



A shared service provided by Bracknell Forest Council, West Berkshire District Council and Wokingham Borough Council

PERFORMANCE INFORMATION

Summary for Members of the Joint Public Protection
Committee

**Quarter 4 2018-19
Year End Outturn**

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1. Summary

This quarter has focussed again on the change to the structure, identifying priorities for 2019/20 and completion of projects within 2018/19. The new Strategic Managers were appointed and their focus has been on identifying the next stages to get the operating model and structure working. This change has meant that some strategic projects have been put on hold until new owners or team are able to take them on. This is also the case for some of the projects linked to the priorities, it has been necessary to determine which may continue and which need to reach project closure as the year ends.

As the service continues to develop and grow we continually look at our performance and how we can improve (we now have an active Improvement Action Log for our Quality Management System).

2. Key Strategic Progress

Finance	<ul style="list-style-type: none">Year-end work commenced to ensure that invoices and purchase orders were completed in a timely manner. End of year outturn £2K overspend.
HR	<ul style="list-style-type: none">The restructure process was completed in Q4 and new Strategic Managers appointed (see attached top level structure chart Appendix D)
ICT	<ul style="list-style-type: none">Procurement commenced for a single case management data base for the service.A meeting was held with IT representatives from all 3 Local Authorities present to progress some short term gainsReview of the IT provision was undertaken to better inform the PPP ICT Strategy
Property	<ul style="list-style-type: none">It was agreed that permanent Planning Permission for Theale be sought to ensure continuity when temporary permission expires, this is alongside the overall accommodation strategy.
Legal	<ul style="list-style-type: none">Due to loss of key personnel the Case Management Unit have incurred delays in progressing some cases, priority has been for cases which meet the PPP priorities.Recruitment now underway and it is anticipated the team will be at full strength again by August 2019.
Performance and Service Development	<ul style="list-style-type: none">Work is needed with new Members to better develop their Key Performance IndicatorsWe have, where possible tried to link in with the KPI setting for the individual authorities
Business Development	<ul style="list-style-type: none">We were unsuccessful in our bid for the Management of Letting Agents at a National level, we were in the last 3 shortlisted and our bid was well received.We continue to seek opportunities with partner authorities and for external funding to support projects and investigations
Risk (Emergency Planning and Business Continuity)	<ul style="list-style-type: none">Work continues on developing the Business Continuity Plan

3. Communication and Community projects

- The service has issued 8 press releases in quarter 4 and has received 18 direct media inquiries, these have resulted in 27 mentions in the press. Whilst these are lower than previous quarters they are higher than Q4 for 2017/18

Service Area	Q4 data				Year Total
	Internet	Print	Radio	TV	
Generic PPP		3			6
Commercial					5
Environmental Quality		1			10
Licensing	3	5			51
Partnership Support					3
Residential	2	1			9
Response	2				4
Trading Standards	5	3	1		35
Trading Standards/PPP Case Management Unit		1			18
Year Total					147

Table 1: number of media interactions based on subject area and media type.

4. Business plan and Strategic Programme

During Q4 the Joint Management Board developed their action plan. The Strategic Managers held regular meetings to manage the transition to the new structure and a Change Management Team was set up to support colleagues and act as a focus for questions and queries. As part of the process of effecting change in the service they have taken on some areas of the strategic programme within an agreed action plan which will form part of this report in the future.

4.1. Strat 1 – Operating Model

- Teams have continued to operate projects in line with or aligned to the work plans agreed previously. The status of these projects are reported monthly to the Joint Management Board and they are able to review any red risks and consider new projects.
- The review has looked at how the structure and workflow can be improved to help better mobilise the model. This will start to take effect in Q4 with the new structure in place for 1st April 2019.

4.2. Strat 2 Staff Development and Management

- No appraisals were carried out in Q4, probationary meetings, 1:1's and other performance meetings were carried out as appropriate.
- A skills audit for the service was sent to all staff, this will form the basis of discussions with managers and be a key part of the development of the staff within the PPP and encourage the opportunities for development and increased resilience in key areas.
- Through the change management group a number of questions around personal development were posed and taken into consideration when determining the placing of

staff within the new structure. A number of new posts have been identified within the restructure process which will provide opportunities.

- Training courses were attended on a wide range of subjects.

4.3. Strat 3 ICT Strategy

- The draft strategy has been prepared, however there needs to be more strategic ICT input from the partner authorities before a decision can be made around the overall strategic direction of the PPP.
- Work on the procurement of the single system was stopped to enable further market testing.

4.4. Strat 4 – Budgets

- There continues to be monthly meetings with the West Berkshire accountant.
- 2018/19 outturn was a £2K overspend.
- Licensing income was again challenging in 2018/19

4.5. Strat 5 Cllrs and JMB Relationship

- The officer acting up as Principal for Licensing Governance has developed well and all reports to the various licensing committees are being taken to the Joint Management Board for consideration in line with all other reports.
- We have set up processes for dealing with corporate issues such as Freedom of Information requests alongside Councillor complaints.

