

# Notice of Meeting

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## Overview and Scrutiny Management Commission

**Tuesday 17 October 2017 at 6.30pm**  
in the Council Chamber Council Offices  
Market Street Newbury

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Date of despatch of Agenda: Monday 9 October 2017

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Stephen Chard / Charlene Hurd on (01635) 519462/519695

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**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 17 October 2017 (continued)**

**To:** Councillors Steve Ardagh-Walter, Jason Collis, Lee Dillon, Marigold Jaques, Mike Johnston, Gordon Lundie, Tim Metcalfe, Ian Morrin, James Podger, Richard Somner (Vice-Chairman), Emma Webster (Chairman) and Laszlo Zverko

**Substitutes:** Councillors Dave Goff, Carol Jackson-Doerge, Alan Macro and Virginia von Celsing

**Other Officers & Members invited:** Catalin Bogos, Iain Bell, Councillor Hilary Cole, Emma Congerton, Ian Dawe, Melanie Ellis, Gary Lugg, Councillor Rick Jones and Councillor Quentin Webb

## Agenda

<b>Part I</b>	<b>Page No.</b>
1. <b>Apologies for Absence</b> To receive apologies for inability to attend the meeting (if any).	
2. <b>Minutes</b> To approve as a correct record the Minutes of the meetings of the Commission held on 9 May 2017 and 16 May 2017.	5 – 12
3. <b>Declarations of Interest</b> 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' <a href="#">Code of Conduct</a> .	
4. <b>Actions from previous Minutes - New Model for Scrutiny</b> To receive an update on the implementation of the new model for scrutiny.	13 – 22
5. <b>Consideration of Urgent Items</b> To consider any items which an Urgent Decision is required to be taken by the Executive, in exception to the requirements of the Local Authorities( Executive arrangements) (Meetings and Access to Information) (England) Regulations 2012.	
6. <b>Financial Performance Report 2017/18 - Month Four</b> To scrutinise the latest financial performance of the Council.	23 – 38



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 17 October 2017 (continued)**

7. **Key Accountable Performance 2017/18: Q1** 39 - 84  
To scrutinise Q1 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework, consider topics for more detailed investigation and consider measures recommended by the Executive for further scrutiny (in the following sub items).
- (a) **Enable more affordable housing completions** Verbal Report  
To review this 'red' performance area to ensure that appropriate remedial action is in place (recommended by the Executive – Q4 2016/17).
- (b) **Homelessness prevention/alleviation for people presenting as homeless** Verbal Report  
To review this 'red' performance area to ensure that appropriate remedial action is in place (recommended by the Executive – Q1 2017/18). Q1 exception report contained on page 79 of this agenda pack.
- (c) **Timeliness of reviews for long term Adult Social Care clients** 85 – 88  
To review this 'red' performance area (at Q4 – 2016/17) to ensure that appropriate remedial action is in place (recommended by the Executive – 27 July 2017). Q1 exception report contained on page 78 of this agenda pack.
- (d) **Council Tax and Business Rates Collection** 89 - 98  
To review this 'red' performance area (at Q4 – 2016/17) to ensure that appropriate remedial action is in place (recommended by the Executive on 27 July 2017).
- (e) **The timeliness of decisions on benefit claims** 99 – 102  
To review this 'amber' performance area to ensure that appropriate remedial action is in place (recommended by the Executive – Q1 2017/18). Q1 exception reports contained on pages 75-77 of this agenda pack.
8. **Delayed Transfers of Care Task Group Report** 103 - 114  
To outline the results of the investigation into Delayed Transfers of Care and consider proposed recommendations for the Executive.

**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 17 October 2017 (continued)**

9. **West Berkshire Council Forward Plan 14 November 2017 to 31 January 2018** 115 - 120  
To advise the Commission of items to be considered by West Berkshire Council from 14 November 2017 to 31 January 2018 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
10. **Corporate Programme** 121 - 126  
To advise the Commission of the Council's Corporate Programme and its current areas of activity.
11. **Overview and Scrutiny Management Commission Work Programme** 127 - 134  
To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2017/2018.
12. **Items Called-in following the Executive on 7 September 2017**  
To consider any items called-in by the requisite number of Members following the previous Executive meeting.
13. **Councillor Call for Action**  
To consider any items proposed for a Councillor Call for Action.
14. **Petitions**  
To consider any petitions requiring an Officer response.

Andy Day  
Head of Strategic Support

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



**OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION**

**MINUTES OF THE MEETING HELD ON  
TUESDAY, 9 MAY 2017**

**Councillors Present:** Carol Jackson-Doerge (Substitute) (In place of Tim Metcalfe), Marigold Jaques, Mike Johnston, Gordon Lundie, Alan Macro (Substitute) (In place of Lee Dillon), Ian Morrin, James Podger, Garth Simpson, Richard Somner, Virginia von Celsing (Substitute) (In place of Steve Ardagh-Walter), Emma Webster and Laszlo Zverko

**Apologies for inability to attend the meeting:** Councillor Steve Ardagh-Walter, Councillor Lee Dillon and Councillor Tim Metcalfe

**PART I**

**1. Election of Chairman**

**RESOLVED** that Councillor Emma Webster be elected Chairman of the Overview and Scrutiny Management Commission for the 2017/18 Municipal Year.

**2. Appointment of Vice-Chairman**

**RESOLVED** that Councillor Richard Somner be appointed Vice-Chairman of the Overview and Scrutiny Management Commission for the 2017/18 Municipal Year.

*(The meeting commenced at 8.00 pm and closed at 8.01 pm)*

**CHAIRMAN** .....

**Date of Signature** .....

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# DRAFT

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

## OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

### MINUTES OF THE MEETING HELD ON TUESDAY, 16 MAY 2017

**Councillors Present:** Mike Johnston, James Podger, Richard Somner, Emma Webster and Laszlo Zverko

**Also Present:** Catalin Bogos (Performance Research Consultation Manager), Tessa Ford (School Improvement Advisor), Ian Pearson (Head of Education Service), Elaine Ricks-Neal (Principal Adviser for School Improvement), Katie Blakemore (St John the Evangelist Infant and Nursery School), Stephen Chard (Principal Policy Officer), Trudi Collins (Pupil Premium Lead, Little Heath School), Kate Flowerdew (Deputy Headteacher, Spurcroft Primary School), Charlene Hurd (Democratic Services Officer), David Ramsden (Headteacher, Little Heath School) and Gaynor Zimmerman (Headteacher, St John the Evangelist Infant and Nursery School)

**Apologies for inability to attend the meeting:** Councillor Steve Ardagh-Walter, Councillor Lee Dillon, Councillor Marigold Jaques, Councillor Gordon Lundie, Councillor Alan Macro, Councillor Tim Metcalfe, Councillor Ian Morrin and Councillor Garth Simpson

#### PART I

#### 3. Minutes

The Minutes of the meeting held on 6 December 2016 were approved as a true and correct record and signed by the Chairman.

#### 4. Declarations of Interest

There were no declarations of interest received.

#### 5. Actions from previous Minutes

The Commission considered the update report. Stephen Chard advised that the first meeting of the Joint Health Scrutiny Group to conduct scrutiny of the Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan was held on 13 March 2017. Councillor Richard Somner was the Chairman.

**Resolved that** the update report be noted.

#### 6. West Berkshire Council Forward Plan 7 June 2017 to 30 September 2017

The Commission considered the West Berkshire Council Forward Plan for the period covering 7 June 2017 to 30 September 2017.

**Resolved that** the Forward Plan be noted.

#### 7. Overview and Scrutiny Management Commission Work Programme

Stephen Chard introduced the report to Members and advised that a proposed new scrutiny model was approved at full Council on 9 May 2017. Going forward, the Overview and Scrutiny Management Commission (OSMC) would continue to meet on a quarterly

## OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 16 MAY 2017 - MINUTES

basis, in the main to consider financial and performance monitoring, but there was also scope for other in-meeting scrutiny.

Building on this, the new model sought to establish the OSMC Members and Substitutes as 'scrutineers' whose remit was to visit/ engage in existing work streams in order that they could directly contribute towards the development of that particular task/policy. The methodology for this approach was in the process of being refined.

It was agreed that a copy of the Corporate Programme would be included in the OSMC agenda so that Members could consider which areas of work they wanted to be involved in.

Councillor Emma Webster stated that the intention was to avoid duplication and to facilitate direct contribution from Scrutiny Members. Stephen Chard advised that there would still be scope for task groups to be established but these were resource dependent and task groups would be considered on a case by case basis.

**Resolved** that the work programme be noted.

### 8. **Items Called-in following the Executive on 4th May 2017**

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

### 9. **Consideration of Urgent Items**

There were no urgent items to consider.

### 10. **Councillor Call for Action**

There were no Councillor Calls for Action.

### 11. **Petitions**

There were no petitions to be received at the meeting.

### 12. **West Berkshire Pupil Performance 2016**

Ian Pearson thanked Members for providing the opportunity to discuss the topic and stated that it had been an area of focus since Pupil Premium Grants were introduced in 2011.

The grant aimed to assist disadvantaged children - defined via their parent's annual income. It acknowledged that investment was required in schools to support this group of disadvantaged children. Various strategies had been introduced, at a national level, to address educational attainment but minimal improvements had been made. Notwithstanding the fact that there had been some great success stories locally.

Members were advised that the cohort of Pupil Premium (PP) children in West Berkshire was relatively small and therefore, the percentages referred to in progress reports could be misleading as often they were reflective of only a small number of children.

There had been various national strategies introduced to address the matter but, in many cases, the situation was unchanged – notwithstanding the fact that there were some exceptional cases of success in places.

Ian Pearson highlighted that the measure did not include those children out the periphery of the PP criteria but who could be considered 'in need' of the additional support. National strategies were being considered to address the potential issue within this identified group of children.



## OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 16 MAY 2017 - MINUTES

Elaine Ricks-Neal advised that there had been a positive seismic shift in provision for disadvantaged children in West Berkshire schools. The PP focused on disadvantaged children in primary and secondary schools and provided proportionate funding to enable extended work to support these complex areas.

In West Berkshire there were 200 pupils in Year 11 who met the PP criteria. When these figures were investigated in more detail it highlighted that each child had complex and extended needs. Schools had to develop localised strategies to deliver the support appropriate for each child and the wide range of needs they might have. Elaine Ricks-Neal stated that it was useful to hear what activities and strategies the schools had in place to support this group of children.

Tessa Ford advised the Commission that she supported the schools and constructively challenged them to consider ways and means to address the issue and assess PP systems.

Katie Blakemore, St John the Evangelist Infant and Nursery School, advised that she had 12 students who met the PP criteria which was a significant percentage within a very small intake of children therefore, it was important that data was considered with a degree of caution. She stated that a lack of parental engagement appeared to contribute towards the performance of children associated with PP. She aimed to meet with parents each academic term with their respective teacher present at the meeting also. The aim of the meeting was to set the child a learning target or specific form of support tailored to the need of that child and to recognise their successes.

Councillor Emma Webster asked how supportive the parents were with this approach.

Katie Blakemore advised that some parents could be difficult to reach / engage with. However, perseverance was key to overcoming those obstacles and in many cases it enabled them to move forward with the family meetings. Kate Blackmore stressed that each meeting was specific to the needs of that child and the wider family – Teaching Assistants were involved in the process in order that the school raised awareness around each child's needs and awareness of the wider PP cohort.

In response to questions asked by the Commission, Kate Blackmore stated that primary schools often linked with local secondary schools to share information around each child and their learning needs which supported the transition.

David Ramsden, Little Heath School, advised that transitions had improved over the course of the past six to seven years due to the links between primary and secondary schools. It also enabled the secondary school to know about the forthcoming year 7 cohort. However, out of area transitions were still problematic and this could be an area for improvement with help from the Council.

Councillor Webster stated that sharing information to support transitions was vital and that the frustrations might be mutual across borders. She supported the need for assistance with this going forward.

Councillor Richard Somner asked for more information relating to known effects of parents not engaging with schools and their child's education. Katie Blakemore advised that quite often the child was aware of their parent's lack of engagement with the school which could have negative effects on the child. However, the school ensured that this did not impede their access to resources.

Kate Flowerdew, Spurcroft Primary School, advised that there were often assumptions around the needs of a child where their parents failed to engage with the school. Often this problem linked to issues around uniform, attendance and could lead to anti-social behaviour.

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Katie Blakemore stated that many of those children had a wide range of issues and the school needed to look at these in detail in order to enable / support children with the best suited environment for learning.

Kate Flowerdew advised Members that the role of the school was fundamental and, in some cases, was the driving force behind the child's development.

David Ramsden explained how the level of intervention required from schools drained resources but that they were often the most appropriate place for the work to take place with the child/ parents. He stated that engagement with parents was fundamentally linked to improvements in their child's attainment level.

Councillor James Podger stated that it was useful to hear about the approach taken by schools and that they were keen to use every opportunity to engage with parents to encourage improvement.

Trudi Collins, Little Heath School, advised that some parents viewed free school meals negatively and therefore, overlooked their right to receive the service. She was aware that some families who met the PP criteria had not applied for the 'grants' associated with free school meals. Tessa Ford explained that there was a degree of frustration around the process; parents had to apply for the grant associated with free school meals although their child might be entitled to PP. Schools had issued key messages to parents around this issue in the hope that more applications for the grants would be submitted, but this was still an issue for children in Key Stage 1 and Key Stage 2.

David Ramsden explained that he had previously written to the Department for Education to explain how there was a need for a PP contingency fund because they were trying to support a vulnerable group of children who might need very bespoke arrangements to improve attainment levels. Councillor Webster expressed her support and stated that the Commission should follow up the letter and write again if necessary. Councillor Webster requested a copy of the letter in order to do so.

Members heard how West Berkshire statistics were compared with London schools where, comparatively, the number of white British students differed to percentage rates in West Berkshire. Tessa Ford explained that statistics suggested that White British students had lesser educational aspirations compared to other ethnic groups which reflected in the attainment levels of students.

David Ramsden stated that there was a known issue around benchmarking and use of national comparisons. He emphasised that growth could vary and that a schools role was to encourage improvement but this could not be considered under one blanket measure or standardised across the piece.

Trudi Collins explained that, no matter what changed at a national level, there would always be a need to support the cohort of 'disadvantaged' children and the focus should remain on their needs to encourage educational attainment.

David Ramsden stated that it would be useful if the Council supported the sharing of information/ best practice through the arrangement of networking meetings (for example). This would encourage everyone to attend and offer a platform to share toolkits.

Kate Flowerdew advised that there were 65 pupils in receipt of PP at Spurcroft Primary School. The school accessed specific advice through the Council and sharing of best practice would be useful for them.

Councillor Webster asked whether sharing best practice across borders had been considered. Tessa Ford advised that there used to be a cross border networking forum which was well attended. Since then, schools had introduced PP leads and a network

## OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 16 MAY 2017 - MINUTES

specific to that role had evolved – however, sharing best practice from their forum was a good idea and something Tessa Ford would look into further.

Councillor Somner asked whether Governors were involved in the PP process at any stage. Katie Blakemore advised that they had a PP Governor who sat in the PP progress meetings and was aware of the activities underway/ planned. The Governor offered constructive challenge and fed back into the wider Governing body.

Trudi Collins explained that they had a new PP Governing lead and that they provided a holistic overview of PP arrangements within the school – looking at areas for improvement and where to build on existing good work. The interaction with the new lead had been positive so far.

Kate Flowerdew advised that the PP Governor and Finance Governor in place took an active role in knowing the PP arrangement at Spurcroft Primary School. The school also facilitated Governor open days for them to see, first hand, the activities underway to support PP children.

Katie Blakemore explained that there could be various arrangements in place to support a child but if they were not ‘ready to learn’ then progress could be very slow – noting that external distractions would influence the rate of progress. Kate Flowerdew supported those comments and mentioned that sometimes students’ required emotional support and that schools recognised this as an obstacle for learning as well.

David Ramsden stated that a lot of work went into supporting this ‘disadvantaged’ group of children and in many cases there would always be limited progress. However, it was important to note that progress was relative and potentially limited for a percentage of the PP cohort due to limited numeracy and literacy skills. Little Heath School had developed a ‘start right’ toolkit to help close the gap in literacy and, in turn, help the students access the wider curriculum.

Ian Pearson summarised the key areas of focus moving forward. There was a strong awareness of PP pupils, their individual needs and goals. Good attendance and a high level of parental engagement were key factors in the performance of these pupils. Schools worked in partnership to help deliver the best outcomes possible and best practice was shared on an ongoing basis.

Councillor Webster thanked the group for their contribution and it was obvious that a lot of support was in place for PP students.

### **Resolved that:**

- The report be noted.
- A letter should be sent on behalf of the Commission to support the request for a PP Contingency Fund.

### **13. Key Accountable Performance 2016/17: Q3**

Catalin Bogos introduced the Quarter Three Key Accountable Performance (2016/2017) report to the Commission. Members stated that the (newly introduced) scorecard offered a useful performance summary at the front of the detailed report.

Educational attainment was reported as Amber in light of the ambitious target set by the Council. However, this target was fully supported through the Council Strategy. Catalin Bogos stated that the performance measure encompassed results from all groups/abilities therefore, presenting some challenges when the Council aimed to improve attainment as a whole.

**OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 16 MAY 2017 - MINUTES**

Key Stage 1 and Key Stage 2 results were made available in December 2016 which fed into the quarter three performance report. Catalin Bogos advised that the Council continued to focus on achieving education attainment rates within the top 25% quartile nationally. The RAG status was reflective of the ongoing work required to meet the target by the end of the Strategy.

