

Notice of Meeting

Resource Management Select Committee

Monday, 13th September 2010 at 6.30pm
in Committee Room 1 Council Offices
Market Street Newbury

Date of despatch of Agenda: Friday, 3 September 2010

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
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www.westberks.gov.uk



**Agenda - Resource Management Select Committee to be held on
Monday, 13 September 2010 (continued)**

To: Councillors Jeff Brooks (Chairman), Richard Crumly, Dave Goff,
David Holtby, David Rendel and Laszlo Zverko (Vice-Chairman)

Substitutes: Councillors Jeff Beck, Tony Linden, Keith Lock and Julian Swift-Hook

Agenda

Part I

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1. Apologies To receive apologies for inability to attend the meeting (if any).	
2. Minutes To approve as a correct record the Minutes of the meeting of this Committee held on 12 July 2010.	1 - 8
3. Declarations of Interest To receive any Declarations of Interest from Members.	
4. Actions from previous Minutes <i>Purpose: To receive an update on actions following the previous Committee meeting.</i>	9 - 12
5. Procurement processes <i>Purpose: To continue work to review procurement processes in place across the Council.</i>	To Follow
6. Timelord <i>Purpose: To receive feedback from Heads of Service on their experience of the Timelord process and that of their staff.</i>	13 - 14
7. Stress Management <i>Purpose: To outline to the Committee the work being undertaken to manage stress and sickness absence within the organisation.</i>	15 - 22
8. Employee Attitude Survey 2009 - update on action planning <i>Purpose: To provide RMSC with an update on the actions that have taken place within services to address issues identified in the EAS 2009 survey results.</i>	23 - 38
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**Agenda - Resource Management Select Committee to be held on
Monday, 13 September 2010 (continued)**

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| 10. | Financial Performance Report
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Information item

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| 12. | Establishment Report Quarter 1 2010/11
<i>Purpose: To receive a report on the changes to the Council's Establishment over the first quarter of 2010/11.</i> | 63 - 88 |
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Andy Day
Head of Policy and Communication

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

RESOURCE MANAGEMENT SELECT COMMITTEE

MINUTES OF THE MEETING HELD ON MONDAY, 12 JULY 2010

Councillors Present: Jeff Brooks (Chairman), Dave Goff, Tony Linden (Substitute) (In place of Richard Crumly), David Rendel, Laszlo Zverko (Vice-Chairman)

Also Present: Councillor Keith Chopping, Leigh Hogan (Customer Services Team Leader), Jackie Jordan (Timelord Programme Co-ordinator), Mike Sullivan (Contracts and Procurement Officer), Andy Walker (Head of Finance), Stephen Chard (Policy Officer)

Apologies for inability to attend the meeting: Councillor Richard Crumly and Councillor David Holtby

PART I

17. Minutes

The Minutes of the meeting held on 11 May 2010 and 18 May 2010 were approved as a true and correct record and signed by the Chairman.

18. Declarations of Interest

There were no declarations of interest received.

19. Actions from previous Minutes

The Committee considered a report providing the information requested at the last meeting (Agenda Item 4).

Section 106 Contributions

Stephen Chard informed the Committee that all 16 S106 agreements which dated back to Berkshire County Council had been spent in their entirety.

Newbury Cinema subsidy

Andy Walker advised that an update was awaited on the cinema budget from supporting accounts.

No payment had to date been made by the Council to the cinema operator, although a provision had been made for potential liability costs. Payments for 2010/11 would be made in quarterly instalments of £25k. Andy Walker agreed to provide information on whether the £16k saving, identified from the 2010/11 budget, would contribute to the cost.

Chief Executive Directorate budget

It was noted that the delay in procuring the new CCTV contract had created additional underspend.

Mike Sullivan provided some background to the work on the CCTV contract. This was advertised as a Part B service under the category of security and monitoring services. Part B also covered services including hotel and restaurant services, legal services, education, health and social services. This meant there was greater flexibility with advertising and the process could be brought to a more timely finish. However, the

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process had to be restarted in line with the requirements of the Official Journal of the European Union (OJEU). A concern was therefore raised that repeating the procurement process would create an additional cost.

Mike Sullivan added for information that Part A services included, amongst others, those services relating to advertising, consultancy, IT and publishing. A full list of Category A and B services could be obtained from the Corporate Contracts and Procurement Unit. It was agreed that this discussion would continue as part of the procurement agenda item.

The reduced overspend within Legal and Electoral Services as a result of an increased income in the second half of the financial year was noted and it was queried whether this would be reflected in the forecasted budget for 2010/11. Councillor Keith Chopping assured Members that the trends of previous years would be observed to assist forecasting of budgets, although this had to be guarded when considering additional income.

Leigh Hogan advised that the one remaining vacancy in Legal and Electoral Services had recently been recruited to.

Concerns were raised regarding the increased underspend within the Chief Executive's Directorate in the second half of the financial year, particularly as this was felt to be a reoccurring issue. It was therefore agreed that the Chief Executive would be invited to attend the next meeting to discuss this further, data would also be requested on whether this was an issue in previous years and the reasons why.

Andy Walker pointed out that at month 6 there was agreement corporately to restrain in year expenditure and savings targets were set to try and contain the significant overspend in Adult Social Care.

RESOLVED that:

- (1) The item to discuss Property contracts and contractors in schools would be returned to at the next meeting.
- (2) Andy Walker would provide information on whether the £16k saving would contribute to the cost of the cinema.
- (3) The Chief Executive would be invited to the next meeting to discuss the underspend in that Directorate in recent financial years.

20. Procurement processes

The Committee considered a report (Agenda Item 5) detailing the procurement processes in place across the Council.

Discussion returned to the process followed with the CCTV contract and Mike Sullivan made the following points:

- Procurement Officers did get involved in the procurement of this contract, but not until the second stage when it transpired that the OJEU requirements had to be followed.
- The contract had been awarded to the Royal Borough of Windsor and Maidenhead after the restricted procurement process had been followed. This was the default process undertaken by the Council as set out in the Constitution.
- The restricted process was held over two stages. The first stage was open to companies to express an interest and submit copies of pre qualification documents. These were then evaluated in advance and short listed companies were invited to enter into the second stage of the process.

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- Open procurement processes were not, as a rule, conducted by the Council and could only be entered into with the approval of the Head of Finance and Head of Legal and Electoral Services. This procedure involved the provision of all appropriate documentation to all companies who had expressed an interest.

Mike Sullivan then went on to describe the more general procurement processes:

- Financial thresholds were in place. Under the Council's Contract Rules of Procedure (Part 12 of the Council Constitution), a minimum of one supplier was required to quote for contracts valued at lower than £10k, although a larger number was recommended by Procurement in order to ensure best value.
- A minimum of three suppliers were required to quote for contracts valued between £10k and £50k.
- Service areas were not required to inform Procurement of contracts valued at lower than £50k, although advice was at times sought.
- Procurement had been proactive in offering support to service areas where possible. This included the Quick Quote facility available to service areas on the Council's procurement portal. This contained a list of suppliers who had registered against specific sectors listed on the supplier side of the portal. This would ideally be rolled out for all contracts as well as the e-tendering process. Attempts had also been made to establish a list of forthcoming contracts so that these could be appropriately planned and all relevant service areas involved.
- Five potential suppliers were required for contracts valued between £50k and the European Union (EU) threshold of £156k. This threshold was for services and supplies; the capital works threshold was set at £3.9m. Service areas were required to notify Procurement of contracts valued at over £50k. It was confirmed that it was not compulsory for suppliers to be listed on the procurement portal to be able to bid for these contracts, but to access contract opportunities and to receive information relating to those opportunities, they would have to register on the portal in the first instance.
- Contracts valued above the EU financial threshold of £156k had to be advertised in the OJEU in accordance with the Public Contracts Regulations 2006.

There was a view among Members that all contracts should at least be signed off by Procurement. Mike Sullivan agreed that from the procurement side it would be a benefit to at least be aware of all contracts so that a full picture was known. This should ideally take the form of a mandate for Procurement to be kept informed of contracts to improve management and ensure appropriate procedures were followed. However the potential number involved, particularly when considering those of less than £10k, would most likely mean that Procurement would not have the resources to support them all. Mike Sullivan agreed to establish approximately how many contracts this would mean on a monthly basis across the different thresholds.

Councillor Keith Chopping agreed with the need for appropriate sign off of all contracts and the level at which this happened, and the process, needed to be established.

Leigh Hogan informed Members of an audit currently being undertaken into the Council's procurement processes and queried whether any further scrutiny work should be put on hold until the audit had concluded. This had been agreed between the Council and Improvement and Efficiency South East, and was to be provided free of charge. Andy Walker advised that the decision had been made to conduct the audit as it was felt to be timely five years on from the closure of the Amey contract.

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Councillor Chopping was eager to avoid any duplication of effort between the audit and the scrutiny work. Councillor Jeff Brooks was of the view that scrutiny had a role of feeding into the audit. It was therefore agreed that the full detail of this work would be provided to Members.

Efforts had been made to increase the number of suppliers on the procurement portal. This included an event held with local small and medium sized enterprises (SME's) in November 2009. This had been successful and there were approximately 1700 suppliers on the portal at the present time. SME's were being particularly encouraged to register on the portal in order to have access to future contract opportunities. Information was requested on the SME's who were registered on the portal.

Councillor Chopping gave his support to the procurement of local goods and services in order to help local businesses.

Members felt this was a very delegated and widely rolled out process. A mandate was felt to be needed that centralised procurement and utilised the experts in the Procurement team. The Select Committee therefore agreed to conduct further work on this topic. A time limited procurement working group, that was established four years ago, was referred to and it was agreed that the report produced as a result of this work would be circulated.

Procurement Officers were asked to return to the next meeting to outline best practice for carrying out procurement and to provide an update on progress with the audit.

As a final point Mike Sullivan informed Members that the new requirement for public sector organisations to publish all purchases over £500 could be time consuming for Procurement.

RESOLVED that:

- (1) Procurement Officers would return to the next meeting to outline best practice for carrying out procurement and to provide an update on progress with the audit. In addition, the following information would be provided by Procurement to aid discussions:
 - The approximate number of contracts being agreed on a monthly basis for the different threshold levels, separated between utilities and service funds.
 - The sign off process for the different threshold levels.
 - The detail of the audit.
 - The SME's registered on the portal.
- (2) The report produced by the procurement working group would be circulated by Stephen Chard to the Select Committee.

21. Timelord

The Committee received a presentation on progress with Timelord (the Council's flexible working programme) (Agenda Item 6).

Jackie Jordan made the following points as part of her presentation:

- The purpose of Timelord was to create a number of benefits for the Council, its customers and its staff. The Timelord Programme was also tasked with achieving the Council's Office Accommodation Strategy (2007-2011) Action Plan.
- Improved responsiveness to customers was felt to be possible as staff travel time could be reduced and by having equipment available they did not necessarily

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need to report into the office. Documents could be printed via Citrix, however staff were advised against printing at home, where possible, for security purposes. Some staff in Social Care had portable printers for printing off certain documents in a clients home.

- An intended benefit was to reduce staff stress levels and sickness absence. Examples of where this was possible was the removed need to drive in stressful rush hour traffic on a daily basis and staff who did not feel well enough to travel into work could potentially work from home instead.
- Phases 1 (which was the pilot project involving 65 staff moving to Turnhams Green) and 2 (450 staff moving to West Street House/West Point) had been completed and reviews conducted. These reviews took the form of staff surveys, focus group meetings and use of statistical data. The business case/cost model was reviewed at the end of each phase and before commencement of the next phase.
- Phase 1 had been reviewed after 100 days and after 12 months. The survey results after 100 days were not particularly positive, but showed a significant improvement after 12 months. Although the numbers involved were small a particular benefit was reported as greater responsiveness to customers.
- The 100 day survey following the completion of phase 2 (which was responded to by 221 staff) had, like phase 1, received some negative feedback. A contributing factor in both these cases was felt to be the fact that this was a period of significant change for staff. The next review was due in December 2010.
- One area of concern was raised by service managers who objected to the loss of offices and drop in facility for staff. This had been corrected almost immediately and managers at Head of Service level and above would have a fixed desk regardless of their workstyle and a small seating area. Each Director had a dedicated meeting room as did each service area.
- Staff were becoming more confident with remote working, but work was needed to mitigate the negative impact of remote working on team cohesion. Attempts had been made to manage this with phase 1 staff by the use of a tailored workshop to produce an action plan, however this was difficult to roll out as concerns varied between service areas.
- The increased number of staff wishing to continue working for the Council since Timelord was implemented was pleasing. Reasons given for this included reduced travel and less disruption.
- Senior management took a view on each work role to determine whether it could be performed away from the office. However, staff identified as homeflex could opt out from working from home if they wished and be fixed. Staff identified as free did not necessarily have to work from home, they could conduct work in the community and they would have access to a desk. Staff who chose, for example, to be homeflex had the option to revert back to fixed after 100 days, but none had asked to do so to date.

Members were concerned at some of the feedback received from phase 2. Particularly that 47% of those surveyed felt that the effectiveness of team working had reduced. Members felt this needed to be addressed as it could affect turnover.

Another concern was the increased stress level reported by staff. Jackie Jordan explained that other factors were named by staff as a cause of this, for example the Social Care Transformation Programme.

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It was suggested that the next review of phase 2 should be brought forward to gauge the views of staff at an earlier stage and to assess whether different measures were having an impact. Jackie Jordan assured Members that areas to improve had been identified based on the lessons learnt and changes would be made. However, it could take time before staff felt the benefits of these and this was why the next review was not scheduled until December 2010. A delay to the programme would cause a loss of impetus, it would be difficult to restart and would not achieve the financial savings identified, most notably from accommodation.

Jackie Jordan advised that it was difficult to identify the impact Timelord was having on productivity since 'other things', i.e. other change programmes, did not remain equal. Communication with line managers and others should not be an issue as there were policies in place to ensure this was covered, i.e. telephone usage standards, access to Outlook diaries etc.

Jackie Jordan concluded her presentation by making the following points:

- In terms of savings, phase 1 would continue to incur costs but these were offset by savings elsewhere in the programme. The acquisition of Turnhams Green, West Street House and West Point had added nearly £7m to the value of the Council's balance sheet.
- A change made for phase 3 was to increase the size of flexi desks. This was in response to concerns raised at the reviews.
- The decision had been taken to replace existing network/power considered to be end of life in line with phase 3, as it would minimise further disruption at a later date.

Members were eager to conduct further work on this topic, particularly to address the concerns raised, and discussed options for doing so.

Councillor Jeff Brooks proposed that four Heads of Service (who had been through the process) should be invited to represent the views of their staff and their own experiences. This was seconded by Councillor Laszlo Zverko and agreed by the Select Committee.

RESOLVED that four Heads of Service would be invited to the next meeting to represent the views of their staff and their own experiences.

22. 2009/10 Revenue Outturn

The Committee considered the timetable for receiving budget monitoring reports and the provisional 2009/10 outturn report (Agenda Item 7).

Andy Walker circulated a proposed timetable for when the Resource Management Select Committee (RMSC) could receive budget monitoring reports. This proposed that the monthly report produced immediately after the end of the quarter could be considered once they had been discussed at Management Board. The Executive only received quarterly reports and because of timing constraints these needed to be considered at the Executive prior to the RMSC.

Councillor Jeff Brooks made an alternative proposal for the Executive's consideration that would allow RMSC to consider quarterly reports after Management Board but before the Executive. This would create the opportunity for RMSC to feed in comments/recommendations to the Executive. Stephen Chard agreed to identify whether approval would be required by the Overview and Scrutiny Management Commission (OSMC) to these recommendations, if this proposal was agreed. For this proposal to work, any approval would need to be within a short timescale and most likely separate to a meeting of the OSMC.

