

Notice of Meeting



Scan here to access the public documents for this meeting

Overview and Scrutiny Management Commission

Tuesday 29 October 2019 at 6.30pm
in Council Chamber Council Offices
Market Street Newbury

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

Date of despatch of Agenda: Monday, 21 October 2019

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Jo Reeves on (01635) 519486
e-mail: joanna.reeves@westberks.gov.uk

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



WestBerkshire
C O U N C I L

**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 29
October 2019 (continued)**

- To:** Councillors Peter Argyle, Jeff Brooks, James Cole, Lee Dillon, Alan Law (Chairman), Thomas Marino, Steve Masters, Garth Simpson and Martha Vickers (Vice-Chairman)
- Substitutes:** Councillors Jeremy Cottam, Carlyne Culver, Owen Jeffery, Tony Linden, Alan Macro, David Marsh, Claire Rowles, Joanne Stewart and Tony Vickers
- Other Officers & Members invited:** Catalin Bogos (Performance and Risk Manager), Tandra Forster (Head of Adult Social Care) and Andy Sharp (Executive Director, People),

Agenda

Part I

Page No.

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any),
2. **Minutes** 7 - 14
To approve as a correct record the Minutes of the meeting of the Commission held on 9 July 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**
Purpose: To consider any petitions requiring an Officer response.
5. **Actions from previous Minutes**
To receive an update on actions following the previous Commission meeting.
6. **Commercialisation Group Terms of Reference and Work Programme** 15 - 44
Purpose: To provide an opportunity to suggest items for the Commercialisation Group's forthcoming work programme following an update of the terms of reference.
7. **London Road Industrial Estate: Interim Task Group Report (Verbal)** Verbal Report
Purpose: To report on the scrutiny review into the London Road Industrial Estate development.



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 29 October 2019 (continued)

8. **IT and Digital Transformation Capacity Task Group Terms of Reference** 45 - 46
Purpose: To present for the Commission's approval the terms of reference for the IT and Digital Transformation Capacity Task Group.

Standing Items

9. **Key Accountable Performance 2019/20 - Quarter One** 47 - 74
Purpose: To consider the quarter one outturns for the core business measures which monitor performance against the 2019/20 Council Performance Framework and in particular the timeliness of reviews of clients with ASC long term service.
10. **Corporate Programme** 75 - 80
Purpose: To present the latest status of the Corporate Programme.
11. **West Berkshire Council Forward Plan 12 November 2019 to 29 February 2020** 81 - 84
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 12 November 2019 to 29 February 2020 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
12. **Overview and Scrutiny Management Commission Work Programme** 85 - 86
Purpose: To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2019/20.

Sarah Clarke
Head of Legal and Strategic Support

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



This page is intentionally left blank

DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 9 JULY 2019

Councillors Present: Peter Argyle, Jeff Brooks, James Cole, Owen Jeffery (Substitute) (In place of Lee Dillon), Alan Law (Chairman), Thomas Marino, Steve Masters, Garth Simpson and Martha Vickers (Vice-Chairman)

Also Present: John Ashworth (Corporate Director - Environment), Nick Carter (Chief Executive), Emma Congerton (Housing Options Team Leader), Melanie Ellis (Chief Accountant), Gabrielle Esplin (Finance Manager (Capital and Treasury Management)), Gary Lugg (Head of Development & Planning), Stephen Chard (Principal Policy Officer), Councillor Hilary Cole (Executive Portfolio: Economic Development and Planning), Councillor Lynne Doherty (Executive Portfolio: Leader and Strategy, Communications) and Jo Reeves (Principal Policy Officer)

Apologies for inability to attend the meeting: Councillor Lee Dillon

PART I

3. Minutes

Councillor Alan Law opened the meeting, the first held since the District Council Elections in May 2019, and welcomed new and returning Members to the Overview and Scrutiny Management Commission (OSMC). By way of brief background, Councillor Law explained that the OSMC's two key functions were to look back and by doing so hold the Executive and the Council to account; and to be a critical friend to the Council looking forwards.

The Work Programme, which would be discussed in more detail later in the meeting, was structured to cover three broad areas: Policy Effectiveness, Partnership Effectiveness and Corporate Effectiveness.

Councillor Law also took the opportunity to direct Members to an e-mail received earlier in the day seeking approval for an urgent item to go to the Executive. He urged Members to respond to this.

The Minutes of the meetings held on 9 April 2019 and 21 May 2019 were approved as true and correct records and signed by the Chairman.

4. Actions from previous Minutes

Stephen Chard reported that the London Road Industrial Estate Task Group would hold its first meeting on 25 July 2019. Councillors James Cole (Chairman), Jeff Brooks, Lee Dillon, Claire Rowles and Andy Williamson had been appointed to the Task Group. The main purpose of this first meeting would be a focus on the background and history connected to the redevelopment of the site. Future meeting dates and plans for those meetings would also be confirmed/discussed.

Councillor Alan Law reported that the three recommendations of the Commission on the Adult Social Care overspend paper had been received by the Executive on 13 June 2019.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 JULY 2019 - MINUTES

The first two recommendations had been accepted. The third recommendation, in respect of remodelling the budget for all services every four years, was on hold to allow the new Executive Director (Resources) to take a view once they had come into post.

5. **Declarations of Interest**

There were no declarations of interest received.

6. **Petitions**

There were no petitions received at the meeting.

7. **Items Called-in following the Executive on 13 June 2019**

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

8. **2018/19 Revenue Financial Performance: Provisional Outturn**

The Commission considered a report (Agenda Item 10) concerning the 2018/19 Revenue Financial Performance: Provisional Outturn. Melanie Ellis introduced the report which outlined that at Quarter One it became evident that a significant overspend was emerging in the Communities Directorate, most notably in Adult Social Care. The whole Council was tasked with putting mitigation strategies in place in order to address the forecast overspend. Without this action the Council could have faced an overspend of £3.3million. A net £731k was released from reserves to mitigate the overspend. Where any savings planned had not been achieved, these were included in the budget build for the 2019/20 financial year.

Councillor Jeff Brooks noted that yet again the Resources Directorate had achieved an underspend, in 2018/19 it was £750k. He asked if the Resources budget was being treated as an additional reserve and whether the budget should be reduced if it were able to find savings every year. Nick Carter responded that as outlined in the report, a number of mitigation measures were deployed in order to reduce the overspend caused by the Adult Social Care budget, including some capitalisation of costs and some slowdown measures. It was easiest to achieve this in the Resources Directorate. Higher than forecasted income of £250k was also achieved via the Council's Property Investment Strategy. The additional £500k was attributable to slowing down spending including keeping key posts vacant and from 1st April these were unfrozen. The Resources underspend only went a small way to reducing the overspend in comparison to the risk reserves. If the budget were rebased to remove that funding the Directorate would be exposed to significant risks.

Councillor Alan Law highlighted that the review paper on the Adult Social Care overspend had made recommendations regarding all of the Council's budgeting. Councillor Brooks stated that he expected the Commission would be looking at another underspend in the Resources Directorate next year.

Resolved that: The report be noted, in particular the continued challenge shared nationally of managing pressures in Adult Social Care.

9. **2018/19 Capital Programme Financial Performance: Provisional Outturn**

The Commission considered a report (Agenda Item 11) which provided the provisional outturn for the 2018/19 Capital Programme. It was noted that the figures were provisional and might change as a result of External Audit.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 JULY 2019 - MINUTES

Gabrielle Esplin, Finance Manager (Capital and Treasury Management), introduced the report. Total capital expenditure in 2018/19 was £81.3 million against the £89.9 million budget, therefore an underspend of £8.6 million.

£6.4 million of the underspend related to highways schemes with delays in developing the Kings Road Link and the fact that £1.9 million in additional funding was received for highway maintenance in December 2018, which could not be fully utilised by 31 March 2019.

In the Communities Directorate, the main contributing factor to the £832k underspend was the delay caused to the Highwood Copse School project due to the contractor going into administration. This impacted within both Education and Highways.

Councillor Jeff Brooks noted that borrowing costs had become less expensive. However, the Council was borrowing significant sums – in the region of £43 million. He questioned the servicing costs of this borrowing over the course of the Medium Term Financial Strategy (MTFS).

Gabrielle Esplin explained that the MTFS contained an annual increase of £0.5m to cover the cost of borrowing. However, this did not cover the costs of borrowing to fund the Property Investment Strategy, but these costs were offset by the income derived from property investment. The borrowing cost over the course of the MTFS was in the region of £11 million. Councillor Brooks voiced his concern at this high figure. This created additional pressure on the budget when savings continued to be needed.

Councillor Alan Law repeated the point made by Gabrielle Esplin that the return on investment helped to offset borrowing costs. He asked Gabrielle to provide further detail on the debt forecast to OSMC Members.

Resolved that:

- The report be noted.
- Gabrielle Esplin would provide further detail on the debt forecast to the OSMC.

(Post meeting note: detailed debt forecast provided to OSMC Members via e-mail on 15 July 2019).

10. Prevalence of homelessness in West Berkshire

The Commission considered a report (Agenda Item 9) which reviewed both the prevalence of homelessness in West Berkshire and the impact of the Council's activity in this area over the 2018/19 winter.

This report was provided in follow up to the discussion held at the Commission meeting in October 2018 when plans were outlined for the forthcoming winter.

This report contained an update on progress with adhering to the requirements of the Homelessness Reduction Act (HRA) 2017 and how the Rough Sleeping Initiative (RSI) funding provided by Government had been utilised.

The Homelessness Strategy Group (HSG) had developed a short term winter plan for 2018/19 as well as working on other longer term projects. This plan had been reviewed by the HSG and this included consideration of the outcomes for homeless people and rough sleepers within West Berkshire and the implications for future years.

The winter plan consisted of Two Saints providing an extended winter provision service for rough sleepers which extended beyond the Severe Weather Emergency Provision (SWEP) to operate from 1 November 2018 to 31 March 2019. The extended provision was for people with a local connection and was paid for by the Council.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 JULY 2019 - MINUTES

Councillor Hilary Cole gave thanks for the efforts of all involved in the work of the previous winter. Lessons learnt had been identified and a list of recommendations were included in the report, however a number of successful outcomes had been achieved. SWEP requirements had been met and the number of rough sleepers had reduced from 19 to 8.

Councillor Cole particularly commended the involvement of Two Saints in providing the extra accommodation and gave thanks to the West Berkshire Homeless charity for their assistance and for remaining open until May 2019 which was an extension.

Future options would continue to be explored. The Council had purchased units of accommodation to provide self-contained temporary accommodation within the District rather than housing families elsewhere. It was important to ensure that housing continued to be provide in the district and that children did not have to change schools.

Gary Lugg clarified that the winter plan was a partnership document owned by the HSG. The HSG would lead on the implementation of the longer term projects. He added that the partners worked well together.

The Winter Plan for 2019/20 was being developed. It was the expectation that the number of entrenched rough sleepers would have reduced significantly meaning the SWEP requirement could reduce. There was confidence that the requirement could be accommodated at Two Saints. Rough sleepers could also be housed via the Housing First initiative.

It had been possible to help entrenched rough sleepers move to accommodation, some of whom had rough sleeping for up to 15 years.

Councillor Cole explained that an encampment of rough sleepers had been present on an area of Council owned land behind the football ground for a few years and it had been agreed that court action would be taken to dismantle the encampment. All occupants had been directed to alternative housing options. She gave thanks to Paul Hendry for his sensitive handling of this situation and the partners involved – Two Saints and West Berkshire Homeless.

Councillor Martha Vickers advised that she attended the last HSG on behalf of Newbury Town Council and she felt it was an encouraging meeting. There was a positive working environment and many issues were being worked on and resolved.

Councillor Vickers was pleased to note the posts that had been appointed to as part of the RSI. She was hopeful that this funding would be maintained to enable the good work to continue.

It was noted that Government funding was currently committed for 2019/20. Gary Lugg explained that a contingency budget beyond this date was being looked at and liaison with Government was ongoing with regards to continued funding, particularly when there were challenging targets to meet.

Gary Lugg agreed with Councillor Vickers point that rough sleepers attended Loose Ends for meals, but this was also an opportunity for people to socially interact and access services. The HSG were looking at the provision of a wellbeing centre in addition to this and this was in the early stages of discussion.

Councillor Steve Masters added his thanks for the work done to date. He asked for further detail on the Housing First initiative. Gary Lugg explained that this scheme was aimed at helping entrenched rough sleepers, via intensive support, into accommodation and sustaining that. The provision of furniture/carpeting was part of the initiative.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 JULY 2019 - MINUTES

Emma Congerton explained that it was the aim to provide 10 Housing First places in this first year of the scheme. She added that this was funded by the RSI. Information on further funding was anticipated by December 2019 and future plans could be firmed up at that point. The Council would however be considering a potential exit plan should further funding not be available.

In response to a question from Councillor Masters, Emma Congerton explained that the accommodation provided via Housing First was for a lengthy fixed term arrangement of a year's probation followed by five years with an option for a further extension. Housing First accommodation needed to be in a central location with access to transport and services.

Councillor Jeff Brooks noted and agreed with the policy of giving priority to people with a local connection, but he queried what help was offered for people presenting as homeless but with no local connection. Gary Lugg explained that help was still offered with accommodation, for at least one night, before they were helped to travel back to their own localities.

Councillor Alan Law felt that this was an encouraging report that recognised progress made to date. Councillor Cole agreed, but was clear that this was work in progress with more work still to be done.

Resolved that the report, and the outcomes of the HRA 2017 and RSI funding initiatives together with the approach to tackling homelessness and rough sleeping, be noted.

11. **West Berkshire Council Forward Plan 16 July 2019 to 31 October 2019**

The Commission considered the West Berkshire Forward Plan (Agenda Item 7) for the period covering 16 July 2019 to 31 October 2019.

Councillor Jeff Brooks requested information on the timescales for the Refresh of the Procurement Strategy. Nick Carter advised that the report had been drafted and would form part of a wider piece on a strategic approach to commissioning (highlighted as a need in the Local Government Association Peer Review). There would be no issue with sharing the drafted document ahead of the broader report being published.

A report detailing the implementation of the strategic commissioning approach would be presented to the Executive in due course

The Economic Development Strategy and Delivery Plan was scheduled for the Executive in October 2019.

Resolved that the Forward Plan be noted.

12. **Corporate Programme**

The Commission considered a report (Agenda Item 12) concerning the Council's Corporate Programme. Nick Carter advised that the items listed were transformational activities linked to the Council Strategy and important items from the Capital Programme. A RAG rating was used to indicate the progress of the projects. The Programme was due to be reviewed at the next meeting of the Corporate Programme and further work would be undertaken to ensure alignment with the Council Strategy Delivery Plan. Members were asked whether they would like any projects to be presented to the Commission for scrutiny.

Councillor Jeff Brooks stated that he would like the flexibility to add projects to the Work Programme mid-year. Councillor Alan Law felt that the Commission could consider doing so.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 JULY 2019 - MINUTES

Councillor Steve Masters asked how the new Environment Board, which was formed to handle the Climate Emergency declared by the Council, would fit in. Nick Carter advised that he would expect the Strategy to be produced first and subsequent projects to be added to the Programme as they were developed.

Resolved that the Commission noted the Corporate Programme.

13. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme for 2019/20. Councillor Alan Law introduced the report which set out a list of topics suggested by Officers, including his own addition. He had discussed the topics with the Leaders from the Opposition and Minority Groups. While the Commission had additional resource, topics would need to be prioritised and align with the three strands identified by the Commission; corporate effectiveness, policy effectiveness and partnership effectiveness. Three suggestions had been received from the Vice-Chairman on behalf of the Opposition Group in respect of planning enforcement, Highwood Copse School and the school meals contract. Planning was outside of the Commission's scope and Councillor Law requested further information on what outcomes might be achieved by a scrutiny review of the other two suggestions.

Councillor Law set out an aspiration to develop a Work Programme of a dozen topics to cover 18-24 months including a few in-depth items. He also sought a balance between retrospective and proactive issues. He outlined six topics which had achieved a consensus:

1. London Road Industrial Estate: a task group had been established to conduct this review.
2. Council Strategy Delivery Plan and target setting. Councillor Law felt that the Commission should have an opportunity to review whether appropriate targets were set.
3. Shared Services: a look back at existing ones and research options for the future.
4. Inequalities/ social mobility: looking at how the Council's policies addressed inequalities.
5. Commercialisation: the Capital Investment Strategy and commercial opportunities.
6. Digitisation: promoted as an opportunity to realise efficiencies through invest-to-save projects.