Affordable housing results were not available at the time when the quarter three report was produced. Catalin Bogos stated that, since then, 44 affordable housing units had been delivered. Although measured on a quarterly basis, the current RAG status was reflective of the accumulative number of units delivered 2016/2017.

There were a number of projects underway which were captured within the 'Key infrastructure improvements' measure. Catalin Bogos stated that the flood prevention and drainage improvement schemes had exceeded the target set for the end of the year. However, measures had been put in place to address delays in work required to achieve 94% of West Berkshire households having access to superfast broadband.

Overall, performance in 'Good at Safeguarding Children and Vulnerable Adults' was reported as green. Various improvements had been implemented across the piece and the latest inspections from the Care Quality Commission (CQC) had rated four out of the five Adult Social Care services as 'Good' or better in the area of safe. However, timeliness of responding to adult safeguarding concerns was below target at the end of quarter three due partially to data recording practices although these would be addressed going forward.

In response to questions asked, Catalin Bogos advised that the report did not include a targeted measure for the number of affordable housing units required during 2016/2017. Although progress was not monitored in the same way, it had been agreed to include the topic in the Key Accountable Performance report by presenting the number of completions as a contextual measure in order to raise/ maintain awareness of the priority. Councillor Emma Webster suggested that Scrutiny involvement might be to consider whether policy hindered planning/ developmental progress in West Berkshire.

Councillor Webster thanked Catalin Bogos for the report.

**Resolved that** the report be noted.

*(The meeting commenced at 6.30pm and closed at 8.13pm)*

**CHAIRMAN** .....

**Date of Signature** .....

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## New Model for Scrutiny

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission on 17 October 2017
<b>OSMC Chairman:</b>	Councillor Emma Webster
<b>Report Author:</b>	Andy Day

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### 1. Purpose of the Report

- 1.1 To outline to the Overview and Scrutiny Management Commission (OSMC) how it is proposed to operate the new model for scrutiny going forward.

### 2. Recommendation

- 2.1 To note the update on the implementation of the new model for scrutiny which involves the integration of non-Executive Members (both Conservative and Liberal Democrat Members) into a range of existing activities and new initiatives.

## Executive Summary

### 3. Introduction / Background

- 3.1 At its meeting on 9 May 2017 Council agreed to a new model for scrutiny based on retaining the Overview and Scrutiny Management Commission (OSMC) and integrating non-Executive Members (both Conservative and Liberal Democrat Members) into existing groups which have been established to take forward a number of issues across a range of Council services.
- 3.2 This report outlines the continued role of the OSMC, how this new model will operate in practice and those groups identified for attendance by 'scrutineers'.

### 4. OSMC

- 4.1 With the Council's continuing financial challenges it is proposed to adopt a model for scrutiny which uses existing groups set up across a range of Council service areas. This model will accord with the Council's priority of "Becoming an even more effective Council" in that it will seek to use existing governance arrangements rather than establishing new groups which it would find difficult to manage and resource.
- 4.2 The new model will include OSMC which will meet on a quarterly basis in order that they can consider, amongst other things, the quarterly performance and financial management reports. It is proposed that OSMC will concentrate on areas of poor performance, including items referred to them by the Executive. The OSMC will also be responsible for monitoring the progress of any improvement plans (Ofsted etc) across the Council. OSMC will also be responsible for managing the call-in process.

### 5. Policy Development Groups

- 5.1 It is also proposed that scrutiny (policy development) activities be integrated into work already ongoing across the Council. This will mean that the Council does something once but uses the output from this many times. A list of the various Groups which lend themselves to "scrutiny" work is attached as Appendix "B".

### 6. Appendices

- 6.1 Appendix A - Supporting Information
- 6.2 Appendix B - Informal Governance across the Council
- 6.3 Appendix C – Draft Scrutiny Councillor Role Description

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# New Model for Scrutiny - Supporting Information

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## 1. Introduction/Background

- 1.1 At its meeting on 9 May 2017 Council agreed to a new model for scrutiny based on retaining the Overview and Scrutiny Management Commission (OSMC) and integrating policy development work (one aspect of the scrutiny function) into existing work being undertaken by a number of “informal” Groups across the Council. The Proportionality Rules need to apply to all these appointments.
- 1.2 The Local Government Act 2000 requires Local Authorities to have a scrutiny function as part of its formal decision making governance structures. Scrutiny is not just about holding the Executive to account but is also about policy development.
- 1.3 The Council has a comprehensive governance structure (formal and informal) which includes significant policy development activities across a range of programme boards and task groups. To date, a significant number of these Groups/bodies have never been considered to be or regarded as scrutiny activities.

## 2. Proposals

- 2.1 Given the financial challenges faced by the Council which includes a reducing workforce it was considered appropriate to look again at the model of scrutiny being operated so as to increase accountability but also to engage the much valued experience held by non-Executive Members. This review has also been conducted arising from the comments from the LGA Peer review which suggested that the Council appeared not to place a great deal of focus on scrutiny. However, in noting this comment, it must also be recognised that at present scrutiny is supported by part of one fourth tier officer’s time and one part time policy officer.
- 2.2 To qualify as a formal “scrutiny” group the “Proportionality Rules” will need to apply.

### **Overview and Scrutiny Management Commission**

- 2.3 It is proposed to retain the OSMC with this meeting on a quarterly basis to consider, amongst other things, the quarterly performance reports (specifically areas of poor performance) and financial management reports and to monitor the progress of any improvement plans (Ofsted etc) across the Council.
- 2.4 OSMC would also be responsible for managing the call-in process. Working through Corporate Board and Operations Board it is proposed to develop a robust work programme notwithstanding the limited resources available to support this function.
- 2.5 A draft Councillor Scrutiny Role Description (Appendix C) has been developed for the purposes of providing some direction for scrutineers.

## Policy Development Groups

- 2.6 It is proposed that scrutiny (policy development) activities be integrated into work already ongoing across the Council. This will mean that the Council does something once but uses the output from this many times. A list of the various Groups which lend themselves to “scrutiny” work is attached as Appendix “B”. The Groups listed in Appendix B cover a range of Council services and are intended to provide opportunities for scrutineers to provide either a challenge element or to help develop policy. Matching current non-Executive Member experiences and interests has taken place and Members (via their groups) have been allocated to appropriate groups.
- 2.7 In terms of proportionality it is suggested that a maximum of 4 Members be appointed to any one group and this would mean 3 Conservative Members and 1 Liberal Democrat Member being appointed. Where “scrutineers” are already in place in well established groups (ie Planning Policy Task Group etc) no changes are proposed to the numbers. However, the number of Members allocated to each group should be proportionate to the size of the overall group.

## Governance

- 2.8 In order to support this new model, services will need to ensure that basic governance arrangements are put in place, namely, agendas are circulated in good time and notes are taken of the meetings. This will provide evidence of the work of non-Executive Members which can be used to evidence the value of scrutiny should the Council subject itself to a further LGA Peer review in the future. It is also proposed that an Annual Scrutiny Report be produced.
- 2.9 The Chairs of each of the Groups have been briefed on the requirements to integrate non-Executive Members into their work. In the case of an existing group the chair will be required to provide a briefing note including the terms of reference of the group, its work to date and appropriate past minutes. This will provide scrutineers with an overview of the work of the group prior to attending their first meeting.

## 3. Conclusion

- 3.1 The Council is required by the Local Government Act 2000 to have a scrutiny function as part of its governance structure. The Council has tried different models of scrutiny over the years all with varying degrees of success. The new model of scrutiny seeks to build on the work already ongoing rather than develop new work streams for scrutiny purposes only. The new structure also recognises the limited resources available to support the scrutiny function.
- 3.2 In terms of the OSMC, it is important that all parts of the Council (both Members and Officers) embrace scrutiny and provide ideas which will be used to develop a robust work programme going forward.

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### Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

**X MEC – Become an even more effective Council**

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

**X MEC1 – Become an even more effective Council**

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**Officer details:**

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**Council/Partnership Informal Governance 2017**

Name of Body	Service area	Chairman	Purpose of Group	Meeting frequency/time held	Members Representation	Scrutiny involvement	Existing Members	Additional Members	Terms of Reference
Corporate Parenting Panel	Children and Family Services		To ensure the Council is fulfilling its role as corporate parent to the Council's Looked After Children.	Quarterly, evening meetings	Panel Members & all Members are corporate parents.	Non-Executive Members already included	Panel Members: Cllrs Lynne Doherty, Mollie Lock, Peter Argyle, Jeanette Clifford, Sheila Ellison, Graham Pask & all Members are corporate parents	None further	
Customer First Programme Board	Corporate Group	Martin Dunscombe	To ensure front facing services are putting customers first.	Bi-monthly (am meetings)	Cllr Hilary Cole	Agreed	Cllr Hilary Cole	Liberal Democrat Group: Cllr Lee Dillon	Provided
Planning Advisory Group	Development and Planning	Cllr Hilary Cole	To advise the Portfolio Holder and Members of the Task Group in relation to the development, adoption and implementation of the Local Plan & Planning Policies	Monthly (am meetings)	Planning Advisory Group Members	Non-Executive/scrutiny members included on PAG	PAG Members: Cllrs Paul Bryant, Jeanette Clifford, Keith Chopping, Hilary Cole, Clive Hooker, Alan Law, Alan Macro, Graham Pask	None further	
Transport Policy Task Group	Development and Planning	Cllr Jeanette Clifford	To advise the Portfolio Holder and Members of the Task Group in relation to the development, adoption and implementation of the Local Transport Plan and operational matters.	x3 per year (daytime)	Transport Policy Task Group Members	Non-Executive/scrutiny members included on TPTG	TPTG Members: Cllrs Steve Ardagh-Walter, Jeff Beck, Dennis Benneyworth, Paul Bryant, Jeanette Clifford, Lynne Doherty, Alan Macro, Anthony Pick, Garth Simpson	None further	
Family Hubs Advisory Board (Covers East, West and Central)	Education Services	Gwen Mason	To oversee the work of the Family Hubs.	Quarterly (am meetings - next meeting on 17/10/17 at 9.30am)	Cllrs Lynne Doherty and Sheila Ellison	Agreed	Cllrs Lynne Doherty and Sheila Ellison	Liberal Democrat Group: Cllr Mollie Lock	Provided
Treasury Management Group	Finance and Property		To provide an oversight of the Council's cashflow and borrowing		Cllrs Anthony Chadley and Lee Dillon	Includes Shadow Portfolio Holder	Cllrs Chadley and Dillon	None further	
Apprenticeship Levy Steering Group	Human Resources	Robert O'Reilly	To steer the implementation of the apprenticeship strategy, to develop policies and procedures for the Council in order to comply with the apprenticeship levy rules and work towards the public sector apprenticeship target, to ensure apprenticeship funding is effectively used to develop and up skill new apprentices and existing employees through apprenticeship training to help reduce service area training budgets.	Quarterly (next meeting on 26/10/17 at 9.30am)	Cllr Keith Chopping	Agreed	Cllr Chopping	Conservative Group: Cllr Graham Bridgman. Liberal Democrat Group: Cllr Lee Dillon	Provided
Building Communities Together Partnership (Health & Wellbeing Board Sub Group)	Public Health and Wellbeing, Building Communities Together Team		This Partnership was established as a sub group of the Health and Wellbeing Board bringing together the Brilliant West Berkshire Programme Board and the Safer Communities Partnership. The Building Communities Together Partnership will oversee and guide multi-agency partnership work contributing to achieving the Health and Wellbeing Strategy Aim to: 'build a thriving and sustainable environment in which communities can flourish' The Partnership will oversee multi-agency partnership work seeking to enable communities to thrive and be resilient by: Supporting communities and individuals to harness local resources, support and expertise; finding and co-designing local solutions; Helping people to help each other; Protecting and supporting those that need help in partnership with other local forums	Quarterly (daytime)	Cllrs Emma Webster, Marcus Franks and Billy Drummond	Includes Shadow Portfolio Holder + OSMC Chair in a different role	Cllrs Webster, Franks, Drummond	None further	
Cultural Activities Review	Public Protection and Culture	Portfolio Holder expected	Likely to come on board in the near future.	To be determined. Poss evening?		Agreed once formed		Conservative Group: Cllrs Steve Ardagh-Walter, Adrian Edwards, Anthony Pick. Liberal Democrat Group: Cllr Alan Macro	to be developed
Leisure Contract Review	Public Protection and Culture	Portfolio Holder expected	To come on board in due course to review future options for the leisure contract (approx 18 months time). Current contract due to expire in 2022.	To be determined. Poss evening?		Agreed once formed		Conservative Group: Cllrs Jeff Beck, Paul Bryant, Alan Law. Liberal Democrat Group: Cllr Billy Drummond	to be developed

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## **West Berkshire Council Scrutiny Member Role Description**

The Council has established a scrutiny structure which includes the Overview and Scrutiny Management Commission supported by task and finish groups and a range of other policy development groups.

The Overview and Scrutiny Management Commission (OSMC) reviews and scrutinises decisions made or actions taken by the Executive. OSMC may also involve itself in policy development prior to decisions being taken by the Executive. OSMC may make reports and recommendations to the Executive or full Council and any relevant partner in connection with Council functions.

Scrutiny has also been integrated in a number of groups operating across the Council. These groups will have either been established to develop policy or alternatively benefit from having scrutineers as part of their membership and work.

The role of the Scrutiny Member is to:

### **Holding to Account**

- (i) Develop a constructive relationship with the Executive, especially with relevant Portfolio Holders.
- (ii) To scrutinise the Executive's decisions, to assess how these contribute to effective service delivery and help to achieve the Council's Strategy and whether they are in accordance with the approved budget and policy framework.
- (iii) Make recommendations to the Executive or Council based on the OSMCs deliberations.
- (iv) To monitor how the Council is meeting its agreed corporate objectives, as set out in the Council Strategy.
- (v) Analyse information and evidence presented to the OSMC so as to be able to formulate appropriate recommendations to the Executive.
- (vi) To provide a challenge in the appropriate "scrutiny" groups operating across the Council.

### **Policy Development**

- (vii) Assist with the development of an effective work programme.
- (viii) Lead the OSMC in prioritising its work so as to enable effective scrutiny.
- (ix) To review individual policies and projects and to evaluate their effectiveness and success and consult with all relevant stakeholders in the process.
- (x) To provide support to the Council's New Ways of Working Reviews.
- (xi) To facilitate and encourage participation in the Council's activities by effectively engaging local residents, businesses, outside agencies and other key stakeholders in the OSMC's work as appropriate.
- (xii) To provide support to the various groups which have been established across the Council in the pursuit of developing new policies.

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## Financial Performance 2017/18 - Month Four

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission
<b>Date of Committee:</b>	17 October 2017
<b>Portfolio Member:</b>	Councillor Anthony Chadley
<b>Date Portfolio Member agreed report:</b>	6 September 2017
<b>Report Author:</b>	Melanie Ellis

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### 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 £949k 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 Month Four revenue forecast is an over spend of £949k against a net revenue budget of £117.4million, which is 0.8% of the net budget.

Directorate Summary	Current Net Budget	Forecast (under)/over spend		Change from Last Month
		Quarter One	Month Four	
	£000	£000	£000	£000
<b>Communities</b>	<b>62,475</b>	<b>870</b>	<b>949</b>	<b>79</b>
<b>Economy and Environment</b>	<b>30,684</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>	<b>13,990</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Financing &amp; Risk Management</b>	<b>10,261</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>117,410</b>	<b>870</b>	<b>949</b>	<b>79</b>

NB. Rounding differences may apply to nearest £k

- 5.2 The Communities Directorate is forecasting an over spend of £949k against a budget of £62m. Adult Social Care is forecasting an over spend of £949k due to increased complexity of client needs and upward cost pressures in commissioning services for both placements and homecare. The increase of £58k from Quarter One is mainly due to Great Western Hospital seeking fines for delayed transfers of care. All other services are forecasting on line.
- 5.1 The Economy and Environment Directorate is forecasting an on line position. Public Protection and Culture are forecasting an over spend of £95k due to a payment from Kennet School for Kennet Leisure Centre of £43k which is still in dispute and the Activity Team experiencing reduced income. Development and Planning are forecasting an under spend of £95k due to an increase in the number of large planning applications in the first four months. 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 reported quarterly. 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.
- 5.5 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.



- 5.6 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.

## 6. Conclusion

- 6.1 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 £949k 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 remains at year end, it will impact on our reserves.

## 7. Appendices

- 7.1 Appendix A – Supporting Information
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Summary Revenue Forecast 2017/18

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# Financial Performance Report 2017/18

## Month Four – Supporting Information

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### 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 Month Four revenue forecast is an over spend of £949k against a net revenue budget of £117.4million.
- 1.2 The driver of the forecast over spend is a £949k 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 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. Budget changes are reported to Executive on a quarterly basis.

