

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday 9 January 2018 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Friday 29 December 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, 9
January 2018 (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 Members and Officers invited: Councillors Graham Bridgman, Anthony Chadley, Graham Jones and Rick Jones
Catalin Bogos, Melanie Ellis, Tandra Forster, David Lowe and Robert O'Reilly

Agenda

Part I	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	
2. Minutes To approve as a correct record the Minutes of the meeting of the Commission held on 17 October 2017.	5 - 16
3. Declarations of Interest To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' Code of Conduct .	
4. Actions from previous Minutes To receive an update on actions following the previous Commission meeting.	17 - 22
5. Consideration of Urgent Items To consider any items for 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.	



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 9 January 2018 (continued)

6. **West Berkshire Council Forward Plan 6 February 2018 to 30 April 2018** 23 - 26
To advise the Commission of items to be considered by West Berkshire Council from 6 February 2018 to 30 April 2018 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
7. **Corporate Programme** 27 - 32
To advise the Commission of the Council's Corporate Programme and its current areas of activity.
8. **Overview and Scrutiny Management Commission Work Programme** 33 - 36
To receive new items and agree and prioritise the work programme of the Commission for the remainder of 2017/2018.
9. **Key Accountable Performance 2017/18: Q2** 37 - 88
To scrutinise Q2 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and consider topics for more detailed investigation.
10. **Financial Performance Report 2017/18 - Month Seven** 89 - 110
To scrutinise the latest financial performance of the Council.
11. **General Data Protection Regulation (GDPR)** 111 - 120
To understand the provisions of the GDPR and to consider the Council's preparation to comply with its requirements. The Council is required to be compliant with the GDPR by 25 May 2018.
12. **OSMC Task Group: Council Strategy Refresh 2018/19** 121 - 128
To note the Task Group's findings and recommendations.
13. **Birchwood Care Home - CQC Inadequate** 130 - 152
To consider the improvement plan in place in order to address the recent Care Quality Commission (CQC) judgement of "inadequate" at the Council's recently acquired Care Home – Birchwood.
14. **Items Called-in following the Executive on 21 December 2017**
To consider any items called-in by the requisite number of Members following the previous Executive meeting.
15. **Councillor Call for Action**
To consider any items proposed for a Councillor Call for Action.



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 9
January 2018 (continued)**

16. Petitions

To consider any petitions requiring an Officer response.

17. Exclusion of Press and Public

RECOMMENDATION: That members of the press and public be excluded from the meeting during consideration of the following item as it is likely that there would be disclosure of exempt information of the description contained in the paragraphs of Schedule 12A of the Local Government Act 1972 specified in brackets in the heading of each item.

[Rule 8.10.4 of the Constitution refers.](#)

Part II

18. Birchwood Care Home - CQC Inadequate

153 - 162

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

Purpose: To consider the improvement plan in place in order to address the recent Care Quality Commission (CQC) judgement of “inadequate” at the Council’s recently acquired Care Home – Birchwood.

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.



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, 17 OCTOBER 2017**

Councillors Present: Jason Collis, Lee Dillon, Marigold Jaques, Tim Metcalfe, Ian Morrin, Richard Somner (Vice-Chairman), Emma Webster (Chairman) and Laszlo Zverko

Also Present: Iain Bell (Revenues and Benefits Manager), Catalin Bogos (Performance Research Consultation Manager), Nick Carter (Chief Executive), Ian Dawe (Interim Service Manager, WBC), Andy Day (Head of Strategic Support), Melanie Ellis (Chief Accountant), Gary Lugg (Head of Development & Planning), Bryan Lyttle (Planning & Transport Policy Manager), Rachael Wardell (Corporate Director - Communities), Stephen Chard (Principal Policy Officer), Councillor Hilary Cole (Deputy Leader and Portfolio Holder for Planning, Housing and Leisure), Charlene Hurd (Democratic Services Officer) and Councillor Quentin Webb (Chairman DTOC Task and Finish Group)

Apologies for inability to attend the meeting: Councillor Mike Johnston and Councillor Rick Jones (Portfolio Holder for Adult Social Care)

Councillors Absent: Councillor Steve Ardagh-Walter, Councillor Gordon Lundie and Councillor James Podger

PART I**14. Minutes**

The Minutes of the meetings held on 9 May 2017 and 16 May 2017 were approved as a true and correct record and signed by the Chairman.

15. Declarations of Interest

Councillors Emma Webster and Richard Somner declared an interest in Agenda Item 8, and reported that, as their interest could be considered a disclosable pecuniary interest or an other registrable interest, they might be required to leave the meeting, during the course of consideration of the matter, if discussion related to matters directly associated with their respective employers. Councillor Webster worked for a retirement/care home developer and Councillor Somner worked in the health sector.

Councillor Lee Dillon declared an interest in Agenda Items 7 (a) and 7 (b) as he worked for a housing provider, and reported that, as his interest could be considered a disclosable pecuniary interest or an other registrable interest, he might be required to leave the meeting, during the course of consideration of the matter, if discussion related to matters directly associated with his employer.

16. Actions from previous Minutes - New Model for Scrutiny

Andy Day advised the Commission that the Local Government Peer Review had highlighted the need to strengthen scrutiny activity and that this had led to a review of the scrutiny model within the Council. The review considered existing policy development groups with Member involvement as an opportunity to engage scrutineers and therefore

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provide a platform for effective scrutiny, as well as scrutineers joining the membership of new/existing groups for the first time.

A new scrutiny model was presented to Full Council on 9th May 2017 and subsequently approved.

Councillor Lee Dillon noted that quarterly meetings of the Commission might result in a substantial agenda and it was important that this should not adversely affect the quality of scrutiny conducted by the Commission. He was keen to see that the Terms of Reference of scrutiny groups that formed part of the new model reflected the dual scrutiny role of policy development and conducting effective scrutiny.

Councillor Emma Webster stated that the new model provided a system for 'check and balance' as well as integrating Members and scrutiny across the Council.

Resolved that:

- 1) The report be noted.
- 2) The Terms of Reference of the various scrutiny groups that formed part of the new model would be reviewed, with 'policy development' and scrutiny work incorporated.

17. Consideration of Urgent Items

There were no urgent items to consider.

18. Financial Performance Report 2017/18 - Month Four

The Commission considered a report (Agenda Item 6) concerning the latest financial performance for 2017/2018 (Month Four). Melanie Ellis explained that the current financial forecast was an overspend of £949k against a net revenue budget of £117.4million. The forecast would impact the level of the Council's reserves at year end if savings could not be made to offset the overspend.

The overspend was attributed to Adult Social Care and was the result of increased complexity of client needs and upward cost pressures in commissioning services in placements and homecare.

Members were advised that the forecasted position was before monies were allocated from the reserve fund.

Rachael Wardell added that the situation was not unique in West Berkshire and that many Adult Social Care services were experiencing similar pressures. However, the Council was unusual in the sense that the number of client cases remained broadly stable rather than climbing in line with demographic changes. This reflected the positive impact of the 'New Ways of Working' in Adult Social Care.

Stephen Chard asked whether the Adult Social Care Risk Reserve was at an adequate level to cover the forecasted overspend if necessary. Melanie Ellis advised that funding was sufficient.

Councillor Ian Morrin asked whether the forecasted overspend considered winter pressures. Rachael Wardell explained that the current reported overspend was a forecast based on available intelligence and not just a projection of current spend so she was confident that it included a realistic reflection of winter pressures. However, it would be monitored and analysed over the course of the next few months in case those pressures proved to be more demanding than currently expected.

