

Notice of Meeting



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Executive

Thursday 7th September 2017 at 5.00pm

**in the Council Chamber Council Offices
Market Street Newbury**

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Date of despatch of Agenda: Wednesday, 30 August 2017

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Democratic Services Team on (01635) 519462

e-mail: executivecycle@westberks.gov.uk

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



WestBerkshire
C O U N C I L

To:	Councillors Dominic Boeck, Anthony Chadley, Keith Chopping, Jeanette Clifford, Hilary Cole, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones
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Agenda

Part I

Pages

- 1. Apologies for Absence**
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 the Committee held on 27 July 2017. 7 - 14
- 3. Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
- 4. Public Questions**
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution. *(Note: There were no questions submitted relating to items not included on this Agenda.)*
- 5. Petitions**
Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.

Items as timetabled in the Forward Plan

Page(s)

- 6. Financial Performance Report 2017/18 - Quarter One (EX3303)**
(CSP: MEC MEC1)
Purpose: To inform Members of the latest financial performance of the Council. 15 - 34
- 7. Key Accountable Performance 2017/18: Quarter One (EX3180)**
(CSP: MEC BEC SLE P&S HQL MEC BEC1 BEC2 SLE1 SLE2 P&S1HQL1 MEC1)
Purpose: To report quarter one outturns, for the Key Accountable Measures which monitor performance against the 2017/18 Council Performance Framework. 35 - 80

Agenda - Executive to be held on Thursday, 7 September 2017 (continued)

To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively.

To present, by exception, those measures that are predicted to be 'amber' (behind schedule) or 'red' (not achievable) and provide information on any remedial action taken and the impact of that action.

To recommend changes to measures / targets, as requested by services.

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|-----|---|----------|
| 8. | Treasury Management Annual Report 2016-17 (EX3358)
(CSP: MEC MEC1)
Purpose: To inform Members of the treasury management activity and performance of the Council's investments for the financial year 2016/17. | 81 - 94 |
| 9. | Grounds Maintenance Services Tender Award (EX3376)
(CSP: MEC)
Purpose: Further to Commercial Board approval for officers to procure a new joint grounds maintenance contract with Newbury Town Council and Thatcham Town Council, this paper aims to inform the tender process and seeks delegated authority, from the Executive, to award the contract. | 95 - 106 |
| 10. | Members' Questions
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution. <i>(Note: There were no questions submitted relating to items not included on this Agenda.)</i> | |

Andy Day
Head of Strategic Support

West Berkshire Council Strategy Aims and Priorities

Council Strategy Aims:

- BEC** – Better educated communities
- SLE** – A stronger local economy
- P&S** – Protect and support those who need it
- HQL** – Maintain a high quality of life within our communities
- MEC** – Become an even more effective Council

Council Strategy Priorities:

- BEC1** – Improve educational attainment
- BEC2** – Close the educational attainment gap
- SLE1** – Enable the completion of more affordable housing
- SLE2** – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy
- P&S1** – Good at safeguarding children and vulnerable adults
- HQL1** – Support communities to do more to help themselves
- MEC1** – Become an even more effective Council



Agenda - Executive to be held on Thursday, 7 September 2017 (continued)

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



Agenda Item 2.

DRAFT

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

EXECUTIVE

MINUTES OF THE MEETING HELD ON THURSDAY, 27 JULY 2017

Councillors Present: Dominic Boeck, Anthony Chadley, Keith Chopping, Jeanette Clifford, Hilary Cole, Lynne Doherty, Marcus Franks, James Fredrickson, Graham Jones and Rick Jones

Also Present: John Ashworth (Corporate Director - Environment), Thomas Bailey (Senior Contracts and Commissioning Officer), Joanne Bassett (Public Relations Assistant), Mel Brain (Housing Strategy and Operations Manager), Nick Carter (Chief Executive), Rachael Wardell (Corporate Director - Communities), Jon Winstanley (Projects Manager - Highways & Transport), Councillor Lee Dillon, Councillor Billy Drummond, Gabrielle Mancini (Group Executive - Conservatives), Linda Pye (Principal Policy Officer) and Councillor Emma Webster

Apologies for inability to attend the meeting: Councillor Mollie Lock and Councillor Alan Macro

PART I

13. Minutes

The Minutes of the meeting held on 15 June 2017 were approved as a true and correct record and signed by the Leader.

14. Declarations of Interest

Councillors Marcus Franks and Lee Dillon declared an interest in Agenda Items 10 and 15, and reported that, as their interest was a disclosable pecuniary interest or an other registrable interest, they would be leaving the meeting during the course of consideration of the matter.

15. Public Questions

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#).

(a) **Question submitted by Mrs Diana Pattenden to the Portfolio Holders for Children, Education & Young People and Culture & Environment**

A question standing in the name of Mrs Diana Pattenden on the subject of the Waterside Centre was answered by the Executive Member for Culture and Environment.

(b) **Question submitted by Mr Simon Pike to the Portfolio Holder for Highways and Transport**

A question standing in the name of Mr Simon Pike on the subject of the survey completed by Ipsos Mori on public transport and roads would receive a written response from the Executive Member for Highways and Transport as he was not present to ask his question.

16. Petitions

There were no petitions presented to the Executive.

17. Key Accountable Performance 2016/17: Quarter Four (EX3112)

The Executive considered a report (Agenda Item 6) which outlined quarter four outturns for the Key Accountable Measures which monitored performance against the 2016/17 Council Performance Framework; provided assurance to the Executive that the objectives set out in the Council Strategy and other areas of significant activity were being managed effectively; and which presented, by exception, those measures that were RAG rated 'red' (not achieved) and provided information on any remedial actions taken and the impact of that action.

Appendix D set out the Key Accountable Measures by Strategic Priority and Appendix E highlighted the Exception Reports. Performance had been good in a number of areas and in particular Adult Social Care, protecting children, bin collection and street cleaning and collecting Council Tax and Business Rates.

Despite the major financial challenges which the Council had faced in 2016/17 the past year's performance had remained good but some areas in the Council Strategy remained challenging. However, it was noted that challenging targets had been set from the outset. There were 14 'red' indicators and the actions to improve performance were set out in the Exception reports in Appendix E.

Following a discussion at Corporate Board it was proposed that the following measures which were 'red' RAG rated should be referred to the Overview and Scrutiny Management Commission for further review:

- Council tax and business rates collections – the target was not achieved by 0.6% in relation to council tax collection and actions had been put in to replace the IT servers, increase staff recruitment and support and the drafting of a new recovery and write off policy to collect outstanding debt.
- Timeliness of adult social care long term cases – compared to the previous year the service had less capacity available to conduct reviews and was planning to adopt a proportional approach (based on the level of need of each client) in terms of the way the reviews were conducted.
- Enable more affordable housing completions – work continued to support this area however, more solutions were required relating to the housing affordability in the district.

Councillor Keith Chopping stated that it was proposed to amend the wording of recommendation 2.4 so that it read 'to task OSMC to assess if additional solutions could be adopted to improve housing affordability in the District'.

Councillor Lee Dillon referred to page 39 of the agenda where it was noted that the Ofsted Rating for the Children and Families Service had improved and the service was no longer considered to be 'inadequate'. Councillor Graham Jones thanked the Portfolio Holder and the Service for all their hard work in achieving a 'good' rating. This was the first time an authority had made the jump from 'inadequate' straight to 'good'. Councillor Lee Dillon welcomed the improvements in Children's Services and also gave her thanks to the team as this was quite an achievement.

Councillor Marcus Franks referred to page 22 of the agenda in respect of the devolution agenda. Following the District/Parish Conference a Parish Council workshop had been delivered to provide further advice and promotion of devolution opportunities. The Parish Portal had been launched and a number of proposals were coming forward. He also advised that the new Multi-agency Building Communities Together Team was working well.

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Councillor Lee Dillon agreed with the amendment to recommendation 2.4 as he was in support of greater scrutiny by OSMC as they often came up with solutions for improvement. He recognised that a number of targets had been missed and agreed that some of the targets had been particularly challenging. However, the Affordable Housing outcome of 166 was way below the average annual level of 200 and this was an area where improvement was required. In respect of Communities Helping Themselves there was an issue in respect of long term financial sustainability especial for small rural Parish Councils. He felt that over the next couple of years how the Council worked with Parish Councils would be particularly important.

Councillor Graham Jones confirmed that he was glad that the Council had set itself challenging targets. He agreed that the target around Affordable Housing had been particularly challenging which to some degree was down to market conditions. He stated that the devolution agenda required a mindset change in regard to Parish Councils but it was voluntary and the Council always encouraged the smaller Parish Councils to work together.

RESOLVED that:

- (1) Progress against the Key Accountable Measures and the key achievements in all service areas be noted;
- (2) Areas reported as 'red' to be reviewed to ensure that appropriate action was in place. The following areas be referred to the Overview and Scrutiny Management Commission (OSMC) for further analysis and improvement actions:
 - (a) the percentages of Council Tax and Business Rates collection,
 - (b) the timeliness of reviews for the long term adult social care clients and the 'front door' pressures for Adult Social Care service.
- (3) The actions and progress made to reduce the delayed transfer of care from hospital (DTCO) be noted;
- (4) To task OSMC to assess if additional solutions could be adopted to improve housing affordability in the District.

Other options considered: None

18. A339/Bear Lane Improvements (EX3318)

The Executive considered a report (Agenda Item 7) which outlined the results of the public consultation into the proposed highway improvement project and which sought approval of an appropriate way forward. The report proposed that "Option 3" be progressed for the A339/Bear Lane improvements and associated highway improvement works, subject to amendments made following the consultation. This amended, proposed, scheme involved:

- (1) Retaining the on-street parking on Cheap Street (south);
- (2) Replacing the "give way" priority junction at the Cheap Street/Market Street junction with a new traffic signal controlled junction incorporating controlled pedestrian crossings on all arms and a "no-entry" restriction which prevented access (except cycles) to Cheap Street (south);
- (3) Removing the existing pedestrian crossings on Cheap Street (north) and Market Street (these would be replaced by the crossings at the above junction); and
- (4) Not implementing the proposed mini roundabout or pedestrian crossing on Cheap Street (south).

Councillor Jeanette Clifford confirmed that the goal was to improve traffic flows on the A339 as this was a road on which the whole district depended upon. As part of the s106 Agreement the developer of the Racecourse had committed to fund various off-site highway improvements in order to mitigate the effect of additional traffic resulting from

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the development. A contribution of £900k had been received in order to improve the A339/Bear Lane roundabout (Sainsbury's roundabout). She referred to the recently completed new junction which had been provided on the A339 into the London Road Industrial Estate. This was a project which had been completed on time and to budget. The Sainsbury's roundabout was simply not big enough and often resulted in queuing traffic on the roundabout. Traffic modelling had been undertaken and a number of options had been taken out to a comprehensive consultation exercise. The plan which was being put to the Executive that evening was even better than had originally been proposed. A large number of respondents to the consultation had called for the retention of parking along Cheap Street and consequently Officer's had come up with a way to achieve this. This showed that the Council did respond positively to responses received through the consultation process. Councillor Clifford felt that this was a good scheme which had been designed and modelled by experts and would help to keep traffic moving.

Councillor James Fredrickson said that this was the second large infrastructure project in the Northcroft Ward. There had been a lot of cynicism around the London Road Industrial Estate junction but it had much improved the traffic flow and the success of that encouraged him that the project would improve safety and movement around the Sainsbury's roundabout and that it would be completed on time. The improvements would release traffic and reduce air pollution in that area. The consultation exercise had been extensive and he thanked the press and the Communications Team for all their hard work around that. He confirmed that the Council had listened to the feedback received and where possible had accommodated changes to the scheme. There would be pain whilst construction of the junction was taking place but there would be a long term benefit.

Councillor Lee Dillon asked what about commuters accessing the station. Councillor Jeanette Clifford responded that a balance needed to be struck. A large number of comments had been received about the loss of parking in Cheap Street and that needed to be balanced against the small number of commuters who accessed the station via Cheap Street South. Traffic counts had been undertaken and at peak time only 49 vehicles accessed the station in that way. There were alternative routes via the A339 and also along Bartholomew Street/Station Road. The balance was therefore in favour of retaining the parking along Cheap Street.

Councillor Billy Drummond agreed that the London Road Industrial Estate junction appeared to be working well. He asked whether there was a whole strategy in terms of the improvements along the A339. Councillor Jeanette Clifford stated that work would also take place on the Robin Hood roundabout when funding was available but at present the Council were doing what they could with the resources that they had. All junctions had been considered together in terms of modelling but the reality of the situation was around the funding.

RESOLVED that:

- (1) The A339/Bear Lane Improvements and associated highway improvement works to be progressed, albeit with some changes to the proposals advertised in the consultation. The amended scheme was described as "Option 3" in Appendix A to this report, and involved:
 - (a) Retaining the on-street parking on Cheap Street (south);
 - (b) Replacing the "give way" priority junction at the Cheap Street/Market Street junction with a new traffic signal controlled junction incorporating controlled pedestrian crossings on all arms and a "no-entry" restriction which prevented access (except cycles) to Cheap Street (south);

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- (c) Removing the existing pedestrian crossings on Cheap Street (north) and Market Street (these would be replaced by the crossings at the above junction);
 - (d) Not implementing the proposed mini roundabout or pedestrian crossing on Cheap Street (south).
- (2) That Traffic Regulation Orders to give effect to the various traffic restrictions required to deliver the project were taken to statutory advertisement and consultation, with any objections received being reported to the Executive Member for Highways and Transport for Individual Decision.
 - (3) If approved, the revised proposal detailed in Paragraph 2.1 would be assessed by the VISSIM traffic modelling software prior to construction to check that the benefits were similar to the benefits of the original proposals.
 - (4) If approved, an assessment of the air quality implications of the revised scheme was carried out.

Reason for the decision to be taken: To report the results of the public consultation into the proposed highway improvement project and approve an appropriate way forward.

Other options considered:

Option 1 - Implement the proposals unaltered.

Option 2 - Implement the proposals, with the following amendments:

- (1) Retain the on-street parking on Cheap Street (south);
- (2) Retain the current “give way” priority junction at the Cheap Street/Market Street junction but implement a “no-entry” restriction which prevents access (except cycles) to Cheap Street (south);
- (3) Do not implement the proposed mini roundabout or pedestrian crossing on Cheap Street (south).

Option 4 - “Do minimum”:

- (1) Replace the traffic signals at the A339/Bear Lane junction with new equipment and implement a new control strategy;
- (2) Add the third lane to the northbound approach to the A339/Bear Lane junction;
- (3) Do not implement any of the other proposals

19. **Prospect Place - Land Disposal (EX3351)**

The Executive considered a report (Agenda Item 8) which sought authority from the Executive to dispose of the freehold of land at Prospect Place, Newbury.

The tenant had approached the Council with a proposal to acquire the freehold of the land they leased and the adjacent piece of land also owned by the Council. The land had no current operational use by the Council and had remained largely unused for a number of years. The site comprised 989sq.m. (0.25 acres).

Councillor Lee Dillon asked regardless of the figure agreed did the Council have a view on how the capital receipt would be used. It was confirmed that there was no plan for use of the capital receipt at this stage.

RESOLVED that West Berkshire Council disposes of its freehold interest in the land at Prospect Place, Newbury.

Reason for the decision: To obtain authority to dispose of the freehold of land at Prospect Place Newbury.

Options for consideration:

- (1) Continue to lease the site and consider selling the adjoining plot separately.

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This option was unlikely to be attractive to prospective purchasers due to the proximity to an adjacent sub station and unlikely to realise a capital receipt any greater than that offered.

- (2) Sovereign Housing Association had been approached to establish if there was any interest in developing the land adjacent to the sub-station. Sovereign had confirmed the site was too small for them to develop.

20. **Purchase of Accommodation for the purpose of providing Temporary Accommodation (EX3355)**

The Executive considered a report (Agenda Item 9) which sought approval for the purchase of residential property for the purpose of providing temporary accommodation to meet statutory housing duties.

In July 2016 the Executive had approved a capital fund of £3m to allow the purchase of 21 units of for temporary accommodation to replace units which were due to be lost.

RESOLVED that the purchase of identified accommodation be approved.

Reason for the decision to be taken: To seek approval for the purchase of residential property for the purpose of providing temporary accommodation to meet statutory housing duties.

Other options considered: The Council withdraws from the purchase. This was not the preferred option as the Council needed to replace temporary accommodation that was due to be redeveloped. It would be difficult to source alternative freehold units and housing management costs would be higher in dispersed units.

21. **Extra Care Services Tender Award (EX3356)**

(Councillors Marcus Franks and Lee Dillon declared an interest in Agenda Item 10, due to the fact that their employer might secure a potential benefit from the decision. As their interest was a disclosable pecuniary interest or an other registrable interest, they left the meeting during the course of consideration of and voting on the matter).

The Executive considered a report (Agenda Item 10) to inform the Executive of the tender process and to seek delegated authority to award the contract for Extra Care Services.

Councillor Rick Jones stated that there were three extra care schemes in West Berkshire operated by three different registered social landlords. The schemes were designed to enable independent living to clients which also had a care need. The current contracts were scheduled to end at different times and Commercial Board had agreed that all the contracts would be retendered in line with one of the contract's end date of 8th July 2016.

RESOLVED that delegated authority be given to enter into the contract.

Reason for the decision to be taken: to award the Extra Care Services contract.

Other option considered: Not award contract and seek alternative arrangements, would be challenging given the notice period given to incumbent providers and lack of alternative provision for residents.

(Councillors Marcus Franks and Lee Dillon rejoined the meeting).

22. **Members' Questions**

A full transcription of the public and Member question and answer sessions are available from the following link: [Transcription of Q&As](#).

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(a) **Question to be answered by the Portfolio Holder for Children, Education and Young People submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of the catchment area for Highwood Copse Primary School was answered by the Executive Member for Children and Young People.

(b) **Question to be answered by the Portfolio Holder for Community Resilience and Partnerships submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of emergency housing provision was answered by the Executive Member for Community Resilience and Partnerships.

Councillor Lee Dillon in his supplementary question referred to the rehousing side, after the immediate emergency and, given some of the facilities the Council had in West Berkshire for a disaster to happen, he was pleased to hear that the Council had plans in place. He asked if the Portfolio Holder be happy to share those with him so that he could look at them in more detail? The Portfolio Holder confirmed that he would be prepared to let Councillor Dillon have sight of the plans.

(c) **Question to be answered by the Deputy Leader of the Council and Portfolio Holder for Planning, Housing and Leisure submitted by Councillor Lee Dillon**

A question standing in the name of Councillor Lee Dillon on the subject of the reduction in homelessness across West Berkshire was answered by the Deputy Leader of the Council and Portfolio Holder for Planning, Housing and Leisure.

23. **Exclusion of Press and Public**

RESOLVED that members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information)(Variation) Order 2006. Rule 8.10.4 of the Constitution also refers.

24. **Prospect Place - Land Disposal (EX3351)**

(Paragraph 3 – information relating to the financial/ business affairs of a particular person)

The Executive considered an exempt report (Agenda Item 13) which sought approval to dispose of the freehold for land at Prospect Place.

