

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

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**

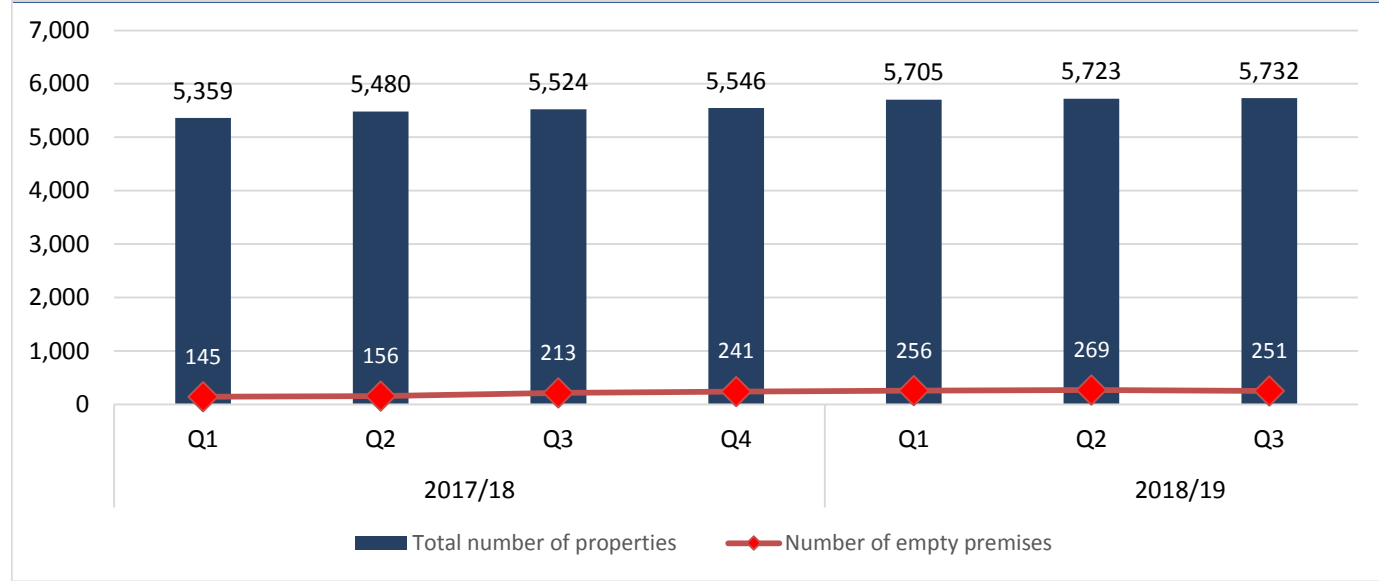
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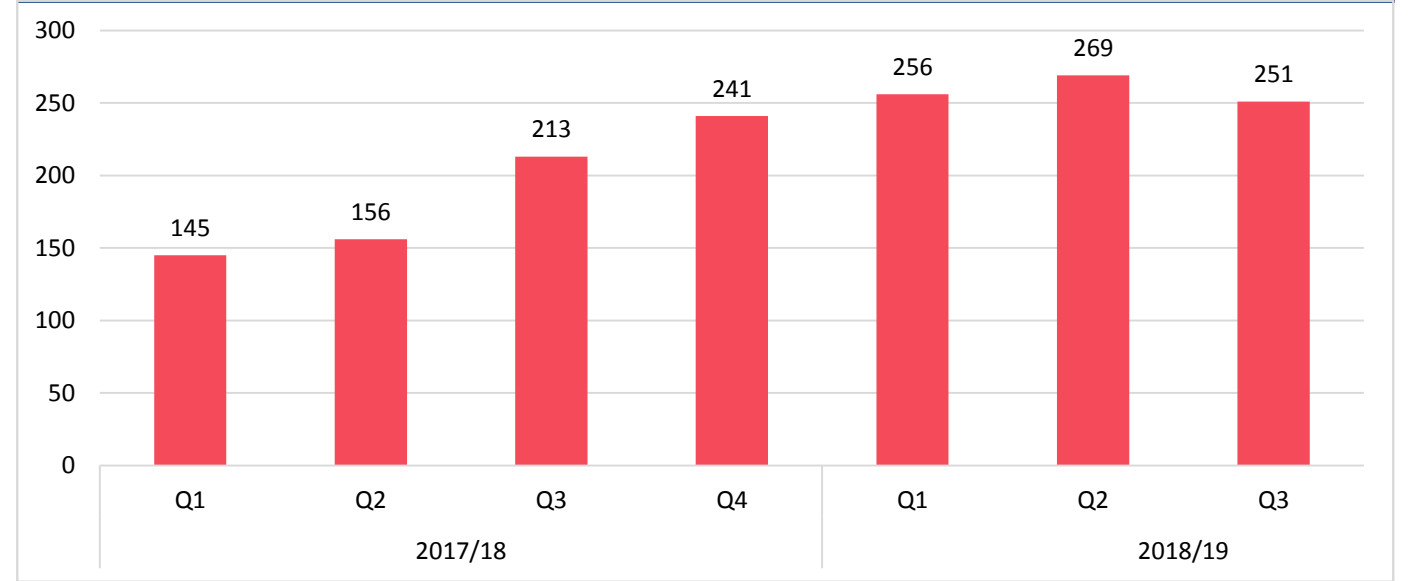
Local Economy

1 Number of properties which are subject to Business Rates QvQ: 208
 Number of empty properties which are subject to Business Rates QvQ: 38



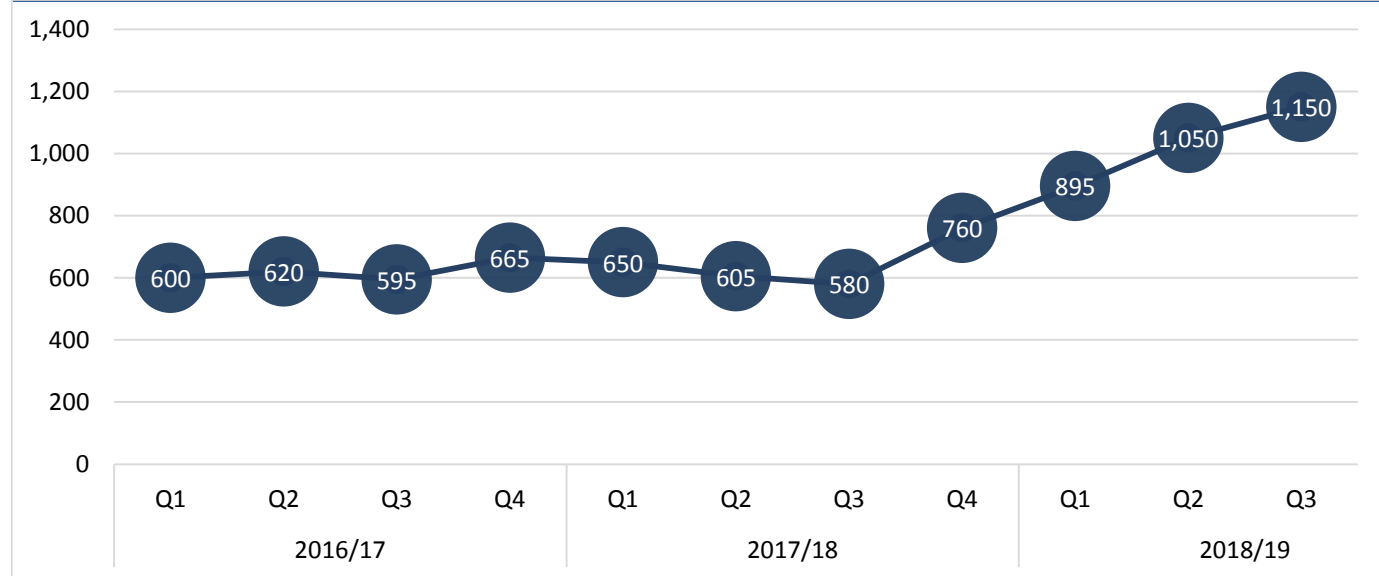
Service comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

2 Number of empty properties which are subject to Business Rates QvQ: 38



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

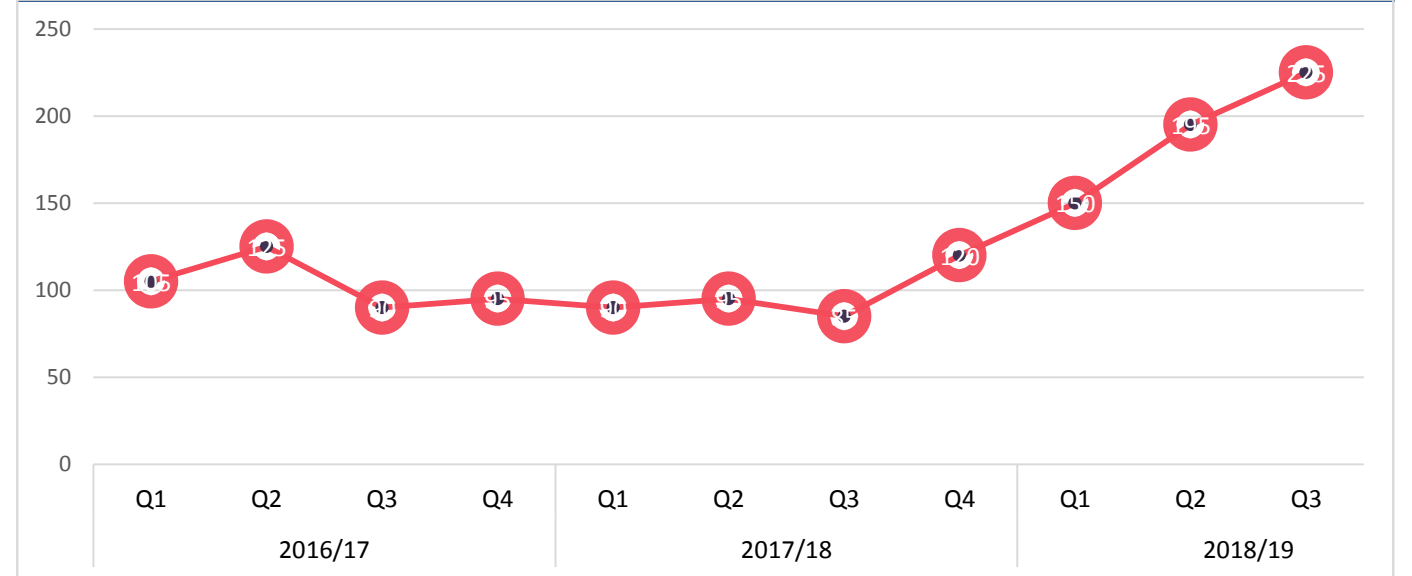
3 Total claimant count (aged 16+) - JSA & Universal Credit QvQ: 98.3%

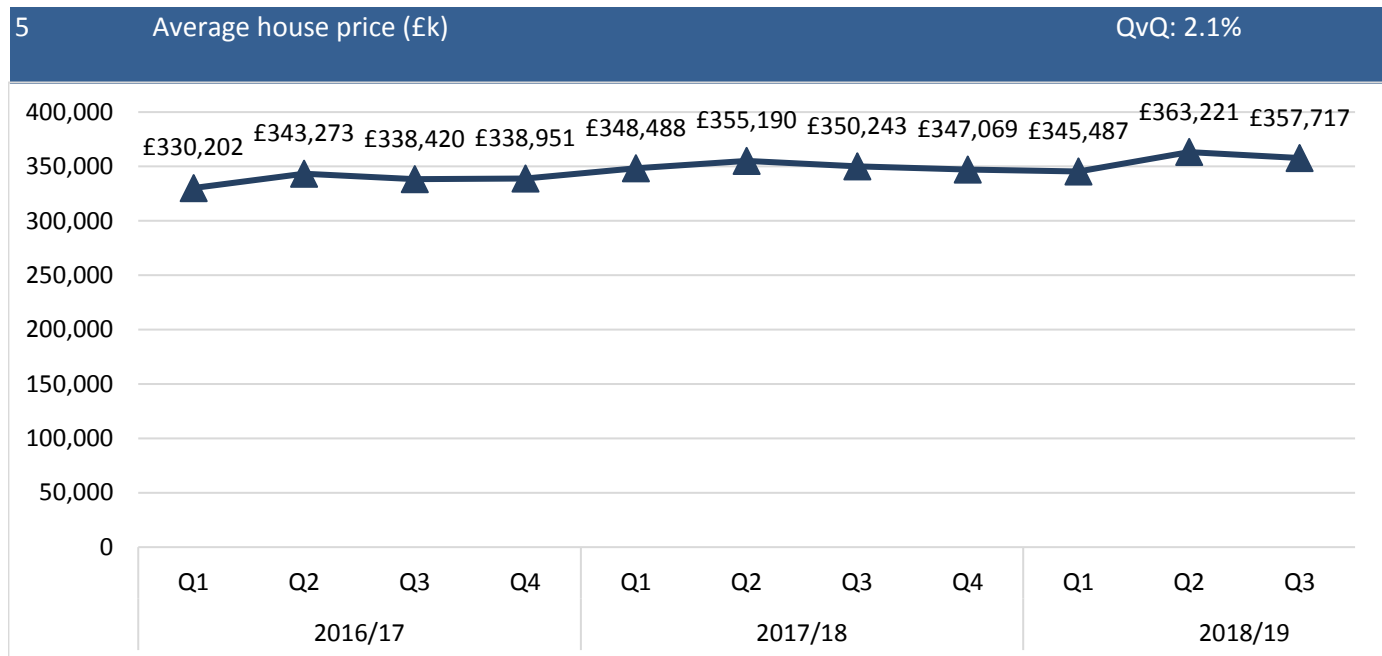


Comment: Reported for last month of the quarter

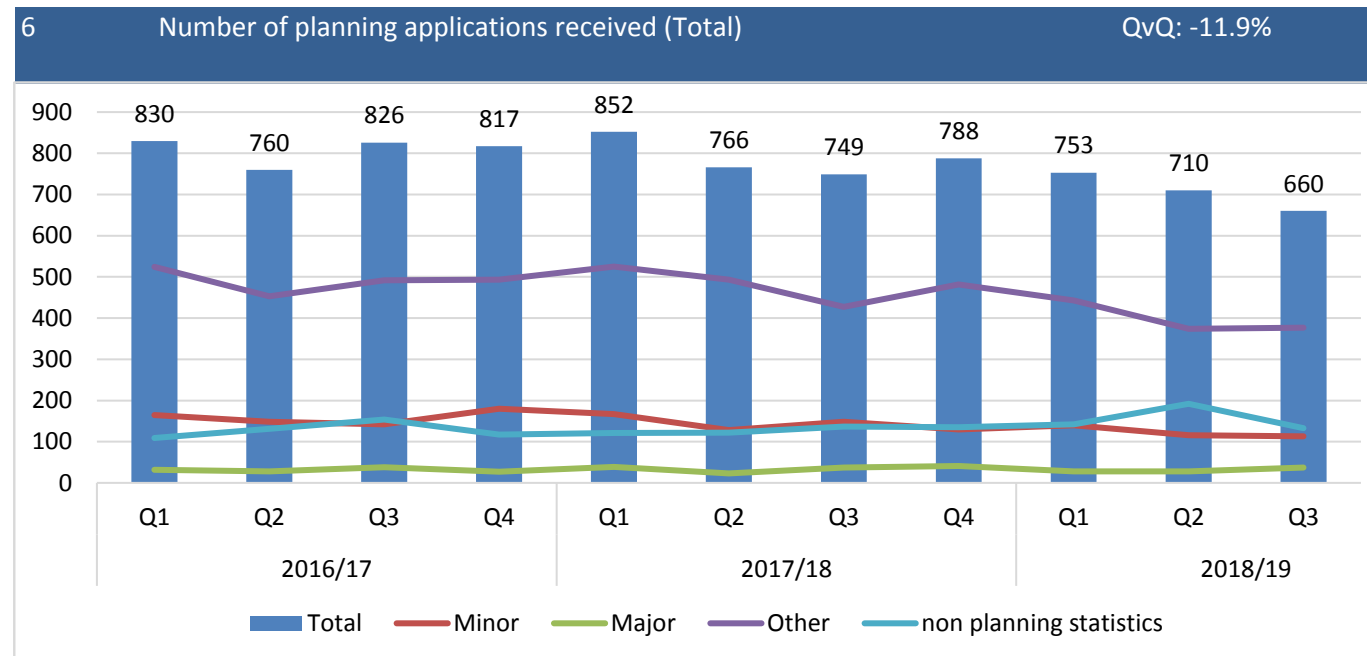
Reported for last month in the quarter. Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. Universal Credit Full Service has been rolled out in West Berkshire and therefore the number will increase as existing claimants are moved across. As all benefits will be subsumed by UC, this measure can't be used to monitor unemployment, but could possibly give an indication of low income.

4 Total claimant count (aged 16-24) - JSA & Universal Credit QvQ: 164.7%



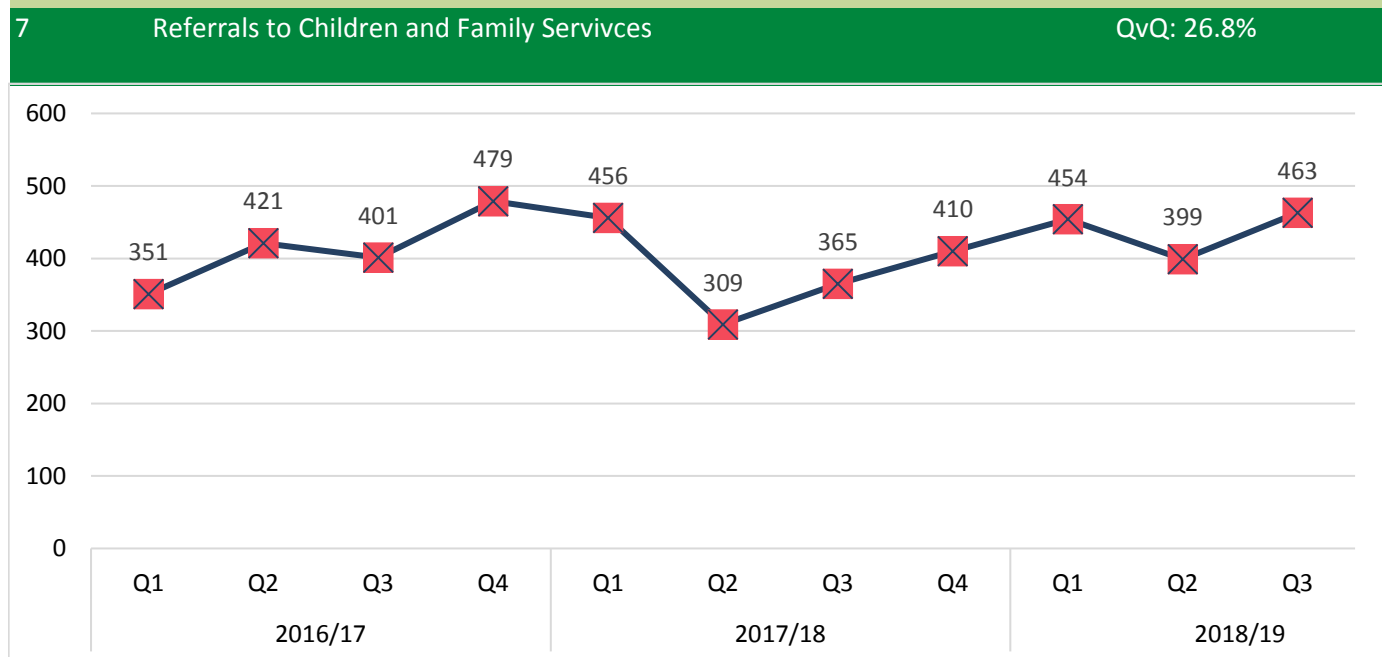


Comment: Q3 data is for end of November 2018. Historic data from December 2017 has been amended by the Land Registry

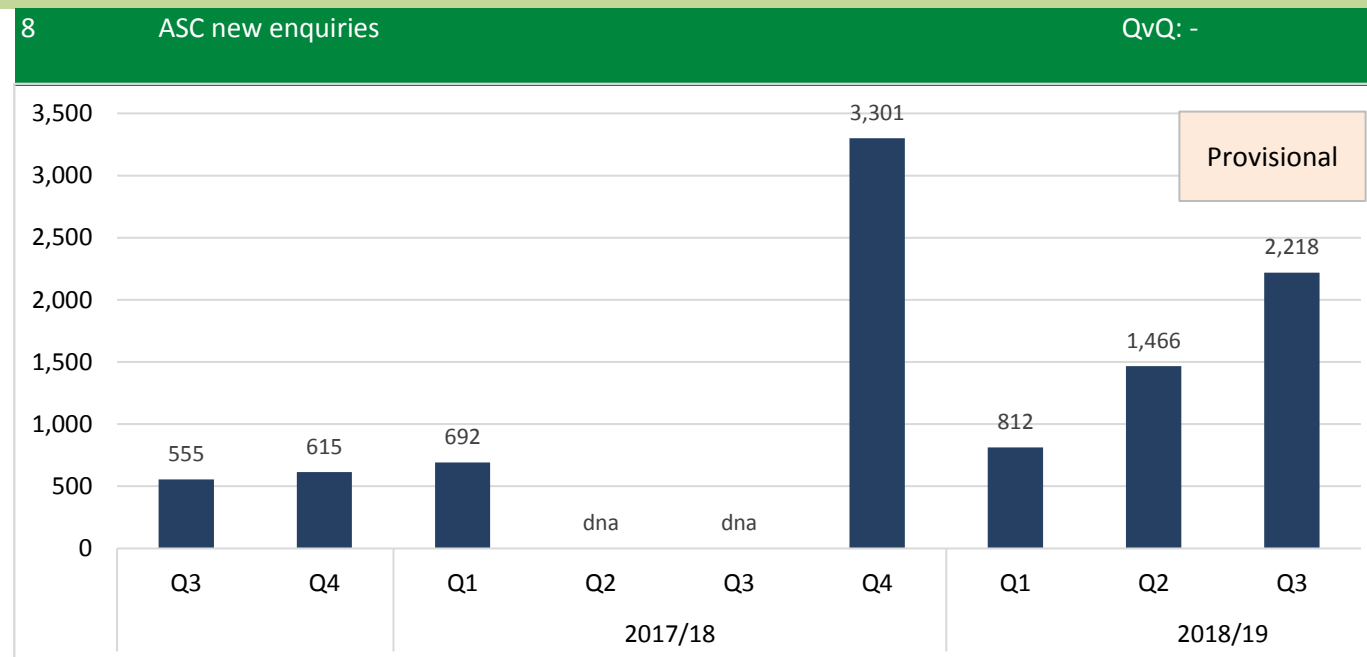


Service comment: Q2 2018/19 data has been confirmed. Q3 2018/19 data is an estimate and will be updated at year end.