4.6. Strat 6 – Charging For Services

- No progress in Q4 on this other than links with Fees and Charges work.

4.7. Strat 7 – Local Agreements

- This area has not progressed. Existing agreements have been consolidated.

4.8. Strat 8 – Accommodation

- Within the Joint Management Board action plan accommodation is one of the areas for progression.
- It has been necessary to raise a number of IT related issues with regards to the Theale Hub. We are working with West Berkshire IT and will look to progress some of these once the overall strategy is confirmed.

4.9. Strat 9 – Performance Monitoring

- We now have a working performance framework capturing Measures of Volume, Performance indicators (including the range of where and to who these are reported) and

project management RAG status reporting. These are reported to Joint Management Board monthly and are available at any time.

- The new structure will help focus KPI's on the priorities with other indicators being more about the process and not outcomes.

4.10. **Strat 10 – Working Conditions – Health and Safety**

- Paul Anstey is leading the West Berkshire Health and Safety review of his service (which includes the PPP). This is progressing and once processes are agreed they will sit within the service quality management system.
- No suitable replacement lone working system has been established as a replacement for our existing provider. An interim measure will be in place until West Berkshire corporate system in place.

4.11. **Strat 11 – Primary Authority Partnership (PAP)**

- No changes in PAP status, Invoices for work in 19/20 have been sent to the companies.

4.12. **Strat 12 – Emergency Planning and Business Continuity**

- This is under review following the restructure.

4.13. **Strat 13 – Quality Framework for PPP**

- Work continues in this area and an updated Project Plan is attached as Appendix C

5. **Inter Authority Agreement – Key Performance Indicators for 18/19**

- The key performance indicators identified to monitor outcomes of the control strategy are detailed within 6.2 Core Priority Work.
- At the Joint Public Protection Committee in September 2018 it was resolved to remove a number of the KPIs set out within the IAA and retain the following:

- Effective budget management and use of resources
- Maintain high levels of customer and business satisfaction

5.1 **Effective budget management and use of resources**

- By using Project Methodology and the National Intelligence Model the Strategic Tasking Group and Joint Management Board have the ability to scrutinise resources to ensure the delivery is in the highest priority areas.
- We have introduced a KPI around income and expenditure

1819-075	Quarter 4
Management of budget to within 1% of baseline	Budget outturn £2K overspend

1819-076	Quarter 4
Management of income to within 5% of budget	Achieved

- Budget management remains difficult. Income has fallen short of budgeted expectation. This was mitigated in 2018/19 by better than anticipated income levels from HMO licensing as well as grant support for larger investigations
- The mitigations in place include balancing budgets from vacancy savings and review of all discretionary fees and charges focussing on full cost recovery.
- Outturn was within 0.5% of net budget

5.2 Maintain high levels of customer and business satisfaction

- The monthly customer satisfaction responses show an inconsistency in the response, the trend of improvement would have been shown during Q4 however there was an unusually poor response in February. This has been analysed and there is no obvious reason for this such as a particular member of staff or process.
- The overall percentage figure remains a Key Performance indicator and it has been disappointing to see the lower figures, this is skewed by the low response rates which continue, we are reviewing customer journey which will identify where some of the negative experiences have come from.
- In contrast to the formal feedback route we continue to receive positive responses directly to the officers and these show personal experiences of how the PPP had made a significant positive impact:

“Thank you from the bottom of my heart for your participation in this very happy conclusion to this very stressful situation. I wish you and your colleagues many happy conclusions this year you all do an amazing job.”

“When you first came I thought ‘what a cheek’. By the time you had finished I though what a great service and you managed to get me refunded the £99.99 even before you had left Thank you.”

“I popped in last week and was delighted to see there were no electrical goods on sale and 2 prominent notices warning staff not to sell untested electrical goods. Well done and thank you for taking my report seriously. Excellent result, thank you.

“Thanks again for your comprehensive talk helping us (and friends and family) not to be scammed and for raising our awareness of the vulnerability of people in the community to this form of crime. You are clearly a busy man doing a very worthwhile job.”