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Councillor Keith Chopping advised that an issue with allowing this would be one of timing. With the report being considered by the RMSC it would be in the public arena prior to the Executive and precedence should be with the Executive.

It was suggested that if the RMSC meeting was scheduled a week prior to the Executive then the report would already be in the public domain. Councillor Chopping felt this proposal was possible if the timing could be adapted, but this was a decision for the Executive.

Councillor Laszlo Zverko was not in support of this proposal as he felt the Executive had the responsibility for approving the report and should therefore have the opportunity to comment on the reports first. If this was the case then Councillor Brooks suggested the report could come to RMSC shortly after the Executive.

Andy Walker then presented the provisional outturn report and made the following points:

- The Council's provisional outturn was an underspend of £5k against its budget.
- The significant overspends within the Community Services and Environment Directorates had been offset by underspends within the Children and Young People and Chief Executive Directorates.

Members referred to changes to the budget position towards the end of the financial year and queried when these became apparent. Andy Walker advised that a provisional closedown of accounts was undertaken after month nine and issues began to be identified at that stage.

Members felt that achieving an underspend of only £5k was positive, but there were concerns that many savings had to be found to achieve this in the last two months of the financial year. It was felt that efforts should be made to identify savings earlier in the year so that any available funds could potentially be utilised elsewhere. There was also a view given that changes had been made late in previous financial years.

Councillor Chopping accepted this point and advised that it was his intention to undertake an investigation into the outturn position over recent years. This would involve the identification of service areas with a variance of £50k or more from month 9 to the outturn position.

Councillor Chopping assured Members that budgets were set based on the experience and trends of previous years. However, as an example, a lower demand in Children and Young People for adoption placements and therefore reduced expenditure was difficult to predict. Similarly the overspends reported were demand led. The lower expenditure in adoption placements could not be factored into the budget for 2010/11 as it was unlikely to be repeated, but the pressures in Adult Social Care had been taken into account.

Andy Walker informed the Committee that underspends were not shared between Directorates/Service Areas.

Members were pleased to note the improvement to monthly budget monitoring forecast reports compared to previous years, although this needed to be maintained throughout the year. Councillor Chopping voiced his agreement with this point.

Interest payments and investment income were queried. Andy Walker advised there was a 1% return on investments.

The level of the Council's borrowing was £45m, but more than half of this dated back to Berkshire County Council.

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RESOLVED that:

- (1) Andy Walker, Councillor Keith Chopping and other relevant Members and Officers would consider the options for the RMSC to see quarterly budget reports and report this back.
- (2) Stephen Chard would identify whether approval would be required by the OSMC to recommendations of the RMSC for the Executive, if the RMSC was to meet in advance of the Executive for this purpose.
- (3) The outturn report and the balanced budget would be noted. The work to review the outturn position of this year and previous years was supported.

23. 2009/10 Capital Programme Outturn

The Committee considered the 2009/10 Capital Programme outturn report (Agenda Item 8).

All but £8m of the £67m budget had been committed. The need to re-profile had delayed some projects but the majority of these would be delivered in 2010/11, with a small number deferred to later years in the programme. These projects would continue to be monitored by the Capital Strategy Group and Andy Walker agreed to keep the Select Committee informed of developments.

Information was also requested on the level of borrowing within the Capital Programme and the impact any interest payments had on revenue budgets. Andy Walker agreed to provide this information at the next meeting.

RESOLVED that the report would be noted and Andy Walker would provide the information requested at the next meeting.

24. Work Programme

The Committee reviewed the remaining items on the Resource Management Select Committee Work Programme (Agenda Item 9).

The items for the next meeting scheduled for 13 September 2010 were noted. In addition to the standing items these were agreed as:

- A review of the action plans in place following the Staff Attitude Survey.
- An update on progress on the work of Property Services and its contractors within schools.
- A review of progress with the exit interview process.
- A briefing on the methodology in place to assess and ensure value for money.
- Continuation of the work on procurement processes and Timelord.

Members asked that the issues raised which related to sickness absence should be investigated further and it was agreed that Robert O'Reilly would be invited to discuss this at the next meeting.

RESOLVED that the work programme would be noted and updated as discussed.

(The meeting commenced at 6.30pm and closed at 9.15pm)

CHAIRMAN

Date of Signature

Agenda Item 4.

Title of Report:	Actions from previous minutes
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To receive an update on actions following the previous Committee meeting.

Recommended Action: To note the update.

Resource Management Select Committee Chairman	
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Executive Report

1. Introduction

- 1.1 At the last Select Committee further information was requested regarding S106 agreements which dated back to Berkshire County Council.
- 1.2 The attached spreadsheet lists all 16 of these agreements which have been spent in their entirety. The amount and use of the funding is provided for information.

Appendices

Appendix A – Berkshire County Council S106 agreements

Planning Application	Site Description	Service Area	Contribution Description	Contribution Amount	Holding Account	Holding Acc Amount	Scheme details	Capital Spend	Capital Spend Date
98/00001/BCC	Monies from Britell Developments	Highways	Highways contribution of £201.21. Works at A4/A340 Padworth.	201.21	Q0163	0.00	Works arising from the A4 Corridor Study (Beenham Improvements).	201.21	31/03/2008
98/00002/BCC	Monies from Trencherwood	Highways	Highways contribution of £19,757.01. A4 corridor between Newbury & Thatcham.	19,757.01	Q0164	0.00	WBC contribution to Thatcham NDR.	19,757.01	31/03/2008
98/00003/BCC	Monies from Trencherwood	Highways	Highways contribution of £27,718.61. Footway lind / 2 mini roundabouts at Hungerford	27,718.61	Q0167	0.00	Safer routes to school improvements in Hungerford (Improvements outside Hungerford Primary School and pedestrian crossing improvements on the A4)	27,718.61	31/03/2007
98/00004/BCC	Monies from Tarmac	Highways	Highways contribution of £4,500. Widening carriageway at Berry's Lane, Pingewood.	4,500.00	Q0168	0.00	To support kerbing, drainage, surfacing and lining improvements at the Smallmead Bridge, Pingewood.	4,500.00	31/03/2008
98/00005/BCC	Monies from Huggard Homes	Highways	Highways contribution of £5,175.78. Footways and Cycleways in Burghfield & Mortimer.	5,175.78	Q0171	0.00	The provision of cycle stands throughout Burghfield (undertaken in partnership with the cycle forum & Burghfield Parish).	5,175.78	12/12/2008
98/00006/BCC	Monies from Patrol Ltd, Newbury	Highways	Highways contribution of £3,600. Provision of passing places in Rectory Road, Padworth.	3,600.00	Q0175	0.00	Provision of passing places in Rectory Road, Padworth.	3,600.00	25/08/2009
98/00007/BCC	Monies from Admiral Homes	Highways	Highways contribution of -2,138.37. Highways improvements at 3 Firs roundabout.	0.00	Q0177	0.00		0.00	
98/00008/BCC	Monies from St Andrew's College	Highways	Highways contribution of £7,647.27. Towards traffic calming in the village of Bradfield.	5,508.90	Q0178	0.00	Road safety measures in the vicinity of Bradfield College.	5,508.90	12/12/2008
98/00009/BCC	Monies from Bradfield College	Highways	Highways contribution of £3,995.96. Towards junction improvements, South End Road, Bradfield.	3,995.96	Q0179	0.00	VAS and school flashing signs in Bradfield.	3,995.96	31/08/2009
98/00010/BCC	Monies from Admiral Homes	Highways	Highways contribution of £4,034. A4 corridor, Theale and West of Reading.	4,034.00	Q0184	0.00	A4 corridor improvements (A4/Sulhamstead Hill junction improvements).	4,034.00	31/12/2009
98/00011/BCC	Monies from Trencherwood	Highways	Highways contribution of £23,075.16. A4 Thatcham/Turnpike Road junction.	23,075.16	Q0186	0.00	WBC contribution to Thatcham NDR.	23,075.16	12/12/2008
98/00012/BCC	Monies from Trencherwood	Highways	Highways contribution of £19,999.24. Thatcham NDR Dunston Park.	19,999.24	Q0187	0.00	WBC contribution to Thatcham NDR.	19,999.24	12/12/2008
98/00013/BCC	contribution transferred from BCC - information not supplied	Highways	Highways contribution of £25,684.03. Mortimer footway.	25,684.03	Q0063	0.00	Mortimer safe routes to school - footway and pedestrian crossing improvements between Mortimer schools.	25,684.03	31/03/2007

98/00014/BCC	contribution transferred from BCC - information not supplied	Highways	Highways contribution of £26,999.70. Ham Road Footway Belgrave.	26,999.70	Q0082	0.00	Newbury Town Centre footway improvements.	26,999.70	31/08/2009
98/00015/BCC	contribution transferred from BCC - information not supplied	Highways	Highways contribution of £14,889.96. Loundyes Close, Bath Road	14,889.96	Q0262	0.00	Francis Bailey and Kennet safe route to school schemes.	14,889.96	31/03/2007
98/00016/BCC	contribution transferred from BCC - information not supplied	Highways	Highways contribution of £35,000. Easement consideration - Derwent Road.	35,000.00	Q0265	0.00		35,000.00	31/03/2007
				220,139.56		0.00		220,139.56	

Agenda Item 6.

Title of Report:	Timelord
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To receive feedback from Heads of Service on their experience of the Timelord process and that of their staff.

Recommended Action: To note the information provided and consider whether additional actions should be recommended for the next phases of Timelord.

Resource Management Select Committee Chairman	
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Executive Report

1. Introduction

- 1.1 At the last meeting of the Select Committee a briefing was received on progress with the implementation of Timelord. This detailed both positive and negative feedback from staff on their experiences of the process.
- 1.2 Particular concerns for Members included a loss of team working/cohesion, increased isolation for staff and potential problems contacting staff when they are working away from the office.
- 1.3 As a result of these discussions it was resolved by Members that Heads of Service, who had been through the process, would be invited to represent the views of their staff and to detail their own experiences. Jan Evans (Head of Adult Social Care), Ian Pearson (Head of Education Services) and David Hogg (Head of Youth Services and Commissioning) will be in attendance at the meeting to provide further information and answer any questions.

2. Recommendation

- 2.1 Members are asked to note the information provided to assess whether additional actions should be recommended for the next phases of Timelord.

Appendices

There are no Appendices to this report.

Title of Report:	Undertaking stress risk assessments using the HSE Stress Indicator Tool and Focus Groups
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To update RMSC on a new toolkit for undertaking stress risk assessments using the Stress Indicator Tool.

Recommended Action: Heads of Service to consider use of the Health and Safety Executive (HSE) Stress Indicator Tool in their own service areas

Reason for decision to be taken: To make HoS aware of the tools available to identify and tackle workplace stress.

Other options considered: None

Key background documentation: WBC Organisational Stress Policy

Contact Officer Details	
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Implications

Policy: The report raises no specific policy implications

Financial: None

Personnel: In report.

Legal/Procurement: None.

Property: None.

Risk Management:

Executive Summary

1. Introduction

- 1.1 In February 2010, Corporate Board considered a report, the purpose of which was to outline possible approaches that the Council could take to tackle stress within the Council.
- 1.2 Corporate Board concluded Heads of Service should undertake the following approach to undertaking risk assessments for work-related stress:
 - Where other indicators (e.g. results of the 2009 Employee Attitude Survey) suggest potential areas of concern, use the HSE Stress Management Standards Indicator Tool to further understand the nature of the issues within the service area.
 - Use the HSE Stress Management Standards Analysis Tool to interpret the results
 - Where the results identify areas of concern, set up facilitated focus groups to further discuss the results of the Indicator Tool, with feedback from the Focus Group forwarded to the Service Management Team for the development of service level action plans.

2. The Stress Management Standards Indicator Tool and Focus Groups

- 2.1 The Indicator Tool is a questionnaire comprising 35 questions, and would be sent to all employees within a service area/team (see Appendix 1). It is designed by the HSE, who have identified six areas of work that it considers, if properly managed, can help reduce stress at work. The six areas are:

Demands – this includes work loads, work patterns and work environment

Control – how much say a person has in the way they do their work

Support – the support a person has from both their manager and peers

Relationships – the extent to which a team promotes positive working and avoiding conflict

Role – whether a person understands his/her role in the organisation

Change – looks at how organisational change is managed

- 2.2 The Indicator Tool asks questions that link to the above categories. It is completed anonymously and returned to Human Resources. The responses are analysed, using the HSE Analysis Tool, which compares the responses from the service area/team against average responses from a sample group of organisations.
- 2.3 The results for each of the 35 questions is colour-coded, to indicate where further action may be required. The colour-coding is as follows:

Green	Doing very well. Need to maintain performance
Blue	Good. Represents a response that is better than average.
Amber	Clear need for improvement. Represents a response below average.
Red	Urgent action needed. Represents a response at or below the bottom 20% of benchmark comparators.

- 2.4 Those results that are highlighted as amber or red require further action and the HSE recommend the use of Focus Groups.
- 2.5 The purpose of a Focus Group is to gain a better understanding of those indicator tool results that are highlighted as amber or red. The group will comprise a random selection of approximately eight employees from the service area/team, in most cases not including managers. The session will be facilitated by two Human Resource Officers/Health and Safety Officer, and will take a maximum of two hours.
- 2.6 The Focus Group is not a decision-making body – the aim of the session is to generate ideas on the action that could be taken to either mitigate the effects of an identified stressor or avoid an issue becoming a stressor.
- 2.7 The ideas generated by the Focus Group will be completely anonymous to anyone outside the group, but will be recorded and fed back to the Service Management Team by the Focus Group facilitators.
- 2.8 It will be the responsibility of the Service Management Team to both determine which suggestions from the Focus Group are feasible and to develop, implement and monitor an action plan.
- 2.9 It should be noted, for a project to be successful, it will need the Head of Service to ‘champion’ the project and commit to both communicating the results to all staff, and to developing, communicating, implementing and monitoring an action plan.
- 2.10 The project will also require commitment from line managers to both encourage team members to participate in the process (i.e. complete the Indicator Tool, participate in a Focus Group if selected) and take an active involvement in communicating, implementing and monitoring the action plan.

3. Pilot Project

- 3.1 A pilot project has been undertaken in Legal and Electoral Services, the results of which have been very encouraging, with only three of the 35 questions from the Indicator Tool highlighted as red and only one highlighted as amber. The response rate was 60%.
- 3.2 A Focus Group was convened to discuss those areas highlighted as red or amber, the results of which were communicated to the Legal and Electoral Service management team. As the service area has already convened a team to implement actions from the 2009 EAS, the actions identified via the Focus Group were linked into the work of this team.

4. Next Steps

- 4.1 Where a Head of Service considers it would be useful to undertake a stress risk assessment using the Indicator Tool, for example because results of the EAS indicated potential for a high risk of stress within the service, or because a high percentage of sickness absence is stress-related, he/she should get in touch with his/her HR Contact.
- 4.2 The HR Contact will work with the Head of Service to use the Indicator Tool within the service area, analyse the results and, where appropriate, facilitate a Focus Group.
- 4.3 Use of the Indicator Tool is a means of undertaking a stress risk assessment for a group of staff (team or service area). Managers will also need to undertake stress risk assessments with individuals, for example where an individual is returning from a period of stress-related absence.

West Berkshire Council

Indicator Tool

It is recognised that working conditions affect worker well-being. Your responses to the questions will help determine current working conditions, and enable future improvements to be monitored. The questionnaire is based on the Management Standards Indicator Tool, developed by the Health and Safety Executive.