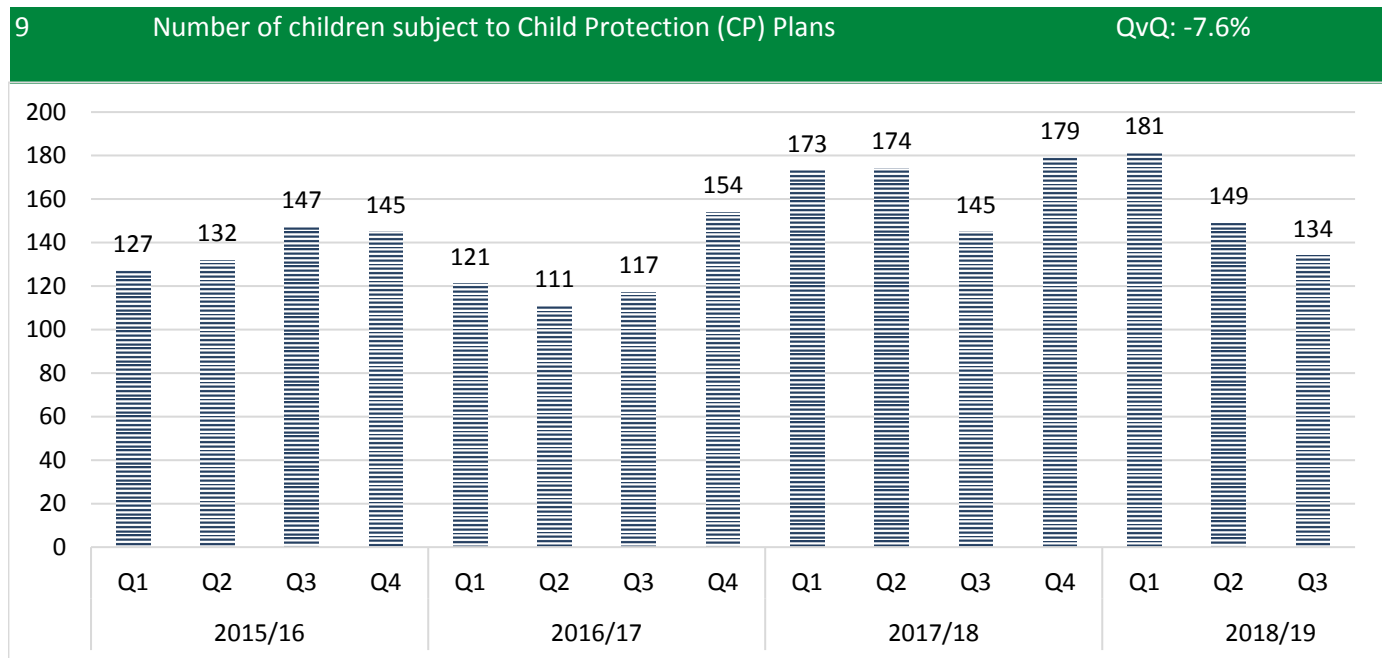
Social Care



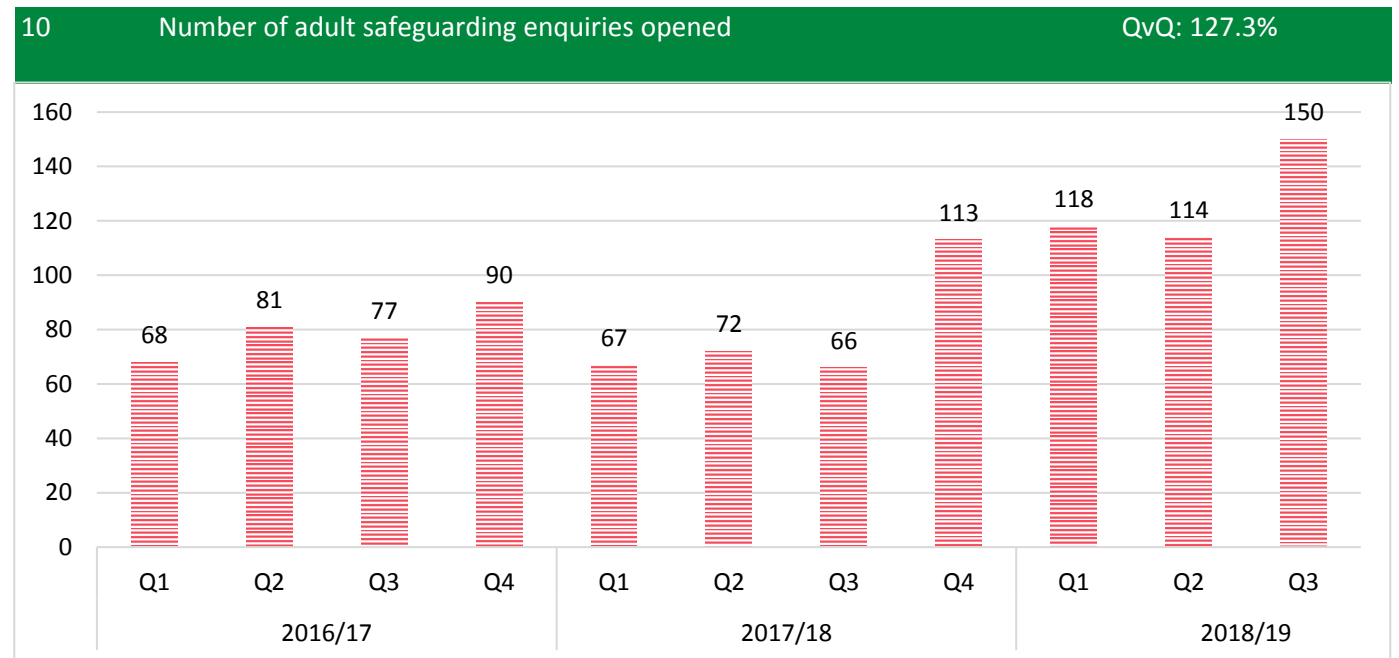
Service comment:



Service comment: Reporting year to date, provisional data. Year end data for 2017/18 has been provided. Data for Q2 and 3 2017/18 is unavailable due to the transition to Care Director. Outcomes of enquiries can't be reported until documents have been closed.

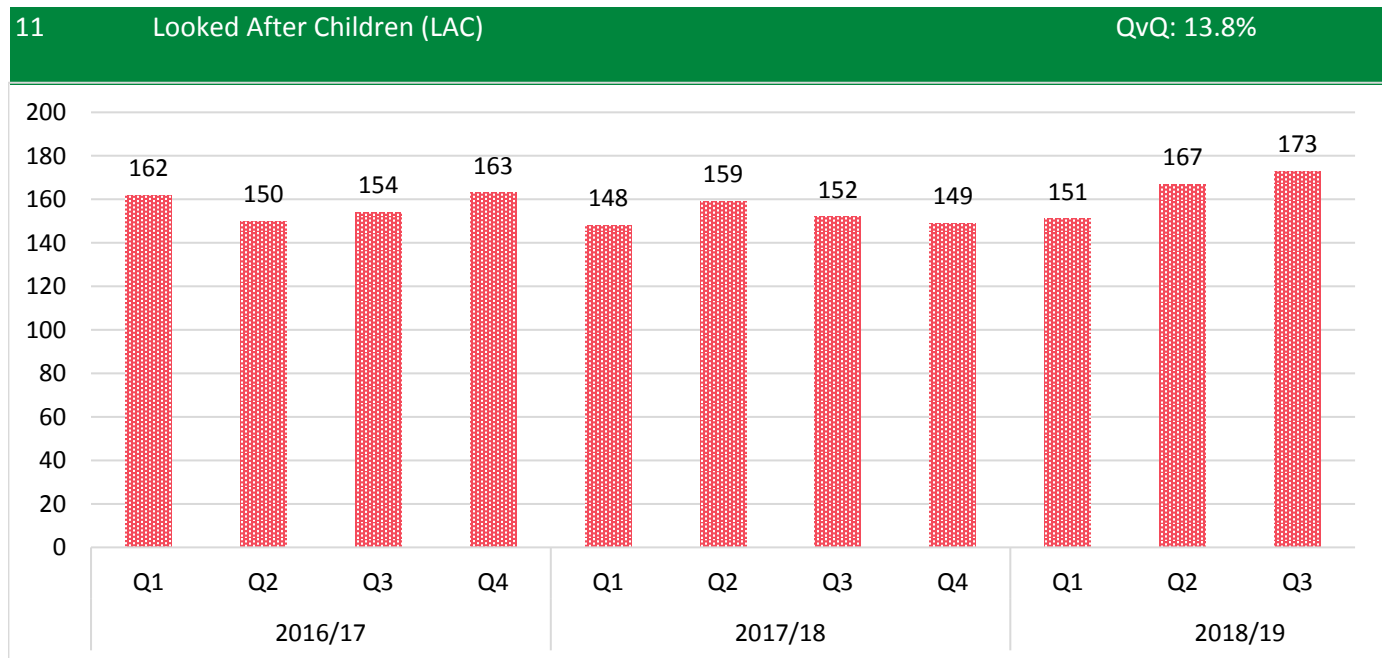


Service comment:

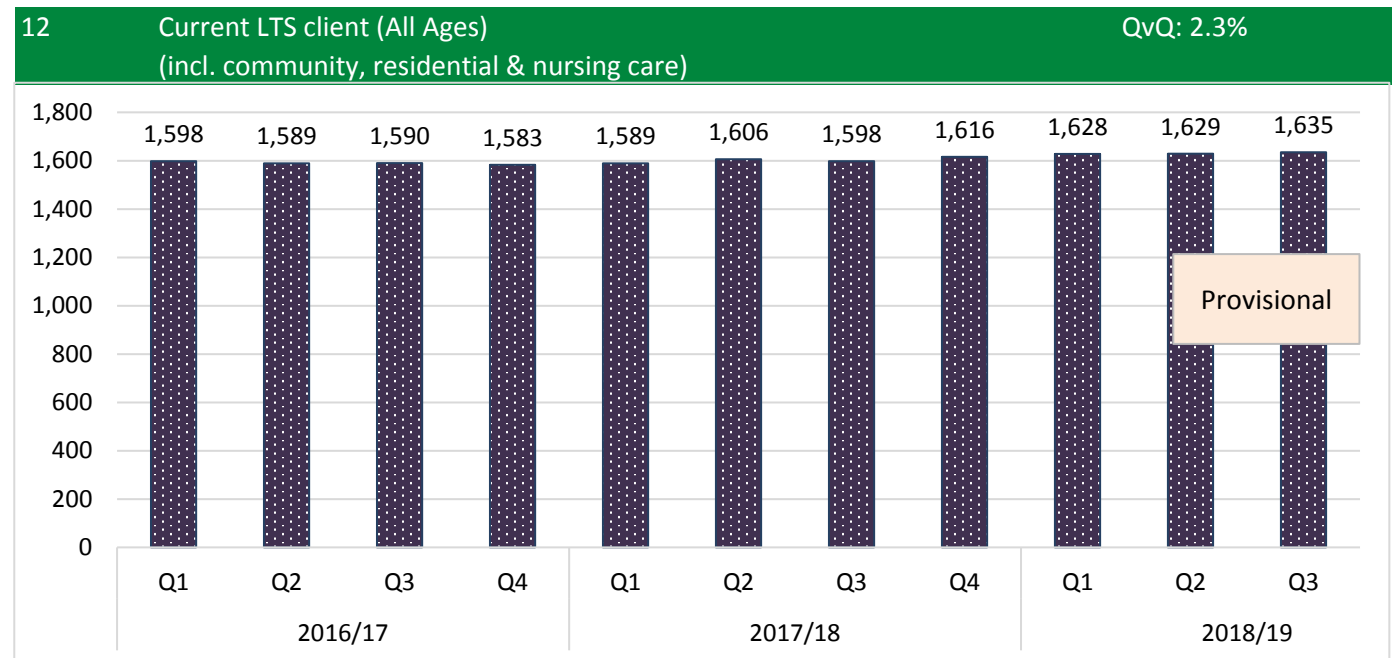


Service comment: Reporting quarterly. YTD: 382

In 2017/18, we reported 318 Section 42 enquiries for the whole year. The increase is attributed to greater concerns regarding quality of care from a number of providers and an organisational investigation from a local care home.



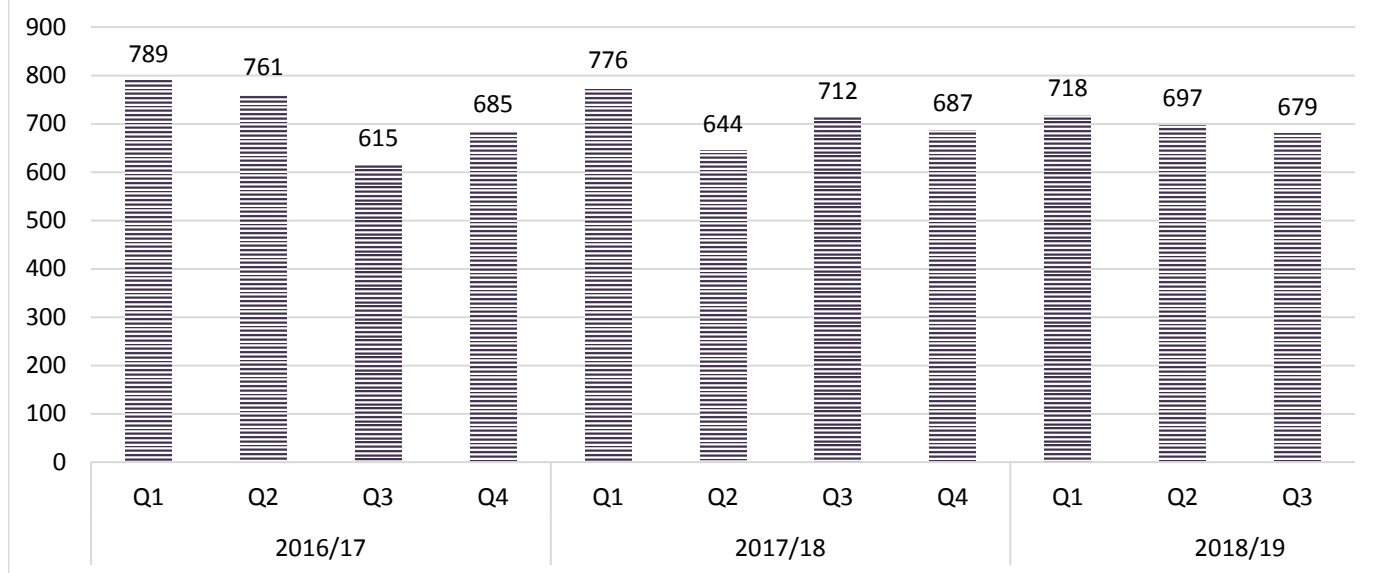
Service comment:



Service comment: Reporting as a snapshot, not year to date. Provisional data.

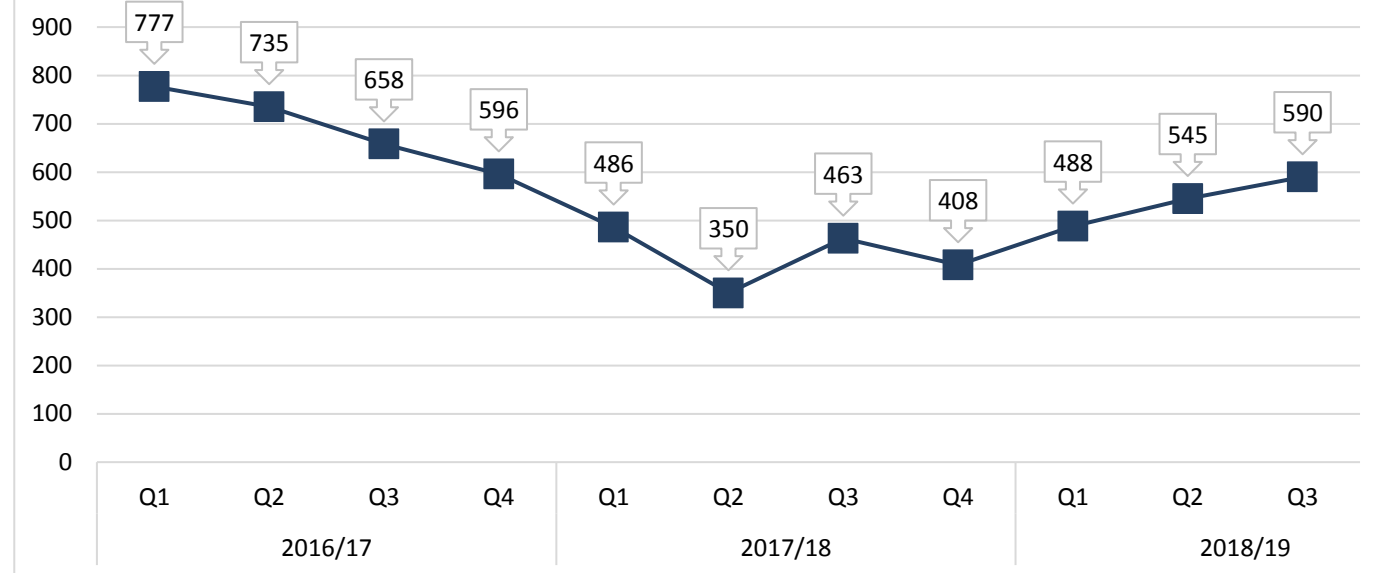
Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS001b

13 Number of Children in Need (CIN) (excluding LAC and CP) QvQ: -4.6%



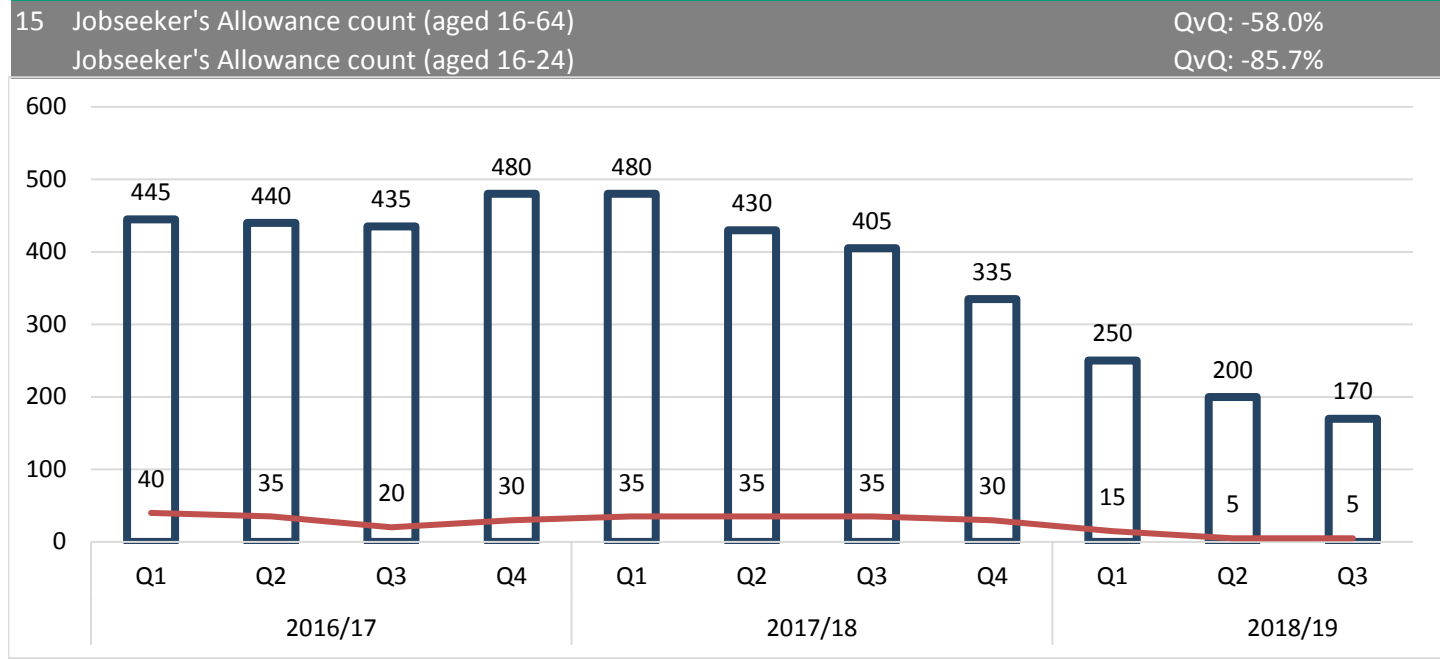
Service comment:

14 Qualifying live applicants on the Common Housing Register QvQ: 27.4%

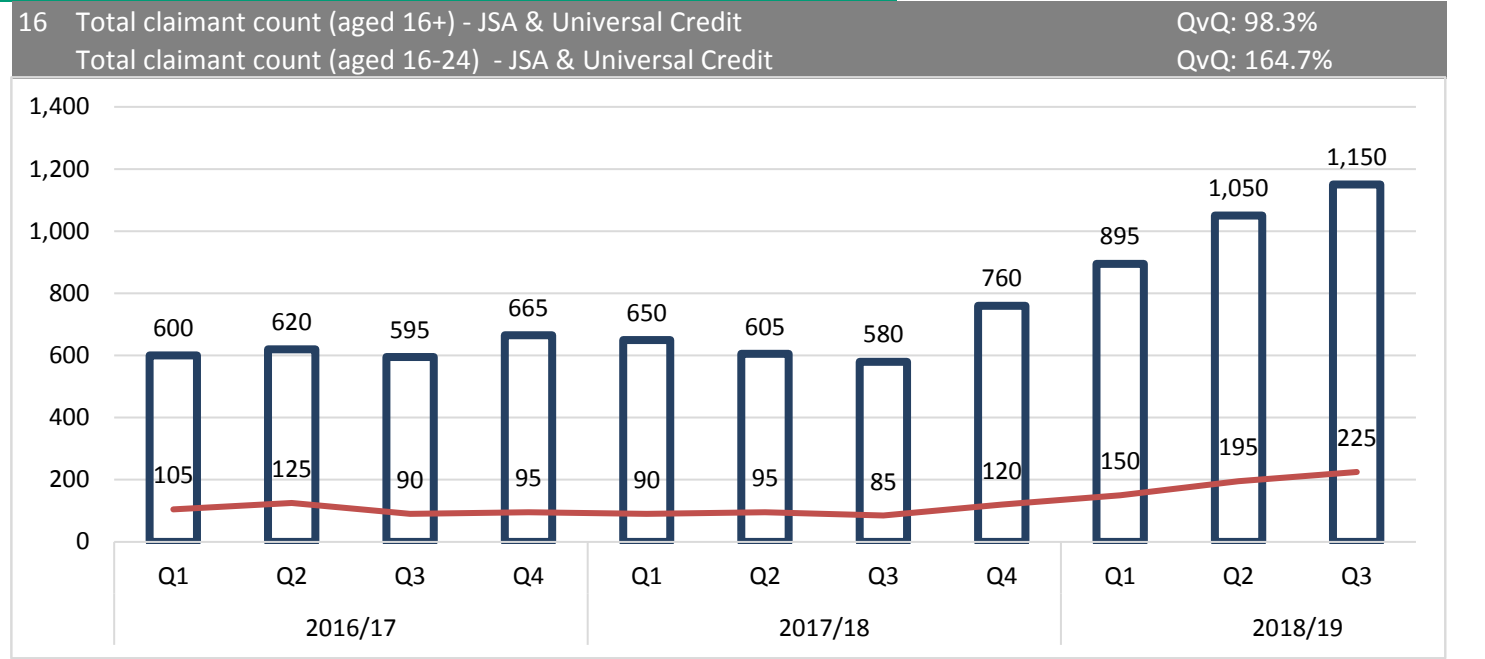


Service comment: Additional resource in the team has enabled better throughput of applications.