Councillor Owen Jeffery asked whether a pan-Berkshire piece of scrutiny could be undertaken regarding electrification of the railway line. Councillor Law suggested the Shared Services piece could cover this topic.

Councillor Jeff Brooks expressed his disappointment that the Commission was not further resourced as there was scope that it could identify efficiencies. He stated that all topics suggested were worthy of scrutiny and requested that at the next meeting the Work Programme was brought back which presented a consensual view. Councillor Law stated that there appeared to be a consensus on all topics.

Councillor Brooks suggested that all New Ways of Working Reviews should be challenged on invest-to-save proposals. Councillor Law proposed that a small group be established to work on this in more detail. Jo Reeves reminded the Commission that a review scope into IT and Digital transformation capacity had been agreed at the previous meeting. Councillors Law, Brooks and Tom Marino would be involved in this work when scheduled.

Councillor Garth Simpson expressed the view that big national projects such as electrification should not fall under the remit of the Commission which should focus on the Council and its immediate partners.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 JULY 2019 - MINUTES

Councillor Law concluded that he would liaise with officers to produce a work programme including timescales to send out to Members for comment. There would be flexibility to add topics which arose throughout the year. He agreed that he would like the Commission to be better resourced and noted that 0.5fte was an improvement.

Resolved that the changes to the work programme be noted.

(The meeting commenced at 6.30pm and closed at 7.40pm)

CHAIRMAN

Date of Signature

This page is intentionally left blank

Commercialisation Group - Summary Report

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	01 October 2019
Portfolio Member:	Councillor Jeff Cant
Date Head of Service agreed report (for Corporate Board)	N/A
Date Portfolio Member agreed report:	21 October 2019
Report Author:	Andy Sharp
Forward Plan Ref:	N/A

1. Purpose of the Report

- 1.1 This report responds to the request from the Overview and Scrutiny Management Commission for information in respect of the progress made by the Commercialisation Group, its work programme and future direction.
- 1.2 The purpose of this report is to:
 - Provide an assessment of the current position in respect of the work undertaken by the Commercialisation Group
 - Provide an overview of the work programme for the Commercialisation Group for the period August 2018 through to May 2019
 - Provide information in respect of the future leadership, focus and direction of the Commercial Board (revised name of the group) from November 2019 onwards following consideration by Corporate Board and a light touch review of the group

2. Recommendation(s)

- 2.1 That OSMC note the content of this report and the proposals for the future work of the Commercial Board.
- 2.2 That Members of OSMC comment on the focus, direction and potential work programme for the revised Commercial Board.

3. Implications

- 3.1 **Financial:** There are no direct financial implications as a result of this report, however the approach taken to commercialisation does interface with the MTFS.
- 3.2 **Policy:** There are no direct implications as a result of this report.

- 3.3 **Personnel:** There are no direct personnel implications as a result of this report.
- 3.4 **Legal:** There are no direct legal implications as a result of this report.
- 3.5 **Risk Management:** There are no direct risk management implications as a result of this report.
- 3.6 **Property:** There are no direct property implications as a result of this report.
- 3.7 **Other:** N/A

Executive Summary

4. Introduction / Background

- 4.1 In order to seek to create an organisational approach to the concept of commercialisation and to generate additional income for the local authority a Commercialisation Group was set up in August 2018 to progress this agenda. The Group was therefore originally set up to formalise arrangements for officers and members to work together to increase and enhance the commercial activity of the authority. As a part of this approach there was also an intention to seek to create and grow a more business minded culture in the way income generating ideas were progressed.
- 4.2 The Group met on a monthly basis between August 2018 and May 2019 and during this period the basic building blocks of good governance were established alongside initial discussions around the purpose and direction of the Group, which led to the production of a Commercialisation Plan. As well as developing the infrastructure and work programme of the Group presentations on the approach and purpose were provided at two Member development sessions to begin the process of improving awareness across the organisation. A series of documents were also drafted by the Group to embed a process into the Council, which will aide future decisions, specifically in relation to capital and/or revenue investments into ideas which suggest income generation is a possibility.
- 4.3 In June 2019 following discussions with Corporate Board in respect of the outcomes achieved by the Commercialisation Group, which are explored in more detail at appendix C to this report, it was agreed that the focus of the Group, its membership and future direction needed to be amended. As a result of this decision a light touch review of the outcomes delivered by the Group and the future arrangements for the Group has been undertaken by the Executive Director, People. The outcome of this review links closely to work being undertaken by the Chief Executive to review organisational governance and by the Executive Director, Resources to review the approach to the MTFs.

5. Proposals

- 5.1 The agreed way forward for the Commercial Board (previously the Commercialisation Group) is to implement a revised and more focused terms of reference which splits the role of the group into three key component parts:
- (1) To identify and lead strategically significant commercialisation programmes
 - (2) To provide guidance, advice and support to cross organisational commercialisation projects
 - (3) To take oversight of the traded services arrangements within the organisation
- 5.2 As part of the approach to implement this revised focus the terms of reference and membership of the Group have been amended and this is reflected for information at appendix F.
- 5.3 The Group will now be chaired by the Executive Director, People and will contain strategic representation from across the organisation. The group will meet for the first time in its revised format in November 2019 and a revised work programme for the Group will be created and disseminated following this meeting.

6. Conclusions

- 6.1 The work of the commercialisation group has to date allowed for the development of an infrastructure and framework to support commercial activity as well as creating a shift in the organisational understanding of commercialisation and trading. The progress made to date has been largely positive but has been limited by the ability of the Group to maintain oversight and control of projects and programmes that have been generated through and with the Group.
- 6.2 In addition, although short-term resources were allocated to support the work of the Group, clarity around how this would be supported in the longer term and the relationship between the income generated through these arrangements and the MTFS from a service / corporate perspective has led to an inability to effectively mainstream the work.
- 6.3 These challenges are neither unique to West Berkshire nor insurmountable and the work undertaken to date provides solid foundations from which future arrangements can be built upon and developed, linked to changes in the organisational governance arrangements and MTFS processes being led by the Chief Executive and Executive Director, Resources respectively.

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 – Group Action Plan
- 7.5 Appendix E – Terms of Reference

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:	N/A
Service:	Organisation wide activity
Team:	N/A
Lead Officer:	Andy Sharp, Executive Director, People
Title of Project/System:	Commercial Board
Date of Assessment:	15 th October 2019

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.

Appendix B

Equality Impact Assessment - Stage One

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

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:**
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”**

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

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

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

What is the proposed decision that you are asking the Executive to make:	No specific decision is being requested as a result of this report.
Summary of relevant legislation:	N/A
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Andy Sharp, Executive Director, People
Date of assessment:	15 th October 2019

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	Yes
Function	No	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 provide a strategic framework to manage and facilitate commercial and traded activity across the organisation.
Objectives:	To maximise commercial benefits and traded approaches across the Council and potentially in partnership with other public or private bodies.
Outcomes:	Increased levels of sustainable income and enhanced services.
Benefits:	As above.

<p>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.</p> <p>(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.)</p>		
Group Affected	What might be the effect?	Information to support this
Age	N/A	
Disability	N/A	
Gender Reassignment	N/A	
Marriage and Civil Partnership	N/A	
Pregnancy and Maternity	N/A	
Race	N/A	
Religion or Belief	N/A	
Sex	N/A	
Sexual Orientation	N/A	
<p>Further Comments relating to the item:</p>		
<p> </p>		

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

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

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

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

Name: Andy Sharp

Date: 15 October 2019

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

This page is intentionally left blank

Commercialisation – Supporting Information

1. Introduction/Background

- 1.1 The Commercialisation Group was originally set up to formalise arrangements for officers and members to work together to increase and enhance the commercial activity of the authority. As a part of this approach there was also an intention to seek to create and grow a more business minded culture in the way income generating ideas were progressed.
- 1.2 The Group met on a monthly basis between August 2018 and May 2019 and during this period the basic building blocks of good governance were established alongside initial discussions around the purpose and direction of the Group, which led to the production of a Commercialisation Plan (most recent version at Appendix D).
- 1.3 As well as developing the infrastructure and work programme of the Group presentations on the approach and purpose were provided at two Member development sessions to begin the process of improving awareness across the organisation (A copy of the slides is included for reference at Appendix E).
- 1.4 A series of documents were drafted to embed a process into the Council which will aide future decisions – specifically in relation to capital and/or revenue investments into ideas which suggest income generation is a possibility.

2. Supporting Information

- 2.1 In order to create an environment that allowed ideas to be generated from across the organisation the Group agreed to undertake an internal promotion and awareness campaign that began in January 2019. This approach focussed on encouraging ideas and concepts from staff using the 'Lions Lair'. This model allowed staff to present their thoughts and ideas and for these to be filtered using a formalised approach to the development of a business case to support and direct any investment decision or recommendations for budget board.
- 2.2 By quarter three of the 2018/19 financial year the £169k budget allocated for Commercialisation through Budget Board had been committed by the Group. A report to Corporate Board in February 2019 identified the following allocation of resources:
 - (1) £10k on Business Development Project Manager (casual on grade I rates)
 - (2) £52k Marketing Officer (grade J 1yr fixed term beginning Feb 2019)
 - (3) Of the remaining £107k the following had been allocated:
 - (a) £10k Business Development Project Manager
 - (b) £20k organisational learning and development
 - (4) £77k remained unallocated.

2.3 At this stage the following projects were being directly supported:

- (1) Commercialisation templates (30%)
- (2) Emotional Health Academy (25%)
- (3) West Berkshire Wellbeing (25%)
- (4) Franchise research (10%)
- (5) Routeguard App (<5%)
- (6) Safeguarding in Academies (<5%)
- (7) Schools Trading
- (8) West Berkshire Lottery
- (9) Energy production, distribution and storage
- (10) Shaw House weddings
- (11) Building Control

2.4 By quarter four of the financial year 2018/19 a further report was submitted to Corporate Board identifying options for the allocation of the remaining £77k:

- (1) £30k Business Development Project Manager (grade I part time casual).
- (2) £40k Service Accountant (grade I part time)

2.5 An area of activity for the Group related to the creation of a better understanding of existing commercial and traded arrangements across the organisation and as part of this over £7.5M of income from 54 different trading activities had been identified. The largest area of existing income from traded or commercial activity being car parks (£4M) followed by schools trading (£2.5M). It was also reported that it was not known how much it costs the Council to generate this level of income i.e. the Council's Net position is unknown.

2.6 The MTFs required the Group to identify projects which would generate an additional £100k or 1.3% of total identified income in 2019-20. This was on top of any service specific savings/income targets set for the same period. This expectation proved challenging from both the perspective of the need to ensure that income is not double counted and the priority for services to address their own specific financial targets as a priority over a more corporate approach.

2.7 The main areas of progress delivered by the Commercial Group has been summarised previously in reports to Corporate Board as:

- (1) Small scale (<£50k per annum) ideas for generating trading surplus have been processed.
- (2) Staff have volunteered to take part in workshops to progress these ideas and feedback has been positive.

- (3) The Group have established a clear process for filtering business ideas and have positively engaged with a wide variety of Council officers in the pursuit of income generation.
- (4) There is a better general understanding within the organisation of how much traded activity exists across the Council.
- (5) The Group have successfully recruited a Marketing Officer to build capacity for the Council.
- (6) The Group have successfully built on expertise, with the assistance of a Project Manager (Casual appointment), in business case development and financial forecasting of start-up arrangements.
- (7) Members who are engaged in the trading activity of the Council and have seen an improvement in the co-ordination of officers' workloads.
- (8) Corporate Board have received regular updates on the progress of the Group.
- (9) The scrutiny of pre-existing income targets and the associated projects has improved the overall financial governance of the Council and aided the risk management process of the MTFS.
- (10) Overall communication between senior managers on traded activity has improved.
- (11) Clarity over future traded activity objectives is improved.
- (12) Start-up costs are now better understood across the Council and future projects will be better governed.

2.8 Key risks were identified as follows:

- (1) Failure to meet the £100k target in 2019-20.
- (2) Failure to retain suitable skills in commercialisation.
- (3) Inability to monitor the financial impact of the Commercialisation Group.

2.9 General observations resulting from the risk assessment include:

- (1) Over reliance on a small number of staff to co-ordinate activity (Corporate Programme Manager, Marketing Officer, Group Chairman and casual Project Manager).
- (2) No dedicated revenue resources to support the projects.
- (3) Capacity in Finance to support the need for cost centre analysis and trading activity through Agresso.
- (4) Conflicts between supporting new ideas and supporting those previously agreed through financial challenge where existing income targets have been set.

- (5) The Marketing Officer post will only be able to continue through to next financial year if a permanent funding stream can be identified.
- (6) Resources may be being allocated to new projects which should be allocated to reduce risks to existing income streams.
- (7) The governance of various boards and groups has to date made it difficult to track which projects/ideas have received financial support e.g. direct fund award from budget board without reference to the Group's recommendations. This is however being addressed as part of a review of the organisations governance arrangements being undertaken by the Chief Executive.
- (8) Services may be investing resources in projects that are at a net cost to the Council due to a mixed understanding of the financial arrangements and drivers behind commercialisation.
- (9) The level of financial risk associated with existing income targets is not sufficiently communicated.

2.10 A set of proposals for the future direction and operating model for the commercialisation group as a result of learning from the work undertaken to date were put forward to Corporate Board in February:

- (1) No income targets are agreed to be included in the Council's 2019-20 or 2020-21 savings proposals unless they have been recommended by Commercialisation Group.
- (2) A further bid for resources to address these issues was made:
 - (a) Marketing Officer (from Feb 2020 to Feb 2021) £52k.
 - (b) Business Development Project Manager (Casual on Grade I) £36k.
 - (c) Service Accountant (Part Time) £40k.
- (3) No Marketing or Business Development resource should be allocated to any traded activity unless it has been recommended by Commercialisation Group.
- (4) Finance set up a Business Development Fund (methodology to be agreed) which monitors all traded activity and captures all start-up costs, revenue performance and ensures clarity on the Group's ability to contribute to the Council's savings targets.

2.11 However as an outcome from the discussions at Corporate Board it was agreed that the role and work of the board would require further consideration as part of the wider development of the organisational governance framework. Specifically Corporate Board highlighted (summary extracts from the minutes) that:

- (1) *'The group's purpose had become blurred and it had been difficult for the group to realise savings'*.

- (2) *‘There was a risk of generating more red tape around income activity which was business as usual rather than part of the Council’s commercialisation programme’.*
- (3) *‘Traded services and commercial activities were different and would require different levels of in-service, corporate and/or external support depending on which they were.’*
- (4) *‘There was a need to delineate areas of the Head of Service’s responsibility and other activities such as the Joint Venture with Sovereign’.*
- (5) *‘Heads of Service were responsible for finding savings to offset any income not achieved via the savings programme’.*
- (6) *‘Concluded that no more commitments would be made until the work programme and an indicative work programme had been agreed’.*

3. Options for Consideration

- 3.1 As a result of this feedback it was agreed that the future direction of the commercialisation group would be subject to a light touch review to identify the most appropriate way forward. This review was undertaken by the Executive Director, People and resulted in a set of proposals for the future of the Group that were discussed with the Chief Executive as part of the organisational governance review.

4. Proposals

- 4.1 The agreed way forward for the commercialisation group is to implement a revised and more focused terms of reference which splits the role of the group into three key component parts:

- (1) To identify and lead strategically significant commercialisation programmes
- (2) To provide guidance, advice and support to cross organisational commercialisation projects
- (3) To take oversight of the traded services arrangements within the organisation

- 4.2 As part of the approach to implement this revised focus the terms of reference and membership of the Group have been amended and this is reflected for information at appendix F.

- 4.3 The Group will now be chaired by the Executive Director, People and will contain strategic representation from across the organisation. The group will meet for the first time in its revised format in November 2019 and a revised work programme for the Group will be created and disseminated following this meeting.

5. Conclusion

- 5.1 The work of the commercialisation group has to date allowed for the development of an infrastructure and framework to support commercial activity as well as creating a

shift in the organisational understanding of commercialisation and trading. The progress made to date has been largely positive but has been limited by the ability of the Group to maintain oversight and control of projects and programmes that have been generated through and with the Group.