*The questionnaire will take approximately 10-15 minutes to complete. For each question, tick the box that most accurately reflects your job as it is now. **Please only tick one box per question.***

Responses to the questionnaire are treated anonymously so you will not need to provide your name.

We will need to know where you work so please complete your service area.

Please return the completed form to Alison McBride, Human Resources, Council Offices, Market Street, Newbury RG14 5LD

Service Area

		Never	Seldom	Sometimes	Often	Always
1	I am clear what is expected of me at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
2	I can decide when to take a break	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
3	Different groups at work demand things from me that are hard to combine	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
4	I know how to go about getting my job done	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
5	I am subject to personal harassment in the form of unkind words or behaviour	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
6	I have unachievable deadlines	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
7	If work gets difficult, my colleagues will help me	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
8	I am given supportive feedback on the work I do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
9	I have to work very intensively	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
10	I have a say in my own work speed	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
11	I am clear what my duties and responsibilities are	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

		Never	Seldom	Sometimes	Often	Always
12	I have to neglect some tasks because I have too much to do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
13	I am clear about the goals and objectives for my department	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
14	There is friction or anger between colleagues	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
15	I have a choice in deciding how I do my work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
16	I am unable to take sufficient breaks	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
17	I understand how my work fits into the overall aim of the organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
18	I am pressurised to work long hours	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
19	I have a choice in deciding what I do at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
20	I have to work very fast	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
21	I am subject to bullying at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
22	I have unrealistic time pressures	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Never	Seldom	Sometimes	Often	Always
23	I can rely on my line manager to help me out with a work problem	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
24	I get help and support I need from colleagues	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
25	I have some say over the way I work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
26	I have sufficient opportunities to question managers about change at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
27	I receive the respect at work I deserve from my colleagues	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
28	Staff are always consulted about change at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
29	I can talk to my line manager about something that has upset or annoyed me about work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
30	My working time can be flexible	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
31	My colleagues are willing to listen to my work-related problems	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
32	When changes are made at work I am clear how they will work out in practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
33	I am supported through emotionally demanding work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
34	Relationships at work are strained	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
35	My line manager encourages me at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Thank you for completing the questionnaire

Title of Report:	Employee Attitude Survey 2009 - update on action planning
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To provide RMSC with an update on the actions that have taken place within services to address issues identified in the EAS 2009 survey results

Recommended Action: To note the information

Reason for decision to be taken: n/a

Other options considered: n/a

Key background documentation: Employee Attitude Survey 2009 Highlights tool

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

- CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged
- CPP2 – Raise levels of educational achievement** – improving school performance levels
- CPP3 – Reduce West Berkshire’s carbon footprint** – to reduce CO₂ emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Theme(s):

- CPT1 - Better Roads and Transport**
- CPT2 - Thriving Town Centres**
- CPT3 - Affordable Housing**
- CPT4 - High Quality Planning**
- CPT5 - Cleaner and Greener**
- CPT6 - Vibrant Villages**
- CPT7 - Safer and Stronger Communities**
- CPT8 - A Healthier Life**
- CPT9 - Successful Schools and Learning**
- CPT10 - Promoting Independence**
- CPT11 - Protecting Vulnerable People**
- CPT12 - Including Everyone**
- CPT13 - Value for Money**
- CPT14 - Effective People**
- CPT15 - Putting Customers First**
- CPT16 - Excellent Performance Management**

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:
Ensuring that the issues addressed in the Employee Attitude Survey 2009 are addressed to ensure a well-managed and motivated workforce.

Portfolio Member Details	
Name & Telephone No.:	Councillor Anthony Stansfeld - Tel (01488) 658238
E-mail Address:	astansfeld@westberks.gov.uk

Contact Officer Details	
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Implications

Policy:	n/a
Financial:	None If there are any financial implications contained within this report this section must be signed off by a West Berkshire Group Accountant. Please note that the report cannot be accepted by Policy and Communication unless this action has been undertaken.
Personnel:	this report addresses human resources matters in detail
Legal/Procurement:	n/a
Property:	n/a
Risk Management:	n/a
Equalities Impact Assessment:	n/a For advice please contact Principal Policy Officer (Equalities) on Ext. 2441.
Corporate Board's Recommendation:	to be completed after the Corporate Board meeting

Executive Summary

1. Introduction

- 1.1 Following the Employee Attitude Survey carried out in WBC in June 2009, services were asked to consider their service results and, if necessary, make an action plan to address the issues raised.
- 1.2 In May 2010, HR sought information from services about the activities that they had carried out to communicate the service results and to devise their action plans. Appendix A is the template which services were asked to complete. Appendix B is a summary of the responses returned to HR.

2. Proposals

- 2.1 RMSC may wish to draw up a list of good practice for services to implement, taking account of the actions that services have adopted as a result of the EAS 2009.

3. Conclusion

- 3.1 Services have taken the results of the EAS seriously and, where necessary, have worked to address the issues that were raised by the results. The changes to service structure which took effect in April 2010 means that there are some gaps in information and makes it a little difficult to analyse the results. However, there are some very interesting and worthwhile activities emerging from the action plans, many of which could be adopted across the board to improve staff engagement.

Executive Report

1. Introduction

- 1.1 The second WBC Employee Attitude Survey was run by ORC International in June 2009. The overall results in 2009 were extremely positive and reflected very well on the Council as a place to work.
- 1.2 The corporate results were publicised to employees through a Reporter article in October and a summary presentation of the results is available on the intranet at <http://www.westberks.gov.uk/haveyoursay>. There were only two questions on which the Council scored below the benchmark for local government, with the rest scoring at least in line with the average or above it. However, there was significant variation in results between services. Thus, although no corporate action plan was felt necessary this time, individual services were directed by Corporate Board to draw up action plans where needed.
- 1.3 Every Head of Service was sent an analysis of the results for their service analysing their service results against the WBC average, the local government benchmark, and their own results in 2007 (trend analysis). Where teams contained results for 10 or more employees, these analyses were available separately. HoS were also provided with the highlights tool which contains results for the whole council and allows managers to make a range of comparisons.
- 1.4 Heads of Service were asked to communicate the service/team results to employees in their area during September and October 2009. They had a discussion at Corporate Management Team on 29th October 2009 and those which had had problem areas identified by the EAS were expected to develop and implement an action plan, supported by the HR Contact for the service. Guidance notes were provided to HoS by HR in early September 2009 to support the process.
- 1.5 This report updates RMSC over one year on from the June 2009 survey on the actions that have been taken by service areas.

Note: A *positive* result is the combined score for employees responding with “agree” or “strongly agree” to the statements in the survey.

2. Summary of employee engagement and management scores

- 2.1 As part of the Management Board report in November 2009, an analysis was made of certain key questions relating to management and employee engagement. The results can be used as shorthand to identify those services which might need to explore the results further with a view to taking actions to address the issues raised. Of course, this does not show the whole picture, and it is always necessary to go back to the full results for each service to make a proper assessment.
- 2.2 These results are summarised as percentage positive scores. Those scores with one asterisk fall below the WBC average on this measure. Scores with two asterisks fall below the local government benchmark (which is always lower than the WBC average).
- 2.3 The scores are shown in the table below:

Service	Management average	Employee Engagement
HR	75	90
Benefits & Exchequer	55*	85
Community Care and Well-Being	57	81
Highways and Transport	57	80
Children and Youth	72	80
Cultural Services	56	79
Older People	49*	77
Customer Services	64	77
ICT	53*	76
Education	57	76
Policy and Communication	61	75*
Housing and Performance	55*	75*
Planning and Trading Standards	51*	74*
Children's Commissioning and Quality	72	73*
Finance	53*	65*
Countryside and Environment	46**	65*
Property	50*	58**
Legal	25**	44**
Local Government Benchmark	47	63
WBC average	56	76

3. HR work on organisational stress

3.1 HR used the results of the EAS 2009 to identify areas of the organisation that might be vulnerable to workplace stress. Questions from the EAS were mapped against the HSE organisational stress index and a report was submitted to Corporate Board in March 2010. A procedure is now in place to identify and address workplace stress using the HSE tools. Training has been provided to HR Officers and the Health and Safety Officer to support stress management focus groups to take the work forward.

4. Information gathering and summary

4.1 Appendix A is the template which HoS were asked to fill in during May 2010 to record;

- How they communicated the results of the survey to staff;
- What decisions they made about whether specific actions were needed to address issues identified;
- How they determined the content of the action plan;
- The key issues identified; and
- The activities that took place to address them.

4.2 Appendix B contains a spreadsheet which summarises all the information returned to HR for the June 2010 update on activities. Where the service appended a separate action plan (or plans) this is indicated in the 'key activities' row.

4.3 Those services (six of them) which identified only minor issues which could be addressed through normal management activities did not need to produce an EAS action plan separately. Thus the bottom section of each column is greyed out for

these services. Although Education did not identify either moderate or significant issues, the service nevertheless devised an action plan to improve still further on its positive results.

- 4.4 Some services have teams within them with widely different results. This meant that some of the actions were only necessary for part of the service (e.g. Housing and Performance). Children's Services provided action plans for five different teams.
- 4.5 The returns were provided for the services in their pre-SMR configuration. Thus there is no separate return for Countryside and Environment or for Community Care and Well-being.

5. Summary of activities

5.1 Results were communicated to employees in the service in a number of ways. The bullets below summarise this.

- Written team brief x 4
- Awayday x 5
- Senior management team meeting - all
- Team meetings - all
- Emails x 8
- Other - one-to-ones
- Other - further analysis
- Other - working group
- Other - service briefings

5.2 Significance of issues to be addressed

- (1) HR, Policy and Communication, Highways and Transport, Children's Commissioning and Quality, Benefits and Exchequer and Education felt that the minor issues raised could be addressed through normal management and service planning processes.
- (2) Children's Services, Customer Services, Cultural Services, Housing and Performance, ICT, Planning and Trading Standards considered that they had moderate issues to address.
- (3) Finance and Legal and Electoral Services judged that they had significant issues to address. Older People's Services did not return the template but provided an extensive action plan. Property Services did not return the template but addressed issues through a restructure of the service.

5.3 Action planning was carried out in the following ways;

- SMT discussion x 5
- Staff focus group(s) x 4
- Team discussions x 5
- Awayday x 5
- Other - one-to-ones x 3

- 5.4 The key issues identified varied widely between services, as could be expected. As the overall Council results were at, or above, the benchmark average for local government, there was unlikely to be a trend across individual services. However there are some themes which were more often identified than others as of importance to particular services. These included communications, staff morale, management effectiveness, induction, equality and diversity/respect for others, pay and reward, and cooperation and team-working.
- 5.5 The activities which services put into place in their plans were wide-ranging and sometimes imaginative. Several carried out 'mini-surveys' to follow up on problem areas or to delve deeper into certain issues. Some developed focus groups or working groups to analyse the results, devise the action plan and take forward the actions.
- 5.6 It is interesting that several services recognised that many of the concerns raised by the survey could be addressed by simply ensuring that good practice standards and policies that already exist were implemented properly. In particular, many plans contained actions to be more rigorous about regular one-to-one meetings and appraisals, and to ensure that team meetings were held on a regular basis. Some planned to produce written team briefs or staff newsletters to improve communications. Several services have looked at improvements to service level induction.
- 5.7 Two services have planned to introduce 180/360 degree appraisals. Two services have decided to adapt the corporate one-to-one template to include additional questions which seek to explore management effectiveness, communication and stress. Services undergoing active change have developed regular briefings for staff to keep them informed. Several services have put in place targets for all staff to refresh their Employee Performance Management and Equality and Diversity training through the corporate training calendar. Older People's Services intends to explore remote e-learning for its dispersed workforce.
- 5.8 There were some issues that it would be more difficult to address, such as workload and resources. In some areas (e.g. Children's Services) there has been a focus on filling vacant posts to try to address the EAS results which suggest that some staff feel that teams are under-resourced.

6. Recommendation

- 6.1 RMSC may wish to recommend a list of good practice for services to implement, taking account of the actions that services have adopted as a result of the EAS 2009. Suggestions from service actions include;
- Provide a written team brief or staff newsletter on a regular basis
 - Distribute SMT minutes to all staff
 - Ensure regular team meetings for all teams
 - Monitor that one-to-one (supervision) meetings are taking place for everyone at least once every four weeks
 - Monitor that annual appraisals take place within an agreed timescale and that all managers have had training to carry them out effectively
 - Ensure that service induction is planned and carried out for all new staff

- Develop an effective mechanism for ensuring that everyone in the service has a chance to contribute to or comment on the annual service plan
- Provide regular opportunities for whole service team-building and communication (e.g. annual service awayday)
- Ensure everyone is able to use available ICT to improve communications and information sharing (Intranet, Outlook etc)
- Consider 180/360 appraisal to provide managers with feedback
- Gather feedback from customers in a structured way and provide this to staff
- Provide opportunities for individuals to contribute ideas for improvements in service efficiency or effectiveness
- Ensure full advantage is taken of training available (free to services) on the corporate training (and ICT training) calendar and that everyone is aware of it
- Use senior managers to mentor more junior managers
- Where possible, ensure that vacancies are filled promptly to minimise extra workload on other staff.

7. Conclusion

7.1 Services have taken the results of the EAS seriously and, where necessary, have worked to address the issues that were raised by the results. The changes to service structure which took effect in April 2010 means that there are some gaps in information and makes it a little difficult to analyse the results. However, there are some very interesting and worthwhile activities emerging from the action plans, many of which could be adopted across the Council to further improve staff engagement.

8. Appendices

Appendix A – Service EAS Action Plan Template

Appendix B – Summary of responses from services

Consultees

Local Stakeholders: n/a

Officers Consulted: HoS

Trade Union: n/a

Service (pre-SMR)	
Employee Engagement score (see appendix D)	
Management score (see appendix C)	

<u>Communication of results</u> <i>How did you communicate the results of the service EAS to the staff in the service?</i>	Tick all that apply
Written team brief	
Team awayday	
Senior management team meeting	
Team meetings, cascaded as necessary	
Emails	
Other (please detail)	

<p><u>Decisions about further action</u> <i>What decision did you and your SMT take about further action –planning?</i></p>	<p>Tick one</p>
<p><u>Minor issues</u> – the service results indicate that any issues raised can be adequately addressed through normal management processes (e.g. team briefs, one-to-ones, appraisals etc)</p> <p>If you tick this box then it is not necessary to complete the rest of this form</p>	
<p><u>Moderate issues</u> – the service results indicate that specific action-planning may be necessary to address some of the issues raised by the results</p> <p>If you tick this box, please complete the rest of the form to indicate actions that have taken place since the survey results</p>	
<p><u>Significant issues</u> – the service results indicate that further research is necessary to inform action-planning to address a number of important issues raised</p> <p>If you tick this box, please complete the rest of the form to indicate actions that have taken place since the survey results</p>	

Action Planning	
<i>How did you determine what outcomes you wanted to achieve from your action plan and the activities that were necessary to achieve them?</i>	
<p>The HR guidance note suggested that discussions should do the following;</p> <ul style="list-style-type: none"> • Focus on the key issues for the team or service using the EAS results and any follow up discussions • Decide whether you need any further information to clarify the issues raised • Identify a shortlist of areas for action and the improvements that need to take place • Develop a set of actions designed to achieve the improvements and consult other employees as necessary • Develop an action plan with named owners, timescales and expected outcomes • Set up a process for monitoring the progress of the action plan and communicating with all employees 	
	Tick all that apply
SMT discussion	
Staff focus group(s)	
Team discussions	
Awayday	
Other (please detail)	

Key issues

What were the key areas of concern on which you focussed your action-planning?

Activities

Please give details of the activities that have taken place and, where possible, an evaluation of the impact.