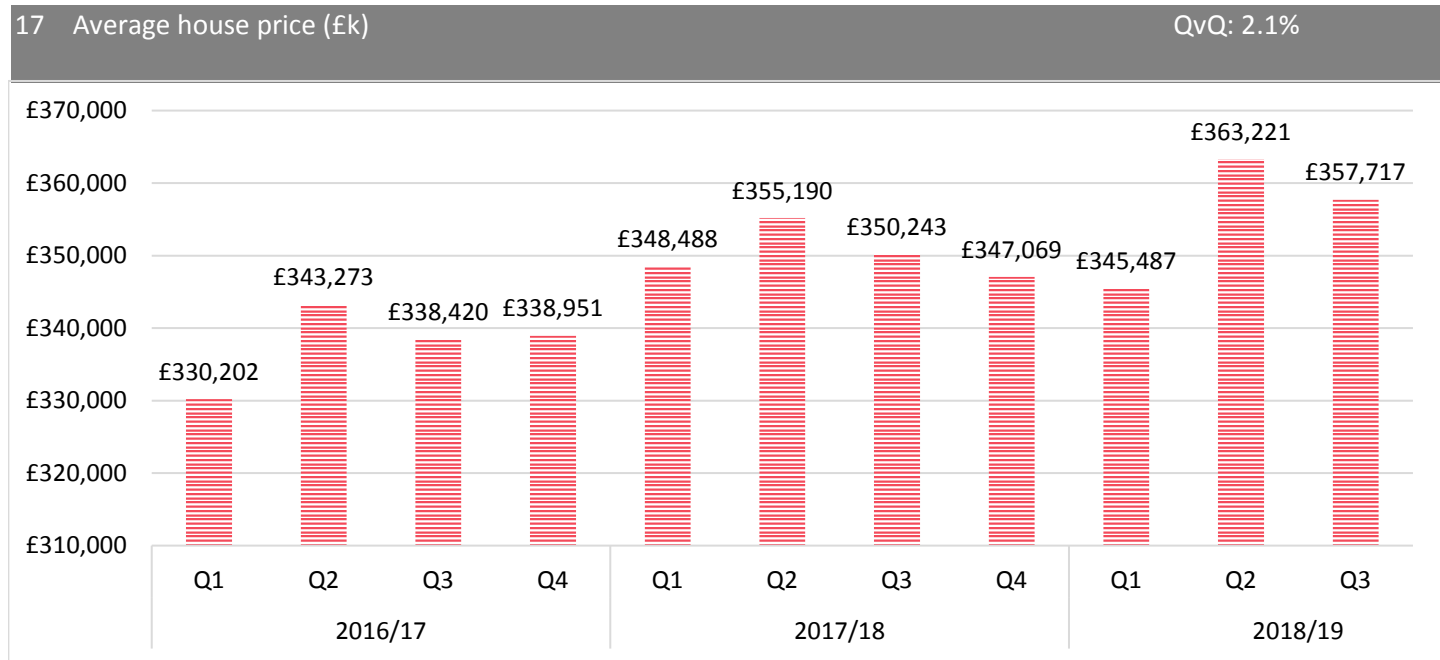
Executive Committee Key Accountable Measures of Volume 2018/19 by Directorate and Service (current qrt v same qrt last year)



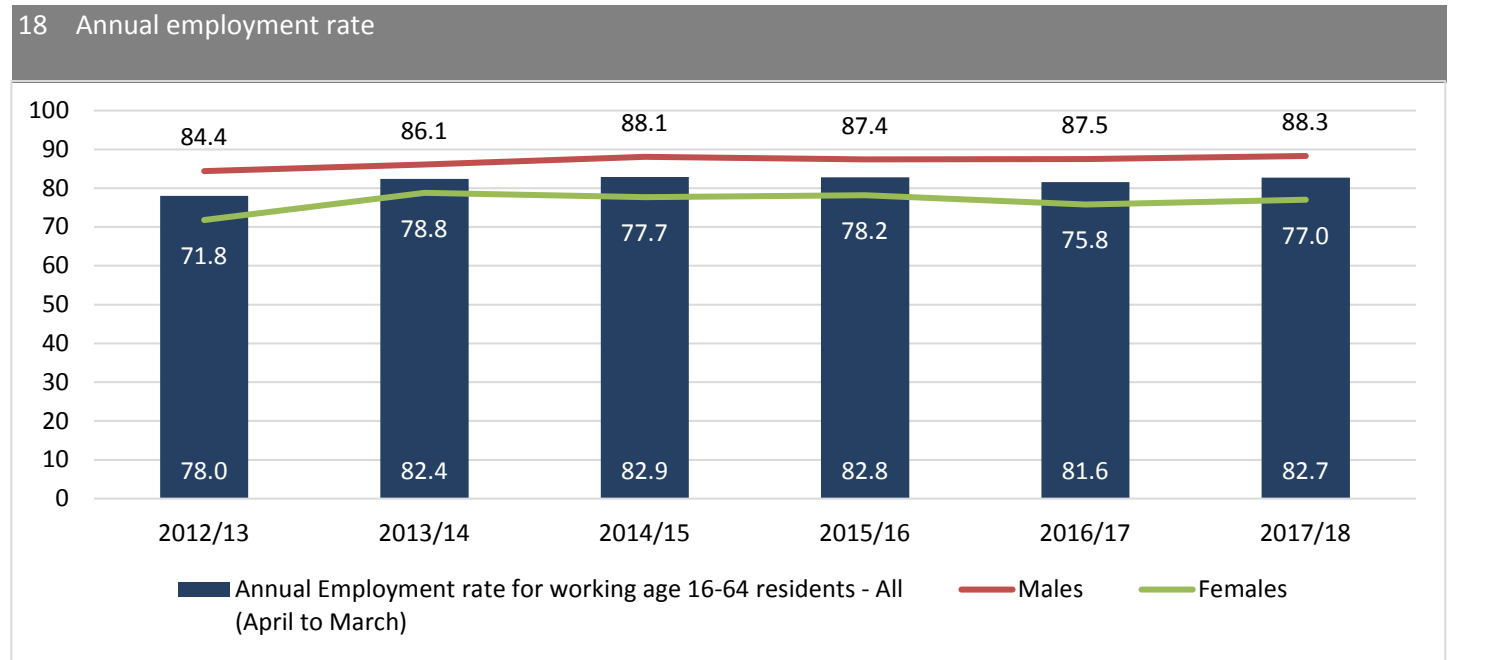
Service Comment: Reported for last month of the quarter
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



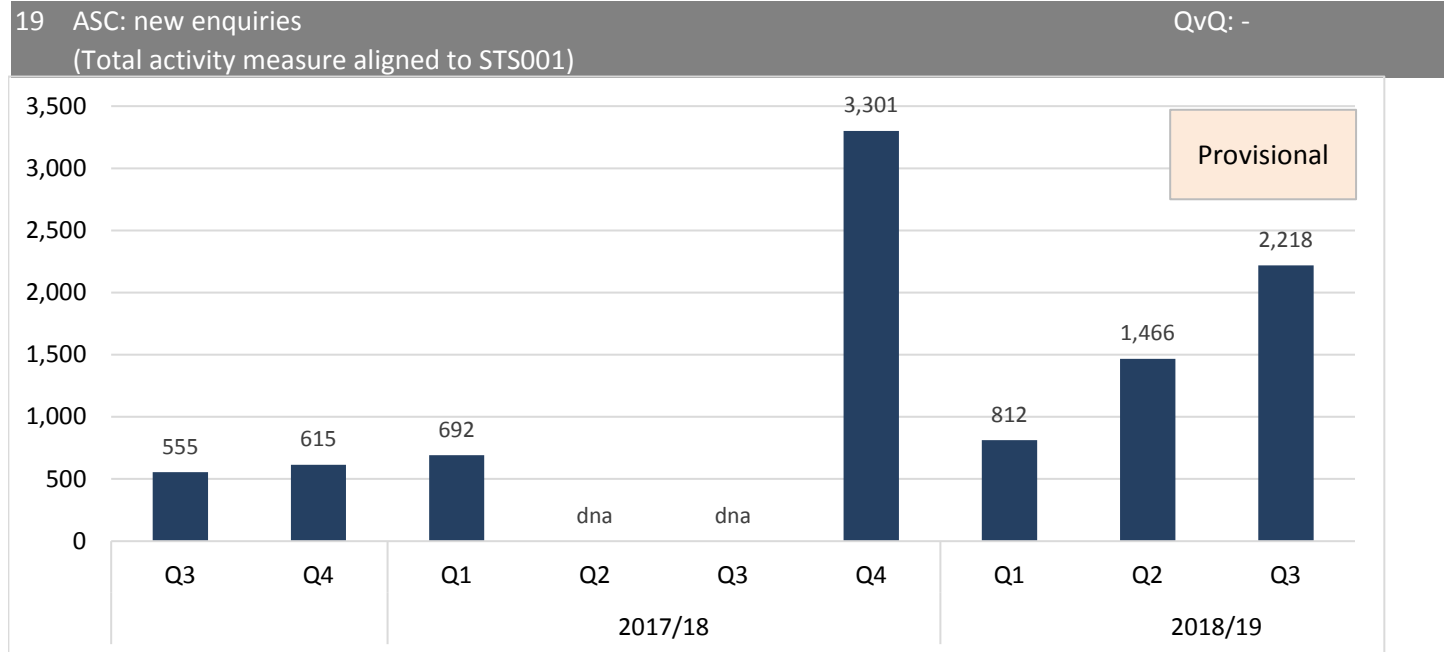
Service Comment: Reported for last month of the quarter
Reported for last month in the quarter. Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. Universal Credit Full Service has been rolled out in West Berkshire and therefore the number will increase as existing claimants are moved across. As all benefits will be subsumed by UC, this measure can't be used to monitor unemployment, but could possibly give an indication of low income.



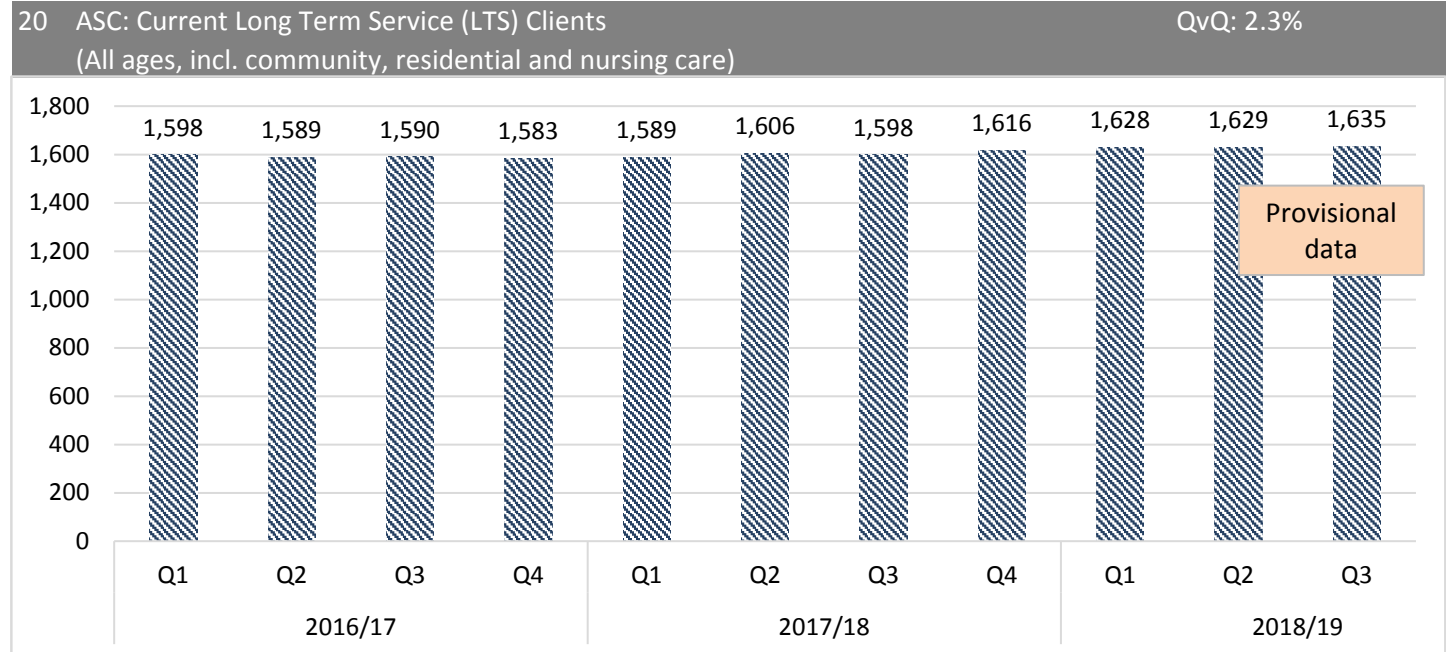
Service Comment: Q3 data is for end of November 2018. Historic data from December 2017 has been amended by the Land Registry



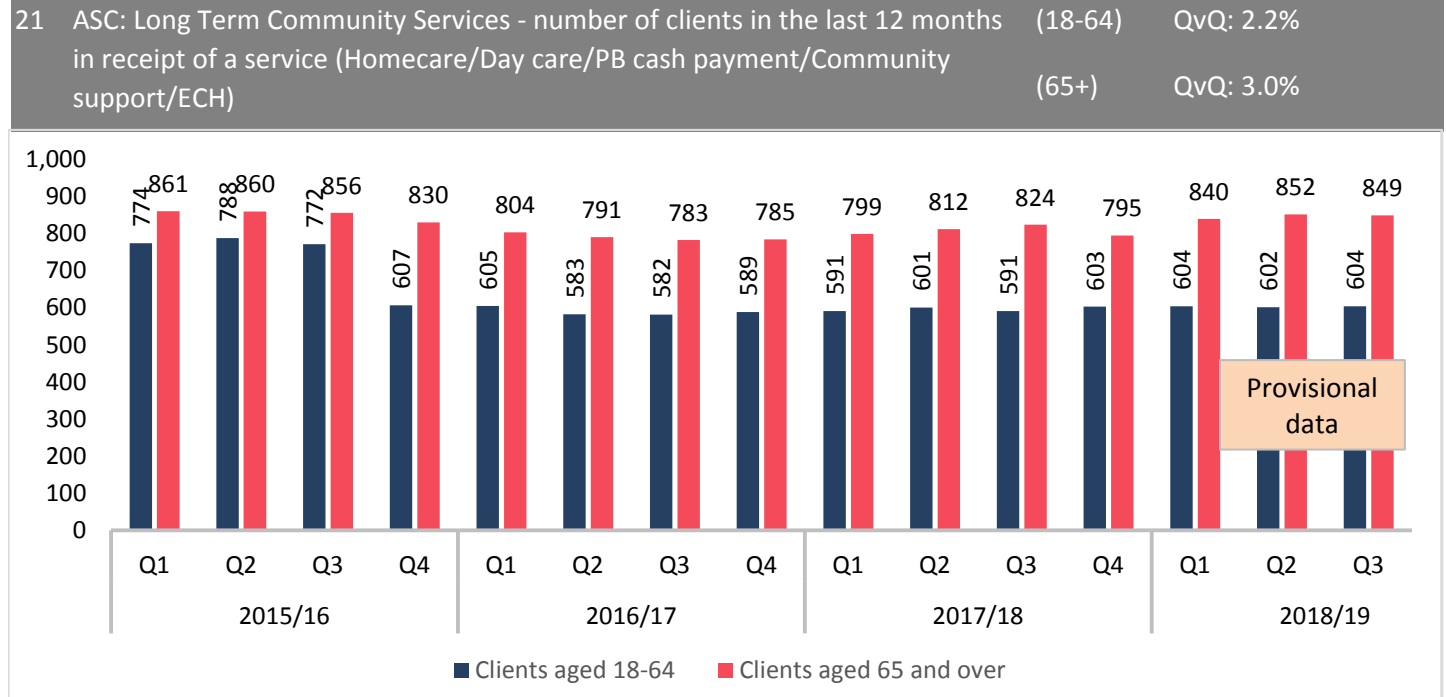
Service Comment:



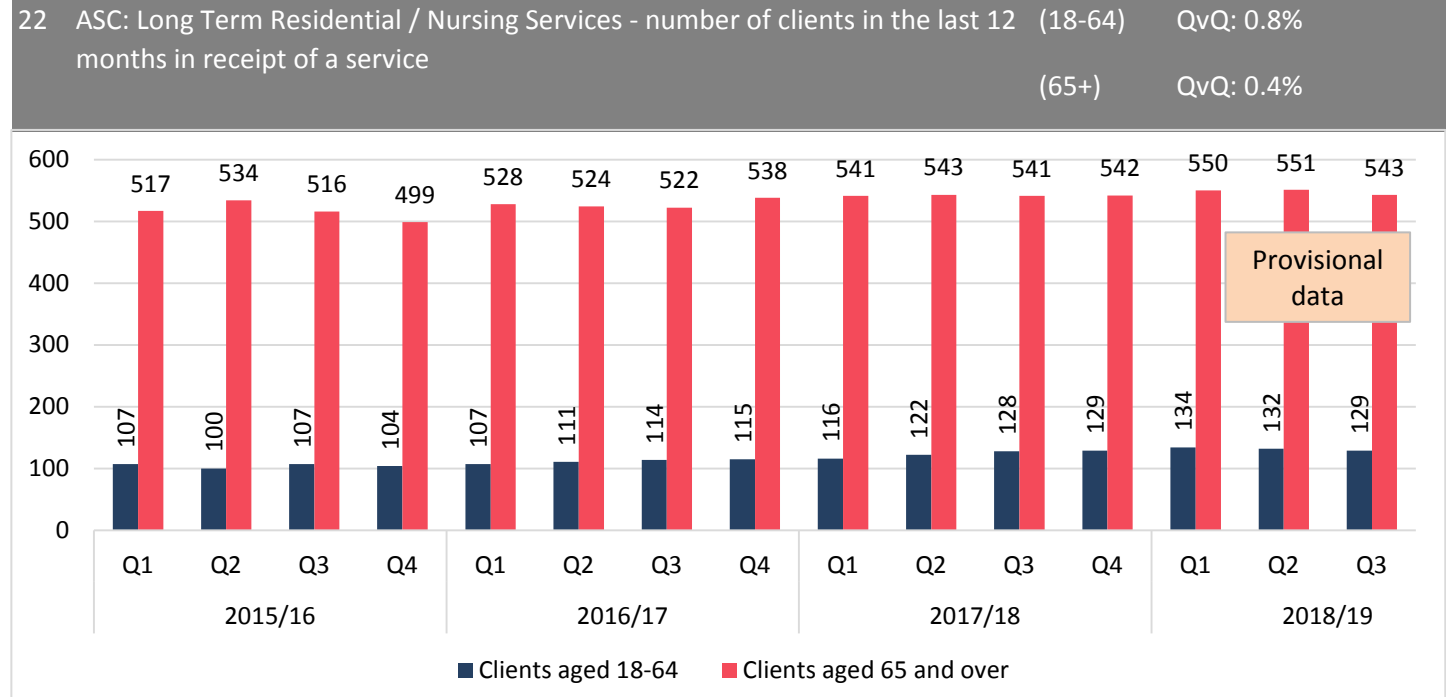
Service Comment: Reporting year to date, provisional data. Year end data for 2017/18 has been provided. Data for Q2 and 3 2017/18 is unavailable due to the transition to Care Director. Outcomes of enquiries can't be reported until documents have been closed.



Service Comment: Reporting as a snapshot, not year to date. Provisional data. Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS001b

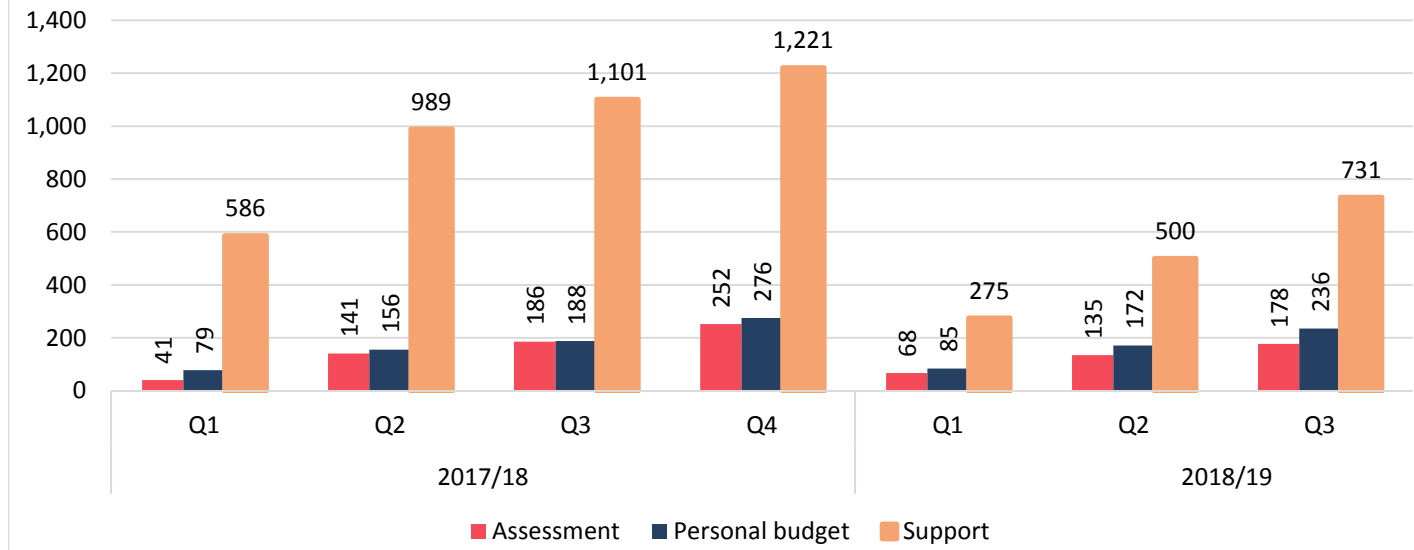


Service comment: Rolling 12 months reported. Data is provisional until it is validated at year end. Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS001a



Service comment: Rolling 12 months reported. Data is provisional until it is validated at year end. Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS001a

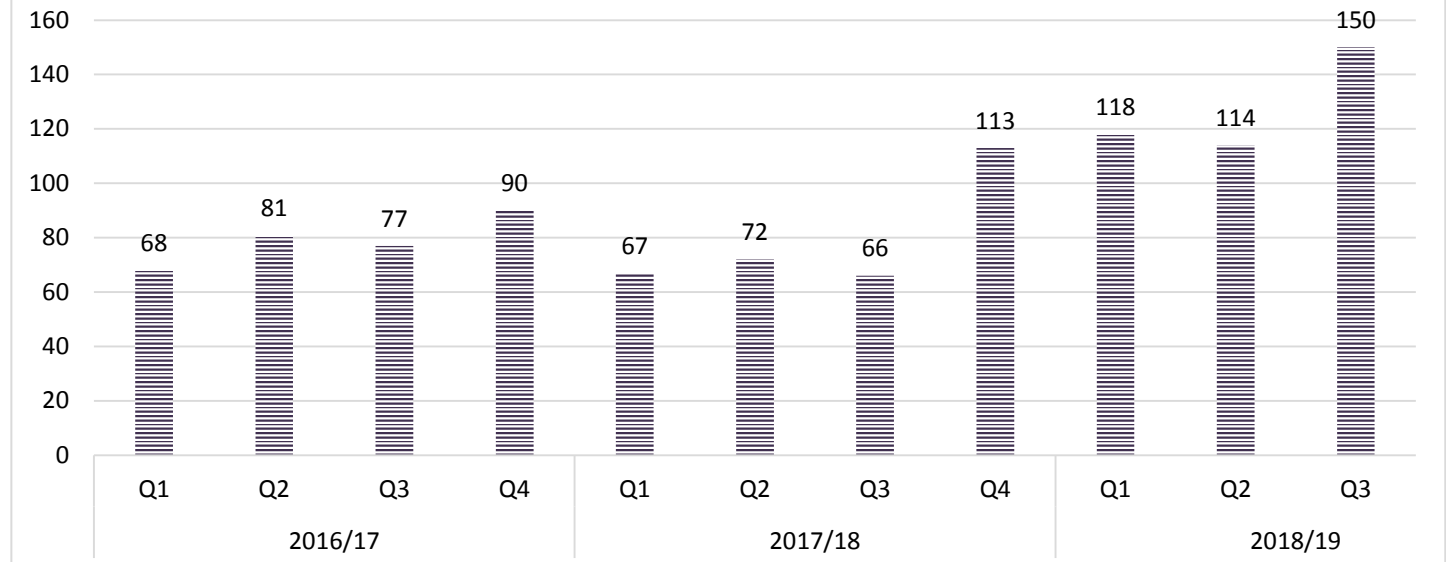
23 ASC: Support for Carers - receiving support, an assessment and/or a personal budget



Service comment: Reporting as a year to date, cumulatively over the year. Provisional data. This includes all Carers provided with information / advice & preventative services in addition to those that have an assessment against the national Carers eligibility criteria.
Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS003

24 ASC: Number of adult safeguarding enquiries opened

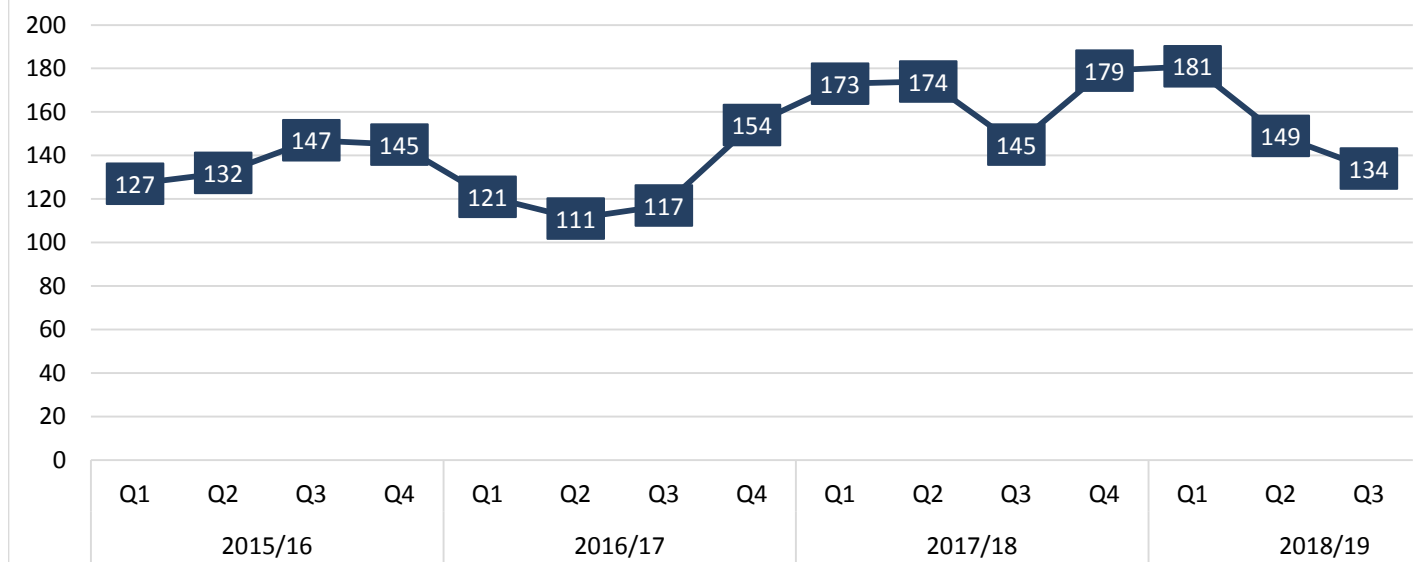
QvQ: 127.3%



Service comment: Reporting quarterly. YTD: 382
In 2017/18, we reported 318 Section 42 enquiries for the whole year. The increase is attributed to greater concerns regarding quality of care from a number of providers and an organisational investigation from a local care home.