” Just a quick note to thank you again for your help with this. As a result of your email, Groundsure have revised the report to a “pass” which we are delighted with. We have also had a very reasonable quote for indemnity insurance (£170 for 25 year transferrable cover on £217,500), despite being told we would not get insurance if we have spoken to yourselves! All in all, very happy all round and we can proceed with the sale”

“My Mother was withdrawn from the family being horrid to the point my husband and her grandchildren would no longer visit. When I visited she talked constantly about wishing she was with my dad who recently passed. After your visit and installing the call blocker and your visits over the following month she is now back playing bowls which she played with my dad and has even invited us over for dinner the relationship between my husband and grandchildren has improved. Thank you”

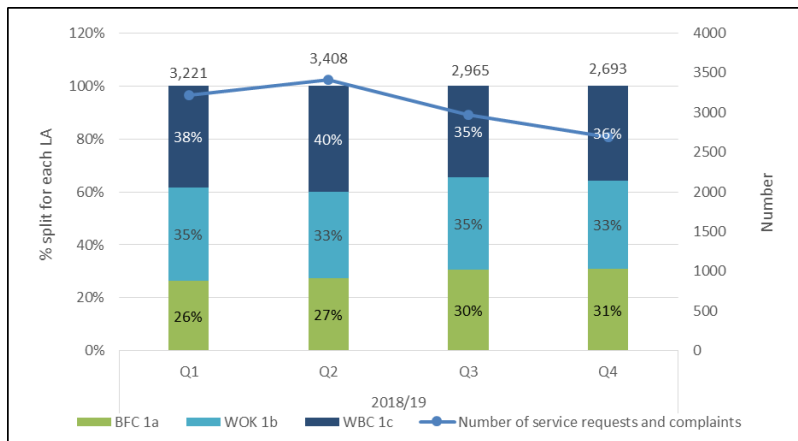
- We have a process in place for following up on particularly poor responses and also ensure service improvements are actioned (when appropriate), this is a key area of the Quality Management System and amendments should be noted in the Improvement Action Logs.

1819-060 Customer Satisfaction	2018/19 Annual Percentage
80% of service users satisfied with Public Protection Partnership	66%
<p>The evaluation of this demonstrates that a particularly low response rate has ultimately made this a very unreliable source of information. We received over 12,000 requests for service and the response rate was less than 1%. The Joint Management Team are working on ways to improve this position and this includes an online survey platform.</p>	

6. Service Performance across the Partnership

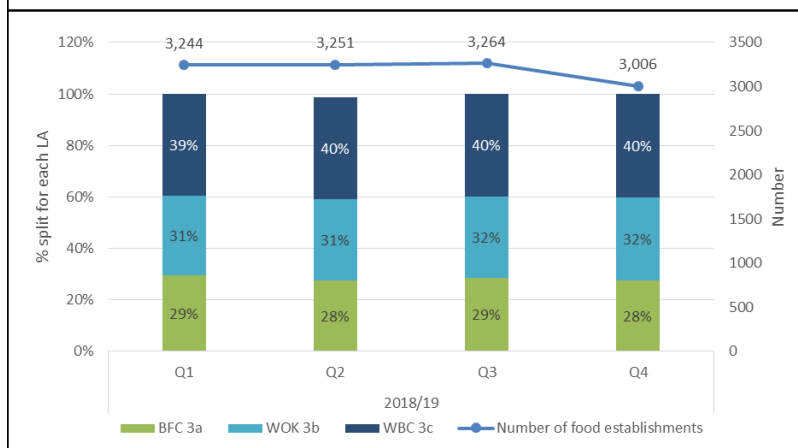
6.1 Measures of Volume and Key Demographics

- Quarter 4 data is now populated and we can start to identify indicators of trends and going forward we can start to identify resource issues, potential impacts on the service, better inform our strategies. We can also look at the year on year data.



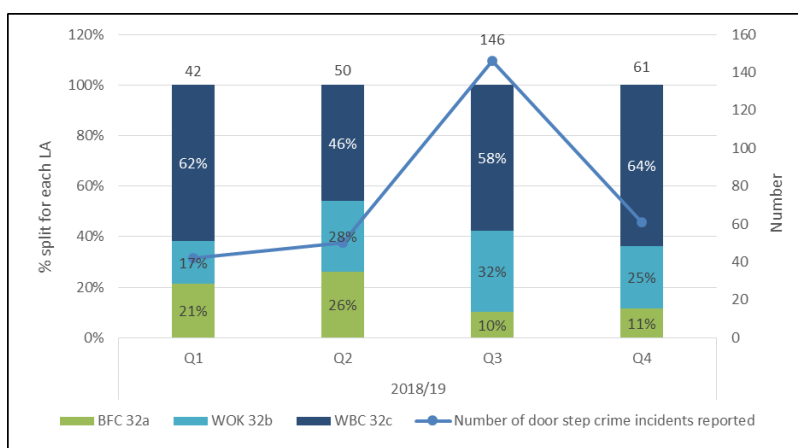
No of Service Requests and Complaints

- The overall number of service requests received in Q4 continued dropped across all 3 authorities. We have also improved system auditing to reduce duplications in the system, we have set up training and better working relationships with the Customer Care teams at each authority.