- 5.2 In addition, although short-term resources were allocated to support the work of the Group, clarity around how this would be supported in the longer term and the relationship between income generated and the MTFS from a service / corporate perspective has led to an inability to effectively mainstream the work.
- 5.3 These challenges are neither unique to West Berkshire nor insurmountable and the work undertaken to date provides solid foundations from which future arrangements can be built and developed linked to changes in the organisational governance arrangements and MTFS processes being led by the Chief Executive and Executive Director, Resources respectively.

6. Consultation and Engagement

Paul Anstey, Head of Public Protection & Culture (Former Chair of the Group)

Nick Carter, Chief Executive

Jeff Cant, Executive Member, Finance

Dominic Boeck, Executive Member, Children, Education & Young People

Background Papers:

*(add text)

Papers containing facts or material you have relied on to prepare your report. The public can access these background papers.

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Operations Board.

Subject to Call-In:

Yes: No:

If not subject to call-in please put a cross in the appropriate box by double-clicking on the box and selecting 'Checked':

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

Wards affected: West Berkshire wide activity

Please put a cross in the appropriate box(es) by double-clicking on the box and selecting 'Checked':

Strategic Priorities Supported:

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

- PC1: Ensure our vulnerable children and adults achieve better outcomes**

-
- PC2: Support everyone to reach their full potential**
 - OFB1: Support businesses to start, develop and thrive in West Berkshire**
 - GP1: Develop local infrastructure to support and grow the local economy**
 - GP2: Maintain a green district**
 - SIT1: Ensure sustainable services through innovation and partnerships**

The proposals contained in this report will help to achieve the above Council Strategy priorities by *(add text)

Officer details:

Name: Andy Sharp
Job Title: Executive Director, People
Tel No: 01635 519722
E-mail Address: andy.sharp1@westberks.gov.uk

Group Action Plan

No.	Outcome	Proposed action	Due date	Lead	Status	Notes	
Enhancing the Council's commercial culture and capability							
	Establishing a development programme for staff and councillors that underpins the Council's commercial ambitions	a	Training course designed for managers	May-19	LNB	G	Draft with PA - need to circulate to the group.
		b	Arrange provider for training	May-19	PA	G	Agreed that LNB can deliver this.
		c	Identify delegates	Jun-19	DL	G	
		d	Arrange courses	Jun-19	SP	G	Liaise with LNB for availability.
		e	Deliver courses	Jul-19	LNB	G	Once delegates agreed.
		f	Evaluation process back to CG	Aug-19	CBG	G	
		g	Establish support network for those working in income generating roles.	Apr-19	PA	G	CG agreed that this is needed. PA and DL to contact members of the group for nominations.
		h	Effective monitoring of the schools trading group	Jun-19	Donna Fox (DF)	G	Need to get an update following last meeting in April.
		i	Effective monitoring of the EHA/WBW trading group	Jun-19	April Peberdy (AP)	G	Need to get an update following last meeting in April.
		j	Establish support requirements for managers across the Council who work in traded services.	Jun-19	CBG	G	Use the information provided by HoS to make contact and ask the question.
2	Developing a communications and engagement plan to involve all staff and councillors in the Council's commercial approach	a	Briefings to all on the Council's aspirations through Reporter and CEO briefings	Jan-19	MD	G	PR ready for intranet launch
		b	Establish key communications from CG activity/agenda and include in the routine Reporter and Intranet coverage/pages	Jun-19	MD	G	Based on CG feedback
		c	Feedback from CMT - standing agenda item	May-19	PA	G	Discussions about the way future savings from traded services are handled and how it will operate with the new CEL process through Directors.
		d	Ensure all new members are engaged in work of the CG, include in induction and training programme for future months/years	Jun-19	PA	G	Being arranged.
3	Strengthening corporate systems and processes to support the Council's commercial activities	a	Report to Corporate Board	May-19	PA	G	Q4 final report due in May.
		b	Report back to CG on the implications of CEx governance papers.	Jun-19	DL	G	

Commercialisation – Supporting Information

		c	Meet with auditors to review all trading arrangements and cross reference with Capital Strategy and Risk Strategy	May-19	AW	G	AW has agreed that this can progress, but we need to be careful not to ask too much because it has billing issues. Quarterley meetings exist and commercial work is on the radar.
		d	Complete a risk register of CG activities	May-19	PA	G	
4	Ensuring that the Council's commercial activities are resourced appropriately	a	Include in the year end (Q4) report to CB the resource requirements to progress the project into 2019/20.	Mar-19	PA	G	This work needs to include the financial accounting procedures for allocating start up costs against project cost centres.
		b	Generate a new system of cost centre analysis to enable the group to monitor the overall impact of their activities.	Jun-19	PA	A	This work needs to include the financial accounting procedures for allocating start up costs against project cost centres.
		c	Identify finance lead for all governance work on savings and agresso implications.	May-19	AW	G	Melanie Ellis is the nominated lead.
Generating greater income recovery from Council services							
5	Reviewing the trading and income potential of all services	a	Follow up on map activity - CMT standing item, to ensure that CG capture any new proects.	Jun-19	DL	G	Initial response received. This will contribute to the overabl understanding of baseline income/commercial projects.
		b	Follow up on contact with all HoS and generate an understanding of income generation across the Council and its cumulative value.	Jun-19	DL	G	Initial list compiled, but lacking detail. More time will need to be spent fine tuning and examining the returns.
		c	Identify potential franchise opportunities in the local area which have links to Council strategic objectives	May-19	LNB	G	agreed to do some initial research e.g. Go-Ape - Business case to be presented.
		d	Investigate the Castlegate business plan and establish any assistance CG can give.	Jun-19	LNB	G	Papers to be supplied by AC.
		e	Review quarterly and include in reports to CB.	Jun-19	PA	G	If there are gaps in the returns from services this will be highlighted to CB.
		f	CG evaluation of income targets which have a traded service element.	Jun-19	PA	A	This will depend on the ability to assess Agresso with Finance.
		g	Produce recommendations where income potential has not been reached.	Jun-19	PA	A	This needs some more detailed work to acknowledge potential and where market research could unlock potential.
		h	Identify new projects which will deliver a surplus of £100k in 2019-10.	Mar-20	PA	R	There are not suitable financial controls in place for new projects at this stage.
6	Developing a systematic approach to customer insight, market analysis and environmental	a	Headline analysis of fees and charges from other LA's.	Jun-19	CBG	G	CBG to look for information that can be helpful in benchmarking.
			Analysis of the existing customer base.	Jun-19	CBG	G	

Commercialisation – Supporting Information

	scanning for business opportunities		Develop a plan that deals with customer insight, market analysis and environmental scanning.	Jun-19	CBG	G	
		b	Opensource/desktop research into charging/fee structures at other LA's.	Jun-19	CBG	G	
7	Establishing effective financial systems for trading services to help manage direct and indirect costs	a	Set up meeting to develop finance/accountancy templates and/or models to assist in business plan development	Feb-19	AW	G	Meeting set up between AW, DL and PA to discuss capacity/skills in Finance to assist with new business plans
		b	Identify all traded activity cost centres, scope defined as per CG ToR.	Jun-19	AW	A	Likely that additional resource will be required.
		c	Agree methodology for monitoring savings target.	Jun-19	AW	A	Likely that additional resource will be required.
		d	Agree methodology for future savings targets and relationship with surplus from traded activity.	Jun-19	AW	A	Likely that additional resource will be required.
8	Developing a co-ordinated training trading model	a	Bring together all training offers under one trading model	??	??	R	No resources allocated for this task. Might be a discussion with CMT.
9	Establishing appropriate charging policies (fees and charges) that balance the need for full-cost recovery with market sensitivity	a	Establish a CG approved officer hourly rate.	Jun-19	PA	G	Collate the existing stated hourly rates and need to get Finance to assist.
Increasing capital and revenue returns to the Council through delivering housing and economic growth							
10	Establishing a housing company to develop, own and manage new homes and return empty properties to use	a	Sovereign JV - set up and governance arrangements.	Jun-19	JG	G	March update received. No need for any CG involvement at this stage. Update e-mail to JG in June.
		b	Grazeley development	Mar-20	GL	G	e-mail to Gary Lugg and Bryan Lyttle to ask for an update - had a response - this is a project that won't have income implications until 2020. looking at what support might be useful.
		c	Residential investments	Jun-19	RT	G	Need to check with RT about where this has got to, has relevance in Cex governance papers...
		d	Liaison with Asset Management Group	Jun-19	PA	G	Need to speak with Richard Turner about how the two groups avoid duplicating effort. Need to consider in light of Cex governance paper
		e	Liaison with Property Investment Board	Jun-19	PA	G	Need to speak with Richard Turner about how the two groups avoid duplicating effort. Need to consider in light of Cex governance paper.

What is Commercialisation?

Why do we need it and how is it going to be delivered?



Background Timeline

- ❑ 2015 – LGA launch ‘Commercial Councils –The rise of entrepreneurialism in local government’
- ❑ 2017 – LGA publish ‘Enterprising Councils – Supporting Councils’ income generation activity’
- ❑ 2018 – Feb MHCLG publishes statutory guidance on capital finance (on local government investments and on minimum revenue provision)
- ❑ 2018 - June - internal meeting ‘commercialisation plan implementation’
- ❑ 2018 - July - presentation to CMT to formalise internal management



What?

- Innovation process or new product development.
 - Front End (Idea Management)

 - New Product Development

 - **Commercialisation**

Front End or Idea Management

Generally acknowledged as the 'Cheap and Easy' bit, broadly five phases*

1. Opportunity Identification
2. Opportunity Analysis
3. Idea Genesis
4. Idea Selection
5. Idea and Technology Development

'Think about the Customer'

[*Koen et al. (2001)]

New Product Development

- 'Product'
 - Tangible
 - Intangible (service, experience or belief)
- Market Need
 - Are we sure we know our customers or are we assuming?
- Importance of Technology
 - What is needed? Are we able to apply it? Is it available? Or how long until it is?



Commercialisation

'the costs of developing several ideas are marginal compared to implementing any one idea'*

Managing Risk

- Take time to understand market data.
- Create a system that can handle most decision making scenarios in the Council.
- Funnel the ideas.
- Intervene early to save resources.

[*Reid, S.E. and de Brentani, U. (2004)]



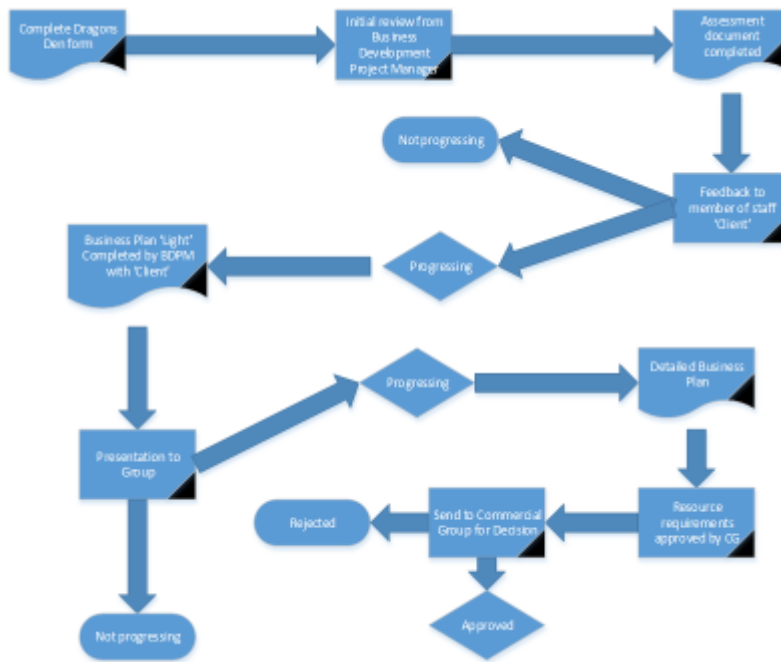
Why?

- Income targets arising from Financial Challenge process.
- Existing ideas being developed in isolation.
- Implementation of 'Dragons Den' concept.
- No structure below Budget Board in place to make decisions on income generation investments.
- No capacity to progress new product development [Commercial Group Action Plan]

How? Commercial Group is born

'To provide oversight and direction to, and coordination of, the authority's commercial activities.'

- To deliver the outcomes of the Council's Commercialisation Plan.
- Provide Corporate Board with quarterly updates on the Group's activity.
- Advise Corporate Board (and other decision making bodies as appropriate) on emerging issues that might affect the authority's ability to achieve its commercial ambition and recommend action accordingly.
- To determine the viability and desirability of proposals for commercial activity generated from within the authority.
- Provide advice and direction to commercially sound initiatives, signposting to sources of funding and other necessary resources.



Governance arrangements

Commercial Group

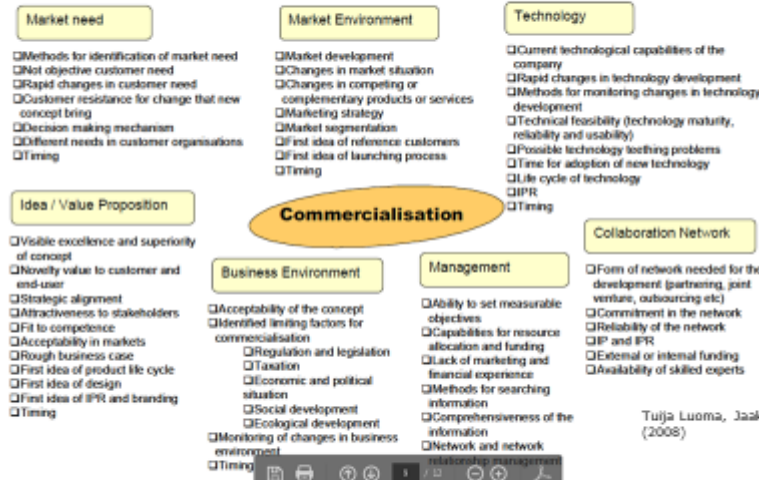
- *Began 16th August 2018*
- *Meets every month*
- *Membership from across the Council (Officers and Exec)*
- *Reports to Budget Board*
- *Quarterly briefing to Corporate Board*

WBC COMMERCIAL ACTIVITY

Existing or proposed goods or services which generates an external income for the Council i.e. does not include money moving internally.



Risks to manage



Awareness

- ❑ LGA 'Best Practice'
- ❑ Commercial skills training – improving performance
- ❑ Internal communications – get staff thinking
- ❑ Workforce assessment – what roles do we need in the future?

Work being done.....

- ❑ Supporting existing ideas:
 - Emotional Health Academy
 - West Berkshire Wellbeing
- ❑ Property Investment Board
- ❑ Schools Trading
- ❑ Sovereign Joint Venture
- ❑ Developing new ideas 'Dragons Den' style:
 - Energy production and distribution
 - Culture and Leisure expansion
- ❑ Improving capacity:
 - Marketing and PR
 - Business development

Strategy considerations

- **Links within strategies being improved;**
 - Council Strategy
 - Economic Development
 - Vision 2036
 - Culture and Leisure
- Workforce planning
- PR and Marketing
- Website
- Customer First
- Capital
- Procurement
- Asset Management
- New Ways of Working

COMMERCIAL BOARD

Terms of Reference

Purpose	To provide leadership of the authorities strategically significant commercial activities, guidance to proposed cross service initiatives and oversight of traded activity where appropriate.
Objectives	<ol style="list-style-type: none"> 1. To create, update and oversee the commercialisation strategy and approach for WBC 2. To facilitate and ensure the delivery of the Council’s Commercialisation Plan linked to the strategy of the Council 3. Provide Corporate and Operational Boards with quarterly updates on progress towards the delivery of the Commercialisation Strategy and associated Pan 4. Advise Corporate Board (and other decision making bodies as appropriate) on emerging issues that might affect the authority’s ability to achieve its commercial ambition and recommend action accordingly 5. To identify and determine the viability and desirability of proposals for strategically significant commercial activity generated from within the authority 6. Provide advice and direction to commercially sound initiatives, signposting to sources of funding and other necessary resources 7. To provide administrative support, oversight and guidance to the corporate initiative to identify commercial opportunities (Lions Lair)
Reports to	Corporate Programme Board (as required)
Membership	<ol style="list-style-type: none"> 1. Executive Director (People) (chair & People Rep) 2. Head of Public Protection and Culture (vice chair & Place Rep) 3. The Monitoring Officer 4. Head of Commissioning (Resources Rep) 5. Head of Human Resources 6. Head of Customer Services and ICT 7. Executive Director, Resources 8. Executive Member for Finance 9. Executive Member for Children, Education & Young People
Budget	None
Frequency	Monthly

This page is intentionally left blank

Agenda Item 8.