### 3. 2017/18 Savings and Income Generation Programme

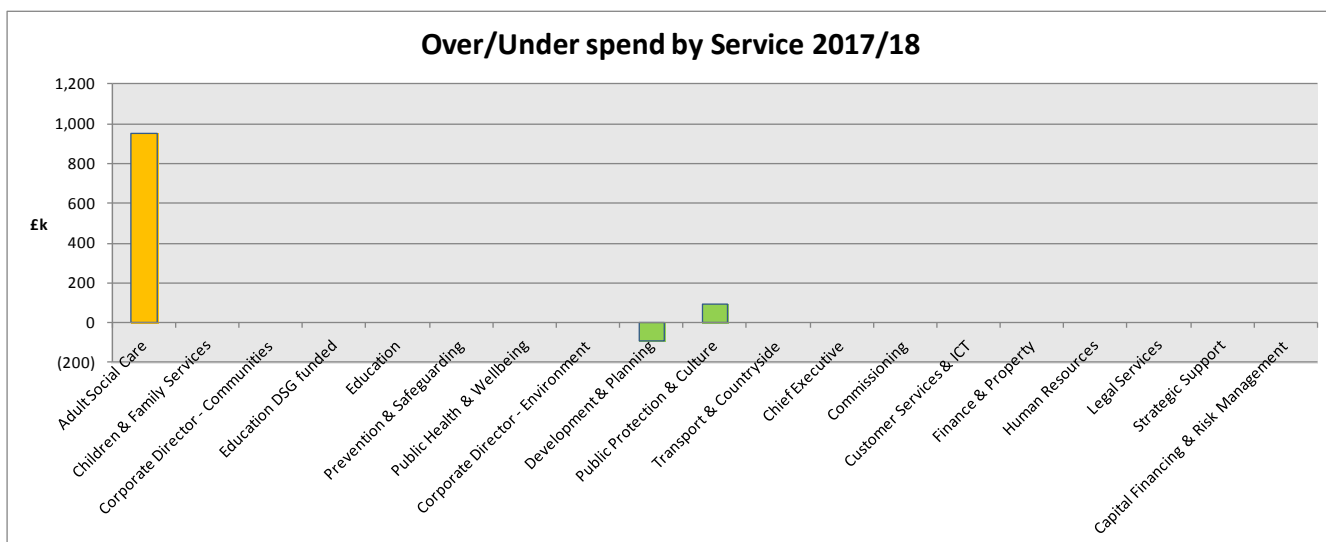
- 3.1 In order to meet the funding available, the 2017/18 revenue budget was built with a £4.712m savings and income generation programme. The programme is monitored on a monthly basis.

### 4. Summary Revenue Forecast

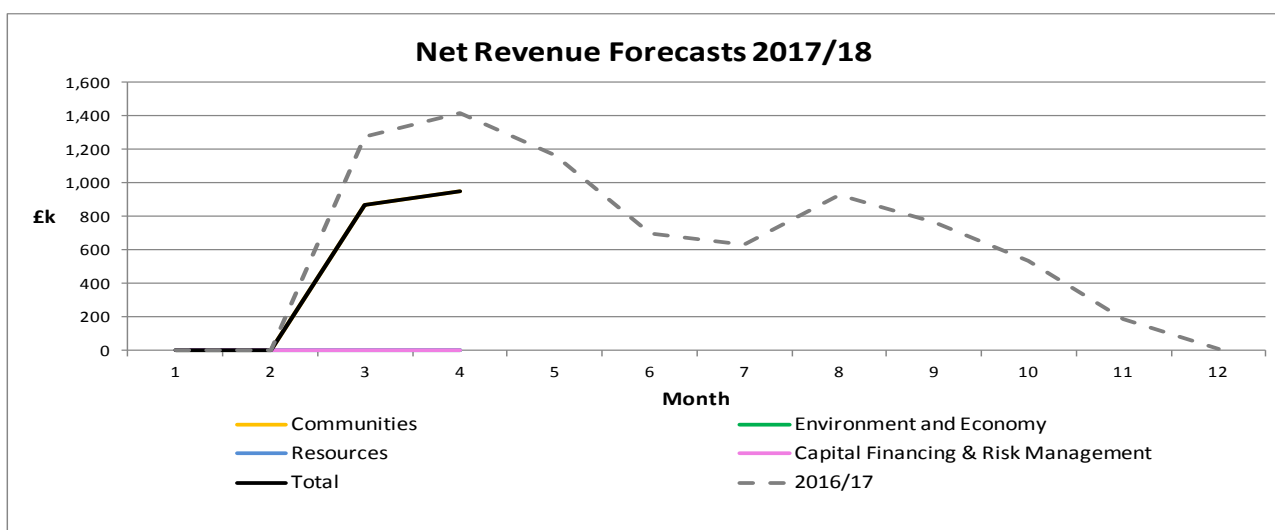
Directorate Summary	Current Net Budget £000	Forecast (under)/over spend		Change from Last Month £000
		Quarter One	Month Four	
		£000	£000	
<b>Communities</b>	<b>62,475</b>	<b>870</b>	<b>949</b>	<b>79</b>
<b>Economy and Environment</b>	<b>30,684</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>	<b>13,990</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Financing &amp; Risk Management</b>	<b>10,261</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>117,410</b>	<b>870</b>	<b>949</b>	<b>79</b>

NB. Rounding differences may apply to nearest £k

4.1 At Month Four the Council’s revenue forecast is an over spend of £949k against a net revenue budget of £117.4million. The forecasts by Service are shown in the following chart.



4.2 The service driving the over spend is Adult Social Care with a forecast over spend of £949k. The following chart shows the monthly forecasts through 2017/18, with a 2016/17 comparison.



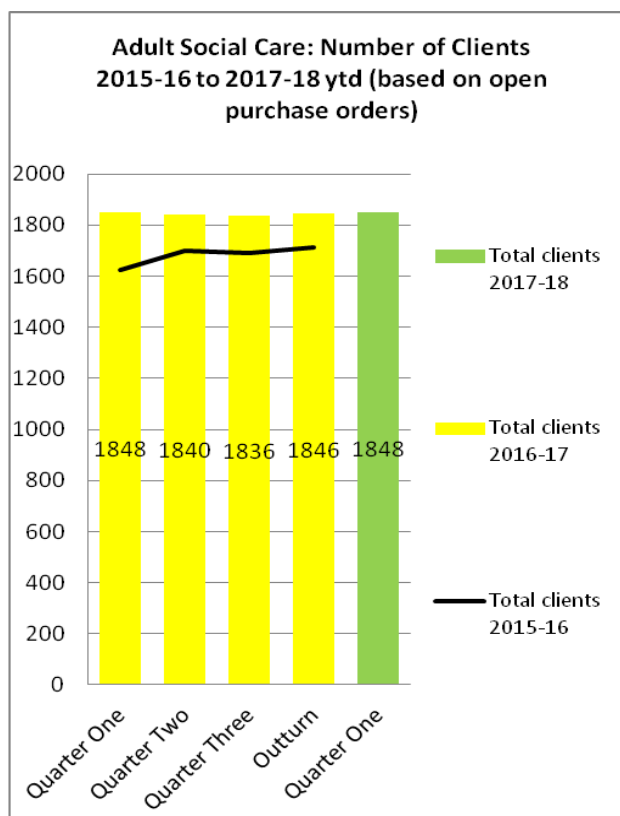
## 5. Communities Directorate Month Four Review

Communities	Current Net Budget	Forecast (under)/over spend		Change from Last Month
		Quarter One	Month Four	
	£000	£000	£000	£000
Adult Social Care	38,329	891	949	58
Children & Family Services	15,643	0	0	0
Corporate Director - Communities	211	0	0	0
Education DSG funded	(523)	0	0	0
Education	7,535	(21)	0	21
Prevention & Safeguarding	1,071	0	0	0
Public Health & Wellbeing	209	0	0	0
<b>Communities</b>	<b>62,475</b>	<b>870</b>	<b>949</b>	<b>79</b>

5.1 The forecast revenue over spend for the Communities Directorate is £949k 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 £949k. 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 a small under spend in the placements budget of £8k against a budget of £6,437k and in Prevention Services a pressure of £37k predominantly due to one off exceptional costs which are being managed within the overall Service budget.

**(3) Education**

The Education Service is forecasting an online position at month 4. This has changed from the £21k under spend reported at Quarter One because the pressure on residential placements has increased. There are savings in the service from the Elevate contract (School Improvement) and a vacant service manager post which are off-setting pressures in the Disabled Children’s Team.

**(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. Economy and Environment and Directorate Month Four Review**

Economy and Environment	Current Net Budget	Forecast (under)/over spend		Change from Last Month
		Quarter One	Month Four	
	£000	£000	£000	£000
Corporate Director - Environment	174	0	0	0
Development & Planning	2,549	(121)	(95)	26
Public Protection & Culture	4,028	121	95	(26)
Transport & Countryside	23,933	0	0	0
<b>Economy and Environment</b>	<b>30,684</b>	<b>0</b>	<b>0</b>	<b>0</b>

6.1 The Directorate is currently forecasting an on line position against a budget of £30.7m. The revenue budget for the Economy and Environment Directorate was built with a savings programme of £1.31m.

**(1) Development & Planning**

The Service is forecasting an under spend of approx £95k which is due to an increase in the number of large planning applications during the first four months.

**(2) Public Protection & Culture**

The Service is forecasting an over spend of £95k. This is due to a payment from Kennet School for Kennet Leisure Centre of £43k which is still in dispute and the Activity Team experiencing reduced income.

**(3) Transport & Countryside**

The Service is forecasting an on line position.

**7. Resources Directorate Month Four Review**

Resources	Current Net Budget	Forecast (under)/over spend		Change from Last Month
		Quarter One	Month Four	
	£000	£000	£000	£000
Chief Executive	880	0	0	0
Commissioning	1,237	0	0	0
Customer Services & ICT	3,200	0	0	0
Finance & Property	3,712	0	0	0
Human Resources	1,541	0	0	0
Legal Services	1,059	0	0	0
Strategic Support	2,361	0	0	0
<b>Resources</b>	<b>13,990</b>	<b>0</b>	<b>0</b>	<b>0</b>

7.1 The Directorate is currently forecasting an on line position on a budget of £14m. The 2017/18 budget for Resources was built with a £1,140k savings programme.

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. During 2016/17 a number of these risks occurred and led to budgetary pressures. However, the final outturn position enabled the Council to cover the budgetary pressures without calling on the reserves. 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
		<b>Total</b>	<b>1,370,000</b>		

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 Month Four Review

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

## 11. Options for Consideration

11.1 Not applicable – factual report for information

## 12. Proposals

12.1 To note the forecast position.

## 13. Conclusion

13.1 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 £949k 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 remains at year end, it will impact on our reserves.

## 14. Consultation and Engagement

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

### 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



**Month Four – Supporting Information**

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Tel No: 01635 519433

E-mail Address: [andy.walker@westberks.gov.uk](mailto:andy.walker@westberks.gov.uk)

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## 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.

<b>What is the proposed decision that you are asking the Executive to make:</b>	No decision
<b>Summary of relevant legislation:</b>	
<b>Does the proposed decision conflict with any of the Council’s key strategy priorities?</b>	
<b>Name of assessor:</b>	Melanie Ellis
<b>Date of assessment:</b>	8.8.17

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

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

<b>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.</b>  (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.)		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age		
Disability		
Gender Reassignment		
Marriage and Civil		

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

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

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](#).

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

Name:

Date:

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) ([rachel.craggs@westberks.gov.uk](mailto: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	37,886,470	38,328,670	52,768,860	54,283,740	1,514,880	-14,440,190	-15,006,110	-565,920	948,960
Childrens and Family Services	14,776,150	15,642,740	17,631,980	17,675,930	43,950	-1,989,240	-2,033,190	-43,950	0
Corporate Director - Communities	204,210	210,770	210,770	210,770	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	7,535,150	9,980,370	10,031,730	51,360	-2,445,220	-2,496,580	-51,360	0
Prevention and Safeguarding	923,690	1,071,260	1,616,300	1,616,300	0	-545,040	-545,040	0	0
Public Health & Wellbeing	-80,000	209,260	6,250,160	6,250,160	0	-6,040,900	-6,040,900	0	0
<b>Communities</b>	<b>60,696,950</b>	<b>62,474,720</b>	<b>186,716,680</b>	<b>188,326,870</b>	<b>1,610,190</b>	<b>-124,241,960</b>	<b>-124,903,190</b>	<b>-661,230</b>	<b>948,960</b>
Corporate Director - Environment	173,510	173,510	173,510	173,510	0	0	0	0	0
Development and Planning	2,410,820	2,549,100	4,317,450	4,342,450	25,000	-1,768,350	-1,889,050	-120,700	-95,700
Public Protection and Culture	4,093,790	4,028,500	9,110,970	8,908,070	-202,900	-5,082,470	-4,783,870	298,600	95,700
Transport and Countryside	23,717,000	23,932,820	32,398,530	32,398,380	-150	-8,465,710	-8,465,560	150	0
<b>Environment</b>	<b>30,395,120</b>	<b>30,683,930</b>	<b>46,000,460</b>	<b>45,822,410</b>	<b>-178,050</b>	<b>-15,316,530</b>	<b>-15,138,480</b>	<b>178,050</b>	<b>0</b>
Chief Executive	889,960	879,730	900,210	910,210	10,000	-20,480	-30,480	-10,000	0
Commissioning	1,549,110	1,236,970	7,508,860	7,508,860	0	-6,271,890	-6,271,890	0	0
Customer Services and ICT	3,242,050	3,199,500	4,073,360	4,041,420	-31,940	-873,860	-841,920	31,940	0
Finance and Property	3,426,350	3,712,240	44,422,510	44,422,510	0	-40,710,270	-40,710,270	0	0
Human Resources	1,489,090	1,541,390	1,972,980	1,898,560	-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	2,361,070	2,835,400	2,835,400	0	-474,330	-474,330	0	0
<b>Resources</b>	<b>13,969,450</b>	<b>13,990,310</b>	<b>62,887,350</b>	<b>62,790,990</b>	<b>-96,360</b>	<b>-48,897,040</b>	<b>-48,800,680</b>	<b>96,360</b>	<b>0</b>
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	-80,320	-80,320	-80,320	0	0	0	0	0
Risk Management	1,511,740	429,050	429,050	429,050	0	0	0	0	0
<b>Capital Financing and Risk Management</b>	<b>12,348,860</b>	<b>10,261,420</b>	<b>10,769,100</b>	<b>10,769,100</b>	<b>0</b>	<b>-507,680</b>	<b>-507,680</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>117,410,380</b>	<b>117,410,380</b>	<b>306,373,590</b>	<b>307,709,370</b>	<b>1,335,780</b>	<b>-188,963,210</b>	<b>-189,350,030</b>	<b>-386,820</b>	<b>948,960</b>

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## Key Accountable Performance 2017/18: Quarter One

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<b>Committee considering report:</b>	OSMC on 17 October 2017
<b>Portfolio Member:</b>	Councillor Keith Chopping
<b>Date Portfolio Member agreed report:</b>	17 August 2017
<b>Report Author:</b>	Catalin Bogos / Jenny Legge
<b>Forward Plan Ref:</b>	EX3180

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



### Corporate Programme

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

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## 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 8<sup>th</sup> and 19<sup>th</sup> 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 1<sup>st</sup> 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 indentify 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.

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**Background Papers:**

Council Strategy 2015-2019 (refreshed March 2016)

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**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

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**Wards affected:**

All

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**Strategic Aims and Priorities Supported:**

The proposals will help achieve the following 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**

The proposals contained in this report will help to achieve the following 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**

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.

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**Officer details:**

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## 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.

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

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

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

<b>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.</b>		
(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.)		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>

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

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

<b>4. Identify next steps as appropriate:</b>	
<b>Stage Two required</b>	No
<b>Owner of Stage Two assessment:</b>	



<b>Timescale for Stage Two assessment:</b>	
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**Name: Catalin Bogos**

**Date: 28/07/2017**

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

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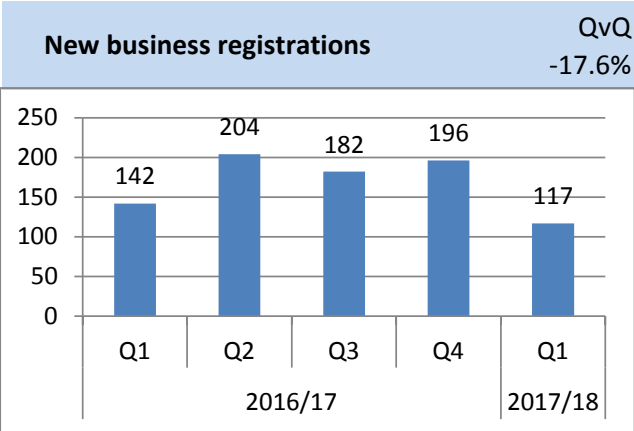
# District Wide Health Check Q1 2017/18



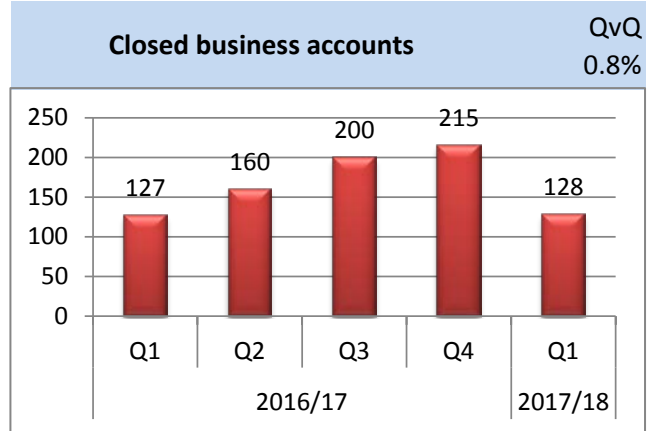
Arrows indicate direction of travel (DoT) latest quarter versus same period last year unless otherwise stated.  
Values between brackets are the actual values for the quarter.