RESOLVED that the recommendations in the exempt report be agreed.

Reason for the decision: as outlined in the exempt report.

Other options considered: as outlined in the exempt report.

25. **Purchase of Accommodation for the Purpose of Providing Temporary Accommodation (EX3355)**

(Paragraph 3 – information relating to the financial/ business affairs of a particular person)

The Executive considered an exempt report (Agenda Item 14) concerning the purchase of accommodation to provide temporary accommodation.

Councillor Lee Dillon asked how quickly this accommodation would become operational. Councillor Cole advised that once the Fire Risk Assessments had been completed then it was hoped that the accommodation would be available quite quickly.

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Councillor Cole stated that this was Mel Brain's last day in post and on behalf of the Executive she wished her every success in her new role and the family move to Cornwall.

RESOLVED that the recommendations in the exempt report be agreed.

Reason for the decision: as outlined in the exempt report.

Other options considered: as outlined in the exempt report.

26. Extra Care Services Tender Award (EX3356)

(Councillors Marcus Franks and Lee Dillon declared an interest in Agenda Item 15, due to the fact that their employer might secure a potential benefit from the decision. As their interest was a disclosable pecuniary interest or an other registrable interest, they left the meeting during the course of consideration of and voting on the matter).

(Paragraph 5 – information relating to legal privilege)

The Executive considered an exempt report (Agenda Item 15) concerning the Extra Care Services Tender Award.

RESOLVED that the recommendations in the exempt report be agreed.

Reason for the decision: as outlined in the exempt report.

Other options considered: as outlined in the exempt report.

(The meeting commenced at 5.00pm and closed at 5.45pm)

CHAIRMAN

Date of Signature

Financial Performance 2017/18 Quarter One

Committee considering report:	Executive on 7 th September 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	17 August 2017
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3303

1. Purpose of the Report

- 1.1 To inform Members of the latest financial performance for 2017/18.

2. Recommendation

- 2.1 To ensure that Members are fully aware of the financial performance of the Council.

3. Implications

3.1 Financial:

The current financial forecast is an over spend of £870k against a net revenue budget of £117.4million. The forecast will have an impact on the level of the Council's reserves at year end if savings cannot be made to offset the over spend.

3.2 Policy: n/a

3.3 Personnel: n/a

3.4 Legal: n/a

3.5 Risk Management: n/a

3.6 Property: n/a

3.7 Other: n/a

4. Other options considered

- 4.1 N/a – factual report for information.

Executive Summary

5. Introduction / Background

- 5.1 This report presents the latest financial performance for the Council in respect of the 2017/18 financial year. The Quarter One revenue forecast is an over spend of £870k against a net revenue budget of £117.4million, which is 0.7% of the net budget.

Directorate Summary	Current Net Budget £000	Forecast (under)/over spend			
		Quarter One £000	Quarter Two £000	Quarter Three £000	Year End £000
Communities	62,005	870	0	0	0
Environment and Economy	30,661	0	0	0	0
Resources	14,110	0	0	0	0
Capital Financing & Risk Management	10,634	0	0	0	0
Total	117,410	870	0	0	0

NB. Rounding differences may apply to nearest £k

- 5.2 The Communities Directorate is forecasting an over spend of £870k against a budget of £62m. Adult Social Care is forecasting an over spend of £891k due to increased complexity of client needs and upward cost pressures in commissioning services for both placements and homecare. Education is forecasting an under spend of £21k as a result of savings on home to school transport, however, this position could change when the new school year starts in September. All other services are forecasting on line.
- 5.1 The Environment Directorate is forecasting an on line position. Public Protection and Culture are forecasting an over spend of £121k due to a forecast fall in income as a result of Activity Team and Duke of Edinburgh expecting to cease during the year. Development and Planning are forecasting an under spend of £121k due to an increase in the number of planning applications in Quarter One. Transport and Countryside are forecasting on line.
- 5.2 The Resources Directorate is forecasting an on line position in all services.
- 5.3 Capital Financing and Risk Management is forecasting an on line position.
- 5.4 The Council set a revenue budget of £117.4million for 2017/18. In-year budget changes may be approved and the approval limits are set out in the Council's Financial Regulations. Details of budget movements during 2017/18 are included in Appendix E.
- 5.5 The budget for 2017/18 was set with a savings and income generation programme of £4.712m. The programme is monitored on a monthly basis.
- 5.6 In response to the volatility of some of the Council's demand led budgets, a number of service specific risk reserves have been established. There are three service specific risk reserves, the levels of which are informed by the risks in the service

risk registers. The reserve levels are reviewed at budget board. The forecast position is before any use of these risk reserves.

- 5.7 The Council was awarded £1.37m in transition funding for 2017/18, which was allocated as £140k short breaks, £200k libraries and £30k Citizens Advice Bureau. The remaining £1m was used to create a Transformation Reserve in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFs and to invest in strategies that will bring future benefits to the organisation. To date, £299k has been allocated from this reserve.
- 5.8 Forecast capital spend in the year is currently £40.3million against a revised budget of £42.5 million, with 27.9% of the programme committed at Quarter One.

Directorate Summary	Original Budget	Revised Budget	Total Expenditure	Forecast spend in year	Forecast under/over spend in year
	£000	£000	£000	£000	£000
Communities	9,180	10,225	2,572	9,482	- 743
Environment & Economy	18,652	25,115	7,102	23,605	- 1,510
Resources	5,671	7,205	2,214	7,201	- 4
Total	33,503	42,545	11,888	40,288	- 2,257

- 5.9 There is a budgeted over spend on DSG as per the decision made by the Schools' Forum when the budget was set in March 2017, now adjusted by £80k for the better than expected carry forward of grant from 2016/17. This decision was taken after consideration of the three year position whereby it was forecast that the over spend can be paid back over two years assuming costs overall do not significantly increase and our DSG allocation remains at a similar level. There are currently no significant variances to budget, though it is not usually until the Autumn term when changes to high risk budgets such as high needs top ups and early years payments become apparent.

6. Proposal

- 6.1 To note the forecast position and to review the budget movements processed in year detailed in Appendix E.

7. Conclusion

- 7.1 The Council is faced with delivering a savings programme of £4.712m in 2017/18 as well as addressing in year pressures as they arise, which are currently forecast to be £870k against a net revenue budget of £117.4 million. The Council has invested in identified pressure points as part of the 2017/18 budget process and will continue to maintain financial discipline, to ensure that the agreed savings programme is monitored and to find ways to offset the revenue over spend currently forecast. The Council has an excellent track record of managing the savings programme and minimising budget over spends, but if the forecast over spend of £870k remains at year end, it will impact on our reserves.

8. Appendices

- 8.1 Appendix A – Supporting Information

- 8.2 Appendix B – Equalities Impact Assessment
- 8.3 Appendix C – Summary Revenue Forecast 2017/18
- 8.4 Appendix D – Summary Capital Forecast 2017/18
- 8.5 Appendix E – Summary of Revenue Budget Movements

Financial Performance Report 2017/18 Quarter One

1. Introduction

- 1.1 The financial performance reports provided to Members throughout the financial year report the under or over spend against the Council's approved budget. The Quarter One revenue forecast is an over spend of £870k against a net revenue budget of £117.4million.
- 1.2 The main driver of the forecast over spend is an £890k over spend in Adult Social Care as a result of increased complexity of client needs and the upward cost pressures in commissioning services for both placements and home care.
- 1.3 In response to the volatility of some of the Council's budgets, three service specific risk reserves have been established in Adult Social Care, Children and Family Services and Legal Services. The levels of these reserves are informed by the level of risks in the service risk registers. The revenue forecasts at Quarter One are before any potential use of one off funding from the service specific risk reserves.

2. Changes to the 2017/18 Budget

- 2.1 The Council set a revenue budget of £117.4million for 2017/18. During the year budget changes may be approved for a number of reasons and approval limits are set out in the Council's Financial Regulations. Budget increases occur when budgets are brought forward from the previous year as a result of requests that are approved at year end, after the original budget has been set in early March. These budget changes are submitted to the Finance and Governance Group (FAGG) and must meet certain criteria to be approved. Other reasons for in year budget changes include drawing from reserves to support specific projects or to cover risks that have arisen and have previously been provided for.
- 2.2 There are no budget changes in Quarter One that require Executive approval. A table summarising budget movements to date is included at Appendix E.

3. 2017/18 Savings and Income Generation Programme

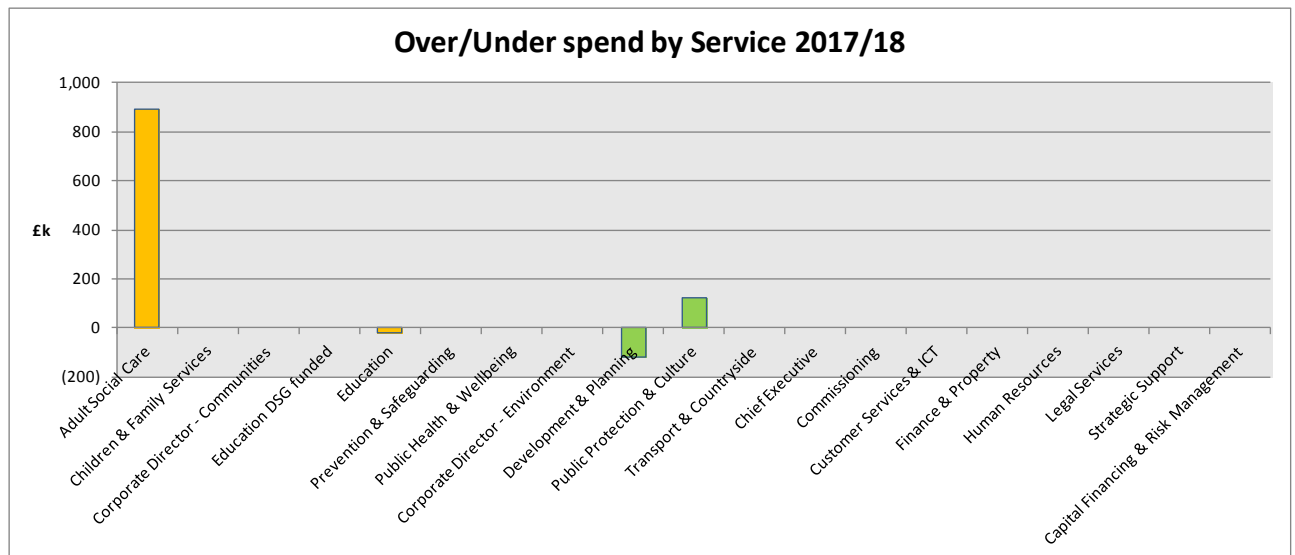
In order to meet the funding available, the 2017/18 revenue budget was built with a £4.712m savings and income generation programme. The programme is monitored on a monthly basis.

4. Summary Revenue Forecast

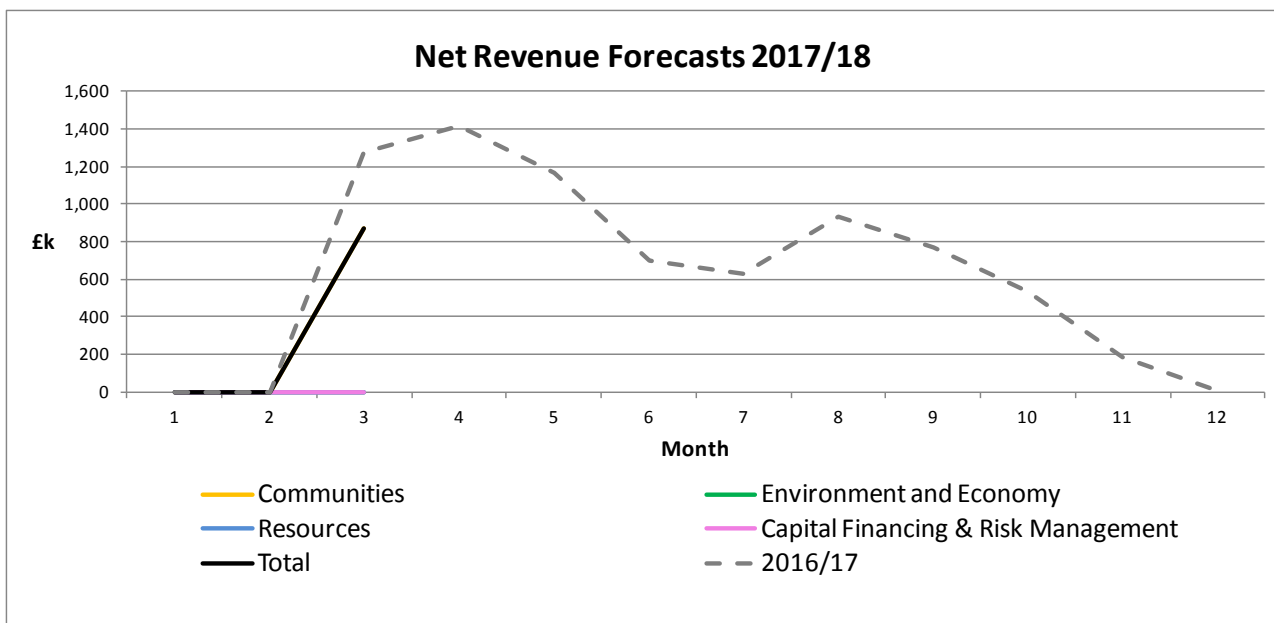
Directorate Summary	Current Net Budget £000	Forecast (under)/over spend			
		Quarter One £000	Quarter Two £000	Quarter Three £000	Year End £000
Communities	62,005	870	0	0	0
Environment and Economy	30,661	0	0	0	0
Resources	14,110	0	0	0	0
Capital Financing & Risk Management	10,634	0	0	0	0
Total	117,410	870	0	0	0

NB. Rounding differences may apply to nearest £k

4.1 At Quarter One the Council’s revenue forecast is an over spend of £870k against a net revenue budget of £117.4million. The forecasts by Service are shown in the following chart.



4.2 The main service driving the over spend is Adult Social Care with a forecast over spend of £891k. The following chart shows the monthly forecasts through 2017/18, with a 2016/17 comparison.



4.3 In 2016/17 the forecast over spend position steadily reduced month on month between Month Four and Month Seven. At Month Eight there was a significant increase in forecasts driven by the pressure on demand led commissioning budgets within Adult Social Care and demand led budgets within Education Services (Home to School Transport and Disabled Children’s placement budgets). Post Month Eight there was a renewed drive to push down costs and identify mitigation strategies to address emerging pressures bringing the final over spend down to £7k.

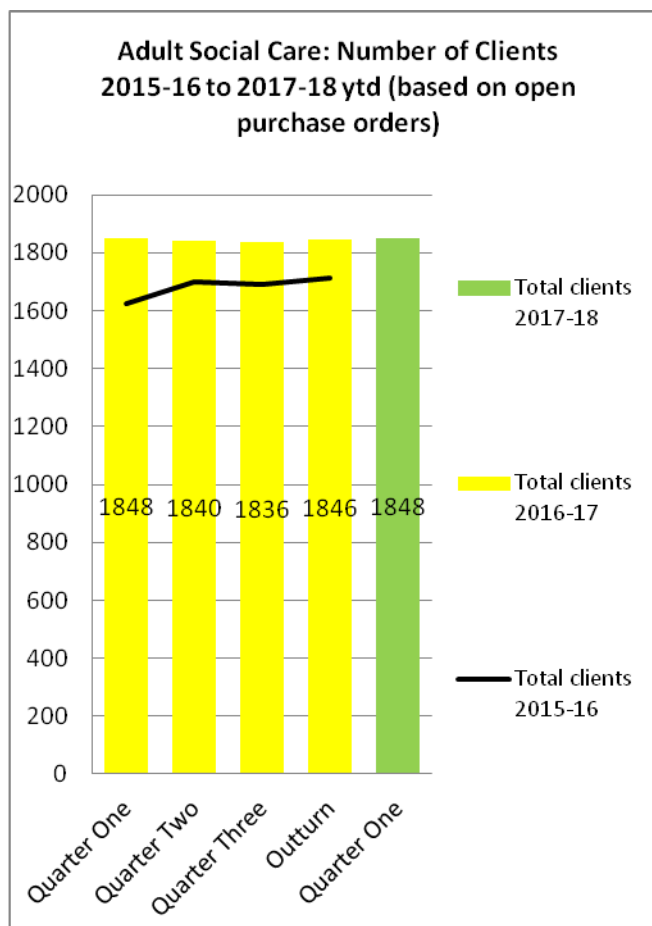
5. Communities Directorate Quarter One Review

Communities	Current Net Budget	Forecast (under)/over spend				Change from Last Month	Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	Year End		
	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	38,187	891				0	0
Children & Family Services	15,631	0				0	0
Corporate Director - Communities	204	0				0	0
Education DSG funded	(523)	0				0	0
Education	7,535	(21)				0	0
Prevention & Safeguarding	1,051	0				0	0
Public Health & Wellbeing	(80)	0				0	0
Communities	62,005	870	0	0	0	0	0

5.1 The forecast revenue over spend for the Communities Directorate is £870k against a budget of £62million. The revenue budget for the Communities Directorate 2017/18 was built with a savings programme of £2m.

(1) Adult Social Care

Adult Social Care is forecasting an over spend of £891k. The over spend is a result of increased complexity of client needs and the upward cost pressures in commissioning services for both placements and home care. Overall client numbers are holding steady which is in part attributable to the success of preventative and demand management strategies.



Mitigation strategies are in place to address the pressures the Service is facing and pressures are being reduced through one off under spends against non commissioning budgets.

(2) Children and Family Services

The Service is forecasting to budget.

We are currently forecasting ongoing pressures in the placements budget of £16k against a budget of £6,437k and in Prevention Services of £31k due to one off exceptional costs; these are being managed within the overall Service budget.

(3) Education

The Education Service is forecasting an under spend of £21k. The under spend is the result of a saving currently forecast on the Home to School Transport budgets. However, it is likely that the position on Home to School Transport will change as the new school year starts in September.

(4) Prevention & Safeguarding

The Service is forecasting to budget.

(5) Public Health & Wellbeing

Public Health is forecasting to budget within the Public Health ring fenced grant. Any under spend will be transferred to the Public Health reserve.

6. Environment and Economy Directorate Quarter One Review

Environment and Economy	Current Net Budget	Forecast (under)/over spend				Change from Last Month	Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	Year End		
	£000	£000	£000	£000	£000	£000	£000
Corporate Director - Environment	174	0				0	0
Development & Planning	2,533	(121)				0	0
Public Protection & Culture	4,028	121				0	0
Transport & Countryside	23,926	0				0	0
Environment and Economy	30,661	0	0	0	0	0	0

6.1 The Directorate is currently forecasting an on line position against a budget of £30.1m. The revenue budget for the Environment and Economy Directorate was built with a savings programme of £1.31m.

(1) Development & Planning

The Service is forecasting an under spend of approx £120k which is due to an increase in the number of large planning applications in Quarter One.