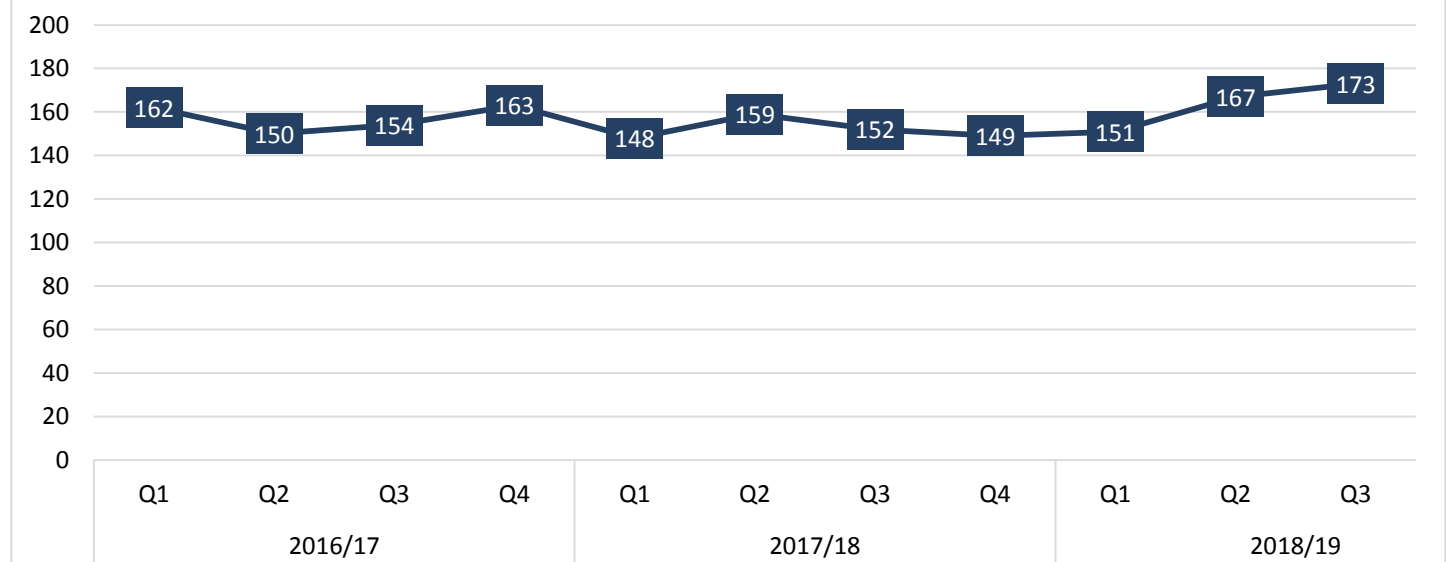
25 CFS: Number of children subject to Child Protection (CP) Plans

QvQ: -7.6%

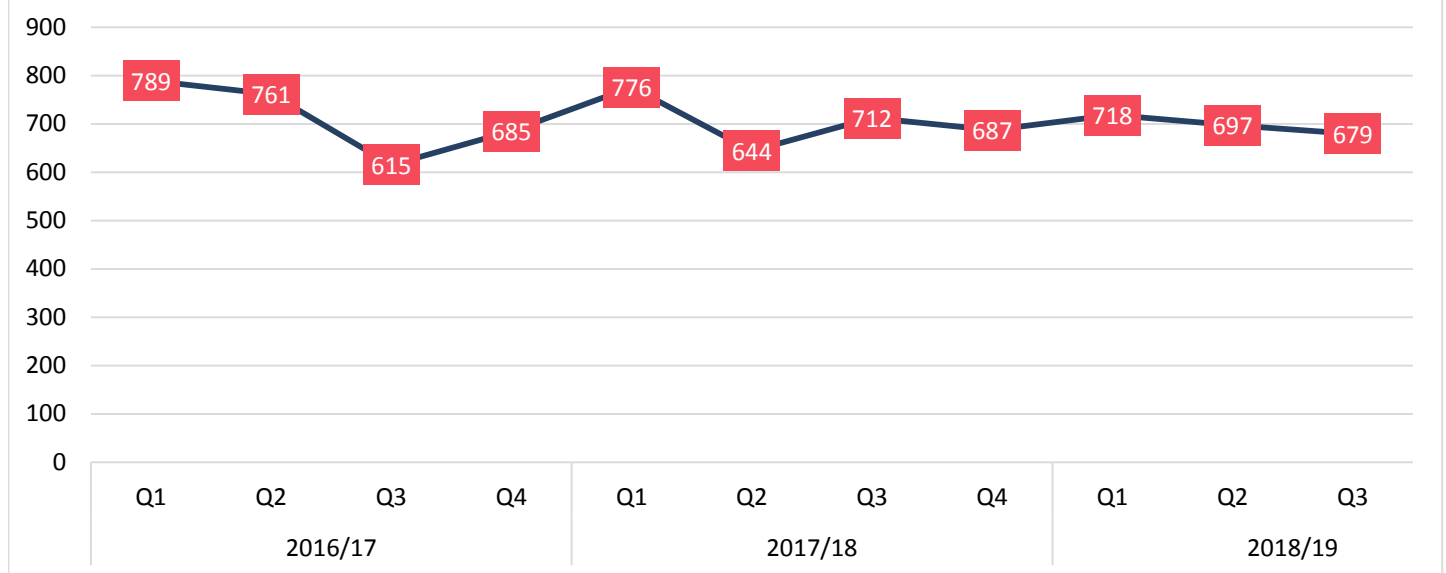


26 CFS: Number of Looked After Children (LAC) cases

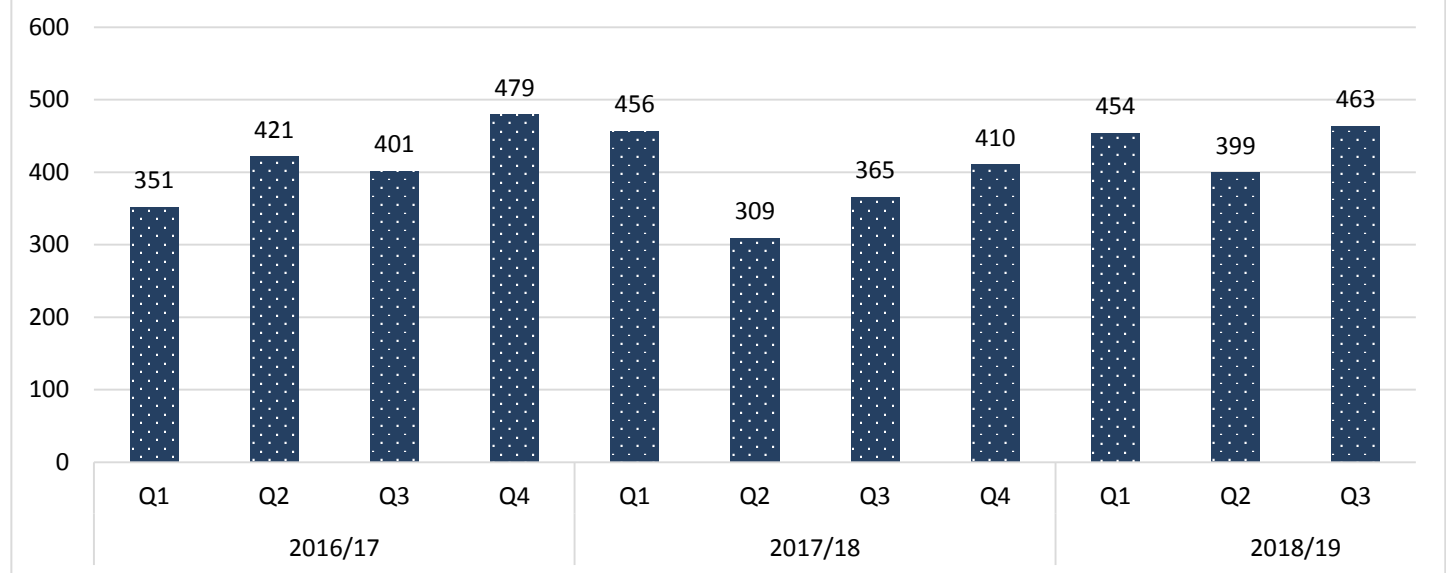
QvQ: 13.8%



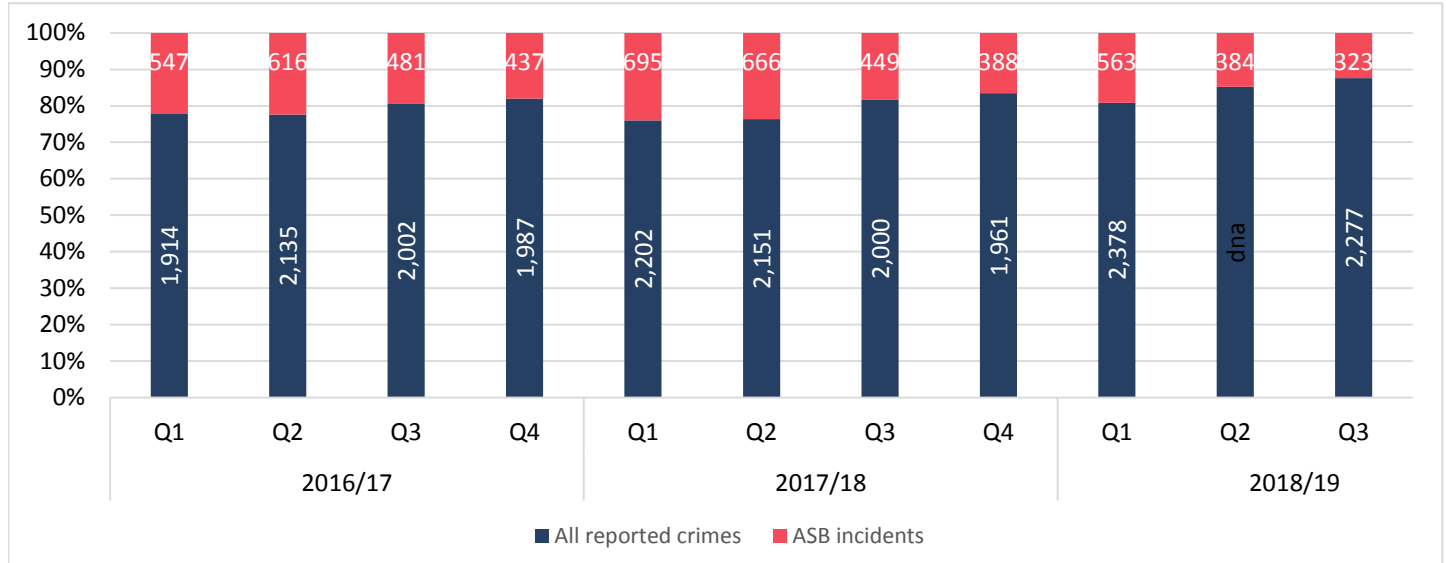
27 CFS: Number of Children in Need (CIN) (excluding LAC and CP) QvQ: -4.6%



28 CFS: Number of referrals received (all) (Children and Family Services) QvQ: 26.8%

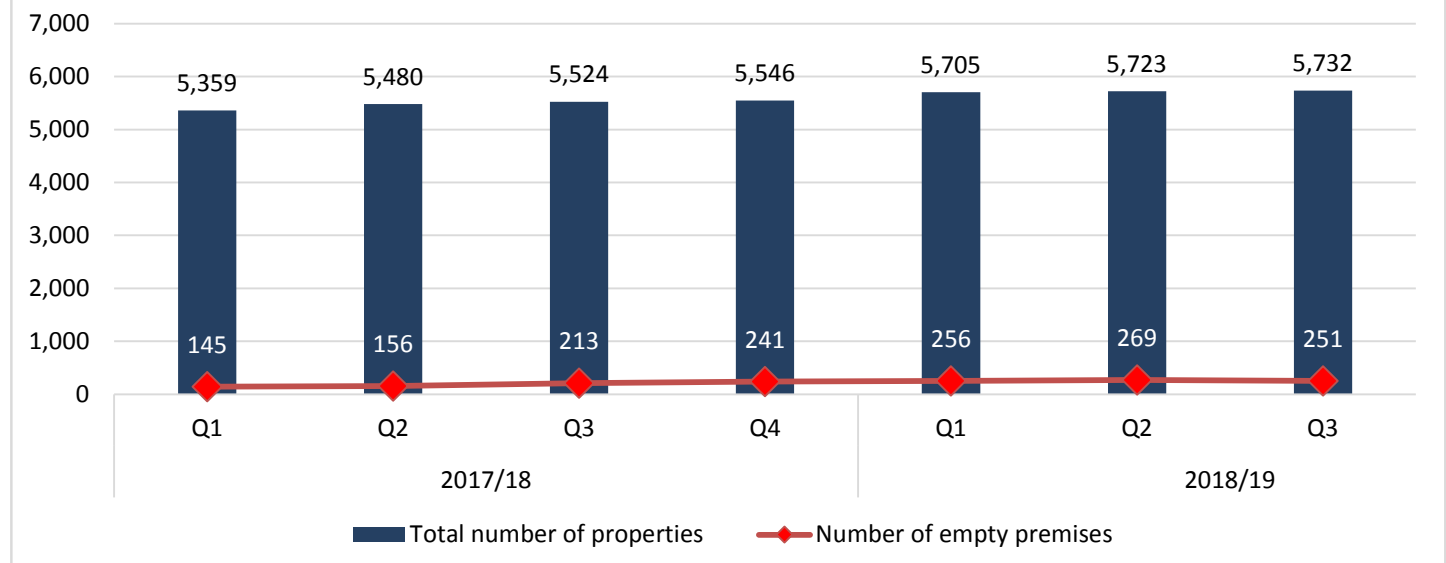


29 BCT: Number of all crimes reported to Thames Valley Police (TVP) QvQ: 13.9%
Number of anti-social behaviour (ASB) incidents reported to TVP QvQ: -28.1%



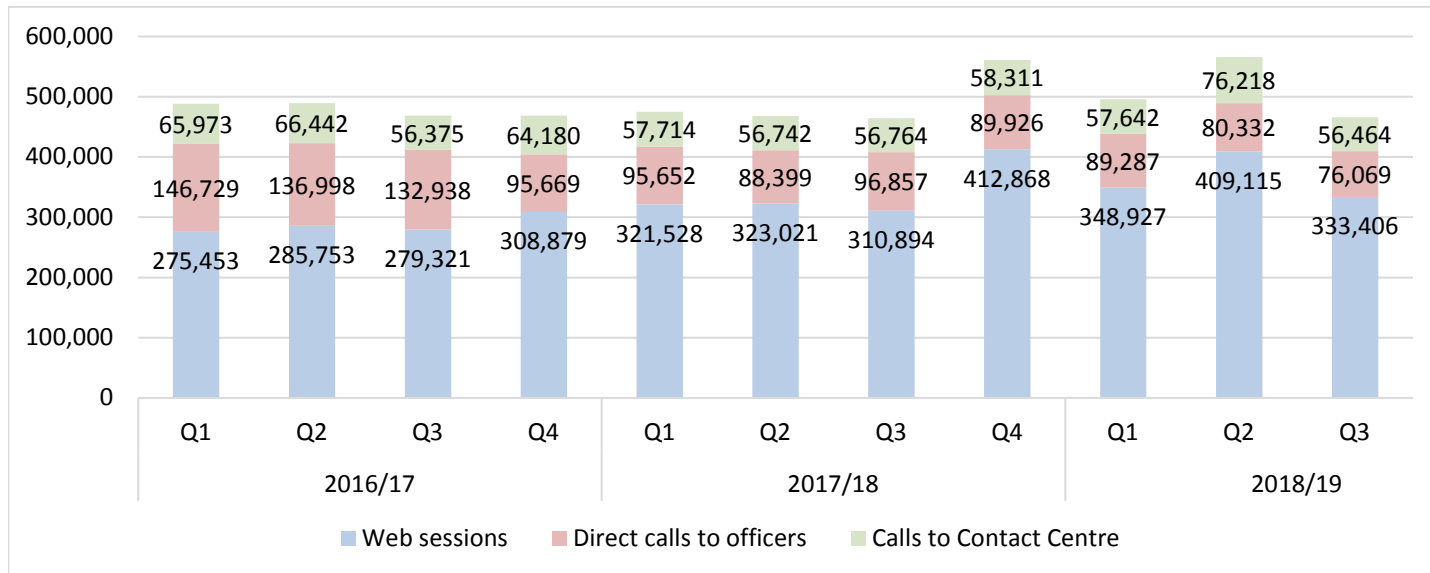
Service comment: Year to date, this is an increase of 8.2% on last year

30 F&P: Number of properties which are subject to Business Rates and of those, which are empty. QvQ: 3.8%
QvQ: 17.8%



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

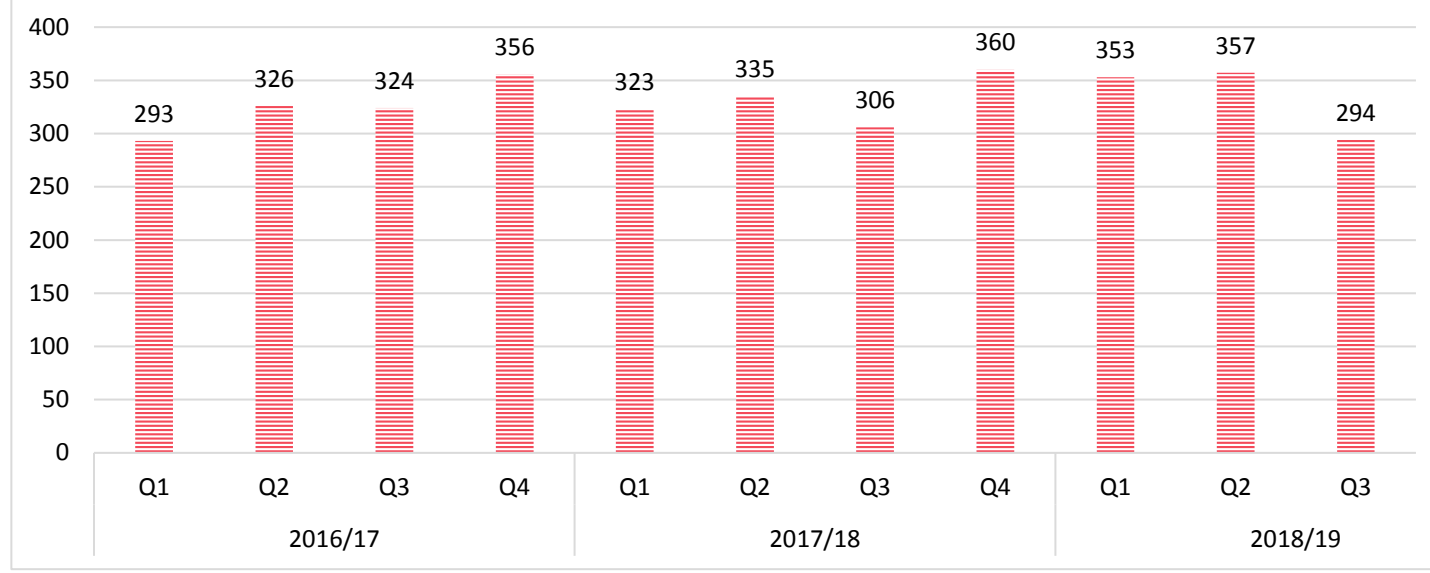
31 SS: Number of individual website sessions, direct phone calls to officers and calls to the Contact Centre



Service comment:

32 SS: Number of Freedom of Information requests received

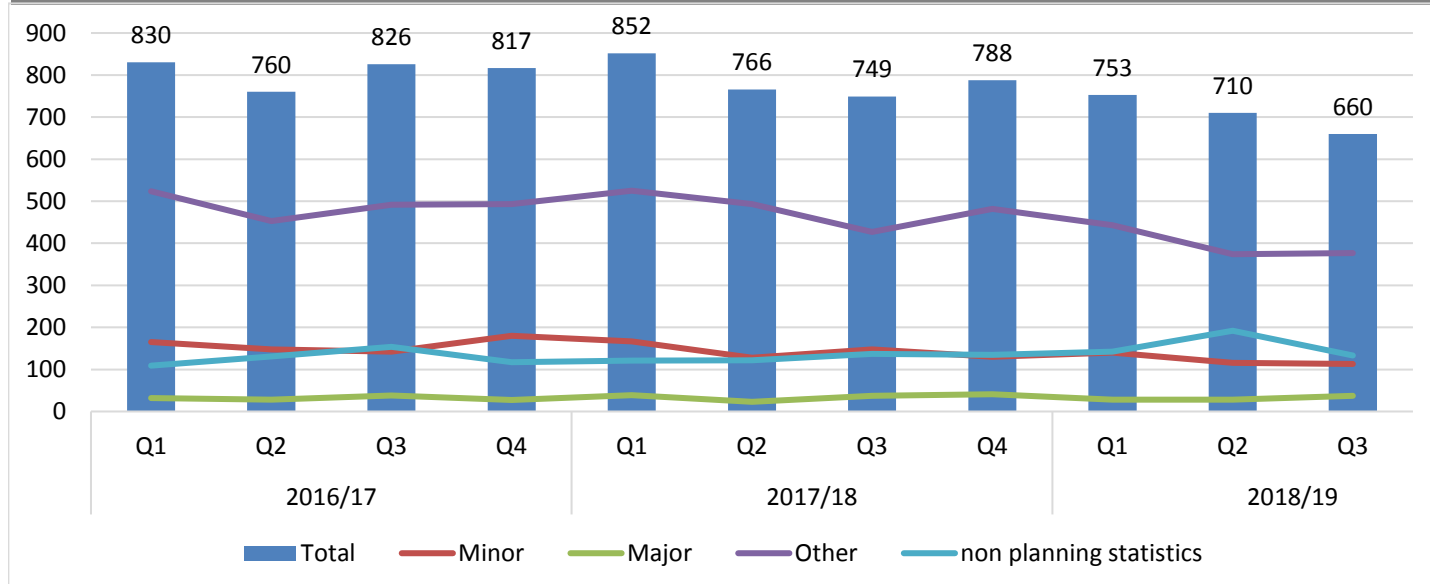
QvQ: -3.9%



Service comment:

33 D&P: Number of planning applications received

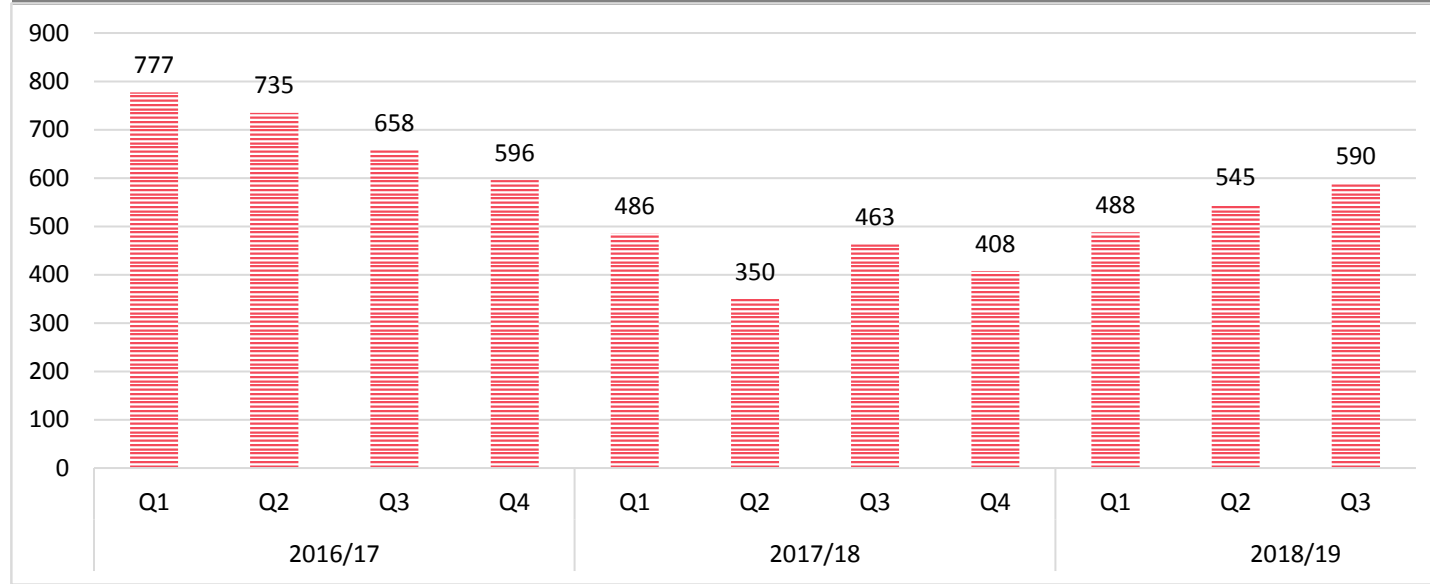
QvQ: -11.9%



Service comment: Q2 2018/19 data has been confirmed.
Q3 2018/19 data is an estimate and will be updated at year end.