Overview and Scrutiny Review Matrix

Review Topic: ICT/Digital Transformation

Timescale:
Start: Upon completion of LRIE TG
Finish: tbc

Review Rationale:

1. To review the current ICT / Digitisation Strategy and how far it has got. The Strategy is to be updated in light of the new Council Strategy so this review would be timely.
2. A review of the Corporate Digitisation Programme – this includes a number of corporate projects which are being overseen by the Customer First Programme Board. They are at various stages.
3. New Ways of Working Reviews – these are being done for each Service although only one has been agreed and published (Development and Planning). As stated earlier these Reviews are generating a large number of digital recommendations so there will inevitably be a queue and a need to prioritise even though some additional resource has been found.

Key Questions:

1. Is the Council's current digitisation strategy fit for purpose and how do we keep it up to date?
2. What does implementation progress look like and is it driving the required change?
3. Are there any barriers beyond resources?
4. How does prioritisation work? Is the process driven by business cases?
5. Is the project management effective?
6. Is there evidence that the outcomes are being delivered?
7. Should the Council commission a Digitisation Healthcheck?

Review Membership: tbc

Chairman: tbc

Vice-Chairman: tbc

Lead Officer: Stephen Chard

Information Required:

Witnesses:

Kevin Griffin – Head of Customer Services and ICT
Phil Rumens – Digital Services Manager

This page is intentionally left blank

Key Accountable Performance 2019/20: Quarter One - Summary Report

Committee considering report:	Executive
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	20/09/2019
Report Author:	Jenny Legge/Catalin Bogos
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To report quarter one outturns for the core business measures which monitor performance against the 2019/20 Council Performance Framework.
- 1.2 To provide assurance that the core business areas set out in the [Council Strategy 2019-2023](#) 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 the end of the quarter, 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 core business measures.
- 2.2 To review those areas reported as 'amber' or 'red', as detailed in Appendix F. To ensure that appropriate actions are in place and are making a difference, in particular for the measures relating to:
 - (1) The timeliness of reviews of clients with ASC long term service – this has been referred to the Overview and Scrutiny Management Commission by the Executive at Q4.
- 2.3 To note the decrease in demand in Q1 in Children and Family Services.
- 2.4 To note the increase in demand and its subsequent impact on performance and financial commitment in Adult Social Care services, in particular on the Locality Teams.

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

Executive Summary

5. Introduction / Background

5.1 This report provides the Executive with a summary of the council performance during quarter one 2019/20. Performance is shown against the core business activities ([Council Strategy 2019-2023](#)), the Corporate Programme and Corporate Health Indicators.

6. Synopsis

6.1 **Measures of volume** indicate a decrease in demand/need for Children's social care and a rise for Adult Social Care.

6.2 Key Performance Indicators (KPIs) and targets to show progress towards achieving our **priorities for improvement** in the Council Strategy 2019-2023 have yet to be agreed, and therefore are not reported this quarter.

6.3 For **core business areas**: Children and Family Services are reporting performance for placement stability better than target. Good performance is also evident for household waste recycling and timeliness for decision on new benefit claims. However, sickness absence has affected some performance of the Benefits Team. ASC are managing their resources to address the poor performance on LTS reviews which continues from previous years. However, the ASC service reports strong results for reablement/rehabilitation and timeliness of financial assessments.

6.4 **Corporate Programme**: Good progress is being reported across strategy development work. Infrastructure projects (school capital and roads) have a mixed progress towards target. System or ICT infrastructure upgrades are being delayed by outside factors.

6.5 **Corporate Health**: High level corporate health indicators show that staff turnover has been maintained at 13%.

7. Conclusion

7.1 Quarter one results show that performance levels are in line to achieve the end of year targets for the majority of the measures of the core business areas.

7.2 An analysis of the measures RAG rated Amber or Red, shows that actions have been implemented to improve performance, which in one of the two cases was just below the targets/thresholds set.

7.3 The area of underperformance to note refers to:

- The timeliness of reviews of clients with ASC long term service – this has been referred by the Executive at Q4 for more in depth scrutiny by the Overview and Scrutiny Management Commission.

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 – Measures of Volume Dashboard

8.5 Appendix E – Core Business Measures by category (Table and Speedometers

8.6 Appendix F – Exception Reports

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:	24/05/2019

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: 24/05/2019

This page is intentionally left blank

Key Accountable Performance 2019/20: Quarter One – Supporting Information

1. Introduction/Background

- 1.1 This report provides the Executive with an update on the Council's performance at quarter one, as described in the Council's Performance Management Framework. Information is provided on the following:
- (a) Notable trends in the measures of volume (MoV)
 - (b) Performance against Core Business
 - (c) Progress of the Corporate Programme
 - (d) Overview of the Corporate Health Measures
- 1.2 The report focuses on the performance measures relating to the Council Strategy's core business areas only. Work is progressing to conclude measures linked to the six priorities for improvement for 2019-2023.

2. Supporting Information

2.1 Measures of volume

- 2.2 Although, not all within our control, the non-targeted and contextual measures can provide useful information about the health of the district (refer to Appendix D)
- 2.3 The number of properties subject to business rates continued to increase this quarter (43 additional units). The number of empty business properties has risen too by 32 additional units. (Chart 2)
- 2.4 As a whole, planning applications have decreased by 10% compared to Q1 2018/19. This is due to a sharp decrease in the 'minor' and 'other' categories. However, the number of 'Major' planning applications has increased by 11%. (Chart 6)
- 2.5 The number of referrals to Children and Family services has decreased by 18.3%, however this measure is volatile. (Chart 7)
- 2.6 The number of children subject to a Child Protection (CP) Plan has dropped by 44.8% since Q1 last year. This is due to several reasons (Chart 9):
- (i) The pilot programme, Family Safeguarding Model is a way of working with families that focusses on family strengths and leads to fewer CP Plans.
 - (ii) A CP Clinic that reviews cases at 9 months has been established, to further reduce drift and delay.

- (iii) Our Contact Advice and Assessment Service has increased their management capacity and are able to deliver intervention at an earlier stage.
- (iv) Initial assessment and analysis has been strengthened to prevent CP Plans from being formed, simply because risk was not quantified.

2.7 The number of adult safeguarding enquiries (s42) opened, whilst below the previous two quarters, was still 10.6% higher than the same quarter last year. This not only impacts the Safeguarding Team, but also the Locality Teams that process the majority of the enquiries. (Chart 10)

2.8 Looked After Children cases have reduced compared to March 2019. There is no reason for this other than the usual turnover of leavers and, at 165 cases for June 2019, it is still 9.3% higher than Q1 2018/19. (Chart 11)

2.9 The Executive to note the reduction in demand in CFS. The increase in demand in ASC safeguarding has been highlighted in previous reports and is again indicated by the rise in ASC enquiries.

2.10 **Key Strategic Measures by Strategic Priority for Improvement**

2.11 A piece of work is being carried out to produce a detailed Council Delivery Plan that links the Council Strategy's priorities for improvement and the KPIs that report progress against the commitments (What we will do). There has therefore been no agreement yet as to which KPIs will be reported to Executive to report progress against the priorities for improvement or their targets. This report will therefore, only be considering Core Business KPIs.

2.12 **Key Strategic Measures by Core Business** (refer to Appendix E)

2.13 Protecting our children (RAG: **Green**)

- At 7.4%, performance better than the target (below 10%) was achieved for the placement stability of Looked After Children.

2.14 Maintaining our roads (RAG: **Green**)

- 98.8% of pothole and road repairs are being completed within the 28 day deadline. The service has also reported good progress with the A339 new junction and the Market Street/Cheap Street junction construction.
- Q1 saw the successful prosecution of Scottish and Southern Energy for the issues caused by their failure to manage traffic signals in Parkway during January. The Magistrate fined SSE the maximum under the legislation.
- The Traffic and Road Safety Team has continued their excellent engagement with Parish Councils on speed management. A number of meetings and training sessions have been held regarding SID and Community Speed Watch (CSW). Further discussions have also been held to look how Parishes could progress their own CSW programmes.

2.15 Collecting your bins and keeping the streets clean (RAG: **Green**)

- The estimated return for the local indicator on household waste recycling is on target. The outturn for Q4 was raised to 'Good' for the measure around keeping our streets clean. The service reports that year 2 of the council's garden waste service was launched during Q1, which resulted in a very busy time for the Waste Management team. Issues with the online payment system have been addressed by a number of other teams (Customer Services, ICT, Finance and Digital) providing support to manage demand.

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

- The time taken to make a full decision on benefit claims is better at the beginning of 2019/20 than it has been in previous years (19.12 days) and is within target. Performance was slightly higher than normal with regards to the average number of days taken to make a decision where changes have been made. This was due to sickness absence and annual leave commitments within the team. Staff have now returned and the time taken is being reduced. The service expects to be on target at Q2 (see exception reports for details).

2.17 Collecting Council Tax and Business rates (RAG: **Green**)

- The service is reporting this as on track for this point in the year.

2.18 Ensuring the wellbeing of older people and vulnerable adults (RAG: **Red**/**Green**)

- The number and complexity of financial assessments/reviews is increasing. There were 81 more reviews in Q1 this year compared to last. However, excellent performance has been maintained for the timeliness to action the financial assessments.
- Currently 61% of all people with a long term service (LTS) for more than 12 months have had a review in the last 12 months. The cohort is 33 higher than at Q1 last year. The service has examined the reasons for the target of 70% not being met and have an agreed plan of action aimed at increasing this performance. Historically, this KPI has not met its target for the past 2 years, and in Q4 the Executive referred this to the Overview and Scrutiny Management Commission for more in depth investigation.
- Good performance is reported regarding reablement/rehabilitation following discharge from hospital.

2.19 Planning and housing (RAG: **Green**)

- All planning application measures are on target at Q1.
- Work to submit a minerals and waste local plan for West Berkshire to the Secretary of State for examination is reported on track.

2.20 Corporate Programme

- 1) The programme is tracking 31 significant projects currently in train within the authority, a large proportion of which (as they involve the spending of significant amounts of capital) have their own progress and monitoring arrangements. Highlights for the remainder are shown below.

- 2) **New legislation preparation** – There are no live projects in this work stream.
- 3) **Strategy development** – Work is being undertaken to develop 6 other strategies. All projects are on track.
- 4) **Infrastructure** – 14 projects (some of which have sub-elements) are currently underway, the majority of which relate to Transport and Countryside activity or school capital projects. Progress against track is mixed.
- 5) **Strategic transformation** – The project to establish the Joint Venture with Sovereign Housing continues and the Commercial Group is overseeing the introduction of a number of processes to aid trading. A number of specific commercial initiatives are also being overseen and 5 digitisation projects are underway. The Family Safeguarding Model implementation (one of two CFS projects) is currently behind schedule but the remainder of the strategic transformation activity is on track.
- 6) **Service transformation** – Work continues on the New Ways of Working reviews (two of which are slightly behind schedule). The One Public Estate project, led by Wokingham Borough Council, is on track and expected to move to an implementation phase following Q1.
- 7) **Major ICT projects** – Most of the fourteen 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 ICT & Customer Services.

2.21 Corporate Health Measures

2.22 **Corporate Health Measures** are adhered to by all services and provide useful information for the management of staff.

2.23 The financial information usually presented in this report on forecast overspend of the net budget was not available at the time of publication. The percentage turnover for the whole Council is 13%, which is the same as at Q4 and below the 14% for Q1 2018/19.

3. Options for Consideration

3.1 None

4. Conclusion

4.1 Quarter one results show that performance levels are in line to achieve the end of year targets for the majority of the measures in the Core Business category.

4.2 Performance remained strong in terms of household waste recycled, composted, reused and recovered, timeliness to decide on new benefit claims, in year business rates and council tax collection, ASC financial assessments' timeliness, ASC reablement/rehabilitation and timeliness to determine planning applications.

4.3 An analysis of the measures RAG rated amber or red, shows that actions have been implemented to improve performance, which in one of the two cases was just below the targets/thresholds set.

4.4 The area of underperformance to note refers to:

- The timeliness of reviews of clients with ASC long term service – however, this has already been referred to the Overview and Scrutiny Management Commission.

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 head of service and portfolio holder.

Background Papers:

[Council Strategy 2019-2023](#)

Papers containing facts or material you have relied on to prepare your report. The public can access these background papers.

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Operations Board.

Subject to Call-In:

Yes: No:

If not subject to call-in please put a cross in the appropriate box by double-clicking on the box and selecting 'Checked':

- | | |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 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: *(add text)

Please put a cross in the appropriate box(es) by double-clicking on the box and selecting 'Checked':

Strategic Priorities Supported:

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

- PC1: Ensure our vulnerable children and adults achieve better outcomes**
- PC2: Support everyone to reach their full potential**
- OFB1: Support businesses to start, develop and thrive in West Berkshire**
- GP1: Develop local infrastructure to support and grow the local economy**
- GP2: Maintain a green district**
- SIT1: Ensure sustainable services through innovation and partnerships**

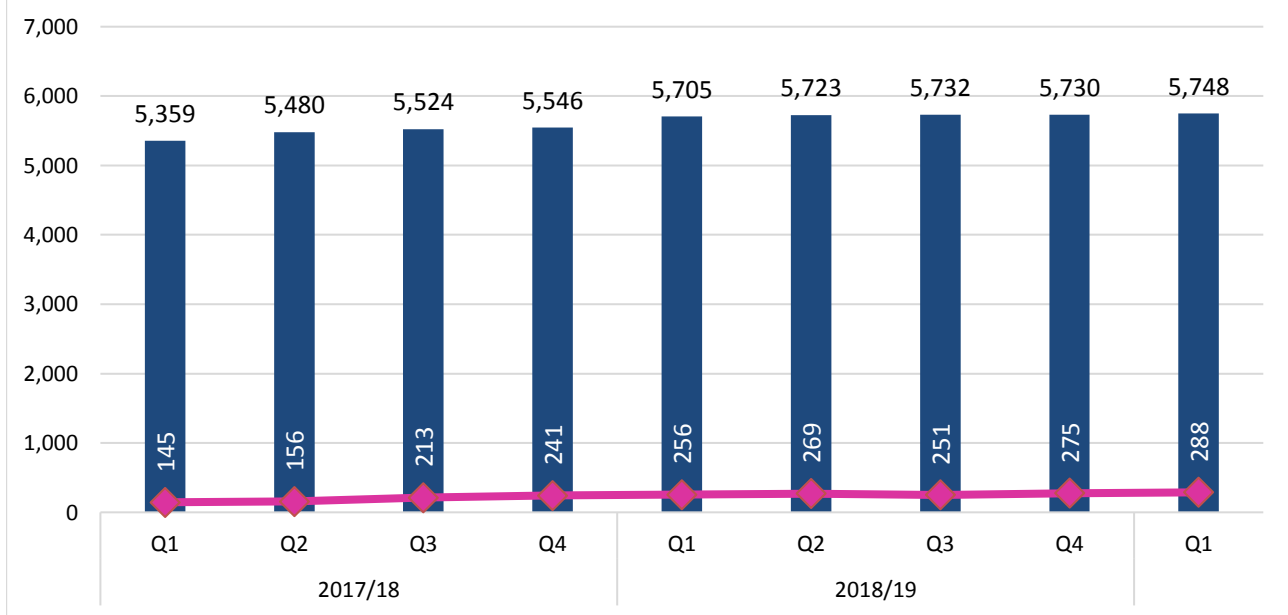
The proposals contained in this report will help to achieve the above Council Strategy priorities by *(add text)

Officer details:

