

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday 14 January 2020 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday 6 January 2020

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Stephen Chard on (01635) 519462
e-mail: stephen.chard@westberks.gov.uk

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WestBerkshire
C O U N C I L

**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 14
January 2020 (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, Carolyn Culver, Owen Jeffery, Tony Linden, Alan Macro, David Marsh, Claire Rowles, Joanne Stewart and Tony Vickers

Agenda

Part I

Page No.

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 5 - 12
To approve as a correct record the Minutes of the meeting of the Commission held on 29 October 2019.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Petitions**
To consider any petitions requiring an Officer response.
5. **Actions from previous Minutes**
To receive an update on actions following the previous Commission meeting.
6. **Commercialisation Part 1: Property Investment Strategy** 13 - 38
To offer information sufficient to allow the Overview and Scrutiny Management Commission to consider and discuss 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.

Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 14 January 2020 (continued)

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| 7. | Council Strategy Delivery Plan
To provide to the Overview and Scrutiny Management Commission (OSMC) a summary of the OSMC Task Group feedback following the review of the proposed Council Strategy Delivery Plan and its Key Performance Indicators (Targets). | 39 - 66 |
|----|---|---------|

Standing Items

- | | | |
|-----|--|-----------|
| 8. | Revenue Financial Performance Report - Quarter Two of 2019/20
To inform the Commission of the latest revenue financial performance of the Council. | 67 - 106 |
| 9. | Capital Financial Performance Report - Quarter Two of 2019/20
To inform the Commission of the latest capital financial performance of the Council. | 107 - 124 |
| 10. | Corporate Programme and New Ways of Working
To advise the Commission of the Council's Corporate Programme and its current areas of activity, including New Ways of Working. | 125 - 130 |
| 11. | West Berkshire Council Forward Plan 4 February 2020 to 31 May 2020
To advise the Commission of items to be considered by West Berkshire Council from 4 February 2020 to 31 May 2020 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan. | 131 - 132 |
| 12. | Overview and Scrutiny Management Commission Work Programme
To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2019/20 and for 2020/21. | 133 - 134 |

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.

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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, 29 OCTOBER 2019

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

Also Present: Catalin Bogos (Performance Research Consultation Manager), Nick Carter (Chief Executive), Andy Sharp (Executive Director (People)) and Jo Reeves (Principal Policy Officer)

PART I

14. Minutes

The Minutes of the meeting held on 9 July 2019 were approved as a true and correct record and signed by the Chairman.

15. Declarations of Interest

During the discussion of item 10 – Corporate Programme, Councillor Lee Dillon declared a personal interest by virtue of the fact that he was employed by Sovereign Housing, with whom the Council was working on a Joint Venture. He declared that his role had no involvement with the Joint Venture and therefore he determined to remain and take part in the debate.

16. Petitions

There were no petitions received at the meeting.

17. Actions from previous Minutes

There were no actions outstanding from previous Commission meetings.

18. Commercialisation Group Terms of Reference and Work Programme

The Commission considered a report (Agenda Item 6) which responded to their request for information in respect of the progress made by the Commercialisation Group, its work programme and future direction.

Andy Sharp introduced the report which provided an assessment of the current position in respect of the work undertaken by the Commercialisation Group; an overview of the work programme for the Commercialisation Group for the period August 2018 through to May 2019 and 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.

Councillor Alan Law asked for the membership of the group and its initial goals. Andy Sharp advised that previously it was chaired by Paul Anstey, Head of Public Protection and Culture, and was attended by Sarah Clarke, Head of Legal Services, and June Graves, Head of Commissioning. Attendance from other services was variable. The Group's initial goals had been to grow some income generation initiatives within the

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Council through the Lion's Lair programme and delivering training to begin to instil a culture of commercialisation. Nick Carter advised that some members of the Executive had also been on the group.

Councillor James Cole queried whether any efforts had been made to establish expertise among Councillors; Andy Sharp advised that it had not but he took on board the suggestion.

Councillor Lee Dillon asked how the Council's traded services were reviewed and benchmarked against other authorities. Andy Sharp advised that the income generated vs the cost of delivery would be assessed in the New Year. It was difficult to benchmark because data collection was not uniform. Closer links to the Council's Finance Team would be made to enable better understanding of existing commercial and traded arrangements across the organisation as over £7.5M of income from 54 different trading activities had been identified.

In response to a request to report back to Members, Andy Sharp confirmed he could return to present to the Commission. Nick Carter highlighted that a recent review of the Council's governance included the Commercial Board and could clarify any queries on reporting lines.

Councillor James Cole highlighted the issue of resourcing and commented that it was futile pursuing commercial projects with no Marketing Officer. Nick Carter confirmed that the Council did have a Marketing Officer and noted that the Board had access to the Transformation Fund.

Councillor Law agreed that the dedicated resource was quite small when there were 11 potential projects. He noted that there was already a 'red' action included in appendix D relating to £100k of income generation and pressed the need to understand current activity. Andy Sharp offered reassurance that the refreshed terms of reference would enable the group to focus and ensure the value before embarking on projects.

Councillor Martha Vickers noted that other Councils had assets from which they could generate income and West Berkshire's were limited. She questioned the appropriateness of trading some services such as the Emotional Health Academy (EHA). Andy Sharp advised that services such as the EHA has dual strands and while a universal service was offered to those eligible, some elements could be sold, for example to other authorities. Councillor Steve Masters expressed concern that this could lead to a system whereby individuals not entitled to access the EHA freely could pay and be prioritised. Andy Sharp advised that the Council had been careful in how it set the EHA up. Nick Carter added that the EHA's largest customer was schools and the resource was scaled to meet the demand. He noted the pressure on schools' budgets effecting buy back of many of the Council's traded services so managers needed to be clear on what resource was servicing the traded element of their services. The Council did not give preference to those who could buy support from the EHA.

A discussion was held regarding the replicability of some of the Council's traded services, therefore reducing demand from other local authorities.

Councillor Masters commented that it appeared to be a lot of effort for a modest return; Nick Carter advised that many of the activities related to core business and where an opportunity to trade had been identified.

Councillor Masters challenged certain activities such as the investment in the Routeguard app and questioned whether due diligence checks had been undertaken. The Council had spent £60k on app development over the last five years and Councillor Masters expressed the view that this was not the Council's core business. He stated that Council officers already had high workloads and it was questionable to channel staff resource

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onto such projects which generated modest returns. Nick Carter advised that only a small number of staff, usually at senior levels, were working on the Council's transformational activities including commercialisation. Regarding the app development point, Nick Carter stated he did not know all the detail and would make enquiries regarding the business case. A balance needed to be found between enabling staff to bring forward their ideas and a strong business case. The internal governance review would ensure that a more robust approach to commercial projects was taken in future.

Councillor Lee Dillon asked whether services which had statutory fees and charges such as planning were in the scope of the Commercial Group. Andy Sharp confirmed that those services' fees and charges were on a cost recovery basis rather than income generation and so were not considered to be commercial activities.

Councillor Law observed that over the fifteen months since the creation of the group there was a lot of activity but only now was a structure put in place. He had expected to see more information regarding the revenue achieved. Andy Sharp responded that the tracking with Finance was not yet in place and he wanted to ensure that income was not double counted.

(Councillor Jeff Brooks joined the meeting at 7.20pm)

Councillor Law further highlighted that the Joint Venture with Sovereign and the Council's Commercial Property Investment activity sat outside the group which seemed illogical. Nick Carter advised that those activities predated the creation of the Commercial Board and had their own governance structures including Member oversight.

Councillor Masters questioned the return achieved through property investment when it had been revealed at the recent meeting of the Executive that the return on investment for solar photovoltaic panels was 5%. He asked whether the Commercial Board would have the confidence to terminate projects which were not achieving the expected income in order to divert funding towards other projects. Nick Carter stated that the Executive were currently reviewing the Property Investment Strategy and highlighted that a project to establish a shared legal service with other authorities was terminated on the basis that the business case did not stand up. The Council had developed much more robust project management methodology which balanced the financial objectives with achieving better outcomes for residents.

In response to a query from Councillor Dillon, Nick Carter agreed to confirm whether Opposition Members could attend the Property Investment Board.

Councillor Law requested that Andy Sharp present an update report in twelve months time which listed what the Board had done, what revenue had been achieved and how this was tracked.

Resolved that:

- (1) The Commission noted the report.
- (2) The Review of Internal Governance report would be circulated to members of the Commission.
- (3) Nick Carter would make enquiries regarding the business case and approvals for the Routeguard app.
- (4) Nick Carter would confirm whether Opposition Members could attend the Property Investment Board.
- (5) An item would be added to the Commission's Work Programme for Andy Sharp to provide an update on Commercial Board after twelve months.

19. London Road Industrial Estate: Interim Task Group Report (Verbal)

The Commission considered a verbal update (Agenda Item 7) concerning the progress of the London Road Industrial Estate Task Group. Councillor James Cole reported that the Task Group were keeping to the terms of reference which had been set by the Commission. The Task Group had met four times and received over 1000 pages of background material. The Audit Manager was now supporting the Task Group and the Head of Legal and Strategic Support was devoting far more time than originally intended. A chronology of the key decision points had been compiled and there were some gaps still to be filled. A further meeting would be held before the New Year to clarify the evidence, ahead of witness interviews in late January. The Task Group hoped to be able to report back to the Commission in February or March 2020. There would be lessons to learn from the case and it was clear that one such lesson, the need for more robust project management, had already been identified and implemented.

Councillor Jeff Brooks agreed that the Task Group was not straying beyond its terms of reference and suggested that it may find evidence that project management was not sufficiently joined up. It had taken a couple of meetings to get going but he was sure that the Task Group would be able to provide the Council some constructive criticism.

Councillor Alan Law noted that the main area of focus was the legal advice the Council received and how the Council acted upon that advice. Councillor Cole confirmed that the Task Group had not yet identified all the answers.

Councillor Steve Masters asked whether former officers and Members could be invited to provide evidence. Councillor Cole advised that they could not be compelled to attend an interview and an invite list was being assembled. Councillor Masters further asked whether any external agencies would be interviewed. Councillor Law stated that all those interviewed should be able to provide evidence on the Council's governance of the project.

Councillor Law stated that he was willing to be called as a witness to provide evidence to the Task Group.

Resolved that: the Commission noted the update.

20. IT and Digital Transformation Capacity Task Group Terms of Reference

The Commission considered the terms of reference (Agenda Item 8) for the IT and Digital Transformation Capacity Task Group.

Councillor Lee Dillon suggested that in respect of point three, 'resources' be split to describe time and staffing.

Councillor Jeff Brooks expressed the view that the Task Group should also consider digital inclusion and the customer experience.

Councillors Tom Marino, Steve Masters and Peter Argyle were identified as the Members of the Task Group. Other Members would be invited to participate as required. The Task Group was scheduled to report back to the Commission in July 2020.

Resolved that: the Terms of Reference for the IT and Digital Transformation Capacity Task Group were approved.

21. Key Accountable Performance 2019/20 - Quarter One

The Commission considered a report (Agenda Item 9) concerning the Council's Key Accountable Performance at Quarter One. Work was being undertaken to finalise the Council Strategy Delivery Plan which would feed in targets to the quarterly performance

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framework. One measure was showing as red against the target, namely reviews of Adult Social Care clients receiving a long term service. Additional information had been circulated which demonstrated a considerable improvement in performance as of 20 October 2019.

Councillor Alan Law stated that it was very unusual to receive a performance report which included no targets. Catalin Bogos advised that in this document, performance against core business measures were reported against targets carried forward from the previous year.

Councillor James Cole queried the need for both tables relating to empty business properties on page 61 of the agenda; Catalin Bogos explained that they were provided for clarity. Councillor Cole suggested that graphs might better display the Council's performance than the spreadsheets and asked for more information on point 7 on page 58 which stated that 7/14 major ICT projects were behind schedule. Catalin Bogos agreed to provide more information.

Councillor Jeff Brooks expressed the view that the information provided in the report was woolly and more information was required to provide a clearer picture of the Council's performance. Catalin Bogos advised that more detail was provided in exceptions reports for any indicators with amber or red status. The purpose of the report was to provide a rounded view and was not intended to reproduce information discussed at Corporate Programme Board. Councillor Brooks stated that he was not comfortable that there was enough rigour.

Nick Carter explained that the same targets as the previous year were being used until the major piece of work to produce the Council Strategy Delivery Plan was completed. The only indicator off track at present related to Adult Social Care reviews of clients receiving a long term service. The performance report in the main reported the Council's business as usual activities whereas the Corporate Programme oversaw a number of transformation projects.

Councillor Lee Dillon noted that previously it had been agreed that Members of the Commission would consider targets before they were agreed by the Executive. Councillor Law agreed that indicators should be considered proactively and stated that he would like a small Task Group to be compiled to review the draft Council Strategy Delivery Plan ahead of determination by the Executive.

On the subject on Long Term Service reviews, Councillor Dillon stated that in future he would like the exception report to include a prediction of what level of performance could be expected through the mitigating actions taken, if not the original target. Catalin Bogos stated that amber was used to indicate where performance was off track but expected to meet the target by year end. He would amend the exception report template to include a prediction of how close performance could get to the target for red indicators.

Councillor Dillon suggested that information on the size of empty business properties would be helpful and there was more of a relationship to the economy and Council's income.

Councillor Law stated that in future he would like to see the performance report quicker.

Councillor Brooks sought to clarify whether Catalin Bogos' role was to push Heads of Service to improve performance. Catalin Bogos advised that while resource in his team was limited his role did include pressing services and working with Heads of Service to clarify how performance issues would be addressed. He also made recommendations to the Executive to review issues in key areas.

Resolved that:

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- (1) The report was noted.
- (2) Catalin Bogos would provide additional information regarding Major ICT Projects.
- (3) Catalin Bogos to amend the exception report template to include a prediction of how close performance could get to the target for red indicators.

22. Corporate Programme

(Councillor Lee Dillon declared a personal interest in Agenda item 10 by virtue of the fact that he was employed by Sovereign Housing but his work had nothing to do with the Joint Venture. As his interest was personal and not prejudicial he was permitted to take part in the debate).

The Commission considered a report (Agenda Item 10) concerning the Council's Corporate Programme.

Councillor Lee Dillon enquired why the project to roll out Solar photovoltaic panels was only a pilot when there was a strong national evidence base. Nick Carter advised that part of the project was to assess the feasibility before rolling out more widely. In response to a further question, Nick Carter agreed to identify what resource had been allocated to the project and circulate the information.

Councillor Steve Masters asked for more information on the suggestion that solar panels could be rolled out more widely. Nick Carter advised that the Executive was looking at the Property Investment Strategy and he expected renewable energy to be part of the Council's approach in the future. Not all of the £100m budget had been drawn down with around £63m spent to date. No decisions had yet been made on how to make best use of the remaining £37m.

Councillor Dillon asked why the Joint Venture with Sovereign was showing as red. Nick Carter advised that some sickness absence in Sovereign had caused delay but the agreement was ready to be signed by the end of the year.

Returning to the solar project, Councillor James Cole expressed surprise that it was not feasible to install panels on car parks. Nick Carter advised that while it was possible, it was restricted by cost in some cases.

Nick Carter highlighted that further information on the IT projects was included in the Corporate Programme. He agreed to provide further information on the red projects.

Councillor Law questioned the accuracy of the document when he knew the Local Plan was months behind schedule. Nick Carter advised that he reviewed the document once per month with officers and it would be corrected for the next meeting.

Resolved that

- (1) The Corporate Programme was noted.
- (2) Nick Carter would circulate information regarding the Solar PV Project.
- (3) Nick Carter would circulate information on projects showing as red in the Corporate Programme.

23. West Berkshire Council Forward Plan 12 November 2019 to 29 February 2020

The Commission considered the West Berkshire Forward Plan (Agenda Item 11) for the period covering 12 November 2019 to 29 February 2020.

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Councillor Jeff Brooks asked whether he could see the final Economic Development Strategy ahead of its publication date on 11 December 2019. Nick Carter recommended that the request should be made to Councillor Hilary Cole as the Portfolio Holder.

Councillor Steve Masters queried the timescales for the Environment Strategy as he understood it would now be approved in February or March 2020. Jo Reeves reported that a new version of the Forward Plan would be released later in the week which reflected the updated timescales.

Resolved that the Forward Plan be noted.

24. Overview and Scrutiny Management Commission Work Programme

The Commission considered its Work Programme for 2019/20.

The following changes to the Overview and Scrutiny Management Commission Work Programme were discussed and agreed:

- Line 4, last column - date to be corrected to read 'Pre decision by Council on 3 March 2020'.
- A small Task Group would be arranged to make comments on the draft Council Strategy Delivery Plan before the decision by the Executive on 19 December 2019. Councillors Alan Law, Jeff Brooks and Garth Simpson were appointed to the Task Group.
- Councillors Steve Masters and Lee Dillon suggested items regarding the Council's projects to address the Climate Emergency. Councillor Law requested that he be sent a request via email so he could consult the Vice-Chairman and officers before making a decision.

Resolved that the changes to the Work Programme be noted.

(The meeting commenced at 6.30pm and closed at 8.43pm)

CHAIRMAN

Date of Signature

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Property Investment Strategy

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	14 January 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	31 December 2019
Report Author:	Richard Turner
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To offer information sufficient to allow the Overview and Scrutiny Management Commission to consider and discuss 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.

2. Recommendation(s)

- 2.1 Giving regard to the impact on the Property Investment Strategy due to recent CIPFA guidance and changes to the PWLB borrowing rate, as well as consideration of the future wider investment potential in alternative sectors such as housing and environmental solutions, consideration needs to be given to any further progression with commercial property investment of the remaining £37.6m of the £100m budget.

3. Implications

- 3.1 **Financial:** The Property Investment Strategy has a capital budget of £100m of which WBDC has spent £62.6m on commercial property. This investment has brought net income of circa £1.153m in 19/20 but future years may be impacted by any void assets.
- 3.2 **Policy:** The Property Investment Strategy was approved by full Council on 9th May 2017 and revised version approved by Council on 3rd July 2018. The 2018 version remains current.
- 3.3 **Personnel:** The Property Services Team is responsible for the management of both the acquisitions and ongoing management of the commercial portfolio.
- 3.4 **Legal:** The business case for the commercial property investment included the legal basis upon which WBDC is able to invest, using its powers within legislation.

- 3.5 **Risk Management:** The Property Investment Strategy is created on the basis of offering a balanced portfolio, intended to spread risk across the portfolio. Additionally the acquisition process and governance, as well as detailed legal and property due diligence prior to acquisition ensure strong scrutiny to manage risk.
- With recent changes in CIPFA guidance and increases in PWLB borrowing rate, this will impact the future approach to commercial property and the risks versus benefits.
- 3.6 **Property:** The commercial properties invested to date are held by the Council and managed by its Property Services Team within the normal business of the estate management.
- 3.7 **Other:** None identified.

4. Other options considered

- 4.1 Continue with the strategy in its current form retaining the £100m capital budget.
- This is effectively a 'do nothing' option, but is unlikely to be acceptable as a viable option as it risks non-compliance with latest CIPFA guidance on investment and on that basis is unlikely to receive the support of the 151 Officer. Also further remodelling would need to be carried out using increased borrowing rates, influencing expected revenue income;
- 4.2 Continue with the strategy amended to reflect both the CIPFA Guidance and current market, retaining the £100m capital budget.
- This is likely to result in the current UK wide investment being restricted to acquisitions within West Berkshire only, reducing the potential for acquisition, and requiring amendment to the acquisition criteria to offer best chance of success;
- 4.3 Cease further investment, and retain and manage the current £62.4m property portfolio and associated income.
- This removes the risk associated with any future acquisitions and restricts future activity to the management of the portfolio. Amendment would be required to any MTFS income levels originally planned to be derived from commercial property alone;
- 4.4 Withdraw entirely from the commercial property investment sector, disposing of the nine assets currently owned by WBDC, freeing up capital released to alternative investment models.
- This risks the revenue income stream that the invested portfolio currently offers the council. Although over time with both likely capital value increase in the assets as well as repayment of the capital, the estate will hold future capital receipt potential, in the short term the council has held the assets disposal at this time may result in a negative financial outcome.

Executive Summary

5. Introduction / Background

- 5.1 Traditionally local authority property acquisition has been for the direct purpose of operational delivery of services. However increasing financial pressures combined with significantly reduced resources meant that West Berkshire Council needed to consider the potential opportunities available to it to generate new revenue income streams through property investment.
- 5.2 The proposal for West Berkshire District Council (WBDC) to invest in commercial property for the purposes of deriving revenue return was explored through a Corporate Programme project during 2016, resulting in formal proposal being approved by full Council on 9th May 2017 as part of the Council's investment and borrowing strategy 2017/18.
- 5.3 With an initial capital budget of £50m agreed in May 2017, which increased to a total of £100m with Council approval on 3 July 2018, the council has invested a total of £62.624m to date in commercial property.
- 5.4 The current Property Investment Strategy is based on the core principles of direct investment of UK wide freehold assets with institutional tenant covenants having a Dun and Bradstreet rating 3A1 to 5A1 to achieve a 6% yield once fully invested (£100m).
- 5.5 The acquisition of an individual property is in accordance with criteria ensuring the portfolio is spread across asset categories (Prime and Secondary), sectors (industrial, retail, offices, alternatives), locations (south east, south west/midlands, north, Wales/Scotland) as well as no asset price greater than £15m and no single tenant having a total rent greater than £750k per year.
- 5.6 Following the commencement of the Property Investment Strategy in May 2017, and increased budget in July 2018, WBDC has spent a total of £62,624,000 and has acquired the following properties:

Acquired	Property	Tenant	Price #	Rent
25/10/17	Terminus Rd, Eastbourne	Lloyds Bank	£2.900m	£3,696,437
20/3/18	High St, Lincoln	Ernest Jones	£5.665m	
31/3/18	Cleveland Gate, Guisborough	Aldi/Iceland	£6.048m	
27/4/18	3 The Sector, Newbury	Cirrus/Edward Sc	£9.759m	
27/4/18	4 The Sector	VACANT	£8.000m	
13/7/18	Dudley Port, Tipton	Rontec	£3.510m	
24/7/18	Bath Rd, Chippenham	Wincanton	£9.200m	
13/12/18	Discovery Hs, Nottingham	Computerland	£6.545m	
04/3/19	High St, North Allerton	Sainsbury's	£7.050m	

* 4 The Sector - The vendor is paying WBDC in lieu of rent for the vacant building until 31 March 2020 via an Escrow payment, drawn down quarterly. From April 2020 cost liabilities are with WBDC.