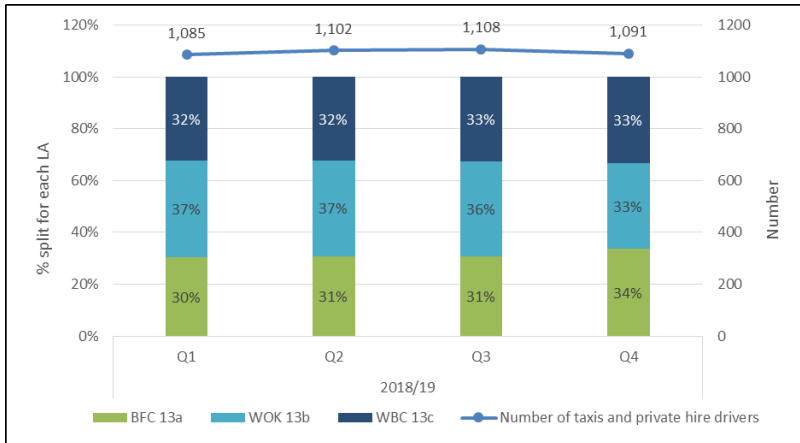
No of Food Establishments

- The number of food establishment has increased in West Berkshire and Wokingham by a small amount (there was a drop of 3 within Bracknell) and remains a useful tool for predicting future impact on resources. Indicators such as undertaking inspections of all new premises within 28 days of opening can be affected when there are sudden increases.



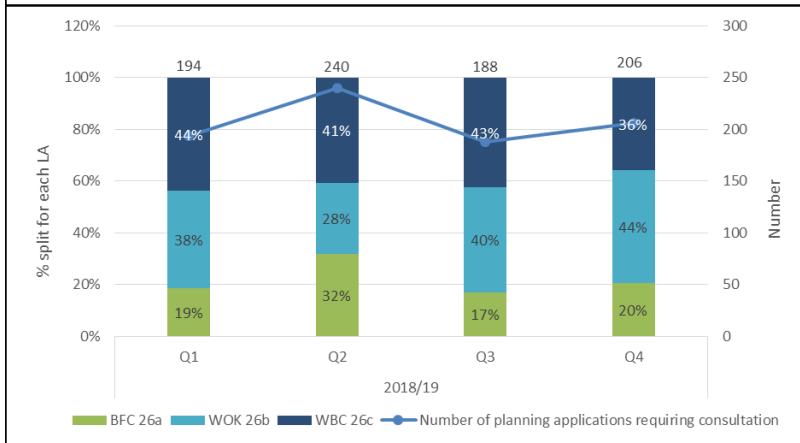
No of Doorstep Crime Incidents reported

- Note that the peak in Q3 was due to corrections of Q1 & 2. Q4 reporting was The focus on this priority area has shown a massive 382% increase from 62 reported 17/18 to 299 in 2018/19.



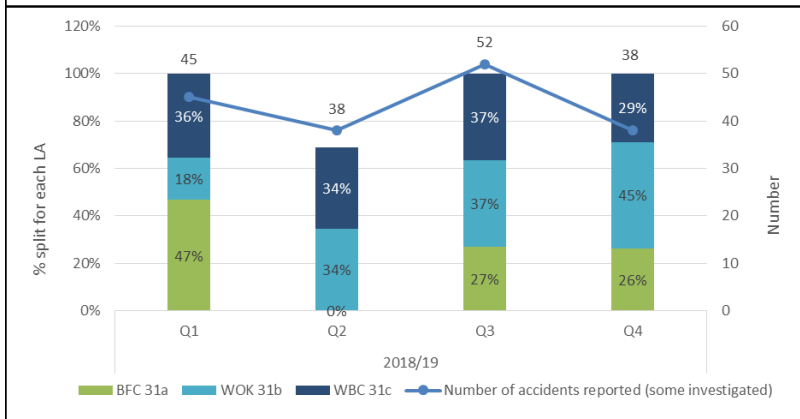
No of Taxis and Private Hire drivers

- This measure can help identify the effectiveness of campaigns and interventions. We receive reports from a number of sources and we can obtain large amounts of intelligence



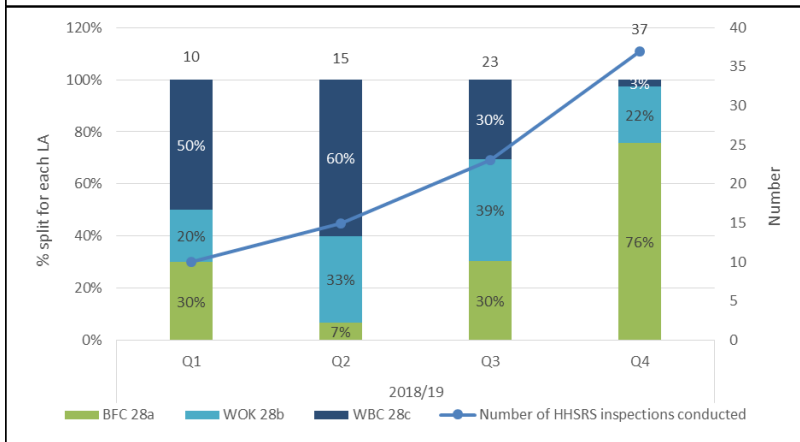
No of Planning applications requiring PPP input into consultation

- The increase in Wokingham applications (44%) coincides with an increase in more complex SDL and Town Centre Regeneration condition discharge applications and reserved matters applications for new roads and various SDL phases. Apart from an increase in Bracknell in Q2 the proportion in Bracknell remains fairly static



No of accidents reported (some investigated)

- We have seen an increase in the number of reports in Q3, we will analyse these and see if they are associated with particular types such as overstocking for Christmas and identify any future project areas we may wish to focus on.