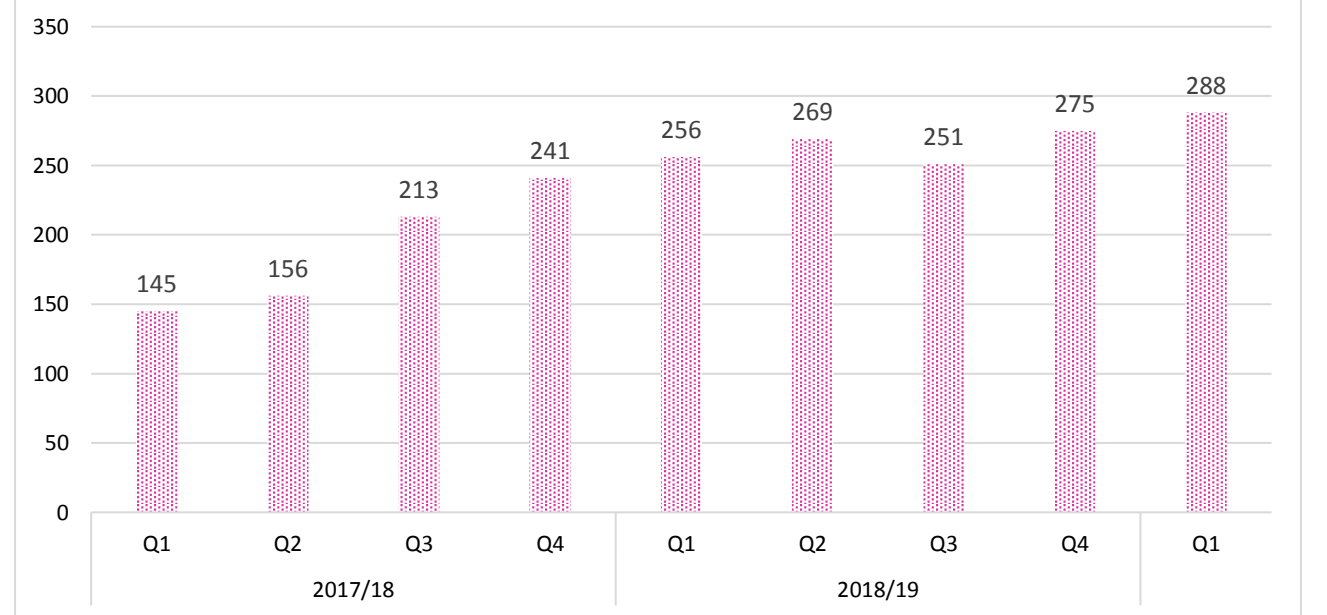
Name: Catalin Bogos
 Job Title: Performance, Research and Consultation Manager
 Tel No: (01635 519102)
 E-mail Address: catalin.bogos@westberks.gov.uk

Local Economy

1	Number of business rated properties	QvQ: 43
	Number of empty business rated properties	QvQ: 32

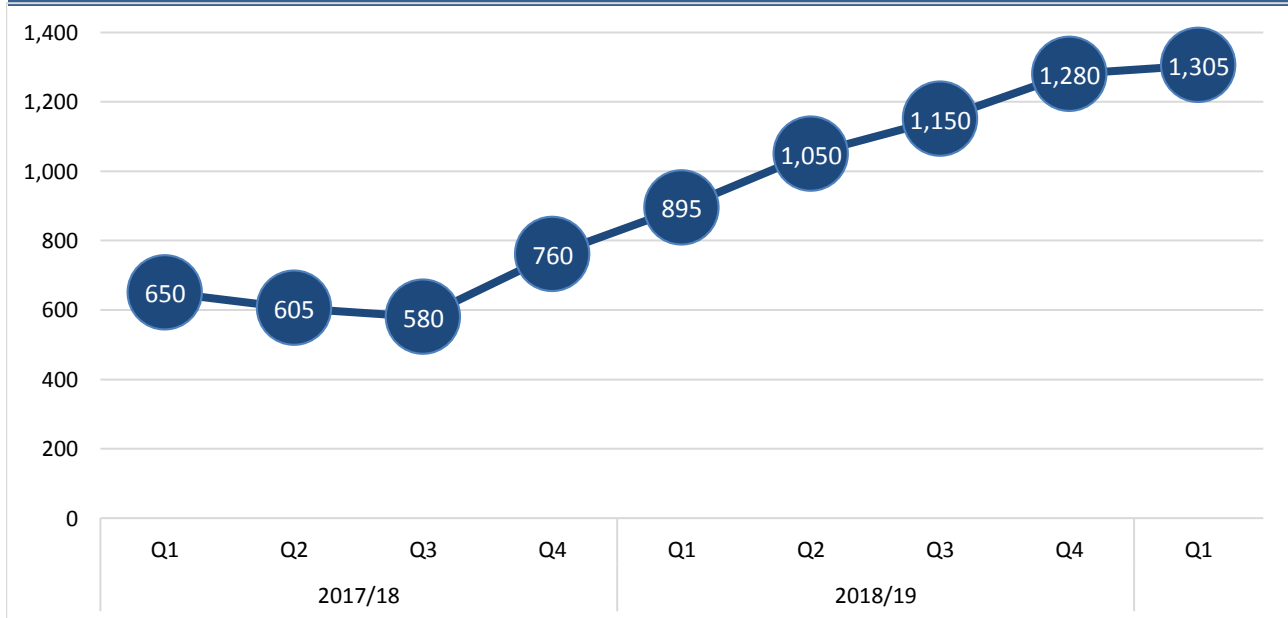


2	Number of empty business rated properties	QvQ: 12.5%
---	-------------------------------------------	------------

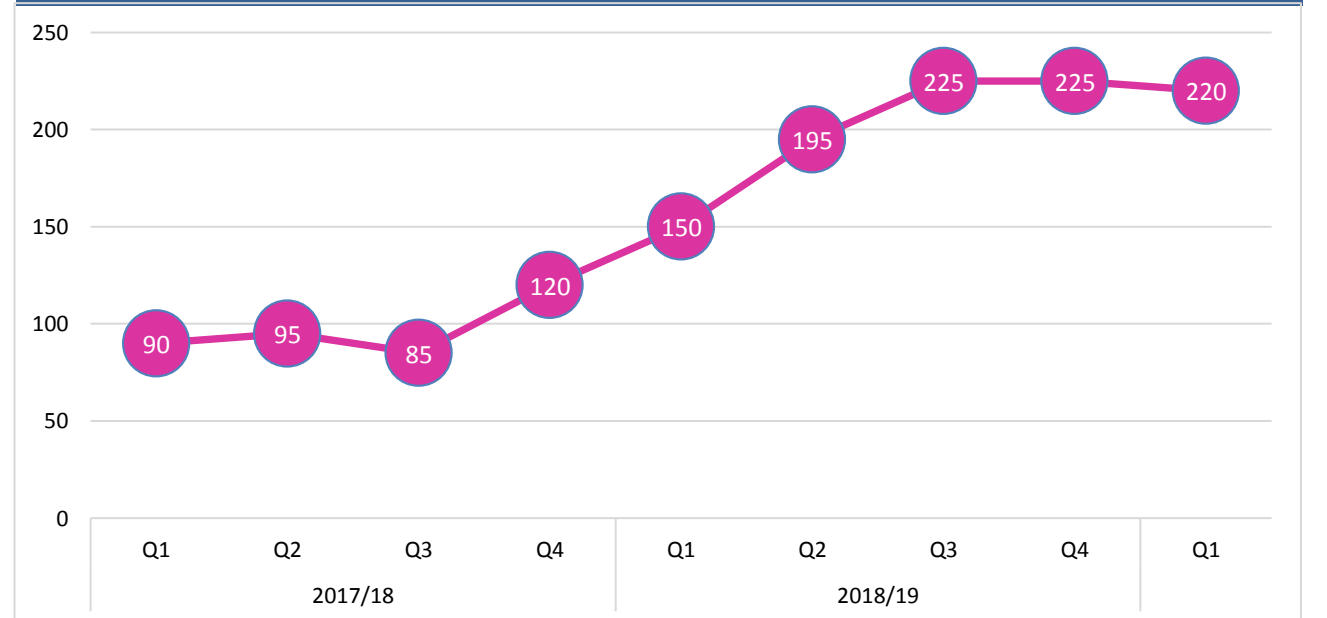


Q1 comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

3	Total claimant count (aged 16+) - JSA & Universal Credit	QvQ: 45.8%
---	----------------------------------------------------------	------------

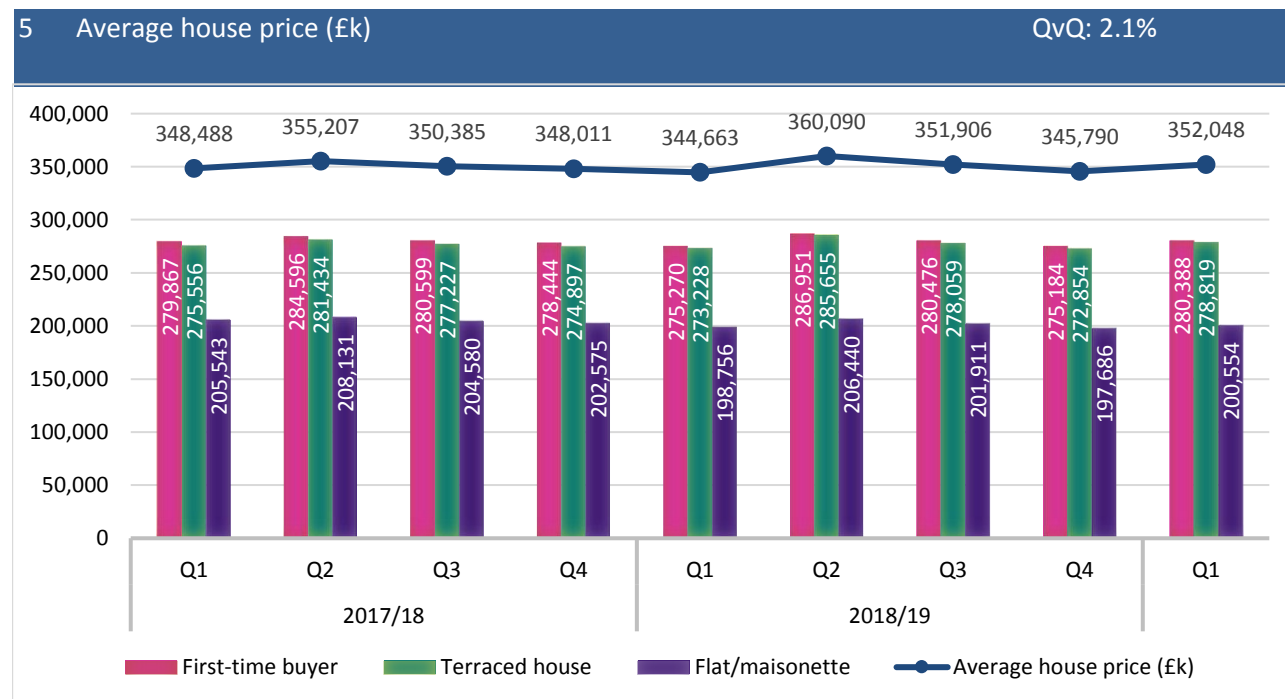


4	Total claimant count (aged 16-24) - JSA & Universal Credit	QvQ: 46.7%
---	------------------------------------------------------------	------------



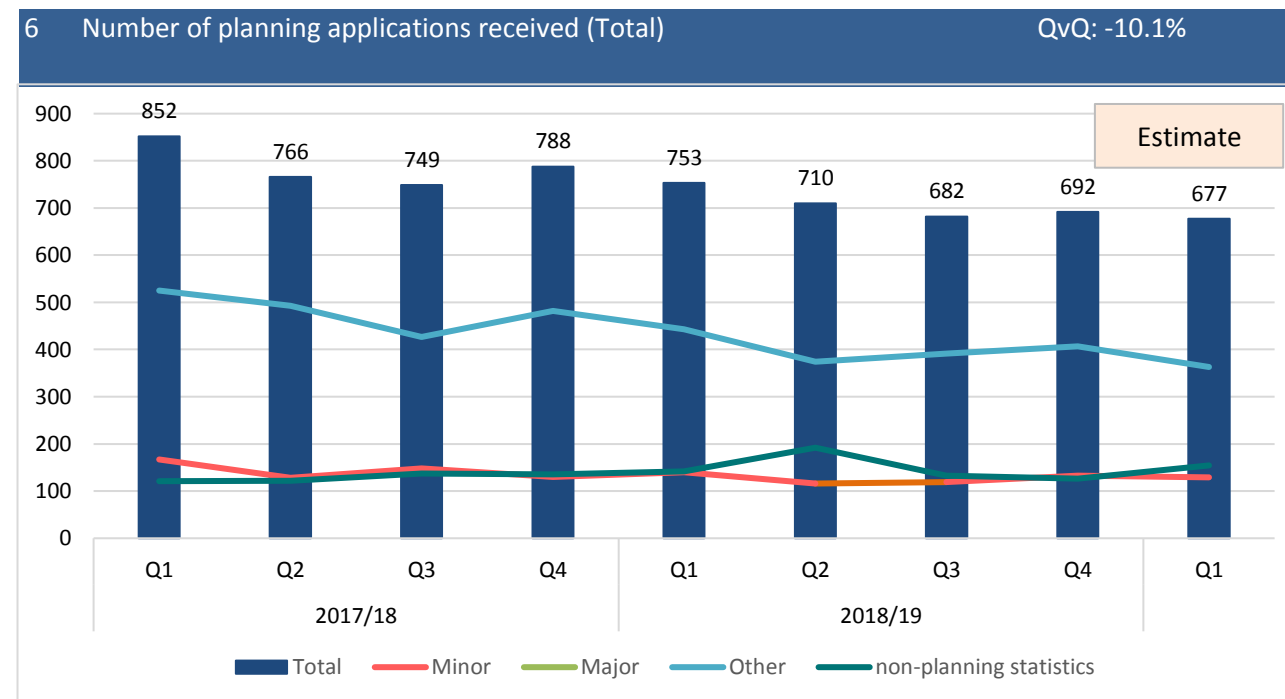
Q1 comment: Reported for last month of the quarter

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.



Q1 comment: Usually reported for the last month in the quarter, however Q1 2019/20 is reporting as an average of April and May 2019 and will be updated at Q2 when the data will be available.

Historic data updated by the land registry
 (Source: Land Registry) Average price (All property types)