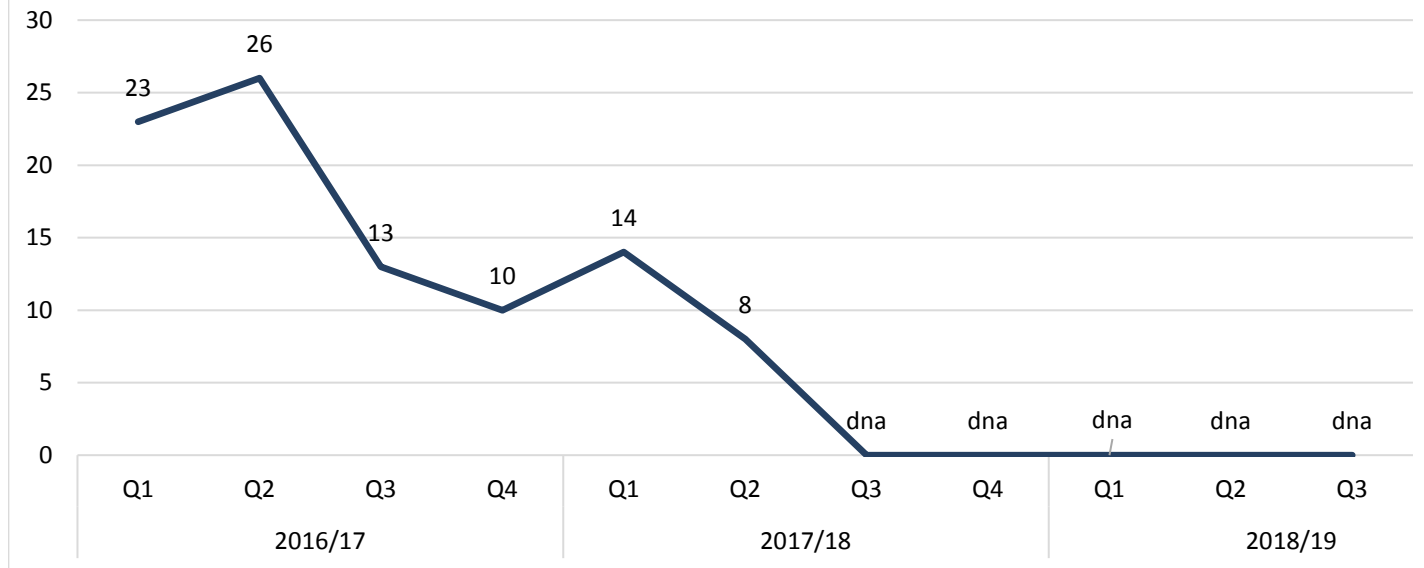
34 D&P: Number of qualifying live households on the Common Housing Register

QvQ: 27.4%



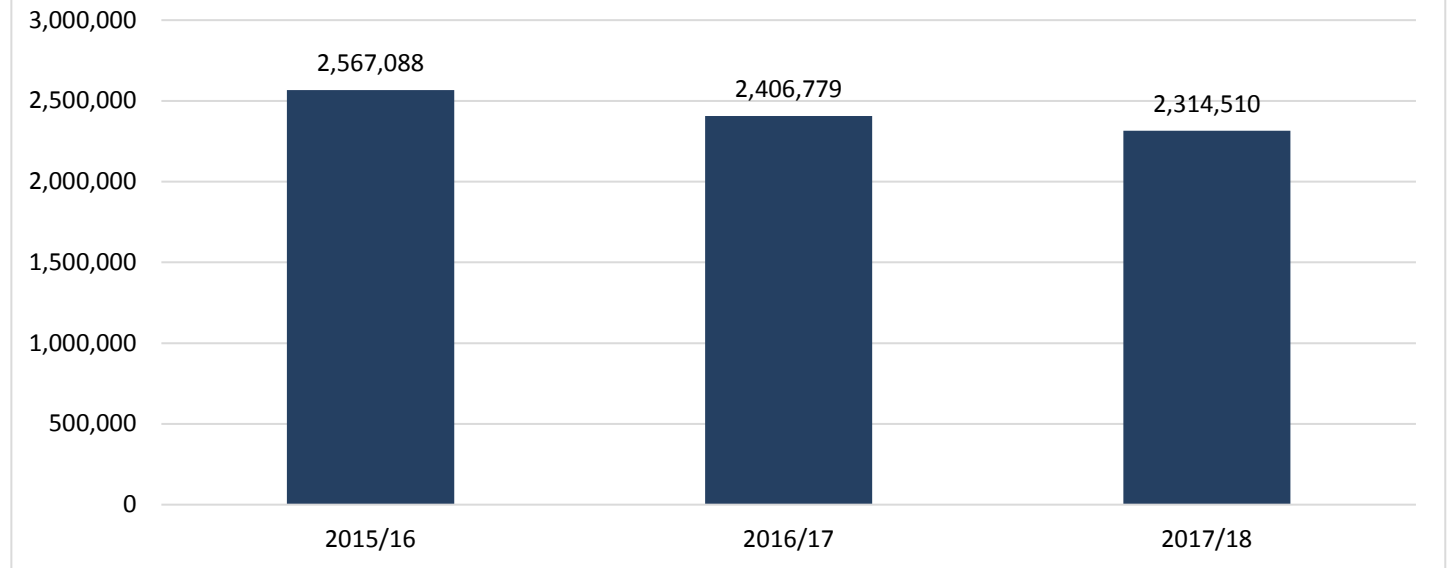
Service comment: Additional resource in the team has enabled better throughput of applications.

35 T&C: Number of people killed or seriously injured on roads in West Berkshire (incl Highway Agency roads)



Service comment: Data for the last 12 months has been removed. There have been issues with the transfer of the accident data from Thames Valley Police (TVP) to the Department for Transport, from whom we receive the data. TVP are working on a solution to resolve the transfer issue, and we're awaiting updated information. This data will not be reported until we receive the corrected information.
(Usually reported quarterly in arears)

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



Service comment:

Improve educational attainment

Continue to develop our work with schools to improve outcomes for all children and young people.

ANNUAL ACADEMIC YEAR

	Title	Responsible Officer	2015/16		2016/17		2017/18			Comment
			Yearend Outturn	National Rank / Quartile	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	
Executive	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Vacant	Top 25% (75%)	Rank 11/152 (1st) ★	Top 25% (75.8%)	Rank 13/152 (1st Qtile)	Top 25%	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Vacant	Top 25% (51.4 points)	Rank 38/152 (1st) ■	Top 50% (47.4 points)	Rank 47/152 (2nd Qtile)	Top 25%	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	At KS4, the average Progress 8 score per pupil is in the top 25% of English Local Authorities	Vacant	Top 25% (0.07)	Rank 37/152 (1st) ■	Top 50% (0.03 points)	Rank 61/152 (2nd Qtile)	Top 25%	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	Vacant	Top 50% (56%)	Rank 50/152 2nd ■	Top 50% (62%)	Rank 65/152 (2nd Qtile)	Top 25%	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4

Increase the percentage of school rated “Good” or “Better” through developing outstanding leaders and governors in our schools

	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment	
			Yearend Outturn	National Rank / Quartile	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn		Q3 (YTD) RAG / Outturn
Executive	% of schools judged good or better by Ofsted under the new Framework (harder test)	Ian Pearson	(56/70) 80%	-	« (71/82) 86.6%	-	90%	★ 90%	Rank 36/152 (1st Qtile)	91%	★ 93.6%	★ 93.6%	★ 92.4%	

Close the educational attainment gap

Our disadvantaged children will have better results and will be closer to the results of other children

ANNUAL ACADEMIC YEAR

	Title	Responsible Officer	2015/16		2016/17		2017/18			Comment
			Yearend Outturn	National Rank / Quartile	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	
Executive	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Vacant	Top 25% (57%)	Rank 38/152 (1st) ■	Top 75% (53%)	Rank 99/152 (3rd Qtile)	Top 25%	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	To improve on 2016/17 Academic year rankings for reading, writing and maths combined expected standard for FSM pupils in KS2 in 2017/18 Academic Year	Vacant	Top 75% (33%)	Rank 83/152 (3rd)	Rank 146/152 (29%)	4th Qtile	To rank higher than 146/152	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	To improve on 2016/17 rankings for attainment 8 for FSM pupils in KS4 in 2017/18 Academic Year	Vacant	Rank 118/152 (36 points)	4th	★ Rank 86/152 (33.2 points)	3rd Qtile	To rank higher than 86/152	⊗ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4

Enable the completion of more affordable housing

Pursue options to accelerate the delivery of affordable housing in the district

Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment			
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn		Q3 (YTD) RAG / Outturn		
Executive	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	158	-	-	83	-	1,000 by 2020 / 225 in year	◆	171	-	1,000 by 2020	🎯 Annual - Q4	🎯 Annual - Q4	🎯 Annual - Q4	Reports in 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	2%	14/149 1st	★	3%	47/150 2nd	5%	★	3%	dna	5%	🎯 Annual - Q4	🎯 Annual - Q4	🎯 Annual - Q4	Reports in Q4
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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	-	-	-	-	-	Physical works to start Jul-18 (changed at Q3 from Mar-18)	★	Milestone due to complete in July 2018	-	Jul-18	★ Complete	★ Complete in Q1	★ Complete in Q1	Bus station works due for completion 3rd December as per agreed programme. Grainger to take possession of Highfield Avenue and existing Bus Station 3rd December as agreed. Temporary car park works to commence in January 2019 as per programme
Executive	(LRIER) London Road Industrial Estate redevelopment 2018/19 milestone: Create and gain approval for the business plan	Nick Carter	-	-	-	-	-	On hold as dependent on conclusion of legal proceedings	■	Delayed due to court action	-	Dependent on conclusion of legal proceedings	◆ Behind schedule	◆ Behind schedule	■ Project ceased	See exception report for details
Executive	(Sterling Cables) 2018/19 milestone: Recommence decontamination on site	Nick Carter	-	-	-	-	-	Nov-18 (dependent on Marginal Funding Bid)	★	Marginal funding granted. Project back on track	-	Jul-18	★ On track	★ Complete	★ Complete in Q2	Decontamination on site continuing, completion due end of March 2019.

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	57,340 (82.8%)	-	■	60,519 (87.3%)	-	70,584 (96.6%)	★	67,763 (92.7%)	-	72,893 (99.7%) Oct 2019	★ 68,762 (94.07%) (P)	◆ 69,180 (94.13%)	■ 70,337 (96.22%)	See exception report for details
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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	(3/4) 75.0%	-	■	(4/5) 80%	-	100%	★	(5/5) 100%	-	100%	■ 83.3%	■ 83.3%	■ 83.3%	Q3: 5 / 6 See exception report for details
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Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19				Comment	
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) 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	6 in progress	6 agreed	3 agreed	9 deals agree year to date. In Q3 devolution deals were agreed with: Newbury TC - Wash Common Library – 5-year leasehold transfer of library building Tilehurst PC – for hedge maintenance. Newbury TC – Victoria Park embankment maintenance.
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	12	20	8 engagements in Q3 18/19: BAMER Meeting (developing a Forum to connect with diverse communities), World Food Day, a Peer Mentoring Conference, a Community Forum initiation in south west Newbury, Newbury Town Centre Community Forum, Voice of Disability Event, launch of Wash Common Community Library, a presentation at the District Parish Conference.
Core Business															
Protecting our children															
Executive	% of (single) assessments being completed within 45 working days	Pete Campbell	(1251/1517) 82.5%	67/152 2nd	★ (1467/1518) 96.6%	9/152 1st	>=95%	★ (1858/1890) 98.3%	dna	95%	★ 97.1%	★ 97.2%	★ 97.0%	Q3: 1,580 / 1,634 YTD: 3,159 / 3,258	
Executive	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	Pete Campbell	(7/55) 4.5%	5/152 1st	★ (15/161) 9.3%	60/152 2nd	<=10%	★ (5/144) 3.5%	dna	<10%	★ 2.0%	★ 3.2%	★ 4.8%	Q3: 13 / 169 YTD: 23 / 482	
Bin collection and street cleaning															
Executive	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	83%	-	★ (67,149/80,948) 83%	-	80%	★ (64,736/77,596) 83.4%	-	80%	★ 89.5% (P)	★ 89.9% (P)	★ 89.0% (P)	Q3: 15,614 / 17,975 YTD: 51,262 / 57,606 Provisional return and subject to change, once the figures are validated and confirmed by DEFRA after Q4.	
Executive	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Jackie Ward	Good	-	★ Good	-	Satisfactory	★ Good	-	Satisfactory	Reports from Q2	★ Satisfactory	★ Good		

Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19				Comment
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	
Providing benefits														
Executive	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	19.04 days	-	■ 22.75 days	-	<20 days	★ 19.54 days	-	<20 days	◆ 20.83 days	◆ 20.47 days	◆ 20.24 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	5.85 days	-	■ 8.7 days	-	<9 days	★ 6.32 days	-	<9 days	★ 8.57 days	★ 7.52 days	★ 7.79 days	
Collecting Council Tax and Business Rates														
Executive	The 'in-year' collection rate for Council Tax	Iain Bell	99%	-	★ (98,457,967 / 100,097,445) 98.4%	-	99%	★ (104604310/ 105897764) 98.8%	-	98.8%	★ 29.6%	★ 56.9%	★ 84.4%	YTD: 193,099,182 / 338,730,926 For comparison, Q3 2017/18 = 84.6%
Executive	The 'in-year' collection rate for Business Rates	Iain Bell	99%	-	★ (85,577,727/ 87,139,235) 98.2%	-	99%	★ (87059126/8 7683258) 99.3%	-	99.0%	★ 37.8%	★ 62.3%	★ 85.1%	YTD: 164,766,732 / 267,302,133 For comparison, Q3 2017/18 = 84.5%
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	(1129/1187) 95.1%	-	■ (841/1,219) 69.0%	-	75%	■ (842/1231) 68.4%	-	70%	◆ 69.0%	■ 61.0%	■ 62.1%	Q3: 795 / 1,281 See exception report for details
Executive	Decrease the number of bed days due to Delayed transfers of care (DTCO) from hospital	Tandra Forster	-	-	-	-	Q1 = 431.2 Q2 = 431.2 Q3 = 446 Q4 = 446	■ 636	-	Q1 & Q2 = 492 Q3 & Q4 = 508	★ 349	★ 381 (P)	◆ 545 (P)	Reporting provisional data. See exception report for details
Executive	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	(53/67) 79.1%	117/152 4th	★ (103/111) 92.8%	dna	83%	■ (99/123) 80.5% (P)	104/152 3rd	82%	★ 85.2%	★ 86.0%	★ 86.2%	Q3: 125 / 145
Executive	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	(1545/1555) 99.4%	-	★ (1580/1588) 99.5%	-	98%	★ (1678/1683) 99.7%	-	98%	★ 100.0%	★ 99.1%	★ 100%	Q3: 430 / 430
Planning and housing														
Executive	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	(56/70) 80%	72/125 3rd	★ (65/86) 75.6%	108/125 4th	60%	★ (81/103) 78.6%	103/125 4th	88%	◆ 80.0%	■ 71.4%	■ 74.2% (E)	Q3: 19 / 24 YTD: 49 / 66 See exception report for details.
Executive	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(298/411) 73%	78/125 3rd	★ (329/437) 75.3%	99/125 4th	65%	★ (323/433) 74.6%	109/125 4th	85%	◆ 71.4%	■ 71.0%	■ 72% (E)	Q3: 78 / 106 YTD: 198 / 275 See exception report for details.
Executive	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(1,127/1,274) 89%	32/125 2nd	★ (1,193/1,290) 92.5%	45/125 2nd	75%	★ (1,175/1,369) 85.8%	100/125 4th	90%	◆ 89.0%	★ 90.2%	★ 91.5% (E)	Q3: 313 / 335 YTD: 783 / 856
Executive	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	-	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track	★ On track	★ On track	
Executive	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Behind schedule	-	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track	★ On track	★ On track	

Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19				Comment
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	Q3 (YTD) RAG / Outturn	
Executive	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	-	-	-	-	-	-	-	75%	◆ 68.99%	◆ 62.1%	■ 51.3%	Q3: 35 / 124 YTD: 199 / 388 See exception report for details.

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Nick Carter		Chief Executive Officer (CEO)				Q3 2018/19	RED
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	Q2	Q3		
RAG	■	■	◆	◆	■	tbc dependent on court	n/a
Qrtly outturn	-	-	-	-	-		
YTD outturn	Delayed	Delayed	Delayed	Delayed	Project ceased		
REASON FOR RED:							
Existing contractual arrangements for redeveloping the London Road Industrial Estate are no longer binding and will not be pursued. The time elapsed since these original contract arrangements were put in place has resulted in considerable changes both in terms of the market and Planning. The Council proposes restarting the process (as a new project) to bring forward development on the LRIE by procuring, through competitive tender, consultants to update all historic development information, including a new brief and indicative masterplan, so that it is fully aligned with the present market and the National Planning Policy Framework (NPPF) which was revised in 2018.							
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: To restart the LRIE redevelopment process.							
FINANCIAL IMPLICATIONS: On losing at the Court of Appeal, the Council will need to settle its own costs and that of the other party. It was feared that damages would be awarded to the other party. However, damages of £1 have been awarded.							
SERVICE PLAN UPDATES REQUIRED: None at this stage.							
STRATEGIC ACTIONS REQUIRED: None							

Nick Carter / Kevin Griffin		ICT & Support Services				Q3 2018/19		RED	
Indicator Ref: SLE2ict02		Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above							
Executive	2015/16 Year End	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
				Q1	Q2	Q3	Q4		
RAG	★	★	◆	★	◆	■		72,893 (99.7%) Oct 2019	Higher is better
Qrtly outturn	-	-		-	-	-			
YTD outturn	87.3%	90%	92.7%	68,762 (94.07%)	69,180 (94.13%)	70,337 (96.22%)			
<p>REASON FOR RED: Gigaclear have failed to complete this project by the contracted date of 31 August 2018 due to 'engineering difficulties encountered with the build programme'.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: Gigaclear are obligated under the contract to issue a Remedial Plan which revises the completion date and clearly addresses the issues that have caused the delays. This Remedial Plan has not yet been issued and the matter has been escalated to Gigaclear Chief Executive. There is a commitment that Superfast Berkshire will receive this plan by the end of January 2019.</p> <p>FINANCIAL IMPLICATIONS: There are no financial penalties for West Berkshire Council for a late delivery under the phase 2 contract with Superfast Berkshire. However, Gigaclear are only paid once they can demonstrate that they have completed the build (and properties have been tested and available to take up the service). Superfast Berkshire will seek compensation from Gigaclear for extended project management office cost incurred due to this delay. The contractual Long Stop date is 31 Mar 2019 which is 6 months from the original contracted build completion date whereby the Authority may terminate without penalty.</p> <p>SERVICE PLAN UPDATES REQUIRED: None STRATEGIC ACTIONS REQUIRED: None</p>									

Tandra Forster			Adult Social Care				Q3 2018/19	RED
Indicator 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: %snap	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	■	■	■		100%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	4/5 80%	5/5 100%	5/6 83.3%	5/6 83.3%	5/6 83.3%			
REASON FOR RED:								
<p>Birchwood Nursing has been re-inspected and achieved an overall rating of Requires Improvement. This was in line with expectations following CQC direction and guidance. The Home is likely to be re-inspected within 12 months, however a new Inspector has been allocated to the Home following an exercise of reallocation, as a result of a number of retirements and new appointments within the area Inspectorate. A new Inspector may wish to inspect the Home earlier.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>A substantive action plan remains in place, 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.</p> <p>Actions achieved 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.</p> <p>In Q2 we saw further improvements; the number of permanent staff employed has increased; a review of equipment and refurbishment to support dementia enabled environment has been completed.</p> <p>In Q3 we continue to work through actions identified. We are not expecting to be re-inspected until May 2019.</p>								
FINANCIAL IMPLICATIONS:								
<p>The embargo on placing at Birchwood has now been lifted. A phased admissions approach, to ensure safety levels are not unbalanced will</p>								

reduce the number of void beds.

A measured intake continues to ensure safe admissions.

Respite is the last element of the service to be reinstated, as it poses the greatest risks. It is anticipated that respite should be available in the Spring of 2019.

SERVICE PLAN UPDATES REQUIRED:

None, as this is already incorporated in the ASC Service Plan and monitored through the Council Delivery Plan.

STRATEGIC ACTIONS REQUIRED:

We have already informed Members and senior management. The service is providing regular updates to Overview and Scrutiny Committee.

Andy Walker			Finance & Property - Benefits				Q3 2018/19	AMBER
Indicator: CBdF&P8			Average number of day 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	20.47 days	20.24 days			
REASONS FOR AMBER:								
Our processing times are higher because;								
<ul style="list-style-type: none"> Attempts to fulfil our statutory duties in ensuring that a particular landlord acts in a fit and proper manner has caused some new claims to take substantially longer to process than usual. We continue to have 1 member of staff on long term sick and the number of staff within Benefits has reduced over quarters 2 & 3. 								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
Although the relevant information from the landlord has now been provided and claims have been paid, this leaves a legacy of having a higher average number of days for these cases being included in the total calculation.								
The member of staff who has been off long term, is going through formal stages of managing sickness absence and staffing levels will continue to be monitored and evaluated.								
STRATEGIC ACTIONS REQUIRED: None								

Tandra Forster			Adult Social Care				Q3 2018/19	RED
Indicator Ref: Cbfasc10			% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: %snap	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	■	■		70%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	841/1,219 69.0%	(842/1231) 68.4%	872/1,263 69.0%	778/1,275 61.0%	795/1281 62.1%			

REASON FOR RED:

The team had a number of vacancies earlier in the year; these have been recruited to and new staff started but it takes time for them to get up to speed.

In addition, staff both within the Review team and in the Localities, have been undertaking targeted reviews to ensure any care and support commissioned is appropriate and focused on people's strengths.

To clarify, performance against this target does not reflect ALL review activity. The denominator of this target only relates to those individuals that have had a Long Term Support (LTS) for more than 12 months. It should be noted that there will be some reviews that take place in a timely way, but because the LTS ends (client choice/move/circumstances change, client dies etc) the review activity would not be captured in this indicator.

In 2017/18, we undertook 1,370 reviews and finished the year at 68.4%. Our expectation is that we will finish the year having undertaken roughly the same volume of reviews, but we may not hit the same proportion of reviews completed, as per this KPI, due to this more targeted approach.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

We planned to re-deploy staff from our locality teams to provide increased capacity in this area, but were unable to do this due to planned leave and sickness.

Weekly reports continue to provide detail of reviews required and is being actively used to focus work. We are committed to fulfilling our

responsibility in all people having a timely review of their care and support plan. Staff are focussed on ensuring the safety of the individual at point of review, but we continue to look at how we can use the flexibilities within the Care Act to develop a proportional approach, for example telephone and provider reviews are being explored, but this is not without risk.

There are a number of reviews that are 'in progress' and awaiting outcomes to be confirmed and recorded. Only when review documents are closed can we capture the review outcome.

As at the end of Q3, 174 overdue reviews were allocated to workers - therefore indicating review work underway
In Q4 we will be sending lists out to teams to encourage timely closure, to ensure that activity can be captured for the year.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED:

We are currently reviewing our service plan for 2019/20 and considering how we broaden measures relating to reviews to reflect the overall number of reviews completed (MoV) and this more targeted approach (New KPIS to be baselined) – for example, by reporting on the outcomes of specific reviews and measures of volume to show the totality of work undertaken.

STRATEGIC ACTIONS REQUIRED: The LGA (Local Government Association) is invited to conduct a focused peer review to identify further actions to manage performance in this area.

Tandra Forster			Adult Social Care				Q3 2018/19	AMBER
Indicator Ref: PS1asc2			Decrease the number of bed days delayed due to a Delayed Transfer of Care (DToC).				Type: snapshot	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	
			Q1	Q2	Q3	Q4		
RAG	■	■	★	★	■		508	Variable target based on number of days in month. Less is better
Qrtly outturn	808	636	349	363	532 (P)			
YTD outturn	-	-	-	-	-			

REASON FOR AMBER:

DToC has been a key measure in the Better Care Fund programme of work. Targets are set nationally by the Department of Health (DH). Published data to finalise month end figures will not available until mid-February.

We have made significant progress in reducing the DToC numbers this year.

Overall days delayed, year to date are 3,500 (provisional), compared to 6,484 in the same time period last year this is a 46% decrease.