Alternatively, attach a copy of your action plan showing progress as at May 2010.

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Appendix B - summary of service activity - EAS 2009

	HR	Ch&Y	ChC&Q	Cust	P&C	H&T	Edu	CC&WB	Cult	B&E	H&P	Fin	ICT	P&TS	Prop	OPS	C&E	Legal
Communication of results																		
written team brief	x				x						x		x					
awayday					x						x		x	x				x
Senior management team meeting	x	x	x	x	x	x	x		x	x	x	x	x	x				x
Team meetings	x	x	x	x	x	x	x		x	x	x	x	x	x				x
Emails			x	x		x	x				x	x	x					x
Other - one-to-ones													x					
Other - further analysis											x							
Other - working group							x											
Other - service briefings														x				
Decisions about further action																		
minor	x		x		x	x	x			x								
moderate		x		x					x		x		x	x				
significant												x		x				x
Action Planning																		
SMT discussion									x		x	x	x	x				
Staff focus group(s)				x								x		x				x
Team discussions		x							x		x		x	x				
Awayday											x	x	x	x				x
Other - one-to-ones				x								x	x					
Key issues identified																		
communication between staff and managers		x							x		x		x	x		x		x
pay and reward				x												x		x
work-life balance		x									x					x		x
stress management																x		x
staff empowerment				x									x					
service management														x		x		
cross-team working and cooperation		x											x			x		
visibility and effectiveness of senior managers							x		x							x		
timelord		x		x								x				x		
learning and development				x								x				x		
equality and diversity				x			x					x						
bullying/respect issues							x					x				x		
consultation on service plan		x					x					x						
staff morale		x					x				x					x		
feedback from managers		x					x									x		
feedback from customers		x					x											
information to do the job		x														x		
expectations in the job																x		
management of performance and motivation		x														x		
change management																x		
appraisals																x		
resources		x														x		
facilities		x																
induction		x									x					x		
Activities																		
		plans		notes			plans		notes		plan	notes	notes	plan		plan		notes
focus/working group for specific issues		x										x						x
service staff newsletter/bulletin									x			x						
mini' survey to follow up		x										x				x		
enforce regular team meetings		x					x									x		
service briefings												x		x		x		
improved appraisal timetable/effectiveness							x					x				x		
proper implementation of one-to-one meetings		x		x			x				x	x		x		x		x
improved discussions on L&D at 1:2:1s											x	x						
introduced 180/360degree feedback							x					x						
setting and monitoring standards for management												x		x				
service-wide consultation on service/strategic plan									x			x						

Agenda Item 9.

Title of Report:	Exit Interview
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To receive an update on progress with the exit interview process.

Recommended Action: To note the update.

Contact Officer Details	
Name:	Robert O'Reilly
Job Title:	Head of Human Resources
Tel. No.:	01635 519358
E-mail Address:	roreilly@westberks.gov.uk

Executive Report

1. Introduction

- 1.1 Since the last RMSC recommendations HR has pro-actively sent exit interview forms to employees by email when we are notified that they are leaving (on an EC4 form). If the EC4 form arrives in HR after the employee has already left the exit interview form is not sent.

2. Number of employees sent an exit interview questionnaire: 168

- 2.1 In July 2009, HR started pro-actively sending out exit interviews.

3. Number that completed an exit interview questionnaire: 60

4. The primary reasons for leaving given were as follows:

- 13.3% left due to personal reasons
- 23.3% left due to career progression
- 13.3% left due to wanting a change of career
- 1.6% left due to wanting a higher salary
- 1.6% left due to working relationships
- 4.9% left due to relocating
- 3.3% left due to childcare commitments
- 4.9% left due to ill health
- 23.3% left due to the reason of 'other'
- 9.9% left due to retirement

5. Analysing the results:

- 5.1 The purpose of exit interviews is to see if the organisation has a problem which is causing staff to leave. So a high percentage leaving for a higher salary or for reasons connected to working relationships would indicate a problem to be investigated. In fact the majority of reasons do not lead to the need for such an investigation ('other', 'career progression' and 'personal reasons'). The measure to send out an exit interview to everyone on receipt of an EC4 leaver form has greatly improved the response rate. HR will continue to monitor the results.

Appendices

There are no Appendices to this report.

Title of Report:	Financial Performance report (Month 4)
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To inform RMSC of the latest financial performance of the Council

Recommended Action: To note the report

Reason for decision to be taken: To ensure that RMSC are fully aware of the latest financial position for the Council

Key background documentation: Papers held in Accountancy

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

- CPP1 – Support our communities through the economic recession** – to alleviate the impact on different communities and individuals who find themselves out of work and/or disadvantaged
- CPP2 – Raise levels of educational achievement** – improving school performance levels
- CPP3 – Reduce West Berkshire’s carbon footprint** – to reduce CO₂ emissions in West Berkshire and contribute to waste management, green travel, transportation and energy efficiency

The proposals will also help achieve the following Council Plan Theme(s):

- CPT1 - Better Roads and Transport**
- CPT2 - Thriving Town Centres**
- CPT3 - Affordable Housing**
- CPT4 - High Quality Planning**
- CPT5 - Cleaner and Greener**
- CPT6 - Vibrant Villages**
- CPT7 - Safer and Stronger Communities**
- CPT8 - A Healthier Life**
- CPT9 - Successful Schools and Learning**
- CPT10 - Promoting Independence**
- CPT11 - Protecting Vulnerable People**
- CPT12 - Including Everyone**
- CPT13 - Value for Money**
- CPT14 - Effective People**
- CPT15 - Putting Customers First**
- CPT16 - Excellent Performance Management**

Contact Officer Details	
Name:	Andy Walker
Job Title:	Head of Finance

Tel. No.:	01635 519879
E-mail Address:	awalker@westberks.gov.uk

Implications

Policy:	n/a
Financial:	The financial implications of the report have been detailed throughout the summary report and directorate appendices. If there are any financial implications contained within this report this section must be signed off by a West Berkshire Group Accountant. Please note that the report cannot be accepted by Policy and Communication unless this action has been undertaken.
Personnel:	n/a
Legal/Procurement:	n/a
Property:	n/a
Risk Management:	n/a
Equalities Impact Assessment:	n/a For advice please contact Principal Policy Officer (Equalities) on Ext. 2441.
Corporate Board's View:	to be completed after the Corporate Board meeting

Executive Summary

1. Introduction

- 1.1 This is the second report as part of the financial reporting cycle for the 2010-11 financial year.
- 1.2 The predicted revenue over/under spend for the 2010-11 financial year is £1,771k.
- 1.3 The service area that is forecasting the majority of the overspend is adult social care. The current forecast for the year end position is an overspend of £1.9m; this is an increase of £250k on the month 3 forecast. There are a number of drivers behind the projected overspend including the ongoing impact of negotiations with the PCT, managing demand for the service, the removal of the Independent Living Fund and more 'capital depleters' (those individuals who used to be able to fund their care privately but do not have the capital to now).
- 1.4 The other Council services, and respective directorates, are all forecasting close to, or slightly below, a breakeven position for the end of the financial year. There has been small increase in the month on month expenditure forecast from the CYP directorate.

2. Proposals

- 2.1 For RMSC to note this report

3. Conclusion

- 3.1 That RMSC notes the corporate position and considers the actions in place to reduce the overspend during the financial year.

Executive Report

1. Introduction

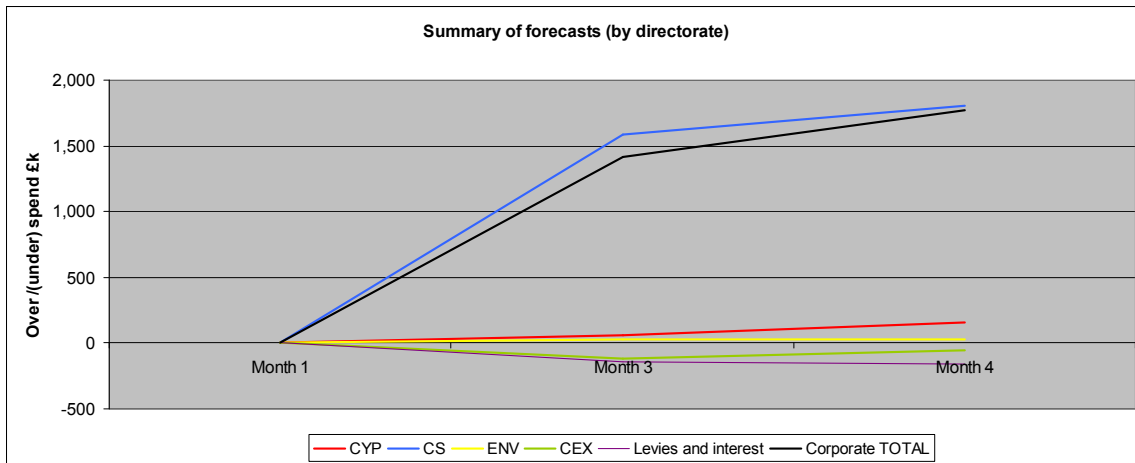
- 1.1 The financial performance report summarises the key financial activity and forecasts for the Council. This report consolidates both revenue and capital activities.

2. Summary position

- 2.1 The current revenue budget forecast is showing an overspend of £1,771k. the main area of forecast overspend is the Adult Social service. All other Council services are forecasting an over or under spend within £150k of the 2010-11 budget.
- 2.2 New pressures have emerged in the 2010-11 Adult Social care budget, including: loss of income due to the cessation of any new grants from the Independent Living Fund and reduced commissioning from the NHS; an urgent safeguarding placement; additional placement costs for young people with a learning disability in transition from Children's Services and people who were previously self funding whose capital has depleted. These pressures are on top of the existing known pressures to the adult social care service, including managing the demand for the service and ongoing negotiations with the PCT.
- 2.3 Together, these pressures have led to a forecast overspend of £1.63m.
- 2.4 There continues to be an unknown figure at present, which has not been reported in monitoring, concerning the redundancy costs of staff funded from specific grants whose costs cannot be met from within the grant. This figure will be monitored in further detail at month 6 onwards once there is further clarity over the government's decision on specific grants.

3. Commentary on the revenue forecasts

- 3.1 The current position shows an overspend of £1,771k. The 2010-11 forecast for month 4 is significantly higher than those forecast made the same point over the past three years.
- 3.2 The variances per directorate are highlighted on the chart below:



3.3 The forecast overspends are largely driven by the Adult Social Care service (£1.9m). Further details are provided in the directorate summary, appendix 2b to this report.

3.4 The Children and young People directorate is forecasting an overspend of £156k, this is an increase of £95k on the month 3 forecast. Further scrutiny of the individual budget lines indicated that this overspend can be reduced to zero by year end.

4. CAPITAL SUMMARY (month 3)

4.1 The capital programme is measured using the amount of budget remaining to be committed by the end of the financial year. At present, the amount of budget left to be committed is 41% (compared to 53% at this point in 2009-10).

4.2 As can be seen the appendix below, the Community Services directorate still has 90% of its budget remaining to be committed. Both the Environment and CYP directorate show just over half of the capital budget remaining to be committed, with only 7% of the Chief Executive's budget remaining to be committed.

4.3 A summary of the capital expenditure by service is included in appendix 1b.

Appendices

Appendix 1a – Revenue summary position (month 4)

Appendix 1b – Capital summary position (month 3)

Appendix 2a to 2d – Directorate summaries

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2010/11 Budget Monitoring
Period 04

03/09/10

Amended Consolidated Replies

	Past Performance				Forecasted Performance								Net
					Expenditure			Income			Net		
	Cum. Budget to 31/Jul/2010 £	Cum Exp/Inc to 31/Jul/2010 £	Actual Variance to date £	Outstanding Commitment for the year £	Annual Expenditure Budget for 2010/11 £	Forecast Expenditure £	Expenditure Variance £	Annual Income Budget for 2010/11 £	Forecast Income £	Income Variance £	Net Variance £	Annual Net Budget for 2009/10 £	
DEDICATED SCHOOLS GRANT	64,329,680	59,595,430	-4,734,251	1,193,404	128,547,030	128,352,724	-194,306	-129,226,530	-129,032,224	194,306	0	-679,500	
CORPORATE DIRECTOR - CYP	28,051	70,559	42,508	717	95,530	-9,470	-105,000	0	0	0	-105,000	95,530	
YOUTH SERVICES & COMMISSIONING	723,542	867,025	143,484	83,158	4,374,100	4,295,957	-78,143	-1,537,930	-1,427,223	110,707	32,564	2,836,170	
EDUCATION SERVICES	2,338,583	866,926	-1,471,657	3,321,042	19,490,130	19,445,322	-44,808	-9,013,010	-8,875,541	137,469	92,661	10,477,120	
CHILDREN'S SERVICES	2,754,802	3,747,582	992,780	555,895	11,555,830	11,841,115	285,285	-1,229,850	-1,386,575	-156,725	128,560	10,325,980	
CUSTOMER SERVICES	324,617	344,916	20,299	956	1,091,090	1,098,155	7,065	-3,940	-3,940	0	7,065	1,087,150	
CHILDREN AND YOUNG PEOPLE DIRECTORATE	70,499,275	65,492,438	-5,006,837	5,155,172	165,153,710	165,023,803	-129,907	-141,011,260	-140,725,503	285,757	155,850	24,142,450	
CORPORATE DIRECTOR - CS	54,794	50,695	-4,100	1,400	201,870	100,370	-101,500	0	0	0	-101,500	201,870	
HOUSING & PERFORMANCE	2,166,754	2,184,796	18,042	109,014	7,937,360	7,811,070	-126,290	-740,370	-606,970	133,400	7,110	7,196,990	
ADULTS SOCIAL CARE	8,290,272	10,908,634	2,618,362	662,540	47,064,220	49,171,929	2,107,709	-13,200,230	-13,425,002	-224,772	1,882,937	33,863,990	
CULTURAL SERVICES	1,363,598	1,357,868	-5,731	494,954	5,336,480	5,316,017	-20,463	-809,260	-773,920	35,340	14,877	4,527,220	
SYSTEM TRANSFORMATION	-624	-249,706	-249,082	257	537,400	572,485	35,085	-484,000	-519,085	-35,085	0	53,400	
COMMUNITY SERVICES DIRECTORATE	11,874,794	14,252,286	2,377,491	1,268,165	61,077,330	62,971,871	1,894,541	-15,233,860	-15,324,977	-91,117	1,803,424	45,843,470	
CORPORATE DIRECTOR - ENV	25,098	51,160	26,062	24	48,990	39,990	-9,000	0	0	0	-9,000	48,990	
HIGHWAYS & TRANSPORT	2,369,517	3,651,035	1,281,517	2,210,935	14,068,730	13,956,690	-112,040	-4,433,760	-4,213,760	220,000	107,960	9,634,970	
PLANNING AND COUNTRYSIDE	877,134	1,263,267	386,133	450,012	6,451,710	6,352,570	-99,140	-2,593,750	-2,593,750	0	-99,140	3,857,960	
PROPERTY & PUBLIC PROTECTION	4,297,385	5,990,022	1,692,636	356,146	21,286,060	21,303,120	17,060	-3,422,080	-3,414,480	7,600	24,660	17,863,980	
ENVIRONMENT DIRECTORATE	7,569,134	10,955,483	3,386,349	3,017,117	41,855,490	41,652,370	-203,120	-10,449,590	-10,221,990	227,600	24,480	31,405,900	
CHIEF EXECUTIVE	155,180	175,015	19,834	2,375	505,660	475,765	-29,895	0	0	0	-29,895	505,660	
HUMAN RESOURCES	324,936	260,846	-64,091	82,717	1,279,240	1,276,090	-3,150	-191,430	-187,430	4,000	850	1,087,810	
ICT	721,505	1,107,862	386,357	239,048	3,648,600	3,672,747	24,147	-972,790	-997,380	-24,590	-443	2,675,810	
LEGAL & ELECTORAL	251,034	406,734	155,700	30,379	1,570,810	1,582,045	11,235	-642,280	-600,670	41,610	52,845	928,530	
POLICY AND COMMUNICATION	1,025,806	902,110	-123,696	107,287	4,363,190	4,276,360	-86,830	-571,660	-581,160	-9,500	-96,330	3,791,530	
BENEFITS AND EXCHEQUER	-3,999,077	-5,564,453	-1,565,376	144,973	39,418,040	44,698,515	5,280,475	-38,120,300	-43,400,775	-5,280,475	0	1,297,740	
FINANCE	535,023	227,624	-307,399	50,303	4,123,920	4,069,430	-54,490	-1,753,720	-1,679,790	73,930	19,440	2,370,200	
SPECIAL PROJECTS	100	0	-100	118	400	400	0	0	0	0	0	400	
CHIEF EXECUTIVE'S DEPARTMENT	-985,494	-2,484,264	-1,498,771	657,199	54,909,860	60,051,352	5,141,492	-42,252,180	-47,447,205	-5,195,025	-53,533	12,657,680	
CAPITAL FINANCING & MANAGEMENT	1,295,181	-1,039,451	-2,334,631	0	5,649,030	5,490,030	-159,000	-374,620	-374,620	0	-159,000	5,274,410	
MOVEMENT THROUGH RESERVES	-1,151,800	-1,154,787	-2,987	0	-1,151,800	-1,151,800	0	0	0	0	0	-1,151,800	
LEVIES AND INTEREST	143,381	-2,194,238	-2,337,618	0	4,497,230	4,338,230	-159,000	-374,620	-374,620	0	-159,000	4,122,610	
GRAND TOTAL	89,101,091	86,021,705	-3,079,386	10,097,653	327,493,620	334,037,626	6,544,006	-209,321,510	-214,094,295	-4,772,785	1,771,221	118,172,110	