NOTE – The ‘Price’ figures in the table above is the acquisition price net of any stamp duty, fees, surveys and other acquisition costs

- 5.7 Based on no further acquisitions and assuming that 4 The Sector remains vacant during financial years 2020/21 and 2021/22, projected income is summarised as follows:

	19/20	20/21	21/22
Original Budgeted income (£100m fully invested by 2020/21)	£1,500,000	£2,000,000	£2,000,000
Gross income:	£3,696,437	£3,032,145	£3,038,600
Net income (less interest, MRP, fees, risk fund):	£1,152,625	£454,763	£444,878

6. Proposal(s)

- 6.1 A number of changes within the last year has created circumstance where WBDC is reviewing the commercial Property Investment Strategy within the wider investment context:

- (1) The rate of borrowing from the Public Works Loan Board was increased in October 2019 by 1% taking the rate at that time from around 1.5% to over 3% at present;
- (2) The difficulty in identifying suitable properties which align with the current Strategy;
- (3) New guidance released in November 2019 from The Chartered Institute of Public Finance & Accountancy (CIPFA), ‘Prudential Property Investment’, which provides clarity on investing in advance of need around some of the elements of the Prudential Code (that governs local authority capital investment)
- (4) With the declaration of a Climate Emergency by West Berkshire Council in July 2019 and ongoing pressures within the housing sector for affordable housing, investment priorities may be re-aligned with the council’s emerging Environmental Strategy and its refreshed Housing Strategy, both of which are currently in draft form and subject to consultation and formal approval by the Council.

7. Conclusion(s)

- 7.1 WBDC having spent £62.6m on commercial property investment is deriving a revenue income. With a single property from the nine acquired currently vacant, this has impacted the income over the period this asset remains vacant. Once fully let, the income will be in line with that anticipated from this level of investment, but not at the level planned for a full investment of the £100m budget.

- 7.2 With amended CIPFA guidance (released Nov 2019) and increased PWLB borrowing rates, coupled with emerging strategic direction related to the environment and housing, the Council is currently reviewing its wider approach to investment and the commercial property investment will sit within that wider investment context.

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 – WBDC Property Investment Strategy 2018

Appendix A

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Resources
Service:	Finance and Property
Team:	Property Services
Lead Officer:	Richard Turner
Title of Project/System:	Commercial property investment
Date of Assessment:	31 December 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><small>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”</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p><small>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?</small></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 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><small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

Appendix B

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	The OSMC is to consider the information regarding commercial property investment to assist in future direction.
Summary of relevant legislation:	Local Government Act 1972; Local Government Act 2003; Localism Act 2011.
Does the proposed decision conflict with any of the Council's key strategy priorities?	No.
Name of assessor:	Richard Turner
Date of assessment:	31 December 2019

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To offer understanding of commercial investment
Objectives:	To offer sufficient information to inform decision making
Outcomes:	To allow the Council to make informed investment decisions
Benefits:	For investments to align with the Council Strategy, investment strategy.

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

Age	None	
Disability	None	
Gender Reassignment	None	
Marriage and Civil Partnership	None	
Pregnancy and Maternity	None	
Race	None	
Religion or Belief	None	
Sex	None	
Sexual Orientation	None	
Further Comments relating to the item:		

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

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

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

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

Name: Richard Turner

Date: 31 December 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.

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Property Investment Strategy – Supporting Information

1. Introduction/Background

- 1.1 Agenda item for the Overview and Scrutiny Management Commission meeting on 14th January 2020 is 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.*
- 1.2 The proposal for West Berkshire District Council (WBDC) to invest in commercial property for the purposes of deriving revenue return was explored through a Corporate Programme project during 2016, resulting in formal proposal being approved by full Council on 9th May 2017 as part of the Council's investment and borrowing strategy 2017/18.
- 1.3 With an initial capital budget of £50m agreed in May 2017, which increased to a total of £100m with Council approval on 3 July 2018, the council has invested a total of £62.624m to date in commercial property.

2. Supporting Information

- 2.1 Traditionally local authority property acquisition has been for the direct purpose of operational delivery of services. However increasing financial pressures combined with significantly reduced resources meant that West Berkshire Council needed to consider the potential opportunities available to it to generate new revenue income streams through property investment.
- 2.2 In preparing a proposal for approval WBDC Legal Services Team was consulted with a business case to back the proposal, based on the council's powers to invest under legislation relevant to the investment in commercial property.
- 2.3 On 9th May 2017, the Council approved the additional capital budget of £50m (increased to £100m at Council on 3 July 2018), and to delegate authority to the Head of Legal Services to acquire and dispose of property up to the value of £15m per transaction (having consulted the Property Investment Board).
- 2.4 WBDC commissioned property agents Jones Lang LaSalle (JLL) to help create a formal Property Investment Strategy on which to base its investment decisions.
- 2.5 The 2017 Property Investment Strategy was refreshed in March 2018 (see appendix D) which is the current version, and includes the following core principles:
 - (1) Direct property investment;
 - (2) UK wide target market;
 - (3) Freehold (100 year+ leasehold considered);

- (4) Institutional grade covenants (Dun & Bradstreet 3A1 – 5A1 rating)
- (5) Target 6% yield (fully invested portfolio)

2.6 The Property Investment Strategy 2018 has the following guideline criteria for investment (see appendix D):

- (1) Asset category as 'Prime' 60% and 'Good Secondary' 40%;
- (2) Sector weighting (up to): Ind/warehouse 40%, Retail 40%, Office/Alternative 35%;
- (3) Lot price maximum £15m;
- (4) Maximum £750,000 income from a single tenant;
- (5) Location (up to): South East 60%, South West/Midlands 35%, North 35%, Scotland/Wales 35%

2.7 Formal governance exists to oversee acquisitions and disposals, through a Property Investment Board (PIB), and all proposed acquisitions are presented to PIB prior to progressing with any bid. Having received agreement from PIB any successful bid is followed by full legal and property due diligence prior to exchange of contracts and then completion.

2.8 In circumstances where a property proposed for acquisition falls outside the criteria within the Property Investment Strategy, having received agreement to progress from PIB, the proposal is taken to the Executive for approval.

2.9 Following the commencement of the Property Investment Strategy in May 2017, and increased budget in July 2018, WBDC has spent a total of £62,624,000 and has acquired the following properties:

Acquired	Property	Tenant	Price #	Rent
25/10/17	Terminus Rd, Eastbourne	Lloyds Bank	£2.900m	£3,696,437*
20/3/18	High St, Lincoln	Ernest Jones	£5.665m	
31/3/18	Cleveland Gate, Guisborough	Aldi/Iceland	£6.048m	
27/4/18	3 The Sector, Newbury	Cirrus/Edward Sc'	£9.759m	
27/4/18	4 The Sector	VACANT	£8.000m	
13/7/18	Dudley Port, Tipton	Rontec	£3.510m	
24/7/18	Bath Rd, Chippenham	Wincanton	£9.200m	
13/12/18	Discovery Hs, Nottingham	Computerland	£6.545m	
04/3/19	High St, North Allerton	Sainsbury's	£7.050m	

* 4 The Sector - The vendor is paying WBDC in lieu of rent for the vacant building until 31 March 2020 via an Escrow payment, drawn down quarterly. From April 2020 cost liabilities are with WBDC.

NOTE – The ‘Price’ shown for property acquisitions in the table above shows the net price excluding stamp duty, fees, surveys and other acquisition costs.

2.10 Following a procurement exercise WBDC appointed Montagu Evans as its professional property agent. Montagu Evans acts for WBDC for new acquisitions, strategic management of the portfolio, and the day to day property management of the portfolio.

2.11 The most recent purchase was 4th March 2019, with no suitable property being brought forward to PIB since then.

This both linked to the economic uncertainty which exists within the commercial property sector, associated with low levels of commitment from tenants to moving or expanding and taking on new lease commitment, and also the need for us to remain within the criteria required by the WBDC Property Investment Strategy.

2.12 This lack of further acquisitions, and particularly having none within the 2019/20 financial year has impacted the revenue income anticipated from the portfolio for 2019/20 and 2020/21.

2.13 Based on no further acquisitions and assuming that 4 The Sector remains vacant during financial years 2020/21 and 2021/22, projected income is summarised as follows:

	19/20	20/21	21/22
Original Budgeted income (£100m fully invested by 2020/21)	£1,500,000	£2,000,000	£2,000,000
Gross income:	£3,696,437	£3,032,145	£3,038,600
Net income (less interest, MRP, fees, risk fund):	£1,152,625	£454,763	£444,878

2.14 Any income from 4 The Sector in 2020/21 and 2021/22 will significantly improve the above income projection.

2.15 A number of changes within the last year has created circumstance where WBDC is reviewing the commercial Property Investment Strategy within the wider investment context:

- (1) The rate of borrowing from the Public Works Loan Board was increased in October 2019 by 1% taking the rate at that time from around 1.5% to over 3% at present;
- (2) The difficulty in identifying suitable properties which align with the current Strategy;
- (3) New guidance released in November 2019 from The Chartered Institute of Public Finance & Accountancy (CIPFA), ‘Prudential Property Investment’, which provides clarity on investing in advance of need around some of the elements of the Prudential Code (that governs local authority capital investment)

- (4) With the declaration of a Climate Emergency by West Berkshire Council in July 2019 and ongoing pressures within the housing sector for affordable housing, investment priorities may be re-aligned with the council's emerging Environmental Strategy and its refreshed Housing Strategy, both of which are currently in draft form and subject to consultation and formal approval by the Council.

3. Options for Consideration

- 3.1 The Council is currently reviewing its wider approach to investment, and any decision regarding the Property Investment Strategy will be formed within that investment context.
- 3.2 With regard to the Property Investment Strategy, options include:
 - (1) Continue with the strategy in its current form retaining the £100m capital budget. This is unlikely to be seen as an available option given recent revised guidance from CIPFA and unlikely to receive the support of the council's 151 Officer;
 - (2) Continue with the strategy amended to reflect both the CIPFA Guidance and current market, retaining the £100m capital budget;
 - (3) Cease further investment, and retain and manage the current £62.4m property portfolio and associated income;
 - (4) Withdraw entirely from the commercial property investment sector, disposing of the nine assets currently owned by WBDC, freeing up capital released to alternative investment models.

4. Proposals

- 4.1 The decision on how best to progress and the preferred option will be guided by the final advice on the CIPFA 2019 guidance, and the decisions around the Council's wider approach to investment.

5. Conclusion

- 5.1 WBDC having spent £62.6m on commercial property investment is deriving a revenue income. With a single property from the nine acquired currently vacant, this has impacted the income over the period this asset remains vacant. Once fully let, the income will be in line with that anticipated from this level of investment, but not at the level planned for a full investment of the £100m budget.
- 5.2 The Council is currently reviewing its wider approach to investment and the commercial property investment will sit within that wider investment context.

6. Consultation and Engagement

- 6.1 None

Background Papers:

Property Investment Strategy 2018

Subject to Call-In:

Yes: ☐ No: ☒

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

Wards affected: None

Strategic Priorities Supported:

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

- ☒ **GP2: Maintain a green district**
 - ☒ **SIT1: Ensure sustainable services through innovation and partnerships**
-

Officer details:

Name: Richard Turner
Job Title: Property Services Manager
Tel No: 01635 503653
E-mail Address: Richard.Turner@westberks.gov.uk

Appendix D

Property Investment Strategy 2018

attached

West Berkshire Council - Property Investment Strategy (revised)

Prepared by
Dean Fischer, Property Services

January 2018

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Introduction

This document has been prepared by Dean Fischer on behalf of West Berkshire Council (WBC).

This document supersedes the original Investment Strategy, prepared by JLL during March 2017, and adopted by WBC on 9th May 2017. Embedded within the original strategy was a mechanism to review and revise every twelve months, so as to ensure that WBC commercial property portfolio is tightly aligned to WBC's investment objectives.

Whilst the JLL strategy has provided a robust launch point, it has become evident that there is a need to fine-tune the investment framework so as to suitably empower the WBC Property Investment Board (PIB), ensure increased exposure to appropriate opportunities, enhance flexibility during acquisition and underpin the portfolio's long term performance.

Mindful of the above, WBC requested its appointed property consultants, Montagu Evans (ME), to review and revise the existing strategy where appropriate, so as to ensure exposure to a wider range of suitable properties, whilst creating a defensive, balanced commercial property investment portfolio, from which to derive a long term, sustainable revenue stream.

The WBC portfolio will seek to invest in the region of £50m which will likely equate to 8-12 properties in total (dependent on lot sizes).

Yields referred to in this report (unless otherwise stated) are net of purchase costs and exclude the cost of debt.

Core Objectives

Set out below are the core objectives of the investment strategy:

- To invest in good quality commercial property to generate a sustainable and predictable income return
- To acquire standing commercial property investments which generate an immediate income, through being let on commercial terms, or from properties which are contracted to be let
- The desired income yield (return) to provide a clear margin over the cost of capital, in a form which is sustainable, and has the potential to increase through future rental growth
- An even balance of risk and return is achieved through portfolio diversification

- To acquire investment grade properties possessing characteristics that retain liquidity and preserve capital (notwithstanding market movement)

Investment Strategy

The strategy is defined in two sections:

Section 1 – details the revised core strategic investment policy to be adopted by WBC.

Section 2 – an Aide Memoir of the investment framework to be referred to by the appointed Investment Advisor (ME) and the PIB.

Section 1 – Investment Policy

The WBC property investment framework is structured according to the following core principles:

- Acquisitions to be made in direct commercial real estate
- UK wide target market (to include WBC area)
- Generally, investments to be purchased freehold, with good and assignable legal title. Leaseholds considered where held under long leases (100 years plus) at a peppercorn rent
- To acquire institutional grade income producing investments, let on conventional lease terms and secured against good to strong covenants (Dunn & Bradstreet rating 3A1 – 5A1)
- Target portfolio net yield of 6.0% (once fully invested)
- Asset level internal rate of return (IRR) averaging not less than 5.0% p.a. over an assumed 5 year hold period
- No investment in speculative development
- No investment in areas within Flood Zone 3 or with a high land contamination risk

Section 2 – Investment Guidelines

This section provides a ‘hand-rail’ which will help guide the decision making process when assessing investment opportunity. Its principles are to create a defensive and balanced commercial property investment portfolio with intrinsic risk diversification.

Portfolio Structure

Categories	Target Weighting	Target Yield	Asset Profile
Prime	60%	6% or lower	Net yield of 6% or lower, established location, very strong tenant covenant, unexpired lease term of 9 ¹ years or more
Good Secondary	40%	6% or higher	Net yield of higher than 6%, good location, strong tenant covenant, unexpired lease term commensurate with prevailing market conditions

Sector Weightings

Sector	Target Weighting	Asset Profile
Industrial/Warehouse	Up to 40% (£20m)	Logistics hubs, light industrial, trade parks
Retail	Up to 40% (£20m)	Small supermarkets, restaurants, retail warehouses, shops
Offices, Alternatives and Others	Up to 35% (£17.5m)	Offices, business parks, hotels, cinemas, petrol stations, wind farms

¹ Note 9 years to allow access to stock which has recently been let on a ten year term so will have slightly less than ten years after allowing for marketing and legal process.

Asset Risk Diversification – Guidelines

Attribute	Why	Risk/Solution
Lot Size – up to £15m	Generally, no single asset should be over 40% (£15m) of the fully invested portfolio by value.	Risk - Exposure to single asset. Solution - by acquiring only longer income lots with a minimum 9-10 years unexpired lease term and a tenant covenant of 5A1 on the Dunn & Bradstreet rating.
Income risk – exposure generally restricted to circa. £750k per tenant per annum	Manages income risk and security through tenant diversification and lease length. Provides the potential to acquire a stable, long income asset around which to structure a portfolio of complementary assets.	Risk - Exposure to tenant failure, voids and potential negative cash flow. Solution – investment will be subject to the tenant having a Dunn & Bradstreet rating of 5A1 and with a minimum unexpired term of 9-10 years.
Location: <ul style="list-style-type: none"> • South East up to 60% (£30m) • South West & Midlands up to 35% (£17.5m) • North up to 35% (£17.5m) • Scotland & Wales up to 35% (£17.5m) 	Spread of risk through investment diversification in different micro-locations	Risk - Over exposure to locational risk where negative impacts of weak or low growth could affect total performance. Solution - Focus on dominant SE market to increase exposure to suitable defensive investment opportunities.
Sector (retail/office etc.) No more than 40% held in a specific sector at any time	To create greater portfolio balance with different sectors holding different risk v return profiles	Risk - Over exposure to an under-performing sector. Solution - Focus on dominant SE market to increase exposure to suitable defensive investment opportunities

Regional Weighting No more than 40% (60% in SE only) held in a specific region at any time	To provide a spread of risk to balance performance from regional spread. Different regions within the UK often perform (grow) at different rates and at different times within an economic cycle	Risk - Exposure to regional under-performance through lower economic growth. Solution - Focus on dominant SE market to increase exposure to suitable defensive investment opportunities.
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Quarterly & Annual Review

During November 2017 ME were instructed by WBC to review the overall strategy to ensure its suitability and resilience in relation to the size of financial resource committed and the prevailing market conditions. The basis of that review forms the backbone of this document. The investment criteria, guidelines and performance will remain under regular review.

As good practice, quarterly and an annual reviews between WBC and ME will be held so as to ensure that the portfolio does not under-perform the market or its risk profile increase due to changes in both the macro and micro-economic position around the real estate market.

This will provide WBC with a clear understanding of the portfolio's position and management, its risk and return profile and any latent value that can be driven out through strategic asset management.

A regular review of the five year cash flow is important to understand any future working capital requirements, as well as assessing the accuracy of the predicted rental income.

The quarterly and annual strategy review will cover:

Quarterly	Annual
Investment: <ol style="list-style-type: none"> 1. Brief market update – investment trends, activity and forecasts 2. Brief update on the occupational markets 3. Review of current investment strategy 4. Report on performance of the 	Investment: <ol style="list-style-type: none"> 1. Market update on investment trends, activity and forecasts 2. Update on the occupational markets 3. Review of current investment strategy 4. Re-confirm investment criteria

<p>portfolio and individual assets</p> <ol style="list-style-type: none"> 5. Provide a review of portfolio activity and the added value created over the previous quarter 6. Update Work/Hold/Sell asset designation 	<p>and asset target weightings</p> <ol style="list-style-type: none"> 5. Identify any re-alignment required to match market changes and forecasts 6. Benchmarking the existing portfolio and asset level investment returns 7. Report on performance of the portfolio and individual assets 8. Report on any KPI or performance criteria 9. Provide annual property business plans to evaluate added value opportunities 10. Provide a review of portfolio activity and the added value created over the previous 12 months 11. Update five year cash flow forecast 12. Update Work/Hold/Sell asset designation
<p>Management:</p> <ol style="list-style-type: none"> 7. Report on portfolio management performance including rent collection rates, bad debt provision and service charge reconciliations 8. Advise on all critical lease dates, break options, rent reviews and lease expiries 9. Report on any health and safety incidents and insurance claims 10. Report on dilapidations claims and status 11. Capital expenditure requirements over the preceding quarter 	<p>Management:</p> <ol style="list-style-type: none"> 13. Report on portfolio management performance including rent collection rates, bad debt provision and service charge reconciliations 14. Advise on all critical lease dates, break options, rent reviews and lease expiries 15. Report on any health and safety incidents and insurance claims 16. Report on dilapidations claims and status 17. Capital expenditure requirements over the preceding 12 months

Portfolio Valuation

An annual external valuation is to be undertaken to enable WBC to benchmark the property portfolio/asset performance as well as ensure that current book values are in line with prevailing market values.

Review of Council Strategy Delivery Plan Key Performance Indicators (KPIs)

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	14 January 2020
Portfolio Member:	Councillor Lynne Doherty
Report Author:	Councillor Alan Law
Forward Plan Ref:	n/a

1 Purpose of the Report

To provide to the Overview and Scrutiny Management Commission (OSMC) a summary of the OSMC Task Group feedback following the review of the proposed Council Strategy Delivery Plan and its Key Performance Indicators (Targets).

2 Recommendations

The OSMC to note and agree the recommendations and comments. Proposed recommendations are outlined in full in section 4.2 of the report.

Subject to approval, the recommendations and comments will be forwarded to the Executive for consideration prior to the Council Strategy Delivery Plan and KPIs being finalised by the Executive.

3 Supporting Information

3.1 Findings

The Task Group, which consisted of Councillor Alan Law (OSMC Chairman), Councillor Jeff Brooks and Councillor Garth Simpson, started from the premise that PIs and especially KPIs must be RELEVANT, MEASURABLE, ON-GOING and, more subjectively, they must be the RIGHT ONES (selected out of a possible range of options).

Whilst we were presented with all 250+ PIs, we mainly focused our review on those applicable to the EXECUTIVE and to CORPORATE BOARD. The proposal was for the Executive to have 61 PIs (53 priorities for improvement and 8 for Core business). Corporate Board had 59 PIs proposed.

Our primary observation is that both Executive and Corporate Board have **too many KPIs** in this version to allow for proper and efficient management and direction. Many of the Executive KPIs were at too low a level of detail and a number should be re-considered for moving into the Corporate or Service level of monitoring. Otherwise there is a great danger of not seeing the wood for the trees! *A better use of exception reporting into fewer and higher level KPIs would be more appropriate and would help to get rid of the clutter.*

Overall we felt the **Framework and structure of the Delivery plan was appropriate**. Having a 3 layered structure of Executive/Portfolio Holder; Corporate Board and

Service level is correct within a Framework of PRIORITIES; leading to COMMITMENTS; leading to ACTIONS. However, we also feel there are a number of dated or action related Strategic Plans or Goals which are not really KPIs. We recommend these should be highlighted as a ***new Strategic Goal Category*** rather than a KPI. (Measurable KPIs follow on from the creation of the Strategic Plan/ Goal).

We support splitting the Priorities into “Core” business and “Areas for improvement”, although having only 8 Core KPIs against 53 improvement KPIs looks very unbalanced and gives a false impression of a Council in dire need of improvement across a wide range of Services. *Removing a number of lower level PIs, and allocating more PIs to the Core business and reassigning some into “Strategic Goals” instead of KPIs will help re-adjust this balance.*

The recent (and previous) peer reviews highlighted that we as a Council do not appreciate or promote the many good things the Council does and how well it does them. This draft version of the Strategy Delivery Plan reinforces this impression.

3.2 Recommendations

A. Core Targets

We recommend adding the following to the “**Core**” category on the basis that ***retaining*** these good levels is probably even more important than some “improvement” targets:

1. Retain OFSTED > 94% schools @ GOOD
2. Retain Children’s Services OFSTED @ GOOD
3. Retain current ASC services @ CQC GOOD
4. Retain % of roads in need of repair < 2% (Top quartile)
5. Retain GOOD @ Keep Britain Tidy indicator

We think the following are also important Core targets:

1. “Maintain level (98%) of Applicants receiving top 3 preferences for primary & secondary schools”
2. “Remain in top quartile for Planning Appeals “won”
3. “Retain a recycling target > 48%”
4. “Supporting and meeting with and ultimately retaining top 10 employers in district”

We therefore recommend all of the above be moved into the “Core Business” category rather than the “Improvement” category.

B. Strategic Goals

Further, we consider a number of KPIs are actually **Strategic Plans/Goals** with target dates for completion rather than on-going quarter by quarter measurements. E.g. the following:

1. Produce a new Leisure Strategy (Mar 20)
2. A new Cultural Strategy (Jan 20)
3. Establish Housing Joint Venture (Dec 19)
4. New Community Well Being Model (mar 20)

5. New economic Development Strategy (Dec 19??) (Move from Corporate to Executive level).
6. New Commercialism Strategy (target needs to be confirmed) (Move from Corporate to Executive level).