(2) Public Protection & Culture

The Service is forecasting an over spend of £121k. This is due to the two functions that are expected to cease during the year – Activity Team and Duke of Edinburgh. Anticipated income is likely to fall away during the year as new income opportunities are not sought.

A payment from Kennet School for Kennet Leisure Centre of £43k is still in dispute. This is a pressure that has been carried year on year since Kennet School became an Academy.

(3) Transport & Countryside

The Service is forecasting an on line position.

7. Resources Directorate Quarter One Review

Resources	Current Net Budget	Forecast (under)/over spend				Change from Last Month	Change from Last Quarter
		Quarter One	Quarter Two	Quarter Three	Year End		
	£000	£000	£000	£000	£000	£000	£000
Chief Executive	890	0				0	0
Commissioning	1,347	0				0	0
Customer Services & ICT	3,199	0				0	0
Finance & Property	3,730	0				0	0
Human Resources	1,526	0				0	0
Legal Services	1,059	0				0	0
Strategic Support	2,359	0				0	0
Resources	14,110	0	0	0	0	0	0

- 7.1 The Directorate is currently forecasting a zero variance on a budget of £14,110k. The 2017/18 budget for Resources was built with a £1,140k saving.
- 7.2 All services are reporting on line positions.

8. Risks

- 8.1 In response to the volatility of some of the Council’s demand led budgets, a number of service specific risk reserves have been established. There are three service specific risk reserves, the levels of which are informed by the risks in the service risk registers. The reserve levels are reviewed at budget board. The forecast position is before any use of these risk reserves.

9. Transition Funding and Transformation Reserve

The Council was awarded £1.37m in transition funding for 2017/18, which was allocated as:

Directorate	Service	Project Description	Transition Funding	Agreed by	When
			£		
Communities	C&FS	Short Breaks	140,000	Council	4.3.2017
Environment	PPC	Libraries	200,000	Council	4.3.2017
Resources	SSU	Citizens Advice Bureau	30,000	Council	4.3.2017
		Transformation Reserve	1,000,000	Council	4.3.2017
		Total	1,370,000		

The Transformation Reserve was established in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFs and to invest in strategies that will bring future benefits to the organisation. To date, £299k has been allocated from this reserve.

10. Capital Financing and Risk Management Quarter One Review

- 10.1 Income on interest on investments is currently forecast to be on line.

11. Capital – Quarter One Review

Capital Position as at Quarter One:

Directorate Summary	Original Budget	Revised Budget	Amount spent/ committed to 30/6/17	Forecast spend in year	Forecast under/over spend in year
	£000	£000	£000	£000	£000
Communities	9,180	10,225	2,572	9,482	- 743
Environment & Economy	18,652	25,115	7,102	23,605	- 1,510
Resources	5,671	7,205	2,214	7,201	- 4
Total	33,503	42,545	11,888	40,288	- 2,257

- 11.1 Forecast capital spend in the year is currently £40.3million against a revised budget of £42.5 million. 27.9% of the 2017/18 capital programme is committed as at the end of Quarter One. A breakdown of capital spend and commitments to date is

shown in Appendix D. The appendix explains the changes from the original capital programme which was approved by the Council in March 2017. At this point in the year, all the changes consist of budgets which were unspent at the end of 2016/17 which have been brought forward to 2017/18 to enable the continuation/completion of schemes already underway.

11.2 Communities Directorate Capital Review

Service	Original Budget	Revised Budget	Amount spent/ committed to 30/6/17	Forecast spend in year	Forecast under/over spend in year
	£000	£000	£000	£000	£000
Adult Social Care	1,185	1,607	231	1,607	-
Children and Family Services	20	32	0	32	-
Education Services	7,975	8,586	2,341	7,843	- 743
Total	9,180	10,225	2,572	9,482	(743)

25.2% of the Communities programme is committed as at the 30th June 2017. The main forecast variance is in Education services where some of the schemes to provide additional primary places in Newbury have been put on hold, as pupil numbers for September 2017 are slightly lower than previously forecast. The project to provide new PRU accommodation in the east of the District has also been delayed while alternative options for the scheme are evaluated. A number of projects have also come in under budget, including the expansion of the Little Heath Sixth form and the Willows School. These savings will be needed to offset pressures in future years' programmes, notably on the new Highwood Copse Primary School.

11.3 Environment and Economy Directorate Capital Review

28.3% of the Environment programme is either spent or committed as at the 30th June 2017. In Development and Planning, the vacating of the Four Houses Corner Gypsy and Traveller site has progressed more slowly than planned, which may result in a delay to the re development programme.

The majority of Transport and Countryside schemes are progressing well. However the Environment agency has now postponed the £1m Dunston Park Flood alleviation scheme to 2018 and it is also proposed to re-profile £510k S106 funding for improvements to the Robin Hood roundabout to tie in with the North Newbury development which has recently been granted planning permission.

Repairs to the lift and air conditioning at the Corn Exchange are progressing well. The completion of these works will facilitate the transfer of the freehold of the building to the Corn Exchange Trust. It is also now proposed to fund the replacement of boilers at the Newbury Library from S106, thus relieving pressure on the cultural services planned maintenance programme.

11.4 Resources Directorate Capital Review

30.7% of the Resources programme is committed as at the 30th June 2017. ICT, property and community based projects are currently making good progress and are expected to be on schedule and on budget. Delays to the redevelopment London

Road Industrial Estate (LRIE) will continue until the potential appeal against last year’s legal judgement on the scheme has been resolved. However the project is expected to restart later in the year.

12. Dedicated Schools Grant – Quarter One Review

- 12.1 There is a budgeted over spend on DSG as per the decision made by the Schools’ Forum when the budget was set in March 2017, now adjusted by £80k for the better than expected carry forward of grant from 2016/17. This decision was taken after consideration of the three year position whereby it was forecast that the over spend can be paid back over two years assuming costs overall do not significantly increase and our DSG allocation remains at a similar level.
- 12.2 There are currently no significant variances to budget, though it is not usually until the Autumn term when changes to high risk budgets such as high needs top ups and early years payments become apparent.

13. Options for Consideration

- 13.1 Not applicable – factual report for information

14. Proposals

- 14.1 To note the forecast position and to review the budget movements processed in year detailed in Appendix E.

15. Conclusion

- 15.1 The Council is faced with delivering a savings programme of £4.712m in 2017/18 as well as addressing in year pressures as they arise, which are currently forecast to be £870k against a net revenue budget of £117.4 million. The Council has invested in identified pressure points as part of the 2017/18 budget process and will continue to maintain financial discipline, to ensure that the agreed savings programme is monitored and to find ways to offset the revenue over spend currently forecast. The Council has an excellent track record of managing the savings programme and minimising budget over spends, but if the forecast over spend of £870k remains at year end, it will impact on our reserves.

16. Consultation and Engagement

- 16.1 Nick Carter – Chief Executive, John Ashworth – Director, Rachael Wardell - Director

Background Papers:

Subject to Call-In:

Yes: No:

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

Report is to note only



Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

MEC – Become an even more effective Council

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

MEC1 – Become an even more effective Council

Officer details:

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

Appendix B

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	No decision
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	
Name of assessor:	Melanie Ellis
Date of assessment:	27.7.17

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

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

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

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

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

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

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

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

Name:

Date:

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

Summary Revenue Forecast 2017/18

Appendix C

	Budget		Forecasted Performance						
	Original Budget for 2017/18 £	Revised Budget for 2017/18 £	Expenditure			Income			Net
			Annual Expenditure Budget for 2017/18 £	Annual Expenditure Forecast for 2017/18 £	Expenditure Variance for 2017/18 £	Annual Income Budget for 2017/18 £	Annual Income Forecast for 2017/18 £	Income Variance for 2017/18 £	Net Variance £
Adult Social Care	37,874,100	38,187,010	52,641,640	53,746,810	1,105,170	-14,454,630	-14,668,580	-213,950	891,220
Childrens and Family Services	14,776,150	15,631,050	17,620,290	17,603,690	-16,600	-1,989,240	-1,972,640	16,600	0
Corporate Director - Communities	204,210	204,120	204,120	204,120	0	0	0	0	0
Education (DSG Funded)	-523,130	-523,130	98,258,240	98,258,240	0	-98,781,370	-98,781,370	0	0
Education	7,509,560	7,534,970	9,980,190	9,916,545	-63,645	-2,445,220	-2,402,575	42,645	-21,000
Prevention and Safeguarding	923,690	1,051,260	1,616,300	1,616,300	0	-565,040	-565,040	0	0
Public Health & Wellbeing	-80,000	-80,300	6,109,100	6,109,100	0	-6,189,400	-6,189,400	0	0
Communities	60,684,580	62,004,980	186,429,880	187,454,805	1,024,925	-124,424,900	-124,579,605	-154,705	870,220
Corporate Director - Environment	173,510	173,510	173,510	173,510	0	0	0	0	0
Development and Planning	2,410,820	2,533,050	4,301,400	4,301,400	0	-1,768,350	-1,889,050	-120,700	-120,700
Public Protection and Culture	4,093,790	4,028,500	9,110,970	8,908,070	-202,900	-5,082,470	-4,758,870	323,600	120,700
Transport and Countryside	23,717,000	23,925,570	32,400,740	32,400,740	0	-8,475,170	-8,475,170	0	0
Environment & Economy	30,395,120	30,660,630	45,986,620	45,783,720	-202,900	-15,325,990	-15,123,090	202,900	0
Chief Executive	889,960	889,730	910,210	920,210	10,000	-20,480	-30,480	-10,000	0
Commissioning	1,561,480	1,347,130	7,619,020	7,619,020	0	-6,271,890	-6,271,890	0	0
Customer Services and ICT	3,242,050	3,199,500	4,073,360	4,073,360	0	-873,860	-873,860	0	0
Finance and Property	3,426,350	3,730,370	44,420,700	44,409,140	-11,560	-40,690,330	-40,678,770	11,560	0
Human Resources	1,489,090	1,526,390	1,957,980	1,883,560	-74,420	-431,590	-357,170	74,420	0
Legal Services	1,062,910	1,059,410	1,174,030	1,174,030	0	-114,620	-114,620	0	0
Strategic Support	2,309,980	2,358,570	2,832,900	2,832,900	0	-474,330	-474,330	0	0
Resources	13,981,820	14,111,100	62,988,200	62,912,220	-75,980	-48,877,100	-48,801,120	75,980	0
Capital Financing & Management	9,971,120	9,912,690	10,420,370	10,420,370	0	-507,680	-507,680	0	0
Movement Through Reserves	866,000	209,240	209,240	209,240	0	0	0	0	0
Risk Management	1,511,740	511,740	511,740	511,740	0	0	0	0	0
Capital Financing and Risk Management	12,348,860	10,633,670	11,141,350	11,141,350	0	-507,680	-507,680	0	0
Total	117,410,380	117,410,380	306,546,050	307,292,095	746,045	-189,135,670	-189,011,495	124,175	870,220

Summary Capital Forecast 2017/18

Appendix D

Summary of Budget Changes, Spend and Commitments by Service								
Service Area	Original Budget 2017/18	16/17 Slippage	Other Agreed Changes to 2017/18 Budget (2)	Revised Budget for 2017/18 (1)	Expenditure to date	Revised Budget not yet spent	Committed to date (order placed, not yet paid)	Revised Budget not yet committed
	£	£	£	£	£	£	%	£
COMMUNITIES DIRECTORATE								
Adult Social Care	1,184,860	422,730	0	1,607,590	165,268	89.7%	65,420	85.7%
Children's Services	20,000	12,210	0	32,210	0	100.0%	-	100.0%
Education Services	7,975,120	610,550	0	8,585,670	373,322	95.7%	1,967,785	72.7%
Total for Communities Directorate	9,179,980	1,045,490	0	10,225,470	538,591	94.7%	2,033,205	74.8%
ENVIRONMENT & ECONOMY DIRECTORATE								
Development and Planning	4,747,650	2,547,090	0	7,294,740	774,335	89.4%	64,710	88.5%
Public Protection & Culture	804,490	697,250	0	1,501,740	98,896	93.4%	82,293	87.9%
Transport & Countryside	13,099,910	1,037,040	2,180,000	16,316,950	1,507,915	90.8%	4,574,234	62.7%
Total for Environment Directorate	18,652,050	4,281,380	2,180,000	25,113,430	2,381,145	90.5%	4,721,238	71.7%
RESOURCES DIRECTORATE								
Customer Services and ICT	4,083,250	983,760	0	5,067,010	1,251,968	75.3%	85,634	73.6%
Chief Executive	15,000	51,200	0	66,200	0	100.0%	0	100.0%
Finance and Property	1,409,440	313,400	0	1,722,840	557,074	67.7%	273,355	51.8%
Human Resources	47,520	21,520	0	69,040	25,046	63.7%	0	63.7%
Strategic Support	116,000	163,960	0	279,960	20,968	92.5%	0	92.5%
Total for Resource Directorate	5,671,210	1,533,840	0	7,205,050	1,855,056	74.3%	358,989	69.3%
Totals	33,503,240	6,860,710	2,180,000	42,543,950	4,774,792	88.8%	7,113,431	72.1%
<i>(1) Revised budget includes additional grants and contributions received and/or allocated in 2017/18, less funds reprofiled into 2018/19</i>								

(2) Explanation of Other Changes Agreed to 2017/18 Budget		
	£	Approved by
COMMUNITIES DIRECTORATE		
	0	
ENVIRONMENT & ECONOMY DIRECTORATE		
<i>Transport and Countryside: funds reprofiled from 2016/17 for Kings Rd Link and Tull Way attenuation pond agreed in Jan 2017 but not included in original budget</i>	2,180,000	CSG 13-1-17
	2,180,000	
RESOURCES DIRECTORATE		
	0	
Totals	2,180,000	

Summary of Revenue Budget Movements – 2017/18

Appendix E

Service	Original Net Budget £000	Budget B/F from 2016/17 £000	In Year Budget Changes £000	Budget Changes requiring Executive Approval £000	Current Net Budget £000	Explanation of In Year Budget Changes
Adult Social Care	37,874	136	177		38,187	£76k Healthwatch & NHS Complaints Advocacy transfer from Commissioning. £101k Posts 04128 & 02628 transfer from Commissioning. £64k Licences from Commissioning. (£64k) Corporate car allowance saving.
Children and Family Services	14,776	28	827		15,631	£860k Innovation fund, car allowance saving -£33k
Corporate Director - Communities	204				204	
Education DSG funded	(523)				(523)	
Education	7,510	42	(17)		7,535	-£17k car allowance saving
Prevention and Safeguarding	924	125	3		1,051	Car allowance change £3k
Public Health & Wellbeing	(80)				(80)	
Communities	60,685	331	990	0	62,005	
Corporate Director - Environment	174				174	
Development & Planning	2,411	129	-7		2,533	To Commissioning -£6k, Car allowance saving -£1
Public Protection & Culture	4,094		-66		4,028	Repayment to capital- £66k, library restructuring £4k, car allowance saving -£4k
Transport & Countryside	23,717	177	32		23,926	£106 funding £58k, -£27k car allowance saving
Environment and Economy	30,395	306	-41	0	30,661	
Chief Executive	777		113		890	Emergency planning budget added £113k
Commissioning	1,561	25	(239)		1,347	To ASC -£241k, -£4k car allowance, from D&P (Housing) £6k
Customer Services & ICT	3,242		-43		3,199	Salary moved to SSU -£43k
Finance & Property	3,426	24	280		3,730	Remove unrepresented cheque income target £124k, allocate car allowance saving £156k
Human Resources	1,489	37			1,526	
Legal Services	1,063		-4		1,059	Car allowance saving -£4k
Strategic Support	2,423	13	-77		2,359	Emergency planning moved to CEX -£113k, salary moved from ICT £43k, car allowance savings -£7k
Resources	13,982	99	30	0	14,110	
Capital Financing & Management	9,971		-58		9,913	£66k
Movement through Reserves	866	-736	79		209	Balance of all budget movements
Risk Management	1,512		-1,000		512	£1m to establish the Transformation Reserve
Capital Financing & Risk Management	12,349	-736	-979	0	10,634	
Total	117,410	0	0	0	117,410	

Key Accountable Performance 2017/18: Quarter One

Committee considering report:	Executive on 7 September 2017
Portfolio Member:	Councillor Keith Chopping
Date Portfolio Member agreed report:	17 August 2017
Report Author:	Catalin Bogos / Jenny Legge
Forward Plan Ref:	EX3180

1. Purpose of the Report

- 1.1 To report quarter one outturns, for the Key Accountable Measures which monitor performance against the 2017/18 Council Performance Framework.
- 1.2 To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively.
- 1.3 To present, by exception, those measures that are predicted to be 'amber' (behind schedule) or 'red' (not achievable) and provide information on any remedial action taken and the impact of that action.
- 1.4 To recommend changes to measures / targets, as requested by services.

2. Recommendations

- 2.1 To note progress against the Key Accountable Measures and the key achievements in all service areas and especially the Ofsted inspection outcome of 'Good' for West Berkshire's services for children in need of help and protection, children looked after and care leavers.
- 2.2 To review those areas reported as 'amber' or 'red' to ensure that appropriate action is in place. In particular, to consider the results and improvement actions for:
 - (a) the timeliness of decisions on Benefit Claims, and
 - (b) the % of people presenting as homeless where the homelessness has been relieved or prevented.
- 2.3 To note the additional measures requested by Portfolio Holders to be included as part of the performance framework:
 - (1) % of schools judged good or better by Ofsted under the new framework
 - (2) % of pupils achieving a good level of development at Foundation Stage
 - (3) % of pupils eligible for Free School Meals (FSM) achieving a good level of development at Foundation Stage
 - (4) Monitor uptake of Identification & Brief Advice (IBA) training

- 2.4 To approve the removal of the ‘% of claims for Discretionary Housing Payment determined within 28 days following receipt of all relevant information’ as the data cannot be produced reliably on a quarterly basis.

3. Implications

- 3.1 **Financial:** Financial implications relating to performance results (above or below targets) are highlighted and managed by each service. Not achieving the required level of preventing or alleviating homelessness is expected to have an impact on the expenditure on ‘Bed & Breakfast’.
- 3.2 **Policy:** Policy implications are highlighted and managed by each service accordingly.
- 3.3 **Personnel:** Personnel implications are highlighted and managed by each service accordingly.
- 3.4 **Legal:** Legal implications are highlighted and managed by each service accordingly.
- 3.5 **Risk Management:** Risk management implication are highlighted and managed by each service accordingly.
- 3.6 **Property:** Property implications are highlighted and managed by each service accordingly.
- 3.7 **Other:** There are no other known direct implications as a result of this report.