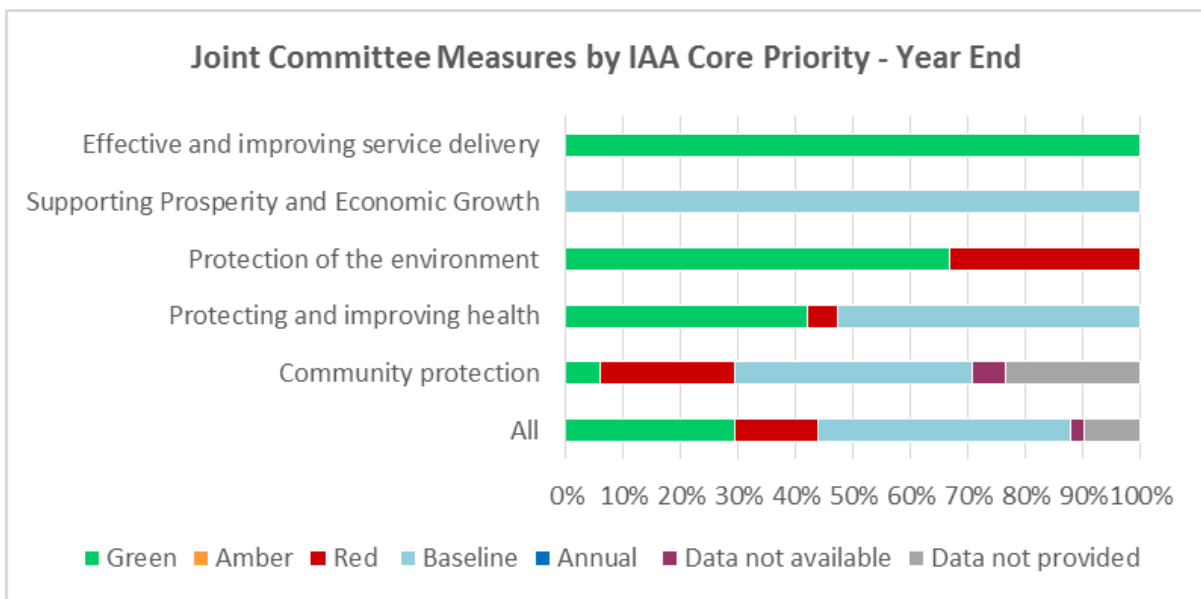
No of HHSRS inspections conducted

- We have seen an increase in the number of full Housing Health and Safety Rating System inspections as a result of increased demand through the changes to the HMO Licensing regime; we have also improved on officer monitoring to ensure accurate record keeping

6.2 Core Priority Work

- Key projects continue in quarter 4 with some new or delayed projects starting. There are currently 87 KPI's for the PPP as a whole (many are subdivided across the 3 areas to assist with any trend analysis). Completed projects include:
 - Air Quality Action Plans
 - Licensed Caravan Sites
 - Doorstep Crime
 - Counterfeit goods sold online
 - Outdoor events
 - Zero and one star rated food premises
 - Communications Strategy and Action Plan
 - Health education
 - Age restricted sales e.g. think 21 and vaping
 - Surveying areas for Houses in Multiple Occupation
 - Standardising planning conditions

- A summary of these are included in the table below.



- There are a number which are being reported as red, some of these are back on track but will not meet the target at year end.

- As we are moving to monitoring the outcomes and impacts of our activities and away from simply % of X inspected we have a larger number of baseline indicators. In 2019/20 we will be seeing more indicators with commentaries and be better placed to show the difference we make to the wider community.

- The following projects are those ending the year as a Red risk. Some of these were identified earlier in the year such as work on Planning Applications and mitigation was in place to deal with these, however they remain a Red risk. They have been reported to the Joint Management Board, along with other areas of red risk in projects and pieces of work only reported directly to the Board.