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West Berkshire Capital Programme: 2010/11 Budget Monitoring

Appendix 1b

Month 3 - period ending 30th June 2010 - Summary by Service Area

05/07/10

Service Area	Budget for 2010-11	Expenditure 2010-11 to date	Committed (order placed, not yet paid)	Budget Remaining to be Committed 2010-11	%age of Budget remaining to be committed
<u>Chief Executive's Directorate</u>					
Special Projects	16,458,090	6,862,610	10,242,454	-646,974	0.00%
ICT	927,470	208,109	26,949	692,412	74.66%
Finance	1,073,700	40,818	14,918	1,017,965	94.81%
Policy & Communication	211,490	26,503	3,855	181,132	85.65%
<u>Total for Chief Executive's Directorate</u>	18,670,750	7,138,039	10,288,176	1,244,535	6.67%
<u>Community Services Directorate</u>					
Adult Social Care	85,420	0	0	85,420	100.00%
Housing & Performance	3,757,010	376,783	7,254	3,372,973	89.78%
Cultural Services	918,370	17,685	97,041	803,644	87.51%
<u>Total for Community Services Directorate</u>	4,760,800	394,468	104,295	4,262,037	89.52%
<u>Environment Directorate</u>					
Property & Public Protection	2,870,050	945,236	408,460	1,516,354	52.83%
Highways & Transport	9,211,070	1,677,453	2,358,976	5,174,641	56.18%
Planning & Countryside	636,900	58,884	63,320	514,696	80.81%
<u>Total for Environment Directorate</u>	12,718,020	2,681,573	2,830,756	7,205,692	56.66%
<u>Children's and Young People Directorate</u>					
Education Services	14,779,990	2,299,235	4,379,393	8,101,362	54.81%
Children's Services	449,140	148,096	71	300,973	67.01%
Children's Commissioning & Quality	1,175,470	432,990	269,799	472,681	40.21%
Customer Services	87,580	4,840	41,817	40,923	46.73%
<u>Total for Children's and Young People Directorate</u>	16,492,180	2,885,162	4,691,080	8,915,938	54.06%
Council Totals	52,641,750	13,099,241	17,914,307	21,628,202	41.09%
		24.88%	34.03%		

Note:
 Since the change in government, notification is being received about changes in grant funding streams. There have already been a few adjustments to account for this and there will be more during July.

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Directorate summary – CYP

Director's summary: Revenue

CYP are forecasting an overspend of £156k.

The overspend forecasted includes the cut in ABG funding of £219k, and also the Directorate recruitment freeze target of £200k.

Overspends in Education mainly relate to Ongoing Pension Costs arising from teacher's premature retirement, agency staff costs within Disabled Children's Team and Speech and Language Therapy. These overspends have been partly offset by savings on Home to School transport.

Children's Services overspend mainly relates to Residential Placements and Agency staff costs. These are reduced by savings in Kinship Carers, Special Guardianship, Adoption Placements and In-house Fostering.

Youth Services & Commissioning overspend relates to relocation of two centres and reduced income arising from the current economic climate.

Customer Services are predicting a small overspend due to increased off-site office costs.

The MVF for the Directorate is £688,690 and MVF for all services areas is on track, other than the Director's cost centre where there has been no staff turnover. There has been a clear MVF strategy in place for profiling and monitoring the delivery of the MVF. Managers have been aware of the savings required and all vacancies were scrutinised by the relevant Head of Service before they were filled.

Recruitment Freeze

There is also now a Council wide recruitment freeze, in order to deliver 10/11 in-year savings following central Government's announcements re cuts in funding.

All posts in CYP which fall vacant are scrutinised not only by Head of Service but also SMT, Director and Portfolio Holders as well as BUMP before they can be filled. A number of posts remain vacant as a result of this process. The 200k recruitment freeze target remains a challenge.

Action taken

Heads of Service are looking across all budgets to find savings to meet the overspends in their area and at this stage it is expected that the Directorate budget will balance at year end. Grants are being reviewed to see whether additional costs could be grant funded. It is difficult to reduce the pressures on Speech and Language therapy, as this is a statutory requirement and failing to meet these costs could lead to judicial review. A recruitment freeze is in place.

Director's summary: Capital (month 3)

The 2010/11 financial year is going to be particularly challenging due to the considerable uncertainty around in-year and future funding levels from both government and West Berkshire. The new government strategy on Academies and the uncertainty around take up may also contribute to the challenges faced by the directorate, although initial levels of interest have been low. These factors have already contributed to delays in projects progressing this year, which will impact upon spend.

There are a total of five feasibility studies being carried this year, nine projects are in pre-construction or are about to start and six projects are in construction.

COMMUNITY SERVICES DIRECTORATE POSITION AS AT MONTH 4

	Month 4 forecast £000
CORPORATE DIRECTOR - CS	-102
HOUSING & PERFORMANCE	7
ADULT SOCIAL CARE	1,883
CULTURAL SERVICES	15
SYSTEM TRANSFORMATION	0
Total	1,803

Director's Summary

The Month 4 position reports a forecast overspend of £1.803m. This is almost entirely due to factors in adult social care: a combination of issues known at the beginning of year and newly emerging pressures.

Known pressures:

It was recognised that there would be a shortfall beginning the year across adult social care budgets of £250k. This was based on the ability to maintain demand through the resource panel at a static level and achievement of 'best case' outcomes of negotiations with the NHS over some Continuing Health Care (CHC) cases. However, the demand management targets proved extremely challenging due to the severity of cases coming through and the slow down in death rates, leading to additional pressures of £712k. The CHC negotiations did not achieve best case, therefore not realising the headroom that may have helped alleviate pressures.

In addition, identified pressures on the Learning Disability transitions budget were taken as risk during the budget build process, as this budget has been a volatile one to predict in previous years. It is now known that this pressure is in the region of £356k.

Emerging pressures include:

Loss of Independent Living Fund (ILF) income. The ILF was set up as a national resource within the Department of Work and Pensions dedicated to the financial support of disabled people, to enable them to live in the community rather than residential care. It was announced nationally in April 2010 that from 1 May 2010, as care package costs rise and the ILF is coming under greater pressure, that in order to safeguard existing users' awards, the ILF will not be accepting any new applications for the remainder of the 2010 -11 financial year. Loss of benefits for individual care packages in West Berkshire is currently estimated as £120k.

There has been a sharp increase in the number of people who were previously self funding whose capital has depleted but who are eligible for support. In 2009/10 there were eight in total but we already have seven this year. Estimated pressure is currently £220k on those seven people and we know that there are another five expected to come through the system over the next couple of months.

In addition there have been three new care packages totalling £160k for people with a learning disability, previously unknown to the Council.

The Directorate is examining all of its budgets to identify any items which could be used to mitigate the forecast overspend. A list of proposed options for decommissioning and reducing services will be brought to Management Board to consider.

However, it should be noted that the forecast position holds a large risk in that it is based on the ability to hold demand at a static level, which experience has proved to be unlikely. Therefore any additional identified in year savings may be needed in order to hold the forecast to current levels.

Capital summary (month 3):

As at month 3 the majority of the Community Services capital budget is anticipated to be spent at year end. Much of the budget relates to housing and disabled facilities grants which are committed throughout the financial year.

ENVIRONMENT DIRECTORATE POSTION AS AT MONTH 4

1. Director's Summary

Revenue Summary

- 1.1 The forecast revenue overspend for the Environment Directorate as a whole is £24k. The total net budget for the directorate is £31.4m.
- 1.2 Forecast car park income, as in month 3, is expected to be £240,000 over budget. The estimated pressure on energy costs for street lighting has increased from £50,000 to £118,000. (This pressure arose because the new energy contract for the council as a whole, although achieving savings in energy costs across the council, has increased the cost for street lighting). The winter maintenance budget is still forecast to be £134,000 overspent because of the cost of rebuilding salt stocks to the prudent recommended level.
- 1.3 These pressures will be offset by savings of £120,000 from concessionary fares and additional income. The planned reduction in highways maintenance has increased to £232,000 to offset the increased street lighting pressure. £32,000 vacancy savings are also expected to be achieved in Highways and Transport in excess of the Managed Vacancy Factor (MVF) target, because of the recruitment freeze.
- 1.4 In Property Services, there are pressures of £193,000 because of the higher than budgeted running costs of West Street House and West Point and £17,000 from a shortfall in commercial property income. The Head of Service is aiming to offset £112,000 of this pressure by reducing spending on reactive maintenance by approximately £74,000 and through vacancy savings over and above the MVF and recruitment freeze targets, additional income, and savings on cleaning and energy costs and supplies and services.
- 1.5 Development Control and Building Control income are both still expected to be on target. The Planning and Countryside service also expects to achieve savings of £59,000 from supplies and services, additional income and reductions in spend on minerals and waste and urban design and additional £40,000 from vacancies because of the recruitment freeze.
- 1.6 The Corporate Director's own budget is expected to be under spent by £9,000 because he is no longer required to make a contribution to the cost of the Director of Public Health.

Recruitment Freeze

- 1.7 Because of the freeze in staff recruitment, the managed vacancy factor (MVF) for the directorate has been increased by £98,500. Additional

vacancy savings of approximately £101,500 in excess of the (MVF) target are expected to be achieved across the directorate as a whole.

This saving helps to offset the overall net pressure on the Environment budget.

Capital summary (month 3):

Highways and Transport

- 1.8 There has been some reprofiling of the Thatcham Vision schemes and the A4/Hambridge Lane, Hungerford Footbridge and Aldermaston Footway/Cycleway Improvements.

The overall highways capital programme will be managed within the existing budget.

Planning and Countryside

- 1.9 All the capital schemes being undertaken by the Countryside Service are currently expected to be in line with agreed budgets.

Property and Public Protection

- 1.10 Expenditure is in line with capital programmes of work and accordingly these are expected to come in on budget.

Directorate summary – CEX

Director's summary:

Revenue

Current Position

At month 4, the CEX directorate is forecasting an underspend of £54k at year end. The forecast underspend has decreased from Month 3 due to a new pressure in land charges income. The Government has concluded that charging a fee for a personal search of the local land charges register is incompatible with the Environmental Information Regulations and the underlying EU directive. The current fee has been revoked from 17th August 2010 and as a result the Legal & Electoral service is forecasting a reduction in income of £49k in year.

MVF

Vacant posts have been identified to clear 99% of the Directorate £342k MVF target.

Recruitment Freeze

A target of £200k saving has been set in respect of the recruitment freeze. Vacant posts have been identified to clear £155k (78%) of the target. The Directorate expects to be able to find the remaining £45k over the next few months, and the figures reported at Month 4 reflect that expectation.

Action Taken

Vacancy savings are being identified and are being used firstly to clear MVF targets. Once a service area has cleared its MVF, any further vacancy savings are being put towards the Directorate target of £200k.

Capital summary (month 3):

The majority of capital expenditure has been committed for the directorate; the directorate anticipates spending its capital allocation within budget.

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Title of Report:	Resource Management Select Committee Work Programme
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To consider and prioritise the work programme for 2010/11.

Recommended Action: To consider the current items and discuss any future areas for scrutiny.

Resource Management Select Committee Chairman	
Name & Telephone No.:	Councillor Jeff Brooks – Tel (01635) 47391
E-mail Address:	jbrooks@westberks.gov.uk

Contact Officer Details	
Name:	Stephen Chard
Job Title:	Policy Officer (Scrutiny Support)
Tel. No.:	01635 519462
E-mail Address:	schard@westberks.gov.uk

Executive Report

1. Introduction

- 1.1 Members are requested to consider the latest work programme at Appendix A and prioritise the items listed.
- 1.2 In addition, Members are asked to give consideration to future areas for scrutiny.

Appendices

Appendix A – Resource Management Select Committee Work Programme

Consultees

Local Stakeholders: Overview and Scrutiny Management Commission

Officers Consulted: Head of Finance, Scrutiny and Partnerships Manager

Trade Union: N/A

RESOURCE MANAGEMENT SELECT COMMITTEE WORK PROGRAMME

Reference (a)	Subject/purpose (b)	Methodology (c)	Expected outcome (d)	Review Body (e)	Dates (f)	Lead Officer(s)/ Service Area (g)	Portfolio Holder(s) (h)	Comments (h)
OSMC/09/52	Results of the Employee Survey Review of the action plans in place following the Staff Attitude Survey.	Information supplied by, and questioning of, lead officer via in meeting review	A review of the action plans.	RMSC	Start: 19/01/10 End: 13/09/10	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	
OSMC/09/54	Modern working practices (Timelord) To receive a briefing on progress with the implementation of Timelord and consider whether further work is required by the Select Committee	Information supplied by, and questioning of, lead officer via in meeting review	To consider whether the Council's modern working practices including Timelord are adequate.	RMSC	Start: 12/07/10 End: 13/09/10	Jackie Jordan - 2301/Robert O'Reilly - 2358 ICT/Human Resources	Councillor Pamela Bale	
OSMC/10/83	Procurement processes To receive a briefing on the procurement processes in place within the Council to inform a potential review	Information supplied by, and questioning of lead officer.	To gain an understanding of the processes in place to assess whether further work is required by the Select Committee.	RMSC	Start: 12/07/10 End: 13/09/10	Mike Sullivan - 2415 Legal & Electoral Services (Procurement team)	Councillor Keith Chopping	Accepted onto the work programme by OSMC on 25/5
OSMC/09/56	Exit interview To receive an update on progress with the exit interview process.	Information supplied by, and questioning of, lead officer via in meeting review	Monitoring item	RMSC	Start: 13/09/10 End: 13/09/10	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	
OSMC/10/91	Stress Management To outline the work being undertaken to manage stress and sickness absence within the organisation.	In meeting review with information supplied by, and questioning of, lead officers.	To assess whether the work being undertaken is sufficient.	RMSC	Start: 13/09/10 End: 13/09/10	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	Identified as a concern by RMSC on 12/7/10.
OSMC/09/70	Chief Executive Directorate budget monitoring To discuss the current position and ways to resolve any overspends within the budget	Information supplied by, and questioning of lead officer.	Identify improvements to processes.	RMSC	Start: 19/01/10 End: 22/11/10	Nick Carter - 2101 Chief Executive	Councillor Keith Chopping	Requested by RMSC on 24th November.
OSMC/09/49	Property contracts and contractors in schools Review of the efficiency and effectiveness of Property Services in relation to contracts and the use of contractors in schools.	Information supplied by, and questioning of, lead officers and other expert witnesses via in meeting review	To suggest improvements to the efficiency and effectiveness of Property Services within schools.	RMSC	Start: 30/06/09 End: 22/11/10	Steve Broughton - 2837 Property	Councillor Keith Chopping	This was discussed at the last meeting and will be reviewed in further depth at the October meeting with additional witnesses invited, including Headteachers.