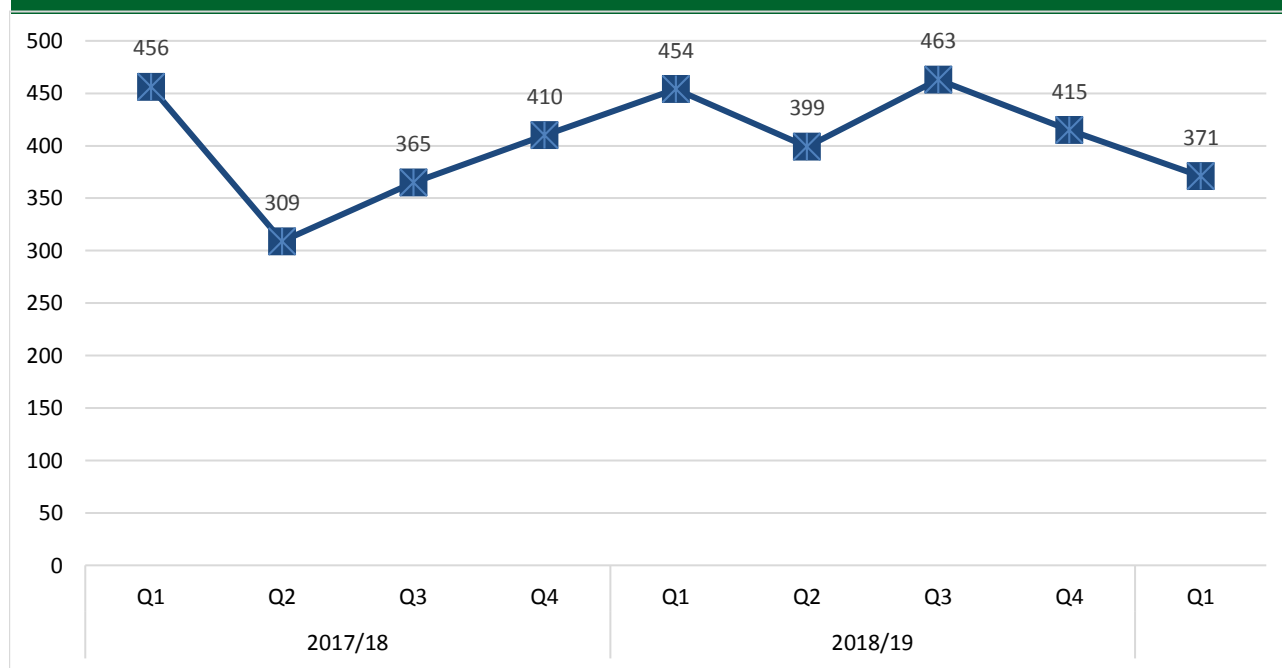


Q1 comment: Data is estimated

Estimate

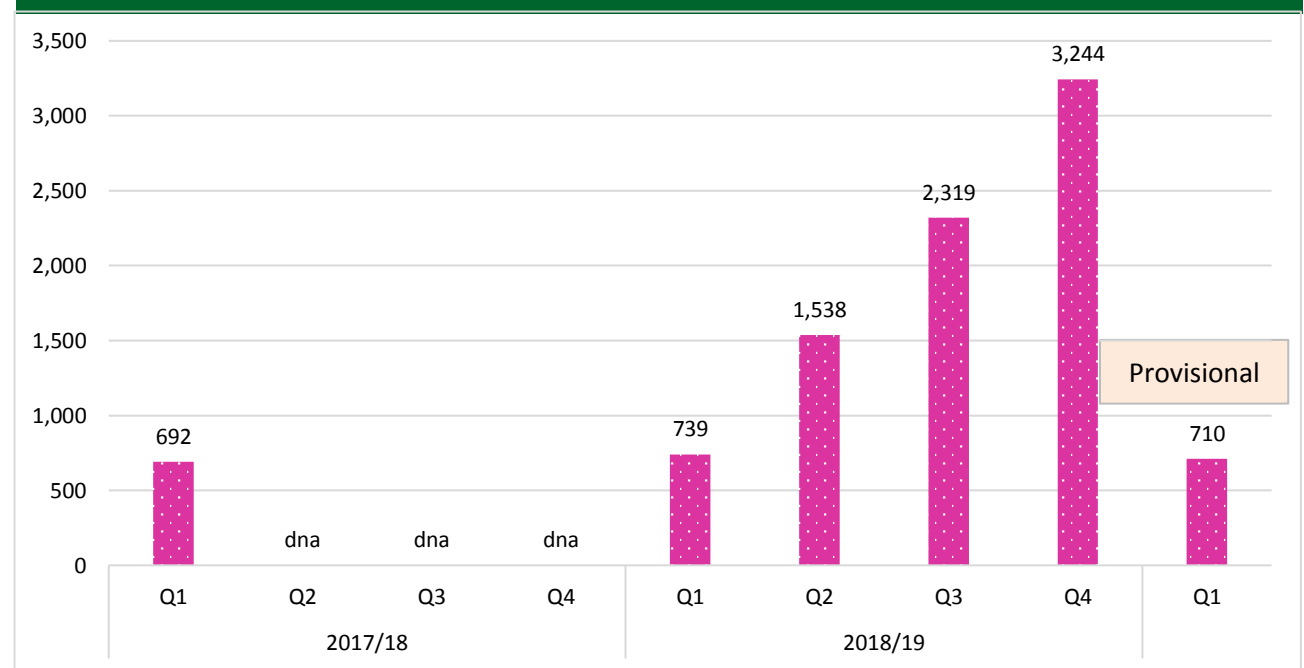
Social Care

7 Number of referrals received (all) (Children and Family Services) QvQ: -18.3%



Q1 comment: None submitted

8 Overall number of new requests for support (ASC) (Total activity measure aligned to STS001 (excludes Blue Badges)) QvQ: -3.9%



Q1 comment: 2018/19 figures has been updated

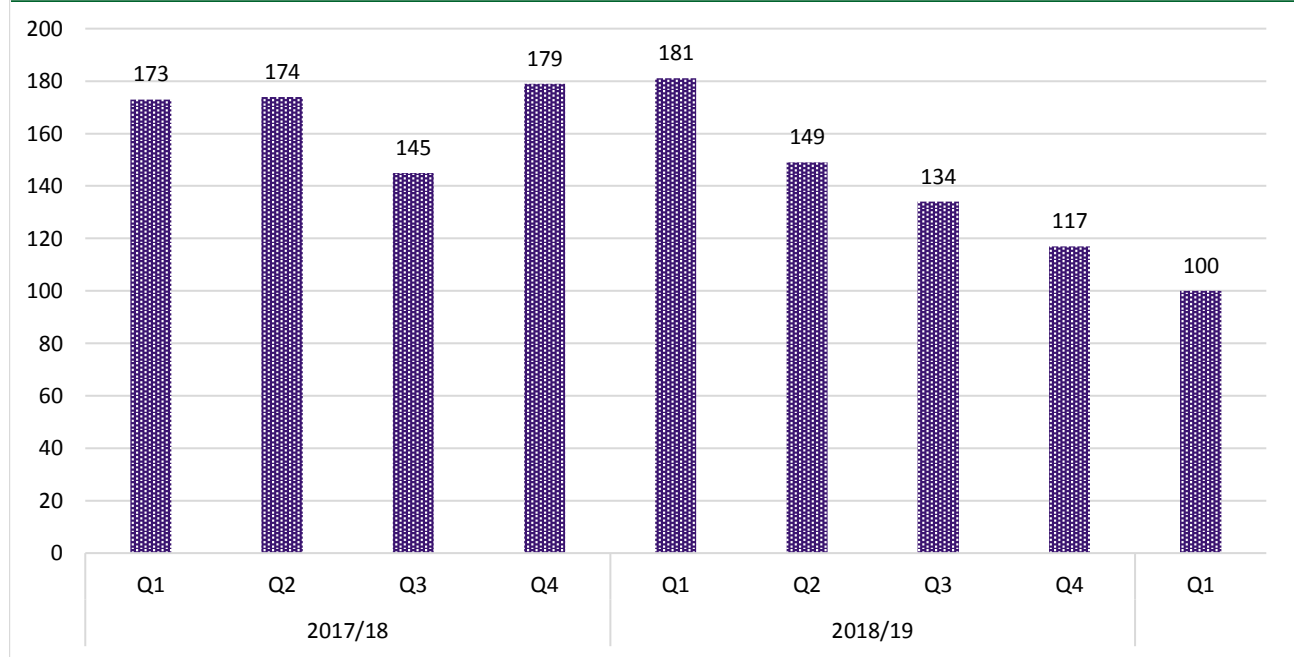
Reporting year to date, provisional data.

This is different to what is reported in STS001 statutory return based indicator, as excludes Blue Badges (included as per statutory guidance, but ASC have little involvement with). Measure includes all Routes of Access (Community, Hospital Discharge, Asset depleters, Transition and Hospital diversion), and can identify reporting source.

Data for Q2 and 3 2017/18 is unavailable due to the transition to Care Director.

Outcomes of enquiries can't be reported until electronic system case monitoring documents have been closed.

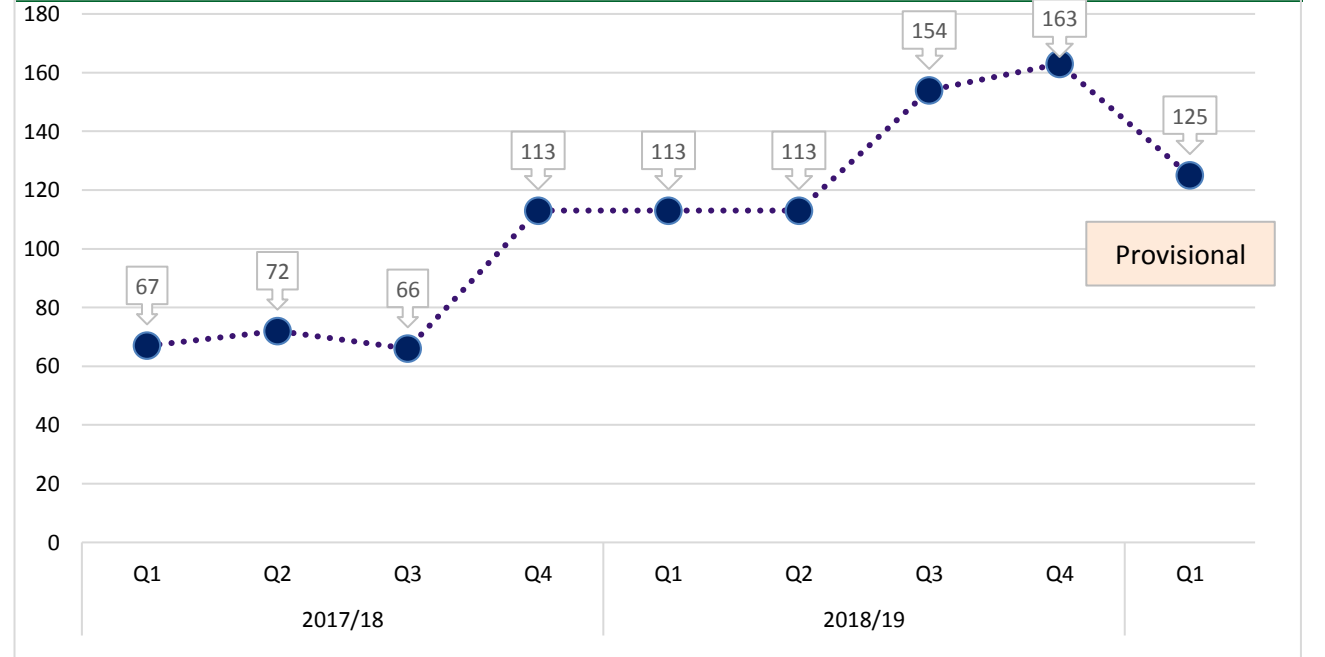
9 Number of Children subject to Child Protection (CP) Plans QvQ: -44.8%



Q1 comment: Family Safeguarding Model (FSM) has allowed us to reduce the number of children being worked with under Child Protection (CP) procedures:

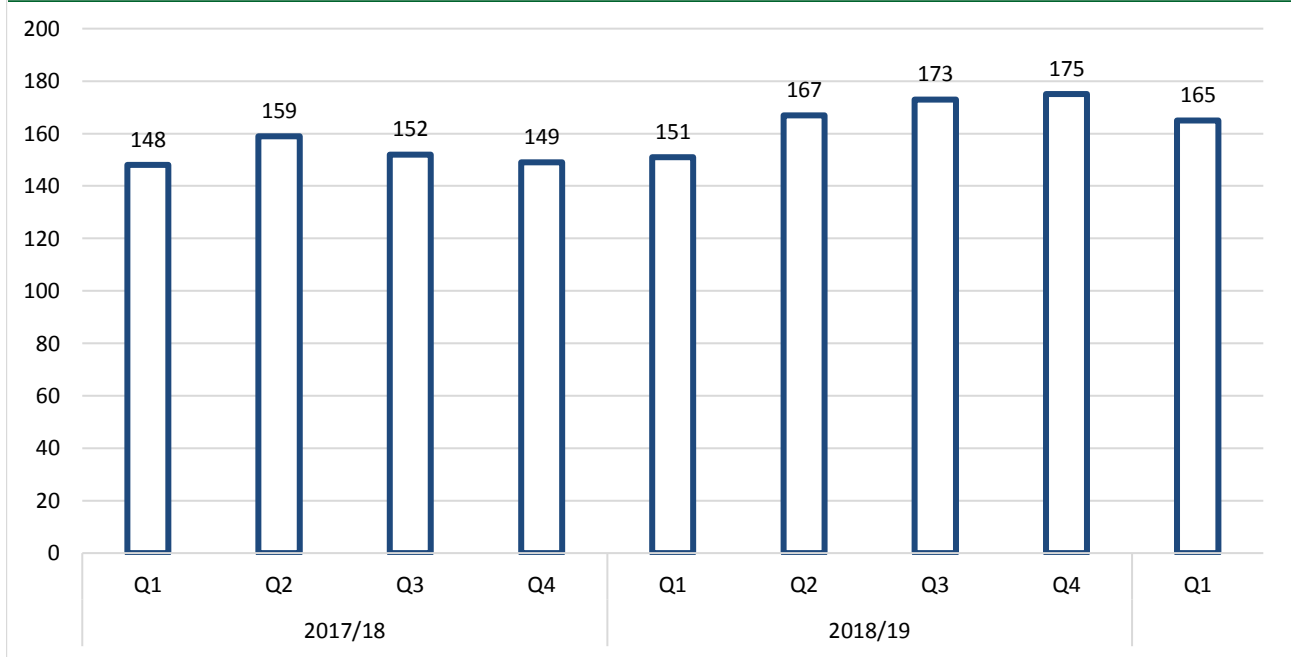
- The FSM model of working with families focusses on family strengths and leads to fewer CP Plans.
- A CP Clinic that reviews cases at 9 months has been established – to reduce drift and delay.
- Our Contact Advice and Assessment Service has increased their management capacity and are able to deliver intervention at an earlier stage
- Initial Assessment and Analysis have been strengthened to prevent CP Plans from being formed simply because risk was not quantified.

10 Number of adult safeguarding enquiries (S42) opened QvQ: 10.6%



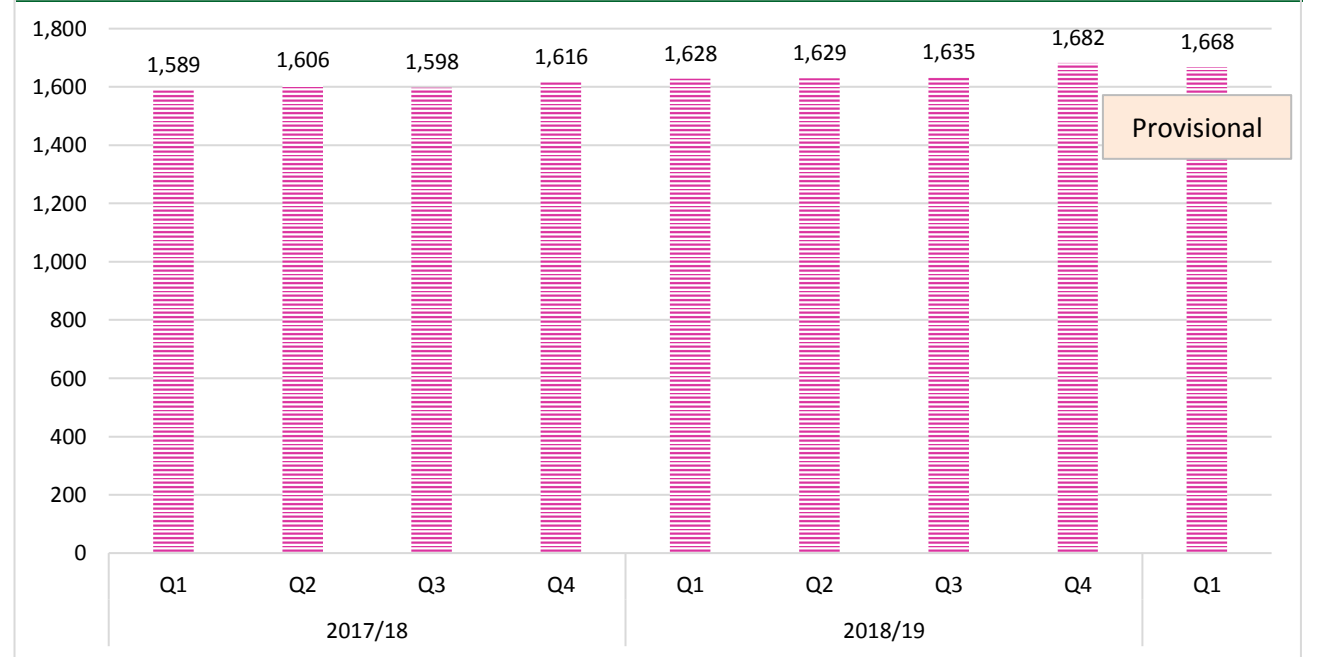
Q1 comment: Provisional, year to date data.