4. Other options considered

- 4.1 None

Council Strategy 2015-2019: Performance Scorecard

Summary of Performance Quarter 1 2017/18

Council Strategy

Priorities for Improvement	RAG* Status	Core Business
Educational Attainment A	G	Protecting our Children
Close the Attainment gap A	G	Bin Collection & Street Cleaning
More Affordable Housing R	A	Providing Benefits
Key Infrastructure Improvements G/R	G	Collecting Council Tax & Business rates
Safeguarding Children & Adults G	G/A	Older People & vuln. Adults wellbeing
Communities Help Themselves G	G/R	Planning and Housing
More Effective Council G/A		



Corporate Programme

	RAG* Status	
Service Transformation G	G	Workforce Projects
New Investment and Income Opportunities G	G	Other Programme Activity

Corporate Health

Net budget for 2017/18: **£117.4m**

Staff turnover (of 1,508 F.T.E)

2017/18 Q1 forecast over spend **£870k**

1.5% 2017/18 Q1 Staff Turnover



* RAG (Red, Amber, Green) performance measured over Strategy Lifetime for PRIORITIES and Core Business against Year End targets for Core Business and Corporate Programme.



Executive Summary

5. Introduction / Background

- 5.1 This report provides the Executive with a summary of the Council performance during quarter one 2017/18. Performance is shown against the priorities for improvement as set out in the Council Strategy, core business activity, progress with the Corporate Programme and the main corporate health indicators. The overall position is summarised in the Council Performance Scorecard.

6. Synopsis

- 6.1 In terms of priorities for improvement, the achievement of a 'Good' rating for services for children in need of help and protection, children looked after and care leavers is notable. It acknowledges the progress made by the social work teams and support from all other services, strategic management and Elected Members to improve the outcomes for vulnerable children.

Data was not due for reporting or was not available for 15 measures against the other priorities for improvement.

The 'More effective council' aim, reflects that a minority of measures/milestones have not achieved their targets (see exception reports Appendix F).

- 6.2 Performance in relation to child protection improved further. Improvements have also been made in relation to Council Tax and Business Rates collection. Timeliness of providing benefits is still impacted by staffing and IT issues which are being addressed but further increases in demand (due to the universal credit) is expected in December 2017. Relating to homelessness prevention, a report will be prepared which outlines the Council's new duties under the Homelessness Reduction Act.
- 6.3 In terms of the Corporate Programme, good progress is reported across all areas of activity.
- 6.4 High level corporate health indicators are better than at the end of Q1 of last year. The revenue budget forecast overspend is £870k above the £117.4m net budget set by Council in March 2017. Staff turnover was 1.5% for the first 3 months of this year. (See Council Performance Scorecard).

7. Conclusion

- 7.1 Despite the continuing financial challenges, the Council continues to perform well against ambitious targets. The Ofsted inspection outcome of 'Good' for children's services is the most significant achievements this quarter. The Corporate Programme is reporting 'on track' all the areas of work. Resource management remains strong, most notably in relation to the budget.
- 7.2 Most of the measures RAG rated Amber have achieved results so far only slightly below targets and are not of significant concern at this stage. The 'timeliness of reviews of Adult Social Care clients' has been referred by the Executive for scrutiny at OSMC. Two other areas for closer investigation at the Executive are:

- The timeliness of decisions on benefits claims and

- The homelessness prevention/alleviation for people presented as homeless.

8. Appendices

- 8.1 Appendix A – Supporting Information
- 8.2 Appendix B – Equalities Impact Assessment
- 8.3 Appendix C – District Wide Health Check dashboard
- 8.4 Appendix D – Measures of Volume
- 8.5 Appendix E – Key Accountable Measures by Strategic Priority
- 8.6 Appendix F – Exception Reports
- 8.7 Appendix G – Quarterly service requests
- 8.8 Appendix H – Technical background and conventions used to report performance

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Key Accountable Performance 2017/18: Quarter One – Supporting Information

1 Introduction/Background

1.1 This report provides the Executive with an update on performance of the Council during quarter 1 of 2017/18. Reflecting the Council's Performance Management Framework (see Appendix H for the technical background and conventions), information is provided to cover the following areas:

- Any notable changes to the Measures of Volume
- Delivery of the Council's Strategic priorities and core business areas of activity
- Update on the progress being made with the Corporate Programme
- An overview of the key Corporate Health Measures

2 Supporting Information

2.1 **Measures of Volume (contextual, non-targeted measures)** – See Appendix D

2.2 Attached to this report is a summary dashboard showing a number of “health” of the District indicators (Appendix C). Although the Local economy indicators and some social care contextual measures are not within the Councils control they do provide valuable information to both the Council, partners and the residents as a whole about how the local economy is performing.

2.3 The measures of volume related to West Berkshire's Local Economy to highlight include:

- This quarter there have been 17% less business ‘births’ (new business accounts registrations) compared to the first quarter of 2016/17. The number of closed business accounts (business ‘deaths’) was similar to Q1 last year. However, over the last 12 months a similar number of businesses accounts have been registered (699) and closed (703).
- On a longer term downward trend, the number of working age (16-64) claimants of unemployment benefit (JSA), at quarter 1 is 7.9% higher than 12 months before. This is the third quarter that is slightly higher compared to corresponding quarter of the previous year. This will be monitored to ascertain if a new trend is evident. Younger claimants (16-24) has stopped decreasing after reaching an all time low of 20 (Dec 16) and is still below Q1 2016/17 level.

2.4 Notable changes in the local Social Care contextual measures for quarter 1 are:

- A 30% increase for referrals to Children’s Services (from 351 in q1 2016/17 to 456 for q1 2017/18) (one of the reasons being the consolidation of ‘front door’ arrangements) and a 43% increase (from 121 in Jun 2016 to 173 in June this year) in child protection plans (the reasons for this are being investigated but initial hypotheses relate to a few large siblings groups that required child protection plans, potential impact of the reductions in universal services and a wider evolution evident across Berkshire). However, at 148, the number of Looked After Children (LAC) is the lowest over the last two years.
- It is not possible to compare the number of new Adult Social Care enquires with last year’s level due to changes in recording practice. It is pleasing to note that the previously increasing trend of the waiting lists levels has started to be reversed. The numbers of Long Term Service Clients and of adult safeguarding enquiries has also remained similar to the first quarter of the previous year.

2.5 Performance by Council Strategy Priorities for Improvement (See Appendix E):

(A) Improve Educational Attainment (RAG: AMBER)

2.6 Data for reporting the education attainment results for the 2016/17 academic year (AY) is expected in Q3.

2.7 Two new measures have been introduced for this year:

- The percentage of pupils achieving a Good level of development at Foundation Stage - at 75% for 2015/16 academic year, placed West Berkshire in the top quartile nationally and
- The % of schools judged good of better by Ofsted - has continued the upwards trend, currently at 90.2% exceeding the target of 90%.

(B) Close the Educational Attainment Gap (RAG: AMBER)

2.8 Data for reporting the education attainment gap results for the 2016/17 academic year is expected in Q3.

2.9 The % of FSM (free school meals cohort) achieving a good level of development (GLD) at Foundation Stage is a new measure added to the performance framework this year. The latest result for 2015/16 AY (at 57%) places the District in the second quartile nationally.

(C) Enable the Completion of More Affordable Housing (RAG: RED)

2.10 Based on the new reporting arrangements, affordable housing completions data is expected to be available and reported only at the end of quarters two and four.

2.11 Contextual information shows that house prices increased by 3.4% between March 2016 and March 2017.

(D) Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy (RAG: GREEN/RED)

- 2.12 Work to complete the flood prevention and drainage improvement schemes listed in the capital programme is all on track and expected to be completed on time.
- 2.13 Progress reports in relation to the superfast broadband, Market Street Redevelopment, London Road Industrial Estate work and Sterling Cables projects will be made in quarter 2.

(E) Good at Safeguarding Children and Vulnerable Adults (RAG: GREEN)

- 2.14 Between the 8th and 19th of May, Ofsted conducted a re-inspection of West Berkshire's Children's Services. The review covered children in need of help and protection, children looked after and care leavers. The outcome of the inspection was that the Council was deemed to have a 'Good' service. Ofsted recognised the considerable improvements and efforts made in the service over the last two years. The rating of "Good" meant that the Council was the first of its kind in the country to improve their rating by two grades (from 'Inadequate' to 'Good'). Among the achievements highlighted by Ofsted are:
- (i) placement stability of the LAC and their good relationships with their carers,
 - (ii) the adoption process identifies the right adoptive parents and appropriate support is provided to children and families,
 - (iii) good and timely decision making on referrals, the success in creating a more stable workforce and better quality assurance processes etc.
- 2.15 An action plan is being developed which will continue the Council's efforts on the areas for further improvement such as:
- (i) involving health professionals in decision making,
 - (ii) better recording and use of information regarding children's diverse backgrounds
 - (iii) analysing of risk for cases missing from home or care or at risk of sexual exploitation.
- 2.16 A Care Quality Commission (CQC) review of one of the services in Adult Social Care is expected to be completed by September 2017. The service has made improvements aiming to achieve a rating of 'Good' or better in the inspection area of 'Safe'.
- 2.17 The reported timeliness to respond to adult safeguarding concerns was slightly lower than the target during quarter 1 due, in part, to the service re-structure, staff vacancies and recording practice. It is hoped that, following the improvements put in place, the overall annual target will still be achieved. (see Exception report for details).

(F) Support Communities to do More to Help Themselves

- 2.18 Progress has been made on a number of work streams that are part of this priority:
- **The new multi agency Building Communities Together Team** – The second phase of the development of the new multi agency Building Communities Together

Team (BCT Team) commended on 1st June with Problem Solving Officers from Thames Valley Police joining those West Berkshire Council officers already within the Team.

The BCT Team coordinated a Transition Workshop at which members of the Safer Communities Partnership and Brilliant West Berkshire Partnership Board came together to scope the Aim and Objectives of the new Building Communities Together Partnership. The BCT Team will be working together to sustain and develop Community Conversations, problem solve persistent and resistant issues within communities and coordinate partnership work to build community resilience.

- **Community conversations** – activities have continued during quarter one. In Hungerford the engagement of members of the community and local practitioners focused on the challenging issues such of Domestic Abuse and Mental Health.

Over 50 people living and working in Newbury came to Newbury Baptist Church to share food, make connections and to take part in a Conversation on ‘what’s good about Newbury and what could be better’.

In Calcot, a further conversation took place to further develop ideas and potential actions (some already identified at the previous conversation held in March) including the potential for creating a Community Cafe.

- **The devolution agenda** is progressing. The Parish Portal was launched in April 2017 and a number of West Berkshire’s Town and Parish Councils have responded with expressions of interest in the running of local services and taking responsibility for assets. The transfer of responsibility for local libraries, playgrounds and public open spaces will be the first proposals to be considered under the devolution programme.

A Town and Parish Clerks’ Forum was also organised in order to build relationships but also to assist in providing advice on a range of issues including the devolution programme.

2.19 Performance by Council Strategy’s core business areas:

(a) Protecting our children

2.20 The timeliness of single assessments has further improved and is well above the target and the previous year’s results. Similarly, placement stability of LAC is ahead of the agreed target.

2.21 The average number of weeks to conclude care proceedings (35) is higher than the national target of 26 weeks. However, the England average has also increased to 35 weeks (2013-2016). The delays are not attributable to Local Authority planning but work will continue with the judiciary and to Local Family Justice Board to reduce the timescales where possible. (see exception report for details)

2.22 The results for the majority of these measures indicate good improvements and performance above the end of year targets. Work is taking place with the judiciary to reduce the delays in care proceedings.

(b) Bin collection and street cleaning

2.23 The estimated result for the household waste recycled, composted, reused or recovered (74%) is below the year end target of 80%. Performance was impacted by the Energy from Waste facility being closed for the month of April but it is still expected that the annual target will be achieved.

(c) Providing benefits

2.24 The average number of days to make a decision on a new benefit claims and to make a decision on changes in a benefit claimant's circumstances have improved compared to the results at the end of 2016/17. At 21.13 days and 12.55 days respectively, for quarter 1, further improvement are planned to achieve the year end targets. (see exception reports)

2.25 The service is also expecting an increase in workload as a result of the full roll out of the Universal Credit in December 2017.

(d) Collecting Council Tax and Business rates

2.26 Despite an increase in demand for the Revenues and Benefits service, first quarter's results for the percentage of 'in year' collection of Council Tax and Business rates are similar to quarter 1 2016/17 and expected to achieve the end of year targets.

(e) Wellbeing of older people and vulnerable adults

2.27 The timeliness to undertake financial assessments referred to the Financial Assessment & Charging team and the measures relating to reablement/rehabilitation service continued to perform highly from last year and are all above the targets.

2.28 At 65.1%, the timeliness of reviews of adult social care clients with a long term service has remained below the target of 75%. As the measure is based on the reviews completed over a 12 months period, the result for the current quarter is impacted by the overdue reviews from quarter 4 of last year. The exception report re-states the reasons for the overdue reviews at the end of last year and the actions being taken to address the challenges. This area, including the improvement actions, was already referred for consideration at the OSMC.

(f) Planning and housing

2.29 The majority of the measures in this area of activity, including the timeliness of determining planning applications (major, minor and other) and the timeliness of the Disabled Facilities Grant's approval were all above target.

2.30 The adoption of the Housing Site Allocation Development Plan Document (HAS DPD) has been completed in May 2017. The activities to submit the New Local plan for examination are on track. Similarly the Minerals and Waste Local plan will be submitted to the Secretary of State for examination by the due date.

2.31 Homelessness has been relieved or prevented in 50% of cases during the quarter. However, the service is reporting, based on the financial resources available, that the end of year target (75%) is unlikely to be met. (see exception report for details)

2.32 The service is asking for the measure on 'timeliness for determining the claims for Discretionary Housing Payments' to be removed from this year's basket of measures

due to identified issues in collecting, processing and reporting data on a quarterly basis.

2.33 Corporate Programme's performance part of the Overarching aim: Become a More effective council

2.34 Corporate Programme Board is monitoring a range of initiatives that support the aim of becoming a more effective council. The key updates for quarter one relating to these initiatives are:

- **Service Transformation** – A Financial Challenge Review Panel has been established to identify ways in which the £4.5m funding gap in the Council's finances can be closed. Work has begun on the preparation of data packs that cover each of the authority's services that will be considered by the Panel.

The methodology for the New Ways of Working reviews, initially to be piloted in the Development & Planning and Education Services, has been agreed. These reviews will begin in Q2.

Work on digitising bookings, courses, payments, virtual meetings and case management continues. There is some overlap between this work and the waste savings project which is developing specific actions to realise anticipated savings of £1.7m.

The shared service project for Public Protection has concluded, while good progress is being made on a proposed county-wide Emergency Planning service and a joint Legal services arrangement with Bracknell Forest.

- **New Investment and Income Opportunities** – The Property team is working to identify suitable property investments to recommend to the recently established 'Property Investment Board'.

The purchase of temporary accommodation at Fountain Gardens (10 units) and 2 other flats is progressing and the issue previously raised around a grant from the Homes & Communities Agency has been resolved with the council now registering as a social housing provider. The project team is now exploring the business case for purchasing general accommodation to prevent people becoming homeless.

A Steering Group has been set up to look at the opportunities arising from and the approach towards trading with schools and academies to ensure that all work is undertaken consistently. The Council would need to be ready to go out to schools in the summer with trading options, although the advice is to run from September given the academic year.

- **Workforce Projects** – The changes to the Essential Car user allowances have now been made and the staff mileage rate has been reduced to 45p per mile (in line with HMRC rates). Work continues on the car leasing scheme.

Awareness raising across the authority has been followed by a number of actions to ensure compliance with and maximise the opportunities arising from the introduction of the Apprenticeship Levy.

General Data Protection Regulations compliance work has begun, with the specific requirements being communicated across the Council.

- **Other Programme Activity** – The Programme Office continues to monitor a range of projects dealing with matters such as SEND Ofsted preparation, demand management, the Sandford and Grazeley developments and infrastructure improvement.

2.35 Under the aim of ‘A more effective council’, an analysis of the basket of the key accountable measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that 76% (19/25) of them were RAG rated Green, 20% (5/25) Amber and 4% (1/25) Red compared to 80% (16/20) Green for quarter one 2016/17.

2.36 Corporate Health Measures (see Council Performance Scorecard).

2.37 The Corporate Health Measures, which are applicable for all services, focus on human resources measures which are useful from a management perspective. The forecast net revenue budget variance was £870k at the end of June against a net revenue budget of £117.4m. The staff turnover is now at 1% but due to the change in the organisation’s structure was calculated only for Apr-Jun 2017 rather than on a rolling 12 months basis.

3 Conclusion

- 3.1 In spite of the Council’s continuing financial challenges, quarter 1 performance is good. The most notable improvement is with the Children’s and Family Services, specifically for children in need of help and protection, children looked after and care leavers rated as good by Ofsted. This result meant that this Council was the first Unitary Council in the country to progress two grades under an Ofsted inspection.
- 3.2 Improvements or maintaining high performance was achieved in the following areas:
- Improve educational attainment – more schools in West Berkshire are judged Good or better at their Ofsted inspections
 - Protecting our children – further improved the timeliness of assessments;
 - Collecting Council Tax and Business Rates – following performance just below targets at the end of last year, results are now on the expected trajectory to achieve the end of year targets.
 - Older people and vulnerable adults’ wellbeing – maintained the outcomes of reablement services (after discharge from hospital) and good timeliness of financial assessments.
 - Planning and housing – exceeding targets relating to the timeliness of determining planning applications and timeliness of Disabled Facilities Grants approval.
- 3.3 An analysis of the measures RAG rated Amber shows that actions have been implemented to improve performance, which in many of the cases was just below the targets/thresholds set:

- Timeliness to conclude care proceedings – the service has assessed all the cases and ensures that the delays are not attributable to the local authority and is working with the judiciary to identify solutions to reduce timescales more generally.
- Timeliness of responding to adult social care safeguarding concerns – there is reassurance that concerns are addressed swiftly but there seems to be some recording practices that result in lower reported results. These are being addressed.
- Timeliness of reviews of clients with a Long Term Adult Social Care Service – continued to be impacted by the change in resources available for the service. In addition to the improvement actions already planned by the service, the Executive agreed to refer this area for further scrutiny by the Overview and Scrutiny Management Commission.

3.4 Based on the analysis of the available information at Corporate Board, it is proposed that the following measures RAG rated Amber or Red are considered by the Executive for further scrutiny:

- Timeliness of decisions on new Benefits claims or on changes in a Benefit claimants circumstances – last year’s results have not achieved the targets. Further actions have been taken during quarter one to reduce the average number of days during the subsequent quarters. However, there is an expectation that demand will increase towards the end of the year as a result of the full roll out of Universal Credit (UC).
- % of people presented homeless where the homelessness has been relieved or prevented – performance has dipped as a result of a reduction in resources and staff sickness. An impact is expected on the more expensive ‘Bed & Breakfast’ spend. In addition, an increased financial pressure is expected as a result of a new Prevention Duty which is due to be implemented under the Homelessness Reduction Act.