RESOURCE MANAGEMENT SELECT COMMITTEE WORK PROGRAMME

Reference (a)	Subject/purpose (b)	Methodology (c)	Expected outcome (d)	Review Body (e)	Dates (f)	Lead Officer(s)/ Service Area (g)	Portfolio Holder(s) (h)	Comments (h)
OSMC/09/55	Value for Money Consideration of the work undertaken by the Council to assess and ensure value for money.	Information supplied by, and questioning of, lead officer via in meeting review	Consider work undertaken to assess and ensure value for money and make suggestions for improvement.	RMSC	Start: 22/11/10 End: 22/11/10	John Ashworth - 2870 Environment	Councillor Keith Chopping	An appropriate subject that meets the acceptance criteria. Previously undertaken in April 2009.
OSMC/09/53	Accommodation Strategy/Asset Management Plan To receive and consider the Strategy and Plan and give particular consideration to issues surrounding Council properties and accommodation moves.	Information supplied by, and questioning of, lead officers via in meeting review	To understand more fully the plans in place in respect of Council accommodation.	RMSC	Start: 22/09/09 End:	Steve Broughton - 2837 Property	Councillor Keith Chopping	To incorporate issues surrounding Council properties and accommodation moves.
OSMC/09/57	Revenue and capital budget reports To receive the latest period revenue and capital budget reports and consider any areas of concern.	Information supplied by, and questioning of, lead officer via in meeting review	Monitoring item	RMSC	Start: 13/09/10 End:	Andy Walker - 2433 Finance	Councillor Keith Chopping	May lead to areas for in depth review.
OSMC/09/63	Establishment Reports To receive the latest report on the changes to the Council's establishment.	Information supplied by, and questioning of, lead officer via in meeting review	Monitoring item	RMSC	Start: 13/09/10 End:	Robert O'Reilly - 2358 Human Resources	Councillor Anthony Stansfeld	May lead to areas for in depth review.

Agenda Item 12.

Title of Report:	Establishment Report Quarter 1 2010/11
Report to be considered by:	Resource Management Select Committee
Date of Meeting:	13 September 2010

Purpose of Report: To receive a report on the changes to the Council's Establishment over the first quarter of 2010/11.

Recommended Action: To note the report.

Resource Management Select Committee Chairman	
Name & Telephone No.:	Councillor Jeff Brooks – Tel (01635) 47391
E-mail Address:	jbrooks@westberks.gov.uk
Contact Officer Details	
Name:	Stephen Chard
Job Title:	Policy Officer (Scrutiny Support)
Tel. No.:	01635 519462
E-mail Address:	schard@westberks.gov.uk

Supporting Information

1. Introduction

- 1.1 This report sets out the 2010/11 Quarter 1 Establishment Report which has been received by the Executive. The report and appendices are attached at Appendix A, which show establishment trends over the past 4 quarters; trends in funding for established posts; and overtime, casual workers and agency spend by Directorate.

Appendices

Appendix A – Establishment Report – Quarter 1 2010/11

Title of Report:	Establishment Report Quarter One 2010/11
Report to be considered by:	Executive
Date of Meeting:	2 nd September 2010
Forward Plan Ref:	EX2115

Purpose of Report: To report on changes to the Council's Establishment over the first quarter of 2010/11.

Recommended Action: To note the report.

Reason for decision to be taken: This report is for information only and forms part of the Council's Corporate Governance arrangements.

Other options considered: Not applicable.

Key background documentation: HR Resourcelink Database
Q1 Establishment Report 2009/10
Q2 Establishment Report 2009/10
Q3 Establishment Report 2009/10
Q4 Establishment Report 2009/10
Agresso data
Payroll data

The proposals will also help achieve the following Council Plan Theme:

CPT13 - Value for Money

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:

Portfolio Member Details	
Name & Telephone No.:	Councillor Anthony Stansfeld - Tel (01488) 658238
E-mail Address:	astansfeld@westberks.gov.uk
Date Portfolio Member agreed report:	12/08/10

Contact Officer Details	
Name:	Robert O'Reilly
Job Title:	Head of Human Resources
Tel. No.:	01635 518358
E-mail Address:	roreilly@westberks.gov.uk

Implications

- Policy:** There are no direct policy implications associated with this report.
- Financial:** Increases in the Establishment can only be approved if the budget is in place and if agreement is obtained through the Establishment Control Procedure and the Budget Monitoring Panel.
- Personnel:** These are integral to the report
- Legal/Procurement:** There are no implications
- Property:** There are no implications
- Risk Management:** There are no implications
- Equalities Impact Assessment:** There are no implications

Is this item subject to call-in?	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
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 Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

Executive Summary

1. Introduction

1.1 During quarter one 2010/11 the total WBC Establishment increased by 27.36 FTE.

2. WBC Funded & DSG Grant Establishment

2.1 WBC funded post FTE decreased by 31.71 FTE during quarter one.

2.2 The total change in WBC funded (including DSG) Establishment over the past year can be seen in the table below.

WBC Funded (including DSG) Establishment						
Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Q1 FTE 2010/11	Total difference over the year	% Difference over Year
1571.73	1557.98	1556.16	1513.39	1481.69	-90.04	-5.73

3. External and Joint Funded Establishment

3.1 Externally funded post FTE increased by 4.0 FTE during quarter one.

3.2 Joint funded post FTE increased by 55.06 FTE in quarter one.

3.3 The total FTE which is externally and jointly funded now totals 288.98 FTE, compared to 229.91 at the end of quarter four. The changes are summarised in the table below.

Joint and External Funding Establishment						
Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Q1 FTE 2010/11	Total difference over the year	% Difference over Year
185.37	195.20	197.43	229.91	288.98	103.61	55.89

4. Proposal

4.1 None – for information only

5. Conclusions

5.1 The total Establishment has increased over the quarter.

5.2 The total Establishment at the end of quarter one 2010/11 is 1770.66 FTE, an increased of 27.36 FTE when compared to the total of 1743.31 FTE at the end of quarter four 2009/10.

5.3 The amount of vacant FTE has increased by 10.79 FTE this quarter. The overall amount of vacant FTE has increased to 168.30 FTE compared to 157.51 FTE reported at the end of quarter four 2009/10. The overall vacancy rate was 9.50%, up from 9.04% at the end of quarter four.

5.4 The rolling annual turnover rate (which includes quarter one) was 9.06%. For comparison the rate at quarter one 2009/10 was 11.83%.

5.5 The Budget Monitoring Panel (BuMP) deleted 2.0 FTE from the Establishment during quarter one.

- 5.6 44 new posts (32.93 FTE) were added to the Establishment this quarter. The Establishment increased by 27.36 FTE over the quarter, which is less than the total new post FTE added (32.93). This is because various posts were deleted or decreased their hours. The new posts are funded as follows:
- (a) 15.70 FTE is externally funded (ABG, Planning income, Future Jobs Fund apprentices, Sure Start, Social Care Reform Grant, Housing and Planning Delivery Grant).
 - (b) 12.99 FTE is Revenue funded. This includes 7.31 FTE from the TUPE transfer in of staff from Wokingham Council under a shared services agreement affecting the Trading Standards team, and 3.0 FTE added to Children's Services approved in light of a need to strengthen the Children's Services Service following external inspection.
 - (c) 4.24 FTE is funded by the Dedicated Schools' Grant (DSG).

Executive Report

1. Introduction

1.1 The data used to complete this report is taken from the HR/Payroll system Resourcelink and previous quarterly Establishment reports.

2. The Total Establishment

2.1 Since last reporting at the end of quarter four, the total Establishment has increased from 1743.31 FTE to 1770.66 FTE, an increase of 27.35 FTE.

2.2 The quarterly changes are made up as follows:

Chief Executive	- 24.51 FTE
Children and Young People	+ 10.31 FTE
Community Services	+ 0.84 FTE
Environment	+ 40.70 FTE

2.3 The BuMP's review of long term vacant posts deleted 2.0 FTE from the Establishment this quarter.

2.4 The Senior Management Review (SMR) as approved at Executive in December 2009 affected the Establishment this quarter. This Establishment report shows the new Council structure which came into effect on 01/04/2010.

2.5 This quarter 15 new Future Jobs Fund posts were added to the Establishment. The posts total 11.66 FTE all of which is externally funded. The posts are fixed term (6 months), on the minimum scale point of grade B, between 25 and 30 hours per week, associated with training under an apprenticeship framework and can be offered to young unemployed people aged between 18 and 24.

2.6 Over the year (Q1 2009/10 to Q1 2010/11) the overall Establishment has increased by 13.56 FTE. At the end of quarter one 2009/10 total Establishment FTE was 1757.10, at quarter one 2010/11 Establishment FTE was 1770.66.

	Total Establishment FTE				
	Q1 2009/10 FTE	Q2 2009/10 FTE	Q3 2009/10 FTE	Q4 2009/10 FTE	Q1 2010/11 FTE
WBC funded	1571.73	1557.98	1556.16	1513.39	1481.69
Joint funded	44.34	49.34	50.24	49.24	104.30
Externally funded	141.03	145.86	147.19	180.67	184.68
Total Establishment	1757.10	1753.18	1753.59	1743.31	1770.66

2.7 The way posts are funded has changed over the quarter:

- (1) WBC funded FTE has decreased by 31.70;
- (2) Joint funded FTE has increased by 55.06;
- (3) Externally funded FTE has increased by 4.00.

- 2.8 These changes are due to amendments to the way funding is recorded, made as budget managers review their budgets and Establishment information.
- 2.9 We are also now in a new budget year which means that HR and Finance have reviewed how posts are funded. This explains the shift in WBC funded posts to joint funded posts (e.g. posts in Planning and Countryside are now shown as joint funded rather than Revenue). These posts were already on the Establishment.
- 2.10 A summary of total WBC Establishment FTE by service is shown at appendix one.

3. WBC (and DSG) Funded Establishment

- 3.1 This quarter there has been a decrease of 31.70 FTE of WBC funded (including DSG) FTE (1481.69 FTE compared to 1513.39 FTE at the end of quarter four 2009/10).
- 3.2 The table below shows how the Establishment has changed by service area compared to quarters two, three and four 2009/10. A summary of funding by directorate can be seen later in this report and in appendix two.

	WBC (including DSG) Funded Establishment			
	Q2 2009/10 FTE	Q3 2009/10 FTE	Q4 2009/10 FTE	Q1 2010/11 FTE
CEO & Support	2.42	2.42	2.42	2.42
Benefits & Exchequer	77.07	79.07	56.09	57.09
Finance	62.50	62.50	59.50	57.50
Human Resources	28.32	28.32	27.32	28.32
ICT	55.76	54.76	53.76	53.76
Legal & Electoral Services	26.43	26.43	24.43	26.93
Policy & Communication	48.75	48.56	47.56	49.50
Property	28.59	26.59	27.59	n/a
Special Projects	4.00	5.00	5.00	4.50
Total Chief Executive	333.85	333.66	303.69	280.03
Children's Services	137.54	136.54	136.64	130.93
Youth Services and Commissioning	61.84	64.17	64.17	66.74
Customer Services	40.63	39.63	39.63	39.63
Education Services	148.75	146.92	143.12	126.79
Director & Support	2.00	2.00	2.00	2.00
Total Children and Young People	390.76	389.26	385.56	366.10
Community Care and Well-being	100.78	100.20	99.20	n/a
Adult Social Care	n/a	n/a	n/a	406.60
Cultural Services	82.58	81.69	81.69	80.14
Housing and Performance	60.64	61.64	61.14	57.24
Older Peoples Services	307.91	308.59	308.38	n/a
System Transformation	2.00	2.00	2.00	1.00
Director & Support	2.00	2.00	2.00	2.00
Total Community Services	555.90	556.11	554.40	546.98

	WBC (including DSG) Funded Establishment			
	Q2 2009/10 FTE	Q3 2009/10 FTE	Q4 2009/10 FTE	Q1 2010/11 FTE
Countryside & Environment	74.04	75.92	71.82	n/a
Property and Public Protection	n/a	n/a	n/a	88.61
Highways & Transport	114.50	112.28	108.99	108.99
Planning and Countryside	n/a	n/a	n/a	88.98
Planning & Trading Standards	86.93	86.93	86.93	n/a
Director Support	2.00	2.00	2.00	2.00
Total Environment	277.47	277.13	269.74	288.58
GRAND TOTALS	1557.98	1556.16	1513.39	1481.69

- 3.3 There have been various small changes to WBC funded post FTE across many services this quarter.
- 3.4 The main changes are where the way that funding has been previously recorded has been amended.
- 3.5 The change in WBC funded (including DSG) Establishment by directorate over the past year can be seen in the table below.

	WBC Funded (including DSG) Establishment						
	Q1 FTE 2009/10	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Q1 FTE 2010/11	Total difference over the year	% Difference over Year
Chief Executive	337.71	333.85	333.66	303.69	280.03	-57.68	-17.08
Children and Young People	390.94	390.76	389.26	385.56	366.10	-24.84	-6.35
Community Services	565.93	555.90	556.11	554.40	546.98	-18.95	-3.35
Environment	277.15	277.47	277.13	269.74	288.58	11.43	4.12
Total	1571.73	1557.98	1556.16	1513.39	1481.69	-90.04	-5.73

- 3.6 The amount of WBC funded FTE in the Chief Executive's directorate has decreased by 57.68 FTE over the year (17.08%). Some of this change can be explained by the amendments made to the way posts are funded. This quarter, as part of the SMR, the Property Service was re-structured and re-named Property and Public Protection; it was also transferred to the Environment directorate.
- 3.7 The WBC funded Establishment of Children and Youth Services has decreased by 24.84 FTE (6.35%) over the year.
- 3.8 Within the Community Services directorate the WBC funded Establishment has decreased over the year by 18.95 FTE (3.35%).
- 3.9 The Environment directorate's total WBC funded FTE increased by 11.43 FTE (4.12%). The SMR dissolved the Countryside and Environment service and re-structure what was Planning and Trading Standards (now Planning and Countryside). Several posts were transferred to the Chief Executive's directorate.

- 3.10 The WBC funded Establishment has decreased by 90.04 FTE (5.73%) when compared to quarter one 2009/10.
- 3.11 During the quarter there were twenty-four new WBC (including DSG) funded posts added to the Establishment (17.23 FTE). However, due to post deletions, FTE decreases over the quarter and amendments to the recording of post funding information, the WBC funded Establishment decreased by 31.70 FTE this quarter.