We have reviewed the reasons why delays have increased for December, there are a number of reasons:

- The overall volumes of referrals through Joint Care Pathway (JCP) remains high particularly noticeable for Royal Berkshire Hospital (RBH). This is consistent with what RBH are reporting, in that attendance is really high.
- Referrals through JCP increased in November (131) and December (128), this is 15% higher than the average number of referrals year to date (111), an indication of winter pressures.
- The number of Mental Health delays has impacted significantly on Berkshire Healthcare Foundation Trust (BHFT) delays.
- There have been some delays in decision making by Clinical Commissioning Group (CCG) partners which has been escalated at the Directors of Adult Social Care and Health Partners (RBH, BHFT and CCG) across the West of Berkshire (Wokingham, Reading and West Berkshire) meeting.
- A number of Health delays from RBH relate to Neuro-rehabilitation; the CCG is commissioning additional beds from Circle Hospital to assist with capacity.

- Most of the additional social care/joint delays are due to:
 - Sourcing appropriate residential/nursing placements for complex individuals. (5 individuals sourcing residential/nursing that are social care responsibility and equates to 39 days)
 - Sourcing care at home through JCP – 82 days, relates to 16 people (many only 1 or 2 days delayed).

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

As above

FINANCIAL IMPLICATIONS:

Managing Transfers of Care is a statutory responsibility of Local Authorities. We continue to use BCF and some ASC funds to support this. Use of BCF funding is agreed at integration board.

SERVICE PLAN UPDATES REQUIRED:

Updates to how DToC is reported will be dependent on DH requirements for reporting DToC next reporting year. The methodology in the BCF utilised for 2018/19 (including targets set) was defined by DH. We have asked for earlier clarity.

STRATEGIC ACTIONS REQUIRED:

We have already informed Members and senior management.

The service is providing regular updates to Overview and Scrutiny Committee.

John Ashworth/Gary Lugg		Development and Planning				Q3 2018/19	RED			
Indicator Ref: CBO1dp04 and CBO1dp05		% 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				Type: %+				
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity		
			Q1	Q2	Q3	Q4				
RAG	★ (lower targets)	★ (lower targets)	◆	■	■		88% 85%	Higher is better		
Major planning applications										
Qrtly outturn	-	-	(16/20) 80%	(14/22) 63.6%	(19/24) 79.2% (E)					
YTD outturn	(65/68) 75.6%	(81/103) 78.6%	(16/20) 80%	(30/42) 71.4%	(49/66) 74.2% (E)					
Minor planning applications										
Qrtly outturn	-	-	(65/91) 71.4%	(55/78) 70.5%	(78/106) 73.6% (E)					
YTD outturn	(329/437) 75.3%	(323/433) 74.6%	(65/91) 71.4%	(120/169) 71%	(198/275) 72% (E)					
REASON FOR RED:										
<p>Development Control (DC) have historically achieved the targets for Major, Minor and Other planning applications. The targets were set at a level agreed with the Planning Service Customer Panel, the Development Industry Forum (DIF) that allowed time for negotiation and amendment with a view to gaining approval rather than face a refusal and the need to re-submit an application. As part of the New Ways of Working review it was noted that the local performance targets were below other similar Local Planning Authorities. It was therefore 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 in quarter 2 it is likely it will be difficult to achieve the new higher target for the full year.</p>										
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:										
The team has been advised of the change and procedures updated. Performance will be monitored and is on track to achieve the new higher performance targets in Q4.										
FINANCIAL IMPLICATIONS: None										
SERVICE PLAN UPDATES REQUIRED: None										
STRATEGIC ACTIONS REQUIRED: None										

John Ashworth / Gary Lugg			Development and Planning				Q3 2018/19	RED
Indicator Ref: CBO5dp14			% of people presenting as homeless where the homelessness has been relieved or prevented				Type: %+	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	◆	◆	■			
Qrtly outturn	-	-	54/70 (77.1%) 35/59 (59.3%) Total – 89/129 (68.9%)	33/71 (46.5%) 42/64 (65.6%) Total – 75/135 (55.6%)	14/75 (18%) 21/49 (42%) Total – 35/124 (28.2%)		75%	Higher is better
YTD outturn	-	-	54/70 (77.1%) 35/59 (59.3%) Total – 89/129 (68.9%)	87/141 (61.7%) 77/123 (62.6%) Total – 164/264 (62.1%)	101/216 (46.8%) 98/172 (57%) Total – 199/388 (51.3%)			
REASON FOR RED:								
<p>The Homelessness Reduction Act (HRA) came into force on 3 April 2018 and significantly changed the council's obligations towards households approaching for housing advice. This has meant that the volume of people coming into the office to receive Personal Housing Plans has increased. The data reflects the prevention duty of 56 days and relief duty of 56 days. It may not have been possible to prevent homelessness in the first quarter if someone approaches towards the end of the quarter, so those cases will roll over to the next quarter. The results for Quarter 3 are lower than anticipated and this is being investigated.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
Further research to understand why numbers are lower for this quarter.								
FINANCIAL IMPLICATIONS:								
If homelessness is not prevented, there could be financial costs due to placing more people in Bed and Breakfast.								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

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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: Quarter Three

Committee considering report:	Overview and Scrutiny Management Commission on 9 April 2019
Portfolio Member:	Councillor Anthony Chadley
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3563

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.
- 2.2 To approve the release of £609k from the Adult Social Care risk reserve and £203k from the Children and Family Services risk reserve to support the in-year overspend.

3. Implications

3.1 Financial:

The current financial forecast is an overspend of £250k against a net revenue budget £119.4m. The forecast position is after forecasting the impact of a corporate response to stop non-essential spend, releasing £500k of the risk management budget and releasing £812k from available risk reserves (subject to Executive approval).

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 Quarter Three forecast is an overspend of £250k, which is 0.2% of the net budget. The forecast position is after forecasting the impact of a corporate response to stop non-essential spend, releasing £500k of the risk management budget and releasing £812k from available risk reserves (subject to Executive approval).
- 4.3 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. At Quarter Three, £500k of this budget is proposed to be used to support the in-year overspend. The remainder will be returned to reserves.
- 4.4 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. The Quarter Three forecast of £250k, is after the proposed release of £812k from the risk reserves.
- 4.5 Summary Revenue Forecast

	Current Net Budget	Forecast (under)/over spend			Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
Adult Social Care	43,689	2,388	1,640	1,136	(504)
Children & Family Services	16,107	220	657	755	98
Corporate Director -	152	8	8	(1)	(9)
Education DSG funded	(444)	0	0	0	0
Education	8,963	152	(1)	(51)	(50)
Public Health & Wellbeing	252	0	0	0	0
Communities	68,719	2,768	2,303	1,840	(464)
Corporate Director -	179	0	0	0	0
Development & Planning	2,821	(114)	(232)	(236)	(4)
Public Protection & Culture	4,060	47	70	(11)	(81)
Transport & Countryside	23,877	70	(171)	(120)	51
Economy and Environment	30,937	3	(333)	(367)	(34)
Chief Executive	791	0	(75)	(77)	(2)
Commissioning	1,042	0	(46)	(46)	0
Customer Services & ICT	3,035	(3)	(104)	(98)	6
Finance & Property	3,229	(260)	(314)	(303)	11
Human Resources	1,472	0	(52)	(33)	19
Legal Services	1,066	0	(36)	(16)	20
Strategic Support	2,344	(17)	(40)	(40)	0
Resources	12,979	(280)	(667)	(613)	54
Capital Financing	10,476	0	0	(110)	(110)
Movement through Reserves	(4,452)	0	0	0	0
Risk Management	768	(1,200)	0	(500)	(500)
Capital Financing & Risk Management	6,792	(1,200)	0	(610)	(610)
Total	119,427	1,291	1,303	250	(1,054)

NB. Rounding differences may apply to nearest £k.

- 4.6 At Quarter three, the Communities Directorate is forecasting an overspend of £1.8m, with underspends of £367k in Economy and Environment, £613k in Resources, and £610k in Risk Management bringing the overall overspend down to £250k. Two services are forecasting overspends: Adult Social Care £1.1m and Children & Family Services £755k.
- 4.7 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. 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 in short term services, learning disability and improving Birchwood Care Home (staffing costs). At Quarter Three, it is proposed that £609k be released from the risk reserve.
- 4.8 In Children & Family Services, £500k of the forecast overspend is due to pressure in Child Care Lawyers. This is in part attributable to an unmet savings target and in part to four complex high court cases. The demand led placement budgets are reporting an overspend of £474k mainly in Residential Care, Independent Fostering Agencies' and Special Guardianship cost centres. At Quarter Three, it is proposed that £203k be released from the service risk reserve.
- 4.9 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. Adult Social Care has been tasked with identifying £500k mitigation strategies. Children & Family Services and the Education Service, have been tasked with identifying mitigation strategies of £200k each. A further £500k mitigation target was allocated to corporate services. £1.4m has now been identified and reported within the Directorates forecasts. A further £853k has been found from capitalising relevant expenditure.
- 4.10 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 Quarter Three £447k of risks are Red (9%), £689k Amber (13%) and £4.1m Green (78%).
- 4.11 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 £710k 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 £285k.

5. Proposals

- 5.1 To note the forecast position.
- 5.2 To approve the release of £609k from the Adult Social Care risk reserve and £203k from the Children and Family Services risk reserve to support the in-year overspend.

6. Conclusion

- 6.1 The Council is facing an in year overspend of £250k against a net revenue budget of £119.4 million, which is 0.2% of the net budget. The main driver of this is a £1.1m overspend in Adult Social Care and a £755k overspend in Children and Family Services. 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 position down. 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.

7. Appendices

- 7.1 Appendix A – Data Protection Impact Assessment
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Supporting Information
- 7.4 Appendix D – Summary Revenue Forecast 2018/19
- 7.5 Appendix E – Savings and Income Generation Programme Risk Items
- 7.6 Appendix F – Budget Changes
- 7.7 Appendix G – Employee Costs

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:	Finance and Property
Team:	Accountancy
Lead Officer:	Melanie Ellis
Title of Project/System:	Q3 Financial Performance
Date of Assessment:	23/8/18

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 Executive to make:	No decision.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	
Name of assessor:	Melanie Ellis
Date of assessment:	23/8/18

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

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

2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age		
Disability		
Gender Reassignment		
Marriage and Civil		

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

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

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

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

4 Identify next steps as appropriate:	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name:

Date:

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

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2018/19 Revenue Financial Performance: Quarter Three – 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 Quarter Three forecast is an over spend of £250k, which is 0.2% of the net budget. The forecast position is after forecasting the impact of a corporate response to stop non-essential spend, releasing £500k of the risk management budget and releasing £812k from available risk reserves (subject to Executive approval).
- 1.2 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. At Quarter Three, £500k of this budget is proposed to be used to support the in-year overspend. The remainder will be returned to reserves.
- 1.3 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. The Quarter Three forecast of £250k, is after the proposed release of £812k from the risk reserves.
- 1.4 At Quarter three, the Communities Directorate is forecasting an overspend of £1.8m, with underspends of £367k in Economy and Environment, £613k in Resources, and £610k in Risk Management bringing the overall overspend down to £250k. Two services are forecasting overspends: Adult Social Care £1.1m and Children & Family Services £755k.
- 1.5 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. 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 in short term services, learning disability and improving Birchwood Care Home (staffing costs). At Quarter Three, it is proposed that £609k be released from the risk reserve.
- 1.6 In Children & Family Services, £500k of the forecast overspend is due to pressure in Child Care Lawyers. This is in part attributable to an unmet savings target and in part to four complex high court cases. The demand led placement budgets are

reporting an overspend of £474k mainly in Residential Care, Independent Fostering Agencies’ and Special Guardianship cost centres. At Quarter Three, it is proposed that £203k be released from the service risk reserve.

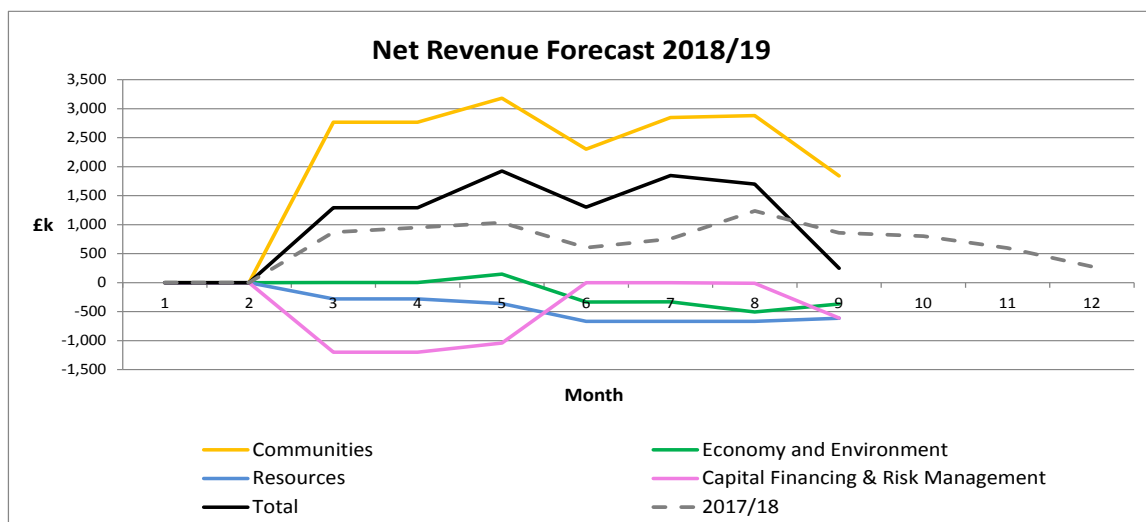
- 1.7 A decision has been taken corporately to slow expenditure in the remainder of the current financial year as a corporate response to the Adult Social Care overspend. Adult Social Care has been tasked with identifying £500k mitigation strategies. Children & Family Services and the Education Service, have been tasked with identifying mitigation strategies of £200k each. A further £500k mitigation target was allocated to corporate services. £1.4m has now been identified and reported within the Directorates forecasts. A further £853k has been found from capitalising relevant expenditure.

2. Changes to the 2018/19 Budget

- 2.1 The Council set a revenue budget of £119.4million for 2018/19. During the year budget changes may be approved as per the approval limits in the Council’s Financial Regulations. Budget increases occur when budgets are brought forward from the previous year as a result of requests that are approved at year end, after the original budget has been set in early March. These budget changes are submitted to the Finance and Governance Group (FAGG) and must meet certain criteria to be approved. Other reasons for in year budget changes include drawing from reserves to support specific projects or to cover risks that have arisen and have previously been provided for. Budget changes are reported on a quarterly basis.
- 2.2 Appendix F shows the budget changes requiring Executive approval. At Quarter Three the items requiring approval are the release of £812k form service risk reserves.

3. Summary Revenue Forecast 2018/19

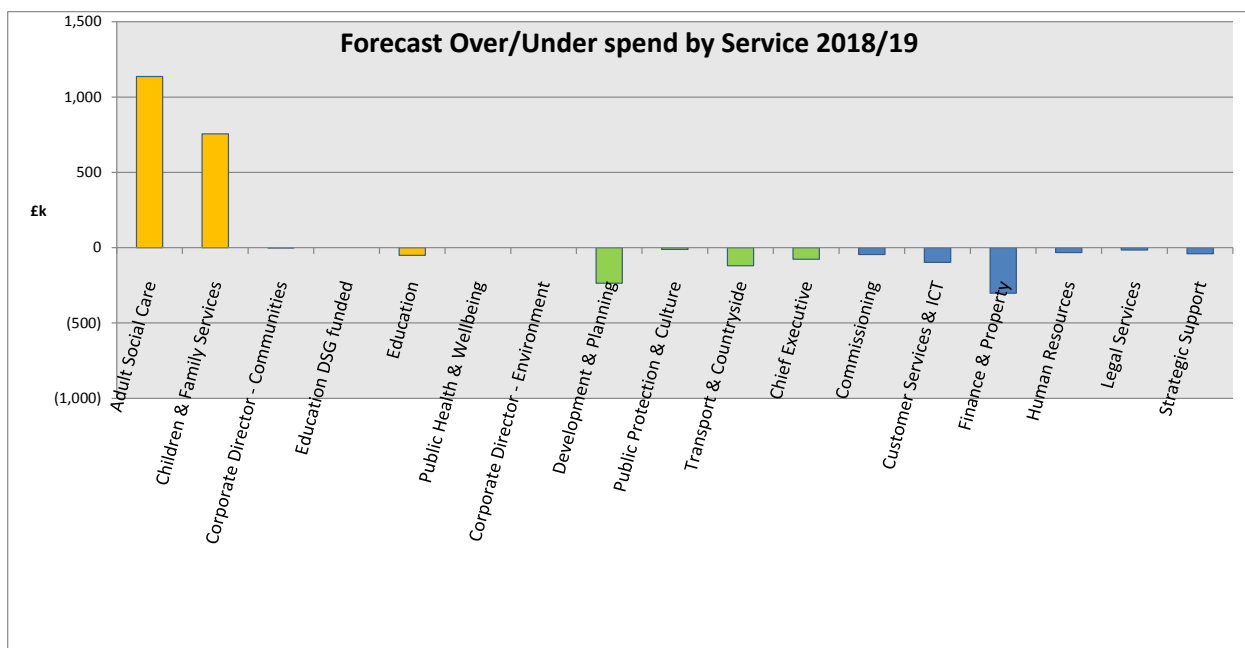
- 3.1 The Quarter Three forecast is an overspend of £250k, which is 0.2% of the net budget. Prior to the proposed use of the risk management budget of £500k and release of service risk reserves of £812k, the forecast overspend would be £1.6m.



3.2 Summary Revenue Forecast by Service

	Current Net Budget	Forecast (under)/over spend			Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
Adult Social Care	43,689	2,388	1,640	1,136	(504)
Children & Family Services	16,107	220	657	755	98
Corporate Director -	152	8	8	(1)	(9)
Education DSG funded	(444)	0	0	0	0
Education	8,963	152	(1)	(51)	(50)
Public Health & Wellbeing	252	0	0	0	0
Communities	68,719	2,768	2,303	1,840	(464)
Corporate Director -	179	0	0	0	0
Development & Planning	2,821	(114)	(232)	(236)	(4)
Public Protection & Culture	4,060	47	70	(11)	(81)
Transport & Countryside	23,877	70	(171)	(120)	51
Economy and Environment	30,937	3	(333)	(367)	(34)
Chief Executive	791	0	(75)	(77)	(2)
Commissioning	1,042	0	(46)	(46)	0
Customer Services & ICT	3,035	(3)	(104)	(98)	6
Finance & Property	3,229	(260)	(314)	(303)	11
Human Resources	1,472	0	(52)	(33)	19
Legal Services	1,066	0	(36)	(16)	20
Strategic Support	2,344	(17)	(40)	(40)	0
Resources	12,979	(280)	(667)	(613)	54
Capital Financing	10,476	0	0	(110)	(110)
Movement through Reserves	(4,452)	0	0	0	0
Risk Management	768	(1,200)	0	(500)	(500)
Capital Financing & Risk Management	6,792	(1,200)	0	(610)	(610)
Total	119,427	1,291	1,303	250	(1,054)

NB. Rounding differences may apply to nearest £k.



3.3 The main service driving the over spend is Adult Social Care with a forecast over spend of £1.1m (3%) against a budget of £44m. 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.

4. In Year Savings Programme

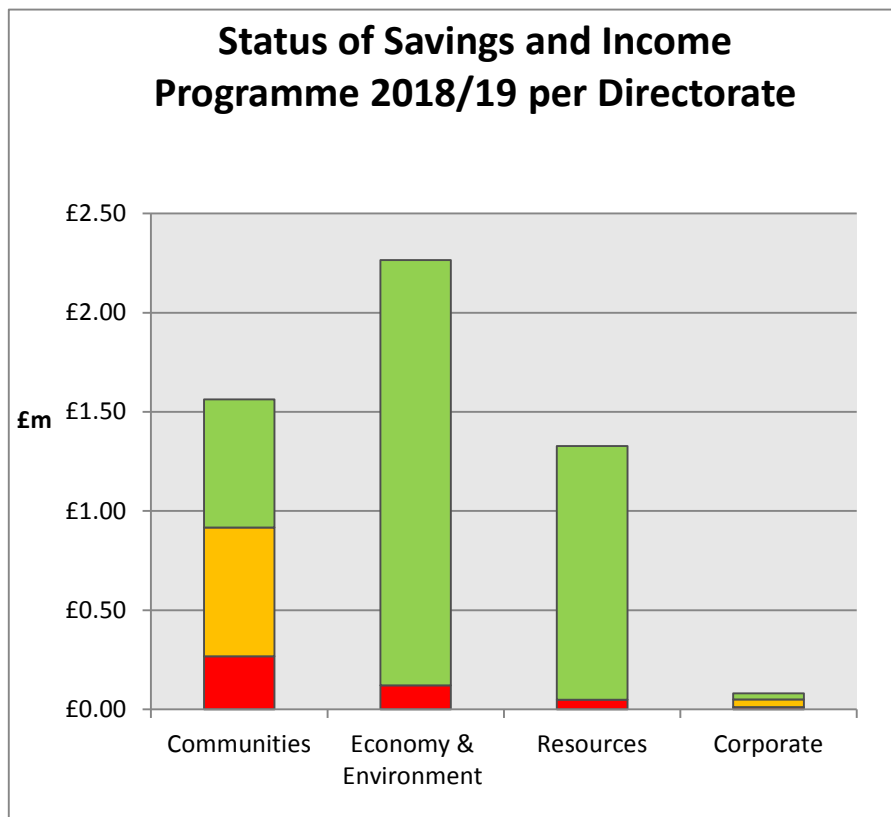
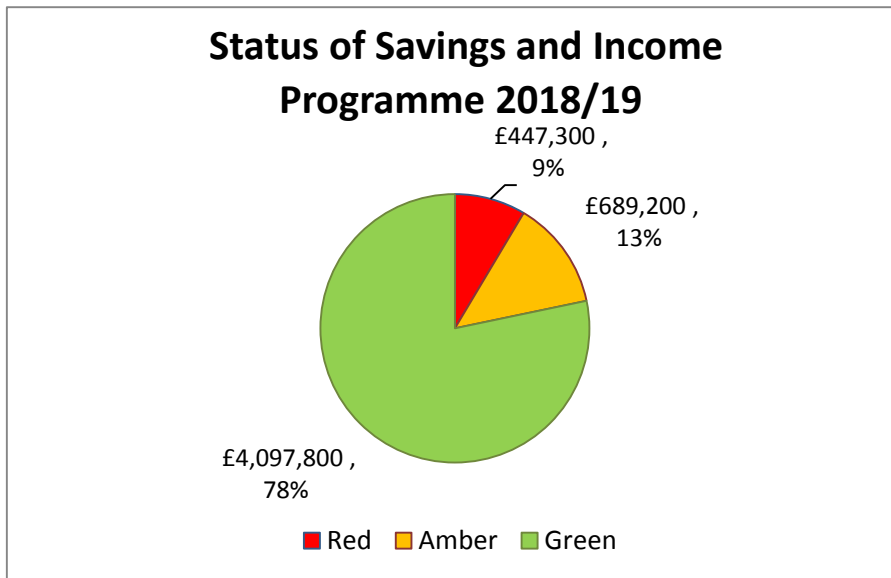
4.1 A decision has been taken corporately to slow expenditure in the remainder of the current financial year as a corporate response to the Adult Social Care overspend. Adult Social Care has been tasked with identifying £500k mitigation strategies. Children & Family Services and the Education Service, have been tasked with identifying mitigation strategies of £200k each. A further £500k mitigation target was allocated to corporate services.

4.2 £1.4m has now been identified and reported within the Directorates forecasts, with a further £850k found from capitalisation of relevant activity. Progress to date is shown in the following table:

In Year Savings 2018/19						
Directorate	Service	Actual at M9 £000	In Progress £000	Total £000	Capital £000	Total £000
Communities	Adult Social Care	215		215	350	565
	Childrens and Family Services	200		200		200
	Corporate Director - Communities			0		0
	Education (DSG Funded)			0		0
	Education	150		150	50	200
	Public Health & Wellbeing		25	25		25
	Total		565	25	590	400
Economy & Environment	Corporate Director - Environment			0		0
	Development and Planning	104		104	55	159
	Public Protection and Culture	15		15	95	110
	Transport and Countryside	105		105	303	408
	Total	224	0	224	453	677
Resources	Chief Executive	77		77		77
	Commissioning	46		46		46
	Customer Services and ICT	104	5	109		109
	Finance and Property	126	0	126		126
	Human Resources	32	18	50		50
	Legal Services	133	0	133	TBC	133
	Strategic Support	41	0	41		41
	Total	559	23	582	0	582
Total		1348	48	1396	853	2249

5. 2018/19 Savings and Income Generation Programme

5.1 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:



5.2 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 £645k Green, £650k Amber and £267k Red.

Corporate Director:

£61k of savings relating to income and efficiency targets assigned to the former Prevention & Safeguarding Service are Red. The target has been reallocated as an efficiency target against the Communities Corporate Director cost centre. The directorate is reviewing alternative options for delivery of the savings target, but it is unlikely that the target will be achieved and a pressure bid has been submitted for 2019/20.