Resolved that the report be noted.

19. Key Accountable Performance 2017/18: Q1

The Committee considered a report (Agenda Item 7) concerning Quarter One Key Accountable Performance measures. Catalin Bogos advised that a summary of the performance position was available on page 41 of the report. Members acknowledged that Children's Services had been rated as "Good" by Ofsted which looked at children in need of help and protection, children looked after and care leavers.

The report highlighted areas reported as 'amber' and detailed the remedial action and the impact of that action.

Members were advised that a number of measures had been requested by Portfolio Holders to be included as part of the performance framework going forward:

- % of schools judged good or better by Ofsted under the new framework.
- % of pupils achieving a good level of development at Foundation Stage.
- % of pupils eligible for Free Schools Meals (FSM) achieving a good level of development at Foundation Stage.
- Monitor uptake of Identification & Brief Advice (IBA) training.

Catalin Bogos directed Members to the additional reports in respect of the sub topics for discussion.

Councillor Webster invited Members to ask general questions before they proceeded with the detailed review of key topics listed on the agenda.

Councillor Ian Morrin requested that extracts of the information be presented as a headline brief to enable the direct comparison between a measure's previous position and the current reported position. Catalin Bogos agreed to consider how this could be introduced in future reports.

Councillor Lee Dillon advised that indicator ref: CBaCFS11 – 'Number of weeks taken to conclude care proceedings (children's social care) was agreed at the Executive meeting as 'Red' and that the report should be updated accordingly. Catalin Bogos agreed to complete this action.

Resolved that:

- (1) Catalin Bogos would look to introduce a summary section to aid direct comparison between the previous reported status and the current position of Key Accountable Performance Measures.
- (2) Indicator Ref CBaCFS11 would be amended to 'Red'.
- (3) The report be noted.

20. Enable more affordable housing completions

Gary Lugg advised that a target had been set to deliver 1000 affordable housing units between 2015 and 2020 – a key priority set by the Conservative Group notwithstanding the fact that this was recognised as an ambitious target.

Members were provided with an additional paper at the meeting which outlined the most up-to-date position against the affordable housing target. Members considered the following table:

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Year	Net completions	housing Of which affordable
2016/17	485	83
2015/16	625	158
2014/15	496	-15
2013/14	457	146
2012/13	552	182
Total	2215	554

Members heard that the negative figure reported in 2014/2015 related to the demolition of a housing scheme and reflected the fact that replacement units did not make up the full number lost. Bryan Lyttle explained that the target focused on delivery from 2015 to 2020 only and that in this period there had been 241 units introduced in West Berkshire - a shortfall of 759 units against the overall target of 1000.

Local authorities were required to demonstrate that they had a 5 year land supply for housing development in accordance with paragraph 47 of the National Planning Policy Framework (NPPF). However, there was a specific focus on the 3 year availability in respect of this target deadline. The forecasted delivery of affordable housing in the 3 year period was 444 units which resulted in an overall shortfall of 315 units against the target. However, there was a possibility that some of the 5 year forecasted units could be delivered sooner – noting that the Racecourse had outstanding permission to deliver a further 300 affordable housing units which they might choose to deliver sooner than currently planned.

Members were advised that windfall sites become available for development unexpectedly and were therefore not included as allocated land in a Council's development plan. However, where there were plans to deliver 5+ units then there would be opportunities to discuss affordable housing provision.

Gary Lugg advised that influencing the rate of delivery was challenging and that the service continued to liaise with developers to move work forward which, in turn, helped towards addressing the issue of 'land banking'.

Planning Officers had encountered issues around viability assessments which challenged the number of affordable housing units delivered in a scheme. Gary Lugg advised Members that Central Government was considering a national approach to the issue.

Councillor Ian Morrin asked whether there were other obstacles affecting the delivery of affordable housing units. Gary Lugg advised that the economic downturn had impacted the building sector significantly. Similarly, the costs of raw materials had increased combined with a shortage of skilled workers in/around the local area (due to financial incentives elsewhere). There were also concerns regarding the outturn from BREXIT negotiations.

Councillor Morrin asked whether the Planning Service made enquiries with developers to understand anticipated delivery. Bryan Lyttle advised that the service reviewed this information regularly and that the Community Infrastructure Levy (CIL) meant that they were notified when work commenced on site.

In response to questions asked by the Commission, Gary Lugg advised that he would not expect the forecasted number of units to change (due to viability challenges for example) down the line. He stated that the report referred to units on Greenfield land which did not present the same issue around viability compared to Brownfield land. Bryan Lyttle added that affordable housing numbers for the next 3 years related to sites which had already

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received planning permission or were identified as part of the Housing Site Allocations Development Plan Document (HSA DPD).

Councillor Marigold Jaques asked whether the Council could do anything to overcome the challenges faced by viability challenges. Gary Lugg advised that the Government was considering policy changes but that the Planning Service allocated applications once viability had been confirmed. Councillor Tim Metcalfe asked how many, potential, affordable housing units had been lost as a result of viability challenges. Gary Lugg advised that he did not know the exact number but that these were recorded in the annual report for 2016/17 which he would circulate to the Commission. Updated figures would also be available in December 2017. Gary Lugg also made the point that there had been a recent reduction in the number of viability concerns being raised.

Councillor Richard Somner asked for the definition of 'affordable housing'. He was acutely aware that some properties, labelled as 'affordable housing', were unobtainable for many and he wanted to know what could be done to address the divide.

(Bryan Lyttle provided the following definition after the meeting)

Affordable Housing is defined in the NPPF as:

Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

Social rented housing is owned by local authorities and private registered providers (as defined in Section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.

Affordable rented housing is let by local authorities or private registered providers of social housing to households who are eligible for social housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable).

Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

Homes that do not meet the above definition of affordable housing, such as 'low cost market' housing may not be considered as affordable housing for planning purposes.

The Council uses the above definition of affordable housing and defines the term affordable as accommodation which is available at a price or rent which is not more than 30% of a household's net income.

Affordable housing is normally and preferably provided on-site and through Housing Associations (Registered Providers; RP). Affordable housing can sometimes be provided on sites owned by the Housing Associations, but more often the provision comes through obligations placed on developments by the planning system.

Councillor Emma Webster highlighted that the Council allowed 3 years for developments to commence but she was aware that other local authorities had introduced a 2 year deadline. Gary Lugg advised that they reduced the deadline from 5 years to 3 years in line with Government advice but that the Planning Service had not reviewed the deadline

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since then. Gary Lugg advised that there could be some benefits in reviewing the deadline although delayed development was not a common issue in West Berkshire – these cases tended to be by exception only.

Councillor Lee Dillon requested that the affordable housing allocations statistics were listed according to the area across West Berkshire therefore, providing opportunities to identify gaps and need.

Councillor Hilary Cole concluded that the service was acutely aware of the ambitious target they had to meet but that they worked tirelessly to drive forward and overcome obstacles which threatened delivery of much needed housing provision for residents. In her opinion, the Council would be in a better position to meet the target if it had access to its own land supply – but this was a separate matter to consider.

Resolved that:

- 1) Gary Lugg circulate the 2016 number of proposed Affordable Housing units which had not been delivered due to viability challenge. Updated figures would also be available in December 2017.
- 2) Gary Lugg to request feedback from the Developers Industry Forum in terms of amending the development commencement deadline from 3 to 2 years.
- 3) Bryan Lyttle update the affordable housing statistics to reflect the areas in which they had been allocated.