DSG Funded posts

- 3.12 At the end of quarter one 2010/11 DSG funding accounts for 27.50 FTE on the Establishment. In quarter four 2009/10 the amount of DSG funded FTE was 24.30.
- 3.13 The figure above does not include posts which are only partially funded via the DSG (e.g. 50% DSG, 50% capital), only those which are 100% DSG funded.

4. Externally Funded and Joint Funded Establishment

- 4.1 Externally funded FTE has increased to 184.68 FTE over the quarter; an increase of 4.01 FTE when compared to 180.67 FTE at the end of quarter four.
- 4.2 Joint funded FTE has decreased to 104.30 FTE over the quarter; an decrease of 1.00 FTE when compared to 49.24 FTE at the end of quarter four.
- 4.3 The table below shows how the joint and externally funded posts on the Establishment have changed by service area compared to quarters two, three and four 2009/10. A summary of funding by directorate can be seen later in this report

	Joint Funded Establishment				External Funded Establishment			
	Q2 FTE 09/10	Q3 FTE 09/10	Q4 FTE 09/10	Q1 FTE 10/11	Q2 FTE 09/10	Q3 FTE 09/10	Q4 FTE 09/10	Q1 FTE 10/11
CEO & Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Benefits & Exchequer	0.00	0.00	0.00	0.00	2.00	0.00	22.97	24.41
Finance	1.00	1.00	1.00	0.00	1.00	1.00	1.81	2.81
Human Resources	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.81
ICT	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.81
Legal & Electoral Services	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Policy & Communication	0.76	0.76	0.76	0.76	3.81	3.00	4.51	4.62
Property	4.00	4.00	4.00	n/a	0.00	0.00	0.00	n/a
Special Projects	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Total Chief Executive	7.76	7.76	7.76	2.76	9.81	7.00	32.30	36.46
Children's Services	7.85	7.85	7.85	25.21	18.12	18.12	18.03	9.62
Youth Services and Commissioning	4.77	4.77	4.77	4.77	8.24	8.24	8.24	9.24
Customer Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.62
Education Services	5.10	0.00	3.50	36.21	69.58	0.00	82.59	68.09
Director & Support	0.00	4.10	0.00	0.00	0.00	75.12	0.00	0.00
Total Children & Young People	17.72	16.72	16.13	66.19	95.94	101.48	108.86	88.57

	Joint Funded Establishment				External Funded Establishment			
	Q2 FTE 09/10	Q3 FTE 09/10	Q4 FTE 09/10	Q1 FTE 10/11	Q2 FTE 09/10	Q3 FTE 09/10	Q4 FTE 09/10	Q1 FTE 10/11
Community Care and Well-being	13.30	13.30	12.30	n/a	0.32	0.32	0.32	n/a
Adult Social Care	n/a	n/a	n/a	19.30	n/a	n/a	n/a	11.09
Cultural Services	1.76	2.65	2.65	2.65	1.41	2.41	2.41	2.41
Housing and Performance	4.00	0.00	4.00	6.00	10.00	0.00	11.00	13.50
Older Peoples Services	2.00	4.00	3.00	n/a	13.61	10.00	13.01	n/a
System Transformation	0.00	3.00	0.00	1.00	4.00	13.01	3.00	4.00
Director & Support	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00
Total Community Services	21.05	22.95	21.95	28.95	29.35	29.75	29.75	31.01
Countryside & Environment	1.81	1.81	1.81	n/a	1.80	1.00	2.81	n/a
Property and Public Protection	n/a	n/a	n/a	4.60	n/a	n/a	n/a	3.00
Highways & Transport	0.00	0.00	0.00	0.00	2.00	0.00	2.00	4.30
Planning and Countryside	n/a	n/a	n/a	1.81	n/a	n/a	n/a	21.34
Planning & Trading Standards	1.00	0.00	1.60	n/a	6.96	2.00	4.96	n/a
Director & Support	0.00	1.00	0.00	0.00	0.00	5.96	0.00	0.00
Total Environment	2.81	2.81	3.41	6.41	10.76	8.96	9.77	28.64
GRAND TOTALS	49.34	50.24	49.24	104.30	145.86	147.19	180.67	184.68

4.4 The change in joint and externally funded Establishment by directorate over the past year can be seen in the table below.

	Joint and External Funding Establishment						
	Q1 FTE 2009/2010	Q2 FTE 2009/10	Q3 FTE 2009/10	Q4 FTE 2009/10	Q1 FTE 2010/11	Total difference over the year	% Difference over Year
Chief Executive	13.57	17.57	14.76	40.05	39.22	25.65	189.00
Children and Young People	110.06	113.66	118.20	124.98	154.76	44.70	40.62
Community Services	46.40	50.40	52.70	51.69	59.95	13.55	29.21
Environment	15.34	13.57	11.77	13.18	35.05	19.71	128.46
Total	185.37	195.20	197.43	229.91	288.98	103.61	55.89

4.5 The table above demonstrates that the Establishment increase over the year is due to joint and external funding, an increase of 103.61 FTE (55.89%) when compared to quarter one 2009/10.

4.6 In quarter one the joint and externally funded Establishment in the Chief Executive's directorate decreased by 0.83 FTE.

4.7 In the Children and Young People directorate there is an increase of 29.78 FTE shown this quarter; this is due to the way post funding was recorded being amended and is largely FTE which was already on the Establishment.

4.8 During quarter one, the joint and externally funded Establishment of Community Services has increased by 8.26 FTE. This is due to funding type amendments following budget reviews of existing posts.

- 4.9 In the Environment directorate the joint and externally funded Establishment has increased by 21.87 FTE this quarter. This is due to funding type amendments following budget reviews of existing posts.
- 4.10 Over the year, all directorates show a percentage increase in joint and externally funded FTE. The joint and externally funded Establishment has increased by 103.61 FTE (55.89%) when compared to quarter one 2009/10.
- 4.11 During quarter one 2010/11 twenty new externally funded posts (15.70 FTE) were added to the Establishment.

5. Restructures

- 5.1 The SMR structural changes came into effect on 1st April 2010 and as such are reflected in this report.
- 5.2 In summary the SMR structural changes were as follows:
- (1) Dissolve the Countryside and Environment service.
 - (2) Move teams from the dissolved Countryside and Environment service to Property. Re-name Property to Property and Public Protection.
 - (3) Move Property and Public Protection from the Chief Executive directorate to the Environment directorate.
 - (4) Move teams from the dissolved Countryside and Environment service to Planning and Trading Standards. Re-name Planning and Trading Standards to Planning and Countryside.
 - (5) Move the Contracts and Procurement Team from Finance to Legal and Electoral.
 - (6) Move the Civil Contingencies Team from the dissolved Countryside and Environment service to Policy and Communication.
 - (7) Merge Community Care and Well-Being with Older People's Services to create a new service called Adult Social Care.
 - (8) Move the Contracts Team from Education Services to Youth Services and Commissioning.
- 5.3 Several posts were deleted and created as part of the SMR. These were reported in the Quarter Four 2009/10 Establishment Report.

6. Directorate Commentaries

6.1 Chief Executive

- (1) The Chief Executive's directorate Establishment has decreased by 24.51 FTE over the quarter.
- (2) Rolling annual turnover in the directorate: 8.33%.
- (3) Vacancy rate in the directorate: 9.58%.

- (4) Key points are as follows:
- (a) Benefits and Exchequer: Three new externally funded Future Jobs Fund posts established for 6 months.
 - (b) Finance: A new DSG funded School Finance Adviser post was created. The Contracts and Procurement Team transferred to Legal and Electoral as part of the SMR.
 - (c) Human Resources: A new HR Officer post was created on a fixed term basis to cover part of the HR Manager's maternity leave. One Future Jobs Fund post was created.
 - (d) ICT: One Future Jobs Fund post was created.
 - (e) Legal and Electoral: The Contracts and Procurement Team transferred into the service as part of the SMR. A Support Services Officer post was reduced to 0.5 FTE following the PA Review.
 - (f) Policy and Communication: Two new Future Jobs Fund posts were created. The Communication and Information Officer reduced in FTE. The Civil Contingencies Team transferred into the service as part of the SMR.
 - (g) Special Projects: A Support Services Officer post was reduced to 0.5 FTE following the PA Review.
 - (h) Property: The service transferred to the Environment directorate and was re-named Property and Public Protection as part of the SMR.
 - (i) There were no Establishment changes in CEO and Support.

6.2 Children & Young People

- (1) The Establishment of the Directorate has increased by 10.31 FTE over the quarter. This increase is largely due to the establishment of new DSG funded posts to formalise the working arrangements of existing casual workers.
- (2) Rolling annual turnover in the directorate: 10.84%.
- (3) Vacancy rate in the directorate: 9.95%.
- (4) Key points are as follows:
 - (a) Children's Services: Using existing higher graded FTE, a new Early Intervention Link Worker post was created with no cost implications. The Complaints and Public Information Officer transferred to Youth Services and Commissioning. Three new posts were created in the Referral and Assessment Team following and Ofsted recommendation (one Support Services Assistant and two Social Workers). One Future Jobs Fund post was created.
 - (b) Customer Services: Two Future Jobs Fund posts were created.

- (c) Education Services: Two Toy Library Co-ordinator posts (Sure Start funded) increased FTE this quarter. A 0.24 FTE Tutor post was deleted and the budget transferred for casual funding. Nine new DSG funded posts were established to formalise the working arrangements of existing new casual workers. One administrative post was transferred into the service from Cultural Services. The Contracts Team transferred to Youth Services and Commissioning as part of the SMR. A new post was created using existing FTE which increased the Establishment slightly, but had no financial impact. A Parents as First Teacher post was deleted as part of Budget Monitoring Panel's long term vacant post review.
- (d) Youth Services and Commissioning: The Complaints and Public Information Officer transferred to the service from Children's Services. A Caretaker post was deleted as part of Budget Monitoring Panel's long term vacant post review. A Youth Worker post was reduced in FTE to fund the Centre Business Co-ordinator becoming all year round, rather than term-time only. Two new Future Jobs Fund posts were created. The Contracts Team transferred to Youth Services and Commissioning from Education as part of the SMR.
- (e) There were no Establishment changes in Director and Support.

6.3 Community Services

- (1) The Establishment of the Directorate has increased by 0.84 FTE over the last quarter.
- (2) Rolling annual turnover in the directorate: 9.07%.
- (3) Vacancy rate in the directorate: 9.19%.
- (4) Key points are as follows:
 - (a) Older People's Services and Community Care and Well-Being: Services merged as part of the SMR to create Adult Social Care.
 - (b) Adult Social Care: One new Future Jobs Fund post created. One new Team Manager post established – funded from the Social Care Reform Grant. Several Care Assistant and Community Workers posts were re-organised this quarter to enable additional posts to be created, within existing budgets. One Care Manager post was deleted, and the Independent Living Manager was transferred to System Transformation.
 - (c) Cultural Services: Several Library posts were adjusted and reduced to enable more effective service delivery and meet MTFS and VfM savings targets. A Support Services Assistant post was transferred to Education Services.
 - (d) Housing and Performance: A new Deputyship Officer post was created and another increased in FTE as part of a service investment. One new Future Jobs Fund post was created. A Community Worker post was transferred to Adult Social Care.

- (e) System Transformation: The post of Independent Living Manager was transferred to System Transformation from Adult Social Care.
- (f) There were no Establishment changes in Director and Support.

6.4 Environment

- (1) The Establishment of the Directorate has increased by 40.70 FTE over the last quarter.
- (2) Rolling annual turnover in the directorate: 6.05% (this includes some projected data following SMR changes).
- (3) Vacancy rate in the directorate: 9.31%.
- (4) Key points are as follows:
 - (a) Highways and Transport: Three new Future Jobs Fund posts were created.
 - (b) Countryside and Environment: The service was dissolved as part of SMR and teams transferred to Property and Public Protection, Planning and Countryside and Policy and Communication.
 - (c) Planning and Countryside (formerly Planning and Trading Standards): Service re-named and re-structured as part of the SMR. 31.68 FTE transferred into the service from the dissolved Countryside and Environment Service. 13.55 FTE transferred from Planning and Countryside to Property and Public Protection. A new Planning Administration post was created following the increase in planning applications. The post of Travel Plan Officer was deleted as part of the Budget Monitoring Panel's review of long term vacant posts.
 - (d) Property and Public Protection (formerly Property): Service re-named and transferred to the Environment directorate as part of the SMR. 42.76 FTE transferred into the service from the dissolved Countryside and Environment service; 13.55 FTE transferred into the service from Planning and Countryside (Trading Standards). Eight new posts were created in Trading Standards as part of the Shared Trading Standards Service with Wokingham (several TUPE arrangements). One new Environmental Control Officer was established, funded from the Housing and Planning Delivery Grant.
 - (e) There were no Establishment changes in Director and Support

7. Conclusions

- 7.1 The total Establishment has increased over the quarter.
- 7.2 The total Establishment at the end of quarter one 2010/11 is 1770.66 FTE, an increase of 27.36 FTE when compared to the total of 1743.31 FTE at the end of quarter four 2009/10.
- 7.3 44 new posts (32.93 FTE) were added to the Establishment this quarter. The Establishment increased by 27.36 FTE over the quarter, which is less than the total

new post FTE added (32.93). This is because various posts were deleted or decreased their hours. The new posts are funded as follows:

- (a) 15.70 FTE is externally funded (ABG, Planning income, Future Jobs Fund apprentices, Sure Start, Social Care Reform Grant, Housing and Planning Delivery Grant).
- (b) 12.99 FTE is Revenue funded. This includes 7.31 FTE from the TUPE transfer in of staff from Wokingham Council under a shared services agreement affecting the Trading Standards team, and 3.0 FTE added to Children's Services approved in light of a need to strengthen the Children's Services Service following external inspection.
- (c) 4.24 FTE is funded by the Dedicated Schools' Grant (DSG).

7.4 The amount of vacant FTE has increased by 10.79 FTE this quarter. The overall amount of vacant FTE has increased to 168.30 FTE compared to 157.51 FTE reported at the end of quarter four 2009/10. The overall vacancy rate was 9.50%, up from 9.04% at the end of quarter four.

7.5 The rolling annual turnover rate (which includes quarter one) was 9.06%. For comparison the rate at quarter one 2009/10 was 11.83%.

7.6 The Budget Monitoring Panel (BuMP) deleted 2.0 FTE from the Establishment during quarter one.

7.7 During quarter one 2010/11:

- (1) WBC funded FTE has decreased by 31.70;
- (2) Joint funded FTE has increased by 55.06;
- (3) Externally funded FTE has increased by 4.07.

7.8 These changes are largely due to the way funding was previously recorded being amended and changed due to the new budget year and Establishment data being reviewed by budget managers.