Measure Title	Ref.	Team Manager	Target	Q1 RAG/ Outturn	Q2 (YTD) RAG/ Outturn	Q3 (YTD) RAG/ Outturn	Q4 (YE) RAG / Outturn	Comment
<u>Priority: Protection of the Environment</u> % of planning consultations responded to within the local planning authority's timescales	1819-007	Joe Dray	90%	◆ 84.5%	■ 75.4%	■ 80.2%	■ 80.8%	Not achieved across 3 authorities in Q4 due to other demands on our time, end of year annual leave and absence. Additional work from PPC inspections also had impact.
<u>Priority: Community Protection</u> Number of multi-agency school vehicles checked (2 per LA)	1819-021	Julia O'Brien	6	★ 2	★ 3	★ 4	■ 5	2 checks completed in West Berks and Bracknell. Only 1 in Wokingham.
<u>Priority: Community Protection</u> % of multi-agency scrap metal checks carried out (1 per year)	1819-032	Julia O'Brien	75%	★ .0%	★ .0%	◆ 26.3%	■ 52.6%	Resource issues which included long term absence of key staff
<u>Priority: Community Protection</u> % of Private Hire operators inspected (2x per year)	1819-023	Julia O'Brien	100%	◆ .7%	■ 13.1%	■ 26.7%	⌚	Resource issues which included long term absence of key staff
<u>Priority: Community Protection</u> % of premises that have applied for a designated premise supervisor (DPS) variation vested within 28 days of application	1819-024	Julia O'Brien	75%	◆ 7.2%	◆ 7%	■ 9.6%	■ 8.5%	YTD: 22 / 260 Lack of resource and other priority work.

Priority: Supporting Prosperity and Economic Growth Produce and circulate newsletters to licencees and members of the taxi trade	1819-033	Julia O'Brien	2	◆ 0	◆ 0	★ 0	■	Delayed	Newsletters drafted and awaiting final sign off and circulation. delivered early Q1 2019/20
Priority: Protecting and Improving Health Number of car dealers visited to check the validity of information supplied (car history / warranties etc.) to customers during 2018/19	1819-056	John Nash	20	★ 3	★ 13	■ 13	■	13	Resource issues which included long term absence of key staff and long term investigation work.

Other Key Performance Indicators are highlighted below which demonstrate where the service is focussing on the priorities of the service and the areas of:

- Community Protection
- Protecting and improving health
- Protection of the environment
- Supporting prosperity and economic growth
- Effective and improving service delivery

<u>1819-080 Door step crime and mass marketing</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
Amount of money recovered/saved and loss prevention through intervention by PPP Trading Standards activities (snapshot figure)	£39,816	£65,537 Direct advice with a local business prevented a scam pay-out of £39,487	£58,185	£57,850	£216,153

It should be noted that as individual Council services, pre PPP, it was not possible to collate this information and demonstrate the impact on people's finances.

<u>1819-27 Legal Actions</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
Number of PPP Non RTA legal actions concluded	4	3	5	5	17
Number of PPP RTA Legal Actions Completed	Annual	Annual	Annual	Annual	51
Number of Legal Actions for OCC/RBFRS Completed	Annual	Annual	Annual	Annual	44
Total Number of years Custodial Sentences (Including Suspended) * see below	Annual	Annual	Annual	Annual	11.5 Years (26 months)

<u>1819-081 Legal Actions</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
Amount of money reclaimed through Proceeds of Crime Act orders	27.7K	0	18.3K	5K	£51K
<u>1819-018 Environmental Nuisance</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
% of events on the annual event monitoring plan attended	12/12 - 100%	5/5 - 100%	Monitoring programme completed during Q2. Planning for 19/20 events		100%
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
75% of poorly performing premises (rated 0 or 1 on the Food Hygiene Rating Scheme) that meet satisfactory compliance by their next full inspection. Showing improvement in practices to protect residents	This figure will be reported annually to account for the extended timescales for inspections. It will track progress of those premises rated zero and one at the start of the inspection year.				91.7%
<u>1819-037 Food Safety at businesses premises and in the home</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
% of premises required to make improvements following a food inspection visit (baseline)	165/270 61.1%	211/324 65.1%%	173/290 59.7%	222/397 55.9%	60.2% Baseline report
<u>1819-056 Car Sales interventions</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
Number of car dealers visited to check the validity of information supplied (car history / warranties etc.) to customers during 2018/19	Project starts Q2	13 inspected to date (1/3 of traders)	0 Inspections - Project timetable has been extended by 6 months	0	13 out of target 20
<u>1819-025 Community Protection</u>	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year End
% of premises that meet satisfactory compliance following a licence inspection. (Baseline)	87.2%	94.7%	66.7%	92%	80.5% Baseline report
CP 1 - Doorstep Crime interventions					Year End
Total amount of financial detriment					£50,295
Number of incidents					299
Interventions with offender at premises (rapid response incidents)					39
Number of routine patrols					10

Custodial Sentences:

Bracknell - Doorstep Crime - 2 x **Bracknell** Victims and 1 x Kingston Victim – Fraud – Total Value approximately £380K – 4.5 years imprisonment.