21. Homelessness prevention/alleviation for people presenting as homeless

Gary Lugg advised that the previous report used an estimated figure and resulted in a significant decrease to 50%, against a target of 75%. Members were informed that the 'actual' figures had been confirmed as 64% and gave a more accurate reflection of the performance level. This moved Q1 performance from 'red' to 'amber'.

Gary Lugg explained that the team had a 30% reduction in staffing due to long term sickness but that this situation had recently improved since the 2 members of staff returned to work.

Councillor Lee Dillon suggested asked that, where possible, the performance report should state whether figures were estimated or actual going forward. Catalin Bogos agreed to action this request going forward.

Councillor Emma Webster asked what impact the Homelessness Reduction Act 2017 (to be implemented from April 2018) might have on the service. Councillor Hilary Cole advised that the value of the 2018/2019 Homelessness Reduction Act (new burdens allocation for West Berkshire) was approximately £37K and that this would not be sufficient to deliver effective prevention measures in West Berkshire. Members were advised that Councillor Cole intended to lobby local MPs to address underfunding. Gary Lugg added that this would be the subject of a report to the Executive in due course.

In response to questions asked by the Commission, Councillor Cole advised that an additional Housing Officer had been successfully recruited to help alleviate pressures and process cases more efficiently. A new Team Manager had recently joined the team too – it was hoped that the Manager would bring an innovative approach to reviewing how the team operated.

Councillor Ian Morrin asked whether there was a pattern associated with the reasons why people presented as homeless. Gary Lugg advised that the reasons were often

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associated with affordability of private renting and changes in residents' personal circumstances (job/ family).

Councillor Webster asked how many times the Council used Bed and Breakfast facilities as a means to provide emergency accommodation. Gary Lugg stated that he did not have the figures available but he would confer with colleagues and report back to the Commission. Councillor Cole explained that the Council had recently become a Registered Provider and that this would reduce the need for Bed and Breakfast as emergency housing. Rachael Wardell stated that avoiding out of authority B&B placements was positive for the children involved because they could continue to attend their school which led to improved stability for them and, in turn, reduced the need for the Council to provide funding for transport to school.

Resolved that:

- (1) Future performance reports indicate whether the statistics were estimated or actual.
- (2) Gary Lugg to confirm the number of cases whereby Bed and Breakfast was used as a means for emergency accommodation.

Response received after the meeting:

- 2017 to date = 36
- 2016 = 79

22. Timeliness of reviews for long term Adult Social Care clients

The Committee considered a report (Agenda Item 7.c) concerning the decline in the timeliness and regularity of care plan reviews for vulnerable adults. Ian Dawe advised that 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. It applied to those individuals who had received a long term service for over 12 months.

In May 2016, Adult Social Care underwent a restructure as part of the implementation of the New Ways of Working. This involved establishing a number of new teams including a separate Review Team. The learning from piloting the new approach in Adult Social Care was that it provided the essential support required to ensure planned reviews were prioritised.

Ian Dawe explained that during Q1 of 2017/2018 the team conducted analysis of the cases that were overdue a review and identified that a high proportion (43% - 88 people) of those had a primary support reason of Learning Disabilities or Mental Health. Members heard that care reviews for these individuals tended to be more complex and took longer to complete. There was clearly a need to increase the size of the team in order to manage the volume and complexity of cases.

Ian Dawe advised that, to address these pressures, two new staff members had been recruited into the team. In addition, the Care Act allowed the team to take a proportionate approach to prioritising reviews and allowed the use of a range of methods to complete them (e.g. telephone etc).

Councillor Dillon asked whether the team knew how long the remaining 25% (from the 75% target) had waited for their review to be completed. Ian Dawe explained that, in some cases, the 25% included clients in hospital and/ or those assigned to a care team. Therefore, the review team would wait for a suitable time to conduct a meaningful review. He was unable to provide exact numbers of those who did not fall within these examples but who still formed part of the 25% without an annual review. However, Ian Dawe stressed that the expectations for reviews had changed through the Care Act and that

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there was an acceptance around prioritisation of reviews and the use of alternative means to conduct them.

Councillor Ian Morrin asked whether statistics were available to show the prevalence of cases requiring alterations to their care plan through face to face reviews versus telephone reviews. Ian Dawe advised that the team conducted face to face reviews for more complex cases or those where changes were likely to be required.

Rachael Wardell concluded the discussion by providing a summary of the term – New Ways of Working which facilitated a balanced approach to addressing the needs of residents.

Resolved that the report be noted.

23. Council Tax and Business Rates Collection

The Commission considered a report (Agenda Item 7.d) concerning the recent decline in the collection rates of Council Tax and Business Rates. Iain Bell advised that there had been two key reasons for the decline in performance – associated with backdating single resident discount and the changes to the Council Tax Reduction Scheme (CTRS).

Recent information that had been provided showed that 2016/17 Council Tax collection rates were back on target and it appeared that 2017/2018 collections were on target for around 98.9%.

Members heard that as at 31st March 2017 there were 2 large companies owing a significant sum of Business Rates (£700k+). Both companies were disputing their liability to pay. Since then legal advice had been sought and a Court Order obtained in relation to one case to help the Council enforce payment. The second case was a landlord/tenant dispute which had now been resolved and the balance paid by the landlord. Councillor Emma Webster asked whether the Council could expect to encounter this issue again. Iain Bell stated that the two cases had been resolved but it was not possible to predict whether new cases would arise.

Councillor Laszlo Zverko asked for an explanation relating to the proposal that the service was looking at different technological solutions to maximise efficiencies. Iain Bell stated that they were considering all options available with the aim of streamlining processes and delivering efficiencies.

Councillor Lee Dillon asked whether it was standard practice to backdate charges on accounts and whether consideration had been given to the effect this would have on residents' financial position/ budgeting. Iain Bell advised that the process was managed sensitively and the residents received ample notification. The team discussed options for repayment with residents to ensure the process was manageable. However, Iain Bell reminded Members that it was the responsibility of residents to inform the Council, at the earliest opportunity, if their situation changed.

Councillor Zverko asked whether the surplus from backdated collections was included in the 2017/18 budgets. Iain Bell advised that he would have to check this information with Andy Walker and report back to the Commission.

Councillor Dillon stressed his concern that the Council seemingly needed to make better use of internal systems to verify matters such as single person discount. Iain Bell advised that the team was considering all options available to maximise efficiencies.

Resolved that:

- (1) Andy Walker confirm whether the budget surplus from backdated collections was included in the 2017/18 budget.
- (2) The report be noted.

24. The timeliness of decisions on benefit claims

The Committee considered a report (Agenda Item 7.e) concerning the timeliness of decisions for persons making benefit claims. Iain Bell advised that, despite difficulties which included staffing and data/software issues, 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. The information was verified via performance figures published by the Department for Work and Pensions (DWP). Iain Bell also reported that data/software issues had been alleviated by the installation of a new server in March 2017. In terms of staffing, two vacant posts had recently been filled.

Councillor Ian Morrin asked whether there were any future challenges likely to affect the rate of processing. Iain Bell explained that the full roll out of Universal Credit, in December 2017, meant that the team would be required to support new claimants in making and maintaining applications as well as assisting the DWP Assessment Centre in the assessments of new claimants. This would result in an increase in activity which attracted additional funding but was not subject to these performance measures. Iain Bell stated that the impact would be closely monitored as these changes came into effect.