Plus the following are missing from the Executive level and should be added as Plans/Goals to be tracked and monitored:

7. New Local Plan (end 21). (move from Corporate to Executive)
8. New Housing Strategy (target needs to be confirmed) Surprisingly not mentioned anywhere!!

We therefore recommend, at Executive level, an additional category of “Strategic goals” be added for quarterly review. Any slippages in these target dates should be the subject of exception reports and explanations by the Portfolio Holder and relevant Head of Service.

C. Improvement targets (KPIs)

The following are important improvement targets and we recommend they be monitored at Executive rather than Corporate Board level:

1. “KS2, percentage (top quartile) achieving national level in Reading, Writing, Maths”.
2. Percentage of children in care who achieve 5 or more GCSE pass grades.

4 Conclusion

A final summary point: The Delivery Plan gives an impression of trying to do too much with unquantified resources. This runs the danger of turning the document into a wish list rather than a Delivery Plan and then missing a number of targets through trying to do too much and losing focus. This impression is reinforced by a large number of TBDs remaining throughout the document. ***Adding a Strategic Goals category, having more “core” targets, fewer and higher level KPIs, and importantly, only reviewing the exceptions in further detail should aid Executive and Corporate focus and prioritisation.***

5 The Detail

Below is a detailed comment on each proposed performance indicator at Executive and Corporate Board level. These sections below should be read in conjunction with the Executive and Corporate level measures (see Appendices A & B).

Executive level

1.1 Support Children

- 1.1a Ofsted rating: Move to CORE
- 1.1b, 1.1e, 1.1f: Too detailed for Executive. Move to Corporate?
- 1.1j Rough Sleepers: A corporate Goal?

1.2 Improve outcomes children in care

- 1.2a: OK
- 1.2b exclusions: Beyond our power to control? Corporate rather than Exec?

- 1.3 Improve outcomes Adult Social Care
 - 1.3b CQC inspections: Move to CORE
 - 1.3d, 1.3e: Too detailed for Exec. Move to Corporate?
- 1.4 Safeguard: OK
- 1.5 Young Adults employment
 - 1.5a Strategic Framework : A Goal
 - 1.5b, 1.5c : OK
- 2.1 Support everyone
 - 2.1a : KS2 achieving standard in RWM Move to CORE
 - 2.1d ; Maintain OFSTED Good+ : Move to CORE
 - 2.1c: Key, possibly move to Corporate?
- 2.2 Improve Health
 - 2.2a, 2.2c, 2.2h: OK but are they really Executive measurements? Corporate?
 - 2.2 I: Prevention Concordat: A Goal
- 2.3 Help People help themselves
 - 2.3a & 2.3b: Community wellbeing plan & Index: A Goal
 - 2.3e & 2.3f: How do you measure these? Work to find way to listen? The KPIs need to be less vague!
- 3.1 & 3.2 & 3.3 Businesses
 - 3.1c: No. of business referrals: An executive measure? More Corporate / Service level
 - 3.2 & 3.3 Light on detail and targets at this Executive level!!!
 - Need to move Economic Development Strategy from Corporate 3.1a to Executive as a GOAL
 - Should be a KPI for supporting top 10 employers with a view to:
 - a. retaining them in district
 - b. Helping them to grow
 - c. Meet at senior level twice a year
 - Other KPIs are likely to emerge once the new Economic Development Strategy (GOAL) is finalised.
- 4.1 Local Infrastructure
 - 4.1e: Housing JV: A Goal
- 4.2 Broadband
 - 4.2a: OK
- 4.3 Arts & Culture
 - 4.3a Leisure Strategy: A Goal
 - 4.3c Establish outreach team: A Goal, probably at Corporate level
 - 4.3d Cultural Strategy: A Goal
- 5.1 Green District
 - 5.1d Environment Delivery Plan: A Goal

5.2 Cycling: Nothing!!!

5.3 b & c Solar: Need a plan, set the appropriate Goals

5.4 Forestation: A Long Term Goal. Needs a Plan

6. Innovation & partnerships

6.1c Primary Care network Plan: A GOAL

6.2d Income generation: A Core activity?

6.3 Workforce Strategy: Management Training and Leadership Development: Should have Executive & Corporate goals and measurements for this very important Commitment!!! How can you have a commitment without such goals or targets?

6.4 Use data to better understand clients. How to measure? A commitment that is too vague!

Corporate Level

1.1a Early Help Strategy: A Goal

1.1c Query the jump in target in 12 months. Realistic?

1.1d Do we know the baseline figures?

1.2a Very detailed for corporate level?

1.2b Not convinced 4 different KPIs needed here at corporate level?

1.2d Good intention: But how to influence or control?

1.3c Subjective measurement!!

1.4b Not measurable and a strange action. Concerns Berkshire West not the Council. Not thought through!

2.1a Very detailed. More Service level. Confusing measurement.

2.1b Too many targets here.

2.1f Ok but current 70% looks odd.

2.3j & 2.3i too vague! How to measure?

2.3k & 2.3i Just putting a number here is not a solution. How to measure the quality of Parish devolution deals?

2.3m Crime prevention: "continue to provide"? How measure improvement here. How do we influence or control the outcome?

3.1a Economic Development Plan: An Executive not a Corporate Goal

3.1b Events: Why 40? How measure their effectiveness? If 150 this year, why drop to 40? What does local business want from these events?

3.1c Business start-up for investment: Why 5? How many potentially are there? Quality measurement?

3.1e Direct Advice: How big a problem is this? Why has this been selected as a KPI?

3.3a Chair minimum 10 meetings: So what? We should be measuring what the meetings are achieving.

4.1a & 4.1b Local plan and Infrastructure Delivery Plan: Both should be Goals and at Executive Level

4.1g How to measure this (UTMC)? Described as “an investigation”. That’s not a KPI.

4.2b Wide area networks: Why 5? What does this achieve in real terms?

4.3a Leisure centre re-developments: A Goal not a KPI

4.3d describe as a growth % as well as numbers

5.2b Local Transport Plan: A Goal

5.3a needs more precise targets

6.2b. Commercialisation Strategy and guidelines: A GOAL and at Executive level.

6 Appendices

Appendix A – Executive level measures

Appendix B – Corporate level measures

PRIORITY FOR IMPROVEMENT: Ensure our vulnerable children and adults achieve better outcomes

► COMMITMENT: 1.1 Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention services

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	New: Establish the OFSTED ‘Good’ grade, and aspire to be Outstanding	For OFSTED to recognise the whole service – Children in need of help and protection, Children in Care and Care Leavers, the impact of leaders on social work practice and overall effectiveness – to be at least Good.	Maintaining an Ofsted rating of at least Good for our Children’s Services	n/a	Good	Good	Good	T: Stretch R: None
Dominic Boeck	b. Build on the use of the Family Safeguarding Model (FSM) to work with children and families	Reduce the number of children that require Child Protection Plans or are Looked After, supporting a greater proportion of young people at the lowest level of intervention	Number of children subject to Child Protection Plans	Top Q 17/18: <37 per 10,000	117 (33 per 10,000)	101 (28 per 10,000)	To further reduce the outturn to appropriate levels (assessed annually)	T: Must do R: 2 FTE Grade I
Dominic Boeck			Number of children looked after (excluding Un-accompanied Asylum Seeking Children)	local	142	139	To further reduce the outturn to appropriate levels (assessed annually)	T: Must do R: 2 FTE Grade I
Graham Bridgman	e. Continue to work with our health partners to ensure that the focus of our interventions for those leaving hospital is based upon reablement and rehabilitation	Ensuring people are not readmitted following hospital discharge.	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Top Q 17/18: >89.1	84.8%	84%	Increase from 2018/19 outturn position 84.8%	T: Must do R: None
Hilary Cole	j. Ensure that all rough sleepers in the District will be offered accommodation	Reduction of rough sleeping in the District	% of rough sleepers in West Berkshire offered accommodation	n/a	TBC	TBC	100%	T: Stretch R: £237k
Hilary Cole	f. Reduce year on year the instances of repeat homelessness	Vulnerable households who have secured supported housing to relieve their homelessness sustain their tenancy and do not present to the Council again as being homeless.	PLACE HOLDER Reducing year on year the incidents of repeat homelessness	n/a	TBC	Reduce from previous year	Reduce from previous year	T: TBC R: Pressure bid in at £29k

► COMMITMENT: 1.2 Improve outcomes for our Looked After Children and other vulnerable children and adults

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Work with children and families that benefit from our statutory social services to ensure long lasting results	Maintain strong performance - children and young people do not require similar interventions within agreed timescales	% of repeat referrals to Children’s Services within 12 months of a previous referral	Lowest Q 17/18: 15.6%	21%	<20%	<20%	T: Must do R: None
Dominic Boeck	c. Prevent exclusions from school of children in care	Exclusions of vulnerable children from school continue to reduce; school exclusion will only be used where this is the most appropriate approach	% of Looked After Children who have not experienced a permanent exclusion in the current school year	N/A	100%	100%	100%	T: Stretch R: None
Dominic Boeck			Number of Looked After Children who are excluded more than once in the same term	local	6	4	0 (None)	T: Stretch R: None

► COMMITMENT: 1.3 Ensure better outcomes for social care users and improved satisfaction

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	b. Improve the quality of all services inspected by the Care Quality Commission	Social care users receive high quality services from our directly provided services.	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC		(5/6) 83.3%	100%	100%	T: Stretch R: None
Graham Bridgman	d. Increase the proportion of clients who receive an annual review or contact	Ensure appropriate levels and type of support to the Adult Social Care users eligible for services under the Care Act	% of clients with Long Term Service (LTS) receiving a review in the past 12 months		65%	70%	75%	T: Must do R: None
Graham Bridgman	e. Continue to work with our health partners to address any factors that contribute to delays in the transfer of care from hospital which result in hospital bed blocking	Reduce delays in the transfer of care from Hospital (DTCO) to levels below those set by the Department of Health and Social Care	Number of hospital bed-blocked days due to Delayed transfers of care (DTCO) from hospital (whole system target)		641 (P)	500	500	T: Must do R: None

► COMMITMENT: 1.4 Safeguard against new and emerging risks

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	a. Increase the effectiveness of adult social care safeguarding investigations	Ensure people who have been victims of abuse are appropriately involved and achieve their desired outcome	% of the desired outcomes of a S42 safeguarding enquiry expressed by the person subject of the enquiry was 'fully' achieved	Top Q 17/18: >74.3%	(214/346) 61.9%	>60%	70%	T: Must do R: None

► COMMITMENT: 1.5 Support more vulnerable young adults into employment

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	a. Agree a strategic framework to improve the employment of vulnerable people in the District	Increased Employment rate for vulnerable young people	A strategic framework to improve the employment of vulnerable people agreed and published	Local	New for 2019/20	Sep-20	Sep-20	T: Stretch R: £50k
Dominic Boeck	b. Increase support for our care leavers	A greater proportion of Care Leavers in the District are in Employment, Education or Training	% of our Care Leavers (aged 19-25) in Employment, Education or Training	Top Q 17/18: >58%	50%	60%	65%	T: Stretch R: None
Howard Woollaston	c. Increase to 114 each year, the number of apprenticeships within the Council including for vulnerable young adults	Increase the number of apprenticeships being accessed, especially by care leavers, those with disabilities and from BAME (Black, Asian and Minority) communities	Target apprenticeships to disadvantaged young people (aged 16-25)		New for 2019/20	Baseline	TBC	T: Must do R: same one as above

PRIORITY FOR IMPROVEMENT: Support everyone to reach their full potential

► COMMITMENT: 2.1 Support everyone on their learning journey to achieve their best

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Improve the outcomes of pupils on Free School Meals c. Deploy effective investment of over £69 million in school places across the District	Improving the achievement of children on FSM and maintaining the low levels of NEETs (young people not in education, employment or training)	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Top Q 17/18 AY: >61%	(AY 2017-18) 43%	Improve National ranking from the summer 18 exams	Consistently improved ranking against statistical neighbours	T: Stretch R: £21k (0.4 FTE) per annum
Dominic Boeck			Percentage of FSM pupils in KS2 achieving the expected standard for reading, writing and maths combined	Top Q 17/18 AY: >51%	(AY 2017-18) 26%	Improve % score from the summer 18 exams	50%	T: Stretch R: £16.6k (0.2 FTE) per annum
Dominic Boeck			Attainment 8 score for FSM pupils in KS4	Top Q 17/18 AY: >36.4 points	(AY 2017-18) 32.5 points	Improve on 2017/18 (target for summer 2019 results)	Better than statistical neighbours average	T: Stretch R: None
Dominic Boeck		Ensure that all children have access to a local school place, with at least 95% of the children in the District accessing one of their top three preferred schools	% of applications receiving one of three top preferences for West Berkshire children (Primary Admissions)	Rank = 16 Quartile = 1st	98%	95%	95%	T: Must do R: None
Dominic Boeck			% of applications receiving one of three top preferences for West Berkshire children (Secondary Admissions)	Rank = 36 Quartile = 1st	98%	90%	90%	T: Must do R: None
Dominic Boeck	d. Support schools to achieve Good or Outstanding Ofsted rating	All children in the District attend our schools that are rated by Ofsted as ‘Good’ or ‘Outstanding	% of schools judged good or better by Ofsted under the new Framework	85.2% Eng Avg	(74/78) 94.9%	90%	90%	T: Stretch R: £8.3k (0.1 FTE) per annum

► COMMITMENT: 2.2 Improve the health and wellbeing of our residents through appropriate interventions and policies

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	New: Increase the proportion of targeted health checks e.g. those who are at greatest risk	Reduce the risk of cardiovascular disease in those at greatest risks and help people live longer	Proportion of individuals 'at risk' of cardiovascular disease who have received a health check		N/A	55%	65%	T: Must do R: None
Rick Jones	c. Our maintained schools achieve the West Berkshire’s Health and Well-being Award	Improve the health and wellbeing of children studying in the District	Number of maintained schools achieving the West Berkshire's Health and Wellbeing in Schools Award	N/A	New for 2019/20	25 / 81	65 / 81 new cycle of awards begins	T: Stretch R: None
Rick Jones	h. Develop an approach to address the impact of Adverse Childhood Experience (ACEs) on long term health and wellbeing,	Build resilience and help to prevent the impact of ACEs being passed on to the next generation Outcomes include reducing demand on public services, improving mental and physical health and a range of other societal and economic benefits	Develop a corporate approach to tackle the impact of adverse childhood experiences on long term health and wellbeing of our residents		New for 2019/20	Mar 2020	Mar 2020	T: Stretch R: None
Rick Jones			Increase % of ante natal visits undertaken (Public Health Nursing Service)		45%	95%	95%	T: Stretch R: None
Dominic Boeck			Ensure all Head Teachers are made aware of ACE (Adverse Childhood Experiences) research children can be supported appropriately		New for 2019/20	100%	100%	T: Stretch R: None
Dominic Boeck			Run awareness session on ACE (Adverse Childhood Experiences) for all staff across the Education Service		New for 2019/20	100%	100%	T: Stretch R: None
Rick Jones	i. Sign-up to the prevention concordat for better health and deliver a prevention and awareness plan	Prevent mental health problems and promote good mental health	Sign up for the prevention concordat for better health and deliver a plan that prevents mental health problems and promote good mental health		New for 2019/20	Mar-21	Mar-21	T: Must do R: None
Rick Jones	New: Placeholder actions re mental health	Placeholder outcomes re mental health	Pleceholder measure re mental health outcomes		TBC	TBC	TBC	T: Must do R: None

► COMMITMENT: 2.3 Help people to help themselves and others

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	a. Implement a new community wellbeing model	Support individuals to self-care, lead independent lives and strengthen our local communities	Implement a new integrated community wellbeing model to improve the wellbeing of adults in West Berkshire	Local	New for 2019/20	Mar-20	Mar-20	T: TBC R: None
Rick Jones	b. Enable and support more community-led initiatives and activities that aim to build community resilience	Improvements of the Community Resilience Index	Devise and adopt a community resilience index	Local	New for 2019/20	Mar-20	Mar-20	T: Stretch R: £20k
Rick Jones Howard Woollaston	e. Develop and implement a consistent corporate approach to community engagement	Utilise community engagement outcomes and learning to inform service development and delivery including opportunities to co-design with our communities	Develop and implement a consistent corporate framework to community engagement and utilise the outcomes and learning to inform service development and delivery, including opportunities to co-design with our communities		New for 2019/20	On schedule	By end of March 2021	T: Stretch R: TBC Resource to manage the framework
Rick Jones	f. Work to find better ways to listen to communities and involve them in decisions that impact on them and their wellbeing	Effective two-way communication that enables communities to express how they ‘feel’ and what they ‘need’	Engage in two way communication with communities to inform the community resilience index and increase their involvement in the decisions that impact on them		New for 2019/20	TBC		T: TBC R: £24k for training and up to 5 surveys
Rick Jones	New: Provide support and encourage community engagement through volunteering	Volunteering opportunities in the District are maximised	Number of hours provided by volunteers across Cultural Services (includes Libraries, Shaw House, the West Berkshire Museum and the archaeology service)	Local	18,065	18,000	18,000	T: Must do R: None

PRIORITY FOR IMPROVEMENT: Support businesses to start develop and thrive in West Berkshire - actions for the delivery of the commitments to be confirmed at Strategy Board Dec 2019

► **COMMITMENT: 3.1 Improve the help and guidance for start-ups and existing small businesses to grow, including by facilitating access to business incubators, or similar resources/initiatives**

PH	Actions	Outcomes	Performance Measures	Threshold for	2018/19	2019/20	2022/23	T: Target Type R: Resource Issue
				best quartile	Current	Target	Target	
Hilary Cole	c. More business start-ups and more small and medium companies are referred each year to Berkshire Business Growth Hub	Business start-ups and small and medium companies receive support from Berkshire Business Growth Hub	Number of referrals to the Berkshire Business Growth Hub for new business start ups	n/a	TBC	15	60 over 4 years	T: TBC R: same one as above

► **COMMITMENT: 3.2 Ensure our planning policies enable start-up and growth of businesses in the District**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► **COMMITMENT: 3.3 Provide incentives and opportunities to enable businesses to grow**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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PRIORITY FOR IMPROVEMENT: Develop local infrastructure including housing to support and grow the local economy

► COMMITMENT: 4.1 Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation schemes, and travel and transport infrastructure

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Richard Somner	a. Develop and maintain our road network to accommodate the housing growth (in the context of the climate emergency declaration) by investing at least £39 million between 2019 – 2023 in transport and infrastructure	West Berkshire Council to attain a place in the top 25% (annually) of Authorities nationally on road condition index. (CD P) There is no deterioration in congestion levels in urban areas as a result of developments in line with the current housing delivery plan. This will be measured using journey time information on key strategic routes in the Districts Urban Centres (Newbury, Thatcham, Hungerford and the Eastern Urban Area).	% of the principal road network (A roads) in need of repair	Top Q 17/18: <2%	2%	4%	Top 25% nationally	T: Stretch R: Additional Capital £500k per annum
Richard Somner			% change in journey time duration on key strategic routes in Newbury	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None
Richard Somner			% change in journey time duration on key strategic routes in Hungerford	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None
Richard Somner			% change in journey time duration on key strategic routes in the East of the district	n/a	TBC	0%	Maintain 2019/20baseline level	T: Stretch R: None
Hilary Cole	c. Facilitate the completion of 500 affordable housing units	Completion of additional affordable homes	Number of planning permissions granted for affordable homes	n/a	TBC	125 per annum	500 over 4 years	T: Must do R: None
Hilary Cole			Number of affordable homes completed		TBC	125 per annum	500 over 4 years	T: Stretch R: None
Ross Mackinnon	e. Establish by Dec 2019 a Housing Joint Venture with our partner Sovereign Housing Association	Increase the effectiveness of delivering housing in West Berkshire	Establish Housing Joint Venture as an effective means of delivering housing in West Berkshire with our partner Sovereign Housing Association		New for 2019/20	Dec-19	Dec-19	T: Must do R: None

► COMMITMENT: 4.2 Further develop digital infrastructure and information assets in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Howard Woollaston	a. Complete the delivery of the Berkshire Superfast Broadband programme	Enhance access to digital communications (Superfast Broadband) to reach 99.7% of premises in West Berkshire	Number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above		70,689 (96.7%) (P)	72,897 (99.7%) Oct 2019	72,897 (99.7%) Oct 2019	T: Must do R: None

► COMMITMENT: 4.3 Enhance the arts, culture and leisure offering in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	a. Re-develop by March 2023 the leisure centres in Newbury, Thatcham and Hungerford	Residents can access new and upgraded facilities with a broader range of leisure services available	Produce a new Leisure Strategy	n/a	New for 2019/20	Mar-20	By end of March 2020	T: Must do R: None
Rick Jones	c. Establish a physical activity outreach team (linked to the review of number of leisure centres - see conclusions of Leisure Strategy)	Increase residents' participation and engagement in physical activity	Increase participation and engagement in physical activity through the establishment of an outreach team	n/a	New for 2019/20	n/a	Increase from 2020/21 baseline	T: Stretch R: 2 FTE budget pressure approx. £60k
Rick Jones	d. Widen the cultural offer in the district by attracting grant money and utilising outreach workers	Improve the accessibility to cultural activities of residents that otherwise would not be able to participate	Produce and adopt new five year West Berkshire Cultural Strategy	n/a	New for 2019/20	Jan-20	By end of January 2020	T: Must do R: None

PRIORITY FOR IMPROVEMENT: Maintain a green district

► COMMITMENT: 5.1 Develop more sustainable transport solutions which protect the environment

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole Richard Somner	d. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality information	Improve traffic flow and air quality	Production of the delivery plan for the Environment Strategy	n/a	New for 2019/20	Mar-20	Mar-20	T: Stretch R: None

► COMMITMENT: 5.2 Promote and improve cycle ways in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► COMMITMENT: 5.3 Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Steve Ardagh-Walter	b. Install 2 Megawatts of solar panels	Generate energy from renewable sources	Install 2 megawatts of energy generated from WBCs renewable sources	n/a	New for 2019/20	TBC	2 megawatts by end of March 2023	T: Stretch R: TBC not on the list
Steve Ardagh-Walter	c. Install 2 Megawatts of solar PV to generate energy from a new solar farm (photovoltaic power station)	Generate energy from renewable sources	Install 2 Megawatts of solar PV to generate energy from a new solar farm (photovoltaic power station)	n/a	New for 2019/20	TBC	2 megawatts by end of March 2023	T: Stretch R: £2m capital (including 4 hectares land purchasing) paid for from income or cost avoidance

► COMMITMENT: 5.4 Minimise the impact on the environment in delivering services such as the use assistive technologies in social care