Bracknell Car Dealer – Unfair Trading and Fraud – Three years custodial sentence (reduced to 2 on Appeal)

West Berkshire Based Car Dealer – sentenced to four years imprisonment for five offences of fraud by false representation and 5 offences of possession of articles for use in a fraud

West Berkshire Based Driving Licence Website Business – sentenced to 9 months suspended sentence for unfair trading - £75,000 costs award

Wokingham Borough / Somerset Based Counterfeit good sellers – conspiracy to breach the Trade Marks Act 1 x 16 month custodial (suspended), 1 x 9 months (suspended)

West Berkshire Based Counterfeit goods sellers – offences contrary to the Trademarks Act 8 weeks custodial (suspended)

7. Service Complaints and Information Requests

- The relevant areas of the Quality Management procedures are developed across the PPP to provide improved consistency.
- There continues to be no differentiation where the Councillor is making a general enquiry as opposed to a formal complaint. We will look at how we can best capture this moving into 2019/20. This is linked to the strategic projects around the JMB and Councillors relationship.
- Nearly 10 FoI requests as a service in a week.

Authority	Quarter 4				Year End Total			
	Cllr	MP	FOI	Other	Cllr	MP	FOI	Other
Bracknell Forest	6	0	52		34	0	175	
West Berkshire	5	1	60		22	2	95	
Wokingham	7	0	16		20	1	246	

8. Risk profiles

- The operational and strategic risk register is maintained regularly and reported to the Joint Management Board at each meeting. This has been translated into the table below.

	<u>Extreme Impact – Unlikely</u>	<u>Extreme Impact – May occur</u>	<u>Extreme Impact – Likely</u>	<u>Extreme Impact - Certain</u>
Level of impact ↑	<u>Major Impact – Unlikely</u>	<u>Major Impact – May occur</u>	<u>Major Impact – Likely</u>	<u>Major Impact - Certain</u>
	<ul style="list-style-type: none"> Failure to deliver responsibilities as ‘Food Authority’ Failure to deliver responsibilities as ‘Health and Safety Authority’ Inability to adapt to a change in legislation Action taken by the Local Government Ombudsman for failing to deal with a complaint effectively Resources unavailable to maintain technical competency Civil claim against the service for professional negligence Failure to deliver responsibilities as the ‘Licensing Authority’ Data security incident Evidence compromised Inability to conduct secure interviews under caution 	<ul style="list-style-type: none"> Unavailability of technically competent staff Deficient professional oversight of criminal investigation Action taken by the Information Commissioner for failing to deal with and FoI or GDPR request Failed performance indicators Case Management system failure Poor customer satisfaction Low staff levels 	<ul style="list-style-type: none"> Low staff morale Reportable accident at work 	
	<u>Significant Impact – Unlikely</u>	<u>Significant Impact – May occur</u>	<u>Significant Impact – Likely</u>	<u>Significant Impact – Certain</u>
	<ul style="list-style-type: none"> Disagreement over policy direction Overspent budget Failure to deliver responsibilities as the ‘Gambling Authority’ 	<ul style="list-style-type: none"> Reduced Income 		
	Minor Impact - Unlikely	Minor Impact – May occur	Minor Impact - Likely	Minor Impact - Certain
	Likelihood →			

Red Risk Action Plans

- Where red risks have been identified plans are in place, this is an example of the types of actions which are being taken.

Low Staff Levels

- This has moved to an amber rating of major impact (may occur) as we have successfully recruited to a number of posts and enabled acting up in others to ensure resources have not been lost from the service. There is still a demand from Team Managers for more resource but work needs to focus now on ensuring the right resources and personal development and improving the skill set of the service.

Low Staff Morale

Action	Date (2018/19)	R/A/G status	Q1 Previous Comment	Q2 Previous Comment	Comment
Review of service by external organisation (to identify solutions to making further improvements)	July-Oct	G		Report to JMB on 19 th October – on track.	Review completed and proposals presented to the board
Mixed staff workshops planned for development of strategic assessment (19/20)	September	R	Project plan needed and meetings still to be booked	Sessions deferred to November 2018	These are now booked in Jan/Feb due to consultation process
Mixed teams for Website development	July	G		Team working well together and on target to deliver	Continues to meet to deliver website (currently being edited)
Internal review of response team and relationships with operational teams	September	G	Process in development but not ready	Seconded Principal EHO to team has worked well in developing workable solutions with the other teams	Relationships continue to develop. Other acting up roles have helped show progression opportunities in the service
Building relationships within each authority by attending Management Team meetings	On-going	G		Continues to work well and internal relationships/visibility improving	As previously these have continued and help with visibility
Newsflash – staff newsletter to share more positive feedback from customers	On-going	G		JPPC and JMB members now receiving Newsflash	