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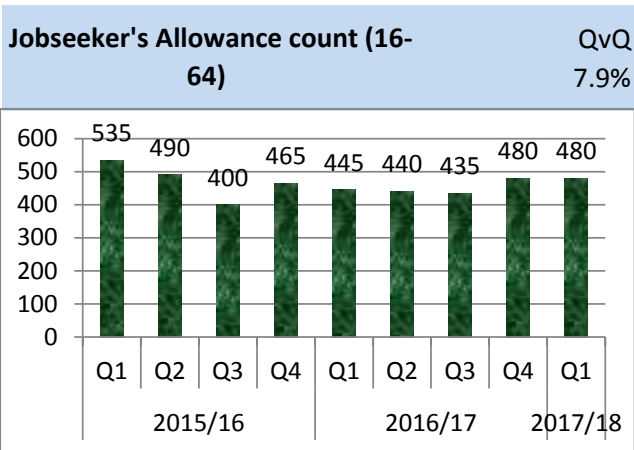
Local Economy



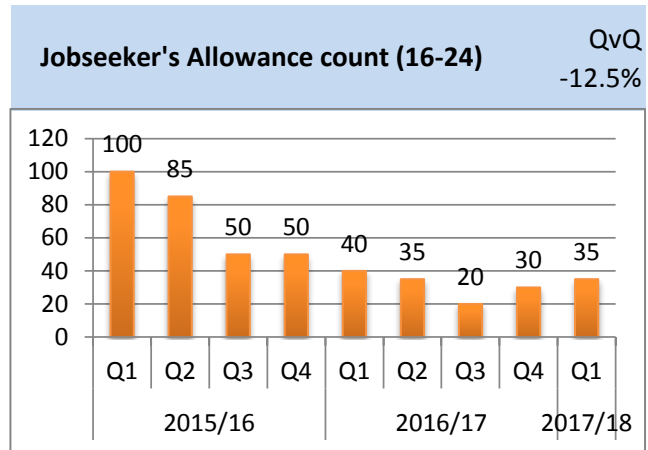
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



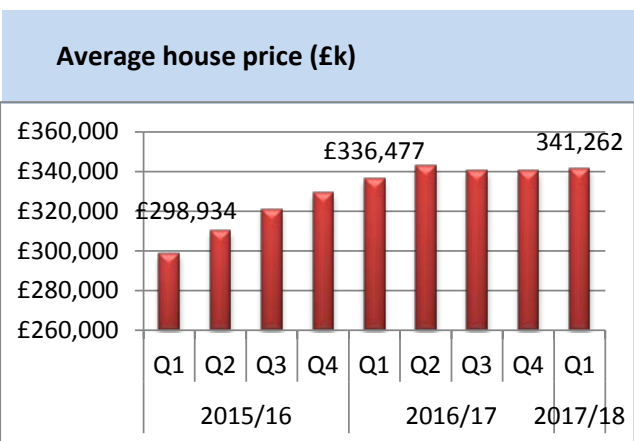
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



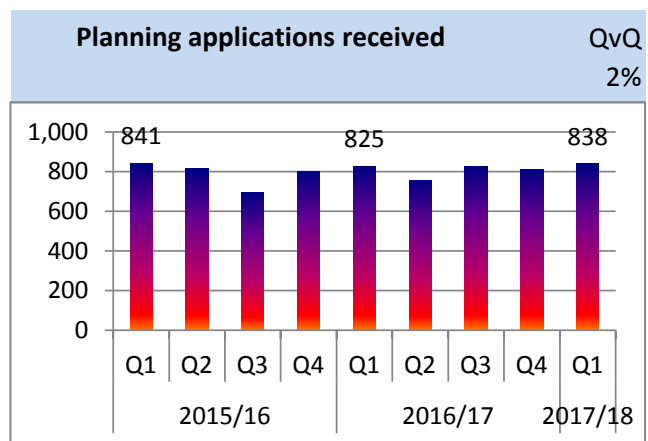
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



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.

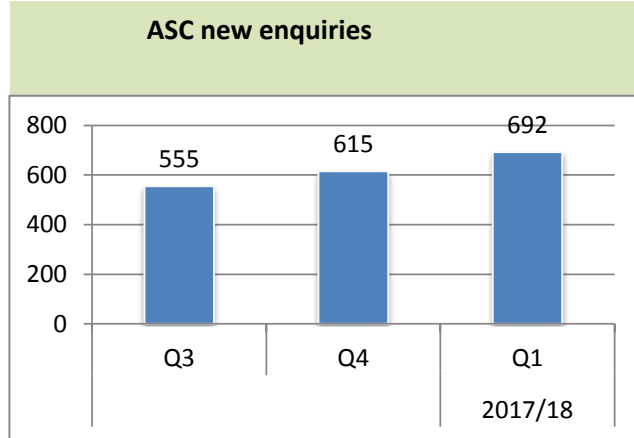
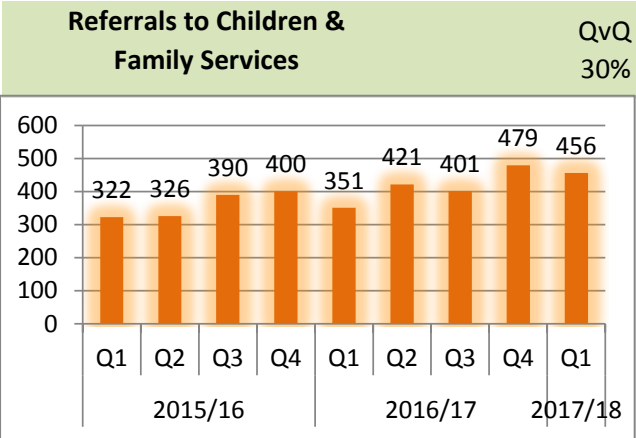


Q4 2016/17 data amended. Only April and May data is available as yet for 2017/18  
Quarterly average for all property types, as published by the Land Registry

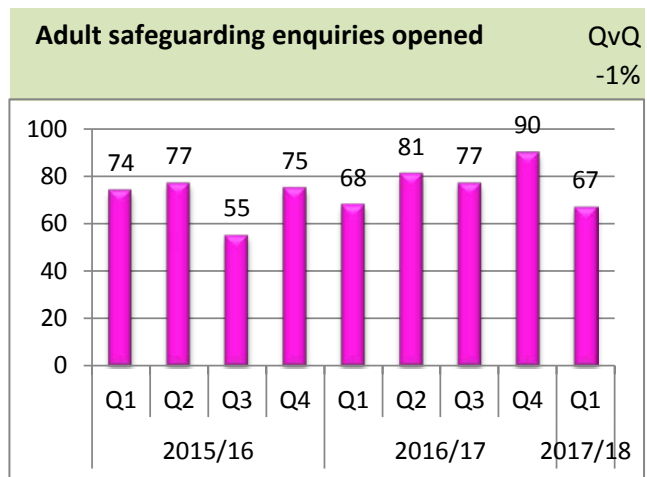
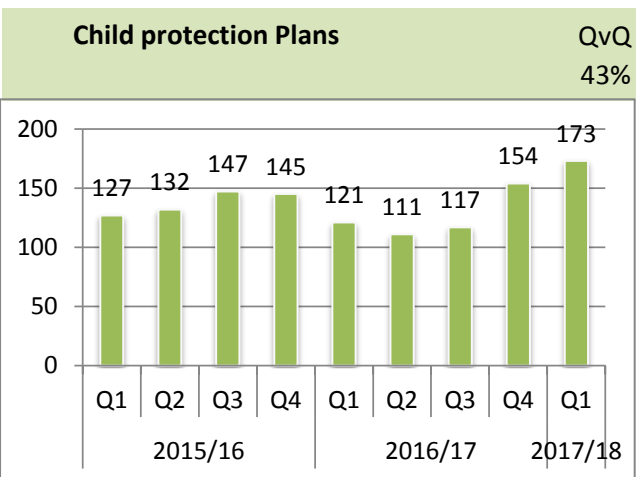


The total number of applications received by Planning, either by post or via the planning portal

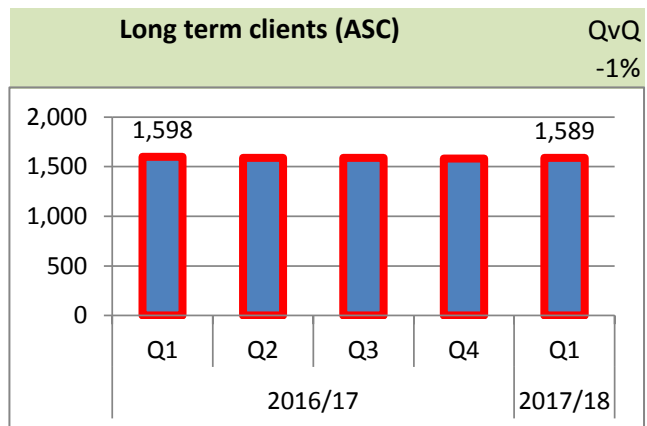
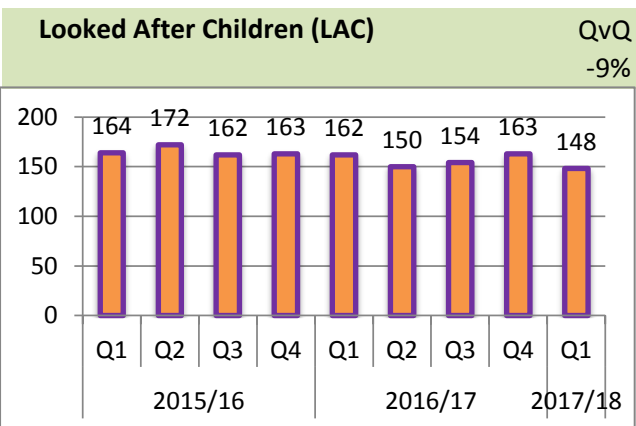
Social Care



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

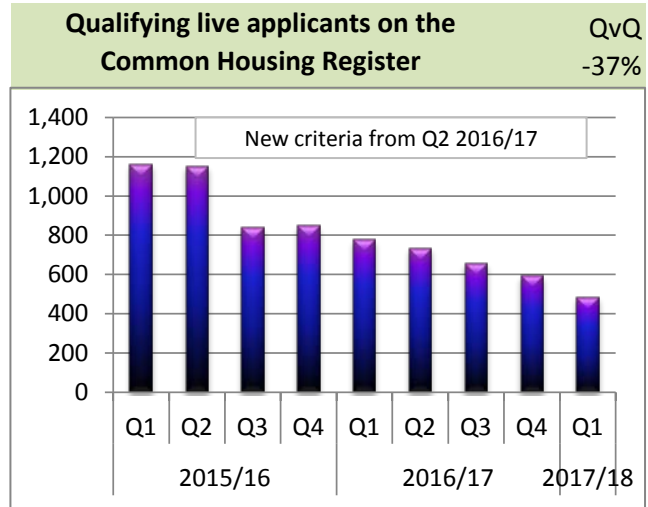
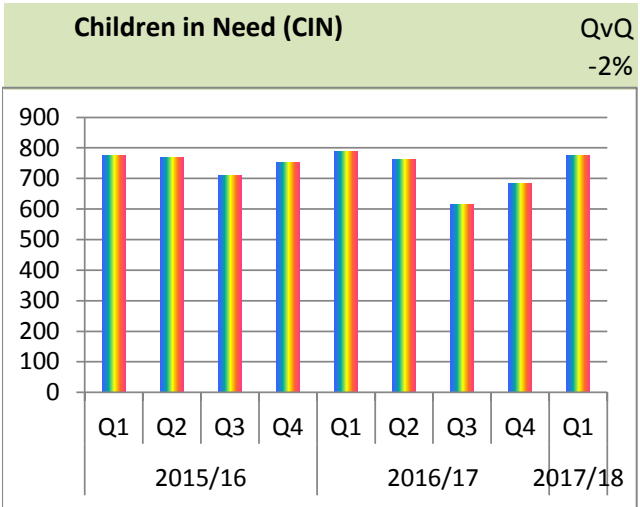


Reporting year date from Q1 2017/18



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			
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
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**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%					
<b>REASON FOR AMBER:</b>								
<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>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<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>								
<b>STRATEGIC ACTIONS REQUIRED:</b> 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					
<b>REASON FOR AMBER:</b>								
<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>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
As above- continued discussion with the judiciary and Local Family Justice Board.								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
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><b>REASON FOR AMBER:</b> 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><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b></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><b>STRATEGIC ACTIONS REQUIRED:</b> 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	★	■	◆					
Qrtly outturn	-	-	-				=<9	
YTD outturn	5.85 days	8.7 days	12.55				Lower is better	
<b>REASON FOR AMBER:</b>								
<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>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<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.

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

**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%					
<b>REASON FOR AMBER:</b>								
<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>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<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>								
<b>STRATEGIC ACTIONS REQUIRED: None</b>								

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><b>REASON FOR RED:</b> 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><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> The Housing Service is working to its full capacity with the resources available to it.</p> <p><b>FINANCIAL IMPLICATIONS:</b> Prevention is usually a cheaper alternative to taking a homelessness application. Failure to prevent will lead to pressure on Bed &amp; Breakfast budgets.</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> No service Plan updates are required.</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> 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.

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## Adult Social Care Review – Performance

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission on 17 October 2017
<b>Portfolio Member:</b>	Councillor Rick Jones
<b>Report Author:</b>	Tandra Forster

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### 1. Purpose of the Report

- 1.1 To provide an overview of the review process in adult social care and address questions about performance.

### 2. Recommendation

- 2.1 To note the content of the report and support proposed actions.

### 3. Implications

- 3.1 **Financial:** Annual reviews will include consideration of the level of care and support and whether this is appropriate to meet the need
- 3.2 **Policy:** Care Act (2014) statutory guidance
- 3.3 **Personnel:** N/A
- 3.4 **Legal:** Timeliness and regularity of reviews expectation of the Care Act (2014) that reviews of care and support plans for vulnerable adults should be conducted on an annual basis
- 3.5 **Risk Management:**
- 3.6 **Property:** N/A
- 3.7 **Other:** N/A

### 4. Other options considered

- 4.1 N/A

## Executive Summary

### 5. Introduction / Background

- 5.1 The Care Act (2014) introduced a statutory requirement for all Councils in England and Wales to undertake annual reviews of adults in receipt of care and support. This applies to those individuals who have received a long term service for over 12 months.
- 5.2 The Act identifies two forms of review: planned are those that have been agreed with the individual and have a scheduled date, unplanned where there is a change in circumstances for example a hospital admission.
- 5.3 A review is an opportunity to look again at the outcomes agreed with the individual, understand what is working or not working to determine if it is still meeting eligible needs.
- 5.4 In May 2016, Adult Social Care underwent a restructure as part of its implementation of the New Ways of Working. This involved establishing a number of new teams including a separate Review Team. Our learning from piloting the new approach in adult social care was that this would support us to ensure we prioritised planned reviews. The Review team are responsible for planned reviews; those that are unplanned are picked up by the Localities Teams.
- 5.5 We currently have the following key performance indicator for reviews

The proportion of clients with Long Term Services (LTS) who have received a review in the past 12 months.

*Numerator – Number of people that have had a LTS for more than 12 months that have had a review.*

*Denominator – Number of clients that have had a Long Term service for more than 12 months, snapshot - this will change from month to month.*

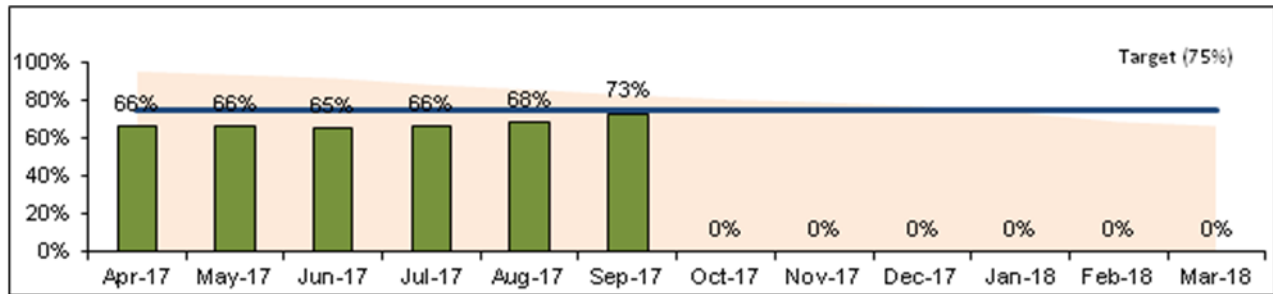
Target for this KPI is 75%

### 6. Progress towards meeting this indicator

- 6.1 At year end 2016/17 our performance was at 66%. During Q1 of 2017/18 we completed analysis of the cases that were overdue a review, this identified that a high proportion (43%/88 people) had a primary support reason (PSR) of Learning Disabilities or Mental Health.
- 6.2 Care reviews for individuals with these types of need tend to be more complex which means they take longer. Whilst the team had been established as multi-disciplinary a skills analysis identified the need to increase the number of staff with expertise in learning disabilities and mental health.
- 6.3 This has been addressed by recruiting two staff with the relevant skills. In addition the Care Act allows us to take a proportionate approach to reviews; this means we can use a range of different methods including telephone.

6.4 The table below demonstrates that there has been a positive impact as a result of the changes and we are now achieving 73%

<b>Proportion of Clients that have received a Long Term Service For more than 12 months (Snapshot) that have been reviewed (SALT LTS001c)</b>												
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
LTS001c TOTAL	1253	1239	1240	1241	1256	1224						
Reviewed	825	820	806	819	854	889						
% (Proportion)	66%	66%	65%	66%	68%	73%						



6.5 We still have a number of reviews that are currently overdue, 97 have an allocated worker, which is an indication that their review is in progress and we are confident that we will meet the target for this year.