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Richard Somner	a. Explore large scale afforestation and natural regeneration in the rural area	An additional 100 ha of land covered by trees or by natural regeneration vegetation to reduce CO2 levels	Large scale afforestation and natural regeneration in the rural area aiming to plant trees to cover over 100 hectares of land	n/a	New for 2019/20	0	100ha	Stretch £1m land acquisition, and seeking additional resource from grant funding. Afforestation over 50% of the area (50 hectares) would cost for tree planting £150k capital funds.
Richard Somner	b. Undertake a scheme of urban tree planting	help improve urban air quality and achieve 20% tree cover by parish for urban areas in the district	Urban tree planting to help improve urban air quality and achieve 20% cover by parish for urban areas in the district	n/a	New for 2019/20	14%	20%	T: Stretch R: £40k per annum Capital

PRIORITY FOR IMPROVEMENT: Ensure sustainable services through innovation and partnerships

► COMMITMENT: 6.1 Expand our work with partner organisations and communities to improve services for local residents

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	c. Work with Primary Care and other health partners to develop strong and effective Primary Care Networks across West Berkshire	Residents receive better services as a result of o-locating professionals and joint commissioning of services	Agree a Primary Care Networks plan with the Clinical Directors at CCG, to work collaboratively to improve services and increase the focus on prevention		New for 2019/20	Mar-20	Mar-20	T: Stretch R: None

► COMMITMENT: 6.2 Increase the sustainability of our business model by expanding on the initiatives to generate income for supporting vital Council’s services

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Ross Mackinnon	d. We will develop our approach to support services to increase the income generated through traded services and create new commercial ventures in line with our strategic positioning statement	Income is generated to support vital Council services	Total income generated from initiatives implemented to support vital Council services		New for 2019/20	TBC	TBC	T: TBC R: None

► COMMITMENT: 6.3 Implement a Workforce strategy which supports leadership development, recruitment and retention and employee wellbeing

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► COMMITMENT: 6.4 Use data to better understand our services’ beneficiaries to improve the way we interact with them and the services we provide

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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CORE BUSINESS						
► CORE BUSINESS AREA: Protecting our children						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	% of Looked After Children where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)		95%	>=95%	>=95%	T: Must do R: None
► CORE BUSINESS AREA: Maintaining our roads						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
	Reporting under Priority for Improvement: Develop local infrastructure including housing to support and grow the local economy	n/a				
► CORE BUSINESS AREA: Collecting your bins and keeping the streets clean						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Richard Somner	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	n/a	Good	Satisfactory	Satisfactory	T: Must do R: None
► CORE BUSINESS AREA: Providing benefits						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Ross Mackinnon	Average number of days taken to make a full decision on new Benefit claims		19.54	<20 days	<20 days	T: Must do R: None

► CORE BUSINESS AREA: Collecting Council Tax and Business rates						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Ross Mackinnon	The ‘in –year’ collection rate for Council Tax		99%	99%	99%	T: Must do R: None
Ross Mackinnon	The ‘in-year’ collection rate for Business Rates		98%	99%	99%	T: Must do R: None
► CORE BUSINESS AREA: Ensuring the wellbeing of older people and vulnerable adults						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Graham Bridgman	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team		100%	98%	98%	T: Must do R: None
► CORE BUSINESS AREA: Planning and housing						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Hilary Cole	% of ‘major’ planning applications determined within 13 weeks or the agreed extended time	Checking data with Gary R	81%	88%	88%	T: Must do R: None
Hilary Cole	% of ‘minor’ planning applications determined within 8 weeks or the agreed extended time	Checking data with Gary R	78%	85%	85%	T: Must do R: None
► CORE BUSINESS AREA: Culture, leisure and libraries						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
► OPERATIONAL: Measures that under performed at year end 2018/18						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type

PRIORITY FOR IMPROVEMENT: Ensure our vulnerable children and adults achieve better outcomes

► COMMITMENT: 1.1 Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention services

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Work with partner organisations to develop and implement a new prevention strategy approved by Sep 2020	Expand the availability and take up of services and opportunities available within the community to support vulnerable children and adults in a way which reduces the need for access to statutory services.	Approve a new Early Help Strategy (prevention work) for Children's Social Care	n/a	New for 2019/20	Sep 2020	Sep 2020	T: Stretch R: Transf. fund?
Dominic Boeck	c. Engage by March 2020 with the next stage of the Government-led Troubled Families scheme	Support targeted early help and ensure that over 65% of families involved achieve the programme’s outcomes	Number of families that successfully achieved the objectives of the Troubled Families Programme	n/a	50 families	351/540 families (65%)	351/540 families (65%) by Mar 2020	T: Stretch R: None
Graham Bridgman	d. Support vulnerable adults through the Three Conversations Model at the preventative level (Tier 1)	Ensuring adult social care clients are as independent as possible and have access to the services they need.	% of vulnerable adults who approach Adult Social Care from the community, that are supported through the Three Conversations Model at the preventative level (Tier 1) and not progressing to need more complex services before concluding the intervention	local	87%	87%	87%	T: Stretch R: TBC Capital pressure bid required for more equipment

► COMMITMENT: 1.2 Improve outcomes for our Looked After Children and other vulnerable children and adults

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Work with children and families that benefit from our statutory social services to ensure long lasting results	Maintain strong performance - children and young people do not require similar interventions within agreed timescales	% of repeat plans for children and young people subject to a Child Protection Plan (CPP) for a second subsequent time (within 2 years)	N/A	13%	<=15%	<=15%	T: Must do R: None
Dominic Boeck	b. Provide better services for Children in Care	Our reduced cohort of more complex Children in Care will have even more stable placements, reduced absence from school and better educational outcomes	% of Children in Care who’ve had 3 or more placements during the past year	Top Q 17/18: <9%	9.3%	<=10%	Better (less) than 6%	T: Stretch R: None
Dominic Boeck			% of Children in Care achieving 95% attendance rate in WB schools	local	71.4% (18/19 AY)	73% (for 19/20 AY)	78%	T: Stretch R: £10k per annum into EWSS
Dominic Boeck			% of children in care whose rate of progress from their starting point is at least as expected in Reading Writing and Maths (KS1 to KS2 cohorts)	N/A	39%	44%	60%	T: TBC R: None
Dominic Boeck			% of children in care able to access 5 or more GCSE qualifications achieving pass grades in at least 5 subjects	N/A	58%	60%	75%	T: TBC R: None

Dominic Boeck	d. Work to ensure that we fully understand and address the causes of substance misuse and offending for vulnerable children, including our Looked After Children	Reduce levels of substance misuse and offending to levels that are below similar Local Authorities	Reduce the level of First time entrants into the Youth Justice System (per 100,000 under 10 to 17)	Top Q 2017: <138.5	2017: 165.2	10% better than Statistical Neighbours (199)	10% better than Statistical Neighbours (199)	T: Stretch R: None
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► COMMITMENT: 1.3 Ensure better outcomes for social care users and improved satisfaction

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	c. Help our service users to feel safe and secure	People who use adult social care services say that their services made them feel safe and secure, as measured through national survey arrangements	% of people who use services who say their services have made them feel safe and secure	Top Q 17/18: >90.3%	91%	85%	Better than the 2018/19 outturn of 90.7%	T: Must do R: None

► COMMITMENT: 1.4 Safeguard against new and emerging risks

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	b. Assess the effectiveness of implementing a revised joint arrangement for Safeguarding Children Boards across Berkshire West	Improve the outcomes for children and young people who require our safeguarding intervention	Implement a revised joint LSCB arrangement (Independent Scrutiny Groups) across Berkshire West (Children and Family Service)		New for 2019/20	Mar 2020	Mar 2020	T: Stretch R: None

► COMMITMENT: 1.5 Support more vulnerable young adults into employment

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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PRIORITY FOR IMPROVEMENT: Support everyone to reach their full potential

► COMMITMENT: 2.1 Support everyone on their learning journey to achieve their best

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	a. Improve the outcomes of pupils on Free School Meals	Improving the achievement of children on FSM and maintaining the low levels of NEETs (young people not in education, employment or training)	Yr1 Phonics: Proportion of pupils eligible for Free School Meals (FSM) achieving expected level in Phonics decoding	NA	(AY 2017-18) 56%	Improve % score from the summer 18 exams	Better than statistical neighbours average	T: Stretch R: None
Dominic Boeck			% of 16-17 year olds participating in education and training	NA	(Feb 2019) Top 20% (94.1%) Ranked 42/150	Top 20%	Top 20%	T: Must do R: None
Dominic Boeck	b. Support schools to improve education attainment	Improves the local authority ranking of education attainment at all key stages	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	N/A	(AY 2017-18) 74.1%	Improve ranking from the summer 18 exams	Top 25% nationally	T: Must do R: £27.5k
Dominic Boeck			Yr1 Phonics: % of pupils achieving expected level in Phonics decoding	Top Q 17/18 AY: >85%	(AY 2017-18) 81%	Improve ranking from the summer 18 exams	Top 25% nationally	T: Stretch R: None
Dominic Boeck			The average attainment 8 score at KS4	Top Q 17/18 AY: >48.6 points	(AY 2017-18) 48.5 points	Improve percentage score from the summer 18 exams	Top 25% of SN	T: Must do R: None
Dominic Boeck			At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	Top Q 17/18 AY: >69%	(AY 2017-18) 64%	Improve percentage score from the summer 18 exams	Top 25% nationally	T: Stretch R: £24.9k (0.3 FTE) per annum
Dominic Boeck	f. Target the offer of life-long learning to residents from areas of low participation in education, areas of deprivation and those who are unemployed	Increase the proportion of take up of life-long learning by people from areas of low participation in education, areas of deprivation and those who are unemployed	% take up of life-long learning by residents from areas of low participation in education, areas of deprivation and those who are unemployed	Local	(AY 2017/18) 70%	TBC	85%	T: Stretch R: £100k

► COMMITMENT: 2.2 Improve the health and wellbeing of our residents through appropriate interventions and policies

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► COMMITMENT: 2.3 Help people to help themselves and others

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	j. Work with communities to help them develop community based networks to support information exchange and provide connections i. Continue to work with Town and Parish Councils (T&PC) though the District Parish Conferences, community forums and other T&PC led activities and meetings	Support communities in ‘having a voice’ and influence on issue that impact on them and their wellbeing Increase community resilience	Support community conversations and community forums by providing information via social media (e.g. Facebook/Twitter/ WBC website)	Local	New for 2019/20	TBC	TBC	T: TBC R: None
Rick Jones	k. Continue to facilitate devolution deals agreed with Parish/Town Councils l. Explore the potential for Devolution Deals with community forums and other community groups and organisations	Increase the sustainability of local services	Number of devolution deals with Parish/Town Councils and other community groups	Local	Parishes: 3 agreed, 8 in progress Other Groups: 0	3	TBC	T: Must do R: None
Rick Jones	m. Continue to provide crime prevention information	Reduce the incidence of crime and number of victims of crime including on-line crime and exploitation	Provide information on crime prevention to reduce the incidence of crime and number of victims of crime, including on-line crime and exploitation	Local	New for 2019/20. Collaborative work. Data not yet collected	TBC		T: Must do R: None

PRIORITY FOR IMPROVEMENT: Support businesses to start develop and thrive in West Berkshire - actions for the delivery of the commitments to be confirmed at Strategy Board Dec 2019

► **COMMITMENT: 3.1 Improve the help and guidance for start-ups and existing small businesses to grow, including by facilitating access to business incubators, or similar resources/initiatives**

PH	Actions	Outcomes	Performance Measures	Threshold for	2018/19	2019/20	2022/23	T: Target Type R: Resource Issue
				best quartile	Current	Target	Target	
Hilary Cole	a. Produce and adopt an Economic Development Strategy 2019 – 2036	Deliver a coordinated, long term approach to support businesses to start and develop in West Berkshire	Adopt a West Berkshire Economic Development Strategy	n/a	New for 2019/20	Dec-19	By end of December 2019	T: Must do R: None
Hilary Cole	b. Increase to over 40 the number of economic development events and projects delivered each year	Expand business links, promote the District’s economic priorities and the support available for businesses	Through business events and the expansion and maintenance of personal networks, promote awareness of West Berkshire's economic priorities and the business support available	n/a	150	40 events and projects	Increase from 2018/19 outturn	T: Must do R: TV LEP / Economic Development pressure bid (£15k)
Hilary Cole	c. More business start-ups and more small and medium companies are referred each year to Berkshire Business Growth Hub	Business start-ups and small and medium companies receive support from Berkshire Business Growth Hub	Number of small and medium companies who are referred to the Business Growth Hub for consideration by LEP escalator programme	n/a	TBC	5	20 over 4 years	T: TBC R: Economic Development pressure bid (£75k)
Hilary Cole	e. Provide direct advice to over 320 small businesses or people that intend to start businesses regarding food, health and safety, and licensing for new small businesses	Small businesses or people that intend to start businesses are supported by the Public Protection Partnership	Number of businesses benefiting of direct support (business advice sessions)provided for small business from the Public Protection Partnership regarding food, health and safety and licensing	n/a	New for 2019/20	80	320 over 4 years	T: Stretch R: 1 post £35k

► **COMMITMENT: 3.2 Ensure our planning policies enable start-up and growth of businesses in the District**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► **COMMITMENT: 3.3 Provide incentives and opportunities to enable businesses to grow**

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	a. Work together with TV LEP and CIC Newbury West Berkshire, chairing and facilitating at least 40 meetings of the Business Forum	Enhance the awareness of the needs of the biggest businesses in the District to inform appropriate prioritisation of economic development activities	Chair and facilitate a minimum of 10 meetings per annum of the CIC Newbury West Berkshire Business Forum	n/a	New for 2019/20	10	40 over 4 years	T: TBC R: As above £15k LEP

PRIORITY FOR IMPROVEMENT: Develop local infrastructure including housing to support and grow the local economy

► COMMITMENT: 4.1 Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation schemes, and travel and transport infrastructure

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	a. Develop and maintain our road network to accommodate the housing growth (in the context of the climate emergency declaration) by investing at least £39 million between 2019 – 2023 in transport and infrastructure	West Berkshire Council to attain a place in the top 25% (annually) of Authorities nationally on road condition index. (CD P)	Produce the infrastructure delivery plan	n/a	New for 2019/20	On schedule	By end of September 2020	T: Must do R: None
Richard Somner			% of all works orders for permanent pothole and edge of road repairs completed within 28 days of the order date	n/a	88%	75%	75%	T: Must do R: same one as above
Richard Somner	g. Install and manage the Council’s own Urban Traffic Management Control (UTMC) System	Maintain traffic flow and reduce CO2 emissions	Bring in house Urban Traffic Management Control system and upgrade to an intelligent traffic management system	n/a	New for 2019/20	On schedule	Mar-21	T: Stretch R: None
Hilary Cole	b. Grant planning permission for at least 2,200 additional houses (of which 500 will be affordable housing) and associated infrastructure (including	Completion of additional residential units	Submit a New Local Plan for examination	n/a	On track	Apr-21	By end of April 2021	T: Must do R: None
Hilary Cole	d. Implement delivery options that complement the standard affordable homes programme, including the Housing Joint Venture with Sovereign Housing Association, the Council’s equity shares scheme ‘First Step, Next Steps’ and other partnerships	Create the premises to be able to deliver an additional 100 affordable homes by 2023	Number of additional affordable homes delivered through the standard affordable homes programme	n/a	New for 2019/20	25	100 (over 4 years)	T: Stretch R: None
Hilary Cole	g. Investigate the implementation of a keyworker accommodation programme (adult and children social care) working with the Council’s key partner organisation	The need for a keyworker accommodation programme is assessed.	Investigate the need for a keyworker accommodation programme (adult and children social care) with partner organisations		New for 2019/20	TBC	TBC	T: Stretch R: None
Richard Somner	f. Deliver flood alleviation schemes (e.g. Purley Property Level Protection Scheme, Lambourn West, Grazeley Green, Dunston Park and South East Thatcham Attenuation Pond)	An additional 600 properties are protected from flooding	Number of additional properties protected from flooding through flood alleviation schemes	n/a	TBC	200	600 over 4 years	T: Stretch R: None

► COMMITMENT: 4.2 Further develop digital infrastructure and information assets in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	b. Facilitate the building of more wireless connectivity infrastructure	Support the emerging Internet of Things devices and services	Facilitate the delivery of a further 5 Long Range Wide Area Network (LoRaWAN) sites	n/a	New for 2019/20	5	TBC	T: Must do R: None

► COMMITMENT: 4.3 Enhance the arts, culture and leisure offering in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Rick Jones	a. Re-develop by March 2023 the leisure centres in Newbury, Thatcham and Hungerford	Residents can access new and upgraded facilities with a broader range of leisure services available	Re-develop the leisure centres in Newbury, Thatcham and Hungerford to provide new and upgraded facilities with a broader range of leisure services	n/a	New for 2019/20	On schedule	Mar-23	T: Stretch R: Leisure Centre only £597k in the approved programme – no bid received for £4m to re-develop Northcroft
Rick Jones	d. Widen the cultural offer in the district by attracting grant money and utilising outreach workers	Improve the accessibility to cultural activities of residents that otherwise would not be able to participate	Number of participants in heritage learning activities (events, activities, walks, talks) at West Berkshire Museum, Shaw House, in schools and all other outreach including the archaeology service	n/a	6,444	7,000	9200	T: Stretch R: None

PRIORITY FOR IMPROVEMENT: Maintain a green district

► COMMITMENT: 5.1 Develop more sustainable transport solutions which protect the environment

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole	d. Install the necessary infrastructure to be able to suggest alternative routes by using intelligent transport systems and real time air quality	Improve traffic flow and air quality	Adopt a Local Transport Plan	n/a	On track	On schedule	By end of December 2021	T: Must do R: None

► COMMITMENT: 5.2 Promote and improve cycle ways in the District

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Richard Somner	b. Delivery of 100% of the proposed primary cycle route and 50% of the proposed secondary cycle route for Newbury and Thatcham as depicted in the Local Transport Plan	Improved cycle ways in the District	Complete the Thatcham section of the new National Cycle Route NCN 422 sustrans route	n/a	New for 2019/20	Mar-21	Mar-21	T: Must do R: None
Richard Somner			Placeholder: Number of miles of cycle route provided					

► COMMITMENT: 5.3 Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Hilary Cole Steve Ardagh-Walter	a. Expand the use of solar panels across the Council's estate and beyond (community groups and businesses)	Generate energy from renewable sources	Expand the use of Solar photovoltaic (PV) across the Council's estate [duplication being investigated]	n/a	New for 2019/20	TBC	50% of viable sites	T: Stretch R: None

► COMMITMENT: 5.4 Minimise the impact on the environment in delivering services such as the use assistive technologies in social care

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Graham Bridgman	c. Provide assistive technology and telecare to social care service users to reduce the need for long-term services and to maintain people safely in the community where possible	Increase the number of people (especially adult social care users) who take up assistive technology and telecare	Number of people who take up of assistive technology and telecare		252	300	300 per year	T: Stretch R: None

PRIORITY FOR IMPROVEMENT: Ensure sustainable services through innovation and partnerships

► COMMITMENT: 6.1 Expand our work with partner organisations and communities to improve services for local residents

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► COMMITMENT: 6.2 Increase the sustainability of our business model by expanding on the initiatives to generate income for supporting vital Council’s services

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Ross Mackinnon	b. Develop a strategic positioning statement for the Council to articulate the approach that we will take to commercialisation	Areas where the Council can develop a commercial approach are identified and prioritised	Develop a Strategic positioning statement on commercialisation	n/a	New for 2019/20	TBC	TBC	T: TBC R: None

► COMMITMENT: 6.3 Implement a Workforce strategy which supports leadership development, recruitment and retention and employee wellbeing

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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► COMMITMENT: 6.4 Use data to better understand our services’ beneficiaries to improve the way we interact with them and the services we provide

PH	Actions	Outcomes	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
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CORE BUSINESS						
► CORE BUSINESS AREA: Protecting our children						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue
Dominic Boeck	% of (single) assessments being completed within 45 working days	SN 17/18 = 85%	96%	>=95%	>=95%	T: Must do R: None
Dominic Boeck	% of children subject to a Child Protection Plan that have received a visit within the past 10 working days		92%	>=95%	>=95%	T: Must do R: None
Dominic Boeck	% of children subject to a Child Protection Plan where a Core Group meeting has taken place within the last 6 weeks		95%	>=95%	>=95%	T: Must do R: None
► CORE BUSINESS AREA: Maintaining our roads						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
	Reporting under Priority for Improvement: Develop local infrastructure including housing to support and grow the local economy	n/a				
► CORE BUSINESS AREA: Collecting your bins and keeping the streets clean						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Richard Somner	% of household waste land filled	Top Q 17/18: <3.04%	15.6% (P)	<20%	<20%	T: Must do R: None

► CORE BUSINESS AREA: Providing benefits						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Ross Mackinnon	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances		6.50	<9 days	<9 days	T: Must do R: None
► CORE BUSINESS AREA: Collecting Council Tax and Business rates						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Ross Mackinnon	Annual review of recipients of single person's Council Tax discount to ensure compliance		Complete in Q3	Complete in Q3	Complete in Q3	T: Must do R: None
► CORE BUSINESS AREA: Ensuring the wellbeing of older people and vulnerable adults						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
► CORE BUSINESS AREA: Planning and housing						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Hilary Cole	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Checking data with Gary R	93%	90%	90%	T: Must do R: None
Hilary Cole	% of Common Housing Register applications assessed within 50 days of receipt	n/a	11%	80%	80%	T: Stretch R: None
► CORE BUSINESS AREA: Culture, leisure and libraries						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Hilary Cole	Number of visits (physical and virtual) to libraries, including the Mobile and 'At Home' Service	n/a	451,864	455,000	455,000	T: Stretch R: None

► OPERATIONAL: Measures that under performed at year end 2018/18						
PH	Performance Measures	Threshold for best quartile	2018/19 Current	2019/20 Target	2022/23 Target	T: Target Type R: Resource Issue Business Type
Graham Bridgman	Complete % of Adults and Children's Social Care Access to Records request within 40 days		57%	80%	80%	T: Stretch R: None
Dominic Boeck	% of initial Child Protection Conferences (ytd) where a report was provided to the family 2 or more days in advance of the Conference		85%	>=90%	>=90%	T: Must do R: None
Dominic Boeck	% of Review Child Protection Conferences (RCPC) where a report was provided to the family 5 or more days in advance of the Conference		72%	>=90%	>=90%	T: Must do R: None
Dominic Boeck	% registration for all Family Hubs for 10 lowest LSOA's in reach area		76.5%	77%	TBC	T: Stretch R: None
Ross Mackinnon	% of maintained schools buying back our Health and Safety services		47%	(58/73) 80%	(58/73) 80%	T: Stretch R: None
Hilary Cole	% of planning consultations (archaeology) responded to within agreed deadline	n/a	58%	90%	90%	T: Stretch R: None
Howard Woollaston	% of Contact Centre calls answered within 90 seconds (excluding Switchboard calls)		New	80% in 90 seconds	80% in 90 seconds	T: TBC R: None

2019/20 Revenue Financial Performance: Quarter Two

Committee considering report:	Overview and Scrutiny Management Commission on 14 January 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	7 November 2019
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3796

1. Purpose of the Report

- 1.1 To report on the Quarter Two revenue financial performance.