In response to questions asked by the Commission, Iain Bell advised that the team would be required to assist with completing applications and maintaining existing claims – there was no intention of monitoring the transfer of cases from the existing claim systems to Universal Credit claims. Therefore, the volume of claimants and the degree of impact was unknown.

Councillor Marigold Jaques asked what support would be available to residents wanting to make a claim. Iain Bell explained that staff would undergo training in advance and become a dedicated resource to assist applicants with the process. The Council would receive funding for the first 2 hours spent assisting each claimant with their application – a national grant provided at a flat rate.

Andy Day asked whether the training was available to staff in Libraries and Family Hubs also. Iain Bell advised that training was available to Council staff, Registered Social Landlords and staff working at the Citizens Advice Bureau.

Councillor Morrin requested a 'frequently asked questions' sheet for all Members in order that they could respond to their residents questions about the Universal Credit process. Councillor Richard Somner suggested that the information could be made available to Parish Councils also – in order that they could support the distribution of key messages and advice.

In response to questions asked by the Commission, Iain Bell advised that there would be opportunities within the Universal Credit application process to identify those who did not qualify for Universal Credit but who might still be entitled to Housing Benefit – these would be dealt with according to existing processes.

Resolved that:

- (1) Iain Bell develop a 'frequently asked questions' sheet for Members around the process of Universal Credits. This needed to be provided in advance of the full roll out of Universal Credit in December 2017.
- (2) The report be noted.

25. Delayed Transfers of Care Task Group Report

The Committee considered a report (Agenda Item 8) concerning the output from the Delayed Transfer of Care Task Group. Councillor Quentin Webb extended his thanks to the Commission for having had the opportunity to undertake the review. He directed Members to the report which outlined the methodology used and list of interviewees invited to contribute towards the review.

Councillor Lee Dillon stated that this was an excellent piece of work notwithstanding the realisation that many of the issues highlighted via the review could not be addressed by the Council in isolation – the Task Group issued a wide range of recommendations which reflected the need to tackle national policy as well as localised challenges.

In response to questions asked by the Commission, Rachael Wardell stated that she was involved in discussions with acute providers about bed fines. She explained that she continued to try and make the case that levying fines on local authorities was counterproductive and ultimately affected the ability to fund care for those in need which, in turn, impacted on hospital delays.

Councillor Ian Morrin questioned whether the recommendations needed to be prioritised or given timescales. It was noted that an action plan would be formulated as part of the response report produced for the Executive, the implementation of which could be monitored by the OSMC over time.

Councillors Webb and Emma Webster extended their appreciation to the Task Group, Officers and those interviewees who contributed towards the review.

RESOLVED that the recommendations be accepted and the report forwarded to the Executive for action.

26. West Berkshire Council Forward Plan 14 November 2017 to 31 January 2018

The Commission considered the West Berkshire Council Forward Plan (Agenda Item 9) for the period covering 14 November 2017 to 31 January 2018.

Councillor Tim Metcalfe asked whether ref: C3222 (Activity Team West Berkshire Fees and Charges – 2018/19) was relevant to which Andy Day advised that he would report back to Officers and request that the item was removed from the programme.

Resolved that:

- (1) C3222 would be removed from the Council's Forward Plan.
- (2) The Forward Plan be noted.

27. Corporate Programme

The Commission considered the Council's Corporate Programme (Agenda Item 10) and its current areas of activity.

Resolved that the Corporate Programme be noted.

28. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme for 2017/2018 and the proposed topic for scrutiny: Council Strategy Refresh 2018/2019.

The Commission accepted the recommendation to create a task group in order that Members could contribute towards the work of the strategy refresh. The following Councillors volunteered to take part in the task group: Councillors Dillon, Somner, Collis and Morrin.

It was noted that the task group would reconvene at a later date to help inform the development of the new Council Strategy from 2019/20.

Councillor Morrin asked whether item OSMC 6 (General Data Protection Regulations – GDPR) could be meaningfully reviewed in the course of an OSMC meeting. Nick Carter advised that there was a Member Development session scheduled to introduce the topic – he suggested that the Commission postponed discussions until after the Member Development session.

Resolved that:

- (1) The Council Strategy 2018/19 refresh be added to the Commission’s work programme and the first meeting held between 20/11/17 – 1/12/17.
- (2) A task group comprising Councillors Collis, Morrin, Somner and Dillon be established to assist in refreshing the 2018/19 Council Strategy.
- (3) OSMC 6 (General Data Protection Regulations – GDPR) be postponed to allow time for Members to attend the Member Development session on this topic.
- (4) The work programme be noted.

29. Items Called-in following the Executive on 7 September 2017

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

30. Councillor Call for Action

There were no Councillor Call for Action.

31. Petitions

There were no petitions to be received at the meeting.

(The meeting commenced at 6.30pm and closed at 8.30pm)

CHAIRMAN

Date of Signature

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Actions from Previous Meeting – 17th October 2017

Committee considering report: Overview and Scrutiny Management Commission on 9th January 2017

1. Purpose of the Report

To provide an update to the Overview and Scrutiny Management Commission on the actions recorded from the previous meeting.

2. Recommendation

That the Overview and Scrutiny Management Commission considers the update report and recommends further action as appropriate.

3. Introduction

- 3.1 There were a total of 17 actions recorded at the previous meeting of the Overview and Scrutiny Management Commission on 17th October 2017.
- 3.2 In order to hold the Officers to account, Overview and Scrutiny Management Commission Members are asked to consider whether the response is satisfactory and whether any further action is required.

Appendices

Appendix A – Actions arising report

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Actions arising from previous OSMC Meetings

The OSMC is requested to consider the following list of actions and note the updates provided.

Ref No:	Date - Item No.	Action	Officer/ Member	Comments/ Update
1.	17/10/17 - 16	<p>Actions from previous Minutes - New Model for Scrutiny:</p> <p>The Terms of Reference of the various scrutiny groups that formed part of the new model would be reviewed, with 'policy development' and scrutiny work incorporated.</p>	Lead Officers of scrutiny groups	Lead Officers reviewing Terms of Reference and amending as necessary.
2.	17/10/17 - 19	<p>Key Accountable Performance 2017/18: Q1:</p> <p>Introduce a summary section to aid direct comparison between the previous reported status and the current position of Key Accountable Performance Measures.</p>	Catalin Bogos	Action Complete: The Performance, Research and Consultation team is working to amend the excel reporting tool to enable the reporting of the previous reporting status. It is expected to be able to use this functionality at Q3 reporting.
3.	17/10/17 - 19	<p>Key Accountable Performance 2017/18: Q1:</p> <p>Indicator Ref CBaCFS11 would be amended to 'Red'</p>	Catalin Bogos	Action complete: The performance status was amended.
4.	17/10/17 - 20	<p>Enable more affordable housing completions:</p> <p>Planning to circulate the 2016 number of proposed Affordable Housing units which had not been delivered due to viability challenge. Updated figures would also be available in December 2017.</p>	Gary Lugg	
5.	17/10/17 - 20	<p>Enable more affordable housing completions:</p> <p>Planning to request feedback from the Developers Industry Forum in terms of amending the development commencement deadline from 3 to 2 years.</p>	Gary Lugg	