7.9 As a result of SMR, the Establishment now has a new structure.

Appendices

Appendix 1	Establishment trends Q2 2009/10 to Q1 2010/11 (figures for comparison over the past 4 quarters)
Appendix 2	Trends in funding for established posts Q2 2009/10 to Q1 2010/11
Appendix 3	Overtime, Casual Workers; and Agency Spend by Directorate
Appendix 4	Glossary and Definitions

Consultees

Local Stakeholders: Corporate Board 20th July 2010
Corporate Board 27th July 2010
Management Board 12th August 2010
Executive 2nd September 2010

Officers Consulted: As above
Trade Union: Not consulted

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Establishment Trends Q2 2009/10 to Q1 2010/11

The quarter four table below shows Establishment data for West Berkshire Council. This includes Establishment FTE, Occupied FTE, Vacancy details, Headcount and Turnover for the current quarter

Quarter 1 2010/11

Permanent and Fixed Term Establishment as at 30 June 2010

	Current WBC Establishment FTE	Current WBC Occupied FTE	Vacant FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %	Vacancy Rate by Directorate
CEO & Support	2.42	2.42	0.00	3	0.00	
Benefits & Exchequer	81.50	76.25	5.25	86	3.51	
Finance	60.31	52.72	7.59	57	13.56	
Human Resources	29.14	26.94	2.19	31	6.45	
ICT	57.57	52.77	4.80	57	3.64	
Legal & Electoral Services	27.93	27.22	0.71	36	12.50	
Policy & Communication	54.87	44.85	10.03	50	15.09	
Special Projects	5.50	5.50	0.00	6	0.00	
Total Chief Executive	319.24	288.66	30.59	326	8.33	9.58
Children's Services	165.76	147.50	18.26	173	9.48	
Youth Services and Commissioning	80.75	75.23	5.52	112	10.71*	
Customer Services	41.25	37.88	3.37	44	17.78	
Education Services	231.10	205.43	25.67	261	7.50	
Director & Support	2.00	3.00	-1.00	3	0.00	
Total Children and Young People	520.86	469.04	51.82	593	10.84	9.95
Adult Social Care	436.99	399.44	37.56	485	8.91	
Cultural Services	85.20	75.27	9.94	108	11.91	
Housing and Performance	76.74	69.49	7.26	76	5.26	
System Transformation	6.00	5.00	1.00	5	20.00	
Director & Support	2.00	2.00	0.00	2	0.00	
Total Community Services	606.94	551.19	55.75	676	9.07	9.19
Property and Public Protection	96.21	83.77	12.45	92	4.35*	
Highways & Transport	113.28	104.78	8.51	112	6.51	
Planning and Countryside	112.13	102.94	9.19	117	10.26*	
Director & Support	2.00	2.00	0.00	2	0.00	
Total Environment	323.62	293.48	30.14	323	6.5*	9.31
GRAND TOTALS	1770.66	1602.36	168.30	n/a #	9.06	9.50

Quarter 4 2009/10

Permanent and Fixed Term Establishment as at 31 March 2010

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	84	4.73
Finance	62.31	60	13.22
Human Resources	27.32	31	6.45
ICT	56.76	55	1.87
Legal & Electoral Services	25.43	33	12.31
Policy & Communication	52.83	50	13.46
Property	31.59	29	16.39
Special Projects	6.00	6	0.00
Total Chief Executive	343.75	351	8.78
Children and Youth Services	162.52	174	7.41
Childrens Commissioning & Quality	77.18	106	19.55
Customer Services	39.63	43	15.56
Education Services	229.22	257	7.45
Director & Support	2.00	3	0.00
Total Children and Young People	510.55	583	9.50
Community Care and Well-being	111.82	113	0.87
Cultural Services	86.74	118	7.32
Housing and Performance	76.14	73	10.29
Older Peoples Services	324.40	374	10.82
System Transformation	5.00	4	28.57
Director & Support	2.00	2	0.00
Total Community Services	606.09	684	8.55
Countryside & Environment	76.44	78	3.87
Highways & Transport	110.99	111	8.53
Planning & Trading Standards	93.49	96	5.05
Director & Support	2.00	2	0.00
Total Environment	282.92	287	5.99
GRAND TOTALS	1743.31	n/a #	8.49

The headcount per service should not be totalled to give a total headcount. Some employees may have several posts and this would give an inaccurate figure

*** Represents turnover based on leavers from WBC in past rolling year and calculated through average headcount throughout the year

Turnover relates to crude turnover only and only measures external leavers not internal movement

* Turnover is based on quarterly leavers and is projected for the year (service significantly different from previous year)

Quarter 3 2009/10

Permanent and Fixed Term Establishment as at 31 December 2009

	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	2.35
Finance	64.50	63	9.52
Human Resources	28.32	30	9.52
ICT	57.76	54	5.56
Legal & Electoral Services	27.43	31	15.87
Policy & Communication	52.32	52	7.62
Property	30.59	29	13.33
Special Projects	6.00	6	0.00
Total Chief Executive	348.42	353	7.58
Children and Youth Services	162.52	173	8.87
Childrens Commissioning & Quality	77.18	99	17.32
Customer Services	39.63	46	8.42
Education Services	226.13	258	7.10
Director & Support	2.00	2	0.00
Total Children and Young People	507.46	578	8.99
Community Care and Well-being	113.82	111	6.06
Cultural Services	86.74	122	8.06
Housing and Performance	75.64	77	8.51
Older Peoples Services	324.61	377	9.99
System Transformation	6.00	5	0.00
Director & Support	2.00	2	0.00
Total Community Services	608.80	694	8.76
Countryside & Environment	78.73	78	8.86
Highways & Transport	114.28	110	11.94
Planning & Trading Standards	93.89	98	5.00
Director & Support	2.00	2	0.00
Total Environment	288.90	288	8.53
GRAND TOTALS	1753.59	n/a #	8.57

Quarter 2 2009/10

Permanent and Fixed Term Establishment as at 30 September 2009

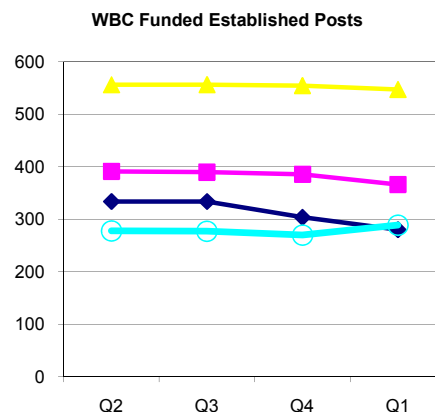
	Current WBC Establishment FTE	Staff Headcount Per Service	Annual Turnover (rolling year) %
CEO & Support	2.42	3	0.00
Benefits & Exchequer	79.07	85	3.55
Finance	64.50	62	11.02
Human Resources	28.32	31	12.70
ICT	58.76	55	3.74
Legal & Electoral Services	27.43	27	19.67
Policy & Communication	53.32	53	7.62
Property	32.59	32	3.13
Special Projects	5.00	6	0.00
Total Chief Executive	351.42	354	7.58
Children and Youth Services	163.52	172	11.03
Childrens Commissioning & Quality	74.84	97	16.00
Customer Services	40.63	47	10.31
Education Services	223.43	253	7.68
Director & Support	2.00	3	0.00
Total Children and Young People	504.42	572	10.05
Community Care and Well-being	114.40	107	12.39
Cultural Services	85.74	125	12.90
Housing and Performance	74.64	76	10.07
Older Peoples Services	323.53	382	9.15
System Transformation	6.00	5	0.00
Director & Support	2.00	2	0.00
Total Community Services	606.30	697	10.37
Countryside & Environment	77.65	78	8.97
Highways & Transport	116.50	102	14.66
Planning & Trading Standards	94.89	99	4.98
Director & Support	2.00	2	0.00
Total Environment	291.04	281	9.42
GRAND TOTALS	1753.18	n/a #	9.61

Trends in Funding for Established Posts Q2 2009/10 to Q1 2010/11

The figures below show the position over the past four quarters for WBC, joint and external funded posts. All posts (permanent or fixed term) are included in this report.

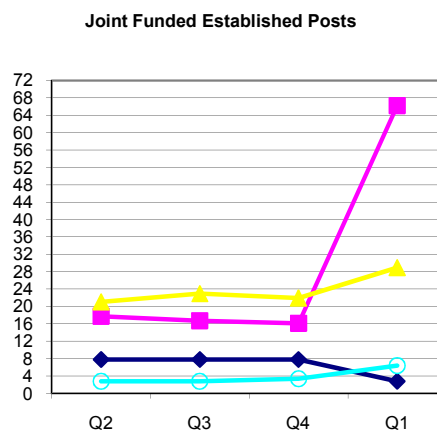
WBC funded post FTE has decreased by 31.71 FTE during quarter one.

	WBC Funded (incl. DSG)			
	Q2	Q3	Q4	Q1
Chief Executive	333.85	333.66	303.69	280.03
Children and Young People	390.76	389.26	385.56	366.10
Community Services	555.90	556.11	554.40	546.98
Environment	277.47	277.13	269.74	288.58
Total	1557.98	1556.16	1513.39	1481.69



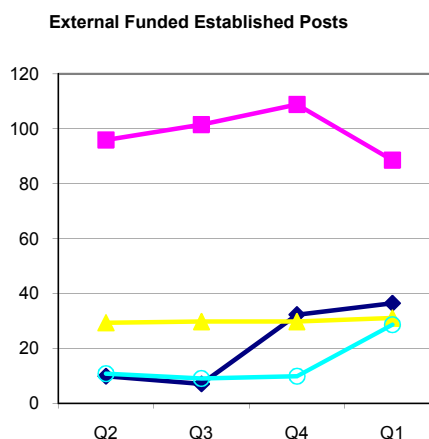
Joint funding for posts has increased by 55.06 FTE during quarter one.

	Joint Funding			
	Q2	Q3	Q4	Q1
Chief Executive	7.76	7.76	7.76	2.76
Children and Young People	17.72	16.72	16.13	66.19
Community Services	21.05	22.95	21.95	28.95
Environment	2.81	2.81	3.41	6.41
Total	49.34	50.24	49.24	104.30



Externally funded post FTE has increased by 4.0 FTE during quarter one.

	External Funding			
	Q2	Q3	Q4	Q1
Chief Executive	9.81	7.00	32.30	36.46
Children and Young People	95.94	101.48	108.86	88.57
Community Services	29.35	29.75	29.75	31.01
Environment	10.76	8.96	9.77	28.64
Total	145.86	147.19	180.67	184.68



KEY

Chief Executive	diamond
Children and Young People	square
Community Services	triangle
Environment	circle

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Overtime, Casual Workers, and Agency:
Spend over Quarters 2, 3 and 4 2009/10, and Quarter 1 2010/11 by Directorate

Overtime - flat and enhanced * \$

Directorate	Data	* Total £ Q2 09/10	* Total £ Q3 09/10	* Total £ Q4 09/10	* Total £ Q1 10/11
Chief Executive	Overtime - Flat	£14,738.45	£12,126.90	£5,603.87	£6,016.51
	Overtime - Enhanced	£22,640.92	£16,657.09	£8,161.67	£14,146.55
	Total	£37,379.37	£28,783.99	£13,765.54	£20,163.06
Children & Young People	Overtime - Flat	£18,508.58	£16,095.50	£15,826.25	£25,848.28
	Overtime - Enhanced	£5,253.57	£5,273.01	£4,840.30	£3,762.02
	Total	£23,762.15	£21,368.51	£20,666.55	£29,610.30
Community Services	Overtime - Flat	£67,400.07	£62,619.70	£49,289.04	£67,254.29
	Overtime - Enhanced	£30,566.28	£22,387.12	£58,638.72	£66,699.00
	Total	£97,966.35	£85,006.82	£107,927.76	£133,953.29
Environment	Overtime - Flat	£6,330.65	£5,520.14	£4,880.68	£4,643.16
	Overtime - Enhanced	£10,677.26	£14,933.09	£14,427.19	£20,726.18
	Total	£17,007.91	£20,453.23	£19,307.87	£25,369.34
Total Sum of Overtime - Flat		£106,977.75	£96,362.24	£75,599.84	£103,762.24
Total Sum of Overtime - Enhanced		£69,138.03	£59,250.31	£86,067.88	£105,333.75
Total of Overtime		£176,115.78	£155,612.55	£161,667.72	£209,095.99

* Data from Payroll

\$ From quarter one 09/10 the breakdown of overtime payments is shown as 'overtime - flat' and 'overtime - enhanced'. This change has been made to enable clearer reporting.

Casual Workers (not on the Establishment) *

Directorate	* Total £ Q2 09/10	* Total £ Q3 09/10	* Total £ Q4 09/10	* Total £ Q1 10/11
Chief Executive	£9,848.96	£9,649.97	£7,594.49	£4,813.58
Children & Young People	£57,631.97	£51,256.96	£54,644.85	£45,804.65
Community Services	£91,887.52	£83,687.54	£60,851.12	£66,156.26
Environment	£52,973.73	£35,144.02	£24,580.90	£24,329.84
Grand Total	£212,342.18	£179,738.49	£147,671.36	£141,104.33

* Data from Payroll

Agency (WBC Revenue only) **

Directorate	** Total £ Q2 09/10	* Total £ Q3 09/10	* Total £ Q4 09/10	* Total £ Q1 10/11
Chief Executive	£116,988	£165,956	£164,634	£89,762
Children & Young People	£118,516	£203,816	£122,927	£147,928
Community Services	£170,954	£178,532	£193,572	£109,603
Environment	£10,202	£5,396	£4,716	£3,844
Grand Total	£416,661	£553,700	£485,849	£351,138

** = Data from Agresso supplied by Finance.

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Glossary and Definitions used in the report

Misinterpretation of Establishment data can often occur through an incorrect understanding of the definitions that are used. The attached Appendices include a number of terms and the definitions are shown below.

Definitions

Grouped Posts:

Individual posts with the same criteria against them are sometimes grouped into one generic post with the full time equivalent (FTE) value reflecting the total number of hours from the individual posts. A Grouped Post will have one post number, but each employee allocated to the Grouped Post will retain their individual Employee numbers.

The following information must be the same for every employee within the Grouped Post:

- Job title;
- Grade;
- Reporting Line;
- The team the post is in;
- Location;
- Cost Centre;
- Funding source; and,
- Post status (i.e. Permanent or Temporary).

Establishment:

The number of posts (shown as full time equivalents (FTE)) that are supported by the approved staffing budget, agreed by the Council (through the Policy and Budget Framework) at the annual budget setting meeting. If the Executive subsequently change the staffing budget during the year then the Establishment would be expected to change. Changes in Establishment can also result from restructuring where two lower paid posts could be created from a single higher salaried post or vice versa. In this case the budget does not change but the Establishment will.

The Establishment includes both occupied and vacant posts. In some cases vacant posts within the Establishment may be covered by temporary or agency staff. These are not added to the Establishment.

The Establishment includes Permanent and Fixed Term positions whether they are full or part time.

Casual and Relief staff as well as those on variable hour contracts are not included within the Establishment figures and are reported separately.

The Establishment includes all Permanent, and Fixed Term positions irrespective of their funding source, as long as they are West Berkshire

Council employees. As a result, staff funded by external grants or jointly funded with Partner organisations will be included. At the same time no distinction is made between Revenue and Capital funded positions.

Occupied FTE:

This is the total Full Time Equivalent (FTE) posts within the Establishment that are occupied at the end of the reporting period. It does not include posts that are being covered by temporary or agency staff. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave.

Vacant FTE:

This relates to the total Full Time Equivalents that are vacant within the Establishment at the end of the reporting period. Adding the number of vacant and occupied posts together will show the total Establishment. Staff due to start employment will not move a post from 'vacant' to 'occupied', even where an offer of employment has been made.

Staff headcount:

The total number of staff in post as at the end of the reporting period. This is the same as occupied FTE except that the headcount counts people who are not full time equivalents. This data includes staff who may not currently be working in their post, but who are still employed e.g. on maternity leave, on sick leave. Staff headcount is shown per service in this report. The headcount per service should not be totalled as this gives an inaccurate figure as some employees have several posts, sometimes in the same, and sometimes in different, services.

Annualised Turnover:

As quarterly turnover but annualised to show a forecasted annual figure if the level of leavers should be maintained for the rest of the rolling year.

Overtime - Flat:

Any time paid over standard contractual hours paid at flat hourly rate.

Overtime - Enhanced:

Any time paid over standard contractual hours paid at an enhanced hourly rate.

Casual:

Any hours paid for casual staff who do not have a contracted number of hours each period.