2. Recommendation

- 2.1 To note the report.

3. Implications

- 3.1 **Financial:** The Quarter Two forecast is an over spend of £222k. This is 0.2% of the Council's 2019/20 net revenue budget of £125m. £263k of costs have reserve provision against them which could be used and would lead to a year end forecast of £41k under spend.
- 3.2 **Policy:** N/A
- 3.3 **Personnel:** N/A
- 3.4 **Legal:** N/A
- 3.5 **Risk Management:** N/A
- 3.6 **Property:** There is a forecast under achievement of commercial investment income.
- 3.7 **Other:** N/A

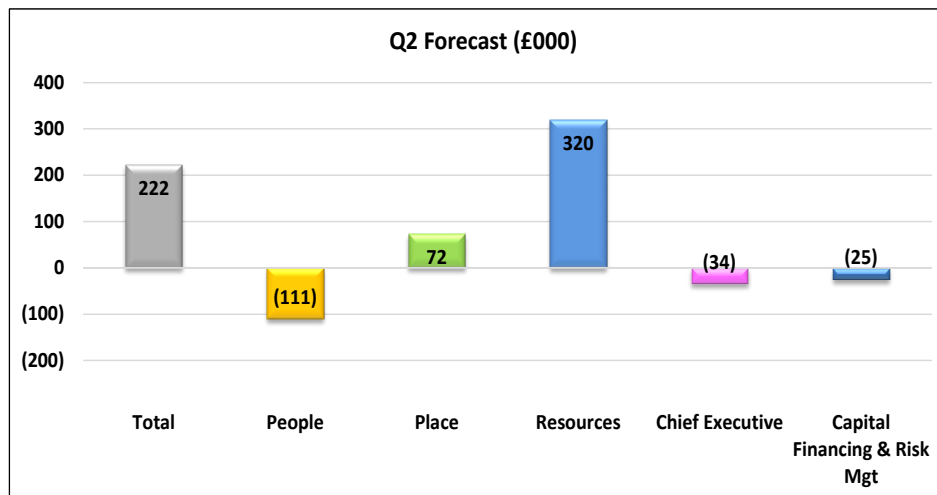
4. Other options considered

- 4.1 None

Executive Summary

5. Introduction

- 5.1 The Quarter Two forecast is an over spend of £222k, which is 0.2% of the Council's 2019/20 net revenue budget of £125m. The net forecast comprises service over spends arising from a combination of in year pressures and unmet savings amounting to £1.1m and service under spends totalling £900k. Directorate forecasts are shown in the chart below.



- 5.2 Some of these overspends have been provided for in reserves and £263k could be released. This would result in a year end position of a £41k under spend.
- 5.3 The People Directorate is forecasting an under spend of £111k.

- (1) Adult Social Care is forecasting an under spend of £653k, with under spends in both long and short term services arising from Health Care awards, above average number of clients exiting services through end of life, sourcing care beds at competitive prices, using our own services upon discharge from hospital and fewer than modelled transition clients moving to further education. Long term client numbers are tracking at 50 fewer than the modelled demand. There are still pressures in Provider Services due to difficulties recruiting a permanent workforce.
- (2) In Children & Family Services, there is a forecast over spend of £439k. This is predominantly in respect of Independent Fostering Agency placements due to unmet savings targets and increased demand. There is a £49k risk reserve provision against this. The Family Safeguarding Model is under pressure due to lack of partner contributions and there are agency pressures in the service. Childcare lawyer costs are however £100k under spent as a result of no complex cases.
- (3) In Education, there is a forecast over spend of £103k. The removal of the SEND grant is driving a £115k pressure, which Budget Board agreed to report as an over spend in year and fund from reserves if required at year end. There is a shortfall of income at Castle Gate,

however, the placement of West Berkshire children here is leading to cost avoidance on the disability support budget.

- 5.4 The Place Directorate is forecasting an over spend of £72k, largely arising in Public Protection and Culture from contract pressure, income shortfall in building control and Shaw House and unmet digitalisation savings. Development and Planning are facing a £35k pressure due to the workload required to support the Homelessness Reduction Act. Transport and Countryside are forecasting a £94k under spend from waste and, although car parking income is £200k short against budget, income from streetworks is up by £200k.
- 5.5 The Resources Directorate is forecasting a pressure of £320k from under achievement of income. In Finance & Property there is a £347k income shortfall forecast in from commercial property, as the portfolio is not invested at the level expected. There are pressures on council properties, although vacancies across the service are mitigating the impact of this on the forecast. In Commissioning, there is a £60k contract pressure from the school meals service.
- 5.6 In Capital Financing & Risk Management, there is a £100k income target for commercialisation which is currently forecast not to be met, but £125k saving on levy costs and treasury investments.
- 5.7 The 2019/20 savings and income generation programme of £6.2m, is 85% Green, 5% Amber and 10% Red.

6. Proposal

- 6.1 To note the Quarter One forecast of £222k.
- 6.2 To note that £263k of the forecast over spend has been provided for in reserves, which if used could bring the forecast to an under spend of £41k.

7. Conclusion

- 7.1 The Council is reporting a forecast over spend of £222k, of which £263k is provided for in reserves, leading to a year end forecast under spend of £41k. The report highlights what each directorate is putting in place to mitigate their forecast over spends, and any implications for budget setting. There is a £6.2m savings and income generation programme which is forecasting 85% achieved at Quarter Two. Of the unmet savings, commercial property income accounts for 5% of this.

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 – People Directorate
- 8.5 Appendix E – Place Directorate
- 8.6 Appendix F – Resources Directorate

8.7 Appendix G – Quarter One Report

Appendix A

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Resources
Service:	Finance and Property
Team:	Accountancy
Lead Officer:	Melanie Ellis
Title of Project/System:	Q2 Financial Performance
Date of Assessment:	23/8/19

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><small>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”</small></p>	<input type="checkbox"/>	x
<p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	x
<p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	x
<p>Will any decisions be automated?</p> <p><small>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?</small></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><small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small></p>	<input type="checkbox"/>	x

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

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	No decision.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	
Name of assessor:	Melanie Ellis
Date of assessment:	23/8/19

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

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

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

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

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

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

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

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

Name:

Date:

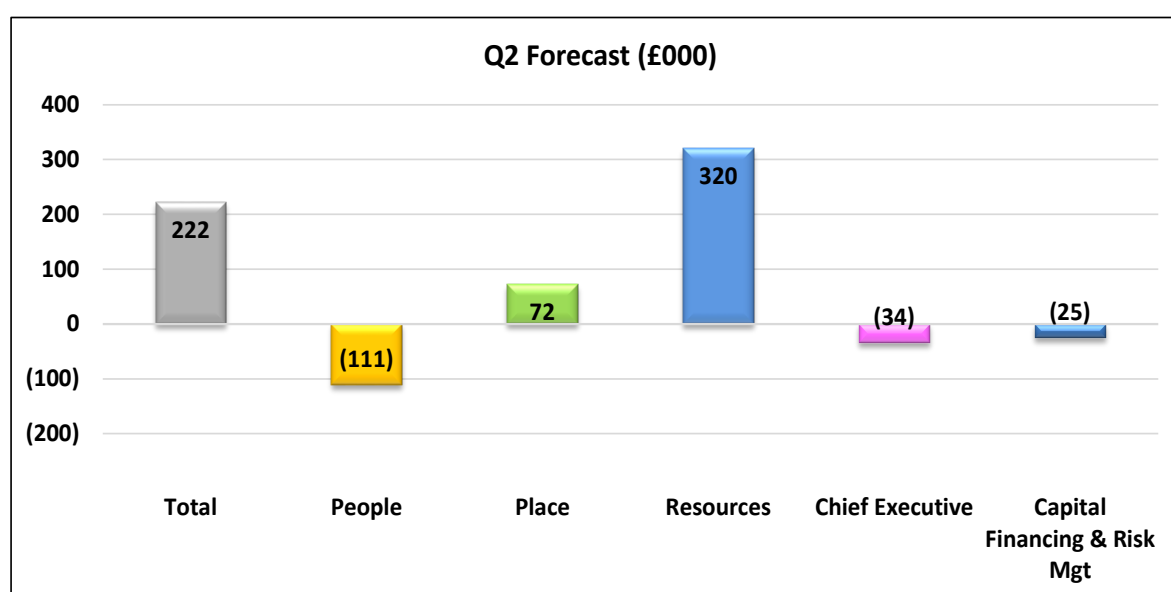
Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.

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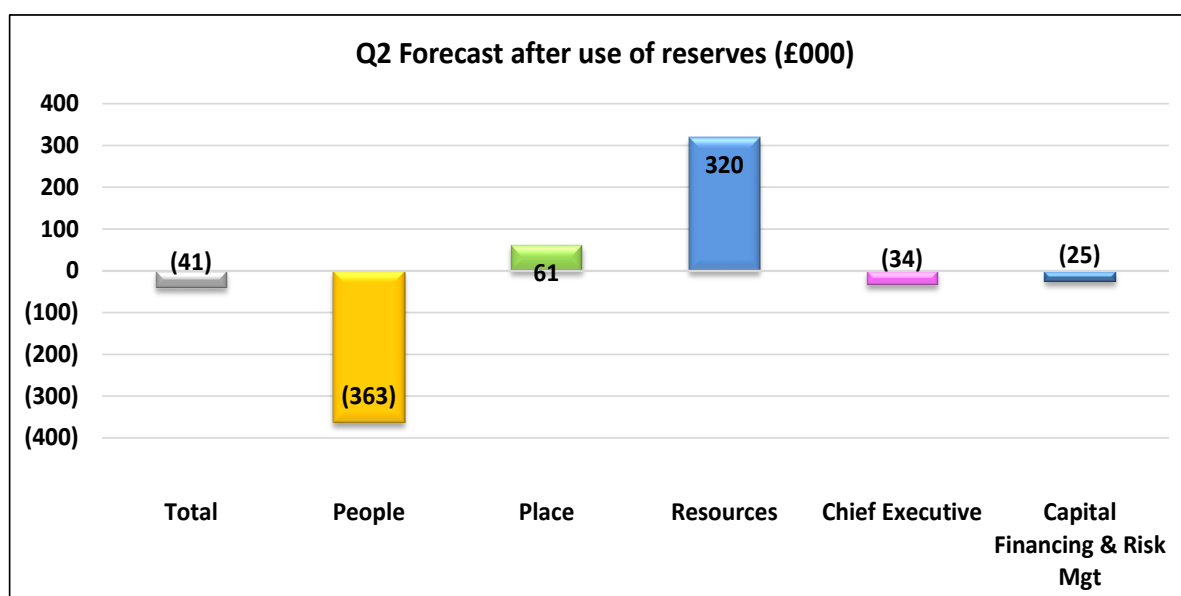
2019/20 Revenue Financial Performance: Quarter Two – Supporting Information

1. Introduction

- 1.1 The Quarter Two forecast is an over spend of £222k. This is 0.2% of the Council's 2019/20 net revenue budget of £125m. The net forecast comprises service over spends arising from a combination of in year pressures and unmet savings amounting to £1.1m and service under spends totalling £900k. The Directorate forecasts are shown in the chart below.



- 1.2 Some of these overspends have been provided for in reserves and £263k could be released, which would result in a year end position of a £41k under spend.



Quarter Two – Supporting Information

Directorate Summary	Current Net Budget	Net Forecast	Forecast (under)/over spend				Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two			
			Service Forecast	Service Forecast	Provided for in Reserves	Year End Forecast	
	£000	£000	£000	£000	£000	£000	£000
People	73,708	73,597	505	(111)	(252)	(363)	(616)
Place	30,006	30,078	32	72	(11)	61	40
Resources	10,951	11,271	223	320	0	320	97
Chief Executive	983	949	0	(34)	0	(34)	(34)
Capital Financing & Risk Mgt	9,004	8,979	(140)	(25)	0	(25)	115
Total	124,652	124,874	620	222	(263)	(41)	(398)

2. Quarter Two

2.1 The Service forecasts are shown in the following chart:

	Current Net Budget	Net Forecast	Forecast (under)/over spend				Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Provided for in Reserves	Year End Forecast	
			Service Forecast	Service Forecast			
	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	48,312	47,659	153	(653)	0	(653)	(806)
Children & Family Services	16,892	17,331	203	439	(149)	290	236
Executive Director	226	226	(30)	0	0	0	30
Education DSG funded	(444)	(444)	0	0	0	0	0
Education	8,606	8,710	180	103	(103)	0	(76)
Public Health & Wellbeing	114	114	0	0	0	0	0
People	73,708	73,597	505	(111)	(252)	(363)	(616)
Executive Director	186	179	0	(7)	0	(7)	(7)
Development & Planning	2,910	2,945	(30)	35	0	35	65
Public Protection & Culture	3,833	3,971	52	138	(11)	127	86
Transport & Countryside	23,077	22,983	10	(94)	0	(94)	(104)
Place	30,006	30,078	32	72	(11)	61	40
Executive Director	91	91	0	0	0	0	0
Commissioning	782	842	72	60	0	60	(12)
Customer Services & ICT	3,059	3,050	18	(9)	0	(9)	(27)
Finance & Property	2,250	2,523	114	273	0	273	159
Human Resources	1,488	1,476	7	(12)	0	(12)	(19)
Legal and Strategic Support	3,281	3,289	12	8	0	8	(4)
Resources	10,951	11,271	223	320	0	320	97
Chief Executive	983	949	0	(34)	0	(34)	-34
Capital Financing	11,005	10,880	(125)	(125)	0	(125)	0
Commercialisation	(100)	0	100	100	0	100	0
Movement through Reserves	(2,136)	(2,136)	0	0	0	0	0
Risk Management	235	235	(115)	0	0	0	115
Capital Financing & Risk Mgt	9,004	8,979	(140)	(25)	0	(25)	115
Total	124,652	124,874	620	222	(263)	(41)	(398)

NB. Rounding differences may apply to nearest £k.

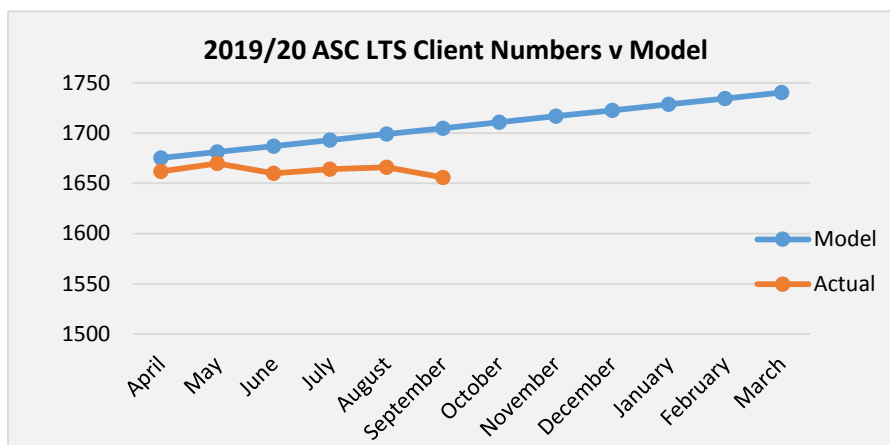
3. People Directorate

3.1 The Directorate forecast is an under spend of £111k at Quarter Two, which is 0.2% against a net budget of £74million. In Children and Family Services (CFS) and Education, provision has been made in reserves for £252k against over spends that have arisen. If used, this would decrease the service overspends but increase the Directorate under spend to £363k.

3.2 The main budget variances are detailed below, with further explanation in the Directorate Appendix.

(1) In Adult Social Care there is a forecast under spend of £653k.

(a) In long term services, a £420k under spend is forecast (1% of budget), arising from successful Continuing Health Care (CHC) awards, above average numbers of clients exiting services through end of life and ability to source care beds at competitive pricing. Long term client numbers are tracking at 50 fewer than the modelled demand as shown in the graph:



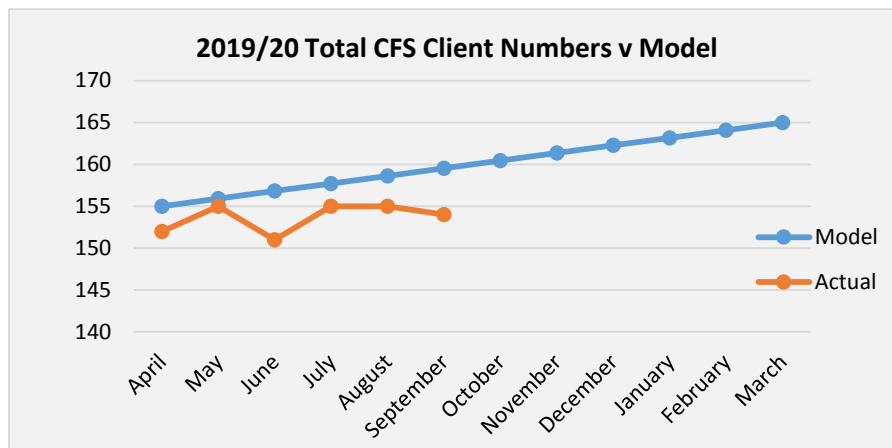
The number of clients receiving community services was sixty lower than the model whereas the higher cost nursing clients were tracking ten above the model with residential clients almost on line.

(b) In short term services, a £409k under spend has been generated by using our own services when users are discharged from hospital and fewer than modelled transition clients moving to further education.

(c) Provider Services is a continuing area of pressure due to the lack of a permanent care workforce.

(2) In Children & Family Services, there is a forecast over spend of £439k.

(a) Independent Fostering Agency (IFA) placement demand and unachieved savings accounts for £334k. There is a £49k risk reserve provision against this demand.



IFA client numbers are currently at 27 compared to a modelled number of 23. However, residence orders are currently at 32 compared to a modelled number of 39.

- (b) The Family Safeguarding Model (FSM) is forecasting an over spend of £108k due to lack of partner contributions. There are agency pressures of £100k over and above vacancy savings. In the childcare lawyers budget, there is a forecast under spend of £100k, due to no complex cases so far this year.
- (3) In Education, there is a forecast over spend of £103k. The removal of the SEND grant is driving a £115k pressure, which Budget Board agreed to report as an over spend during 2019/20. This can be funded from the reserves at year end. There is a shortfall of income at Castle Gate; the placement of West Berkshire children here has meant there are insufficient beds to sell to neighbouring authorities. However, this is leading to cost avoidance on the disability support budget.
- (4) Education Dedicated Support Grant (DSG), shows an on-line position, as any over or under spends against the grant, go to the DSG reserves. The DSG budget for 2019/20 was set with a deficit recovery target of £1.9m. At Quarter Two, the DSG is forecasting a saving of £376k against the efficiency target, leaving a deficit balance of £1.5m.
- (5) Public Health is currently reported as on line. Currently there are pressures in the service which the Head of Service has been able to mitigate through in year one off savings

4. Place Directorate

- 4.1 The forecast position is an over spend of £72k. The main drivers of this are detailed below, with further explanation in the Directorate Appendix.
 - (1) Development & Planning are forecasting a £35k over spend arising from workload from the Homelessness Reduction Act.
 - (2) In Public Protection and Culture, there is a £138k pressure overall. There are unmet savings targets of £40k from online bookings, digitisation, and an efficiency savings target. There is a £28k pressure

in libraries due to the corporate cleaning contract, a £25k pressure in building control and £28k against Shaw House income targets.

- (3) Transport & Countryside are forecasting a £94k under spend. There are savings in waste from lower landfill and increased green waste income. Car parking is seeing a £200k income pressure, but streetworks income is up by £200k.

5. Resources Directorate

5.1 The forecast position is a £320k pressure arising from under achievement of income. The main drivers of this are detailed below, with further explanation in the Directorate Appendix.

- (1) In Finance & Property, there is a forecast over spend of £273k. The current year £1.5m investment income target was assumed to be delivered from an average property value totalling £75m in year. However, the current portfolio stands at £62m resulting in a forecast shortfall of £347k. Pressures on council properties amount to £146k. However there are a number of staff vacancies across the service helping to mitigate the pressures.
- (2) In Commissioning, there is a £60k unbudgeted cost increase in catering costs which has arisen from issues in the tender process for the schools meals service. Action has been taken to address this going forwards, but the pressure will continue for the 2019/20 academic year.

6. Chief Executive

6.1 Reporting an under spend of £34k arising largely from corporate management staff retirement and restructuring.

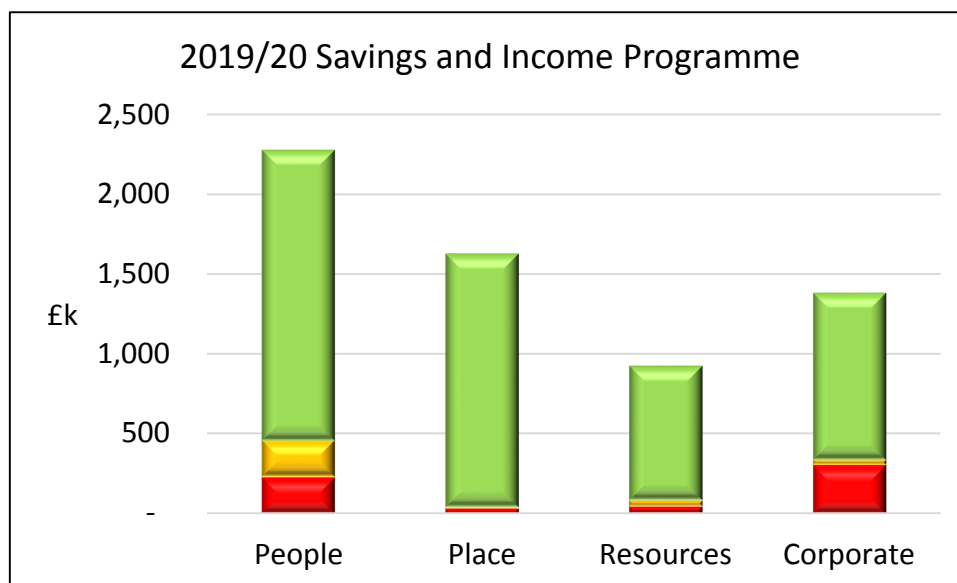
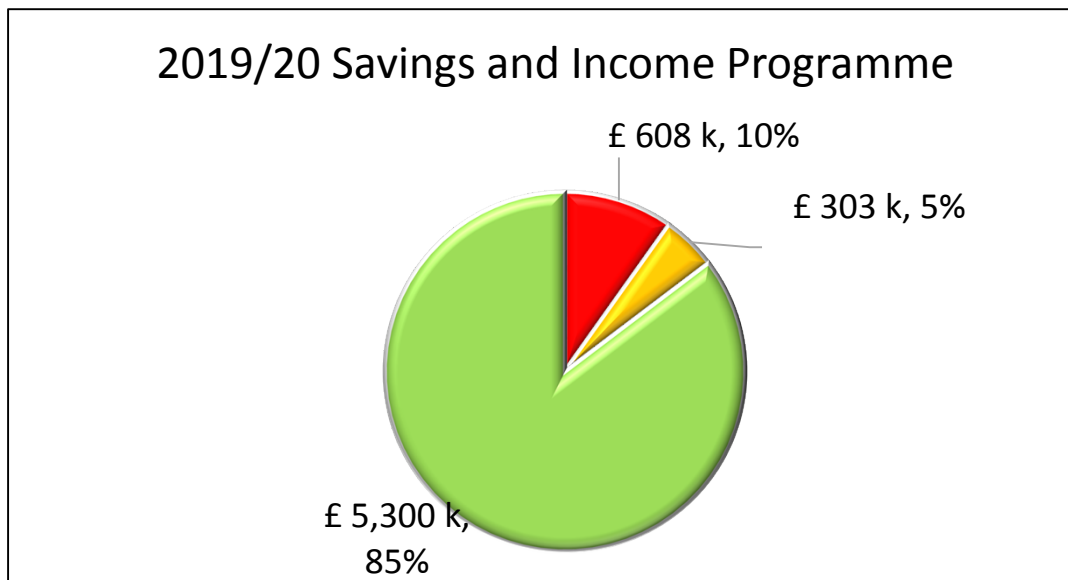
7. Capital Financing and Risk Management

7.1 The forecast position is an under spend of £25k. This comprises:

- (1) £100k income target from commercialisation that is currently forecast not to be met.
- (2) £125k saving on levy costs and forecast additional investment income from treasury management

8. 2019/20 Savings and Income Generation Programme

8.1 In order to meet the funding available, the 2019/20 revenue budget was built with a £6.2m savings and income generation programme. The programme is monitored using the RAG traffic light system. The status of the programme is shown in the following charts with detailed explanations for unmet savings shown in the Directorate Appendices:



8.2 The relatively high level of red savings of £608k (10%) is a factor in the overall over spend position.

8.3 The corporate savings and income generation programme is summarised below:

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
Corporate (F&P)	Commercial Property Investment	300		700	1,000	Target set on a forecast investment level of £75m. Currently £62m invested.
Corporate (F&P)	Introduce digital technology to make existing Council Tax and Housing Benefit/Council Tax Subsidy processes more efficient.			56	56	
Corporate (SSU)	Boundary Review - reduction in Member allowances			80	80	
Corporate (F&P)	E-Payment Card Solution		11		11	
Corporate (SSU)	Corporate Digitisation Enablers		23		23	
Corporate (F&P)	Essential car user savings		-	112	112	
Corporate	Commercialisation			100	100	
Corporate		300	34	1,048	1,382	

9. Proposals

- 9.1 To note the Quarter One forecast of £222k.
- 9.2 To note that £263k of the forecast over spend has been provided for in reserves, which if used could bring the forecast to an under spend of £41k.