## 7. Conclusion

7.1 The Care Act (2014) requires all local authorities to complete annual reviews of care and support plans for people in receipt of services for over 12 months. Adult Social Care has created a specialist team to manage this work and have agreed a performance target of 75%. Whilst this target was not achieved last year a number of actions have been implemented as a result of detailed analysis in Q1 2017/18. The most recent performance information shows a significant improvement in performance and we are confident that the 75% target will be achieved this year.

## 8. Appendices

8.1 N/A

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## Council Tax & Business Rates Collection

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission
<b>Date of Committee:</b>	17 October 2017
<b>Portfolio Member:</b>	Councillor Keith Chopping
<b>Date Portfolio Member agreed report:</b>	01 September 2017
<b>Report Author:</b>	Iain Bell

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### 1. Purpose of the Report

- 1.1 To review the 'red' performance area to ensure that the appropriate remedial action is in place (as recommended by the Executive).

### 2. Recommendations

- 2.1 To ensure that in the future any discount/exemption/relief review is conducted at an appropriate time and therefore allows sufficient time to collect any resultant arrears.
- 2.2 To ensure that any changes to the Council Tax Reduction Scheme (CTRS) are reflected in Council Tax collection rates/targets.

### 3. Implications

#### 3.1 Financial:

This is a cash flow issue. The outstanding debt will be collected just over a longer period of time.

Changes to the CTR scheme appear to affecting collection

Additional costs for printing and postage (see table in 5.1)

#### 3.2 Policy:

A revised corporate debt recovery policy is required. This is being considered as part of the Financial Challenge Review

#### 3.3 Personnel:

Not relevant

#### 3.4 Legal:

Not relevant

**3.5 Risk Management:**

Not relevant

**3.6 Property:**

Not relevant

**3.7 Other:**

Not relevant

**4. Other options considered.**

- The challenges that collection issues have caused has meant that we have to look at the possibility of working differently and using technology to assist us. This has to be a long term goal as implementing digital solutions are costly and more importantly time consuming. Therefore as part of the Financial Challenge Review a business cases will be submitted to introduce digital solutions, one of the benefits of which would be to improve collection.
- We also have a target to review and improve all our 'recovery/enforcement' letters. This is to ensure that customers understand the council's recovery policy, how and where they can pay.
- We will also be taking the opportunity to have a more joined up approach to debt collection and write offs by producing a corporate debt recovery and write off policy. New methods of recovering debts will have been evaluated. These documents have been drafted and are also part of the Financial Challenge Review

## Executive Summary

### 5. Background

#### 5.1 Council Tax

In terms of Council Tax collection;

- The Council Tax Reduction scheme (CTRS) was amended to reduce support for working age claimants. The value of these savings in 2016/17 was around £400,000 which was potentially affecting 2000 claimants. These additional charges had to be collected from the claimant. Further savings of nearly £600,000 were agreed by Council for the 2017/18 financial year. Again reducing entitlement for those of working age meant that potentially 1600 claimants were going to be affected. Council Tax to be collected from claimants who have had their benefit restricted or even completely withdrawn will always be hard to collect.

The CTRS decision making process occurs annually. For 2018/19 the proposal is that the scheme should not change.

- A single resident discount review was completed in January 2017. As a result around a 1000 discounts were cancelled most of which were backdated to 1<sup>st</sup> April 2016. This did not allow much time for us to collect the extra £400,000 before the end of the financial year. As a consequence we have reviewed and produced a new timetable as to when all discounts/exemptions/reliefs will be reviewed. Because the single person review was only completed in January 2017, I do not propose that we conduct a 'full' review during 2017/18. We will however continue to undertake 'targeted' reviews (in Quarter 3) via information provided by the National Fraud Inspectorate or NFI. Examples of this would include be matching council tax records to the electoral roll, payroll, blue badges and licensing.
- The number of recovery documents had significantly increased last year implying that Council Tax debt is becoming harder to collect. The table below compares the number of recovery documents issued over the past 5 financial years;

Year	Reminders	Final Notices	Summonses	Total
2013/14	18085	2532	6398	27015
2014/15	15236	2488	7044	24768
2015/16	15283	1412	6138	22833
2016/17	20629	1912	8286	30827
2017/18 to date	7683	705	3585	11973

You will note from this information that approximately 25% more recovery documents were issued during 2016/17 by the Council than there was in 2015/16.

This bears an additional cost in printing and postage.

## 5.2 Business Rates

In terms of Business Rates collection;

- As at 31<sup>st</sup> March there were 2 large companies owing a significant sum (£700k+). Both companies were disputing their liability to pay. Since then legal advice has been sought. Court orders have recently been obtained in relation to one case which will assist the council to enforce payment. The other matter being a Landlord/Tenant dispute has been resolved with the balance being paid by the Landlord.

## 5.3 Where are we now?

### Council Tax

The information below shows where we are in terms of Council tax collection as at the 1<sup>st</sup> September 2017;

#### Cash and Arrears Monitoring

#### 2016 Current Outstanding Figures at 01-SEP-2017

Total Net Liability	99,999.312.38	
Total Net Receipts	<u>-99,129,551.69</u>	
Net Outstanding Liability	<u>869,760.69</u>	<b>99.13%</b>
Costs Raised	435,578.19	
Costs Paid	<u>-321,309.33</u>	
Net Outstanding Costs	<u>114,258.86</u>	<b>73.77%</b>
Penalties Raised	32,550.00	
Penalties Paid	<u>-25,624.30</u>	
Net Outstanding Penalties	<u>6,925.70</u>	<b>78.72%</b>
Total Outstanding Debt	990,945.25	
<b>Overall collection</b>		<b><u>99.01%</u></b>

1. Number of Accounts in Arrears 3,684
2. Number of Accounts in Credit 817
3. Total Credits -63,599.40
4. Percentage of Collectable Debt Outstanding
  - i. Including Credits 0.806%
  - ii. Excluding Credits 0.870%
5. Additional Liability Raised in Total 259,869.21
6. Reduced Liability -325,555.98
7. Net Adjustment to Liability -65,686.77
8. Additional Cash Paid -204,552.39

I believe that this shows that we have now 'caught up' with where we should have been.

In terms of current year (2017/18) collection as at 31<sup>st</sup> August was 0.15% ahead of what was collected at the same point last year. This is broadly on target for an end of year collection rate of 98.9%.

## **Business Rates**

2017/18 collection of Business Rates at the end of August 2017 was up by 0.52% on the same period last year. If collection continues in this way then at year end collection will be around 99%.

What has changed for 2017/18?

- New and revised relief schemes were introduced following the 2017 Business rates revaluation.
  - i. The amount of small business rate relief has been doubled from £6000 Rateable Value to £12,000.
  - ii. A new Transitional Relief scheme – phasing in large increases/decreases in bill
  - iii. A new Pub relief scheme - £1000 reduction for all qualifying pubs
  - iv. A new supporting small business scheme – ensuring those properties who lost small business rate relief are compensated by minimising any resultant increases
  - v. A new discretionary scheme – relief available for those organisations who faced the largest increases in their rates bills

All of these will assist the council in reducing the amount of business rates due and therefore should reduce the amount of debt at the end of the financial year.

Improvements were also made to Annual Business Rates Bill. In fact prepayments doubled from £520K in 2016/17 to £1.085m in 2017/18.

However the net business rate liability for 2016/17 has risen sharply since the end of May 2017. Upon investigation this appears to relate to a number of properties being revalued. The most noticeable of which is IKEA. This revaluation was backdated to June 2016. An additional amount of £1.16m is due for the 2016/17 financial year but is being collected over the remainder of this financial year. At the end of August the current NDR collection rate for 2016/17 is 97.65%.

## **6. Proposals**

- Not to conduct a full single resident discount review during 2017/18. A targeted review will take place along the lines of information requested by the National Fraud Inspectorate. A full review will then take place early summer 2018.
- To introduce a revised timetable for reviewing discounts, exemptions, reductions and reliefs, that takes into account the time taken to recover any resultant debts.
- To review the targets in collection of Council Tax when making significant changes to the Council Tax Reduction Scheme.

- To keep monitoring the amount of recovery documents being issued so to highlight any potential issues

## **7. Conclusion**

- Information that has been provided has shown that in respect to 2016/17 Council Tax collection is now back on target and it appears that 2017/18 end of year collection is on target for around 98.9%.
- In terms of Business Rates, unavoidable liability challenges affected collection during 2016/17 and now some businesses having been revalued and backdated are also having negative effects. However current year 2017/18 Business Rate collection is on target for a collection rate of 99% which has been assisted by new or revised reliefs being introduced by government.

## **8. Appendices**

- 8.1 Appendix A – Q4 2016/17 Exception Report – The ‘in-year’ collection rate for Council Tax
- 8.2 Appendix B – Q4 2016/17 Exception Report – The ‘in-year’ collection rate for Business Rates

Nick Carter / Sean Anderson		Customer Services				Q4 2016/17	RED	
Indicator Ref: CBecus04		The 'in –year' collection rate for Council Tax						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	★	★	■	99%	Higher is better
Qrtly outturn			-	-	-			
YTD outturn	98%	99%	29.6%	57.2%	84.9%	98.4%		
<b>REASON FOR RED:</b>								
<ul style="list-style-type: none"> <li>Collection down by 0.5% on same position last year. This was down to a combination of factors. The overall net expected income from Council Tax last year rose by about £6m due to an increase in the number of properties, increasing Council Tax levels and a reduction in the entitlement of Council Tax reduction.</li> <li>In January 2017 we completed a Single Resident Discount Review with Capita Solutions. In some cases where the discount was cancelled more time was required to collect the outstanding balance in full. They are being pursued.</li> <li>The service continues to take legal action against persistent defaulters.</li> <li>The new Revenues &amp; Benefits Manager has only been in post for 6 months at the time of reporting Some procedures have been changed and these are still being bedded in.</li> <li>The service is operating with one full time vacancy although an appointment is expected shortly.</li> <li>The upgrading of some IT infrastructure. .</li> </ul>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<ul style="list-style-type: none"> <li>Produced draft version of a revised recovery and write off policies which looks at different ways of collecting outstanding debt. This should be completed by 1<sup>st</sup> July. Have already completed a revised recovery timetable</li> <li>Purchased new server which is currently being tested and will be installed shortly (date to be confirmed). Once installed system speeds and productivity should improve.</li> </ul>								

- Plan a revised timetable for accounts to be reviewed where a discount has been applied (to be completed by 31<sup>st</sup> May)

**FINANCIAL IMPLICATIONS:**

As in % terms less money has been collected, income generated for the Council will be reduced

**SERVICE PLAN UPDATES REQUIRED:**

There is a need to review the targets for collection. With a significant number of new properties (approx 1000 ) being planned for the next financial year and changes to the Council Tax reduction scheme having a target of 99% would be challenging.

**STRATEGIC ACTIONS REQUIRED**

- Agree a new recovery/write off policy



Nick Carter / Sean Anderson		Customer Services				Q4 2016/17		RED
Indicator Ref: CBecus05		The 'in-year' collection rate for Business Rates						
Executive	2014/15 Year End	2015/16 Year End	2016/17				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	★	★	■	99%	Higher is better
Qrtly outturn			-	-	-	-		
YTD outturn	99%	99%	34.0%	59.26%	85.1%	98.2%		
<b>REASON FOR RED:</b>								
The main reason why the collection of Business Rates is lower (by 0.7%) from last year, is due to 2 ratepayers disputing their liability. One company owes over £400k and the other £225K. This relates to more than 0.7% of the debt.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
In relation to both cases legal opinions are being sought. In respect to the larger of the 2 debts other local councils are having the same issue and therefore a joint opinion is being requested.								
It is not clear when a response will be provided.								
<b>FINANCIAL IMPLICATIONS:</b> Less income for the council								
<b>SERVICE PLAN UPDATES REQUIRED:</b> None – at the present time – Need to monitor situation in terms of next course of action.								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

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## Housing Benefit Performance 2016/17

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission
<b>Date of Committee:</b>	17 October 2017
<b>Portfolio Member:</b>	Councillor Keith Chopping
<b>Report Author:</b>	Iain Bell

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### 1. Purpose of the Report

- 1.1 To review the 'red' performance area to ensure that the appropriate remedial action is in place.
- 1.2 The year end return advised that 'budgetary pressures coupled with the introduction of Universal Credit being scheduled for full working age implementation by 2020/21 required changes to be made in staffing arrangements, in particular, the employment of new benefits assessments officers. These matters contributed to some performance issues. Also the need for new IT infrastructure also contributed to longer processing times.'

### 2. Recommendations

The following actions are recommended to ensure that performance is improved;

- 2.1 To agree to reset the targets to a more manageable but still challenging level.
- 2.2 To monitor the effect a new replacement server has had on improving performance.
- 2.3 To monitor the affects staffing vacancies have on performance
- 2.4 To monitor the affects the introduction of Universal Credit is having/will have on performance

### 3. Implications

#### 3.1 Financial:

In order to avoid the potential loss of subsidy grant as a result of delays in processing claims and changes in circumstances, management action has been put in place which involves monitoring the situation on a weekly basis and taking any appropriate relevant action.

#### 3.2 Policy:

Policy may require some change once results of UC roll out are fully known.

#### 3.3 Personnel:

Not applicable

3.4 **Legal:**  
Not applicable

3.5 **Risk Management:**  
Not applicable

3.6 **Property:**  
Not applicable

3.7 **Other:**  
Not applicable

#### 4. **Other options considered.**

- The challenges that the section is faced with when looking to improving Housing Benefit performance has meant that we have to look at working differently and using technology to assist us. This is part of a long term goal as implementing digital solutions are costly and more importantly time consuming. Therefore as part of the Financial Challenge Review a business cases will be submitted to introduce digital solutions, one of the benefits of which would be to improve performance.
- We will also review and improve all our standard letters. This is to ensure that customers understand the claim process.
- We will also be taking the opportunity to have a more joined up approach to debt collection by producing a corporate debt recovery and write off policy. This is relevant to a customer's change in circumstances and Housing Benefit overpayments.

## Executive Summary

### 5. Background.

- 5.1 The table below shows the performance for assessing new claims and processing a change of circumstances since 1<sup>st</sup> April 2016. The performance target for 2016/17 was less than 18.5 days for new claims and less than 8.5 days for change of circumstances:

Date	No. of days for assessment of new claims	No. of days to action a change of circumstances
<b>2016/17</b>		
1 <sup>st</sup> April 2016	22.86	10.97
1 <sup>st</sup> May 2016	24.41	10.67
1 <sup>st</sup> June 2016	24.96	11.72
1 <sup>st</sup> July 2016	22.80	13.29
1 <sup>st</sup> August 2016	22.82	12.64
1 <sup>st</sup> September 2016	22.70	12.28
1 <sup>st</sup> October 2016	23.14	12.16
1 <sup>st</sup> November 2016	24.03	11.30
1 <sup>st</sup> December 2016	23.69	11.18
1 <sup>st</sup> January 2017	23.27	10.92
1 <sup>st</sup> February 2017	23.10	11.22
1 <sup>st</sup> March 2017	23.00	10.86
31 <sup>st</sup> March 2017	22.75	8.7
<b>2017/18</b>		
1 <sup>st</sup> May 2017	19.38	8.86
1 <sup>st</sup> June 2017	21.87	11.26
1 <sup>st</sup> July 2017	21.13	12.55
1 <sup>st</sup> Aug 2017	20.16	10.87
1 <sup>st</sup> September 2017	19.40	9.63
1 <sup>st</sup> October 2017		

- 5.2 Despite difficulties the Council's average processing time at the end of 2016/17 for assessing a new claim finished 0.75 of a day below the national average as identified by performance figures published by the DWP. In terms of processing changes of circumstances the Council's processing time finished 0.3 of a day below the national average.
- 5.3 The table below compares the council's performance against Council's with similar caseloads;

Authority	caseload	days per new claim	Days for change
Amber Valley	7071	16	5
Bassetlaw	7058	38	11
East Devon	6957	13	5
Gravesham	6805	17	6
North Herts	6951	23	6
West Berks	6915	23	9
Worcester	6774	25	13
Wyre	6838	19	8

- 5.4 Performance for 2017/18 is being monitored on a week to week basis with emphasis being put on areas where performance is not as expected.
- 5.5 Full roll out of Universal Credit 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 applications for Universal Credit as well as assisting the DWP Assessment Centre in the assessment of any new claims. This will result in an increase in activity which attracts additional funding but is not subject these performance measures.
- 5.6 Since March IT/software issues have been alleviated by the installation of a new server. This has improved general response or processing times and we are liaising with our software suppliers to ensure that these remain.
- 5.7 In relation to current staffing issues the section has recently appointed 2 officers to vacant posts. Both these new officers will require training which will be undertaken by current members of staff.
- 5.8 Additional work that has been requested for the Department of Work & Pensions (DWP) in terms of data matching is being supported by employing a temporary member of staff, thus removing the pressure of current staff having to do this work as well.

## **6. Proposals**

- 6.1 For 2017/18, it has been agreed to reduce the target to less than 20 days for assessing new claims and less than 9 days for processing change of circumstances.
- 6.2 We will continue to monitor performance on a weekly basis and take the appropriate action when and where necessary.
- 6.3 We will continue to fill vacancies until such time as we know the results of the implementation/full roll out of Universal Credit.

## **7. Conclusion**

- 7.1 Performance has improved with the number of days taking to assess a new claim being under 20 days. We are now focusing on the number of days taking to process a change of circumstances.
- 7.2 This is despite having staff vacancies, some software issues and the DWP asking us to do some additional work.