Ref No:	Date - Item No.	Action	Officer/ Member	Comments/ Update
6.	17/10/17 - 20	<p>Enable more affordable housing completions:</p> <p>Update the affordable housing statistics to reflect the areas in which they had been allocated.</p>	Bryan Little	
7.	17/10/17 - 21	<p>Homelessness prevention/alleviation for people presenting as homeless:</p> <p>Future performance reports indicate whether the statistics were estimated or actual.</p>	Catalin Bogos	Action Complete: Noted for future reports.
8.	17/10/17 - 23	<p>Council Tax and Business Rates Collection:</p> <p>Confirm whether the budget surplus from backdated collections was included in the 2017/18 budget.</p>	Andy Walker	
9.	17/10/17 - 24	<p>The timeliness of decisions on benefit claims:</p> <p>Develop a 'frequently asked questions' sheet for Members around the process of Universal Credits. This needed to be provided in advance of the full roll out of Universal Credit in December 2017.</p>	Iain Bell	Action complete: information has been circulated to Members
10.	17/10/17 - 26	<p>West Berkshire Council Forward Plan 14 November 2017 to 31 January 2018;</p> <p>C3222 would be removed from the Council's Forward Plan.</p>	Stephen Chard	Action complete: item removed from the Council's Forward Plan.
11.	17/10/17 - 28	<p>Overview and Scrutiny Management Commission Work Programme:</p> <p>The Council Strategy 2018/19 refresh be added to the Commission's work programme and the first meeting held between 20/11/17 – 1/12/17.</p>	Stephen Chard	<p>Action complete: item added to the Work Programme with meetings held on 27 November 2017, 4 December 2017 and 14 December 2017.</p> <p>Outcome of work reported as part of the January 2018</p>

Ref No:	Date - Item No.	Action	Officer/ Member	Comments/ Update
				papers.
12.	17/10/17 - 28	<p>Overview and Scrutiny Management Commission Work Programme:</p> <p>A task group comprising Councillors Collis, Morrin, Somner and Dillon be established to assist in refreshing the 2018/19 Council Strategy.</p>	Stephen Chard	Action complete: as noted above.
13.	17/10/17 - 28	<p>Overview and Scrutiny Management Commission Work Programme:</p> <p>OSMC 6 ((General Data Protection Regulations – GDPR) be postponed to allow time for Members to attend the Member Development session on this topic.</p>	Stephen Chard	Action complete: item originally postponed to OSMC in April 2018, but brought forward to January 2018.

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West Berkshire Forward Plan

Committee considering report: Overview and Scrutiny Management Commission on 9 January 2018

1. Purpose of the Report

To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 6 February 2018 to 30 April 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.

Appendices

Appendix A – West Berkshire Council Forward Plan – 6 February 2018 to 30 April 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
6 February 2018 - 30 April 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	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3346	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 February 2018	15/02/18 EX		07/02/18					Richard Turner	Communities	Leader of the Council		Yes	No
EX3305	Financial Performance Report 2017/18 - Quarter Three	To inform Members of the latest financial performance of the Council.	EX	01 February 2018	15/02/18 EX		07/02/18					Melanie Ellis	Resources	Finance, Transformation and Economic Development		No	No
EX3411	Block purchase '500' hours of Domiciliary Care (Paragraph 5 - information relating to legal privilege)	To tender and secure a provider to supply 500 hours of Domiciliary Care per week.	EX	01 February 2018	15/02/18 EX		07/02/18					Thomas Bailey	Resources	Adult Social Care		Yes	No
ID3404	Appointment of Representatives on the West Berkshire Standing Advisory Council on Religious Education	To recommend appointments on the West Berkshire Standing Advisory Council on Religious Education.	ID	01 February 2018		01/02/18	tbc					Jo Watt	Resources	Children, Education & Young People			
ID3241	West Berkshire Forward Plan – 20 March 2018 to 31 May 2018	To agree the Forward Plan for the next four months.	ID	01 February 2018		15/02/18	07/02/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
ID3391	Newbury Town Design Statement (2017)	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 February 2018		01/02/18	tbc					Sarah Conlon	Economy and Environment	Planning and Housing	Statutory consultees, local stakeholders and members of the public. Community involvement has	No	Yes
ID3379	Council wide revision of weight limit orders. To modernise them and ensure they are fit for purpose	To consider the response received during statutory consultation	ID	01 February 2018		01/02/18	tbc					Glyn Davis	Economy and Environment	Highways and Transport			
ID3415	Annual Equalities Report	Provide an update on progress with the Council's Equalities Objectives which is required by legislation to be published on the Council's website in January each year.	ID	01 February 2018		08/02/18	31/01/18					Rachel Craggs	Resources	Community Resilience & Partnerships			
PC3410	Buying Additional Leave	To consider whether this benefit to staff could be promoted in a different way.	PC	01 February 2018			02/02/18				12/02/18 Personnel	Robert O'Reilly	Resources	Corporate Services			
C3408	Recommendations of the West Berkshire Council Independent Remuneration Panel 2017	To inform Council of the recommendations of the West Berkshire Council Independent Remuneration Panel 2017.	C	01 March 2018			21/02/18	01/03/18 C				Jude Thomas	Resources	Leader of the Council			No
C3260	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 March 2018			26/01/18	01/03/18 C	05/02/18 GE			Sarah Clarke	Resources	Corporate Services			No
C3278	Statutory Pay Policy 2018	To seek Council's approval of the Statutory Pay Policy Statement for publication from 1st April 2018.	C	01 March 2018			21/02/18	01/03/18 C			12/02/18 Personnel	Robert O'Reilly	Resources	Finance, Transformation and Economic Development			No
C3274	Investment and Borrowing Strategy 2018/19	In compliance with the Local Government Act 2003, this report summarises the Council's Borrowing Limits as set out by CIPFA's Prudential Code and recommends the Annual Investment and Borrowing Strategy for 2018/19	C	01 March 2018	15/02/18 EX		21/02/18	01/03/18 C				Gabrielle Esplin	Resources	Finance, Transformation and Economic Development			No
C3275	Medium Term Financial Strategy 2018/19 to 2020/21	To agree the medium term financial planning and strategy for the organisation	C	01 March 2018	15/02/18 EX		21/02/18	01/03/18 C				Andy Walker	Resources	Finance, Transformation and Economic Development			No
C3276	Capital Strategy and Programme 2018/19 to 2022/23	To outline the five year Capital Strategy for 2018 to 2023, including the Minimum Revenue Provision (MRP) Statement and the Asset Management Plans for Property and Highways, and to set out the funding framework for the Council's five year Capital Programme for 2018/19 to 2022/23.	C	01 March 2018	15/02/18 EX		21/02/18	01/03/18 C				Gabrielle Esplin	Resources	Finance, Transformation and Economic Development			No
C3277	Revenue Budget 2018/19	To consider and recommend to Council the 2018-19 Revenue Budget	C	01 March 2018	15/02/18 EX		21/02/18	01/03/18 C				Andy Walker	Resources	Finance, Transformation and Economic Development			No
C3373	Market Street Development Newbury	Consideration of the appropriation of land under the Development Agreement (s.203 of the Housing and Planning Act 2016)	C	01 March 2018			21/02/18	01/03/18 C				Bill Bagnell	Resources	Deputy Leader, Planning, Housing & Leisure		No	No
C3395	Council Strategy 2015/29 Refresh 2018	To refresh the Council Strategy	C	01 March 2018	15/02/18 EX		21/02/18	01/03/18 C				Catalin Bogos	Resources	Leader of the Council			No
C3401	Review of the Property Investment Strategy	To review the current Strategy to ensure that it is fit for purpose.	C	01 March 2018			21/02/18	01/03/18 C				Richard Turner	Resources	Culture and Environment			No
EX3248	Key Accountable Performance 2017/18: Quarter Three	To report quarter three outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and any additional performance intelligence.	EX	01 March 2018	29/03/18 EX		21/03/18			10/04/18		Catalin Bogos	Resources	Leader of the Council, Strategy			