10. Conclusion

- 10.1 The Council is reporting a forecast over spend of £222k, of which £263k is provided for in reserves, leading to a year end forecast under spend of £41k. The report highlights what each directorate is putting in place to mitigate their forecast over spends, and any implications for budget setting. There is a £6.2m savings and income generation programme which is forecasting 85% achieved at Quarter Two. Of the unmet savings, commercial property income accounts for 5% of this.

Subject to Call-In:

Yes: ☐ No: ☒

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

Officer details:

Name: Melanie Ellis
Job Title: Chief Management Accountant
Tel No: 2142
E-mail Address: melanie.ellis@westberks.gov.uk

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Appendix D: People Directorate

2019/20 Quarter Two Revenue Financial Performance

1. Summary

People	Current Net Budget	Net Forecast	Forecast (Under)/Over spend				Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Provided for in Reserves	Year End Forecast	
			Service Forecast	Service Forecast			
	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	48,312	47,659	153	(653)		(653)	(806)
Children & Family Services	16,892	17,331	203	439	(149)	290	236
Executive Director	226	226	(30)	0		0	30
Education DSG funded	(444)	(444)	0	0		0	0
Education	8,606	8,710	180	103	(103)	0	(76)
Public Health & Wellbeing	114	114	0	0		0	0
Total	73,708	73,597	505	(111)	(252)	(363)	(616)

- 1.1 The Directorate forecast is an under spend of £111k at Quarter Two, which is 0.2% against a net budget of £74million. In Children and Family Services (CFS) and Education, provision has been made in reserves for £252k against over spends that have arisen. If used, this would decrease the service overspends but increase the Directorate under spend to £363k.

2. Adult Social Care

2.1 Explanation for over or under spend

Adult Social Care is forecasting an under spend of £653k at Quarter Two, which is 1.4% of the £48m net budget.

Long Term Services

Spend on long term services is forecast to be underspent by £420k. The current underspend has been generated by:

- Three service users being awarded Continuing Health Care (CHC) funding, £120k.
- Higher than anticipated levels of deceased clients (12 more than this time last year).
- Ability to find care home beds at competitive prices.

This yearend forecast is based on the assumption that we are able to maintain the net weekly increase in spend on long term services at an average of £1,500. All requests for long term services are scrutinised weekly at Good Practice Forum by senior management to ensure Care Act compliance and also make best use of resources. It is important to note that we cannot refuse to meet eligible care needs for financial reasons.

It should be noted that this underspend is reflected in the LTS Model for 2020/21.

Short Term Services

Spend on short term services is forecast to be underspent by £409k due to utilising our own services when service users are discharged from hospital. However we know that pressure will increase in the winter and have anticipated that spend will increase within this forecast.

We have also seen fewer than modelled transition clients being placed in further education settings. These are classed as short term as they are time limited.

Provider Services

The one area of significant pressure is in our own provider services. This forecast pressure is driven by the lack of a care workforce, leading to additional costs for agency staff. Within WBC care homes we have an over spend on agency staff, which is not fully offset by savings on the permanent staffing budgets. The forecasting does assume a staggered increase in permanent staff throughout the remainder of the year. Whilst these staffing led pressures exist in three of our four homes, the main problem is Birchwood where recruiting both nursing staff and dementia specialist's remains challenging.

2.2 Explanation of changes from last quarter

The positive change of £806k since Quarter One is due to the improved forecast position on long and short term services. As outlined above this is for three main reasons:

- CHC awards
- Higher number of deaths than compared to last year
- Ability to hold bed prices

Maximising the use of in-house services has resulted in reduced spend on the short term services. It is anticipated this will change, as demand from our main acute and community hospitals increases.

2.3 Remedial action being taken

A number of options are being explored to recruit to the vacancies within our care homes in conjunction with HR.

2.4 Implications for next year's budget

The options to mitigate reliance on agency staff may include the need to review the current salary grades of the small number of specialist roles where recruitment is proving problematic.

The ASC Models for long and short term services are being updated monthly throughout this financial year to inform the 2020/21 budget.

3. Children and Family Services

3.1 Explanation for over or under spend

Children and Family Services is reporting an over spend of £439k at Quarter Two which is 2.6% of the £17m net budget.

The over spend is predominantly due to:

Independent Fostering Agency placements

There is a forecast over spend of £334k due to an increase in the number of placements being commissioned (average cost £45k pa) and a challenging savings target of £120k. Independent Fostering Agency (IFA) placements are able to meet the complex care and cultural requirements that make it a challenge to adequately meet the needs from our own fostering provision and as a consequence we have to spot purchase from specialist providers as required. In West Berkshire our IFA usage as a proportion of foster placements is 30%, nationally it is 39%. (source:Dept of Education). So, whilst we have ambitions to reduce IFA use, the context shows this is a challenge. We are also using higher support in IFA placements to prevent children entering residential placements (average cost £200k pa).

There is a £49k provision in the service risk reserve that could be used to offset this pressure.

Transformation funding withdrawal

The claw back of Transformation funding from the Family Safeguarding Model has created a shortfall in funding of £108k and hence contributed to the overall over spend.

Agency usage

A number of teams across Children and Family Services have vacancies leading to agency cost pressures. The pressure is approx. £100k, after the partial offset from vacancies which have not been covered by agency,

The pressures have been partially mitigated by savings currently forecast in Child Care Lawyers of £100k, due to no complex cases to date this year.

Other

The current over spend also includes the cost of two children remanded in custody at the Youth Offending Institute (YOI), this is estimated at £100k for 2019/20, which if agreed could be covered by the service risk reserve.

3.2 Explanation of changes from last quarter

The over spend has increased by £236k since Quarter One. This is primarily attributed to an increase in spend in IFA of £112k and FSM of £108k.

3.3 Remedial action being taken

The current forecast assumes an increase in client numbers for the remainder of the financial year, however, the service will continue to effectively manage placements as part of our Children and Family service Accommodation & Resources Panel.

There is a risk reserve of which £149k can be accessed for IFA and residential costs if needed.

3.4 Implications for next year's budget

The Model for placements is being refined in partnership with the Head of Service and Finance and being updated monthly throughout this financial year to inform the 2020/21 budget.

4. Education

4.1 Explanation for over or under spend

The Education service is reporting an over spend of £103k at Quarter Two which is a 1.2% of the £8.6m net budget. The over spend relates to two areas; firstly there is £115k reported pressure relating to the removal of the SEND grant from 2019/20. This has been reported to Budget Board, who agreed the service could overspend by the amount of the lost grant, and it could be funded from reserves at year end if required. The other area causing an in year pressure relates to a shortfall of income at Castle Gate. This is due to insufficient beds to sell to neighbouring authorities, allowing West Berkshire children to take the available places, leading to a cost avoidance on the Disability support budget.

These are partly being off-set by savings on disability support and additional income achieved through trading.

4.2 Explanation of changes from last quarter

There is more certainty around residential placement costs and community packages for children with disabilities.

4.3 Remedial action being taken

The Emotional Heath Academy has two new grant projects in the current year. There is scope to re-code some staff costs within these projects, to off-set West Berkshire funding.

4.4 Implications for next year's budget

There is a 2020/21 pressure bid for the SEND grant as the work is still ongoing. Castle Gate are exploring options on letting out bed space to other authorities.

5. Education DSG

5.1 Explanation for over or under spend

The Council element of the DSG is reported as on-line as any over or under spends go to DSG reserves. The DSG budget for 2019/20 was set with a deficit recovery target of £1.9m, of which £1.6m is in the High Needs block. The target was set as there was insufficient funding to meet the budgeted expenditure. Any year-end balance remaining against this target will have a negative impact on reserves.

At Quarter Two, the DSG is forecasting a saving of £376k against the efficiency target, leaving a deficit balance of £1.5m. This has arisen in the High Needs block from being able to use mainstream provision rather than special provision for four pupils.

5.2 Implications for next year's budget

There is a deficit budget set for 2019/20 for the High Needs Block. This is being addressed via the Schools Forum.

6. Public Health and Wellbeing

6.1 Explanation for over or under spend

Public Health is currently reported as on line. Currently there are pressures in the Public Health budget relating to the additional £11k funding of the Edge and a further £10k pressure relating to a Residential Rehabilitation placement. In addition there is a pressure of £18k from the Trading Service, as it is a new activity for the service it is difficult to predict what future uptake will be. In light of these pressures, the Head of Service has been able to mitigate them through in year one off savings due to staffing vacancies and reduction of Public Health activities offered.

6.2 Explanation of changes from last quarter

Not applicable.

6.3 Remedial action being taken

No remedial action needed.

6.4 Implications for next year's budget

As pressures which have been mitigated through one off in year savings, Public Health are in the process of reviewing the activities being funded through the Public Health grant to identify how these emerging pressures can be covered within the grant for future years. Areas of consideration have been outlined through the Savings & Pressures process.

7. 2019/20 Savings and Income Generation Programme - RAG

7.1 The People Directorate savings and income generation programme is summarised below with explanation for unmet savings in the service tables:

People	Red	Amber	Green	Total	Achieved
	£k	£k	£k	£k	
Adult Social Care	0	159	923	1,082	85%
Children & Family Services	170	0	399	569	70%
Education	44	70	365	479	76%
Public Health	11	0	136	147	93%
Total	225	229	1,823	2,277	80%

2019/20 Quarter Two Revenue Financial Performance

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
ASC	Staffing review of Sensory Needs Team			58	58	
ASC	Sensory Services - generating income from providing consultancy service to other Local Authorities.		2		2	This service commenced in August 2019 for a neighbouring LA.
ASC	General efficiency achieved via review of non staffing budgets across the service.			38	38	
ASC	Removal of long term services home carers			175	175	
ASC	Review of learning disability clients with existing care packages			48	48	
ASC	Review of direct payments		157	164	321	Good progress has been made, work will continue to achieve the remaining target by year end.
ASC	Consolidation of Adult Social Care adult Advocacy services			13	13	
ASC	Capitalisation of part of the Occupational Therapist team			427	427	
ASC		-	159	923	1,082	

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
CFS	Deletion of ex Head of Service post			60	60	
CFS	Deletion of Family Support Worker post			31	31	
CFS	Deletion of post within Youth Offending Team			12	12	
CFS	Review of usage of supplies and services budgets within the newly restructured Targeted Intervention Service.			12	12	
CFS	Family Placement Team - Supplies & Services review of historic underspends			30	30	
CFS	Merging of support arrangements for Berkshire West Local Safeguarding Children Boards			4	4	
CFS	Reduction in care leavers placements			150	150	
CFS	Reduction in independent fostering agency usage	120			120	The savings target is proving a challenge due to increase of children coming into care, many of whom with complex care or cultural needs that cannot be fully met within our own service. Efforts are being made for additional recruitment of own carers, and increasing the skill mix of own carers to meet some of these complex needs.
CFS	Turnaround Families income	50		-	50	
CFS	Youth Offending Team			100	100	
CFS		170	-	399	569	

2019/20 Quarter Two Revenue Financial Performance

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
Education	Post 16 tracking and statutory returns, reduce NEETS, Elevate. Utilise available Elevate programme funding			30	30	
Education	HTST(1) - Effective commissioning of route and vehicles and review of eligibility			160	160	
Education	Virtual school - Targeted use of grant funding to provide support			30	30	
Education	Emotional Health Academy		70		70	Commercialisation of the Emotional Health Academy started in February 2019. Operations Manager departing WBC in August, therefore potential to generate income is reduced.
Education	Family Hubs - Staff costs reduction and increased income			40	40	
Education	Admission and appeals - staffing reductions			10	10	
Education	Early Development Intervention Team (EDIT) - rationalisation of funding sources with minimum operational impact			36	36	
Education	SEN training - reduction in non statutory services			9	9	
Education	team			20	20	
Education	Aids & Adaptions - Capitalisation of costs			30	30	
Education	Castlegate (A) Transformation - increase income from other LAs	44			44	Insufficient number of beds to sell to neighbouring authorities, allowing West Berkshire children to take available places, leading to cost avoidance. Reviewing business plan.
Education		44	70	365	479	

Education		44	70	365	479	
Public Health	Reduction in funding to smoking cessation service			100	100	
Public Health	The Edge	11		25	36	£11k saving against the Edge unlikely to be achieved. Conversations ongoing regarding new model for delivery of the service. Offset by other savings within the service.
Public Health	Overall reduction to contribution to voluntary sector			11	11	
Public Health		11	-	136	147	

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Appendix E: Place Directorate

2019/20 Quarter Two Revenue Financial Performance

1. Summary

			Forecast (under)/over spend				Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Provided for in Reserves	Year End Forecast	
Place	Current Net Budget	Net Forecast	Service Forecast	Service Forecast			
	£000	£000	£000	£000	£000	£000	£000
Corporate Director	186	179		(7)	0	(7)	(7)
Development & Planning	2,910	2,945	(30)	35	0	35	65
Public Protection & Culture	3,833	3,971	52	138	(11)	127	86
Transport & Countryside	23,077	22,983	10	(94)	0	(94)	(104)
Total	30,006	30,078	32	72	(11)	61	40

- 1.1 The Directorate forecast at Quarter Two is £72k overspent of which £11k is available in reserves to partially fund this pressure. If this funding is utilised the overspend reduces to £61k being 0.2% of the net budget of £30m.

2. Development and Planning

2.1 Explanation for over or under spend

Staff cost underspends of £30k identified last quarter, are forecast to continue. Additional net pressures detailed below amount to £65k giving a net outturn forecast of £35k overspend.

2.2 Explanation of changes from last quarter

Pressures in housing have now been evaluated. The pressure in this service is forecast at £80k. Temporary staff have been brought in to address the additional workload arising from the Homelessness Reduction Act and to cover vacant posts. Demand for temporary accommodation remains high. Extended use of B&B accommodation is expected to cost an additional £50k above budget – partially mitigated by increased temporary accommodation contributions of £30k above budget.

A reduction in income in development control is expected to be mitigated by staff cost savings. An overall underspend in the DC budget of £15k is now forecast at year-end.

2.3 Remedial action being taken

None required at this stage

2.4 Implications for next year's budget

Ongoing pressures in housing have been put forward as pressure bids for consideration in the budget build 2020/21. Digital planning projects seek to deliver

a £15k saving in 2020/21. This has also been captured as part of the 2020/21 budget build process.

3. Public Protection & Culture

3.1 Explanation for over or under spend

Overspends in the service include a £40k pressure identified at Quarter One (£30k savings target and an overspend associated with the Wedding Planner of £10k), along with additional net pressures of £98k, the main items of which are detailed below.

3.2 Explanation of changes from last quarter

Libraries – increased corporate cleaning costs of £28k

Shaw House, income targets were increased in 2019/20 to fund a Visitor Support Officer post. This increase is now unlikely to be achieved causing a pressure of £28k

Above budget costs of the Berkshire Archive £7k, these costs are recharged from Reading BC.

Building control, reduced contributions from Wokingham this year as a result of re-location of the team. The pressure is £24k. There is a reserves balance of £11k that could be used to mitigate this.

3.3 Remedial action being taken

Libraries - ongoing negotiation with Commissioning over the central cleaning contract, related inflationary pressures and performance issues.

Some capitalisation of HoS against projects is being considered and some potential income from Emergency Planning due to off-site planning events.

Building Control - ongoing discussion with Wokingham about income profile, marketing and market share.

3.4 Implications for next year's budget

Head of Service - a review of the intended outcomes from digitisation should establish the ability to make savings in 2020/21. At this stage it is likely this will continue as a pressure and a pressure bid has been submitted for £23k to be considered as part of the budget build 2020/21.

Building Control - a pressure bid has been submitted for 2020/21 recognising the ongoing nature of this cost - £24k.

There is a pressure on Libraries budgets which is ongoing and includes increased cleaning costs, reduced income for example from DVD hire and staffing pressures. This is an ongoing issue and there is also concern over the long term commitments of parishes and town councils to support the service financially.

4. Transport and Countryside

4.1 Explanation for over or under spend

See section below, variance at last quarter was not significant.

4.2 Explanation of changes from last quarter

Car Parking – expected outturn pressure of £200k as a result of reduced parking income and PCN activity. This follows on from the trend seen last year and the continued difficulty of recruiting CEO's.

Streetworks income is up £200k against budget which is testament to the efforts of the team in this area. Much of this additional income is due to a one off settlement from Gigaclear for S74 over-run charges.

Waste contract – lower landfill tonnage than projected and higher green waste sales have combined to produce an anticipated saving against budget of £125k this year.

There is a £30k anticipated pressure relating to above anticipated increases in electricity charges.

4.3 Remedial action being taken

Recruitment and retention relating to CEO's has been discussed with HR and a report circulated with the intention that improved employment conditions will help to resolve this recruitment issue within the parking service.

4.4 Implications for next year's budget

Increased streetworks and green waste income has been identified as part of the budget build process 2020/21.

5. 2018/19 Savings and Income Generation Programme - RAG

5.1 The Place Directorate savings and income generation programme is summarised below with explanation for unmet savings in the service tables.

Place	Red	Amber	Green	Total	Achieved
	£k	£k	£k	£k	
Development & Planning	0	0	155	155	100%
Public Protection & Culture	30	0	414	444	93%
Transport & Countryside	5	5	1,018	1,028	99%
Total	35	5	1,587	1,627	98%

2019/20 Quarter Two Revenue Financial Performance

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
D&P	DC Pre-applications charges			10	10	
D&P	Introduce Planning Policy pre-application charges			10	10	
D&P	Review CIL Admin charges			50	50	
D&P	Capitalise tansport policy post			45	45	
D&P	Charge for self build register			5	5	
D&P	DC reduced application numbers and so less Planner resource is required and so can be frozen.			35	35	
D&P		-	-	155	155	

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
PP&C	Corn Exchange - cease grant			174	174	
PP&C	Partnership Business Plan '5% plan'			58	58	
PP&C	Leisure R&M			18	18	
PP&C	Marriage income			20	20	
PP&C	Capitalise Library Book Stock			94	94	
PP&C	Museum income			3	3	
PP&C	Business Continuity contract for West Berks			8	8	
PP&C	Energy – estate management phase 2			39	39	
PP&C	Efficiencies	30			30	Unmet savings target, in year mitigation being sought from slow down savings
PP&C		30	-	414	444	

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
T&C	Capitalising spend - Hand Patching			100	100	
T&C	Capitalising spend - Drainage, Sign and Road Markings, Hand Patching			200	200	
T&C	Garden waste charging			200	200	
T&C	Street Lighting - staffing reduction following LED project			30	30	
T&C	Countryside review			20	20	
T&C	Car washing	5	5	-	10	Taken longer than anticipated to agree changes to the lease with the Kennet Centre owners.
T&C	Review of TRO charges			55	55	
T&C	Part capitalise Traffic Services Manager post			24	24	
T&C	Delete Senior Highways DC post			49	49	
T&C	Transition to a new delivery model for passenger transport			150	150	
T&C	Reduce training budgets			5	5	
T&C	Further reduce car park cleaning			10	10	
T&C	Reduce bus station cleaning			5	5	
T&C	Streetworks Permit charges			100	100	
T&C	Highways TMC rate review			40	40	
T&C	Routeguard App			5	5	
T&C	BBOWT reduction in payment			25	25	
T&C		5	5	1,018	1,028	

Appendix F: Resources and Chief Executive Directorate 2019/20 Quarter Two Revenue Financial Performance

1. Summary

			Forecast (under)/over spend				Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Provided for in Reserves	Year End Forecast	
Resources and Chief Executive	Current Net Budget	Net Forecast	Service Forecast	Service Forecast			
	£000	£000	£000	£000	£000	£000	£000
Executive Director	91	91	0	0	0	0	0
Commissioning	782	842	72	60	0	60	(12)
Customer Services & ICT	3,059	3,050	18	(9)	0	(9)	(27)
Finance & Property	2,250	2,523	114	273	0	273	159
Human Resources	1,488	1,476	7	(12)	0	(12)	(19)
Legal & Strategic Support	3,281	3,289	12	8	0	8	(4)
Total Resources	10,951	11,271	223	320	0	320	97
Chief Executive	983	949	0	(34)	0	(34)	(34)
Total Resources and Chief	11,934	12,220	223	286	0	286	63

1.1 The Resources Directorate is forecasting a £320k pressure arising from under achievement of income, and the Chief Executive is forecasting a £34k under spend. The combined Directorate Quarter Two forecast is £286k overspent. This represents 2.4% of the net budget of £12m.