11 Number of Looked After Children (LAC) cases QvQ: 9.3%



Q1 comment: None submitted

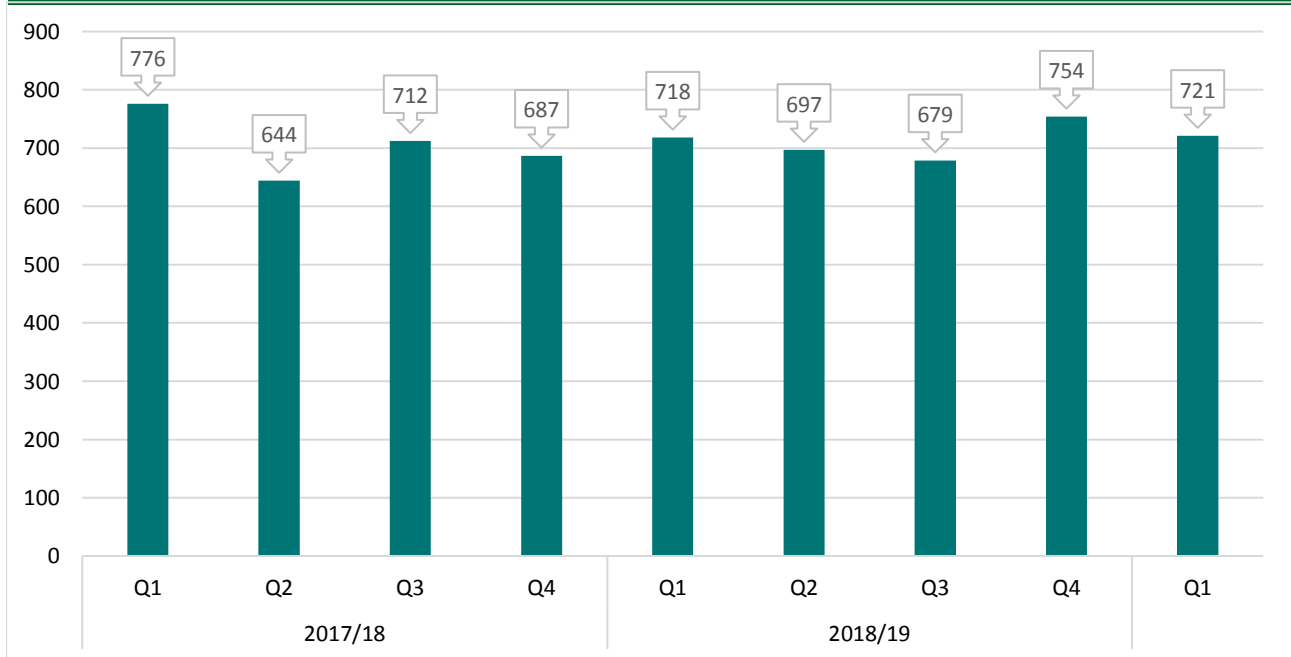
12 Current Long Term Support client (LTS All Ages) (incl. community, residential & nursing care) QvQ: 2.5%



Q1 comment: Provisional data (snapshot at end of quarter). Validated at year end.

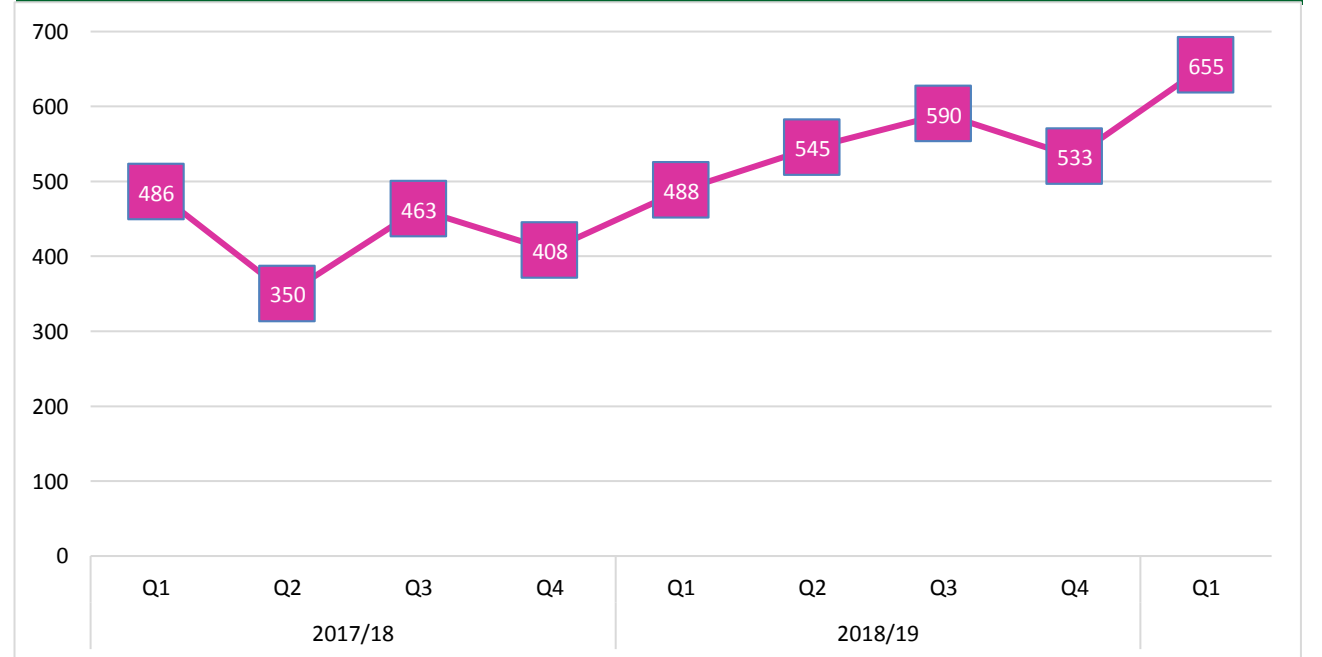
Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS001b

13 Number of Children in Need (CIN) (excluding LAC and CP) QvQ: .4%



Q1 comment: None submitted

14 Number of qualifying live households on the Common Housing Register QvQ: 34.2%



Q1 comment: The backlog has been reduced to approximately 5 weeks. In addition, staff have returned from absence and the team is back to full compliment.

This page is intentionally left blank

Core Business													Service comment on target setting
	Title	Responsible Officer	2017/18			2018/19			2019/20		Comment Q1		
			Target	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn			
▶ Protecting our children													
Executive	% of Looked After Children who've had 3 or more placement during the past year	Pete Campbell	<=10%	★ (5/144) 3.5%	dna	<10%	★ (16/172) 9.3%	dna	<=10%	★ 7.4%	Q1: 12 / 163		
▶ Maintaining our roads													
Executive	% of the principal road network (A roads) in need of repair	Andrew Reynolds	5%	★ 3%	7/16 2nd	5%	★ 2%	dna	4%	🕒 Annual - Q4			
▶ Collecting your bins and keeping the streets clean													
Executive	% of household waste recycled, composted, reused and recovered (Local Indicator)	Vacant	80%	★ (64,736/77,596) 83.4%	-	80%	★ (63,016/74,171) 84.3% (P)	-	80%	★ 80.2% (E)	Q4 2018/19 has been updated. Q1 2019/20 is an estimate and will be updated later in the year. All results are subject to change once validated by DEFRA after Q4		
Executive	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Vacant	Satisfactory	★ Good	-	Satisfactory	★ Good	-	Satisfactory	🕒 Reports from Q2			
▶ Providing benefits													
Executive	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	<20 days	★ 19.54 days	-	<20 days	★ 19.54	-	<20 days	★ 19.12			
Executive	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Iain Bell	<9 days	★ 6.32 days	-	<9 days	★ 6.50	-	<9 days	🔻 10.76	Q1: n/a / n/a See exception report for details.		
▶ Collecting Council Tax and Business rates													
Executive	The 'in-year' collection rate for Council Tax	Iain Bell	99%	★ (104604310/105897764) 98.8%	-	99%	★ (304,676,716 / 451,951,349) 98.5%	-	99%	★ 28.2%	For comparison 2018/19 Q1: (33343016/112735509) 29.6%		
Executive	The 'in-year' collection rate for Business Rates	Iain Bell	99%	★ (87059126/87683258) 99.3%	-	99%	★ (251,705,119 / 355,628,967) 98.4%	-	99%	★ 34.0%	For comparison 2018/19 Q1: (33917616/89801606) 37.8%		
▶ Ensuring the wellbeing of older people and vulnerable adults													
Executive	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Paul Coe	75%	🔴 (842/1231) 68.4%	-	70%	🔴 (854/1317) 64.8%	-	70%	🔴 61.1%	Q1: 792 / 1,296 Please see exception report for details.	National benchmarking shows we are above the England average. We are looking at ways in which we can improve this target and have started conversations with the team to further understand how we can use flexibilities in the Care Act to improve our performance, but this will take time. We need to be clear that there is an agreed requirement to focus on this area and appetite to support action, which is not without risk.	

Core Business												
	Title	Responsible Officer	2017/18			2018/19			2019/20		Comment Q1	Service comment on target setting
			Target	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn		
Executive	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	83%	■ (99/123) 80.5% (P)	dna	82%	★ (128/151) 84.8%	dna	84%	★ 83.3%	Q1: 155 / 186	Outturn was 84.8% this year, target to be set at 84% (Volatile indicator and above the last known England average 82.9%) Need to further understand impact of APL
Executive	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	98%	★ (1678/1683) 99.7%	-	98%	★ (2,003/2,008) 100%	-	98%	★ 99.0%	Q1: 487 / 492	
► Planning and housing												
Executive	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	60%	★ (81/103) 78.6%	14/16 4th	88%	■ (78/96) 81.3% E	dna	88%	★ 100.0%	Q1: 17 / 17	
Executive	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	65%	★ (323/433) 74.6%	12/16 4th	85%	■ (275/355) 77.5% E	dna	85%	★ 88.6%	Q1: 78 / 88	
Executive	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	75%	★ (1,175/1,369) 85.8%	14/16 4th	90%	★ (1,069/1,150) 93% E	dna	90%	★ 95.0%	Q1: 301 / 317	
Executive	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Dec-19	■ Behind schedule	-	Apr-20	★ On track	-	Apr-20	★ On track	To be submitted to the Full Council meeting on 5 December 2019	

Nick Carter / Andy Walker			Finance & Property - Benefits				Q1 2019/20	AMBER
Indicator Ref: CBdfp8			Average number of days taken to make a full decision on changes in a Benefit's claimants circumstances				Type: Snapshot	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆				=<9	Lower is better
Qrtly outturn								
YTD outturn	6.32	6.50	10.76					
REASON FOR AMBER:								
Resource (staff) assigned to update some of this information has not been available through sickness & leave.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
Staff now back and focus is now being placed on this area of work. As of the 22nd July the average number of days has reduced to 10.02 days. Would hope by end of Q2 target of 9 days would have been reached.								
STRATEGIC ACTIONS REQUIRED:								
None								

Andy Sharp / Tandra Foster			Adult Social Care				Q1 2019/20	RED
Indicator Ref: CBfasc9			% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: Snapshot	
Executive	2017/18 Year End	2018/19 Year End	2019/20				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	■				70%	Higher is better
Qrtly outturn			-					
YTD outturn	(842/1,231) 68.4%	854/1,317 64.8%	792/ 1,296 (61.1%)					
REASON FOR RED:								
Performance against the review target has been challenging								
During Q1 2019/20 we have spent time with the Review Team and Locality Managers to further examine the data and explore reasons and challenges to meeting this target to help inform how we can improve performance of reviews over the coming year.								
Discussions have identified that complex cases and historic poor recording practices have led to protracted scheduled review work for the Review Team, slowing their turnover of cases. In order to support this work it has been agreed that Locality Teams will look to prioritise review work, being clear about recording expectations and requirements.								
We are still actively exploring how we can utilise flexibilities in the Care Act by completing proportional reviews and using Trusted Assessors, looking at how our in-house provider services can support review work and this can then be recorded appropriately.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
Locality Teams will begin to undertake reviewing work in order to increase the number of staff engaged in reviewing activities.								
Work with the in-house provider teams to consider how they can support reviews and how this can be captured in a way that is streamlined but meets statutory requirements								

Monthly meetings to monitor the contribution of Locality teams to the Reviews indicator.

FINANCIAL IMPLICATIONS:

None

SERVICE PLAN UPDATES REQUIRED:

No changes at this time, proactive monitoring of reviews on a weekly and monthly basis

STRATEGIC ACTIONS REQUIRED:

None, but to be monitored

This page is intentionally left blank

Corporate Priority Area	Project Title	Funding Source (see legend)	Budget	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance Group	Overall Risk/Time/Cost	Project Board approval date	Timescale for delivery																																				Notes/Comments		
											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			
Commitment 1	One Public Estate (Shared Property Services)	Revenue	N/A	Richard Turner	Nick Carter	Jeff Cant	Resources	TBC??	T	C	✓	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	Lead authority for this OPE project, Wokingham Borough Council working with CIPFA has collected all data from Berkshire Unitary Authorities. This noted a wide disparity in the manner in which each authority manages its estate. It was noted that for implementation of a shared service Property Vehicle to be viable two key criteria need to be met. First that each partnering authority manage its estate on a 'Corporate Landlord' model which is not currently so in all cases. Secondly that a common IT database system be found to meet all the needs of the partnering authorities estate data. With the support of the LA Chief Executives each authority is pursuing the requirements to achieve this outcome for it to align with this criteria.	
Commitment 2	Commercialisation (Projects yet to be defined)																																																
Commitment 2	New Ways of Working																																																
Commitment 2	Education	Revenue	N/A	David Lowe	Nick Carter	Hilary Cole	Resources	CPB	T	C	N/A	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	Although all team reviews have been completed, the Programme Office has had insufficient capacity to complete the Service Level Report. Staff have been reallocated from other tasks and progress on this review will conclude in the early autumn.	
Commitment 2	Public Protection & Culture	Revenue	N/A	David Lowe	Nick Carter	Hilary Cole	Resources	CPB	T	C	N/A	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	Although all review activity has been completed, there has been protected discussion prior to the agreement of the Public Protection report. Work has now begun on the Service Level Report which will complete in the autumn.	
Commitment 2	Adult Social Care	Revenue	N/A	David Lowe	Nick Carter	Hilary Cole	Resources	CPB	T	C	N/A	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	Although all team reviews have been completed, the Programme Office has had insufficient capacity to complete the Service Level Report. Staff have been reallocated from other tasks and progress on this review will conclude in the early autumn.	
Commitment 2	HR Service	Revenue	N/A	Melanie Best	Nick Carter	Hilary Cole	Resources	CPB	T	C	N/A	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	Service Level Report due 7.1.20	
Commitment 2	Finance & Property	Revenue	N/A	David Lowe	Nick Carter	Hilary Cole	Resources	CPB	T	C	N/A	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	Commenced	
Commitment 2	Transport & Countryside	Revenue	N/A	Jude Thomas	Nick Carter	Hilary Cole	Resources	CPB	T	C	N/A	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	Commenced	
Commitment 3	Workforce Strategy	Revenue	N/A	Rob O'Reilly	Nick Carter	Howard Woollaston	Resources	Workforce Board	T	C	N/A	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	On target, no issues. Due for sign off a July Executive.	
Commitment 3	Workforce Development	Revenue	N/A	Rob O'Reilly	Nick Carter	Howard Woollaston	Resources	Workforce Board	T	C	N/A	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	Projects to be agreed shortly and then each project will be shown separately.	
Commitment 4	ICT & Digitisation Strategy	Revenue	N/A	Kevin Griffin/Phil Rumens	Nick Carter	Howard Woollaston	Resources	Customer First Programme Board	T	C	N/A	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		
Commitment 4	Corporate Digitalisation																																																
Commitment 4	Bookings Phase 2: Equipment & Spaces	Revenue	N/A	Phil Rumens	Nick Carter	Hilary Cole	Resources	Customer First Programme Board	T	C	✓	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	As a result of this work there are now two rooms in Newbury Library, Lambourn Library and three tennis courts all bookable online. In the next period we plan to add two rooms in the museum, two more libraries, and single bookings at Henwick all weather sports pitch. Work is also underway to re-write the code to move from a "minimum viable product" to a more scalable solution which will enable us to add spaces and equipment more quickly.	
Commitment 4	Bookings Phase 3: Time	Revenue	N/A	Phil Rumens	Nick Carter	Hilary Cole	Resources	Customer First Programme Board	T	C	✓	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	This work will start in Autumn 2019. Although £20k has been set aside in the Digital Transformation Fund for this work, based on Phase 2, the costs are expected to be lower.	
Commitment 4	Waste Phase 2 - Digital Service Integration	Revenue	N/A	Phil Rumens	Nick Carter	Hilary Cole	Resources	Customer First Programme Board	T	C	✓	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	The timeline of this project has been re-ordered and extended considerably due to the addition of substantial work to help deliver the garden waste service in 18/19 and 19/20. Despite this, risks remain to delivering this work on time, so an exception report has been issued for consideration by the Board.	
	Service Transformation (not shown elsewhere)																																																
PENDING	Redesign street based services	Revenue	N/A	Jon Winstanley	John Ashworth	Richard Somner	Place	CFPB	T	C	N/A	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	No dates yet agreed - Project Brief pending from Jon Winstanley	
Other																																																	
	DSG Deficit Recovery Plan	Revenue	N/A	Melanie Ellis	Ian Pearson	Dominic Boeck	People	Finance & Governance Group?	T	C	N/A	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		

This document is now aligned with the Council Strategy 2019-2023 in terms of priorities and commitments.