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

West Berkshire Council Forward Plan
6 February 2018 - 30 April 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	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3347	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 March 2018	29/03/18 EX		21/03/18					Richard Turner	Communities	Leader of the Council		Yes	No
EX3392	Joint Venture Proposal - Sovereign Housing Association	To approve the business case for a joint venture proposal with Sovereign Housing Association	EX	01 March 2018	29/03/18 EX		21/03/18					June Graves	Resources	Planning and Housing			
ID3242	West Berkshire Forward Plan – 19 April 2018 to 30 June 2018	To agree the Forward Plan for the next four months.	ID	01 March 2018		15/03/18	07/03/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		
ID3409	Traffic Management & Road Safety Programme 2018/19	To advise Members of the Traffic Management & Road Safety works programme for 2018/19	ID	01 March 2018		01/03/18	tbc					Chris Vidler	Economy and Environment	Highways and Transport		No	Yes
ID3414	Parking scheme - Consolidation Order Amendment 27 - Thatcham town centre on-street charging	To consider the responses received during statutory consultation	ID	01 March 2018		01/13/18	tbc					Alex Drysdale	Resources	Highways and Transport	Statutory consultees, general public, Thatcham Town Council and Ward Members	No	Yes
PC3396	Sickness Absence Management	To gain approval for a revised procedure for the management of sickness absence for corporate staff	PC	01 March 2018			16/03/18				26/03/18 Personnel	Rebecca Bird	Resources	Corporate Services			
PP3352	Public Protection Partnership Scheme of Delegation	To consider the Scheme of Delegation.	PP	01 March 2018							19/03/18 JPPC	Steve Loudon (Bracknell)	Environment	Community Resilience & Partnerships		No	Yes
PP3388	Public Protection Partnership Control Strategy	To consider draft Public Protection Partnership Control Strategy and amend and Approve	PP	01 March 2018							19/03/18 JPPC	Sean Murphy	Economy and Environment	Cllr Norman Jorgensen - Wokingham Borough Council		No	Yes
PP3389	Public Protection Partnership Performance Report	To consider Public Protection Partnership Performance Report	PP	01 March 2018							19/03/18 JPPC	Paul Anstey	Economy and Environment	Cllr Norman Jorgensen - Wokingham Borough Council		No	No
GE3324	Internal Audit Plan 2018/19	To outline the proposed internal audit work programme for the next three years	GE	01 April 2018				08/05/18 C	23/04/18 GE			Ian Priestley	Resources	Corporate Services			
GE3325	External Audit Plan 2018-19	To provide Members with a copy of the External Audit Plan for 2018-19	GE	01 April 2018				08/05/18 C	23/04/18 GE			Ian Priestley	Resources	Corporate Services			
	General Data Protection Regulations (GDPR)	To ensure that the Council is adhering to these Regulations.	OSMC	01 April 2018						10/04/18		Robert O'Reilly	Resources	Corporate Services			

Corporate Programme

Committee considering report: Overview and Scrutiny Management Commission

Date of Committee: 9 January 2018

Report Author: David Lowe

Purpose of the Report

To advise the Commission of the Council's Corporate Programme and its current areas of activity.

Recommendation

That the Commission notes the contents of the Corporate Programme and informs its work programme accordingly.

1. Introduction

1.1 This report provides to the Overview and Scrutiny Management Commission the purpose and composition of the Corporate Programme.

1.2 It sets out the reason for the existence of the programme, its structure and content, and advises of opportunities for Overview and Scrutiny involvement.

2. Purpose of the Programme

2.1 The Corporate Programme was established in early 2016 to provide a mechanism for the management and political oversight of all the significant organisational change or transformation activities being undertaken within the authority.

2.2 Oversight and management of the Corporate Programme is carried out by the Corporate Programme Board (comprising the Members of the Executive), with the delivery of individual projects being supervised by a Corporate Projects Board made up of officer representatives from across the Council. Both boards are supported by a Programme Office, which from 1 April 2017 has been under the operational control of Strategic Support.

3. Structure and composition

3.1 The Programme comprises 29 discrete projects, organised into themes relating to

- Transforming services
- Strategic transformation
- Commercialisation
- Workforce project
- New legislation preparation
- Infrastructure
- Council strategy / Vision 2036

3.2 The full Programme is shown at Appendix A

4. Overview and Scrutiny involvement in the programme

- 4.1 The New Ways of Working reviews contain identified stages during which Overview and Scrutiny will contribute to the required outcome. Backbench involvement was very much welcomed during the first of these (for the Development and Planning service). The authority's compliance with the requirements of the General Data Protection Regulations will also be considered at a future meeting of the Commission.

5. Recommendation

- 5.1 That the Commission notes the contents of the Corporate Programme and informs its work programme accordingly.