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. 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. provider rate increases, 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 as it is not on track to deliver. This is mostly due to particularly complex West Berkshire cases before the Family Court this year.

Placements management (family safeguarding), £200k, is forecast as Amber. As the Placement budget is overspent there is a risk the savings target will not be fully achieved in year.

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 red as there is a high risk of the saving not being achieved due to income generation plans not being implemented yet and subsequent increase in demand for WBC children requiring respite care has filled these beds. The shortfall can be covered off against the bottom line underspend for this financial year only and going forward it will need to be addressed as to whether the income target is realistically achievable.

All other savings are expected to be achieved.

Public Health & Wellbeing:

Public Health & Wellbeing services 2018/19 budget was built with a £333k of savings & income generation programme.

Income generation of £29k is red due to traded services implementation being delayed. Needle Exchange, £5k, and SRCL Waste, £2k, are flagged as red due to the savings not be feasible to be fulfilled. These savings will be offset by underspends on dual diagnosis nurse.

All other savings are expected to be achieved.

5.3 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 £2.14m Green and £121k Red.

Transport and Countryside:

The target net increase in penalty charges income of £46k is Red as considerable difficulty in recruiting Civil Enforcement Officers has resulted in reduced income from penalty charges. There has been no increased income from on street parking charges as this savings proposal was not pursued. Additional car parking fees built into the budget for 2018/19 of £75k is Red as external power supply problems, vandalism of, and theft from parking equipment, fewer enforcement resources than anticipated and struggling retail centres has had an adverse impact on income.

5.4 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:

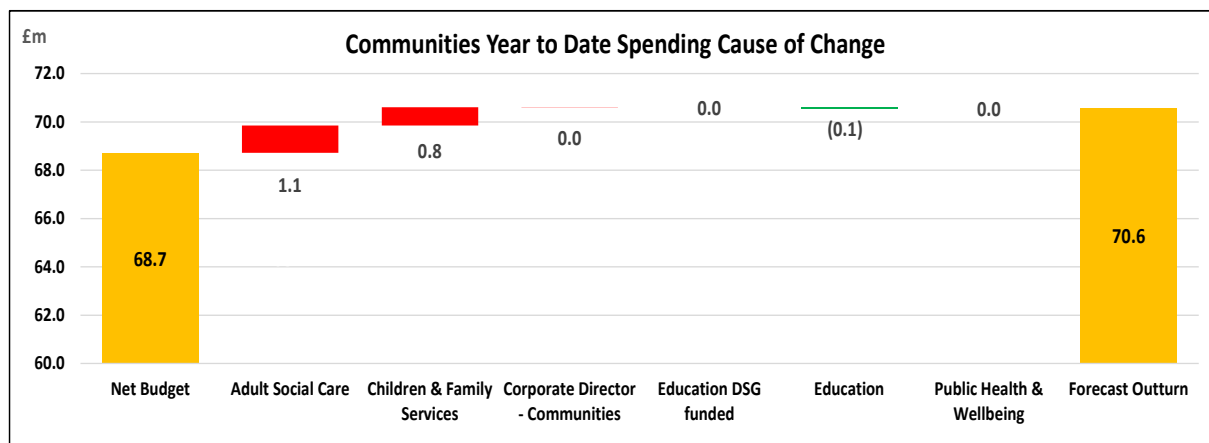
There is a £68k income target for the graphics team of which £48k is expected to be Red. This is due to reduced internal demand for the services of the imagery and graphics design team which is expected to realise only £20k of the anticipated £68k income. A pressure bid of £48k has been submitted for the 2019/20 budget. 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.

6. Communities Directorate Quarter Three Review

Communities	Current Net Budget	Forecast (under)/over spend			Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
Adult Social Care	43,689	2,388	1,640	1,136	(504)
Children & Family Services	16,107	220	657	755	98
Corporate Director - Communities	152	8	8	(1)	(9)
Education DSG funded	(444)	0	0	0	0
Education	8,963	152	(1)	(51)	(50)
Public Health & Wellbeing	252	0	0	0	0
Communities	68,719	2,768	2,303	1,840	(464)

6.1 The forecast revenue over spend for the Communities Directorate is £1.8million against a net budget of £68.7million. The services driving the overspend are shown in the following graph:



6.2 Two services are forecasting year end overspend positions as at Quarter Three: Adult Social Care £1.1 and Children and Family Services £0.75m. At Quarter Three, it is proposed to release £609k from the Adult Social Care risk reserve and £203k from the Children and Family Services reserve. Across both 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 and a further financial pressure has been identified relating to the Children and Family Service’s Childcare Lawyers budget.

(1) Adult Social Care

There remain three areas of ongoing pressure: Long Term commissioning, Short Term commissioning and Provider Services.

Long Term Commissioning

The cost of commissioning Long Term client packages from external provider’s remains a major concern. Supplier inflation rates have increased consistently and in many cases well in excess of the assumed inflation rate of 3% on which the current

year budget was based. Every primary support reason (PSR) is forecast to be overspent for this Financial Year.

The most significant commissioning overspend is within Learning Disability (age group 18-64 years drives most of this variance) at £800k. Mental Health and Memory & Cognition services for the +65's age group also remain an area under pressure within Long Term commissioning.

Demand for Long Term care this year has increased significantly and remains higher than forecast in the ASC model.

Short Term Commissioning

The main area of overspend in the Short Term Commissioning Forecast remains in Physical Support and Learning Disabilities and are due to year to date changes to care packages and increased use of short term residential care (largely driven by the self-imposed embargo on the use of Birchwood), which is used for respite care giving families a break that hopefully means that they continue to provide the bulk of ongoing care. The Adult Social Care service works very hard to minimise the number of clients going on to long term services as per the Delivering Care Differently strategy, and that can often mean putting in short term help which we hope mitigates costs further down the line.

Provider Services

Birchwood Care Home is £841k overspent as at Quarter Three. Additional staffing requirements (agency) to support improved service delivery at the home and the continuation of higher levels of agency staffing than planned (versus permanent employees) drive this increase. However, after lifting the Birchwood embargo, we are now working towards increasing Birchwood capacity back up to its optimal level (one/two new client per week). The forecast takes account of the return to full occupancy and will be an area of overspend at year end. A pressure bid has been made for 2019/20 to ensure there is sufficient budget going forwards.

The remainder of our In House care homes remains below budget for this year, we are seeing some cost increases in Month Nine, driven mainly by staffing issues. We are continuing to monitor this area closely.

Mitigation strategies have been under review to address the pressures identified in the commissioning budget. As of Quarter Three, Adult Social care identified £215k against a £500k mitigation target. Main savings identified so far are from holding posts vacant, client package reviews and holding discretionary spend. No further mitigation strategies have currently been identified for this financial year. However the service have been working on further revenue savings and approval has now been obtained for the partial capitalisation of the Occupational Therapists salaries (74% of their time results in equipment installation which is treated as a capital investment.) This change represents a favourable adjustment to this year's forecast of £350k.

Therefore overall ASC has now delivered an in year cost reduction of £565k. This number, whilst higher than our original mitigation target, has been delivered in a different way than originally planned. We are continuing to deliver more in year savings and anticipate that the full year cost reduction will further increase.

(2) Children and Family Services

Children and Family Services is forecasting a £755k overspend against budget at Quarter Three. The overspend is mainly due to Child Care Lawyers cost, placement budgets and child protection teams.

Child care lawyers are overspent by £500k which is due to four complex high costs cases and we are awaiting further information from Reading Borough Council on an updated schedule of current costs. Childcare lawyer costs are incurred when applying for Court Orders to safeguard a child. The 18/19 budget for Child Care lawyers is £425k and this includes a £200k saving target to reduce child care lawyers' costs which is not achieved. Subsequently, the current forecast spend is £925k subject to further information to be received.

The placement budgets are overspent by £474k mainly in Residential Care, Independent Fostering Agencies' and Special Guardianship cost centres. The increase in cost is driven by demand which fluctuates during the year.

Child protection teams are overspent by £51k primarily due to recruitment issues which has resulted in agency cover to manage vacancies and sabbaticals.

Mitigation strategies are currently under review to address the pressures identified in Children & Family Services.

In year savings of £200k have been identified to mitigate the overspend in prior months and this has been included in the service forecast. Savings have been found from not filling vacant posts, and from holding supplies and services budgets.

(3) Education

The Education Service is forecasting to be £51k underspent as at Quarter Three. There is a significant underspend on Home to School Transport cost centres, £210k which is due to better than anticipated saving being achieved through the Transport Review group and management strategy cost centres are underspent by £65k.

The underspend has been to some extent offset by overspends in Disabled Children budgets specifically in residential placements, £86k, and adjustments in community care packages, £72k. The Disability Support Team is overspent by £96k due to demand led constraints on resources.

In year savings of £200k have been identified to mitigate the overspend in prior months and have been included in the service forecast. Savings have been found from freezing posts, capitalisation and receipt of grant.

The Education risk reserve is £279k for 2018/19. The residential placement costs are over spend, £86k, which relates to identified risks therefore the risk reserve could be utilised to offset the over spend, should Members decide to do so. However, if the reserve were used, Education Services would forecast to be underspent at year end, so there are no plans to release the reserve. The forecasting assumptions and risk register will continue to be monitored until the end of the financial year

(4) Public Health & Wellbeing

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

7. Economy & Environment Directorate Quarter Three Review

Economy and Environment	Current Net Budget £000	Forecast (under)/over spend			Change from Last Quarter £000
		Quarter One £000	Quarter Two £000	Quarter Three £000	
Corporate Director - Environment	179	0	0	0	0
Development & Planning	2,821	(114)	(232)	(236)	(4)
Public Protection & Culture	4,060	47	70	(11)	(81)
Transport & Countryside	23,877	70	(171)	(120)	51
Economy and Environment	30,937	3	(333)	(367)	(34)

The Directorate is currently forecasting a £367k under spend against a budget of £30.9m. Of this £407k relates to expenditure to be capitalised in year.

(1) Development and Planning

The service is forecasting an under spend of £236k. This is largely due to salary and associated savings in Development Control, savings in Housing as a result of project delays, and capitilisation.

(2) Public Protection & Culture

The service is forecasting an underspend of £11k. The costs of acquiring and bringing into use library books for all of the councils libraries is being capitalised and funded initially from developer’s contributions. This saving is estimated to be £95k in 2018/19. Without this, the Service would be forecasting an over spend of £84k. This is mainly due to:

- Mop up costs associated with two functions that have now ceased - Activity Team and the Duke of Edinburgh scheme £41k.
- Salary costs associated with libraries are expected to be in excess of target by £9k. There is a risk reserve associated with this service of £90k.
- The overall leisure net budget is expected to be exceeded by £36k, this is mainly due to the level of third party contributions. There is a risk reserve associated with this service of £50k, but as the service is underspent, there are no plans to release the reserve.

(3) Transport and Countryside

The service is forecasting an underspend of £120k, after capitalisation of highways revenue expenditure. Without this, the service would be forecasting an over spend of £193k. The main pressures are as follows:

- Winter maintenance budgets are expected to be overspent by £73k. There is a risk reserve of £75k associated with this service, but as the service is underspent, there are no plans to release the reserve.
- The significant forecast pressure of £135k in the parking budget reported at Q2 has increased to £229k at Q3. The main factor that has led to this worsening of the end of year estimate is income continuing to be below expectations. Sales for customer parking had been expected to pick up in the period leading up to Christmas as in previous years but this has not been the case. This reflects national trends and the difficulties being experienced by retail centres under the pressures of the online offer. In addition there has been a serious problem in recruiting Civil Enforcement Officers despite multiple attempts to recruit them with numbers being down by 3 or 4 all year. This has resulted in income from Penalty Charge Notices being significantly down. Expenditure will be held back to essential items only to limit the net pressure but the expectation is that this pressure will not reduce.

Savings from traffic £55k, management £25k, waste £14k and countryside team £15k goes some way to mitigating these pressures in-year.

8. Resources Directorate Quarter Three Review

Resources	Current Net Budget	Forecast (under)/over spend			Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	
	£000	£000	£000	£000	£000
Chief Executive	791	0	(75)	(77)	(2)
Commissioning	1,042	0	(46)	(46)	0
Customer Services & ICT	3,035	(3)	(104)	(98)	6
Finance & Property	3,229	(260)	(314)	(303)	11
Human Resources	1,472	0	(52)	(33)	19
Legal Services	1,066	0	(36)	(16)	20
Strategic Support	2,344	(17)	(40)	(40)	0
Resources	12,979	(280)	(667)	(613)	54

- 8.1 The Directorate is forecasting a £613k underspend against a budget of £13m.
- 8.2 The main area of underspend is in Finance and Property. 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.
- 8.3 Additional pressures arising in Quarter Three, have resulted in the overall forecast underspend falling by £54k from last quarter. The main changes are:
- Legal services – increase in overspend on disbursements budget £53k, taking the overall overspend to £129k. The budget is primarily used to fund the costs of external lawyers who are instructed to represent the Council in matters that are before the higher courts.
 - Finance – increased property cleaning and maintenance costs £13k, loss of rental income at West Point £20k

- Customer Services and ICT – internal capital costs of financing new guillotine £10k

8.4 Additional savings of £0.1m have been found toward the corporate slow down.

9. Risks

9.1 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 risk reserves are based on service risk registers. The reserves can be released if the named risks arise, subject to member approval. At Quarter Three, it is proposed to release £812k as per the table below.

Risk Reserve Summary	Reserve Balance 1.4.2018	Change to level of Reserve	Current Reserve Balance	Risks proposed to be funded	Risk Reserve balance 31.03.2019
Service	£000	£000	£000	£000	£000
Adult Social Care	881	719	1,600	-609	991
Children & Family Services	38	377	415	-203	212
Education	0	279	279	0	279
Leisure	0	50	50	0	50
Libraries	0	90	90	0	90
Transport & Countryside	0	75	75	0	75
Legal Services	50	0	50	0	50
Total	969	1,590	2,559	-812	1,747

9.2 Communities: In Adult Social Care, risks identified on the risk register have arisen relating to care home resourcing, inflation, higher package costs, continuing health care losses and transfer of care costs. Children & Family Services and Education risks that have materialised relate to placement costs.

9.3 Economy and Environment: The Leisure risk reserve was built to support a reduced amount of third party contributions. A Transport and Countryside risk reserve of £224k was created last year for winter gritting costs. This was fully utilised. The reserve has been established at £75k this year to cover unbudgeted costs that may arise this coming winter. Other potential and ongoing budget risks in Transport & Countryside include draw downs on the Emergencies budget – the nature of this area means that outturn is difficult to predict and pressures unavoidable. As the Directorate is underspent, there is no proposed use of risk reserves.

9.4 Resources: The legal disbursements budget is currently forecasting an overspend of £129k for 2018/19. This overspend is largely due to the adverse decision in the LRIE Court of Appeal case and the cost of a number of planning inquiries. The overspend includes the abortive costs in respect of one planning inquiry which was due to take place last year, but which was adjourned until January 2019 as a result of the late service of evidence by a 3rd party. A risk reserve of £50k which was not utilised in 2017/18 is available to support the disbursements budget. Other potential and ongoing budget risks in legal services include ongoing and future legal challenges and Judicial Reviews and increases in the number of planning inquiries. As the Directorate is underspent, there is no proposed use of risk reserves.

10. Transformation Funding

10.1 The Transformation Reserve was established in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTF5 and to invest in strategies that will bring future benefits to the organisation. Funds have so far been allocated as shown in the table:

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/Env	SSU/PPC	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
Resources	F&P	Digital transformation Revs and Bens	-147
Resources	Legal	Shared service advice	-16
Resources	Commissioning	Invest to save posts in commissioning	-42
Communities	ASC	Review of care packages	-150
Communities	ASC	Assistive Technology	-142
		Total awarded 2018/19	-710
		Closing Balance 31.3.19	285

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

11. Dedicated Schools Grant – Quarter Three Review

11.1 The Dedicated Schools Grant (DSG) is a ring fenced specific grant which can only be spent on school/pupil activity as set out in The School and Early Years Finance (England) Regulations 2018.

11.2 The 2018/19 DSG allocation is £129m. This includes £35.5m which funds Academies and post 16 high needs places and is paid direct by the Education and Skills Funding Agency (ESFA). The remaining grant, after any actual brought forward over spend, is £92.8m.

11.3 The DSG budget for 2018/19 was built with a planned over spend of £464k. At Quarter Three there is a forecast overspend of £499k, which is £35k greater than planned. The overspend has reduced by £395k from Quarter Two, largely as a

result of additional High Needs funding of £380k, in recognition of the cost pressures being experienced in this area.

12. Proposals

- 12.1 To note the forecast position.
- 12.2 To approve the release of £609k from the Adult Social Care risk reserve and £203k from the Children and Family Services risk reserve to support the in-year overspend.

13. Conclusion

- 13.1 The Council is facing an in year overspend of £250k against a net revenue budget of £119.4 million, which is 0.2% of the net budget. The main driver of this is a £1.1m overspend in Adult Social Care and a £755k overspend in Children and Family Services. 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 position down. 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.

Subject to Call-In:

Yes: No:

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

- MEC – Become an even more effective Council**

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

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

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2018/19 Summary Revenue Forecast: Quarter Three

Appendix D

	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	43,689,440	60,561,070	62,511,170	1,950,100	-16,871,630	-17,685,660	-814,030	1,136,070
Childrens and Family Services	14,620,710	16,106,760	18,201,430	19,433,180	1,231,750	-2,094,670	-2,571,290	-476,620	755,130
Corporate Director - Communities	208,190	151,790	151,790	150,830	-960	0	-190	-190	-1,150
Education (DSG Funded)	-444,000	-444,000	102,385,900	102,592,410	206,510	-102,829,900	-103,036,410	-206,510	0
Education	8,264,500	8,962,600	11,924,950	11,610,310	-314,640	-2,962,350	-2,698,380	263,970	-50,670
Public Health & Wellbeing	-80,000	252,540	6,231,140	6,231,140	0	-5,978,600	-5,978,600	0	0
Communities	64,180,040	68,719,130	199,456,280	202,529,040	3,072,760	-130,737,150	-131,970,530	-1,233,380	1,839,380
Corporate Director - Environment	171,120	179,570	179,570	179,570	0	0	0	0	0
Development and Planning	2,564,890	2,820,800	5,094,150	4,901,150	-193,000	-2,273,350	-2,316,470	-43,120	-236,120
Public Protection and Culture	3,719,900	4,059,770	9,313,780	8,862,580	-451,200	-5,254,010	-4,813,270	440,740	-10,460
Transport and Countryside	23,279,940	23,876,720	33,391,110	32,974,420	-416,690	-9,514,390	-9,217,850	296,540	-120,150
Environment	29,735,850	30,936,860	47,978,610	46,917,720	-1,060,890	-17,041,750	-16,347,590	694,160	-366,730
Chief Executive	765,640	790,960	790,960	714,460	-76,500	0	0	0	-76,500
Commissioning	752,300	1,041,580	7,328,120	7,282,260	-45,860	-6,286,540	-6,286,540	0	-45,860
Customer Services and ICT	3,056,630	3,035,040	3,905,810	3,756,230	-149,580	-870,770	-818,730	52,040	-97,540
Finance and Property	3,166,980	3,229,450	45,236,010	45,183,010	-53,000	-42,006,560	-42,257,060	-250,500	-303,500
Human Resources	1,349,430	1,472,590	1,990,490	1,900,000	-90,490	-517,900	-460,910	56,990	-33,500
Legal Services	1,006,290	1,065,790	1,196,050	1,279,320	83,270	-130,260	-229,890	-99,630	-16,360
Strategic Support	2,181,970	2,343,600	2,793,930	2,766,040	-27,890	-450,330	-462,440	-12,110	-40,000
Resources	12,279,240	12,979,010	63,241,370	62,881,320	-360,050	-50,262,360	-50,515,570	-253,210	-613,260
Capital Financing & Management	10,359,130	10,475,690	10,983,370	10,973,370	-10,000	-507,680	-607,680	-100,000	-110,000
Movement Through Reserves	-117,000	-4,451,790	-4,451,790	-4,451,790	0	0	0	0	0
Risk Management	2,989,890	768,250	768,250	268,250	-500,000	0	0	0	-500,000
Capital Financing and Risk Management	13,232,020	6,792,150	7,299,830	6,789,830	-510,000	-507,680	-607,680	-100,000	-610,000
Total	119,427,150	119,427,150	317,976,090	319,117,910	1,141,820	-198,548,940	-199,441,370	-892,430	249,390

2018/19 Savings and Income Generation Programme: Risk items

Appendix E

Directorate	Service	Description	Category	£	RAC	Explanation of Red/Amber
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. A pressure bid has been made for 19/20.
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.
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.
Communities	Corporate Director	Trading expertise for the conduct of Family Group Conference	Income	6,000	Red	Unachievable as the expert who this saving was attached to is no longer at WBC.
Communities	Adult Social Care	Transforming lives - delivering care to existing clients with complex needs differently	Efficiency	175,000	Amber	Now titled Delivering Care Differently. This work stream involves targeted reviews of clients to look at how they can be supported differently, reducing the cost of the care package but still have their needs met. It includes a project working with individuals and care providers to focus on reducing the use of double-handed through provision of equipment, increasing the use of assistive technology and changes to the care setting.
Communities	Adult Social Care	New Ways of Working	Transformation	225,000	Amber	Now titled Three Conversation Model. 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 6%. 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.
Communities	Adult Social Care	Establish a framework for S12 specialist GPs for Deprivation of Liberty safeguards for ASC	Efficiency	6,000	Red	Unlikely to be achieved this financial year
Communities	Children & Family Services	Placements demand mgt/Family Safeguarding/lower cost placements	Transformation	200,000	Amber	Placement budgets are forecast to be overspent driven by demand. There is a risk the savings target which will not be fully achieved in year
Communities	Children & Family Services	Childcare Lawyers demand management	Transformation	200,000	Red	Childcare lawyer 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 difficult to predict future demand accurately, however there is an opportunity to better forecast costs particularly high cost cases by having the latest data on legal costs which we are working with Reading council on. Longer term there may also be the opportunity to procure legal services from a different provider.
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.
Economy & Environment	Transport & Countryside	Income targets for service budgets - car parks	Income	75,000	Red	External power supply problems, vandalism of, and theft from parking equipment, fewer enforcement resources than anticipated and struggling retail centres has had an adverse impact on income.
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.
Resources	Strategic Support	Income generation from 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 target for this service.
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 yet certain.
Corporate	Corporate	Corporate Digitisation Enablers	Transformation	10,800	Red	Delay in completing waste digitisation work has reduced possible full year resource savings by 30%

2018/19 Budget Changes

Appendix F

Service	Original Net Budget £000	Approved Budget B/F from 2017/18 £000	Changes not requiring approval £000	Approved by S151 & Portfolio Holder £000	Requiring Executive Approval £000	Current Net Budget £000	Explanation of Changes requiring approval
Adult Social Care	41,611	485	984		609	43,689	Release of risk reserve
Children and Family Services	14,621	887	396		203	16,107	Release of risk reserve
Corporate Director -	208		(56)			152	
Education DSG funded	(444)					(444)	
Education	8,264	446	253			8,963	
Public Health & Wellbeing	(80)	333				252	
Communities	64,180	2,151	1,577	0	812	68,719	
Corporate Director - Environment	171		8			179	
Development & Planning	2,565	94	162			2,821	
Public Protection & Culture	3,720		340			4,060	
Transport & Countryside	23,280	315	282			23,877	
Economy & Environment	29,736	409	792	0	0	30,937	
Chief Executive	766	27	(2)			791	
Commissioning	752		290			1,042	
Customer Services & ICT	3,057		(22)			3,035	
Finance & Property	3,167		62			3,229	
Human Resources	1,349	4	119			1,472	
Legal Services	1,006		60			1,066	
Strategic Support	2,182		162			2,344	
Resources	12,279	31	669	0	0	12,979	
Capital Financing & Management	10,359		117			10,476	
Movement through Reserves	(117)	(2,591)	(933)		(812)	(4,452)	Release of risk reserve
Risk Management	2,990		(2,222)			768	
Capital Financing & Risk Mgt	13,232	(2,591)	(3,038)	0	(812)	6,792	
Total	119,427	0	(0)	0	0	119,427	

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2018/19 Employee Expenditure: Quarter Three

Employee Costs	Last Years' Outturn £	Original Budget for 2018/19 £	Total Changes to Budget during 2018/19 £	Current Budget for 2018/19 £	Profiled Current Budget £	Exp/Inc to date £	Actual Variance £
Communities							
Salary costs	23,318,693	24,253,440	2,267,200	26,520,640	19,811,321	18,264,039	-1,547,282
Agency & Temporary Staff	3,346,024	2,983,090	-16,970	2,966,120	2,215,692	3,236,670	1,020,978
Other Costs	2,018,775	876,410	286,180	1,162,590	868,295	982,165	113,870
Total	28,683,492	28,112,940	2,536,410	30,649,350	22,895,308	22,482,874	-412,434
Economy & Environment							
Salary costs	13,268,065	13,835,180	930,150	14,765,330	11,030,915	10,617,457	-413,458
Agency & Temporary Staff	366,836	333,800	-174,970	158,830	117,946	513,842	395,896
Other Costs	517,850	447,450	8,760	456,210	333,449	289,740	-43,709
Total	14,152,751	14,616,430	763,940	15,380,370	11,482,310	11,421,039	-61,271
Resources							
Salary costs	11,686,960	12,450,780	640,420	13,091,200	9,779,856	8,573,011	-1,206,845
Agency & Temporary Staff	262,997	131,140	57,740	188,880	141,093	190,166	49,073
Other Costs	-58,494	66,110	-33,200	32,910	-19,885	-237,301	-217,416
Total	11,891,463	12,648,030	664,960	13,312,990	9,901,064	8,525,876	-1,375,188
Total							
Salary costs	48,273,718	50,539,400	3,837,770	54,377,170	40,622,092	37,454,507	-3,167,585
Agency & Temporary Staff	3,975,857	3,448,030	-134,200	3,313,830	2,474,731	3,940,678	1,465,947
Other Costs	2,478,131	1,389,970	261,740	1,651,710	1,181,859	1,034,604	-147,255
Total	54,727,706	55,377,400	3,965,310	59,342,710	44,278,682	42,429,789	-1,848,893

The chart shows the profiled budget to 31 December 2018, i.e. nine months' worth of budget. It should be noted that invoices will often be received in the month after the cost is incurred, so not all costs to date will be captured. Outstanding invoices will be accrued for as part of our year end closedown so there may be an increase in expenditure compared to budget at this point.