Background Papers:

Council Strategy 2015-2019 (refreshed March 2016)

Subject to Call-In:

Yes: No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council’s position

Considered or reviewed by Overview and Scrutiny Management Commission or

associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Wards affected:

All

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim(s):

- BEC – Better educated communities**
- SLE – A stronger local economy**
- P&S – Protect and support those who need it**
- HQL – Maintain a high quality of life within our communities**
- MEC – Become an even more effective Council**

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

- BEC1 – Improve educational attainment**
- BEC2 – Close the educational attainment gap**
- SLE1 – Enable the completion of more affordable housing**
- SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
- P&S1 – Good at safeguarding children and vulnerable adults**
- HQL1 – Support communities to do more to help themselves**
- MEC1 – Become an even more effective Council**

The proposals contained in this report will help to achieve the above Council Strategy aims and priorities by providing evidence on progress and inform any additional or remedial actions.

Officer details:

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

Appendix B

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	To note performance levels achieved and to review any remedial actions proposed.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council’s key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	28/07/2017

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

1. What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To inform about progress in delivering the Council Strategy priorities and core business areas.
Objectives:	Decision making bodies are up to date about the progress to deliver the priorities and core business related objectives of the Council Strategy.
Outcomes:	Corporate Board and Executive to note performance levels and review the actions to address any under-performance.
Benefits:	All beneficiaries of the Council’s services should indirectly benefit from better outcomes delivered as highlighted in the Council’s Strategy.

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

Age		
Disability		
Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments relating to the item:		
It is not expected that the above categories of beneficiaries are directly impacted by the proposed decision.		

3. Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: Any changes to services as a result of performance reporting are managed at service level if necessary taking in consideration all the implications including the inequalities.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: Any changes to the services that impact on people’s lives are being made at service level if necessary taking in consideration all the implications.	

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

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

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

Timescale for Stage Two assessment:	
--	--

Name: Catalin Bogos

Date: 28/07/2017

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

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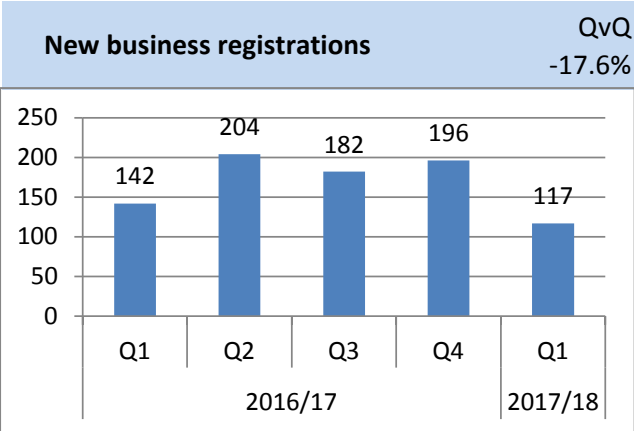
District Wide Health Check Q1 2017/18



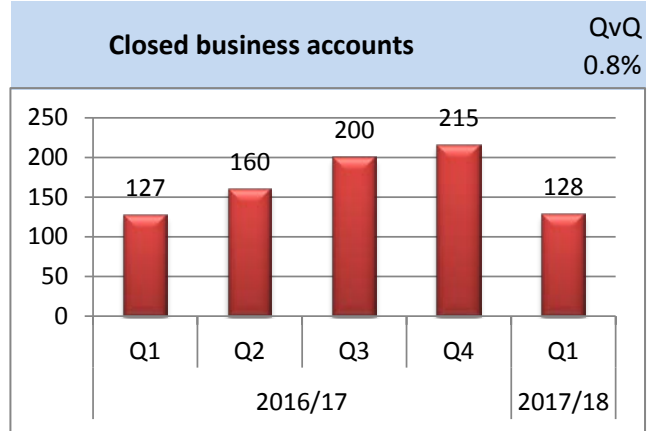
Arrows indicate direction of travel (DoT) latest quarter versus same period last year unless otherwise stated. Values between brackets are the actual values for the quarter.

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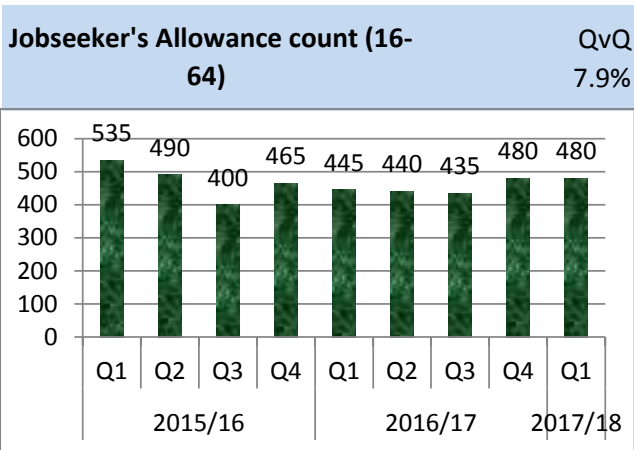
Local Economy



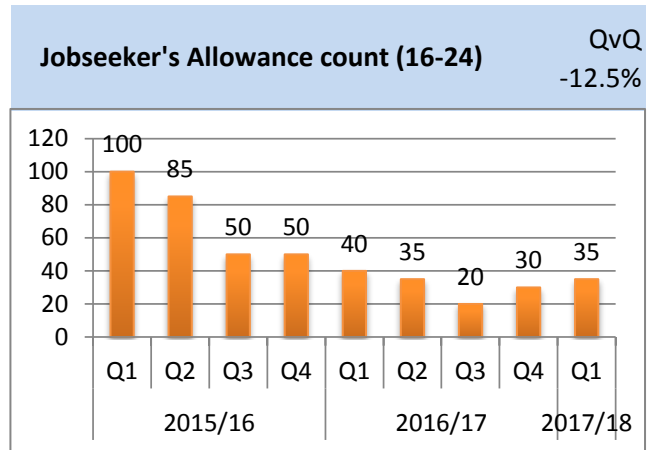
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



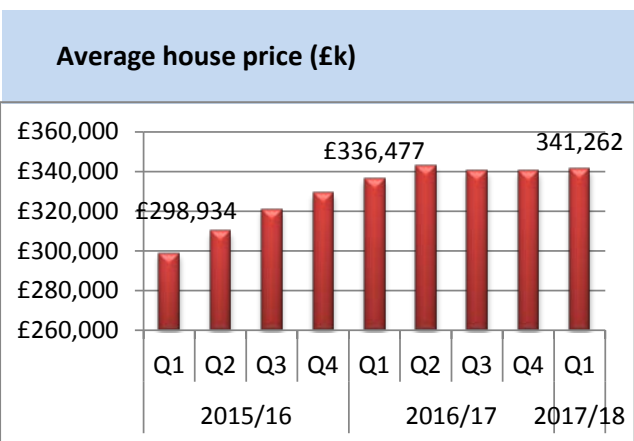
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



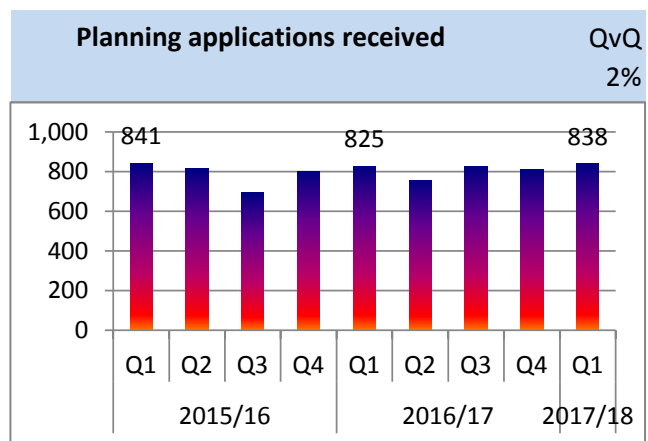
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



Reported for last month in the quarter. Number of young people aged between 16 and 24 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.

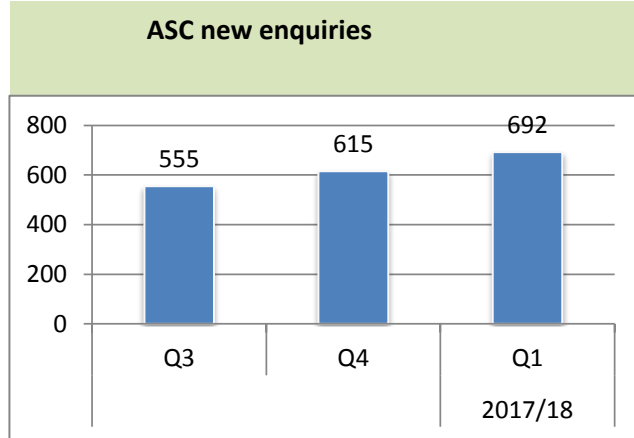
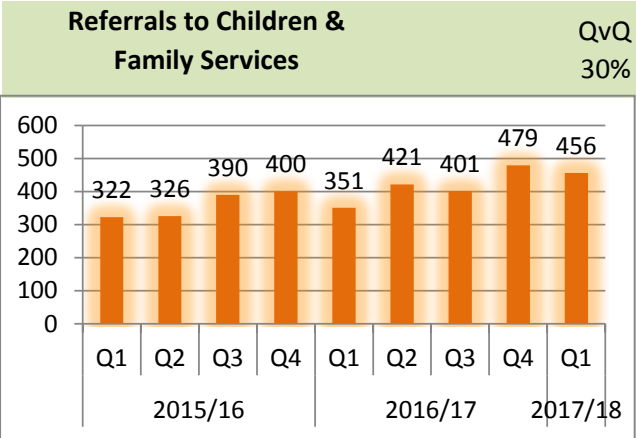


Q4 2016/17 data amended. Only April and May data is available as yet for 2017/18
Quarterly average for all property types, as published by the Land Registry

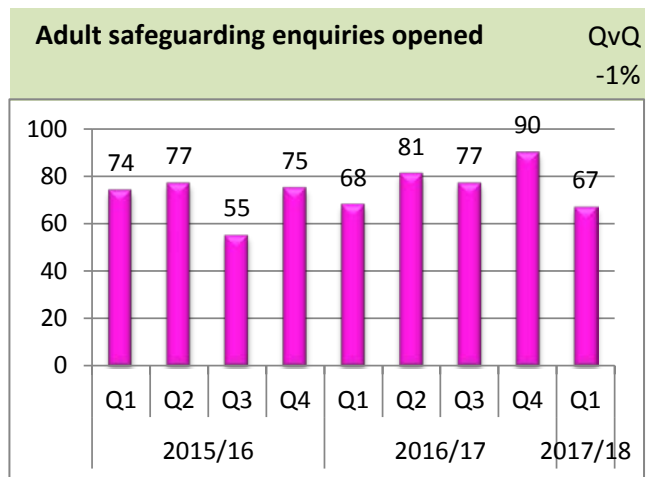
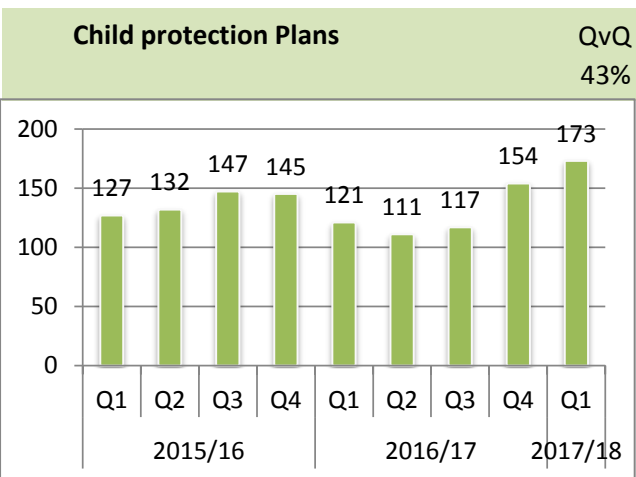


The total number of applications received by Planning, either by post or via the planning portal

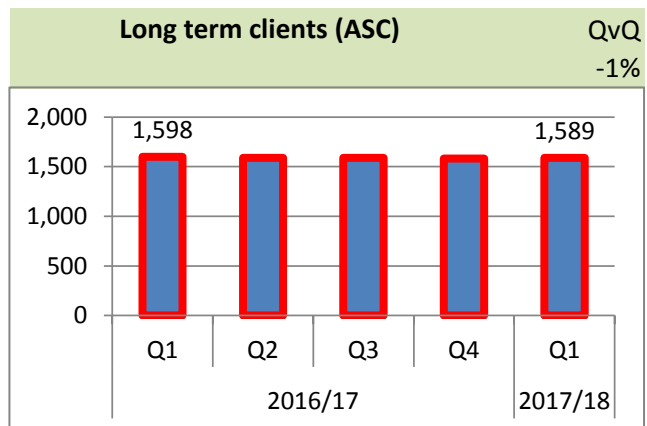
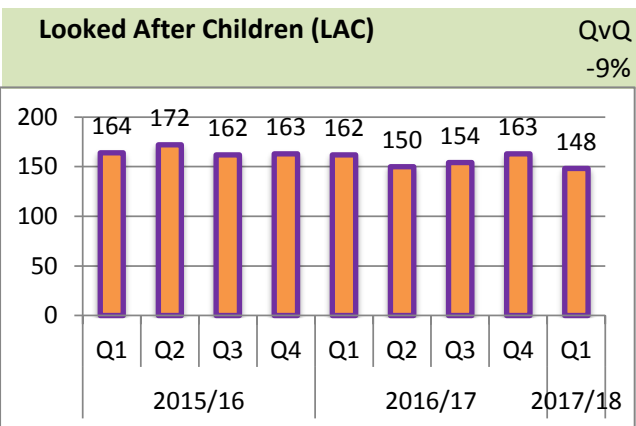
Social Care



No comparison can be made with data prior to Q3 2016/17 due to changes in working practices.

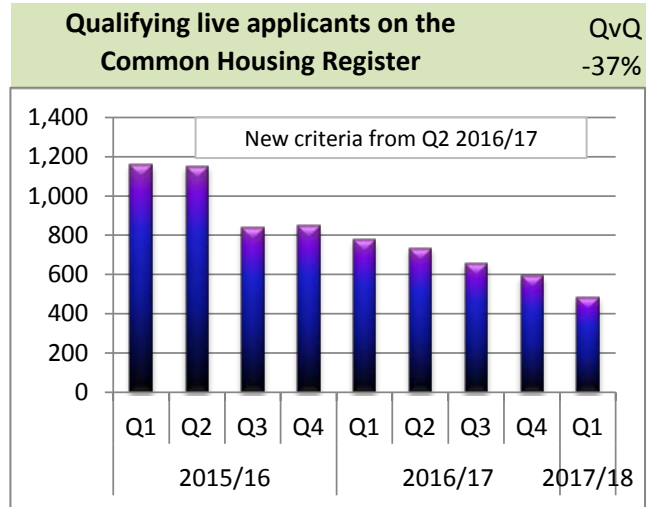
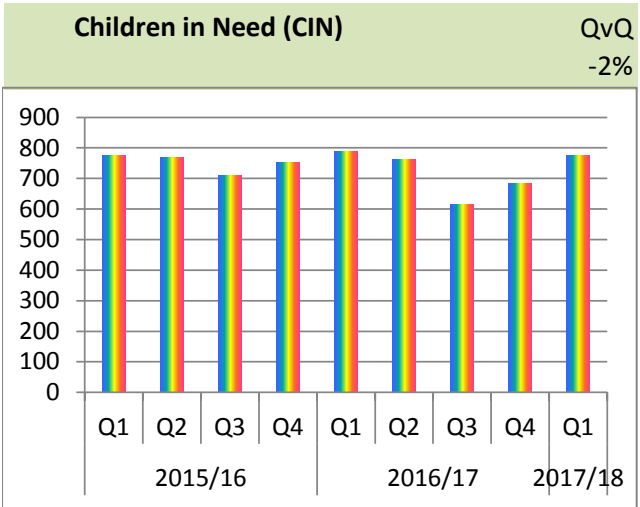


Reporting year date from Q1 2017/18



Reported as snapshot, not year to date.
Data before 2016/17 has not been provided as it is not comparable due to the implementation of the Care Act, where we reviewed work flow with the previously joint MH team. This identified a cohort of clients that previously were captured as receiving 'long term professional support'. A decision was made post April 2015 that their support was primarily health focused, they would not be reviewed under Care Act eligibility and were closed.

Social Care



New criteria from Q2 2015/16

A register of people who want a home from a housing association in West Berkshire.

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Key Accountable Measures by Strategic Priority and Core Business Category 2017/18

*measures being reported to Exec have a green title

Strategic Priority: BEC1 - Improve educational attainment

BEC1kt1 Continue to develop our work with schools to improve outcomes for all children and young people.

FINANCIAL YEAR				Historical outturns						
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17	National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q1 Comment
BEC1kt6EF Y1	Educ	% of schools judged good or better by Ofsted under the new Framework (harder test)	Elaine Ricks	80% (56/70)	local	87%	local	90%	★ 90.2%	Q1: 74 / 82
ACADEMIC YEAR				Historical outturns						
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	
BEC1kt0EF Y22	Educ	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Elaine Ricks	71%	1st	75%	1st	Top 25%	🎯 Annual - Q3	Annual - reports in Q3
BEC1kt1E AY2	Educ	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Elaine Ricks	-	-	Top 25% Rank 38 / 152	1st	Top 25%	🎯 Annual - Q3	Annual - reports in Q3
BEC1kt1E AY3	Educ	At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	Elaine Ricks	-	-	Top 50% Rank 50/152	2nd	Top 25%	🎯 Annual - Q3	Annual - reports in Q3

Strategic Priority: BEC2 - Close the educational attainment gap

BEC2kt1 Our disadvantaged children will have better results and will be closer to the results of other children

ACADEMIC YEAR				Historical outturns						
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	
BEC2kt0E AY18	Educ	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Elaine Ricks	45%	4th	57%	2nd	Top 25%	⊙ Annual - Q3	Annual - reports in Q3
BEC2kt1E AY11	Educ	To improve on 2015/16 Academic year rankings for reading, writing and maths combined expected standard for disadvantaged pupils in KS2 in 2016/17 Academic Year	Elaine Ricks	-	-	Rank = 122/152	4th	To rank higher than 122/152	⊙ Annual - Q3	Annual - reports in Q3
BEC2kt1E AY12	Educ	To improve on 2015/16 rankings for attainment 8 for disadvantaged pupils in KS4 in 2016/17 Academic Year	Elaine Ricks	-	-	Rank = 100/152	3rd	To rank higher than 100/152	⊙ Annual - Q3	Annual - reports in Q3

Strategic Priority: SLE1 - Enable the completion of more affordable housing

SLE1kt1 Pursue options to accelerate the delivery of affordable housing in the district

				Historical outturns						
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17	National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q1 Comment
SLE1kt1D &P1	D&P	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	158	local	166	local	225 (17/18)	⌚ Reports Q2 and Q4	Reports twice a year - Q2 and Q4

Strategic Priority: SLE2 - Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy

SLE2kt1 Invest £17m in our roads.										
Ref	Service	Title	Responsible Officer	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q1 Comment	
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17				National rank/Quartile 2016/17
SLE2kt1t&c1	T&C	% of the principal road network (A roads) in need of repair	Andrew Reynolds	2%	14/149 1st	3%	dna	5%	🕒 Annual - reports Q4	
SLE2kt2 Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.										
SLE2kt2ceo1	CEO	Market Street Redevelopment for 17/18: start on site (Milestone 2)	Nick Carter	-	-	Rescheduled for Jan 2018	local	Mar-18	★ On track	Physical works will commence with new Bus Station (on the wharf)
SLE2kt2ceo2	CEO	Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)	Nick Carter	-	-	Delayed	local	tbc	◆ Delayed	See exception report for details.
SLE2kt2ceo4	CEO	Sterling Cables - Clear site and begin development	Nick Carter	-	-	Demolition and decontamination has commenced	local	tbc	★ On track	Ground remediation strategy submitted to the EA for approval
SLE2kt4 Invest £5.2m in flood prevention schemes.										
SLE2kt6 Implement the Superfast Broadband Programme for Berkshire and West Berkshire.										
SLE2kt6CS&ICT	CS&ICT	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	Colin Batchelor	57,340 (82.8%)	local	60,519 (87.3%)	local	70,584 (96.6%)	🕒 dna	Data will be available for Q2

Strategic Priority: PS1 - Good at safeguarding children and vulnerable adults

PS1kt2 Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.