AWAITING CLOSURE

Transformation (Service)	Waste Service Transformation	Revenue		Kathy Stevenson	Nick Carter	Hilary Cole	Place	Waste Steering Group/ Executive																																									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.
Transformation (Service)	Phase 2 Green Waste Charging	Revenue		Kathy Stevenson	Nick Carter	Hilary Cole	Place	Waste Steering Group/ Executive																																									

Corporate Priority Area	Project Title	Funding Source (see legend)	Budget	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance Group	Overall Risk Time/Cost	Project Board approval date	Timescale for delivery												Notes/Comments																								
											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	

- Denotes Infrastructure
- Denotes Transformation
- Denotes Strategies

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

This page is intentionally left blank

West Berkshire Council Forward Plan

12 November 2019 to 29 February 2020

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

Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3589	1A Bath Road asset proposal <i>(Paragraph 3 – information relating to financial/business affairs of particular person)</i>	To seek approval to the disposal of the freehold of 1A Bath Road, Calcot	EX	01 November 2019	21/11/19 EX							Richard Turner	People	Finance		Yes	
EX3791	Consent for Transport for the South East becoming a Sub-national Transport Body	Transport for the South East (TfSE) is planning to put a proposal forward to Government seeking statutory status. If successful, TfSE will then become a Sub-national Transport Body (STB). One of the steps towards this happening is for each constituent authority to give its formal consent. This item will seek the consent of West Berkshire Council to TfSE's proposals. The twin purposes of creating sub-national transport bodies are to facilitate the development of a transport strategy and so promote economic growth for the area.	EX	01 November 2019	21/11/19 EX		13/11/2019					Jenny Graham	Place	Transport and Countryside		No	No
EX3741	Proposed Property Investment <i>(Paragraph 3 - information relating to financial/business affairs of particular person)</i>	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 November 2019	21/11/19 EX		13/11/2019					Richard Turner	People	Finance		Yes	No
EX3796	Revenue Financial Performance Report - Q2 of 2019/20	To inform Members of the latest financial performance of the Council.	EX	01 November 2019	21/11/19 EX		13/11/2019					Melanie Ellis	Resources	Finance		No	Yes
EX3800	Capital Financial Performance Report - Q2 of 2019/20	To inform Members of the latest financial performance of the Council.	EX	01 November 2019	21/11/19 EX		13/11/2019					Shannon Coleman-Slaughter	Resources	Finance		No	Yes
EX3816	0-19 Health Visiting and School Nursing – Contract Award	To agree the award of the contract.	EX	01 November 2019	21/11/19 EX		13/11/2019					Zoe Campbell	Resources	Public Health and Community Wellbeing		No	Yes
EX3817	Sexual and Reproductive Health – Contract Award	To agree the award of the contract.	EX	01 November 2019	21/11/19 EX		13/11/2019					Zoe Campbell	Resources	Public Health and Community Wellbeing		No	Yes
EX3825	Establishment of Senior Management Posts of Service	This report proposes the establishment of two levels of senior management posts	EX	01 November 2019	21/11/19 EX		13/11/2019					Robert O'Reilly	Resources	Internal Governance		No	yes
EX3844	Response to a Motion on Re-Opening Faraday Road Football Club Ground.	To consider a response to a Motion brought to the 12 September 2019 Council meeting.	EX	01 November 2019	21/11/19 EX		13/11/2019					Bill Bagnell	Resources	Public Health and Community Wellbeing			No
GE3638	Internal Audit – Interim Report 2018/19	To present the Internal Audit - Interim Report 2018-19.	GE	01 November 2019			15/11/2019		25/11/19 GE			Julie Gilhespy	Resources	Internal Governance		No	Yes
GE3828	Grant Thornton – Audit Opinion on 2018/19 Financial Statements - ISA260		GE	01 November 2019					25/11/19 GE			Andy Walker	Resources	Finance			
GE3829	Review of functions of the Governance and Audit Committee		GE	01 November 2019					25/11/19 GE			Andy Walker	Resources	Finance			
ID3805	Response to a Motion relating to Road and Pedestrian Safety	To respond to a Motion presented to Council.	ID	01 November 2019		01/11/2019	tbc					Jon Winstanley	Place	Transport and Countryside		No	Yes
ID3697	West Berkshire Council Forward Plan – 10 December 2019 to 31 March 2020	To agree the Forward Plan for the next four months.	ID	01 November 2019		07/11/2019	30/10/2019					Maira Fraser	Resources	Leader, Strategy and Communications	Corporate Directors and Heads of Service	No	No

West Berkshire Council Forward Plan

12 November 2019 to 29 February 2020

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

Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
ID3698	West Berkshire Council Forward Plan – 3 January 2020 to 30 April 2020	To agree the Forward Plan for the next four months.	ID	01 November 2019		28/11/2019	20/11/2019					Moira Fraser	Resources	Leader, Strategy and Communications	Corporate Directors and Heads of Service	No	No
ID3853	Car Parking at Kennet Leisure Centre	To agree the implementation of the car park management plan which includes the introduction of enforcement action.	ID	01 November 2019		14/11/2019	06/11/2019					Jim Sweeting	Place	Public Health and Community Wellbeing			
LIC3789	Licensing Fees and Charges	To consider a range of fees and charges.	LIC	01 November 2019			08/11/2019				18/11/19 LIC	Suzanne McLaughlin	Place	Economic Development and Planning		No	Yes
LIC3790	Reducing Environmental Impact of Licensable Activities	To discuss ways in which licensable activities could potentially be encouraged to reduce	LIC	01 November 2019			08/11/2019				18/11/19 LIC	Suzanne McLaughlin	Place	Environment		No	Yes
PC3841	Parental Leave Policy for Councillors	To adopt a parental leave policy for Councillors in accordance with the motion that was approved at the 12 September 2019 Council meeting.	PC	01 November 2019							Nov 2019 PC	Olivia Lewis	Resources	Leader, Strategy and Communications			
GE3854	Revisions to Audit Policies	To consider amendments to the Anti-Fraud and Corruption, Money Laundering and	GE	25 November 2019			15/11/2019		25/11/19 GE			Julie Gilhespy	Resources	Internal Governance			
C3720	Minerals and Waste Local Plan – Proposed Submission Version for consultation and associated evidence base documents.	To seek authorisation to consult on the proposed submission version of the Minerals and Waste Local Plan and associated evidence base documents, and submit to the	C	01 December 2019			27/11/2019	05/12/19 C				Elise Kinderman	Place	Economic Development and Planning	Individuals and groups on the Planning Policy consultation	No	No
C3832	Preventing Homelessness and Rough Sleeping Strategy	To adopt a new Homelessness and Rough Sleeping Strategy	C	01 December 2019	19/12/19 EX		11/12/2020	05/12/19 C				Neil Coles	Place	Transport and Countryside		No	No
C3751	Statement of Community Involvement for the Local Plan	To approve the West Berkshire Council Statement of Community Involvement for the	C	01 December 2019			27/11/2019	05/12/19 C				Rachael Lancaster	Place	Economic Development and Planning		No	No
C3836	Amendments to the Constitution	To consider amendments arising out of the Constitution Review Task Group.	C	01 December 2019			27/11/2019	05/12/19 C	25/11/19 GE			Moira Fraser	Resources	Internal Governance			
C3845	2020/21 West Berkshire Council Timetable of Public Meetings	To recommend a timetable of meetings for the 2020/21 Municipal Year.	C	01 December 2019			27/11/2019	05/12/19 C				Moira Fraser	Resources	Internal Governance			
C3846	Leisure Centre Fees and Charges 2020	To implement the contractual requirement for an annual price review for 2020 for the leisure contractor to come into effect from 1st January 2020.	C	01 December 2019			27/11/2019	05/12/19 C				Jim Sweeting	Place	Public Health and Community Wellbeing			
C3847	Proposed Member Induction and Development Programme - 2020/21	To give consideration to, and agree, the proposed Member Development Programme for 2020/21.	C	01 December 2019			27/11/2019	05/12/19 C				Jo Watt	Resources	Internal Governance			
EX3758	Economic Development Strategy	To approve the final version of the Economic	EX	01 December 2019	19/12/19 EX		11/12/2019					Gabrielle Mancini	Place	Economic Development and Planning		No	Yes
EX3742	Proposed Property Investment (Paragraph 3 - information)	To agree to the potential purchase of a property which does not conform with the	EX	01 December 2019	19/12/19 EX		11/12/2019					Richard Turner	People	Finance		Yes	No
EX3714	Key Accountable Performance 2019/20: Quarter Two	To report Q2 outturns for the Key Accountable Measures which monitor performance against the 2019/20 Council Performance Framework. To provide	EX	01 December 2019	19/12/19 EX		11/12/2019			14/01/2020		Catalin Bogos	Resources	Internal Governance		No	
EX3807	Cultural Strategy	To adopt West Berkshire Council's Cultural Strategy and Action Plan post consultation.	EX	01 December 2019	19/12/19 EX		11/12/2019					Paul James	Place	Public Health and Community Wellbeing			

West Berkshire Council Forward Plan

12 November 2019 to 29 February 2020

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

Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3808	Scale of staffing reductions as at 31/03/20 and maximum potential cost of redundancies	To provide details of potential redundancies and deletion of unoccupied FTE and to approve the maximum (worst case) level with	EX	01 December 2019	19/12/19 EX		11/12/2019					Robert O'Reilly	Resources	Internal Governance			
EX3840	Environment Strategy	To approve the Council's Environment Strategy.	EX	01 December 2019	19/12/19 EX		11/12/2019					Paul Anstey	Place	Environment			
ID3794	Parking Review Amendment 30	To consider the responses received during statutory consultation	ID	01 December 2019		01/12/2019	tbc					Alex Drysdale	Place	Transport and Countryside			
	New PPP Key Performance	To approve the Key Performance Indicators	JPPC	01 December 2019							10/12/19 JCCP	Paul Anstey	Place	Environment			
	Air Quality for Information Report	For information to the Committee to update on the PPP Position with Air Quality across all 3 areas	JPPC	01 December 2019							10/12/19 JCCP	Anna Smy	Place	Environment			
	PPP ICT Strategy	To agree the PPP ICT Strategy	JPPC	01 December 2019							10/12/19 JCCP	Anna Smy	Place	Environment			
	Customer Journey Strategy	To agree the PPP Customer Journey Strategy	JPPC	01 December 2019							10/12/19 JCCP	Anna Smy	Place	Environment			
EX3834	Padworth HWRC Opening Hours	To recommend permanent changes to the	EX	01 January 2020	16/01/20 EX		09/10/2019					Jon Winstanley	Place	Transport and Countryside		No	No
	Procurement Strategy – Integrated Sexual Health Service		EX	01 January 2020	16/01/20 EX							Zoe Campbell	Resources	Finance			
EX3743	Proposed Property Investment (Paragraph 3 - information)	To agree to the potential purchase of a property which does not conform with the	EX	01 January 2020	16/01/20 EX		08/01/2020					Richard Turner	People	Finance		Yes	No
EX3784	Final Schools Funding Formula 2020/21	The Council's Executive must agree on an annual basis the school funding formula for	EX	01 January 2020	16/01/20 EX		08/01/2020					Melanie Ellis	Resources	Children, Education & Young People		No	No
ID3699	West Berkshire Council Forward Plan – 4 February 2020 to 31 May 2020	To agree the Forward Plan for the next four months.	ID	01 January 2020		02/01/2020	20/12/2019					Moira Fraser	Resources	Leader, Strategy and Communications	Corporate Directors and Heads of Service	No	No
EX3744	Proposed Property Investment (Paragraph 3 - information relating to financial/business)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 February 2020	13/02/20 EX		06/02/2020					Richard Turner	People	Finance		Yes	No
EX3797	Revenue Financial Performance Report - Q3 of 2019/20	To inform Members of the latest financial performance of the Council.	EX	01 February 2020	21/11/19 EX		29/08/2018					Melanie Ellis	Resources	Finance		No	
EX3801	Capital Financial Performance Report - Q3 of 2019/20	To inform Members of the latest financial performance of the Council.	EX	01 February 2020	21/11/19 EX		29/08/2018					Shannon Coleman-Slaughter	Resources	Finance		No	
ID3700	West Berkshire Council Forward Plan – 17 March 2020 to 30 June 2020	To agree the Forward Plan for the next four months.	ID	01 February 2020		13/02/2020	05/02/2020					Moira Fraser	Resources	Leader, Strategy and Communications	Corporate Directors and Heads of	No	No
GE3637	Financial Statements 2018/19 - Annual Audit Letter	To provide Members with the Final Annual Audit Letter 2018/19 from external auditor. The audit letter summarises the outcome from their audit work at West Berkshire	GE	03 February 2020			24/01/2019		03/02/20 GE			Lesley Flannigan	Resources	Finance		No	Yes

This page is intentionally left blank

Overview and Scrutiny Management Commission Work Programme 2019/20

The following items will be considered in addition to Standing Items (Financial Performance (Quarterly), Key Accountable Performance (Quarterly), New Ways of Working Reviews (ad hoc) and Corporate Programme (annually/ on request)

Last updated on 18 October 2019

No.	Ref	Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?
14 January 2020 (Report deadline 6 January 2020)							
4	OSMC	Commercialisation Part 1: Property Investment Strategy	<i>Corporate Effectiveness</i>	To report to the Commission the effectiveness of the Council's Property Investment Strategy so far and influence its review. The OSMC will scrutinise what has happened so far and the risks and returns.	Richard Turner	Finance	Pre decision by Council on 3 March 2019
5	OSMC	High Level Target Setting	<i>Corporate Effectiveness</i>	To discuss the Council's approach to target setting for Key Accountable Measures	Catalin Bogos	Internal Governance	Post decision by Executive
6	OSMC	Council Strategy Delivery Plan	<i>Corporate Effectiveness</i>	To offer the Commission an opportunity to review and recommend any changes to the Council's Strategy Delivery Plan.	Catalin Bogos/ Nick Carter	Leader of the Council	Post decision by Executive
Special Meeting (date tbc)							
7	OSMC	London Road Industrial Estate: Task Group Report	<i>Corporate Effectiveness</i>	To report the findings of the scrutiny review into the London Road Industrial Estate development	Jo Reeves	Internal Governance	OSMC decision
21 April 2020 (Report deadline 13 April 2020)							
8	OSMC	Inequalities in West Berkshire	<i>Policy Effectiveness</i>	To present a research report to the Commission outlining inequalities in West Berkshire, actions to address these and benchmarking data against comparable local authorities.	Jo Reeves	This report applies to all portfolios.	OSMC decision
9	OSMC	LGA Corporate Peer Challenge	<i>Corporate Effectiveness</i>	To consider the feedback from the Peer Challenge held in November 2019 including the Council's action plan	Nick Carter	Leader of the Council	OSMC decision

Overview and Scrutiny Management Commission Work Programme 2019/20

The following items will be considered in addition to Standing Items (Financial Performance (Quarterly), Key Accountable Performance (Quarterly), New Ways of Working Reviews (ad hoc) and Corporate Programme (annually/ on request)

Last updated on 18 October 2019

No.	Ref	Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?
tbc July 2020							
10	OSMC	Shared Services	<i>Partnership Effectiveness</i>	To report to the Commission the effectiveness of the Council's shared services and provoke discussions on whether any other Council services should be shared with other authorities.	Paul Anstey	Economic Development and Planning	OSMC decision
11	OSMC	IT and Digital Transformation: Task Group Report	<i>Corporate Effectiveness</i>	To report the findings of the scrutiny review of IT and Digital Transformation capacity	Jo Reeves	Internal Governance	OSMC decision
tbc October 2020							
12	OSMC	Commercialisation Part 2: Traded Services and Income Generation	<i>Corporate Effectiveness</i>	To report to the Commission the effectiveness of the Council's approach to income generation schemes and traded services.	Andy Sharp	Finance	OSMC decision
Task Groups (dates to be confirmed unless indicated)							
13	Task Group	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.	Jo Reeves/ Stephen Chard	Internal Governance	
14	Task Group	ICT/Digital Transformation	<i>Corporate Effectiveness</i>	The explore the capacity of the IT and Digital Services to support transformation projects in the organisation	Jo Reeves	Internal Governance	