1.2 The main variances are explained below.

2. Commissioning

2.1 Explanation for over or under spend

Changes to the contract catering costs which are unbudgeted will amount to £135k in total of which £100k will fall into 2019/20. Salary savings have mitigated this cost to some extent so the outturn variance now stands at £35 over spent. This pressure has arisen due to issues in the tender process for the school meals service which were unresolvable in the time available to complete the work before the end of the 18/19 academic year. Small pressure of £5k has arisen in year due to lower levels of school 'buy back' than previous years.

2.2 Explanation of changes from last quarter

See above

2.3 Remedial action being taken

Action has been taken to address the issues, extend current arrangement for a further year and to move forward with a new tender process. The pressure is as a result of extending the current contract for a further year at current rates.

Mitigation is being sought to fund this pressure from within the service through staff changes and other savings initiatives.

Costing model for school traded service to be revisited to determine potential to reduce costs and increase take up. Possible pressure (circa £5k) arising from ongoing reduction in school 'buy back' levels.

2.4 Implications for next year's budget

Costs of £35k will fall into next year and result in a one off pressure in 2020/21

3. Customer Services and ICT

3.1 Explanation for over or under spend

The service is forecasting a small underspend. Vacancy savings in the contact centre are forecast to be £13k at the year end. Reduced schools buy back income of £20k identified at quarter one, mainly as a result of the loss of the Newbury Schools Academy trust as a customer this year, is mitigated in year by print and postage savings of £22k. The net underspend forecast for this service is not significant.

3.2 Explanation of changes from last quarter

See above.

3.3 Remedial action being taken

Mitigation will be sought during the year to cover off these pressures if possible.

3.4 Implications for next year's budget

These, unless mitigated are unavoidable pressures that will have an impact on next year's budget. They are not significant for the authority as a whole.

4. Finance and Property

4.1 Explanation for over or under spend

The current year investment income from commercial property budget of £1.5m was assumed to be delivered from an average property value totalling £75m in year. However, the current portfolio stands at £62m and there is uncertainty around whether the portfolio will increase any further in year resulting in a forecast income shortfall of £347k overall.

Rates revaluation, service charge and electricity bills at council offices have caused a pressure this year of £126k some of which is ongoing.

Insurance on leased cars – costs exceeding budget by £69k partly due to reduced contributions.

Other pressure of £20k for external rent at West Point which is no longer receivable, but remains in the budget as an income target.

Vacancy savings within the housing benefits team are forecast to amount to £130k by the end of the year. The move to universal credit has seen reduced demand for the service.

There are a number of vacancies across Finance areas which together with a new funding stream as resulted in £170k savings being forecast.

4.2 Explanation of changes from last quarter

Additional pressure on the commercial rents budget of £87k. Rates revaluation, service charge and electricity bills at council offices have caused a pressure this year of £126k some of which is ongoing.

Insurance on leased cars – costs exceeding budget by £69k partly due to reduced contributions and also historically the budget has not been inflated as premiums have increased.

Revenue and benefits, vacancy savings are now estimated to be £130k by year end which is an increased estimate of £30k. This partly mitigates the reduction in income from cost and penalties relating to debt recovery of £62k which is both good and bad news.

4.3 Remedial action being taken

Clarification of the position regarding the future of the commercial property investment strategy is required to ascertain if current pressures are one-off in nature or are ongoing. Once this has been resolved, a plan of remedial action will be formulated.

4.4 Implications for next year's budget

If the portfolio remains at £62m, the shortfall will become an ongoing pressure and the target of increased income in the MTFS for 2020/21 of £500k will be at risk. An unavoidable pressure bid of £290k has been submitted for consideration as part of the budget build process in 2020/21. This is in addition to the £500k pressure.

A £170k MTFS savings relating to the Revenue and Benefits and customer services is included in for 2020/21.

Loss of rental income at West Point along with the rates, service charge and electricity increases at council offices, if unmitigated will require a pressure bid to be submitted for consideration for £85k.

5. Human Resources

5.1 Explanation for over or under spend

Salary savings from a vacant post have mitigated overspends identified at quarter one. The net underspend for this service is not significant.

5.2 Explanation of changes from last quarter

See above.

5.3 Remedial action being taken

Costs of this service are being reviewed and reduced where possible. Mitigation of this pressure in year will be sought.

5.4 Implications for next year's budget

A pressure bid for loss of income has been submitted for consideration relating to reduced car lease contributions.

6. Legal and Strategic Support

6.1 Explanation for over or under spend

The overall overspend for the service is not significant. Pressures within the service are being mitigated from savings elsewhere with the service.

Pressures include - graphic design external income target is unlikely to be met this year. An internal recharge for graphic design services was removed for 2019/20 and external/traded services work has not increased insufficiently to cover the income lost from the removal of internal charges. Other savings within corporate support are being used to mitigate this in year.

Local land charges income is down against target by £30k. Salary savings and favorable variances in legal services can mitigate this in year.

6.2 Explanation of changes from last quarter

No significant change.

6.3 Remedial action being taken

A new marketing strategy has been developed and post implementation should generate further awareness of the graphic design and multimedia service and it is hoped generate further business for the team.

Land charges income will continue to be monitored and pressures mitigated within the service.

6.4 Implications for next year's budget

External marketing of the graphic design and multimedia service is a new area of activity as the focus last year was on internal recharges. Therefore there is no previous data on which to forecast future demand. It can take some time for new commercial ventures to establish themselves but hopefully the results of the new marketing plan will begin to emerge before the end of Quarter Two.

Local land charges - move of service to Land registry is flagged as a risk for the future.

7. Chief Executive

7.1 Explanation for over or under spend

Salary savings are forecast at Quarter Two of £26k, resulting from changes in corporate management staff through retirement and restructuring. Other savings across the service amount to £8k, none of which are significant.

7.2 Explanation of changes from last quarter

See above.

7.3 Remedial action being taken

None

7.4 Implications for next year's budget

None

8. 2019/20 Savings and Income Generation Programme – RAG

8.1 The Resources Directorate savings and income generation programme is summarised below with explanations for unmet savings in the service tables.

Resources	Red	Amber	Green	Total	Achieved
	£k	£k	£k	£k	
Customer Services & ICT	0	22	144	166	87%
Commissioning	0	0	310	310	100%
Finance & Property	39	0	181	220	82%
Human Resources	9	13	36	58	63%
Legal & Strategic Support	0	0	172	172	100%
Total	48	35	843	925	91%

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
CSI	IT Helpdesk restructuring		8	10	18	
CSI	Staffing reduction/capitalise			17	17	
CSI	Renegotiate BT call costs			4	4	
CSI	Move from physical remote access tokens to 'soft' tokens			4	4	
CSI	Postage cost savings due to driving down demand			7	7	
CSI	Delete vacant post in postal team/courier			33	33	
CSI	Reduce ICT Help Desk support costs by using fewer supplier support days, use inhouse expertise instead			3	3	
CSI	Delete vacant post Corporate Data Team			15	15	
CSI	Move staffing to schools cost centres		14	-	14	Demand for ICT service from schools has reduced this year and this saving is unlikely to be achieved in full
CSI	Remove unused IT budget			8	8	
CSI	Network circuit cost reductions from supplier negotiations			30	30	
CSI	Reduce ICT training budget			6	6	
CSI	Reduce ICT infrastructure maintenance costs			7	7	
CSI		-	22	144	166	

2019/20 Quarter Two Revenue Financial Performance

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
Commissioning	Renegotiation of the Children & Family Services arrangements for placement and advocacy, advice and information services.			99	99	
Commissioning	Renegotiation of the Education Service's arrangements for (1) special school arrangements (2) speech and language therapies, sensory hearing, independent fostering and children's residential placements.			13	13	
Commissioning	Category management for stationery			30	30	
Commissioning	Lottery income (net)			4	4	
Commissioning	Category management for agency			118	118	
Commissioning	Trading Commissioning support services with schools			3	3	
Commissioning	Category management for corporate catering			43	43	
Commissioning		-	-	310	310	

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
F&P	Insurance cover			15	15	
F&P	Universal Credit impact on housing benefit claims			45	45	
F&P	Staffing			50	50	
F&P	Increase in summons (court) costs recovery of council tax debt	39		-	39	Report yet to be written on the "reasonableness of increasing the costs"
F&P	Salary savings - move to risk based quarterly financial performance reporting			51	51	
F&P	Capitalisation of 0.25 fte finance manager		-	20	20	
F&P		39	-	181	220	

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
HR	Reduction of non-staffing budgets			3	3	
HR	Introduce salary sacrifices AVCs to save on NI		4	3	7	NI savings on AVC, currently below target - benefit to be re-advertised
HR	Reduction in staffing		9	30	39	Reduction in staff hours not possible to be mitigated for the full year
HR	Increased income on Adult SCT short courses	9		-	9	This target is to increase training fee income - demand is below target and increase in income will not be achieved
HR		9	13	36	58	

2019/20 Quarter Two Revenue Financial Performance

Service	Description of Saving/Income	£k	£k	£k	Total £k	Comments
L&SS	Legal review of online supply			7	7	
L&SS	Income generation incl reduction in counsels fees for pre-liminary hearings in Crown Court			50	50	
L&SS	Capitalisation			27	27	
L&SS	Remove the Chairman's budget			3	3	
L&SS	Reduce Funding to the Volunteer Centre			5	5	
L&SS	Corporate programme			25	25	
L&SS	Members Training			4	4	
L&SS	Reduction in Staffing Communication and Info Officer			17	17	
L&SS	Reduction in IT support			21	21	
L&SS	Reduction in hours in the PRC Team			8	8	
L&SS	Reduction in Members Travel			5	5	
L&SS		-	-	172	172	

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				Expenditure			Income			Net
	Original Budget £	Budget Changes £	Current Budget £	Annual Expenditure Budget £	Annual Expenditure Forecast £	Forecast Expenditure Variance £	Annual Income Budget £	Annual Income Forecast £	Forecast Income Variance £	Forecast Net Variance £
Adult Social Care	47,934,790	377,240	48,312,030	65,868,600	65,625,910	-242,690	-17,556,570	-17,966,730	-410,160	-652,850
Childrens and Family Services	16,031,300	861,180	16,892,480	18,489,910	19,065,060	575,150	-1,597,430	-1,733,600	-136,170	438,980
Executive Director - People	226,220	0	226,220	226,220	226,220	0	0	0	0	0
Education (DSG Funded)	-444,000	0	-444,000	103,155,200	102,778,280	-376,920	-103,599,200	-103,222,280	376,920	0
Education	8,402,690	203,660	8,606,350	11,581,440	11,479,960	-101,480	-2,975,090	-2,770,460	204,630	103,150
Public Health & Wellbeing	-80,000	194,450	114,450	5,942,810	5,880,040	-62,770	-5,828,360	-5,765,590	62,770	0
People	72,071,000	1,636,530	73,707,530	205,264,180	205,055,470	-208,710	-131,556,650	-131,458,660	97,990	-110,720
Corporate Director - Economy & Environment	185,820	0	185,820	185,820	178,820	-7,000	0	0	0	-7,000
Development and Planning	2,826,630	83,710	2,910,340	5,299,330	5,259,330	-40,000	-2,388,990	-2,313,990	75,000	35,000
Public Protection and Culture	3,814,750	18,420	3,833,170	9,120,000	9,243,330	123,330	-5,286,830	-5,271,670	15,160	138,490
Transport and Countryside	23,093,180	-16,460	23,076,720	33,679,020	33,719,450	40,430	-10,602,300	-10,737,300	-135,000	-94,570
Place	29,920,380	85,670	30,006,050	48,284,170	48,400,930	116,760	-18,278,120	-18,322,960	-44,840	71,920
Executive Director - Resources	0	90,760	90,760	90,760	90,760	0	0	0	0	0
Commissioning	709,910	71,910	781,820	7,080,530	878,810	-6,201,720	-6,298,710	-36,980	6,261,730	60,010
Customer Services and ICT	2,994,290	64,960	3,059,250	3,961,890	3,890,090	-71,800	-902,640	-839,350	63,290	-8,510
Finance and Property	2,243,530	6,850	2,250,380	47,367,450	46,690,510	-676,940	-45,117,070	-44,166,950	950,120	273,180
Human Resources	1,429,190	58,420	1,487,610	1,999,010	1,883,180	-115,830	-511,400	-408,000	103,400	-12,430
Legal and Strategic Support	3,282,870	-1,310	3,281,560	3,916,170	3,917,390	1,220	-634,610	-627,790	6,820	8,040
Resources	10,659,790	291,590	10,951,380	64,415,810	57,350,740	-7,065,070	-53,464,430	-46,079,070	7,385,360	320,290
Chief Executive	830,850	151,970	982,820	992,820	959,320	-33,500	-10,000	-10,000	0	-33,500
Chief Executive	830,850	151,970	982,820	992,820	959,320	-33,500	-10,000	-10,000	0	-33,500
Capital Financing & Management	10,787,140	118,430	10,905,570	11,413,250	11,487,920	74,670	-507,680	-607,680	-100,000	-25,330
Movement Through Reserves	-117,000	-2,019,500	-2,136,500	-2,136,500	-2,136,500	0	0	0	0	0
Risk Management	500,000	-264,690	235,310	235,310	235,310	0	0	0	0	0
Capital Financing and Risk Management	11,170,140	-2,165,760	9,004,380	9,512,060	9,586,730	74,670	-507,680	-607,680	-100,000	-25,330
Total	124,652,160	0	124,652,160	328,469,040	321,353,190	-7,115,850	-203,816,880	-196,478,370	7,338,510	222,660

Source: Live
Report Name: BU006

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2019/20 Capital Programme Financial Performance Report Quarter Two

Committee considering report:	Overview and Scrutiny Management Commission on 14 January 2020
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	30 October 2019
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	EX3800

1. Purpose of the Report

- 1.1 The financial performance reports provided to Members throughout the financial year reports on the under or over spend against the Council's approved capital budget.
- 1.2 This report presents the Quarter Two financial performance for Members to note, no decisions are required.

2. Recommendation

- 2.1 Not applicable.

3. Implications

- 3.1 **Financial:** Any potential capital slippage during 2019/20 will be monitored in year and impacts on the 2020/21 capital programme reviewed by the Capital Strategy Group (CSG).
- 3.2 **Policy:** Not applicable
- 3.3 **Personnel:** Not applicable
- 3.4 **Legal:** Not applicable
- 3.5 **Risk Management:** Any significant delays in project delivery impact on the provisional budget for 2020/21 and subsequent years. Not fully utilising the Commercial Property budget (£35 million) will result in the Property Investment Strategy not being fully invested and compromising budgeted revenue returns in 2019/20 and planned returns for 2020/21.
- 3.6 **Property:** Not applicable
- 3.7 **Other:** Not applicable

4. Other options considered

- 4.1 Not applicable

Executive Summary

5. Introduction / Background

- 5.1 The financial performance report provided to Members on a quarterly basis during the financial year, details progress against the current years capital programme, and key capital schemes identified as high risk.
- 5.2 A capital budget for 2019/20 of £75 million was set by Council in March 2019 with funding of £20.8 million from external grants, £5.4 million section 106 contributions and Community Infrastructure Levy and with £48.8 million planned to be funded from borrowing.
- 5.3 During the year budget changes may occur, mainly as a result of budgets brought forward from the previous financial year, additional grants and section 106 allocations received in year and spend re-profiled into 2020/21. The revised budget at Quarter Two is £90.6 million. As part of the yearend process for 2018/19 £8.5 million of re-profiling was agreed by CSG and is now included within the 2019/20 budget allocation. Appendix D gives a breakdown of programme slippage by service and all other changes to the capital budget.

6. Proposals

- 6.1 None.

7. Conclusions

- 7.1 At the end of Quarter Two expenditure of £45.2 million has been forecast against the revised budget of £90.6 million, an overall underspend of £45.3 million, 50% of the budget and an overall change of £5.7 million compared to Quarter One.

Directorate Summary	Current Budget	Quarter One		Quarter Two		Change in Forecast from Last Quarter
		Forecast Spend in Year	Forecast (under)/Over Spend	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000
People	£18,605	£16,963	(£1,642)	£16,369	(£2,236)	(595)
Place	£32,831	£27,282	(£3,000)	£24,617	(£8,214)	(5,214)
Resources	£39,185	£4,215	(£35,000)	£4,266	(£34,918)	82
Totals	£90,621	£48,460	(£39,642)	£45,252	(£45,369)	(5,727)

- 7.2 The key areas contributing to the underspend position are:

- (1) Commercial Property (within Finance and Property Services, Resources Directorate), forecast £35 million underspend. The forecast position remains unchanged from Quarter One.
- (2) Highways and Countryside forecasting approximately £6 million of underspend cumulative across the Sandford Access Project and the Newbury railway Station Improvements Project.

- (3) Development and Planning, forecast £2 million underspend against the Four Houses Corner budget.
- (4) Education Services, forecasting a £2.3 million underspend across a number of school projects.

7.3 Highwood Copse School

Within the Quarter Two Education forecast, the Highwood Copse development is forecasting an underspend of £402k in 2019/20. However, total project costs are expected to increase with an anticipated additional pressure of £1.7 million being incurred in future years. The original contractor (Dawnus, appointed in May 2018), ceasing to trade in March 2019, and the contract has been retendered (now awarded to Feltham) via a mini completion process between Kier and Feltham. All payments made to Dawnus (original contractor), were fully quality assured and approved, building control signed off all completed works by Dawnus at all required stages. The additional cost pressure is generated from subtracting expenditure to date and forecast costs (including new costs from Feltham), from the original project budget. The cost pressure is inclusive of the project contingency of £120k. The additional cost pressure is comprised of:

- (1) £1.3 million relating to weather damage, rectification works, site security and sub-contractor works package cost increases from May 2018 to October 2019.
- (2) £400k relating to additional fees from new contractor.

In order to accommodate the future financial pressure, two currently Council funded projects (East of Area Pupil Referral Unit, and Castlegate) are to be converted to Community Infrastructure Levy (CIL) funding. Current CIL estimates allow for the reallocation of project funding freeing up capacity within the Council funded programme to absorb the additional Highwood Copse pressure.

7.4 The key changes from Quarter One are:

- (1) Forecast underspend against the Sandleford Access Project (£2.6 million). Project delays have resulted from issues relating to the Highwood Copse development.
- (2) Forecast underspend against the Newbury Train Station Improvements Project budget (£3.5 million). Commencement of the project has been delayed due to developer delays in the Market Street re-development.

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 – 2019/20 Budget Changes

Appendix A

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Resources
Service:	Finance & Property
Team:	Accountancy
Lead Officer:	Andy Walker
Title of Project/System:	Capital Programme Financial Performance Monitoring
Date of Assessment:	18.7.19

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

	Yes	No
Will you be processing SENSITIVE or “special category” personal data? 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”	<input type="checkbox"/>	X
Will you be processing data on a large scale? Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both	<input type="checkbox"/>	X
Will your project or system have a “social media” dimension? Note – will it have an interactive element which allows users to communicate directly with one another?	<input type="checkbox"/>	X
Will any decisions be automated? 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?	<input type="checkbox"/>	X
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	X
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	X
Will you be using any novel, or technologically advanced systems or processes? Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised	<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:	To note 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 Walker
Date of assessment:	18.7.19

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To inform re financial performance against agreed capital programme
Objectives:	To inform re financial performance against agreed capital programme
Outcomes:	To inform re financial performance against agreed capital programme
Benefits:	To inform re financial performance against agreed capital programme

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	Not applicable	Not applicable
Disability		

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

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

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

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

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

Name: Andy Walker

Date: 18.7.19

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

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2019/20 Capital Programme Financial Performance Report Quarter Two – Supporting Information

1. Introduction/Background

- 1.1 This financial performance report, provided to Members quarterly, reports on progress with major capital schemes and forecast spend against the 2019/20 approved capital budget.
- 1.2 A capital budget for 2019/20 of £75 million was set by Council in March 2019 with funding of £20.8 million from external grants, £5.4 million section 106 contributions and Community Infrastructure Levy and with £48.8 million planned to be funded from borrowing.
- 1.3 The repayment of principal and interest on loans which are used to fund capital spending are met from the revenue budget for capital financing and risk management. Forecast spend on this budget is reported in the Revenue Financial Performance Report.

2. Revised Budget as at Quarter Two

- 2.1 During the year budget changes may occur, mainly as a result of budgets brought forward from the previous financial year, additional grants and section 106 allocations received in year and spend re-profiled into 2020/21. Allocations of additional funding of less than £50k can be approved by the Chief Financial Accountant and the relevant Head of Service, all other budget changes must be approved by Capital Strategy Group (CSG) as set in the Council's Financial Regulations.
- 2.2 The revised budget at Quarter Two is £90.6 million. As part of the yearend process for 2018/19 £8.5 million of re-profiling was agreed by CSG and is now included within the 2019/20 budget allocation. Appendix D gives a breakdown of programme slippage by service and all other changes to the capital budget.

3. Position as at Quarter Two

Directorate Summary	Current Budget	Quarter One		Quarter Two		Change in Forecast from Last Quarter
		Forecast Spend in Year	Forecast (under)/Over Spend	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000
People	£18,605	£16,963	(£1,642)	£16,369	(£2,236)	(595)
Place	£32,831	£27,282	(£3,000)	£24,617	(£8,214)	(5,214)
Resources	£39,185	£4,215	(£35,000)	£4,266	(£34,918)	82
Totals	£90,621	£48,460	(£39,642)	£45,252	(£45,369)	(5,727)

3.1 At the end of Quarter Two expenditure of £45.2 million has been forecast against the revised budget of £90.6 million, an overall underspend of £45.3 million, 50% of the budget and an overall change of £5.7 million compared to Quarter One.

3.2 The key areas contributing to the underspend position are:

- (1) Commercial Property (within Finance and Property Services, Resources Directorate), forecast £35 million underspend. The forecast position remains unchanged from Quarter One.
- (2) Highways and Countryside forecasting approximately £6 million of underspend cumulative across the Sandleford Access Project and the Newbury railway Station Improvements Project.
- (3) Development and Planning, forecast £2 million underspend against the Four Houses Corner budget.
- (4) Education Services, forecasting a £2.3 million underspend across a number of school projects.

3.3 Highwood Copse School

Within the Quarter Two Education forecast, the Highwood Copse development is forecasting an underspend of £402k in 2019/20. However, total project costs are expected to increase with an anticipated additional pressure of £1.7 million being incurred in future years. The original contractor (Dawnus, appointed in May 2018), ceasing to trade in March 2019, and the contract has been retendered (now awarded to Feltham) via a mini completion process between Kier and Feltham. All payments made to Dawnus (original contractor), were fully quality assured and approved, building control signed off all completed works by Dawnus at all required stages. The additional cost pressure is generated from subtracting expenditure to date and forecast costs (including new costs from Feltham), from the original project budget. The cost pressure is inclusive of the project contingency of £120k. The additional cost pressure is comprised of:

- (1) £1.3 million relating to weather damage, rectification works, site security and sub-contractor works package cost increases from May 2018 to October 2019.
- (2) £400k relating to additional fees from new contractor.