## **8. Appendices**

None

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## Scrutiny Review into Delayed Transfers of Care

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**Committee considering report:** Overview and Scrutiny Management Commission  
**Date of Committee:** 17 October 2017  
**Task Group Chairman:** Councillor Quentin Webb  
**Report Author:** Stephen Chard, Principal Policy Officer (Scrutiny)

### 1. Purpose of the Report

1.1 To outline the results of the investigation into Delayed Transfers of Care.

### 2. Recommendation

2.1 That the Overview and Scrutiny Management Commission endorses the recommendations of the Task Group prior to their consideration by the Executive.

### 3. Key background documentation

3.1 The minutes of and papers provided to the Task Group (available from Strategic Support).

## Executive Report

### 4. Introduction

- 4.1 At its meeting on 6 December 2016, the Overview and Scrutiny Management Commission (OSMC) agreed to conduct a review into Delayed Transfers of Care (DToC).
- 4.2 This report provides the findings and recommendations arising from the review and sets out detail on its Terms of Reference and methodology.

### 5. Terms of Reference

- 5.1 The Terms of Reference for the task group were to conduct a review into DToC and in particular consider:
- the Council's current and historic performance;
  - the causes of delay and its impact;
  - the actions being taken to address poor performance;
  - the identification of further areas for improvement; and
  - to report to the OSMC thence the Executive with recommendations as appropriate.

### 6. Methodology

- 6.1 The review has been conducted by a cross-party Task Group, working with Council Officers from Adult Social Care and Commissioning, and with contributors from external partners and organisations.
- 6.2 The Members of the Task Group were Councillors Marigold Jaques, Mollie Lock, Gordon Lundie and Quentin Webb. Councillor Carol Jackson-Doerge was appointed as substitute. Councillor Webb was elected as Chairman of the Task Group.
- 6.3 The Task Group held the meetings outlined in the table below.

Meeting date	Meeting focus
Tuesday 31 January 2017	<ul style="list-style-type: none"> <li>• Election of the Chairman</li> <li>• Agreement of the Terms of Reference and methodology</li> <li>• Definitions</li> <li>• Statutory responsibilities</li> <li>• Local performance</li> <li>• Reasons for delay</li> <li>• Cost</li> <li>• Penalties</li> <li>• Comparison with national performance</li> <li>• Action being taken now (BCF)</li> </ul>
Wednesday 1 March 2017	<ul style="list-style-type: none"> <li>• Accessibility and affordability of placements</li> <li>• Volume of people processed through the system                             <ul style="list-style-type: none"> <li>a) Demand on Carehome/ Domiciliary Placements</li> </ul> </li> </ul>



Meeting date	Meeting focus
	<ul style="list-style-type: none"> <li>• Number of placements available                             <ul style="list-style-type: none"> <li>a) Cost to council for providing care</li> <li>b) Cost to NHS for care not being provided in a timely manner</li> </ul> </li> <li>• Market rates - demand and supply</li> <li>• How much financial investment would be required to ensure that all demands were met</li> </ul>
Friday 21 April 2017	<ul style="list-style-type: none"> <li>• Members visited the Royal Berkshire Hospital.</li> </ul>
Tuesday 25 April 2017	<p>Evidence from third party providers:</p> <ul style="list-style-type: none"> <li>• Garry Poulson – West Berkshire Volunteer Centre</li> <li>• Larry Gardy – Purley Park Trust</li> </ul> <p>Which covered:</p> <ul style="list-style-type: none"> <li>• Overview – current situation</li> <li>• Comparisons with other areas</li> <li>• Challenges/ Successes</li> <li>• Resource focus</li> <li>• Future plans</li> </ul> <ul style="list-style-type: none"> <li>• Recruitment and Retention discussion.</li> <li>• Understanding of the work of the Joint Care Pathway.</li> </ul>
Friday 19 May 2017	<p>Evidence from third party provider:</p> <ul style="list-style-type: none"> <li>• Jabriel Raja - Broadmead Residential Care Home</li> </ul> <p>Which covered:</p> <ul style="list-style-type: none"> <li>• Overview – current situation</li> <li>• Comparisons with other areas</li> <li>• Challenges/ Successes</li> <li>• Resource focus</li> <li>• Future plans</li> </ul> <ul style="list-style-type: none"> <li>• Financial requirements to increase in-house care provision.</li> </ul>
Wednesday 30 August 2017	<ul style="list-style-type: none"> <li>• Formulation of the recommendations</li> </ul>

6.4 The following witnesses contributed to the review:

a) West Berkshire Council (WBC) Officers:

- i. Tandra Forster, Head of Adult Social Care
- ii. Ian Dawe, Adult Social Care Service Manager

- iii. Barbara Billett, Quality Assurance Manager
- iv. Karen Felgate, Contracts and Commissioning Manager
- v. Roz Haines, Business Manager (Adult Social Care)
- b) NHS North and West Reading Clinical Commissioning Group (CCG) – Carolyn Lawson
- c) West Berkshire Volunteer Centre – Garry Poulson
- d) Purley Park Trust – Larry Gardy
- e) Broadmead Care Home – Jabriel Raja

## 7. Acknowledgements and thanks

- 7.1 The Chairman and Members of the task group would like to thank all those who supported and gave evidence to the review.

## 8. Background

- 8.1 A Delayed Transfer of Care (DToC) occurs when a patient is ready to depart from health care but still occupies a bed. A patient is ready for transfer when:
- (a) A clinical decision has been made that patient is ready for transfer; and
  - (b) A multi-disciplinary team decision has been made that patient is ready for transfer; and
  - (c) The patient is safe to discharge/transfer.

As Members of the Commission will be aware, as pressures on the NHS continue to rise, DToC has a national profile. The Care Act (2014) detailed changes to the way in which Adult Social Care should be delivered, i.e. jointly through health and social care integration. From 1 April 2015, if a local authority has not carried out an assessment or put in place care and support or (where applicable) carers support, and that is the sole reason for the patient not being safely discharged, the NHS body has discretion as to whether to seek reimbursement from the relevant local authority for each day an acute patient's discharge is delayed. However, fines can be challenged as factors contributing towards delays can be/are associated with joint working.

## 9. Findings

### ***Performance and Impact***

- (1) Adult Social Care Officers provide quarterly reports on the Council's performance on DToC. The 2016/17 Quarter 2 performance return reported that the authority's performance against its set annual target was 'red' (i.e. unlikely to be met by the end of the financial year). It was based on this that the OSMC agreed to conduct this review.
- (2) 70% of social care delays in West Berkshire were due to the need to wait for a suitable placement (at Quarter 2 of 2016/17), compared to 40% nationally and performance concerns have continued.

- (3) A prolonged stay in hospital has a serious impact upon a person's health. This is particularly the case for people over 85 years of age. Ten days in hospital leads to the equivalent of ten years ageing in the muscles of people over this age. Approximately 45% of people over this age die within one year of their hospital admission. The importance of preventing DToC is clear.
- (4) The approximate financial impact of DToC is as follows:
- Each bed costs the NHS **£400** per night.
  - The number of beds delayed in the previous financial year (as at 31.12.16) was **6,419**. Those attributable to ASC and attributable jointly to ASC and the NHS were **3,928**.
  - Therefore cost to the NHS (approximately) = **£400 x 3,928. £1.57m (YTD) and £2m** expected for 2016/2017.

Post completion of the review, the full year cost has been confirmed:

- The number of beds delayed for the full 2016/17 financial year that were attributable to ASC and attributable jointly to ASC and the NHS were **5,267**. Therefore approximate cost to the NHS is **£400 x 5,267 = £2.079m**.

### ***The Process – Joint Care Pathway***

- (5) There are a number of different processes in place that seek to improve performance, provide better outcomes for residents admitted to hospital and reduce DToC, starting with the Joint Care Pathway, which was established between WBC and Berkshire Healthcare Foundation Trust (BHFT) in June 2015. This pathway enables social care and health professionals to work together to ensure that early assessments take place and care packages get agreed at the earliest opportunity in readiness for discharging the patient and preventing DToC. This process also helps to avoid repeat admissions. The efficient sharing of data, including for relevant hospital numbers and discharge data, aids this process.
- (6) Evidence provided by the NHS North and West Reading Clinical Commissioning Group (CCG) explained that the Joint Care Pathway works well and Social Workers' presence at hospitals as part of this team has made a significant difference and is leading the way in terms of joint working and in providing a more effective discharge process. The continuity and commitment of staff aids engagement. Previous reasons for delay are far less of a problem due to this joint approach.
- (7) The project 'Getting Home' will provide an integrated discharge team – including social workers. This mechanism facilitates communication across organisations and helps the discharge process.

### ***The Process – Contractual Arrangements***

- (8) WBC has block contracts in place. One example is the contract in place with Mihomecare to deliver up to 120 hours of homecare provision for clients discharged from hospital, with referrals via the Joint Care Pathway, funded by the Better Care Fund (BCF). This block contract is

a commitment from the Council to pay the agreed rate irrespective of use therefore the contract is monitored closely.

- (9) WBC has a list of approved care providers and this has improved efficiency, avoiding the need to tender in every instance. However, it takes time to procure a service if one of the approved providers is not available.
- (10) It was suggested by one of the care providers that it would be useful for the Council to produce and share a five to ten year forecast of client numbers to help plan future commissioning and potential development of care homes.

### ***The Process – Step down beds***

- (11) Step down beds provide a temporary measure for patients (six weeks maximum) before moving onto alternative care services post discharge from hospital. The purpose of these temporary beds is to relieve hospital bed pressure while more permanent care placements are finalised. Step down beds are not for clients who have been assessed as able to return to the community because it could increase the likelihood of them becoming dependent on services. It is considered that step down beds will provide well needed relief to DToC.
- (12) Since July 2017, up to 10 step down beds have been delivered via Birchwood Care Home after the care service provision moved from Care UK to delivery by WBC. The beds are available to West Berkshire residents only and strict criteria for use will be introduced.
- (13) BCF money had been secured for an extra 3 step down beds – available until June 2017. However, the BCF was only guaranteed until 2019 and its ongoing availability is unclear.

### ***The Process - Recruitment and Retention***

#### ***Public Sector***

- (14) The Council employs a small number of Reablement Officers whose purpose is to assist people with their recovery and ultimately help them gain independence from the health system. The overall number of vacancies in the Council's Reablement Team decreased after improvements were made to the terms and conditions of the roles.
- (15) The Council offers an attractive training programme which focuses on achieving the Qualifications and Credit Framework (QCF) in Health and Social Care, and a good induction and training programme on entry to the service followed by completion of the Care Certificate.

#### ***Private Sector***

- (16) In many cases the terms and conditions of private sector care staff are less favourable compared to the Council's. Generally, private sector care staff are offered Zero Hours Contracts, pay arrangements for

travel time are less favourable and often private sector staff are not entitled to the amount of holiday available to Council employees.

- (17) Discussions with external providers found that staff retention is good when there is a focus on the support provided to, and training of, staff. A willingness was expressed for staff to complete the Care Certificate. The ability to pay staff at or above the living wage was another contributing factor to achieving good retention rates as was the potential for progression.
- (18) A recruitment working group has been established across West Berkshire to consider means to promote working within the ASC sector, including conversations with schools/colleges. It is recognised that a disproportionate focus has been placed on working for children's services and the ASC workforce is ageing.
- (19) In many cases, people who apply for Council care roles are already in employment with private sector care companies which can create a gap within the wider care provider network.

#### ***The Process - Trusted Assessor***

- (20) The role of Trusted Assessor is being reviewed. The purpose of this role is to conduct assessments of patients on behalf of health and social care partners. Their report would then be honoured by partners as a valid assessment and removes the risk of duplication or disagreement between agencies. The Head of ASC suggested that the Trusted Assessor should be introduced at a local level, post review of the role, and integrated before the model was considered/rolled out to the wider acute network.
- (21) The need for this role to be carried out effectively was supported by the comments made by Purley Park Trust and Broadmead Care Home: 'Delays in the time it took to make a decision about a care package could be avoided if a lead was taken for decision making'; 'It was important to encourage trust between agencies to avoid delays and improve communication'; and 'an overarching issue was reported as relating to trust between agencies that an honest and concise assessment could be/would be completed to ensure a robust transfer'. It was therefore felt that the Trusted Assessor role should be reintroduced post review.

#### ***The Process – Voluntary Sector (Volunteer Centre) Involvement***

- (22) Prevention is a key area of work for the Volunteer Centre – through services such as the Village Agents. Village Agents support local people to live independently in their own home, without needing significant resources from health services, and help to prevent people needing to re-enter hospital. While awareness of care packages is useful, this service cannot replace care packages post discharge.
- (23) A community transport service is available through the centre. It is well used and well resourced through local volunteers. The service helps West Berkshire residents get to hospital and GP appointments,

therefore the service is in high demand during the week, particularly as this is a lower cost transport option. The service also transports people to visit family/ friends in care homes.

- (24) The uptake of these types of voluntary sector services could be increased if there was greater awareness among practitioners. Weekly meetings between the Volunteer Centre and ASC could assist this and increase referrals.

**Primary DToC Causes - Supply, Demand and Cost**

- (25) A key challenge affecting the ability to secure care packages is the level of access to care, be that homecare or residential/nursing placements.
- (26) There is a general lack of workforce combined with an ever increasing demand on services resulting in DToC.
- (27) Affordability of placements also creates difficulties. It is also understandably the case that families prefer to have loved ones placed in local care homes or to have localised care arrangements but this is very difficult to organise based on the lack of care resources. Locating affordable placements remains a difficulty whether close to home or not due to financial limitations.
- (28) The Commissioning Team have calculated an indicative cost (calculated based on market research in and around West Berkshire) for each nursing home placement of £580 per week. However, this is rarely obtainable and Officers frequently enter into negotiations with providers in order to achieve a more reasonable rate. In many cases the cost of a placement (per week) could be as high as £1300 - which the Council cannot afford and which creates a pressure in locating alternative, affordable care. Spend cannot be capped because the Council has to comply with the statutory duties of local authorities to meet someone's assessed care needs.
- (29) Clients/their families have the option to 'top up' the financial gap when the level of assessed care differs to the cost of the preferred placement. A financial assessment is completed to ensure the top up is affordable and sustainable. Family members are advised that they can request charity funds to help provide care but the demand for these grants is very high. Clients become the responsibility of the Council when they enter a care home and this entails financial responsibility when the client can no longer afford to pay for care themselves.
- (30) Home Care commissioning costs (within West Berkshire – hourly rate) increased from £17.04 in February 2016 to £17.74 in January 2017. This was not directly attributed to the increase in minimum wage. The Council commissioned, on average, 5,500 hours per week in February 2016 which rose to 5,900 in January 2017 - although there had not been a significant increase in the number of clients in this time.

### ***Other DToC Causes***

- (31) Challenges are often exacerbated by the disjointed ICT systems used across partners and third party providers. It is difficult to share vital information between partners so it is hoped that future ICT systems will address this problem, i.e. a shared ICT system. The Task Group was informed that there is an aspiration that a joined up system will be available to stream line processes. However it is recognised that it will be some time before the solution is available and significant investment will be required.
- (32) Availability of transport to take a patient from a NHS trust to a care home and waiting for medicine to be issued from the hospital pharmacy are also reasons for significant delays.
- (33) Discharges are more problematic over weekends due to the inability of some care/nursing homes to receive clients seven days a week. The view that care homes should take clients seven days a week was supported by the external provider, Broadmead Care Home, with a caveat that there are challenges in achieving this. The time of day that transfers to a care home take place is also a contributing factor.

### ***Future Option - In house provision***

- (34) An investigation into the costs of increasing the Reablement Team to increase capacity found that it costs approximately £25 per hour, per member of staff to deliver the in-house service which is far above the current price of £17/£18 per hour per member of home care staff (when delivered by a third party provider).
- (35) This scenario also worked on the basis that 65% of an Officer's role would be spent delivering care. The other 35% of their time would be used for travelling to clients, attending staff meetings/training, taking annual leave and/or sickness. Currently less than 45% of staff time is spent delivering care. This is due to the nature of short term reablement meaning staff often have long journeys to deliver reablement to clients. The time spent travelling to clients is exacerbated due to the wide geographical spread of clients living across rural areas within West Berkshire. An aspiration for the service was for 75% of a Reablement Officer's time to be spent delivering face-to-face care.
- (36) The feasibility of basing a home care team in Hungerford has been explored in order that less time might need to be spent travelling. These discussions have focused on allowing Reablement Officers to conduct their key role for which they are qualified. However, due to the pressure facing home care agencies it is often the case currently that the Reablement Team delivers home care services also.
- (37) By increasing the capacity of the team it is considered that more clients could be assisted with regaining their independence and alleviating pressure on the health and social care system. Increased resource could also mean that travel time is reduced as staff could have designated areas of responsibility across the district.

- (38) If the scenario proposed the employment of WBC home care staff (and not increasing the size of the Reablement Team) then the costs per person could be reassessed and reduced as Home Carers would be paid on a lower grade to Reablement Officers. This would also mean that the Reablement Team could be freed up to perform their specific role and not used to deliver home care.
- (39) The financial impact upon the NHS for DToC cases is priced at approximately £400 per night (as already indicated). In comparison to the findings of this scenario (to increase the capacity of in-house reablement officers/home carers) there would appear to be an opportunity to re-evaluate the system and provide more in-house provision that could benefit many and reduce DToC costs across the system. The required investment for an in house home care service could come from the Council and the NHS based on the benefits it could bring and the savings that could be achieved from reduced DToC. It was also felt that longer term, an in-house home care service could become a traded service.