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Agenda Item 9.

Overview and Scrutiny Review Matrix

Review Topic: London Road Industrial Estate (LRIE)

Timescale:
Start:
Finish:

Review Rationale: To better understand the advice and guidance received in relation to the Council's decision when procuring a preferred partner for the London Road Industrial Estate (LRIE) development.

Terms of Reference:

1. To review the governance arrangements put in place by the Council to manage the LRIE development.
2. To review the advice and guidance received by the Council which resulted in the OJEU commissioning rules not being followed.
3. To better understand the cost of the initial advice and the subsequent cost of defending the Council's position in the High Court and Court of Appeal.
4. To review what lessons have been learnt from this case.

Review Membership:

Chairman: Councillor James Cole

Vice-Chairman:

Lead Officer: Andy Day

Information Required:

What is OJEU?

The "thresholds" are updated every two years. The current threshold for Local Authorities is £181,302.

Contract Rules of Procedure

Documents/Evidence:

Witnesses: Chief Executive
Head of Legal Services
Manager - Special Projects
Head of Finance

Desired Outcome:

To understand the advice and guidance received in relation to the Council's decision when procuring a preferred partner for the London Road Industrial Estate (LRIE) development.

Overview and Scrutiny Review Matrix

Review Topic: IT/Digital Transformation

Timescale:

Start:

Finish:

Review Rationale: Please see section below.

Background:

Structure of IT / Transformation

- IT Dept
 - IT as a function is designed to keep us safe and the lights on
 - Drive efficiency and reduce cost / risk
 - In simple terms it keep us safe and delivers services to council officers

- Digital Transformation
 - Enable new ways of working / encourage and support innovation
 - New ways of working create new risks – potentially involve cloud, need a different approach
 - Find new ways to engage residents / provide services beyond traditional approaches
 - Generate income
 - Transform services / outcomes for residents

Our current structure often requires IT time in order to facilitate Digital Transformation, this then has to compete with the priorities IT have above. Therefore, to get into the top 3 of the IT dept to do list and therefore get work done it either needs to be critical or someone has to move it to the top of the list.

Issue:

- New ways of working has surfaced a number of new initiatives that require time from the Digital team
- This will undoubtedly require time from the IT team as well
- Headcount is light in both teams, limited capacity to take on new work
- The New Ways of Working programme recommendations are potentially at risk and therefore the savings / income if we don't have the internal capabilities to develop the new services / solve the challenges

More generally there have been some changes to the way buying decisions are being made, we are now looking at suppliers and how much we buy from them in total and therefore re-negotiating contracts but last time I checked there wasn't a council wide strategy to move us towards a NWW vision in 5

years. We don't seem to have a master plan / vision that describes how the council will operate from a Digital capacity in that time and therefore what the benefits will be...

I'd like to understand

- Current structure of IT and DT and how we could improve this / are there plans to do this?
- Investment that will be needed to fulfil the NWW proposals – where is this coming from
- Timeframes around NWW – and options, e.g. under the current structure / funding we can deliver x number of projects per year vs if we invest Y we can do XX

If we don't make the investment what impact will this have on future savings / investment

Review Membership:

Chairman:

Vice-Chairman:

Lead Officer: Andy Day

Information Required:

Witnesses:

West Berkshire Council Forward Plan
10 May 2019 - 31 August 2019

Key:	C= Council
	DOD= Delegated Officer Decision
	EX= Executive
	GE= Governance and Ethics Committee
	ID= Individual Decision
	PC= Personnel 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
C3424	Monitoring Officer's Annual Report to the Governance and Ethics Committee – 2018/19 Year End	To provide an update on local and national issues relating to ethical standards and to bring to the attention of the Committee any complaints or other problems within West Berkshire.	C	01 May 2019			05/04/19	21/05/19 C	15/04/19 GE			Sarah Clarke	Resources	Corporate Services			No
C3615	Capital Strategy and Programme 2019/20 to 2021/22	To outline the three year Capital Strategy for 2019 to 2022, including the Minimum Revenue Provision (MRP) and to set out the funding framework for the Council's three year Capital Programme for 2019 to 2022.	C	01 March 2019	14/02/19 EX		26/02/19	05/03/19 C				Shannon Coleman-Slaughter	Resources	Finance, Transformation and Property		No	No
C3599	Appointment of and Allocation of Seats on Committees for the 2019/20 Municipal Year	To consider the appointment and allocation of seats on Committees for the next Municipal Year and to agree the Council's Policy Framework for 2018/19 as set out in Paragraph 6.1 of Appendix B.	C	01 May 2019			13/05/19	21/05/19 C				Moira Fraser	Resources	Leader of the Council and Strategy			
C3598	Appointment of the Executive by the Leader of the Council for the 2019/20 Municipal Year	The Leader to announce the composition of the Executive for the forthcoming Municipal Year.	C	01 May 2019			13/05/19	21/05/19 C				Moira Fraser	Resources	Leader of the Council and Strategy			
C3597	Appointment of Vice-Chairman for the Municipal Year 2019/20	To appoint the Vice Chairman for the forthcoming Municipal Year.	C	01 May 2019			13/05/19	21/05/19 C				Moira Fraser	Resources	Leader of the Council and Strategy			
C3596	Election of the Chairman for the Municipal Year 2019/20	To elect the Chairman for the forthcoming Municipal Year.	C	01 May 2019			13/05/19	21/05/19 C				Moira Fraser	Resources	Leader of the Council and Strategy			
C3618	West Berkshire Council Strategy: 2019 to 2023	To agree the Council Strategy	C	01 May 2019			13/05/19	21/05/19 C				Catalin Bogos	Resources	Leader of the Council and Strategy			
C3600	Election of the Strong Leader	To elect the Strong Leader for the next four years.	C	01 May 2019			13/05/19	21/05/19 C				Moira Fraser	Resources	Leader of the Council, Strategy			
C3685	Appointment To Outside Bodies	To consider and agree West Berkshire Council's nominations to the following outside bodies: Royal Berkshire Fire and Rescue Service, Thames Valley Police and Crime Panel and the Local Government Association.	C	01 May 2019			13/05/19	21/05/19 C				Moira Fraser	Resources	Leader of the Council, Strategy			
C3711	Report of the Returning Officer	To inform Council of the process and the results of the recent elections.	C	01 May 2019			13/05/19	21/05/19 C				Nick Carter	Resources	Leader of the Council, Strategy			
EX3589	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 May 2019	23/05/19 EX		15/05/19					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3721	1A Bath Road Asset Proposal	To agree a proposal for the asset 1A Bath Road, Calcot	EX	01 May 2019	23/05/19 EX		15/05/19					Richard Turner	Communities	Finance, Transformation and Property		No	
EX3564	Revenue Financial Performance Report - Provisional Outturn	To inform Members of the latest financial performance of the Council.	EX	01 June 2019	13/06/19 EX		05/06/19					Melanie Ellis	Resources	Finance, Transformation and Property			
EX3708	Management Review into the in year Revenue Overspend in Adult Social Care - 2018/19	To provide the Executive with feedback from the special meeting of the Overview and Scrutiny Management Commission in relation to management review into the in-year overspend in Adult Social Care.	EX	01 June 2019	13/06/19 EX		05/06/19			09/04/19 OSMC		Andy Walker	Resources	Adult Social Care			
EX3594	Capital Financial Performance 2018/19 - Provisional Outturn	To inform Members of the provisional financial performance of the Council for 2017/18.	EX	01 June 2019	13/06/19 EX		05/06/19					Shannon Coleman-Slaughter	Resources	Finance, Transformation and Property			
GE3436	Internal Audit Plan 2019/20	To outline the proposed internal audit work programme for the next three years.	GE	01 June 2019					17/06/19 GE			Julie Gilhespy	Resources	Corporate Services			
GE3640	Risk Management Update Report Year End 2018/19	To provide an update with progress.	GE	01 June 2019			05/04/19		17/06/19 GE			Catalin Bogos	Resources	Corporate Services			
ID3656	Refresh of the Procurement Strategy	To agree the refresh of the Procurement Strategy.	ID	01 June 2019		01/06/19	tbc					Karen Felgate	Resources	Adult Social Care		No	No
ID3684	Appointment to Outside Bodies	To make appointments to all the Council Outside Bodies post the May 2019 election.	ID	01 June 2019		06/06/19	30/05/19					Moira Fraser	Resources	Leader of the Council, Strategy			
ID3693	West Berkshire Council Forward Plan – 16 July 2019 to 31 October 2019	To agree the Forward Plan for the next four months.	ID	01 June 2019		13/06/19	05/06/19					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
ID3710	Parking scheme - Consolidation Order Amendment 29	To consider the responses received during statutory consultation	ID	01 June 2019		01/06/19	tbc					Alex Drysdale	Environment	Highways, Transport, Environment and Countryside			
ID3710	Compton 20mph speed limit and traffic calming	To consider the responses received during consultation	ID	01 June 2019		01/06/19	tbc					Chris Vidler	Environment	Highways and Transport, Environment and Countryside		No	Yes
PC3705	Update on Apprentices	To provide an update on apprentices working with the Council	PC	01 June 2019			03/06/19					Robert O' Reilly	Resources	Corporate Services			
PP3653	Public Protection Partnership Control Strategy	To consider draft Public Protection Partnership Control Strategy and amend and approve.	PP	01 June 2019			TBA					Sean Murphy	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	Yes
PP3654	Public Protection Partnership Strategic Assessment	To consider draft Public Protection Partnership Strategic Assessment and amend and approve.	PP	01 June 2019			TBA					Sean Murphy	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	Yes
C3405	Amendments to the Constitution	To review and amend sections of the Constitution in light of legislative changes and current practice.	C	01 July 2019				02/07/19 C	17/06/19 GE			Sarah Clarke	Resources	Corporate Services		No	No
EX3608	Devolution of Moorside Community Centre	To determine plans for devolution to Parish and Town Councils.	EX	01 July 2019	25/07/19 EX		17/07/19					Richard Turner/ Jo Naylor	Resources	Community Resilience and Partnerships		No	Yes
EX3655	Protection of Land - Unauthorised Encampments	To provide a response to the Motion asking the Council to assess the susceptibility of each of its green areas in towns and villages to unauthorised encampments	EX	01 July 2019	25/07/19 EX		17/07/19					Paul Hendry	Economy and Environment	Highways, Transport, Environment and Countryside		No	Yes

West Berkshire Council Forward Plan
10 May 2019 - 31 August 2019

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Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3423	Key Accountable Performance 2018/19: Quarter Four	To report Q4 outturns for the Key Accountable Measures which monitor performance against the 2018/19 Council Performance Framework. To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively. To present, by exception, those measures that are predicted to be 'amber' or 'red' and provide information on any remedial action taken and the impact of that action. To recommend changes to measures/targets as requested by services.	EX	01 July 2019	25/07/19 EX		17/07/19					Catalin Bogos	Resources	Corporate Services		No	
EX3709	Culture Strategy	To approve the strategy.	EX	01 July 2019	25/07/19 EX		17/07/19					Paul James	Environment	Health and Wellbeing, Culture and Leisure			
GE3627	Annual Governance Statement	To allow the committee to review the Annual Governance Statement before it is signed by the Leader and Chief Executive	GE	01 July 2019					29/07/19 GE			Julie Gilhespy	Resources	Corporate Services			
GE3326	Review of the Revised Scrutiny Arrangements	To review the effectiveness of the new scrutiny arrangements introduced in May 2017	GE	01 July 2019								Andy Day	Resources	Chairman of Governance and Ethics			
GE3624	West Berkshire Council Financial Statements 2018/19 including external auditor's Opinion.	To provide Members with the final copy of the Council's Financial Statements	GE	01 July 2019					29/07/19 GE			Andy Walker	Resources	Finance, Transformation and Economic Development			
GE3625	Internal Audit Annual Assurance Report 2018/19	The Public Sector Internal Audit Standards (PSIAS) require the Audit Manager to make a formal annual report to those charged with governance within the Council.	GE	01 July 2019					29/07/19 GE			Julie Gilhespy	Resources	Corporate Services			
GE3626	Planned Audit Fee for 2019/20	To note the contents of the audit fee letter.	GE	01 July 2019					29/07/19 GE			Lesley Flannigan	Resources	Chairman of Governance and Ethics Committee			
ID3694	West Berkshire Council Forward Plan – 28 August 2019 to 30 November 2019	To agree the Forward Plan for the next four months.	ID	01 July 2019		25/07/19	17/07/19					Moir Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No

Theme	Project Title	CPO Involvement	Funding Source (see legend)	Budget	Current forecast	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance	Link to Strategies?	Overall Risk Status	Timescale for delivery																																																Notes/Comments
													2018												2019												2020												2021												
													J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
26	Transformation (Service)	One Public Estate (Shared Property Services)	No	Revenue		Richard Turner	Nick Carter	Anthony Chadley	Resources			Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																The lead authority, Wokingham Borough Council working with CIPFA has interviewed each Berkshire Unitary estate rep and completed questionnaire for each. A Business case is being prepared for the proposed shared service for completion and presentation to the Berkshire Unitary Authorities Chief Executives in April 2019, with a view to signing it off and progressing to implementation stage. Experiencing some difficulty getting engagement from Reading Borough Council, but business case can be progressed for those LA's signed up to the plan with other LA's able to join later, as can other public sector bodies
27	Transformation (Service)	New Ways of Working										Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																
27a	Transformation (Service)	Education	No	Revenue		David Lowe	Nick Carter	Hilary Cole	Resources	CPB	Budget	Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Although all team level reviews have been completed for Education and Public Protection service, the individual reports have not been amalgamated at service level and therefore the full process has not been complete. Additional staffing has been allocated to address this short delay and the expectation is that the overall NWOW programme will return to track before the end of Q2.
27b	Transformation (Service)	Public Protection & Culture	No	Revenue		David Lowe	Nick Carter	Hilary Cole	Resources	CPB	Budget	Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																See above
27c	Transformation (Service)	Adult Social Care	No	Revenue		David Lowe	Nick Carter	Hilary Cole	Resources	CPB		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																See above
27d	Transformation (Service)	HR/Payroll	No	Revenue		David Lowe	Nick Carter	Hilary Cole	Resources	CPB		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Initial stakeholder meetings have commenced.

PENDING/UNDERWAY BUT NOT IN FULL PLANNING/DELIVERY MODE

Theme	Project Title	CPO Involvement	Funding Source (see legend)	Starting Budget	Current forecast	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance	Link to Strategies?	Current status (Red/Amber/Green)	Timescale for delivery																																																Notes/Comments
													2018												2019												2020												2021												
													J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
	Transformation (Service)	ePcs	No	Revenue		Gabrielle Espine	Andy Walker	Anthony Chadley	Resources			PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																New implementation project to be scoped and delivered following closure of feasibility study.
28	Transformation (Service)	PPP Hosted System	No	Capital?		Anna Smy	Paul Anstey	TBC	Economy & Environment	Procurement Board		PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																PP have started the procurement process after agreement from Procurement Board. I have an outline project plan but until we identify the supplier it will not be possible to evaluate the resource demands on support services (West Berkshire and Bracknell ICT in this instance).
	Infrastructure	Newbury Town Centre (Kennet Centre Redevelopment)	No	Ext			Nick Carter					PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																
	Infrastructure	Newbury Wharf (2026)					Nick Carter					PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																
	Infrastructure	Newbury Town Centre (Robin Hood Roundabout widening)	No	S106	£1.5m	Neil Stacey	Nick Carter/Mark Edwards	Jeanette Clifford	Economy & Environment	Capital Strategy Group	Local Transport Plan	PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Outline design complete. No further work until commitment from North Newbury Developer. Currently identified in 2019/20 financial year.
	Infrastructure	Aldermaston Footway Improvements	No	S106	£180k	Neil Stacey	Mark Edwards	Jeanette Clifford	Economy & Environment	Capital Strategy Group	Local Transport Plan	PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Agreement from Parish, Local Ward Member and AWE gained to alter the S106 agreement. This fund will now be used to construct footpaths on Wasing Lane and Frouds Lane. These will be designed this financial year and delivered in 2019/20.
14	Infrastructure	A4/Hambridge Road & Lower Way Junction Improvements	No	S106 &/or CIL	unknown	Neil Stacey	Mark Edwards	Jeanette Clifford	Economy & Environment	Capital Strategy Group	Local Transport Plan	PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Currently negotiating with developer who will take this forward. Identified in 2019/20 Capital Programme.
52	Infrastructure	Park house expansion	No	Revenue	£ 8,080,760		Mark Lewis	Lynne Doherty	Communities	Capital Group		PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																No real progress as yet. Project scheduled to mitigate the impact of new housing developments in the area but it is unlikely to commence this year.
60	Transformation (Strategic)	Schools Trading	No	Revenue		June Graves	Nick Carter	Lynne Doherty	Resources	CPB	Commercialisation	PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Update 19.11.18 Initial work now completed and the model agreed. This will now be taken forward as a new project once it has been clearly defined. The Commercialisation Group are picking up the delivery of it and once the timeline is known, it will be updated. Project therefore removed from Programme and placed in pending.
71	Transformation (Strategic)	Demand Management Analytics (Data Mining)	No			Mat Scalpello	Nick Carter	Dominic Boeck	Resources	CFPB & ICT Prog Board	NWOW	PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Commenced 8th January 2018. Removed on 19.09.18. 21.11.18 Moved to Pending given possible work stream.
	Strategy Development	Voluntary & Community Sector (VCS)				June Graves	Nick Carter					PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																June Graves to prepare Project Brief for June 3rd Projects Board
	Transformation (Service)	HIA Team Case Management System	No			Kat Winter	Gary Lugg					PENDING	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Awaiting completion of Project Brief.
	Transformation (Strategic)	Renewable Energy Pilot Project (Solar PV)	No	Capital	750,000 investment (£1,500 pa revenue)	Adrian Slaughter	Paul Anstey					Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Project brief being revised for the June meeting of Projects' Board but initial business case being worked on.

AWAITING CLOSURE OR REMOVAL

105	Transformation (Service)	ePcs	No	Revenue		Ian Haggatt	Andy Walker	Anthony Chadley	Resources			Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																23.03.19 - Closure statement to be revised after Projects Board in time for Programme Board to enable the Feasibility Study to be closed down. Also need new Project Brief for revised project.
85	Transformation (Service)	Shared Service (Legal)	No	Revenue		Kellie Williams	Nick Carter	Dominic Boeck	Resources	Normal Council Decision Making Process		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Lessons Learned and Closure Report provided to Projects Board on 21st March 2019
102	Transformation (Service)	Waste Service Transformation	No	Revenue		Kathy Stevenson	Nick Carter	Hilary Cole	Economy & Environment	Waste Steering Group/ Executive		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																
104	Transformation (Service)	Phase 2 Green Waste Charging	No	Revenue		Kathy Stevenson	Nick Carter	Hilary Cole	Economy & Environment	Waste Steering Group/ Executive		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Launch on 30th July. Actual 'go live' 3rd September. Part year payment to March 2019 will be £25. Project delayed due to DEFRA timescales. Savings can only be quantified when subscribers known. 13.11.18 Closure report not available until August 2019 when whole programme closes.
2	New Legislation Preparation	Apprenticeship Levy	No	Revenue	N/A	Tracy Sheriff	Nick Carter	Dominic Boeck	Resources	Normal Council Decision Making Process		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Closure report due to Projects' Board in March 2019.
3	Strategy Development	West Berkshire 2036	No	Revenue	N/A	Gabrielle Mancini	Nick Carter	Graham Jones/James Frederickson	Resources	CPB		Overall Risk Status: Green	[Gantt chart showing delivery from Jan 2018 to Dec 2021]																																																Accepted by Council March 2019. Now for removal from programme.

Status	Definition	Indicators of Status				
Red	Timelines/objectives/ budgets are at risk and remedial action is required	Forecast variance > + 5%	and/or	Likelihood of project not being completed on time is high	and	Impact of project not being completed on time is medium or high
Amber	Timelines/objectives may be at risk but action is being taken to resolve any issues or a potential problem has been identified and the situation is being monitored to determine if and when action should be taken	Forecast variance > + 5%	and/or	Likelihood of project not being completed on time is medium	and/or	Impact of project not being completed on time is medium
Green	The project is on target to achieve its timelines and objectives	Forecast variance < + 5%	and	Likelihood of project not being completed on time is medium or low	and	Impact of project not being completed on time is medium or low

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Overview and Scrutiny Management Commission Work Programme 2019/20

No.	Ref	Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member
9th July 2019 (Report deadline 1 July 2019)						
1	OSMC	Corporate Programme	<i>Corporate Effectiveness</i>	To advise the Commission of the Council's Corporate Programme and its current areas of activity and to provide an update on the NWOV programme.	David Lowe (<i>in attendance</i>)	
2	OSMC	London Road Industrial Estate	<i>Corporate Effectiveness</i>	To explore what has been learnt from the judgement handed down from the court of appeal and what advice was given to lead to this position.		Corporate Services
3	OSMC	Prevalence of Homelessness in West Berkshire	<i>Partnership Effectiveness</i>	To review the prevalence of homelessness in West Berkshire and to review the impact of the Council's activity over the winter period.	Gary Lugg / Sally Kelsall	Planning, Housing and Waste
4	OSMC	Thames Valley Police	<i>Partnership Effectiveness</i>	To inform the Commission on the key issues being faced by the district and to advise on remedial action taking place.	Superintendent Jim Weems	
5	EX3423	Key Accountable Performance 2018/19: Q4	<i>Corporate Effectiveness</i>	To scrutinise Q4 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	Financial Performance Report	<i>Corporate Effectiveness</i>	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance, Transformation and Property
01 October 2019 (Report deadline 23 September 2019)						
1	OSMC	Corporate Programme	<i>Corporate Effectiveness</i>	To advise the Commission of the Council's Corporate Programme and its current areas of activity.	David Lowe	Planning, Housing and Waste
2	OSMC	Health and Wellbeing Board	<i>Partnership Effectiveness</i>	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	EX3713	Key Accountable Performance 2019/20: Q1	<i>Corporate Effectiveness</i>	To scrutinise Q1 outturns against the Key Accountable Measures contained in the 2019/20 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
4	OSMC	Financial Performance Report	<i>Corporate Effectiveness</i>	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance, Transformation and Property
Jan-20						
1	OSMC	Corporate Programme	<i>Corporate Effectiveness</i>	To advise the Commission of the Council's Corporate Programme and its current areas of activity.	David Lowe	Planning, Housing and Waste
2	EX3714	Key Accountable Performance 2018/19: Q2	<i>Corporate Effectiveness</i>	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
3	OSMC	Financial Performance Report	<i>Corporate Effectiveness</i>	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance, Transformation and Property
Apr-20						
1	OSMC	Corporate Programme	<i>Corporate Effectiveness</i>	To advise the Commission of the Council's Corporate Programme and its current areas of activity.	David Lowe (<i>in attendance</i>)	Planning, Housing and Waste
2	EX3715	Key Accountable Performance 2018/19: Q3	<i>Corporate Effectiveness</i>	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
3	OSMC	Financial Performance Report	<i>Corporate Effectiveness</i>	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
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