In order to accommodate the future financial pressure, two currently Council funded projects (East of Area Pupil Referral Unit, and Castlegate) are to be converted to Community Infrastructure Levy (CIL) funding. Current CIL estimates allow for the reallocation of project funding freeing up capacity within the Council funded programme to absorb the additional Highwood Copse pressure.

3.4 The key changes from Quarter One are:

- (1) Forecast underspend against the Sandleford Access Project (£2.6 million). Project delays have resulted from issues relating to the Highwood Copse development.

- (2) Forecast underspend against the Newbury Train Station Improvements Project budget (£3.5 million). Commencement of the project has been delayed due to developer delays in the Market Street re-development.

4. People Directorate Review

People	Current Budget	Quarter One		Quarter Two		Change in Forecast from Last Quarter
		Forecast Spend in Year	Forecast (under)/Over Spend	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	£1,486	£1,640	£154	£1,636	£150	(5)
Children & Family Services	£7	£7	£	£7	£	0
Education Services	£17,112	£15,316	(£1,796)	£14,726	(£2,386)	(590)
Totals	£18,605	£16,963	(£1,642)	£16,369	(£2,236)	(595)

- 4.1 The directorate is forecasting an underspend of £2.2 million (12% of the budget).
- 4.2 Adult Social Care is forecasting an overspend of £150k relating to funding of Occupational Therapists capitalised as part of a corporate mitigation programme in 2018/19. The occupational Therapists are funded from the budget for the NRS equipment. Use of the NRS contract has been increased to deliver a revenue saving for doubled handed care.
- 4.3 Education Services is forecasting a £2.3 million underspend. Key projects influencing the forecast position are:
- (1) Theale Primary basic need, £354k overspend. The project is expected to complete during 2019/20, with all construction costs incurred in 2019/20.
 - (2) The Willink (expansion feasibility), £659k underspend. The project is currently delayed at the design stage.
 - (3) Speenhamland two form entry expansion project, £791k underspend (an increase of £145k compared to Quarter One). The project is delayed as awaiting for Land Acquisition Committee approval for project design. Works are now expected to commence in March 2020.
 - (4) Trinity School basic need, £384k overspend. The project is progressing more quickly than anticipated incurring additional costs in 2019/20.
 - (5) East Area Pupil Referral Unit redevelopment, £995k underspend. The project is significantly delayed due to need to re-design; planning issues and decision to slip project to align with a later move out date to reduce time in temporary accommodation contributing to the forecast position.
 - (6) Highwood Copse (Newbury area basic need) development, £402k underspend (forecast online at Quarter One). An underspend has been forecast for 2019/20 as a result of procurement delays in the tendering process. Total projects costs are expected to increase in subsequent financial years, indicative estimates suggest a £1.7 million additional pressure will be incurred.

- (7) Across the balance of the Education programme there are a number of smaller over and underspends of under £150k across multiple projects, inclusive of a £32k pressure on the Occupational Therapists budget relating to therapists capitalised as part of the 2018/19 in year savings programme.

4.4 Children & Family Services are forecasting an online position.

5. Place Directorate

Place	Current Budget	Quarter One		Quarter Two		Change in Forecast from Last Quarter
		Forecast Spend in Year	Forecast (under)/Over Spend	Forecast Spend in Year	Forecast (under)/Over Spend	
	£'000	£'000	£'000	£'000	£'000	£'000
Development & Planning	£4,282	£1,385	(£2,809)	£2,323	(£1,959)	850
Public Protection & Culture	£2,594	£2,594	(£)	£2,336	(£258)	(258)
Transport & Countryside	£25,955	£23,303	(£191)	£19,958	(£5,997)	(5,806)
Totals	£32,831	£27,282	(£3,000)	£24,617	(£8,214)	(5,214)

5.1 At Quarter Two the directorate is forecasting an underspend of £8.2 million, (25% of the budget).

5.2 Development and Planning is forecasting a £1.9 million underspend, key projects contributing to the forecast position are:

- (1) Redevelopment of Four Houses Corner, £2 million underspend. Delays on the project have been incurred through issues with existing occupants vacating the site allowing for works to commence. The budget is anticipated to be re-profiled into 2020/21.
- (2) Disabled Facilities Grant, £559k underspend. Demand led budget.
- (3) Across the balance of the Development and Planning programme there are a number of smaller over and underspends of under £60k across multiple projects.

5.3 Transport and Countryside is forecasting a £5.9 million underspend. The key projects contributing to the forecast position are:

- (1) Sandleford access improvements, £2.6 million underspend forecast due to delay in Highwood Copse development. It is anticipated that the budget will be re-profiled into 2020/21.
- (2) Newbury Railway Station Improvements, £3.5 million forecast underspend. It is anticipated that the budget will be re-profiled into 2020/21.
- (3) Across the balance of the Highways and Countryside programme there are a number of smaller over spends of under £60k across multiple projects.

5.4 Public Protection and Culture are forecasting a £258k underspend. The key projects contributing to the forecast position are:

- (1) Solar Photovoltaics Project, £210k forecast underspend as a result of a re-scoping exercise. It is anticipated that £210k will be re-profiled into 2020/21 to accommodate expenditure on further installations.
- (2) Libraries Book Stock, £70k forecast underspend. The budget manager has reassessed the expected level of expenditure on stock within the current year.
- (3) Across the balance of the Public Protection and Culture programme there are a number of smaller over and under spends across multiple projects.

6. Resources Directorate

Resources	Current Budget	Quarter One		Quarter Two		Change in Forecast from Last
		Forecast Spend in	Forecast (under)/Over	Forecast Spend in	Forecast (under)/Over	
	£'000	£'000	£'000	£'000	£'000	£'000
Customer Services & ICT	£1,502	£1,532	£	£1,401	(£101)	(101)
Finance & Property	£2,243	£2,243	£	£2,243	£	0
Finance & Property - Commercial Property	£35,000	£	(£35,000)	£	(£35,000)	0
Human Resources	£61	£61	(£)	£61	(£)	0
Strategic Support & Legal	£344	£344	£	£375	£31	31
Chief Executive	£35	£35	£	£187	£152	152
Totals	£39,185	£4,215	(£35,000)	£4,266	(£34,918)	82

- 6.1 At Quarter Two the directorate is forecasting an underspend of £34.9 million, (89% of the budget).
- 6.2 The key projects contributing to the forecast position are:
 - (1) Commercial Property, £35 million forecast underspend. No properties have been purchased in the current financial year.
 - (2) A £101k underspend has been forecast across the Customer Services and IT budgets.
 - (3) A £152k overspend has been forecast against the Chief Executives budget relating to the London Road Industrial Estate Development.

7. Options for Consideration

- 7.1 None

8. Proposals

- 8.1 None

9. Conclusion

- 9.1 Progress with all capital schemes and in particular those which are considered to be high risk, will continue to be monitored by CSG throughout the financial year. The final outturn position will be reported to Executive in June 2020.

10. Consultation and Engagement

10.1 Andy Walker – Head of Finance and Property

Subject to Call-In:

Yes: ☐ No: X

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	X

Officer details:

Name: Andy Walker
 Job Title: Head of Finance and Property
 Tel No: 01635 519433
 E-mail Address: andy.walker@westberks.gov.uk

Appendix D

2019/20 Budget Changes

Service Area	Original Budget 2019/20 £000	Budget Agreed by CSG to be Slipped from 2018/19 £000	Other Agreed Changes to 2019/20 Budget £000	Revised Budget for 2019 / 20 £000	Explanation of Other Agreed Changes	Approved by
PEOPLE DIRECTORATE						
Adult Social Care	£1,576	(£90)	£0	£1,486		
Children & Family Services	£13	(£6)	£0	£7		
Education Services	£16,120	£992	£0	£17,112		
Total for Communities Directorat	£17,709	£896	£0	£18,605		
PLACE DIRECTORATE						
Development and Planning	£3,582	£612	£88	£4,282	Reverse of slippage re Travel Plans 81455	
Public Protection & Culture	£2,379	£216	(£1)	£2,594		
Transport & Countryside	£12,645	£6,374	£6,936	£25,955	£1.9 m reprofiled from 18/19	CSG 19/07/18
					£2,575m reprofiled from 18/19	CSG 08/11/18
					£2.4m re-profiled from 18/19	Approved Feb 19
					Additional S106 funding for Countryside	CSG 05/09/19
Total for Environment Directorat	£18,606	£7,202	£7,023	£32,831		
RESOURCES DIRECTORATE						
Customer Services and ICT	£1,416	£82	£4	£1,502	£4k to ICT for Lone working	CSG 09/05/19
Finance & Property	£1,996	£165	£6	£2,167	£6k to Finance for IDEA Software	CSG 09/05/19
Finance & Property : Corporate Allocation Budget	£98	£0	(£22)	£76	£4.5k to ICT for Lone Working, £12k to Legal for Iken, £6k to finance for IDEA Software	CSG 09/05/19
Finance & Property : Commercial Property Budget	£35,000	£0	£0	£35,000		
Human Resources	£0	£61	£0	£61		
Strategic Support & Legal	£161	£171	£12	£344	£12k To Legal for Iken	CSG 09/05/19
Chief Exec	£35	£0	£0	£35		
Total for Resource Directorate	£38,706	£479	£0	£39,185		
Totals	£75,021	£8,577	£7,023	£90,621		

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Corporate Priority Area	Project Title	Funding Source (see legend)	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance Group	Governance Group Chair (or Officer contact)	Timescale for delivery																																				Notes/Comments																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
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Commitment 1	Highwood Copse School	Revenue	Bill Bagnell	John Ashworth	Dominic Boeck	Place	Capital Strategy Group	Joseph Holmes																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															

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Commitment 2	NCN422 A4 Cycle Improvements	Capital	Neil Stacey	Jon Winstanley	Richard Somner	Place	Capital Strategy Group	Joseph Holmes																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																

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									2019												2020								2021																
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	Windows 10 & VPN Roll Out	Capital	Paul Giles/Andy Best	Andy Best		Resources	Customer First Programme Board	Andy Sharp																													In order to accelerate progress and to try to meet our target completion date, ICT have developed a Windows 7 to Windows 10 'upgrade' option which will enable Windows 10 to be installed on to the majority of devices without needing a 'return to base' rebuild. This will also retain software that has already been installed on the device and mean less inconvenience to the users. Building and testing this has meant a slight delay but will pay back in the longer term								
	Digitisation of Revenues & Benefits	Capital	Iain Bell	Andy Walker		Resources	Customer First Programme Board	Andy Sharp																													Delay caused by the need to install additional module which was not identified during the contrat process. All connectivity issues appear to have been resolved. All databases now created. Web addresses created. Testing has taken longer than anticipated and implementation has now been delayed by approximately three months. No additional costs incurred and timings for launch now December 2019 and turned amber as agreed at Corporate Projects Board.								
	Windows Server OS2008	Capital	Spencer Gore/Pete Guest	Andy Best		Resources	Customer First Programme Board	Andy Sharp																													As stated in the August highlight report, the project is expected to complete in March 2020, which is 3 months later than forecast, incurring the additional costs.								
	Connected Care Project	Capital	Maria Shepherd	Nick Carter		People	Customer First Programme Board	Andy Sharp																													It should be noted that the N3 Connection element of this project (required by ICT) has now been delivered. However, the Connected Care Berkshire project remains red								
	Digital Transformation Training Courses	Digital	Vicky Holland/Abi Witting	Joseph Holmes		Resources	Customer First Programme Board	Andy Sharp																													2 successful data imports so far. Testing for certification of courses is going very well. Meetings planned with ICT to start work on the data transfer process into ResourceLink. Extensive testing of certification or blended courses is in progress involving loading historical course data manually. Re-design of Learning Time is well underway to modernise the site.								
	Superfast Broadband (Phase 2 - Gigaclear)	Capital	Lynne Wilson/Nick Carter	Nick Carter	Howard Woollaston	Place	Superfast Broadband	Andy Sharp																													West Berkshire still in delay. Revised completion date expected to be Mar 2020.								
	Superfast Broadband (Phase 3 - East Berkshire BT)	Capital	Lynne Wilson/Nick Carter	Nick Carter	Howard Woollaston	Place	Superfast Broadband	Andy Sharp																													BT revised delivery dates rebaselined and agreed. Now green.								
	Superfast Broadband (Phase 3 - Gigaclear)	Capital	Lynne Wilson/Nick Carter	Nick Carter	Howard Woollaston	Place	Superfast Broadband	Andy Sharp																													East Berkshire still in delay. Moved to amber though as we are in the process of producing a Remedial Plan.								
	Iken 2019 Upgrade Project (Legal)	Capital	Shiraz Sheikh	Sarah Clarke		Resources	Customer First Programme Board	Andy Sharp																													Timescale to be agreed.								
	PPP Hosted System		Anna Smy	Paul Anstey																																	This was approved in principle but there is a requirement for the revised paperwork to come back to Projects Board.								

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

PENDING PROJECTS

PENDING	Redesign street based services	Revenue	Jon Winstanley	John Ashworth	Richard Somner	Place	CFPB																											No dates yet agreed - Project Brief pending from Jon Winstanley	
PENDING	DSG Deficit Recovery Plan	Revenue	Ian Pearson	Ian Pearson	Dominic Boeck	People	Finance & Governace Group?	Joseph Holmes																											The deficit recovery plan will only be due if we end the 2019/20 year end with a deficit of over 1% of the DSG funding. This is likely. If so a report would be due in June 2020. Heads Funding Group is on 26 th November and reports will be going on the High Needs Block and considering whether to ask for a 0.5% top slice of the Schools Block in 2020/21 in order to aid the deficit recovery

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			

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West Berkshire Council Forward Plan

4 February 2020 - 31 May 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
DOD3875	Capability Procedure	To seek approval for minor amendments to the Council's Capability Procedure.	DOD	01 February 2020							04/02/20 DOD	Katie Penlington	Resources	Internal Governance		No	Yes
EX3744	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 February 2020	13/02/20 EX		06/02/2020					Richard Turner	People	Finance		Yes	No
EX3815	Council Strategy Delivery Plan 2019 to 2023	To agree the Council Strategy Delivery Plan.	EX	01 February 2020	13/02/20 EX		06/02/2020			14/01/2020		Catalin Bogos	Resources	Internal Governance		No	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 February 2020	13/02/20 EX		06/02/2020					Jenny Graham	Place	Transport and Countryside		No	No
EX3870	Playing Pitch Strategy	To adopt the strategy.	EX	01 February 2020	13/02/20 EX		06/02/2020					Jim Sweeting/ Paul Anstey	Place	Public Health and Community Wellbeing		No	Yes
EX3797	Revenue Financial Performance Report - Q3 of 2019/20	To inform Members of the latest financial performance of the Council.	EX	01 February 2020	13/02/20 EX		06/02/2020					Melanie Ellis	Resources	Finance		No	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	13/02/20 EX		06/02/2020					Shannon Coleman-Slaughter	Resources	Finance		No	No
EX3861	Contract Award Summary Report – Education Packages for Young People with Severe Social Emotional and Mental Health Difficulties (Paragraph 3 – information relating to the financial/business affairs of a particular person)	To seek Executive approval to award a contract which is over £2.5m	EX	01 February 2020	13/02/20 EX		06/02/2020					Vickie Collins	Resources	Children, Education and Young People		Yes	No
GE3828	Grant Thornton – Audit Opinion on 2018/19 Financial Statements - ISA260	To note Grant Thornton's Audit Opinion in respect of the 2018/19 Financial Statements ISA260.	GE	01 February 2020			24/01/2020		03/02/20 GE			Andy Walker	Resources	Finance		No	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					Moirá Fraser	Resources	Leader, Strategy and Communications	Corporate Directors and Heads of Service	No	No
C3813	Statutory Pay Policy 2020	To seek Council's approval of the Statutory Pay Policy Statement for publication from 1st April 2020.	C	01 March 2020			24/02/2020	03/03/20 C				Abi Witting	Resources	Internal Governance		No	No
C3809	Investment and Borrowing Strategy 2020/21	In compliance with the Local Government Act 2003, this report summarises the Council's Borrowing Limits as set out by CIPFA's Prudential Code and recommends the Annual Investment and Borrowing Strategy for 2020/21	C	01 March 2020	13/02/20 EX		06/02/2020	03/03/20 C				Gabrielle Esplin	Resources	Finance		No	No
C3709	Review of the Property Investment Strategy	To undertake the annual review of the Strategy	C	01 March 2020			24/02/2020	03/03/20 C			09/01/20 PIB	Richard Turner	Resources	Finance		No	Yes
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 March 2020			24/02/2020	03/03/20 C				Jo Watt	Resources	Internal Governance		No	Yes
C3810	Medium Term Financial Strategy 2020/21 to 2022/23	To agree the medium term financial planning and strategy for the organisation	C	01 March 2020	13/02/20 EX		06/02/2020	03/03/20 C			23/01/20 BB	Melanie Ellis/Andy Walker	Resources	Finance		No	No
C3812	Revenue Budget 2020/21	To consider and recommend to Council the 2020-21 Revenue Budget.	C	01 March 2020	13/02/20 EX		06/02/2020	03/03/20 C			23/01/20 BB	Melanie Ellis/Andy Walker	Resources	Finance		No	No
C3811	Capital Strategy and Programme 2020/21 to 2022/23	To outline the three year Capital Strategy for 2020 to 2023, including the Minimum Revenue Provision (MRP) and to set out the funding framework for the Council's three year Capital Programme for 2020 to 2023.	C	01 March 2020	13/02/20 EX		06/02/2020	03/03/20 C			23/01/20 BB	Shannon Coleman-Slaughter	Resources	Finance		No	No

West Berkshire Council Forward Plan

4 February 2020 - 31 May 2020

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EX OR C	REPPIR 19 - AWE DEPZ Approval	To agree the DEPZ areas for AWE Aldermaston and Burghfield.	EX	01 March 2020	TBA			TBA				Carolyn Richardson	Place	Environment		No	Yes
EX3745	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 March 2020	26/03/20 EX		18/03/2020					Richard Turner	People	Finance		Yes	No
EX3715	Key Accountable Performance 2019/20: Quarter Three	To report Q3 outturns for the Key Accountable Measures which monitor performance against the 2019/20 Council Performance Framework. To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively. To present, by exception, those measures that are predicted to be 'amber' or 'red' and provide information on any remedial action taken and the impact of that action. To recommend changes to measures/targets as requested by services.	EX	01 March 2020	26/03/20 EX		18/03/2019			21/04/2020		Catalin Bogos	Resources	Internal Governance		No	No
EX3807	Cultural Strategy	To adopt the Council's Cultural Strategy post the consultation exercise.	EX	01 March 2020	26/03/20 EX		18/03/2020					Paul James	Environment	Public Health and Community Wellbeing		No	Yes
ID3701	West Berkshire Council Forward Plan – 16 April 2020 to 31 July 2020	To agree the Forward Plan for the next four months.	ID	01 March 2020		12/03/2020	04/03/2020					Moira Fraser	Resources	Leader, Strategy and Communications	Corporate Directors and Heads of Service	No	No
ID3867	Three Year Highway Improvement Programme 2020/21 - 2022/23	To seek the approval of the Executive Member for Transport and Countryside to implement the draft Three Year Highway Improvement Programme for 2020/21 - 2022/23 and proceed with the 2020/21 improvement programme.	ID	01 March 2020		01/03/2020	tbc					Andrew Reynolds	Place	Transport and Countryside		No	Yes
ID3874	Network Management - Minor Works Programme	To seek approval for the Minor Works Programme (formerly known as the Traffic Management and Road Safety Works Programme) for 2020/21.	ID	01 March 2020		05/03/2020	26/02/2020					Neil Stacey	Place	Transport and Countryside		No	Yes
EX3746	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 April 2020	30/04/20 EX		22/04/2020					Richard Turner	People	Finance		Yes	No
EX3758	Economic Development Strategy and Delivery Plan	To approve the final version of the Economic Development Strategy following public consultation.	EX	01 April 2020	30/04/20 EX		22/04/2020					Gabrielle Mancini	Place	Economic Development and Planning		No	Yes
EX3831	Environment Strategy	To adopt the post consultation strategy.	EX	01 April 2020	30/04/20 EX		22/04/2020					Paul Anstey	Place	Environment		No	Yes
GE3637	External Audit Opinion 2018/19	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 Council in relation to the 2018/19 audit year.	GE	01 April 2020			10/04/2020		20/04/20 GE			Shannon Coleman-Slaughter	Resources	Finance		No	Yes
GE3688	Internal Audit Plan 2020/21	To outline the proposed internal audit work	GE	01 April 2020			10/04/2020		20/04/20 GE			Julie Gilhespey	Resources	Internal Governance		No	Yes
GE3690	Internal Audit – Interim Report 2019-20	To update the Committee on the outcome of internal audit work	GE	01 April 2020			10/04/2020		20/04/20 GE			Julie Gilhespey	Resources	Internal Governance		No	Yes
GE3689	External Audit Plan 2020-21	To provide Members with a copy of the External Audit Plan for 2020-21	GE	01 April 2020			10/04/2020		20/04/20 GE			Julie Gilhespey	Resources	Internal Governance		No	Yes
ID3873	Case Programmes for Public Rights of Way Work for 2020/21	To report progress on the Case Programmes for 2019/20 and to recommend Case Programmes for 2020/21.	ID	01 April 2020		01/04/2020	tbc					Elaine Cox	Place	Transport and Countryside		No	Yes
C3687	Monitoring Officer's Annual Report to the Governance and Ethics Committee –2019/20 Year End	To provide an update on local and national issues relating to ethical standards and to bring to the attention of the Committee any complaints or other problems within West Berkshire.	C	01 May 2020			10/04/2020	12/05/20 C	20/04/20 GE			Sarah Clarke	Resources	Internal Governance		No	No
C3838	Amendments to the Constitution	To consider amendments arising out of the Constitution Review Task Group.	C	01 May 2020			10/04/2020	12/05/20 C	20/04/20 GE			Moira Fraser	Resources	Internal Governance		No	Yes

Overview and Scrutiny Management Commission Work Programme 2019/20 and 2020/21

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 5 January 2020

No.	Ref	Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?
Special Meeting (date tbc)							
4	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	tbc	Internal Governance	OSMC decision
21 April 2020 (Report deadline 13 April 2020)							
5	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.	tbc	This report applies to all portfolios.	OSMC decision
6	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 and 2020/21

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 5 January 2020

No.	Ref	Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?
tbc July 2020							
7	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
8	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							
9	OSMC	Commercialisation Part 2: Commercial Board Update	<i>Corporate Effectiveness</i>	To report to the Commission the Board's activities and achievements, what revenue had been achieved and how this was tracked.	Andy Sharp	Finance	OSMC decision
Task Groups (dates to be confirmed unless indicated)							
10	Task Group	London Road Industrial Estate <i>Ongoing</i>	<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.	tbc	Internal Governance	
11	Task Group	ICT/Digital Transformation <i>To begin upon completion of the London Road Task Group</i>	<i>Corporate Effectiveness</i>	The explore the capacity of the IT and Digital Services to support transformation projects in the organisation	tbc	Internal Governance	