## 10. Conclusions

- 10.1 The importance of reducing and, where possible, preventing DToC was made very clear to the Task Group, with the impact on the health of elderly residents in hospital the greatest concern. In addition, the financial pressures arising from DToC are significant for both the Council and the NHS.
- 10.2 The Task Group noted areas of existing good practice, most notably the successful Joint Care Pathway operating within the Royal Berkshire Hospital. The implementation of new initiatives and the review of existing practices were also commended, including the use of step down beds, the review of the Trusted Assessor role and improvements to contractual arrangements.
- 10.3 The greatest challenge facing the Council and the NHS in reducing DToC comes from limited access to care to meet demand and the high costs of care. The report's recommendations seek ways to remedy these difficulties and reduce DToC. These include the provision of in-house home care, the ability to discharge patients seven days a week, implementation of recruitment and retention initiatives, and preventative measures, i.e. with the voluntary sector.

## 11. Recommendations

- 11.1 The Task Group proposes the following recommendations to the Executive via the Portfolio Holder for Adult Social Care, the Head of Adult Social Care, the Head of Commissioning and the Clinical Commissioning Groups:
- (1) The Portfolio Holder for Adult Social Care should write to the Secretary of State for Health to request that a greater level of certainty be confirmed for BCF funding in the longer term to enable local authorities, health and other relevant partner organisations to make longer term plans for Adult Social Care Services.
  - (2) The Head of Adult Social Care, in liaison with the Lead Advisor for NHS England, should extend the operation of the Joint Care Pathway,



successfully established in the Royal Berkshire Hospital, to other acute hospitals accessed by West Berkshire residents - North Hampshire Hospital and Great Western Hospital in order to roll out this best practice.

- (3) The Head of Adult Social Care should investigate the benefits achieved from block contracting with a view to expanding upon the arrangements already established by the Council to ensure guaranteed levels of service provision.
- (4) The Head of Commissioning, in liaison with the Head of Adult Social Care, should negotiate with acute trusts and the private sector with a view to enabling hospital discharges to care providers seven days a week. This would need to include transportation of patients (see voluntary sector – recommendation 9).
- (5) The Head of Commissioning, in liaison with the Head of Adult Social Care, should further develop the list of approved care providers to achieve greater flexibility and a greater level of access to care providers. This development will need to include the ability to discharge patients from hospitals to care providers seven days a week.
- (6) The Head of Adult Social Care to review the impact of the, recently implemented, step down beds in order to inform a view on the success of this approach and whether it should be increased, i.e. in the Birchwood Care Home or implemented in other locations.
- (7) The Head of Adult Social Care should continue to explore ways with the public sector and, more particularly, the private sector to improve recruitment and retention of care workers via improvements to terms and conditions. This should include training, i.e. access to the Council's training provision and the ability for staff to complete the Care Certificate, and improved contractual arrangements. The Private Sector Provider Forum was one route to progress this.
- (8) The Head of Adult Social Care, in liaison with relevant public and private sector partners, should complete the review of the Trusted Assessor role to assess where improvements could be made to this role, where it is most appropriately positioned within the care sector and how assessment information can best be shared with relevant parties in order to reduce delays that contribute to DToC.
- (9) The Head of Adult Social Care should, in liaison with the Building Communities Together Team, work closely with the Voluntary Sector (Volunteer Centre) to ensure there is increased awareness and take up of the voluntary sector services available among practitioners, i.e. Village Agents and voluntary sector transport.
- (10) The Head of Adult Social Care, in liaison with the Head of Customer Services and ICT, should work with 'Connecting Care' – a pan-Berkshire project in place to deliver a multi-agency ICT system, to help realise the benefits that a shared ICT system would bring in terms of information sharing between partner organisations as opposed to a

number of independent systems. This would assist with the sharing of patient assessments.

- (11) The Head of Adult Social Care and the CCG's Urgent Care Lead should analyse whether DToC do arise as a result of patients needing to wait for medicines to be issued by hospital pharmacies. Improvements should then be recommended to the A&E Delivery Board if this is found to be a contributing factor.
- (12) The Head of Adult Social Care and the Director of Operations at the Newbury and District CCG should develop a business case for submitting to the Secretary of State for Health, subject to the Health and Wellbeing Board's approval, that demonstrates the long term benefits, in particular financial benefits, that could be achieved by directing funding upfront from the BCF to fund in-house home care provision in West Berkshire Council. The business case will need to demonstrate that increased and more secure home care provision will significantly reduce DToC and associated costs for the Council and the NHS, with the savings achieved reinvested into the system over the longer term. The in-house service will need to be designed to incorporate locality based teams as this will make more effective use of carers' time. Increased home care provision will achieve the added benefit of enabling the Reablement Team to perform its intended role.
- (13) The Head of Adult Social Care should explore the potential to increase the amount of Council provided residential care, i.e. building Council care homes, to broaden the level of provision and lessen the demand on the local private sector market.

## 12. Appendices

- 12.1 There are no appendices to this report.

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## West Berkshire Council Forward Plan

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission on 17 October 2017
<b>OSMC Chairman:</b>	Councillor Emma Webster
<b>Report Author:</b>	Stephen Chard, Principal Policy Officer (Scrutiny)

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### 1. Purpose of the Report

To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 14 November 2017 to 31 January 2018 and decide whether to review any of the proposed items prior to the meeting indicated in the plan.

### 2. Recommendation

That the Overview and Scrutiny Management Commission considers the West Berkshire Council Forward Plan and recommends further action as appropriate.

### 3. Introduction

- 3.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to take over the next 4 months.
- 3.2 In order to hold the Executive to account, Overview and Scrutiny Management Commission Members are asked to identify any areas of forthcoming decisions which may be appropriate for future scrutiny.
- 3.3 The West Berkshire Council Forward Plan for 14 November 2017 to 31 January 2018 is available at <http://info.westberks.gov.uk/index.aspx?articleid=29088> and is attached at Appendix A for reference.

### 4. Appendices

- 4.1 Appendix A – West Berkshire Council Forward Plan – 14 November 2017 to 31 January 2018

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**Key:**

C= Council
DOD= Delegated Officer Decision
EX= Executive
GE= Governance and Ethics Committee
ID= Individual Decision
PC= Personnel Committee
PP= Joint Public Protection Committee

## West Berkshire Council Forward Plan 14 November 2017-31 January 2018

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may however change and you are asked to contact Moira Fraser – Tel (01635) 519045 or email: moira.fraser@westberks.gov.uk to confirm the contents of any meeting agenda before attending. **Executive decisions may be taken by the Executive acting as a collective body or by officers acting under delegated powers.**

Reference	Item	Purpose	Decision Body	Month/Year	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
DOD3385	Procurement of Ten Replacement Minibuses for Adult Social Care (Paragraph 3 - information relating to financial/business affairs of particular person)	To seek approval for the procurement of ten replacement wheelchair accessible minibuses for ASC in-house client resource centre transport.	DOD	01 November 2017		tbc				01/11/17 DOD tbc	Stephen Leadbetter	Communities	Adult Social Care		Yes	Yes
EX3343	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 November 2017		15/11/17					Richard Turner	Communities	Leader of the Council		Yes	No
EX3372	The transfer of the freehold of the Corn Exchange to the Corn Exchange (Newbury) Trust	To transfer the freehold.	EX	01 November 2017		15/11/17					Paul James	Environment	Culture and Environment			
GE3370	Risk Management - Review for Governance and Ethics Committee	At the meeting of the G&E Committee on the 23rd November 2015 Councillor James Cole, commenting on a report outlining the Council's risk management	GE	01 November 2017				27/11/17 GE			Ian Priestley	Resources	Corporate Services			
GE3257	Financial Statements 2016/17 - Annual Audit Letter	To provide Members with the Final Annual Audit Letter 2015/16 from KPMG, this audit letter summarises the outcome from their audit work at West Berkshire Council in relation to the 2015/16 audit year.	GE	01 November 2017		17/11/17		27/11/17 GE			Lesley Flannigan	Resources	Finance, Transformation and Economic Development			
ID3374	A4 Newbury to Calcot Cycle Improvements (Phase 1)	To inform the Executive Member for Highways and Transport of responses received during public consultation on a highway improvement scheme and agree a course of action.	ID	01 November 2017	15/11/17	07/11/17					Neil Stacey	Environment	Highways & Transport			
ID3238	West Berkshire Forward Plan – 12 December 2017 to 28 February 2018	To agree the Forward Plan for the next four months.	ID	01 November 2017	09/11/17	01/11/17					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		
ID3239	West Berkshire Forward Plan – 05 January 2018 to 31 March 2018	To agree the Forward Plan for the next four months.	ID	01 November 2017	30/11/17	22/11/17					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		
ID3296	Approval of Community Plans	To agree any Community Plans which have been presented.	ID	01 November 2017	01/11/17	tbc					Jo Naylor	Resources	Community Resilience & Partnerships			
PC3214	Scale of Costs, Charges and Expenses at Elections of District Councillors and Town/ Parish Councillors	To consider the remuneration offered for various roles associated with elections.	PC	01 November 2017						tbc	Andy Day	Resources	Corporate Services		No	Yes

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## West Berkshire Council Forward Plan 14 November 2017-31 January 2018

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may however change and you are asked to contact Moira Fraser – Tel (01635) 519045 or email: moira.fraser@westberks.gov.uk to confirm the contents of any meeting agenda before attending. **Executive decisions may be taken by the Executive acting as a collective body or by officers acting under delegated powers.**

Reference	Item	Purpose	Decision Body	Month/Year	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
C3093	Amendments to the Constitution - Scheme of Delegation	To review and amend sections of the Scheme of Delegation in light of legislative changes and current practice.	C	01 December 2017		18/11/17	07/12/17 C	27/11/17 GE			Sarah Clarke	Resources	Leader of the Council, Strategy		No	No
C3221	Proposed Member Development Programme - 2018/19	To agree the proposed Member Development Programme for 2017/18.	C	01 December 2017		29/11/17	07/12/17 C				Jude Thomas	Resources	Leader of the Council, Strategy			
C3222	Activity Team West Berkshire Fees and Charges 2018/19	To consider the fees and charges for the 2017/18 Activity Team West Berkshire programme in order to enable the service to competitively advertise and promote activities and maximise advanced bookings and income.	C	01 December 2017		29/11/17	07/12/17 C				Jim Sweeting	Environment	Health and Wellbeing			
C3223	Leisure Centre Fees and Charges 2018	To implement the contractual requirement for an annual price review for 2018 for the leisure contractor to come into effect from 1st January 2018.	C	01 December 2017		29/11/17	07/12/17 C				Jim Sweeting	Environment	Health and Wellbeing			
C3224	2018/19 West Berkshire Council Timetable of Public Meetings	To recommend a timetable of meetings for the 2018/19 Municipal Year.	C	01 December 2017		29/11/17	07/12/17 C				Moira Fraser	Resources	Leader of the Council, Strategy			
C3225	Presentation of the West Berkshire Community Champion Awards	The Chairman will present the following Community Champion awards for 2017: <input type="checkbox"/> Volunteer of the Year; <input type="checkbox"/> Community Group of the Year; <input type="checkbox"/> Lifetime Achievement Award.	C	01 December 2017			07/12/17 C				Jude Thomas	Resources	Chairman of Council			
EX3369	Staffing implications associated with savings put forward to deliver the 2018/19 Revenue Budget: approval to pay redundancy payments (Paragraph 1 - information relating to an individual, Paragraph 2 - information identifying an individual)	To seek approval to make the redundancy payments set out in this report associated with savings to deliver the 2018/19 Revenue Budget.	EX	01 December 2017		13/12/17					Robert O'Reilly	Resources	Corporate Services		Yes	No
EX3304	Financial Performance Report 2017/18 - Quarter Two	To inform Members of the latest financial performance of the Council.	EX	01 December 2017		13/12/17					Melanie Ellis	Resources	Finance, Transformation and Economic Development		No	Yes
EX3381	Waste Management Savings Phase 1 (Paragraph 3 – information relating to financial/business affairs of particular person)	To consider a Council change to the Integrated Waste Management Contract relating to Street Cleansing and Litter Picking Services.	EX	01 December 2017		13/12/17					Jackie Ward	Environment	Culture and Environment	6 weeks public consultation from 11/09/17	Yes	Yes
EX3247	Key Accountable Performance 2017/18: Quarter Two	To report quarter two outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and any additional performance intelligence.	EX	01 December 2017		13/12/17					Catalin Bogos	Resources	Leader of the Council, Strategy			
EX3344	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 December 2017		13/12/17					Richard Turner	Communities	Leader of the Council		Yes	No

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## West Berkshire Council Forward Plan 14 November 2017-31 January 2018

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may however change and you are asked to contact Moira Fraser – Tel (01635) 519045 or email: moira.fraser@westberks.gov.uk to confirm the contents of any meeting agenda before attending. **Executive decisions may be taken by the Executive acting as a collective body or by officers acting under delegated powers.**

Reference	Item	Purpose	Decision Body	Month/Year	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3384	Devolution of Open Space to Thatcham Town Council ( <i>Paragraph 3 - information relating to financial/business affairs of a particular person</i> )	To propose the delegation of responsibility for four playground areas and associated open space in Thatcham (i.e. Crowfield Drive, Dunstan Park, Kennet Heath and Simmons Field) to Thatcham Town Council in accordance with the Council's Devolution Programme.	EX	01 December 2017		13/12/17					Paul Hendry/ Stewart Souden	Environment	Community Resilience & Partnerships		Yes	
ID3377	A339 Newbury - No Right Turn Traffic Regulation Order Between Swan Roundabout & Pinchington Lane	To consider the response received during statutory consultation	ID	01 December 2017	01/12/17	tbc					Glyn Davis	Environment	Highways & Transport			
ID3297	Approval of Community Plans	To agree any Community Plans which have been presented.	ID	01 December 2017	01/12/17	tbc					Jo Naylor	Resources	Community Resilience & Partnerships			
ID3379	Approval of Community Plans	To consider the response received during statutory consultation	ID	01 December 2017	01/12/17						Glyn Davis	Environment	Highways and Transport		No	Yes
ID3391	Newbury Town Design Statement	To report on the formal public consultation undertaken on the Newbury Town Design Statement and to consider its adoption as part of the community planning process.	ID	01 December 2017	tbc	tbc					Sarah Conlon	Economy and Environment	Planning and Housing	Statutory consultees, local stakeholders and members of the public. Community involvement has been an integral part of the process to date.	No	Yes
PP3352	Public Protection Partnership Scheme of Delegation	To consider the Scheme of Delegation.	PP	01 December 2017						JPPC 12/12/17	Steve Loudon (Bracknell)	Environment	Community Resilience & Partnerships		No	Yes
PP3320	Air Quality Action Plan	To agree the Air Quality Action Plan outlining measures for improving air quality within the Air Quality Management Areas declared for the Twyford and Wokingham Town Centres	PP	01 December 2017						12/12/17 JPPC	Sean Murphy	Environment	Community Resilience & Partnerships		No	No
PP3390	Public Protection Partnership Strategic Assessment	To consider the Draft Strategic Assessment and Approve the Service Priorities for 2018/19	PP	01 December 2017						JPPC 12/12/17	Paul Anstey 01635 519002	Economy and Environment	Cllr Norman Jorgensen - WokinghamBorough Council		No	Yes
PP3386	Public Protection Partnership Budget 2018/19	To consider the Draft Budget prior to submission to the Councils	PP	01 December 2017						JPPC 12/12/17	Sean Murphy 01635 519930	Economy and Environment	Cllr Norman Jorgensen - WokinghamBorough Council		No	Yes
PP3387	Public Protection Partnership Community Fund Applications	To consider applications for the Public Protection Community Fund and where appropriate approve for payment	PP	01 December 2017						JPPC 12/12/17	Paul Anstey 01635 519002	Economy and Environment	Cllr Norman Jorgensen - WokinghamBorough Council		No	Yes
EX3345	Proposed Property Investment ( <i>Paragraph 3 - information relating to financial/business affairs of particular person</i> )	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 January 2018		10/01/18					Richard Turner	Communities	Leader of the Council		Yes	No
	School Funding Formula 2018/19	To agree the school funding formula for 2018/19	EX	01 January 2018		09/01/18					Claire White	Resources	Children, Education & Young People		No	No
ID3322	Parking scheme - Consolidation Order Amendment 26	To consider the responses received during statutory consultation	ID	01 January 2018	01/01/18	tbc					Alex Drysdale	Transport and Countryside	Highways & Transport			
ID3240	West Berkshire Forward Plan – 06 February 2018 to 30 April 2018	To agree the Forward Plan for the next four months.	ID	04 January 2018	04/01/18	22/12/17					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		

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## West Berkshire Council Corporate Programme

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission on 17 October 2017
<b>OSMC Chairman:</b>	Councillor Emma Webster
<b>Report Author:</b>	Stephen Chard, Principal Policy Officer (Scrutiny)

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### 1. Purpose of the Report

To advise the Overview and Scrutiny Management Commission (OSMC) of the items which form part of West Berkshire Council's Corporate Programme and to review scrutiny involvement in these areas of activity.

### 2. Recommendation

That the OSMC note West Berkshire Council's Corporate Programme.

### 3. Introduction

- 3.1 The Corporate Programme was formed to consider the wide range of work programmes in place across the Council that are deemed to be corporate as they form part of the Council Strategy or involve work across Council services and directorates.
- 3.2 At the OSMC's previous meeting on 16 May 2017, Members requested that the Council's Corporate Programme be included in future OSMC agendas. This is included at Appendix A and is provided to enable Members to consider the current Corporate Programme, scrutiny involvement to date and areas where scrutiny could be involved in future.