Appendices

Appendix A Corporate Programme

updated November 2017

PENDING APPROVAL AT CORPORATE PROGRAMME BOARD ON 23.11.17

THEME	No	Project Title	CPO Involvement?	Links to which Strategies	Lead Officer	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	Notes for Project Board
SERVICE TRANSFORMATION															
TRANSFORMING SERVICES	1	New Ways of Working Service Transformation Reviews Tranche 1 (Planning & Development)		Medium Term Financial Strategy	David Lowe/Linda Pye	Nick Carter	Yes	Corporate Programme Board	Yes	Yes	Apr - Oct 2017	Green	to be determined	Amber	Running slightly behind
TRANSFORMING SERVICES	1a	New Ways of Working Service Transformation Reviews Tranche 1 (Education)		Medium Term Financial Strategy	David Lowe/Adrian Slaughter	Nick Carter	Yes	Corporate Programme Board	Yes	Yes	Apr - Oct 2017	Green	to be determined	Amber	Running slightly behind
TRANSFORMING SERVICES	2	New Ways of Working Service Transformation Reviews Tranche 2 (Public Protection & Culture)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Oct 2017 - April 2018	to be determined	to be determined	Yet to commence	
TRANSFORMING SERVICES	2a	New Ways of Working Service Transformation Reviews Tranche 5 (Finance & Property)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Apr - 2019 - Oct 2019				
TRANSFORMING SERVICES	3	New Ways of Working Service Transformation Reviews Tranche 3 (Adult Social Care)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Apr 2018 - Oct 2018	to be determined	to be determined		
TRANSFORMING SERVICES	3a	New Ways of Working Service Transformation Reviews Tranche 3 (Highways & Transport)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Apr 2018 - Oct 2018				
TRANSFORMING SERVICES	4	New Ways of Working Service Transformation Reviews Tranche 4 (Public Health & Wellbeing)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Oct 2018 - Apr 2019	to be determined	to be determined		
TRANSFORMING SERVICES	4a	New Ways of Working Service Transformation Reviews Tranche 4 (Safeguarding & Protection)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Oct 2018 - Apr 2019				
TRANSFORMING SERVICES	5	New Ways of Working Service Transformation Reviews Tranche 5 (Strategic Support)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Apr - 2019 - Oct 2019	to be determined	to be determined		
TRANSFORMING SERVICES	5a	New Ways of Working Service Transformation Reviews Tranche 2 (Children & Family Services)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Oct 2017 - April 2018			Yet to commence	
TRANSFORMING SERVICES	5b	New Ways of Working Service Transformation Reviews Tranche 5 (ICT & Customer Services)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Apr - 2019 - Oct 2019				
TRANSFORMING SERVICES	6	New Ways of Working Service Transformation Reviews Tranche 6 (Human Resources/Legal Services/Commissioning)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board	Yes	Not yet	Apr - 2019 - Oct 2019	to be determined	to be determined		
TRANSFORMING SERVICES	6a	New Ways of Working Service Transformation Reviews Tranche 6 (Human Resources/Legal)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Apr - 2019 - Oct 2019				
TRANSFORMING SERVICES	6b	New Ways of Working Service Transformation Reviews Tranche 6 (Commissioning)		Medium Term Financial Strategy	David Lowe	Nick Carter	to be agreed	Corporate Programme Board			Apr - 2019 - Oct 2019				
TRANSFORMING SERVICES	7	Financial Challenge Reviews - Phase 2		Medium Term Financial Strategy	David Lowe	Nick Carter	Yes	Budget Board	Budget Board	Yes	Nov 2017-Apr 2018	not applicable	Yes	Green	
TRANSFORMING SERVICES	8	Corporate Digitisation Enablers		Council Plan	Phil Rumens	Nick Carter	Yes	Customer First Programme Board.	Yes	Yes	Yes	Green	Yes	Amber	
TRANSFORMING SERVICES	8a	Bookings		Council Plan	Phil Rumens	Nick Carter	Yes	Customer First Programme Board.	Yes	Yes					
TRANSFORMING SERVICES	8b	Waste		Council Plan	Phil Rumens	Nick Carter	Yes	Customer First Programme Board.	Yes	Yes					
TRANSFORMING SERVICES	8c	Courses		Council Plan	Phil Rumens	Nick Carter	Yes	Customer First Programme Board.	Yes	Yes					
TRANSFORMING SERVICES	9	WasteSavings Project		MTFS	Melanie Best/Jackie Ward/ new tech PM appointed	John Ashworth/ Dominic Boeck	Yes	Waste Steering Group/Corporate Programme Board	Yes (Cllr Boeck)	Yes	March - Dec 2019	Yes	Yes	Green	Financial targets changed, Green Waste being brought forward. External Technical PM appointed.
STRATEGIC TRANSFORMATION	10	Shared Services (Legal)		MTFS	Sarah Clarke/Bracknell/Katie ?	Nick Carter	Yes	Corporate Board/Council	Yes	Yes	April 2018 Business case due. Implementation from December.	Yes	Yes	Amber	A dedicated project manager for this commissioned jointly by WBC and BFC. Report to Chair (Nick Carter) of the newly established Project
STRATEGIC TRANSFORMATION	11	Shared Services (Emergency Planning)		MTFS	Carolyn Richardson	Nick Carter	Yes	Corporate Board/Council	Yes	Yes	1st April 2018		Yes?		Service (it is 3 of the Berks UAs not 6). Legal documentation will be signed off by the end of October. Move into

THEME	No	Project Title	CPO Involvement?	Links to which Strategies	Lead Officer	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	Notes for Project Board
COMMERCIALISATION	15	Residential Property (Fountain Gardens)		Housing Strategy and Homelessness Strategy	Gary Lugg	John Ashworth/	Yes	Cross Service working group established to take ownership of this item	No	Yes	Yes	to be determined	No	Amber	May update - due to lack of resource in Planning and Housing this project is no hold for 18 months. Recommend removal from Programme as non active.
COMMERCIALISATION	16	Trading with schools and academies		TBC	June Graves	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	
WORKFORCE PROJECTS															
WORKFORCE PROJECTS	18	Apprenticeship Levy		Savings	Rob O'Reilly/Mel James	TBA	Yes	Corporate Programme Board	TBA	Yes	April 2017-2019 (review in April 2018)	Green		Green	

NEW LEGISLATION PREPARATION

NEW LEGISLATION PREPARATION	19	General Data Protection Regulations (GDPR)		Legislation	Rob O'Reilly/James Gore	Nick Carter	Yes	Corporate Programme Board	TBA	Yes	25th May 2018	Green	No	Green	ROR update for 01.11.17 - on target.
NEW LEGISLATION PREPARATION		Homelessness Act	Yes	Legislation		Nick Carter									
TRANSFORMING SERVICES	21	Demand Management - ICT			Kevin Griffin	Nick Carter	Yes	Resources SMT	No	Yes	Conclude August 2017	not applicable at this stage	No	Amber	Running behind schedule at present due to resource issues
INFRASTRUCTURE	22	Major Infrastructure Project - Sandleford		Core Strategy Development Plan and Local Plan	Gary Rayner	John Ashworth	Yes	Normal council decision making process	Yes	Yes	Not yet	to be determined	No	Amber	Update requested
INFRASTRUCTURE	23	Major Infrastructure Project - Grazeley		Core Strategy Development Plan and Local Plan	Bryan Lyttle	John Ashworth	Yes	Normal council decision making process	Yes	Yes	Not yet	to be determined	No	Amber	Update requested
INFRASTRUCTURE	24	Improved Infrastructure - regeneration- Waterside Centre		Core Strategy Development Plan and Local Plan	Bill Bagnell	Nick Carter	No	Progress appears dependent upon resolving the Waterside Centre issue.		Yes	No	to be determined	No	Amber	
INFRASTRUCTURE	25	Improved Infrastructure - regeneration- Market Street		Core Strategy Development Plan and Local Plan	Bill Bagnell	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	
INFRASTRUCTURE	26	Improved Infrastructure - Berkshire Superfast Broadband - now split into two phases	No		Richard ??	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	April 2018 phase 2 April 2020 Phase 3	Project Risk Register	No	Green	
INFRASTRUCTURE		London Road	No												
COUNCIL STRATEGY/VISION 2036		West Berkshire 2036		Vision 2036	Nick Carter	Graham Jones	Yes		Yes	Yes	Yes				Project Brief presented to Corporate Programme Board for 23.11 recommended acceptance
COUNCIL STRATEGY/VISION 2036	28	One Public Estate		Vision 2036	Richard Turner	Nick Carter	Yes	Normal council decision making process	Yes	Yes	Not yet	to be determined	Yes	Amber	Update requested
COUNCIL STRATEGY/VISION 2036		Hungerford Fire Station (complete)		Vision 2036	Richard Turner	Nick Carter	Yes	Normal council decision making process							
COUNCIL STRATEGY/VISION 2036		Bayer Building		Vision 2036	Richard Turner	Nick Carter	Yes	Normal council decision making process							
COUNCIL STRATEGY/VISION 2036		Newbury Place Review - agencies		Vision 2036	Richard Turner	Nick Carter	Yes	Normal council decision making process							
TRANSFORMATION	29	Health & Social Care Integration TO BE SPLIT OUT BY NC		Health & Wellbeing Strategy and Joint Strategic Needs Assessment	Tandra Forster		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

To be discussed:

London Road
Homelessness Act

Project Brief expected for January 2018 and therefore inclusion in the next iteration of the Corporate Programme Board.
Project Brief expected for January 2018 and therefore inclusion in the next iteration of the Corporate Programme Board.