Ref	Service	Title	Responsible Officer	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q1 Comment	
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17				National rank/Quartile 2016/17
PS1kt2asc3	ASC	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	Tandra Forster	75%	local	80%	local	100%	★ 80.0%	April 2017 – Request from CQC received for PIR (Provider Information Return), expectation that they will complete a review by Sept 2017
PS1kt2CFS1	CFS	Improved Ofsted rating for Children and Families Service	Mac Heath	Inadequate	local	Waiting for visit	local	A rating of 'Requires Improvement' or above.	★ Rated 'Good'	

PS1 Other Measures that aren't aligned to a 'Key Thing' but are reported under this Strategic Priority

PS1asc2	ASC	% of adult social care safeguarding concerns responded to within 24 hours.	Tandra Forster	94%	local	93%	local	92%	◆ 86.3%	Q1: 120 / 139 See exception report for details
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Strategic Priority: HQL 1 - Support communities to do more to help themselves

HQL1kt1 Accelerate the delivery of local services for local communities by local communities.

Ref	Service	Title	Responsible Officer	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q1 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17			
No measures assigned									

HQL1kt2 Work with local communities to help people live longer, healthier and more fulfilling lives and improve the health of the poorest fastest.										
Ref	Service	Title	Responsible Officer	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q1 Comment	
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17				National rank/Quartile 2016/17
HQL1kt2p hwb1	PH&WB	Monitor uptake of Identification & Brief Advice (IBA) training	Anees Pari	-	local	-	local	Jun-17	★ On track	The commissioning process to identify a trainer to provide IBA training is ongoing and anticipated to be completed by September. There is work ongoing to identify how the impact of the training can be measured with Sovereign Housing and the Crime Reduction Company agreeing to incorporate IBA in their practice by following up with clients who receive the intervention to establish whether their alcohol consumption has decreased. There is also a meeting set up with Adult Social Care to establish whether the alcohol screening questions can be included in their assessment framework.
HQL1kt9 Grow community conversations via Brilliant West Berkshire: Building Community Together partnership working										
Ref	Service	Title	Responsible Officer	Historical outturns			YE target 2017/18	Q1 RAG/Outturn	Q1 Comment	
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17				National rank/Quartile 2016/17
HQL1kt9/HWBBct 1	BCT	Number of Community Conversations through which local issues are identified and addressed	Susan Powell	-	-	-	local	>10	★ 8	6 live 2 pending A process is being developed to record the data and it is expected that this will report at Q2.

Core Business:

a. Protecting our children

Ref	Service	Title	Responsible Officer	Historical outturns				YE target 2017/18	Q1 RAG/Outturn	Q1 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17	National rank/Quartile 2016/17			
CBaCFS7	CFS	% of (single) assessments being completed within 45 working days	Mac Heath	86%	67/152 2nd	97%	dna	>=95%	★ 98.8%	Q1: 418 / 423
CBaCFS11	CFS	Number of weeks taken to conclude care proceedings (children social care)	Mac Heath	23	local	28	local	<=26 weeks	◆ 35	See exception report for details.
CBaCFS12	CFS	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	Mac Heath	6%	5/152 1st	9%	dna	<=10%	★ 1.4%	Q1: 2 / 145

c. Bin collection and street cleaning

CBct&c1	T&C	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	83%	local	82.5% (P)	local	80%	★ 74.0% (E)	Q1: 16,198 / 21,879 This quarters result is an estimate based on partial availability of data and will not be finalised until the next quarter. This result is also subject to change once figures are validated and confirmed by DEFRA after quarter 4. This is below the year end target due to the EFW closure in April. This will average out and increase during the year.
CBct&c1	T&C	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Jackie Ward	Good	local	Good	local	Satisfactory	⌚ Reports from Q2	

d. Providing benefits

CBdF&P8	F&P	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	19.04 days	local	22.75 days	local	<20 days	◆ 21.13 days	Please see exception report for details For comparison = 2016/17 Q1 return = 22.8 days
CBdF&P9	F&P	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Iain Bell	5.85 days	local	8.7 days	local	<9 days	◆ 12.55 days	Please see exception report for details For comparison = 2016/17 Q1 return = 13.31 days

e. Collecting Council Tax and Business rates											
CbeF&P11	F&P	The 'in-year' collection rate for Council Tax	Iain Bell	99%	local	98%	local	99%	★	29.7%	Q1: 31,404,729 / 105,648,181 For comparison = 2016/17 Q1 return = 29.6% Up by 0.16%
CbeF&P12	F&P	The 'in-year' collection rate for Business Rates	Iain Bell	99%	local	98%	local	99%	★	34.9%	Q1: 31,252,397 / 89,664,468 For comparison = 2016/17 Q1 return = 34.0% Up by 0.89%
f. Ensuring the wellbeing of older people and vulnerable adults											
CBfasc5	ASC	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Tandra Forster	95%	local	67%	local	75%	◆	65.1%	Q1: 806 / 1,239 See exception report for details
CBfasc6	ASC	Decrease the number of bed days due to Delayed transfers of care (DTC) from hospital	Tandra Forster	-	-	dna	4th	TBC	⌚	dna	Q1 data will be published by NHS England in Aug 2017
CBfasc8	ASC	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	79%	117/152 4th	93%	dna	83%	★	92.1%	Q1: 117 / 127
CBfasc10	ASC	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	99%	local	100%	local	98%	★	99.1%	Q1: 429 / 433
g. Planning and housing											
CBgD&P4	D&P	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	local	On track	local	Dec-19	★	On track	
CBgD&P5	D&P	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Behind schedule	local	On track	local	Dec-19	★	On track	
CBgD&P7	D&P	Subject to examination, adopt the Site Allocations Development Plan Document (DPD)	Bryan Lyttle	Behind schedule	local	On track	local	Jun-17	★	Complete	Adopted on 9 May 2017
CBgD&P9	D&P	% of 'major' planning applications determined within 4 weeks or the agreed extended time	Gary Rayner	(56/70) 80%	72/125 3rd	(65/86) 75.6% (E)	dna	60%	★	77.3% (E)	Q1: 17 / 22

g. Planning and housing

CBgD&P10	D&P	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(298/411) 73%	78/125 3rd	(329/437) 75.3% (E)	dna	65%	★ 68.9% (E)	Q1: 73 / 106
CBgD&P11	D&P	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(1,127/1,274) 89%	32/125 2nd	(1,193/1,290) 92.5% (E)	dna	75%	★ 83.9% (E)	Q1: 281 / 335
CBgD&P14	D&P	% of people presenting as homeless where the homelessness has been relieved or prevented	Mel Brain	79%	local	(269/349) 77%	local	75%	■ 50.0%	Q1: 22 / 44 See exception report for details.
CBgD&P15	D&P	% of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information	Mel Brain	97%	local	(44/200) 67%	local	70%	⌚ dna - request to remove	HoS and Service Manager have asked for this KPI to be removed. REASON: DHP data is collected via a spreadsheet which is less than ideal as it relies on someone updating it. In addition, the Indicator is from the point of receipt of all relevant information but this is difficult to capture on the spreadsheet. What inevitably happens is that the officer collating the stats has to go through numerous months of data to try and update previous months submissions before looking at the current submission. The data is always out of date, always lags behind by several months and is not robust.
CBgD&P16	D&P	% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant application	Mel Brain	97%	local	(63/66) 95%	local	90%	★ 96.0%	Q1: 24 / 25

Rachael Wardell / Tandra Forster		Adult Social Care				Q1 2017/18	AMBER	
Indicator Ref: PS1asc2		% of adult social care safeguarding concerns responded to within 24 hours				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆				=>92%	Higher is better
Qrtly outturn	135/143 94.4%	151/157 96.2%	120/139					
YTD outturn	718/768 93.5%	573/614 93.3%	86.3%					
REASON FOR AMBER:								
<p>YTD 19 out of 139 (86.3%) concerns were not responded to within 24 hours, however we expect that the overall target can be met by year end.</p> <p>As a result of SMR4, there have been significant changes in structure, of where Adult Safeguarding is located and staffing changes (Service Manager currently vacant, new members of staff within the team).</p> <p>Recording practices have impacted on this measure. ASC staff are opening up concern documents and not closing them when the decision is made that a S42 is required. In order to follow the appropriate procedure the concern document should be closed as soon as a decision is made that further enquiries are required (within 24 hours), and where relevant a S42 document opened.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>New staff within the Safeguarding team are being supported to understand how data is collated and the requirement to be rigorous in monitoring Concerns and ensuring that they are actively being responded to.</p>								
STRATEGIC ACTIONS REQUIRED: None								

Rachael Wardell / Mac Heath		Children and Family Service				Q1 2017	AMBER	
Indicator Ref: CBaCFS11		Number of weeks taken to conclude care proceedings (children social care)				Type: nsnapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	■				<=26	Lower is better
Qrtly outturn								
YTD outturn	23	28	35					
REASON FOR AMBER:								
<p>This indicator measures the average number of weeks taken to conclude care proceedings for those concluded ytd. The target of 26 weeks is a national one. The National Average is some way adrift from this at 30 weeks (2013-2016).</p> <p>We are in discussion with the judiciary and the Local Family Justice Board about these delays. It is accepted that Court capacity has contributed to our proceeding timescales and it is not attributable to delays within Local Authority planning.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
As above- continued discussion with the judiciary and Local Family Justice Board.								
STRATEGIC ACTIONS REQUIRED:								
None								

Nick Carter / Andy Walker		Finance & Property (Benefits)				Q1 2017	AMBER	
CBdF&P8		Average number of days taken to make a full decision on new Benefit claims				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆				=<20	Lower is better
Qrtly outturn	-	-	-					
YTD outturn	19.04 days	22.75 days	21.13					
<p>REASON FOR AMBER: Staffing issues in that we had 1 member of staff still on probation and 1 on a phased return.</p> <p>Volume of incoming post tends to increase at change of financial year. Average processing times tend to be more volatile in the first quarter due to being comprised by fewer transactions. Trajectory going through the year would be for average outturn to reduce.</p> <p>Some software issues in terms of increased times taken to process claims. 60% of new claims are processed within the current targets. The remaining 40% are pending whilst the claimant provides further information.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</p> <p>Software issues have been alleviated by the installation of a new server. Remaining issues being monitored and we will be liaising with software suppliers in order to minimise response times.</p> <p>In relation to staffing issues the member of staff on a phased return this arrangement has come to an end and the other member of staff on probation has decided to leave the council. Once a new member of staff has been employed further training will be required. In the meantime a temporary member of staff has been employed to alleviate some of the issues.</p> <p>There is a continual need to review and monitor the target in terms of amount of post being received, especially in respect to information and demands requested by DWP, and the availability of fully trained staff.</p> <p>Full roll out of Universal Credit (UC) will impact in December 2017. Despite the possible loss of new claimants the authority will be required to support new claimants in making and maintaining application for UC as well as assisting DWP UC Assessment Centre in the assessment of new claims. This will result in an increase in activity which attracts additional funding but is not subject to performance indicator measurement</p> <p>STRATEGIC ACTIONS REQUIRED: Not applicable at this stage.</p>								

Andy Walker		Finance & Property (Benefits)				Q1 2017	AMBER	
CBdF&P9		Average number of days taken to make a full decision on changes in a Benefit claimants circumstances.				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆				=<9 Lower is better	
Qrtly outturn	-	-	-					
YTD outturn	5.85 days	8.7 days	12.55					
REASON FOR AMBER:								
<p>Increase in 'Real time' information (information from the DWP which matches data held by the council) – additional checks required. Funding has been provided by DWP to undertake this work but has not yet been spent.</p> <p>DWP Software implementation delays in the introduction of this process.</p> <p>Staffing issues is that we had 1 member of staff still on probation and 1 on a phased return.</p> <p>Volume of incoming post tends to increase at change of financial year. Average processing times tend to be more volatile in the first quarter due to being comprised by fewer transactions. Trajectory going through the year would be for average outrun to reduce – average after quarter 1 of 2017/18 is 0.76 of a day lower than the corresponding quarter of 2016/17. It should be noted that the average for 2016/17 finished at 8.7 days.</p> <p>60% of changes of circumstances are processed within the current targets. The remaining 40% are pending whilst the claimant provides further information.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>Looking to employ a temporary member of staff to work on Real time information</p> <p>Software issues have been alleviated by the installation of a new server. Remaining issues being monitored and we will be liaising with software suppliers in order to minimise response times.</p> <p>In relation to staffing issues the member of staff on a phased return this arrangement has come to an end and the other member of</p>								

staff on probation has decided to leave the council. Once a new member of staff has been employed further training may be required.

There is a continual need to review and monitor the target in terms of amount of post being received, especially in respect to information and demands requested by DWP, and the availability of fully trained staff.

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STRATEGIC ACTIONS REQUIRED:

Not applicable at this stage.

Rachael Wardell / Tandra Forster		Adult Social Care				Q1 2017/18	AMBER	
Indicator Ref: CBfasc5		% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆					
Qrtly outturn	1129/1187	826/1240 66.6%	806/1239 65.1%				>=75% Higher is better	
YTD outturn	95.1%	66.6%	65.1%					
REASON FOR AMBER:								
<p>Additional capacity was put in place at the end of 2015/16 to ensure reviews were completed for all long term clients under the new Care Act eligibility framework by 31 March 2016. Additional capacity resulted in an increased pace at the end of 2015 /16 which meant that for Q4 2016-17 the number of reviews due was significantly inflated ; the teams were unable to maintain the completion of reviews required and at year end 2016 / 17 over due reviews at year end were at 66%.</p> <p>Performance has remained static for Q1.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
<p>Weekly report provides detail of reviews required and is being actively used to focus work.</p> <p>During Q1, review of the data and skill set within the team has taken place to understand support needed to meet year end targets Increased team FTE temporarily to focus on overdue reviews where the primary support reason is Learning Disability and Mental Health (the main proportion of overdue reviews) which will allow us to meet target</p> <p>Care Director supports a proportional approach to reviews and minimises paperwork to be completed; looking to fully apply this approach where appropriate and safe to do so.</p>								
STRATEGIC ACTIONS REQUIRED: None								

John Ashworth / Gary Lugg		Development and Planning				Q1 2017/18	RED	
Indicator Ref: CBO6dp14		% of people presenting as homeless where the homelessness has been relieved or prevented					Type: %+	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	■					
Qrtly outturn	-	-	22/44 50%				75%	Higher is better
YTD outturn	79%	269/349 77%	22/44 50%					
<p>REASON FOR RED: The Preventing Homelessness Grant, which was used for prevention activities, has been moved into the RSG. This has resulted in reduced funding and accordingly prevention activities have been reduced. In addition, there has been long-term sickness within the Housing Options team which has impacted upon capacity to undertake preventative work.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: The Housing Service is working to its full capacity with the resources available to it.</p> <p>FINANCIAL IMPLICATIONS: Prevention is usually a cheaper alternative to taking a homelessness application. Failure to prevent will lead to pressure on Bed & Breakfast budgets.</p> <p>SERVICE PLAN UPDATES REQUIRED: No service Plan updates are required.</p> <p>STRATEGIC ACTIONS REQUIRED: It should be noted that a new Prevention Duty is due to be implemented under the Homelessness Reduction Act. This will require the Council to take all reasonable prevention actions and a separate paper is being prepared as this will have significant resource and financial implications.</p>								

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Quarterly Service Requests for Reviews of Measures

In 2015/16, a new performance framework was introduced that gave Heads of Service the option to amend their service plans on a quarterly basis in order to ensure they reflect the reality of the service. This would for example include, which measures were still relevant, where they are reported to and any agreed targets. As part of the quarterly reporting, approval for any amendments is sought from the appropriate decision maker e.g. changes to Key Accountable Measures will need to be approved by the Executive Committee.

Quarter 1 request:

KSM:

1. **% of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information (Ref: CBgD&P15)**

REQUEST from Development and Planning: HoS and Service Manager have asked for this KPI to be removed.

REASON: DHP data is collected via a spreadsheet which is less than ideal as it relies on someone updating it. In addition, the Indicator is from the point of receipt of all relevant information but this is difficult to capture on the spreadsheet. What inevitably happens is that the officer collating the stats has to go through numerous months of data to try and update previous month's submissions before looking at the current submission. The data is always out of date, always lags behind by several months and is not robust.

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Technical Background and Conventions

To provide an update on progress against the council's Key Accountable Measures (KAMs) for 2016/17.

The measures within this report have been distilled from those monitored through individual service delivery plans and focuses on those which deliver the strategic priorities in the Council Strategy and the core business of the council as a whole. In order to:

- provide assurance to the Executive that the objectives laid out in the Council Strategy are being delivered;
- provide assurance to the Executive that areas of significance / particular importance are performing;
- act as an early warning system, flagging up areas of significance / particular importance which are not performing - or are not expected to perform - as hoped;
 - and therefore ensures that adequate remedial action is put in place to mitigate the impact of any issues that may arise.

Measures are RAG rated by projected year end performance, e.g. a prediction of whether the target or activity will be achieved by the end of the financial year (or, for projects, by the target date):

★ On target
 ◆ Behind target
 ■ Target missed
 ◎ Annual target
 ⌚ Data not available
 ≡ Baseline

Where measures are reported as 'red' or 'amber', an exception report is provided.

Comparative Outturns

This relates to standardised, nationally reported measures. By default the data is compared to England as a whole. Our relative standing is presented as quartiles (i.e. 4th quartile up to 1st quartile). Where available, this is included against the previous year's outturn. Where a direct, national comparison is not available, this is labelled as 'local'. Because of the timescales involved in central government, compiling, validating and publishing relative statistics, these are only published 6-12 months in arrears, sometimes longer.

Measures of Volume

In addition to the key accountable measures, a number of contextual measures are recorded. These are non-targeted measures, which serve to illustrate the workload in a service, as well as how this may have changed from the previous quarter, or on a like-for like basis, to the same period last year.