### 4. Appendices

- 4.1 Appendix A – West Berkshire Council Corporate Programme

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updated 3 July 2017

PENDING APPROVAL AT PROJECT BOARD 10.07.17

**PRIORITY AREAS**

THEME	No	Project Title	Links to which Strategies	Lead Officer	Collaborative Architects involved	Sponsor	Individual Projects underway	Governance Arrangements in Place	Member involvement (other than normal PH briefings)	Objectives Clear	Timeframe Clear	Risk Management Arrangements	Potential for delivery of savings?	Assessment of Current Position
<b>SERVICE TRANSFORMATION</b>														
TRANSFORMING SERVICES	1	New Ways of Working Service Transformation Reviews Tranche 1 (Planning & Development)		David Lowe/Linda Pye	Rob O'Reilly	Nick Carter	Yes	Corporate Programme Board	Yes	Not yet	Apr - Oct 2017	Green	to be determined	Green
	1a	New Ways of Working Service Transformation Reviews Tranche 1 (Education)		David Lowe/Adrian Slaughter	Rob O'Reilly	Nick Carter	Yes				Apr - Oct 2017	Green		Green
TRANSFORMING SERVICES	2	New Ways of Working Service Transformation Reviews Tranche 2 (Public Protection & Culture)		David Lowe	to be agreed	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Oct 2017 - April 2018	to be determined	to be determined	Yet to commence
	2a	New Ways of Working Service Transformation Reviews Tranche 2 (Children & Family Services)				Nick Carter					Oct 2017 - April 2018			Yet to commence
TRANSFORMING SERVICES	3	New Ways of Working Service Transformation Reviews Tranche 3 (Adult Social Care)		David Lowe	Not at present	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Apr 2018 - Oct 2018	to be determined	to be determined	
	3a	New Ways of Working Service Transformation Reviews Tranche 3 (Highways & Transport)				Nick Carter					Apr 2018 - Oct 2018			
TRANSFORMING SERVICES	4	New Ways of Working Service Transformation Reviews Tranche 4 (Public Health & Wellbeing)		David Lowe	to be agreed	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Oct 2018 - Apr 2019	to be determined	to be determined	
	4a	New Ways of Working Service Transformation Reviews Tranche 4 (Safeguarding & Protection)				Nick Carter					Oct 2018 - Apr 2019			
TRANSFORMING SERVICES	5	New Ways of Working Service Transformation Reviews Tranche 5 ( Strategic Support)		David Lowe	to be agreed	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Apr - 2019 - Oct 2019	to be determined	to be determined	
	5a	New Ways of Working Service Transformation Reviews Tranche 5 (Finance & Property)				Nick Carter					Apr - 2019 - Oct 2019			
	5b	New Ways of Working Service Transformation Reviews Tranche 5 (ICT & Customer Services)				Nick Carter					Apr - 2019 - Oct 2019			
TRANSFORMING SERVICES	6	New Ways of Working Service Transformation Reviews Tranche 6 (Human Resources/Legal Services/Commissioning)		David Lowe	to be agreed	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Apr - 2019 - Oct 2019	to be determined	to be determined	
	6a	New Ways of Working Service Transformation Reviews Tranche 6 (Human Resources/Legal)				Nick Carter					Apr - 2019 - Oct 2019			
	6b	New Ways of Working Service Transformation Reviews Tranche 6 (Commissioning)		David Lowe		Nick Carter					Apr - 2019 - Oct 2019			
TRANSFORMING SERVICES	7	Financial Challenge Reviews	Medium Term Financial Strategy	David Lowe	N/A	Nick Carter	n/a - established process in place	Budget Board	Yes	Yes	Sep-17	not applicable	n/a	Green
TRANSFORMING SERVICES	7a	Adult Social Care	Medium Term Financial Strategy	Nicki Cother/Emily Maisy	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7b	Building Communities Together	Medium Term Financial Strategy	Nicki Cother/Emily Maisy	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7c	Children & Family Services	Medium Term Financial Strategy	Nicki Cother/Emily Maisy	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7d	Commissioning	Medium Term Financial Strategy	Charu Shanmugam	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7e	Development & Planning	Medium Term Financial Strategy	Melanie Best	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7f	Education	Medium Term Financial Strategy	Melanie Best	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7g	Finance & Property	Medium Term Financial Strategy	Charu Shanmugam	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7h	Highways & Transport	Medium Term Financial Strategy	Linda Pye	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7i	HR	Medium Term Financial Strategy	Charu Shanmugam	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7j	ICT	Medium Term Financial Strategy	Charu Shanmugam	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7k	Legal	Medium Term Financial Strategy	Charu Shanmugam	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7l	Prevention & Safeguarding	Medium Term Financial Strategy	Nicki Cother/Emily Maisy	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7m	Public Health & Wellbeing	Medium Term Financial Strategy	Nicki Cother/Emily Maisy	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7n	Public Protection and Culture	Medium Term Financial Strategy	Linda Pye	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green
TRANSFORMING SERVICES	7o	Strategic Support	Medium Term Financial Strategy	Charu Shanmugam	N/A	Nick Carter	Yes	Budget Board	Yes	Yes	Sep-17	not applicable	Yes	Green

THEME	No	Project Title	Links to which Strategies	Lead Officer	Collaborative Architects involved	Sponsor	Individual Projects underway	Governance Arrangements in Place	Member involvement (other than normal PH briefings)	Objectives Clear	Timeframe Clear	Risk Management Arrangements	Potential for delivery of savings?	Assessment of Current Position
TRANSFORMING SERVICES	8	Corporate Digitisation Enablers	Council Plan	Phil Rumens	No	Nick Carter	No	Customer First Programme Board.	Yes	Yes	Yes	Risk Registers will be in place for all projects that goes past the discovery phase	Yes	Amber
TRANSFORMING SERVICES	9	WasteSavings Project	MTFS	Melanie Best/Jackie Ward	to be agreed	John Ashworth/Dominic Boeck	Yes	Waste Steering Group/Corporate Programme Board	Yes (Cllr Boeck)	Yes	March - Dec 2019	Yes	Yes	Amber
TRANSFORMING SERVICES	10	Shared Services (Legal)	MTFS	Sarah Clarke/Bracknell	No	Nick Carter	Yes	Corporate Board/Council	Yes	Yes	Business case in early July (implementation from September)	Yes	Yes	Amber
TRANSFORMING SERVICES	11	Shared Services (Emergency Planning)	MTFS	Nick Carter	No	Nick Carter	Yes	Corporate Board/Council	Yes	Yes				
TRANSFORMING SERVICES	12	Shared Services (Public Protection)	MTFS	Steve Broughton	No	Nick Carter	Yes	Corporate Board/Council	No	Yes		Yes		
<b>NEW INVESTMENT &amp; INCOME OPPORTUNITIES</b>						<b>Sponsor</b>								
PROPERTY INVESTMENT	13	Asset Management inc property investment, asset disposal strategy and new 'transformation' opportunities.	Asset Management Strategy	Melanie Best/Richard Turner	No	Cllr Boeck/John Ashworth	Yes	Asset Management Group	Yes	Yes	Completion June 2017	to be determined	Income Generation	Amber
PROPERTY INVESTMENT	14	Joint Venture with Greenham Common Trust for property investment.	Asset Management Strategy	Sarah Adams	No	Cllr Boeck/John Ashworth	Yes	Asset Management Group	Yes	Yes	Not yet	to be determined	Income Generation	Amber
PROPERTY INVESTMENT	15	Residential Property (Affordable Housing)	Housing Strategy and Homelessness Strategy	Mel Brain	Yes	John Ashworth/	Yes	Cross Service working group established to take ownership of this item	No	Yes	Yes	to be determined	No	Amber
TRADING	16	Trading with schools and academies	TBC	June Graves	to be agreed	TBA	Yes	Corporate Programme Board	Not yet	Not yet	Not yet	not applicable at this stage	Potential for delivery of savings and generating new income streams	Amber
<b>WORKFORCE PROJECTS</b>						<b>Sponsor</b>								
WORKFORCE PROJECTS	17	Car Allowances/Leasing	Savings	Nick Carter/Melanie Best	to be agreed	Cllr Fredrickson/Nick Carter	Yes	Corporate Programme Board	Yes	Yes	Yes staggered implementation April onwards 2017	Yes		Green
WORKFORCE PROJECTS	18	Apprenticeship Levy	Savings	Rob O'Reilly/Mel James	No	TBA	Yes	Corporate Programme Board	TBA	Yes	April 2017-2019 (review in April 2018)	Green		Green
WORKFORCE PROJECTS	19	General Data Protection Regulations (GDPR)	Legislation	Rob O'Reilly/James Gore	No	Nick Carter	Yes	Corporate Programme Board	TBA	Yes	25th May 2018	Green	No	Green

**OTHER PROGRAMME ACTIVITY**

THEME	No	Title	Links to which Strategies	Lead Officer	Collaborative Architects involved	Sponsor	Individual Projects underway	Governance Arrangements in Place	Member involvement (other than normal PH briefings)	Objectives Clear	Timeframe Clear	Risk Management Arrangements	Potential for delivery of savings?	Assessment of Current Position
SERVICE REVIEWS	20	Special Educational Needs and Disability (SEND) Pre-Inspection Review - added 2017		Sarah Salisbury			to be agreed	Corporate Programme Board						
TRANSFORMING SERVICES	21	Demand Management - ICT, Finance, HR		Heads of Service	to be agreed	Nick Carter	Yes	Resources SMT	No	Yes	Conclude August 2017	not applicable at this stage	No	Amber
COUNCIL STRATEGY	22	Major Infrastructure Project - Sandleford	Core Strategy Development Plan and Local Plan	John Ashworth	No	John Ashworth	Yes	Normal council decision making process	Yes	Yes	Not yet	to be determined	No	Amber
COUNCIL STRATEGY	23	Major Infrastructure Project - Grazeley	Core Strategy Development Plan and Local Plan	John Ashworth	No	John Ashworth	Yes	Normal council decision making process	Yes	Yes	Not yet	to be determined	No	Amber

THEME	No	Project Title	Links to which Strategies	Lead Officer	Collaborative Architects involved	Sponsor	Individual Projects underway	Governance Arrangements in Place	Member involvement (other than normal PH briefings)	Objectives Clear	Timeframe Clear	Risk Management Arrangements	Potential for delivery of savings?	Assessment of Current Position
COUNCIL STRATEGY	24	Improved Infrastructure - regeneration- Waterside Centre		Bill Bagnall	No	Nick Carter	No	Progress appears dependent upon resolving the Waterside Centre issue.		Yes	No	to be determined	No	Amber
COUNCIL STRATEGY	25	Improved Infrastructure - regeneration- Market Street		Bill Bagnall	No	Nick Carter	No	Monthly control/liaison project steering group meetings. Newbury Town Centre task Group is kept updated on progress.	Yes	Yes	No	to be determined	No	Amber
COUNCIL STRATEGY	26	Improved Infrastructure - Berkshire Superfast Broadband		Kevin Griffin	No	Nick Carter	Yes	Pan-Berkshire Projects Board (chaired by West Berkshire Chief Executive). Monthly meetings take place between the project team and the key supplier	Yes	Yes	Yes	Project Risk Register	No	Green
Other	27	Boundary Commission Review		Andy Day			Not yet	Council	Yes	Not yet	Not yet	to be determined	No	Amber
Other	28	One Public Estate		Richard Turner	No		Yes	Normal council decision making process	Yes	Yes	Not yet	to be determined	Yes	Amber
TRANSFORMATION	29	Health & Social Care Integration	Health & Wellbeing Strategy and Joint Strategic Needs Assessment	Tandra Forster	Yes		Yes	Health & Wellbeing Board & Berkshire West 10 Integration Board.	Yes - HWB	Yes	Yes	Programme Risk Register in place	No but may help manage demand	Green

**PENDING CORPORATE PROGRAMME GOVERNANCE PROCESS**

Strategic review of the role of the voluntary sector

To be discussed:
PDCR
Berkshire 2036
London Road

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## Overview and Scrutiny Management Commission Work Programme

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission on 17 October 2017
<b>OSMC Chairman:</b>	Councillor Emma Webster
<b>Report Author:</b>	Stephen Chard, Principal Policy Officer (Scrutiny)

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### 1. Purpose of the Report

To agree and prioritise the Work Programme of the Commission for the remainder of the 2017/18 Municipal Year. To give consideration to a suggested topic for scrutiny.

### 2. Recommendations

2.1 To consider the current Work Programme and future items for scrutiny.

### 3. Introduction

3.1 The Work Programme for the Overview and Scrutiny Management Commission is attached at Appendix A for the Commission's consideration.

3.2 Appendix B details a suggested topic for scrutiny – Council Strategy Refresh 2018/19.

### 4. Appendices

4.1 Appendix A – Overview and Scrutiny Management Commission Work Programme

4.2 Appendix B – Suggested topic for scrutiny: Council Strategy Refresh 2018/19

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## Overview and Scrutiny Management Commission Work Programme 2017/18

*In addition to standing items which include the Council's Corporate Programme and Forward Plan, the following items will be discussed at future meetings:*

No.	Ref No	Item	Purpose	Lead Officer	Portfolio Holder/Lead Member
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### Task Groups (dates to be confirmed unless indicated)

1.	Task Group	Council Strategy Refresh 2018/19 tbc	To review the progress made, to date, with implementing the Council Strategy 2015-2019 in order to contribute to its refresh for 2018/19.	Catalin Bogos	All Portfolio Holders
2.	Task Group	Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan	To scrutinise the implementation of the Sustainability and Transformation Plan. Next meeting on 1 November 2017.	Stephen Chard	Councillor Richard Somner

### 9 January 2018 (Report deadline 22 December 2017)

3.	OSMC	Financial Performance Report 2017/18 – Month Seven	To scrutinise the latest financial performance of the Council.	Andy Walker	Finance and Transformation, Economic Development
4.	EX3247	Key Accountable Performance 2017/18: Q2	To scrutinise Q2 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
5.	OSMC	Key Accountable Performance – areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.		
6.	OSMC	General Data Protection Regulations (GDPR)	To ensure the Council is adhering to these Regulations.	Robert O'Reilly/ James Gore	Corporate Services

### 10 April 2018 (Report deadline 28 March 2018)

7.	OSMC	Financial Performance Report 2017/18 – Month Ten	To scrutinise the latest financial performance of the Council.	Andy Walker	Finance and Transformation, Economic Development
8.	EX3248	Key Accountable Performance 2017/18: Q3	To scrutinise Q3 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services

## Overview and Scrutiny Management Commission Work Programme 2017/18

*In addition to standing items which include the Council's Corporate Programme and Forward Plan, the following items will be discussed at future meetings:*

No.	Ref No	Item	Purpose	Lead Officer	Portfolio Holder/Lead Member
9.	OSMC	Key Accountable Performance – areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.		

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# Suggested topic for review - Council Strategy Refresh 2018/19

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission
<b>Date of Committee:</b>	17 October 2017
<b>OSMC Chairman:</b>	Councillor Emma Webster
<b>Report Author:</b>	Stephen Chard, Principal Policy Officer (Scrutiny)

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## 1. Purpose of the Report

- 1.1 To outline to the Overview and Scrutiny Management Commission (OSMC) proposed Terms of Reference to review the progress made, to date, with implementing the Council Strategy 2015-2019 in order to contribute to its refresh for 2018/19.

## 2. Recommendations

- 2.1 That the OSMC:
- (1) Agrees to form a Task Group to conduct the review.
  - (2) Amends, if necessary, and approves the Terms of Reference for the review.
  - (3) Appoints Members to the Task Group for the review.

## Executive Summary

### 3. Introduction

- 3.1 This report sets out a proposal for the establishment of a small task and finish group to review the implementation to date of the Council Strategy 2015-19 in order to contribute to its refresh for 2018/19. This report provides some background on the aims of the Strategy and proposes a methodology for taking the work forward.

### 4. Background

- 4.1 The Vision set for the Council Strategy 2015-19 is “Working together to make West Berkshire an even greater place in which to live, work and learn”.
- 4.2 The Strategy does not go into detail on all the services that the Council provides, but focuses on areas where the Council needs and wants to improve:
- (1) Improve educational attainment
  - (2) Close the educational attainment gap
  - (3) Enable completion of more affordable housing
  - (4) Deliver or enable key infrastructure improvements
  - (5) Good at safeguarding children and vulnerable adults
  - (6) Support communities to do more to help themselves

### 5. Proposed Terms of Reference and Methodology

- 5.1 It is proposed that a time limited task and finish group is established to:
- Review the progress made in implementing the Council Strategy 2015-2019 and its priorities for improvement.
  - Reflect on those priorities for improvement that have gone well and the reasons for this.
  - Focus on those priorities that have gone less well, the reasons behind this and lessons that have been learnt which can be used when refreshing the Council Strategy for 2018/19.
- 5.2 On completion of its work the task group will report its findings/any recommendations directly to the Performance, Research and Consultation Manager, who will participate in the task group meetings, and Portfolio Holders. The task group’s report will then inform the refreshed Council Strategy for 2018/19.
- 5.3 The task group will need to meet within a relatively short timeframe in order for its findings/any recommendations to feed into the refreshed document before it proceeds through to Full Council for formal approval.
- 5.4 The task group should comprise of 4 Members (3 x Conservative and 1 x Liberal Democrat).

- 5.5 The OSMC is also asked to note the proposal that the task group reconvenes during the 2018/19 financial year to conduct a more in depth piece of work to inform the new Council Strategy from 2019/20.

## **6. Appendices**

- 6.1 None

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