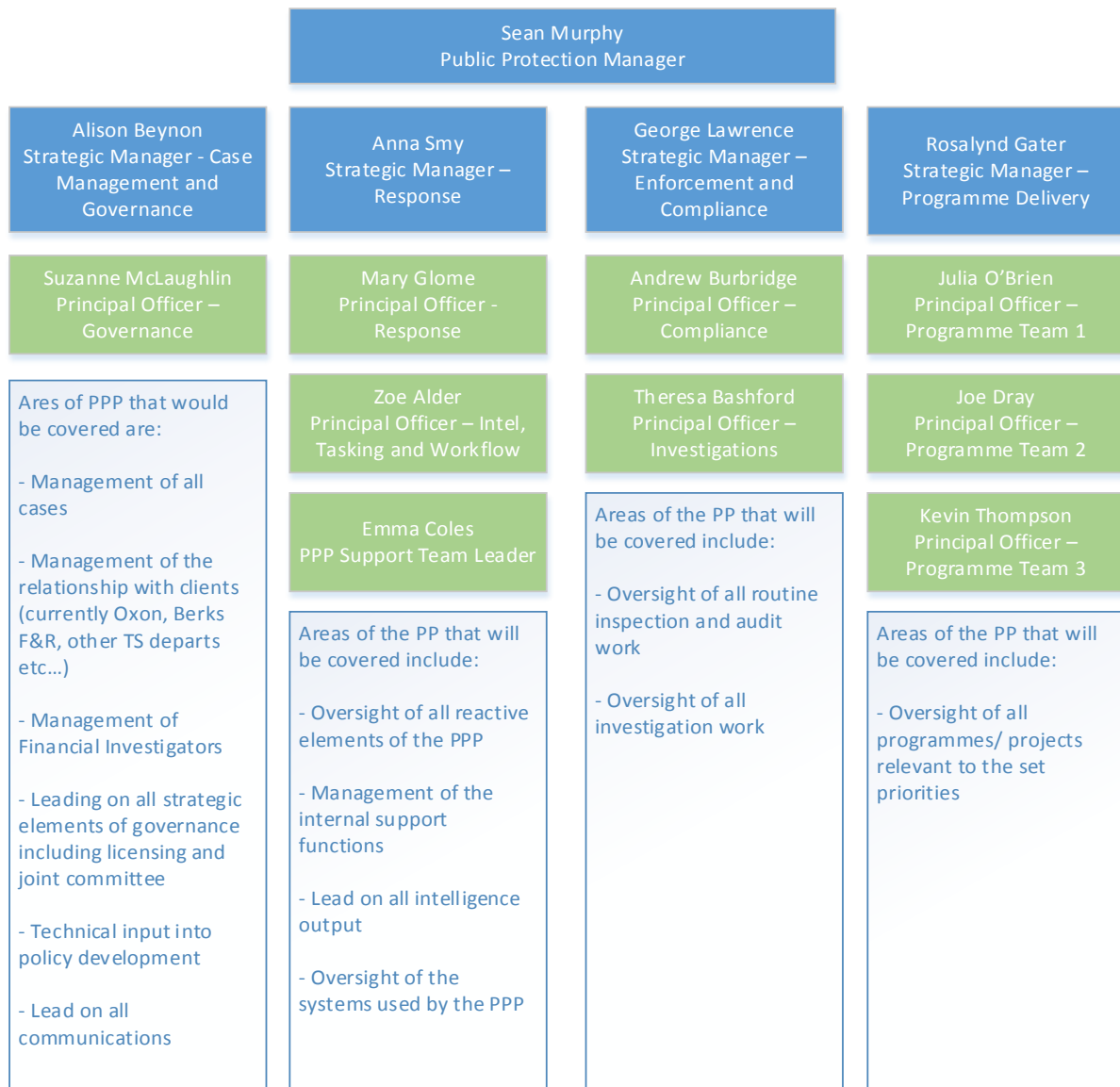
This action plan will be re-evaluated in Q1 2019/20 and staff will be engaged via survey to determine if sufficient improvement has been made.

Reportable Accident at Work

Action	Date	R/A/G status	Q1 Previous Comment	Q2 Previous Comment	Comment
Update of all contact details	August	G			Included in overall review and Business Continuity work
Procedure for updates and changes	On-going	G			
Review of Health and Safety processes at all buildings PPP operate from	September	A	Accommodation changes impacting on delivery	Information flow for some buildings still an issue	Number of meetings and site visits undertaken
Responsible Person for buildings appointed	September	A			

This is part of a wider review being undertaken by the host employer, West Berkshire, which includes an update of all risk assessments and safe systems of work.

9. Structure chart and functions



10. Primary Authority Partnerships (PAPs)

- There were no new PAP’s in Q4 and no PAP’s ceased arrangements.

11. Contracts with other organisations

- There have been no changes in quarter 4 and work for other agencies continues and is monitored in line with resource needs across the PPP.
- Work on the BID for Letting Agents contract in December 2019 – unfortunately this was not successful. It does provide a useful template for similar bids going forward.

12. Customer charter / Service commitments

- Nothing further to report from Quarter 4.