Scorecard

The Council Performance Scorecard is an overall summary of performance against the Council Strategy Priorities and Overarching Aim, Core Business areas and the two corporate health measures relating to revenue expenditure forecast and staff turnover.

A RAG rating is given to each Priority and the Overarching aim. This decision is not based on an exact formula, but is reached by the relevant decision bodies (e.g. Corporate Board,

Executive), through their discussion of the KSM report. The RAG judgement aims to reflect the likelihood of delivering the priorities and aims over the lifetime of the Council Strategy.

- Green (G) – indicates we have either achieved / exceeded or expected to achieve / exceed what we set out to do
- Amber (A) – indicates we are behind where we anticipated to be, but still expect to achieve or complete the activities as planned
- Red (R) indicates that we have either not achieved – or do not expect to achieve what we set out to do based on the current plans and results to date.

In a similar manner, an overall RAG rating is applied to each core business area and the Corporate Programme, but the focus is instead on the likelihood of achieving the end of year targets.

Dashboard

The dashboard is providing a visual representation for the evolution of some Measures of Volume. The elements used to provide information are as follows:

- Arrows – upwards or downwards based on the evolution of the measure quarter versus quarter (e.g. Q2 this year vs. Q2 of the previous financial year). In some cases it is more appropriate to compare Year to Date values and this is indicated by the 'YTD' text on the arrows. A sideways pointing arrow indicates that there is not much difference between the two reporting periods.
- Values on the arrows reflect the result for the reporting quarter (except where 'YTD' text is added which indicates that the value is year to date). The percentages provided between brackets show the percentage variance between the reporting period (quarter only or year to date) and the corresponding period of previous year

To note: direction of travel is based on the difference between the two values and not as a result of a statistical test to assess if such a difference is statistically significant or not.

Treasury Management Annual Report 2016-17

Committee considering report:	Executive on 7 September 2017
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	20 July 2017
Report Author:	Gabrielle Esplin
Forward Plan Ref:	EX3358

1. Purpose of the Report

- 1.1 To inform Members of the treasury management activity and performance of the Council's investments for the financial year 2016/17.

2. Recommendations

- 2.1 To note the contents of the report.

3. Implications

- 3.1 **Financial:** The Treasury function is responsible for the daily cash flow management of the Council. Investment income generated contributes to the Council's annual budget.
- 3.2 **Policy:** The Council's cash flow, borrowing and investments are carried out in accordance with the Annual Investment Strategy agreed by Council and are subject to cross party scrutiny during the course of the year.
- 3.3 **Personnel:** None
- 3.4 **Legal:** None
- 3.5 **Risk Management:** All investments are undertaken with a view to minimising risk and exposure to loss. The Treasury Management Strategy approved by the Council sets parameters to ensure this.
- 3.6 **Property:** None

4. Other options considered

- 4.1 Not applicable

5. Executive Summary

- 5.1 The Council's Treasury Management Strategy aims to manage cash flow to ensure sufficient funds are available on a day to day basis for the Council's operations. Surplus funds are invested to maximise interest, while minimising the exposure of investments to risk. Investment and borrowing activities in 2016/17 were set against an economic context of slow growth and low inflation and interest rates.
- 5.2 The average level of funds invested by the Council in 2015/16 (net of short term borrowing) was £7.5 million. Funds were invested in instant access deposit accounts with Natwest paying 0.25% until December 2016 and 0.01% from January 2017 onwards; Bank of Scotland 0.4% until October 2016 and 0.2% from November 2016 onwards; Santander UK 0.4% until November 2016 and 0.15% from December 2016 onwards and the Goldman Sachs Global Liquidity money market fund, which paid a variable rate of interest averaging 0.33%. Fixed term deposits were also placed with UK Building Societies for an average period of 273 days and an average rate of 0.7%. The maximum amount invested with any one institution was £5 million. A number of short term loans were also arranged from other Local Authorities to cover our short term cash flow needs. The average length of loan was 21 days and the average rate of interest paid was 0.36%.
- 5.3 The Council earned total interest on its investments (net of interest paid on short term borrowing) of £40,700 or 0.52% of the average fund value. We also received a discount of 1.9% or £227,000 on our contributions to the Berkshire Pension Fund, by paying the contributions in advance. Taking into account this saving, the total earned through cash flow management was £269,000 which represents a return of 1.95%. However income from interest on investments was £121k below the income budget of £348k because of reductions in interest rates during the year and because the cash fund balance was lower than in 2015/16, mainly because of reductions in government grants.
- 5.4 £10.7m new longer term loans were also taken from the Public Works Loans Board (PWLB) to fund capital expenditure in 2016/17. The loans were for between 5 years at 0.87% interest and 50 years at 2.3%, with the length of loan linked to the estimated useful life of the asset funded. £4.2 million repayments were made on existing capital financing loans, bringing the Council's total long term capital financing debt with the PWLB to £132.6 million.

6. Conclusion

- 6.1 The cross party Treasury Management Group (including the Portfolio Holder and Shadow Portfolio holders for Finance) will continue to scrutinise and review the Council's investments and borrowing during 2017/18, to ensure that treasury activities continue in line with the approved Treasury Management Strategy in order to ensure the security and liquidity of and return on the Councils funds. The group will also aim to finance the Council's Capital Programme at the best available rates of interest.

7. Appendices

Appendix A – Supporting Information

Appendix B – Equalities Impact Assessment

Treasury Management Annual Report 2016/17

1. Introduction

1.1. Treasury management is defined by CIPFA as:

“the management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

1.2. The CIPFA Code of Practice for Treasury Management in the Public Services, revised in April 2009, requires the Section 151 Officer to report to the Executive before the start of the financial year on the treasury strategy for the coming year and, after the end of the financial year on Treasury Management activity and performance for the previous year.

1.3. The aim of the latest investment strategy, which was approved by the Council in March 2017, is to manage the Council’s cash flow to ensure sufficient funds are available on a day to day basis for the Council’s operations. Any surplus funds are invested to generate the most beneficial interest receipts, while minimising the exposure of investments to risk.

1.4. The Treasury Management Group met during the course of 2016/17 to review performance and determine the detail of policy. This group consists of the Head of Finance, the Chief Accountant, the Finance Manager for Capital, VAT and Treasury, the Treasury Accountant, the Portfolio Member and Shadow Portfolio Member for Finance.

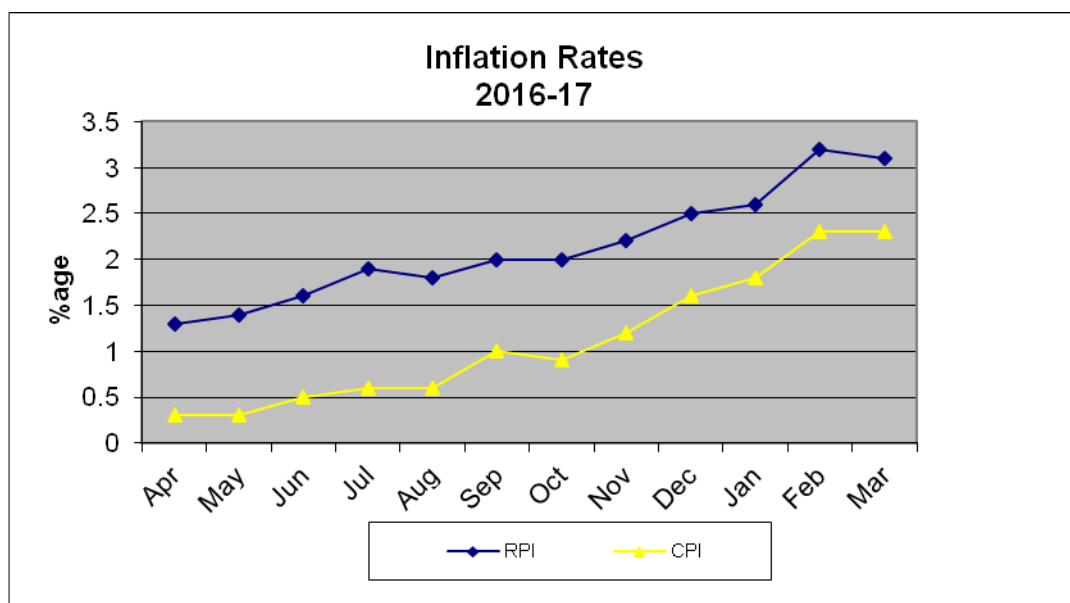
1.5. This annual report sets out :

- A summary of the economic factors affecting the strategy
- A summary of the approved strategy for 2016/17
- A review of treasury management performance in line with the strategy in 2016/17.

2. Economic conditions

2.1 The government’s main measure of inflation, which the Bank of England Monetary Policy Committee (MPC) uses to inform its interest rate decisions, is the Consumer Price Index (CPI). CPI inflation increased to 1.6% in December and then rose to 2.3% in March (see Chart 1), having been below the MPC’s 2% target for much of the past three years. Inflation has been rising since late 2015, as the effects of an increase in the value of sterling and fall in global energy prices during 2014-15 have diminished. CPI inflation is expected to rise further in 2017, as the effects of the fall in sterling and rising cost of foreign imports continue to feed through. Rises in utility prices are also expected to contribute to higher inflation in the near future.

Chart 1



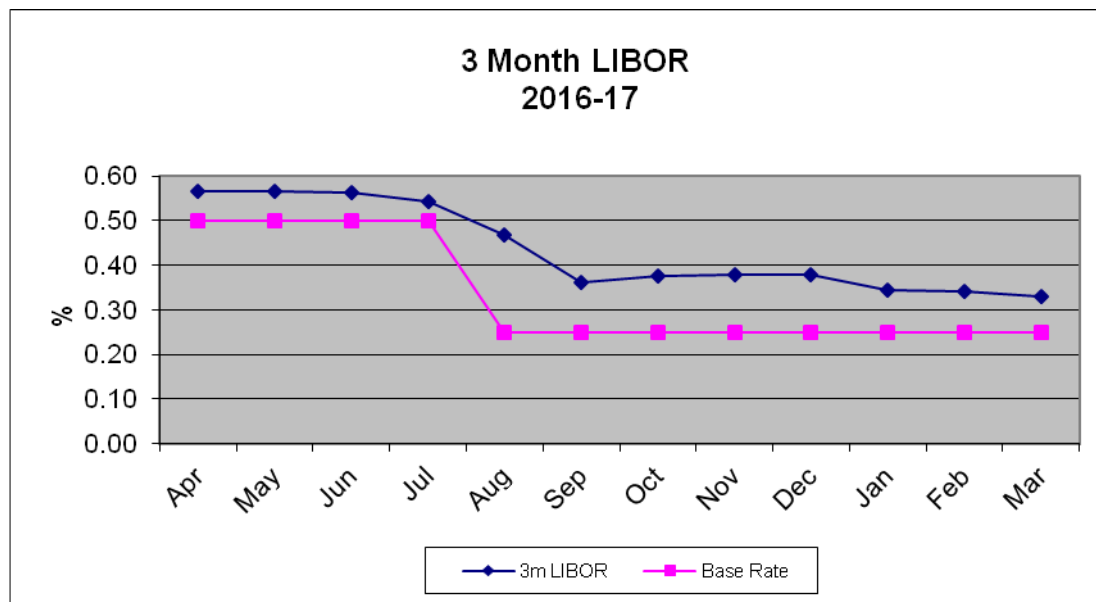
2.2 The latest Bank of England inflation report (May 2017) states that GDP growth has slowed, in part reflecting the impact of lower real income growth on household consumption. The outlook for the UK growth will continue to be influenced by the response of households, companies and financial market participants to the prospect of the United Kingdom’s departure from the EU.

2.3 Official interest rates in the United Kingdom remained at historically low levels with the Bank of England base rate at 0.5% until July 2016 from which it then decreased and has remained at 0.25%.

2.4 The Bank of England’s Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target. At it’s meeting ending 14th June 2017, MPC voted by a majority of 5-3 to maintain Bank Rate at 0.25%. CPI inflation reached 2.9% in May, which was above the MPC’s expectation. Inflation could rise above 3% by the autumn and is likely to remain above the target rate for an extended period. The committee will continue to monitor closely the incoming evidence, and stands ready to respond to changes in the economic outlook as they unfold to ensure a sustainable return of inflation to the 2% target.

2.5 The rates available to the Council reflect the three month sterling London Inter-Bank Offer Rate or LIBOR (this is the rate at which the banks are prepared to lend to each other). LIBOR (see Chart 2) has dropped through 2016/17 starting year at 0.56% and coming down to 0.33% at the end of the year, largely reflecting the change in the Bank of England base rate.

Chart2



2.7 Interest rates offered by banks and building societies continue to be low for Local Authorities.

3 Overview of Cash Flow and Treasury Management Strategy

3.1 Guidance on Local Government Investments in England gives priority to security and liquidity. The Council’s Treasury Management Strategy therefore aims to maximise the return on its investments without compromising these principles. The Council manages all its investments and borrowing in house.

3.2 The amount of cash held by the Council fluctuates throughout the year and within each month, depending on the dates on which major government grants are received and when large payments are made - in particular, weekly creditors payments and monthly salaries. In general terms, funds are high on the first working day of the month when a large proportion of Council tax and government grant is received and low on the last working day of the month when the majority of staff salaries are paid. The Council’s overall funds are normally lower at the end of the financial year, because most Council Tax is paid over ten months from April to January. Also, the payment in advance of the council’s pension contributions is made in April to secure the discount of 3.1%.

3.3 It should be borne in mind that the amount of cash held by the Council does not equate to the total usable reserves shown on the Council’s balance sheet. This is because we have chosen to minimise the amount borrowed to fund capital expenditure, by offsetting our borrowing needs against our reserves. This is in order

to minimise the revenue cost of borrowing and to avoid the risks associated with investing large balances.

4 Treasury management activity in 2016-17

4.1 The treasury position as at 31 March 2016, compared to the previous year is:

Table 1

	31st March 2017 (£'000)	Average Rate	31st March 2016 (£'000)	Average Rate
Fixed Rate Debt PWLB	132,552	3.04%	126,126	3.92%
PFI Debt	14,897	6.1%	15,468	6.1%
Short Term Borrowing	13,000	0.42%	11,000	0.50%
Total Debt	160,449		152,594	
Cash and cash equivalents	(3,475)	0.26%	(994)	0.45%
Bank and Building Society deposits > 3 months	(6,500)	0.88%	(500)	1.35%
Total Cash & Investments	(9,975)		(1,494)	

4.2 In order to ensure that the Council's day to day cash flow requirements can be met, a sum of between approximately £1 million and £20 million is held in instant access deposit accounts. In accordance with the Council's current Treasury Management Strategy, the deposit accounts are held with banks rated P1 and P2 by Moody's Credit Ratings Agency, while the money market fund is rated AAA. (These ratings indicate a very low risk of default on investments). The maximum held in each account at any one time was £5 million (P1) and £4 million (P2). Table 2 shows the institutions and interest rates for these accounts:

Table 2

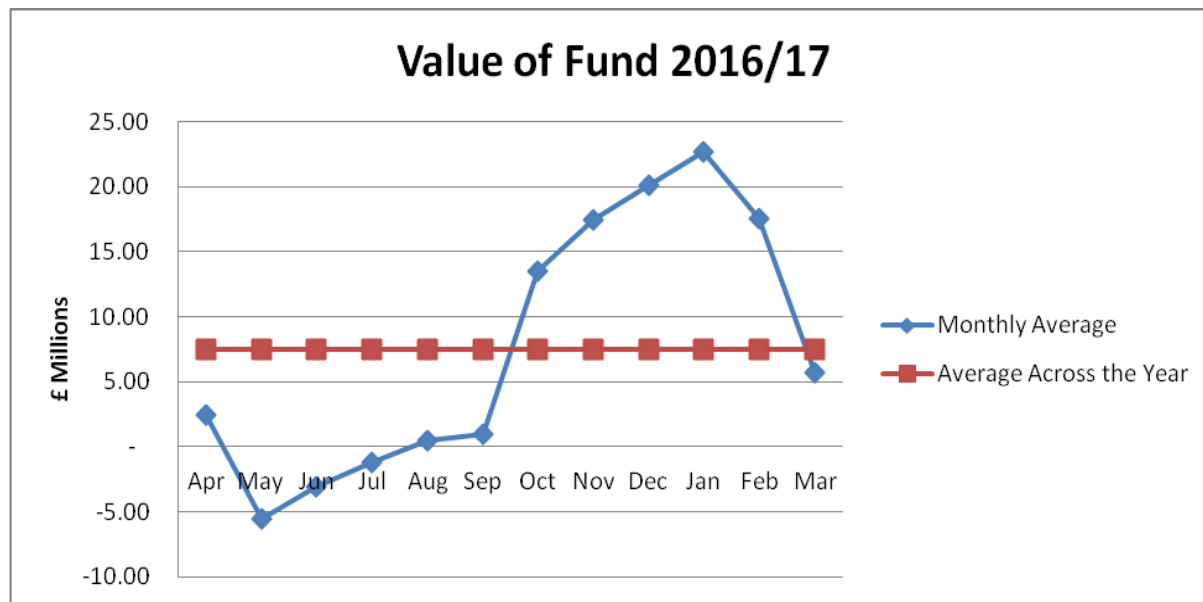
Institution:	Interest Rate:	Changes:	Moody's Rating:
Bank of Scotland	0.20%	A reduction from 0.40% in Oct 2016	P1
NatWest	0.01%	A reduction from 0.25% in Dec 2016	P2
Santander UK	0.15%	A reduction from 0.40% in Nov 2016	P1
Goldman Sachs Money Market Fund	Variable averaging 0.33%	At it's highest in May 2016 (0.47%) falling to 0.21% in March 2017	AAA

- 4.3 At various points in the year the Council had surplus funds which it placed in fixed term, fixed rate investments until they were needed to cover outgoings. The longer the term of the investment, the higher the rate of interest earned. During the year, 6 fixed term investments were made for periods of between 92 and 365 days. All of these investments were placed with the top 20 British Building Societies and one with Thatcham Town Council (£500K) was rolled over. The maximum invested with any one institution was £3.5 million, with lower limits on the amounts invested with the smaller building societies. The average length of investment was 273 days and the average interest earned on these investments was 0.70%.
- 4.4 The majority of the Council's investments were arranged through one of five firms of financial brokers, which have ready access to the most competitive interest rates on the market each day. The investment with Thatcham TC was arranged directly between the two Councils using market rates. It was also necessary fro
- 4.5 From time to time the Council needs to take out short term loans to cover its cash flow requirements. 32 short term loans were taken out during the financial year, all from other local authorities, for periods of between 1 day and 91 days, at rates of interest between 0.19% and 0.5%. Twenty five of these loans were for 31 days or less. The average length of loan was 21 days and the average interest paid on these loans was 0.36%.

5 Overall Performance of the Treasury Fund

5.1 The average value of the fund during the year (i.e. the total of temporary investments less temporary borrowing) was £7.5m million (see Chart 3). The net value of the fund at 31st March 2017 was -£1.5 million because of the need to borrow to cover payroll and other payments at the end of the financial year.

Chart 3



5.2 The net amount of interest earned from the Council's investment and short term borrowing activities in 2016/17 was £41,700 compared with £114,000 in 2015/16. This represents a net rate of return of 0.52% as compared with the average bank base rate for the year of 0.34%.

5.3 In addition, the Royal Borough of Windsor and Maidenhead, who manage the Berkshire pension fund, offered West Berkshire a discount on its total pension contributions due for the year in exchange for paying the contributions in advance in April 2017 instead of in monthly instalments. In this way, the Council achieved a saving of £227,200, by, in effect, making a temporary investment of £12 million with the Berkshire Pension Fund at a rate of return of 1.87%. This was achieved because the Pension Fund is much bigger than the West Berkshire treasury fund and is able to invest over longer periods and therefore to earn a higher rate of return. Taking into account this saving, therefore, the total net investment income earned was £268,900. This is lower than interest on investments of in 2015/16 because of the lower levels of interest rates across the year and a lower average fund balance.

5.4 If the average fund balance is adjusted to include the average level prepaid pension contributions (approximately £6million across the year), and if the saving achieved through this arrangement is included in our return on investments, the overall rate of return would equate to 1.95%.

5.5 Table 3 (below) shows that investment and borrowing activities in 2016/17 were largely in line with the Treasury Management Strategy approved by Council in March and with the more detailed Treasury Management Policies, which underpin the Strategy. However on 32 occasions unexpected payments were received into the Council’s main bank account which led to the £4m counterparty limit with Nat West being temporarily exceeded. In these cases the account was returned to its approved limit on the next working day.

Table 3

Policy	Target	Actual	Explanation
Credit limit with counterparties not exceeded	100%	87.5%	Late clearing of receipts into the Council’s main bank account meant that on 32 out of 255 working days the £4 million counterparty limit with Natwest was exceeded. This was corrected the next working day.
All counterparties on approved lending list	100%	100%	
All investments are approved investments	100%	100%	
Segregation of duties complied with	100%	100%	
Current account daily balance within +/- £100k of estimate	100%	100%	
Target for short term debt of £15m not exceeded	100%	100%	There were no occasions where this target was breached

6 Long Term Borrowing in 2016/17

- 6.1 With the exception of debt embedded in the PFI contract, all the Council’s long term debt is with the Public Works Loans Board (PWLB). The level of long term borrowing in 2016/17 was in line with the prudential borrowing limits set out in the Annual Investment Strategy 2016/17 and the Capital Strategy 2016-2021, which were both approved by the Council in March 2016. Borrowing needs were also reviewed during the year by the Treasury Management Group.
- 6.2 At 1 April 2016 the Council had long term PWLB loans of £126.1 million (including £20.5 million remaining from the loans inherited from the former Berkshire County Council). During 2015/16 new PWLB loans of £10.67 million were taken out as follows:

Table 4

New PWLB Loans 2016/17	Amount	Type	Rate	Start Date	Finish Date	Total Amount to be repaid
To fund capital expenditure in 2016/17 on assets with a useful life of 5 years	£580,000	Annuity	0.87%	Oct 16	Apr 21	£592,700
To fund capital expenditure in 2016/17 on assets with a useful life of 10 years	£1,639,000	Annuity	1.04%	Oct 16	Apr 26	£1,725,600
To fund capital expenditure in 2016/17 on assets with a useful life of 15 years	£205,000	Annuity	1.29%	Oct 16	Apr 31	£225,400
To fund capital expenditure in 2015/16 on assets with a useful life of 30 years	£6,386,000	Annuity	2.02%	Oct 16	Apr 46	£8,507,800
To fund capital expenditure in 2015/16 on assets with a useful life of 50 years	£1,860,000	Annuity	2.30%	Oct 16	Apr 66	£3,125,100

- 6.3 £4.24 million loan repayments were made in 2016/17, leaving the balance of long term debt with the PWLB at 31st March 2017 at £132.6 million.
- 6.4 In the current financial year (2017/18) we anticipate that the Council's total long term PWLB debt will increase by approximately £28.0 million, to £160.6 million. This increase allows for the financing of planned capital expenditure in 2017/18 and previous years, including £25m planned investment in property, less principal repayments due to be made this year on existing loans. Over the next seven years, the level of the Council's long term debt is expected to reach a peak of approximately £151 million by 2021. This debt level is in line with the capital strategy and MTFs approved by Council in March 2017. From 2024/25 onwards, the Council's long term debt is expected to start to decrease at a rate of about £1.2million per year.
- 6.5 These figures do not include the debt embedded in the Waste PFI contract to finance the cost of building the Padworth Waste Management facility. This debt, which is included in the total borrowing shown on the Council's balance sheet, stood at £14.9 million at the 31st March 2017. (Repayments of this debt are included in the monthly waste contract charges, which are paid from the revenue budget for waste management).
- 6.6 As explained in paragraph 3.3 (above), the Council has avoided borrowing more than is necessary in the past, by offsetting some capital expenditure against its useable reserves. This means that, if the Council wishes to spend any significant amount from its reserves, it is likely to be necessary to undertake more borrowing to refinance previous years' capital expenditure, so increasing the revenue cost of financing capital spend. However, the forecast future level of borrowing and the cost of debt repayments included in the MTFs both allow for the amount expected to be borrowed to refinance previous year's capital expenditure.

7 Consultation and Engagement

Internal Consultation:

Andy Walker – Head of Finance
Anthony Chadley – Portfolio Holder for Finance

Subject to Call-In:

Yes: No:

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

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

MEC – Become an even more effective Council

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

MEC1 – Become an even more effective Council

The proposals contained in this report will help to achieve the above Council Strategy aim and priority by improving the efficiency with which the Council's property is managed.

Officer details:

Name: Gabrielle Esplin
Job Title: Finance Manager – Capital, VAT and Treasury
Tel No: 01635 519836
E-mail Address: gabrielle.esplin@westberks.gov.uk

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity.

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

Name of policy, strategy or function:	Treasury Management Annual Report
Version and release date of item (if applicable):	14 th July 2017
Owner of item being assessed:	Gabrielle Esplin
Name of assessor:	Gabrielle Esplin
Date of assessment:	14 th July 2017

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

1. What are the main aims, objectives and intended outcomes of the policy, strategy function or service and who is likely to benefit from it?	
Aims:	To manage the Council's cash flow, investments and borrowing.
Objectives:	To ensure sufficient funds are available on a day to day basis for the Council's operations and generate income from investment of surplus funds, while minimising the exposure of investments to risk.
Outcomes:	Income is earned from the Council's short term investments and a strategy is in place to fund long term borrowing for capital investment.
Benefits:	To contribute towards the Council's revenue budget.

<p>2. Note which groups may be affected by the policy, strategy, function or service. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</p> <p>(Please demonstrate consideration of all strands – Age, Disability, Gender)</p>

Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
No groups of service users are directly affected by this report		
Further Comments relating to the item:		

3. Result	
Are there any aspects of the policy, strategy, function or service, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: No groups of service users or employees are directly affected by this report	
Will the policy, strategy, function or service have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: No groups of service users or employees are directly affected by this report	

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

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

4. Identify next steps as appropriate:	
Stage Two not required:	

Name: Gabrielle Esplin

Date: 14th July 2017

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

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Grounds Maintenance Services Tender Award

Committee considering report:	Executive on 6 September 2017
Portfolio Member:	Councillor Dominic Boeck
Date Portfolio Member agreed report:	01 August 2017
Report Author:	Paul Hendry
Forward Plan Ref:	EX3376

1. Purpose of the Report

- 1.1 Further to Commercial Board approval for officers to procure a new joint grounds maintenance contract with Newbury Town Council and Thatcham Town Council, this paper aims to inform the tender process and seeks delegated authority, from the Executive, to award the contract.

2. Recommendation

- 2.1 The Executive resolves to delegate authority to the Head of Transport and Countryside, in consultation with the Head of Legal Services and the Head of Finance, to award and enter into a contract with the successful bidder.

3. Implications

- 3.1 **Financial:** The maximum potential value of a combined 10 year contract is over £10 million.
- 3.2 **Policy:** A combined approach fits well with the devolution agenda. Should open space assets devolve to either town council then there is no reduction in economies of scale which could otherwise negatively impact financially on the WBC element of the contract.
- 3.3 **Personnel:** TUPE will apply to the current contractor's employees. This will be dealt with under existing legislation.
- 3.4 **Legal:** The tender process is subject to the application of the Public Contracts Regulations 2015 and a written contract would need to be in place before the commencement of services.
- 3.5 **Risk Management:** TUPE will apply and associated arrangements take time and can be complex. This is for the successful contractor to resolve.
- 3.6 **Property:** This contract is for the maintenance of the Council's open space assets and sports related properties including Henwick Worthy and other built sports facilities.
- 3.7 **Other:** n/a

4. Other options considered

- 4.1 Officers considered bringing the grounds maintenance contract in-house, however this was dismissed. There would be greater overhead costs related to this option and there is too much uncertainty around the Council's budget for this to be a viable option.
- 4.2 Officers also discussed with Highways colleagues about the possibility of combining the grounds maintenance contract with the highways contract but again this was dismissed as an option. Grounds maintenance is not a core function of highways contractors and the contract would most likely have to be sub let with the associated loss of control and greater management and supervision costs.
- 4.3 Officers considered the Eastern Shires Purchasing Organisation (ESPO) Framework but this was considered to be restrictive, as this Framework does not include a number of significant grounds maintenance contractors. The two current grounds maintenance contractors are not part of this Framework in any case.

Executive Summary

5. Introduction / Background

- 5.1 The current Grounds Maintenance Contract with ISS Facility Services (ISS) is due to expire on the 30th September 2017. An extension of 3 years was awarded in 2014 on the basis that the contractor offered an ongoing saving to allow the Countryside Service to meet savings targets. The current contract will remain in force until the new contract commences on January 8th 2018.
- 5.2 Pre-procurement consultation, undertaken last year, with suppliers of grounds maintenance services, generally indicated that a larger contract, over a longer period, could potentially allow more favourable contract rates to be realised. Officers therefore took the opportunity to speak to colleagues at Newbury and Thatcham Town Councils to establish if they would be prepared to package their grounds maintenance obligations into one larger contract so as to achieve as far as possible any benefits from economies of scale.
- 5.3 After concluding their own internal discussions, both town councils agreed to a joint contract. They have however insisted that if the joint procurement does not realise expected benefits in terms of cost and quality they can withdraw from the joint procurement. This can be accommodated by letting the new contract as a 'framework' i.e. one general specification but with overall costs being identified separately for each council as individual lots. This means that one or more parties can withdraw without impacting on the contract price for the others.
- 5.4 Having sought permission from Commercial Board in January 2017 to proceed with a joint procurement arrangement officers sought expressions of interest and received 11 submissions. Having carried out a scoring exercise these have been reduced down to 6 contractors, including the current contractor for this Council and Newbury Town Council's current contractor. These 6 contractors have been invited to tender for the contract.
- 5.5 All parties are now awaiting the return of the tender submissions on the 21st August. Thereafter the tenders will be evaluated jointly and a preferred bidder determined. Both TTC and NTC will then have to make a recommendation to their respective decision making bodies as to whether they intend to participate in a joint contract.
- 5.6 The contract is due to be awarded on the 11th September so as to allow the successful bidder sufficient time to mobilise and implement (if required) TUPE requirements. It is hoped to commence the contract on January 8th 2018.

6. Proposal

- 6.1 This paper seeks the required delegated authority from the Executive for the Head of Transport and Countryside, in consultation with Head of Legal Services and the Head of Finance, to award and enter into a contract with the successful bidder.

7. Conclusion

- 7.1 A longer term contract of 10 years, in partnership with Newbury and Thatcham Town Councils, has the potential to deliver value for money as a result of economies of scale.

8. Appendices

8.1 Appendix A – Supporting Information

8.2 Appendix B – Equalities Impact Assessment

Grounds Maintenance Services Tender Award

1. Supporting Information

- 1.1 This Contract provides for the maintenance of all the Council's parks (incl. Northcroft, Goldwell and Holybrook Linear Park), small and large open spaces, children's play areas, sports facilities - including Henwick Worthy and highway verges in the District.
- 1.2 The current Grounds Maintenance Contract with ISS Facilities is due to expire on the 30th September. This contract commenced in 2009 and was extended for 3 years in 2014.
- 1.3 Over the last 3 years savings on this Contract have been achieved by negotiating with the contractor on the terms of the 3 year extension. The specification has also been reduced in some areas. For example the rural verge cutting regime has been reduced from 3 to 2 cuts per annum, and most recently the urban grass cutting regime was reduced from 10 to 8 cuts per annum.
- 1.4 In advance of the expiry of the current contract Officers considered other procurement options.
- 1.5 Taking the grounds maintenance contract in-house was considered but dismissed. There would be greater overhead costs related to this option and there is too much uncertainty around the Council's budget for this to be a viable option.
- 1.6 Officers also discussed with Highways colleagues about the possibility of combining the grounds maintenance contract with the highways contract but again this was dismissed as an option. Grounds maintenance is not a core function of highways contractors and the contract would most likely have to be sub let with the associated loss of control and greater management and supervision costs.
- 1.7 Officers considered the Eastern Shires Purchasing Organisation (ESPO) Framework but this was considered to be restrictive, as this Framework does not include a number of significant grounds maintenance contractors. The two current grounds maintenance contractors are not part of this Framework in any case.
- 1.8 Pre-procurement consultation, undertaken last year, with suppliers of grounds maintenance services, generally indicated that a larger contract, over a longer period, could potentially allow more favourable contract rates to be realised. For example, leasing of vehicles and equipment over a 5/10 year period can provide more favourable rates. Officers therefore took the opportunity to speak to colleagues at Newbury and Thatcham Town Councils to establish if they would be prepared to package their grounds maintenance obligations into one larger contract so as to achieve as far as possible any benefits from economies of scale.
- 1.9 Currently West Berkshire Council (WBC) provides grounds maintenance services under its current contract to Thatcham Town Council (TTC). Quarterly payments are made to WBC by TTC for services rendered in that period. Newbury Town

Council (NTC) has its own grounds maintenance contract arrangement in place and this has been extended temporarily pending a new contract. The value of all 3 council's contracts is as follows:

WBC - £681,000 p.a

NTC - £275,000 p.a

TTC - £75,000 p.a

- 1.10 There are advantages in a joint procurement approach to this contract. There is a considerable future uncertainty around the devolution process and one of the concerns, perhaps risks, involved in devolving open space maintenance to local councils is that there could be a reduction in the viability of the contract remaining with this Council with associated penalties. Officers are currently considering the devolution of Henwick Worthy Sports Complex, the maintenance of which is about 8% of the total annual contract value. A jointly procured contract with one contractor effectively means that asset ownership, in the event of devolution, is not a relevant consideration. The contract value, as far as the successful contractor is concerned, will remain the same across all three council's.
- 1.11 After concluding their own internal discussions, both town councils have now agreed to a joint contract. They have however insisted that if the joint procurement does not realise expected benefits in terms of cost and quality they can withdraw from the joint procurement. This can be accommodated by letting the new contract as a 'framework' i.e. one general specification but with overall costs being identified separately for each council as individual lots. This means that one or more parties can withdraw without impacting on the contract price for the others.
- 1.12 Having sought permission from Commercial Board in January 2017 to proceed with a joint procurement arrangement officers sought expressions of interest and received 11 submissions. Having carried out a scoring exercise these have been reduced down to 6 contractors, including the current contractor for this Council and Newbury Town Council's current contractor. These 6 contractors have been invited to tender for the contract.
- 1.13 Having studied the early Expressions of Interest it is clear that the horticultural/grounds maintenance industry has advanced since 2009, particularly in relation to equipment, vehicles, and IT. The potential for added value is apparent. Grounds maintenance information technology, including software and mobile applications, provide opportunities to improve the service to our communities and customers. It is hoped that all 3 parties may also benefit from economies of scale.
- 1.14 Tender submissions were received on the 21st August and are now being evaluated. Once a preferred bidder is determined both TTC and NTC will then have to make a recommendation to their respective decision making bodies as to whether they intend to participate in a joint contract.
- 1.15 The contract is due to be awarded on the 11th September so as to allow the successful bidder sufficient time to mobilise and implement TUPE requirements. It is hoped to commence the contract on January 8th 2018.

2. Consultation and Engagement

- 2.1 Procurement of this contract has involved officers from NTC and TTC. Officers from all three councils will be involved in the Tender evaluation.
- 2.2 Officers from the respective council's will now place the joint procurement option and the tender evaluation outcomes before their decision making committees for approval.

Background Papers: None

Subject to Call-In:

Yes: No:

Wards affected: All wards in West Berkshire

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

MEC – Become an even more effective Council

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

MEC1 – Become an even more effective Council

Officer details:

Name: Paul Hendry
Job Title: Countryside Manager
Tel No: 01635 519858
E-mail Address: paul.hendry@westberks.gov.uk

Appendix B

Equality Impact Assessment – Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	Seek delegated authority for officers to award the Grounds Maintenance contract.
Summary of relevant legislation:	The various highways acts, health and safety, and environmental legislation and guidelines require land to be kept in a good condition and safe for the public to use.
Does the proposed decision conflict with any of the Council’s key strategy priorities?	No
Name of assessor:	Paul Hendry
Date of assessment:	2 nd August 2017

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

1. What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	Appoint a contract for grounds maintenance in West Berkshire.
Objectives:	Ensure best value through joint procurement.
Outcomes:	Cost savings through economies of scale. Enhanced service delivery.
Benefits:	Good quality grounds maintenance in the District and improvements to our customer’s local environment.

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

Age	No impact	The service is universal and delivered to areas of land rather than individuals.
Disability	We may be able to achieve access enhancements in some locations and a standardised approach across participating council areas	The aim is to procure one contract for all three councils to ensure a standardised approach is achieved.
Gender Reassignment	No impact	The service is universal and delivered to areas of land rather than individuals.
Marriage and Civil Partnership	No impact	The service is universal and delivered to areas of land rather than individuals.
Pregnancy and Maternity	No impact	The service is universal and delivered to areas of land rather than individuals.
Race	No impact	The service is universal and delivered to areas of land rather than individuals.
Religion or Belief	No impact	The service is universal and delivered to areas of land rather than individuals.
Sex	No impact	The service is universal and delivered to areas of land rather than individuals.
Sexual Orientation	No impact	The service is universal and delivered to areas of land rather than individuals.
Further Comments relating to the item:		
The intention is to realise a better outcome for our customers and communities. Working jointly with a new contractor brings about opportunities to share knowledge and experience which is of benefit to everyone. Opportunities to benefit from technological advances may have significant benefits for our customers.		

3. Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: Contractor performance is closely managed through a process of self-reporting and random monitoring, making use of modern technology to ensure that outcomes meet the required standards for all members of the community.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer:	

No the intention is to realise a better outcome for our customers and communities. Working jointly with a new contractor brings about opportunities to share knowledge and experience which is of benefit to everyone. Opportunities to benefit from technological advances may have significant benefits for our customers.

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

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

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

Name: Paul Hendry

Date: 2nd August 2017

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

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