THEME	No	Project Title	CPO Involvement?	Links to which Strategies	Lead Officer	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	Notes for Project Board	
Dragon's Den		Going to the Corporate Programme Board on 23rd November 2017.														
Demand Management Analytics		Currently an idea for future development														

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Overview and Scrutiny Management Commission Work Programme

Committee considering report: Overview and Scrutiny Management Commission on 9th January 2018

1. Purpose of the Report

To consider the Work Programme of the Commission for the remainder of the 2017/18 Municipal Year.

2. Recommendation

That the Overview and Scrutiny Management Commission considers forecasted activity and recommends future topics for discussion.

Appendices

Appendix A – OSMC Work Programme

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Overview and Scrutiny Management Commission Work Programme 2017/18

No.	Ref	Item	purpose	Lead Officer	Portfolio Holder/ Lead Member
<i>In addition to standing items which include the Corporate Programme, the work of 'Scrutineers' & the Council's Forward Plan, the following items will be discussed at future meetings:</i>					
10 April 2018 (Report deadline 28 March 2018)					
1	OSMC	Financial Performance Report 2017/18 – Month Ten	To scrutinise the latest financial performance of the Council.	Andy Walker	Anthony Chadley
2	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	Keith Chopping
3	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.		
4	OSMC	Fire Safety	To consider the activities undertaken and ongoing regarding fire safety in West Berkshire, following the Grenfell Tower fire on 14 June 2017.	Paul Anstey/ Richard Turner	
Task Groups (dates to be confirmed unless indicated)					
5	Task Group	Council Strategy Refresh 2018/19	To review the progress made, to date, with implementing the Council Strategy 2015-2019 in order to contribute to its refresh for 2018/19. Meetings held on 27 November, 4 December and 14 December.	Catalin Bogos	

6	Task Group	Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan	To scrutinise the implementation of the Sustainability and Transformation Plan. Meeting held on 8 November 2017, next to be scheduled for March 2018.	Stephen Chard	
Future items for Scrutiny (dates TBC)					
	OSMC	West Berkshire Vision 2036	To review the proposed Vision.		
	OSMC	Social Mobility Commission	To consider the findings of the Social Mobility Commission in relation to West Berkshire.		

Key Accountable Performance 2017/18: Quarter Two

Committee considering report:	Executive
Date of Committee:	21 December 2017
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	7 December 2017
Report Author:	Catalin Bogos
Forward Plan Ref:	EX3247

1. Purpose of the Report

- 1.1 To report quarter two 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 services.
- 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 milestones for the key infrastructure projects: London Road Industrial Estate and Sterling Cables;
 - (b) timeliness to respond to Adult Social Care safeguarding concerns;
 - (c) % of people presented homeless where the homelessness has been relieved or prevented.
- 2.3 To agree an additional measure, proposed to be reported at the Executive Board starting at Q3, to be included as part of the performance framework in order to give an indication of the outcomes of the community conversations, namely: '*% of identified communities that have agreed what actions will be undertaken to address locally identified issues*'.
- 2.4 To agree a change in target from 'Mar 2018' to 'Jul 2018' for the Market Street Redevelopment's second milestone of 'starting on site' due to dependency on

developer to complete their viability related processes and hand over the contribution of £500k (see Appendix F exception reports).

3. Implications

- 3.1 **Financial:** Financial implications relating to performance results (above or below targets) are highlighted and managed by each service.
- 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

None

Council Strategy 2015-2019: Performance Scorecard

Summary of Performance Quarter 2 2017/18

Council Strategy

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



Corporate Programme

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

Corporate Health

Net budget for 2017/18: £117.4m	Staff turnover (of 1,508 FTE)
2017/18 Q1 forecast overspend: £870k	1.5% 2017/18 Q1 Staff Turnover
2017/18 Q2 forecast overspend: £602k	8.0% 2017/18 Q2 Staff Turnover



* RAG (Red, Amber, Green) performance measured over Strategy's lifetime for Priorities and 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 two 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, following the Care Quality Commission (CQC) inspection of the Willows care home, all Adult Social Care (ASC) services are now rated as 'Good' or better in the inspection domain of 'safety'. Equally notable is the fact that over 95% of the schools in the district are now rated 'Good' or better by Ofsted.

Reported timeliness of decisions on ASC safeguarding concerns has further declined but reassurance was given that risks are managed promptly and actions have been put in place to improve processes and recording practice.

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 continues to improve. Improvements have also been made in relation to the timeliness of providing benefits, reviews of the ASC long term cases and Council Tax and Business Rates collections. Improvement actions in these areas have been analysed in greater detail by the Overview and Scrutiny Management Commission (OSMC). Performance has improved for 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 have improved since last quarter. The revenue budget forecast overspend is £602k above the £117.4m net budget set by Council in March 2017. This is a reduction from the £870k overspend forecasted at the end of Q1. Staff turnover was 8% for the first 6 months of this year. (See Council Performance Scorecard).

7. Conclusion

- 7.1 The Council continues to perform well against ambitious targets. Notable achievements this quarter relates to all ASC services being rated by CQC at least 'Good' regarding safety and over 95% of the schools rated 'Good' or better by Ofsted. The Corporate Programme is reporting 'on track' across all 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. Other areas for the Executive to note are:

- Milestone delayed for the Market Street Redevelopment – revised target is proposed for July 2018.
- London Road Industrial Estate and Sterling Cables – to note dependencies on court action and funding bid success, respectively.
- Timeliness of responding to adult social care safeguarding concerns – to note actions implemented and reassurance of risks being managed.

8. Appendices

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

Appendix A

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	To note performance levels achieved and to review any remedial actions proposed.
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	17/11/2017

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

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

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

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

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

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

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

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

Name: Catalin Bogos

Date: 17/11/2017

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

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

1. Introduction/Background

This report provides the Corporate Board with an update on the Council's performance for quarter 2 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 C

2.1.1 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 the Council, partners and the residents as a whole about how the local economy is performing.

2.1.2 The notable changes to measures of volume, related to West Berkshire's Local Economy, are:

- There have been 44% less business 'births' (new business accounts registrations for National non-domestic rates) compared to quarter two of 2016/17. The number of closed business accounts (business 'deaths') was 28% higher compared to Q2. However, comparative data from the Office for National Statistics show that the number of enterprises that were live at the end of the financial year is following an upward trend since 2011, albeit at a slower rate than the total for South East region or the total for England.
- The number of working age (16-64) claimants of unemployment benefit (JSA) has reverted to follow the longer term downward trend after a couple of quarters with slightly higher values (reduced now by 2.3% quarter versus quarter). Younger claimants (16-24) has stopped decreasing after reaching an all time low of 20 (in Dec 16) and is now at similar level (35) to Q2 2016/17.

2.1.3 Notable changes in the local Social Care measures of volume for quarter two are:

- The increasing trend of referrals to Children's Services has now been reversed, Q2 number of 309 referrals is the lowest over the last two and a half years.

- Over the last three quarters there is a clear increase in the number of child protection plans, this quarter's value is 57% higher than Q2 last year.
- At 159, the number of Looked After Children (LAC) is within 150 - 165 range of the last two years.
- The total Adult Social Care enquires data is not available. This is due to the change of the social care client records system, which requires additional fine tuning in order to ensure all the data reports are functioning correctly.
- The ASC waiting lists levels (500 for this quarter) continued the downward trend started in Mar 2017 when it peaked at 621. However, evolution of the numbers of clients receiving long term community services or residential and nursing services continues in an upward trend.

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

2.2.1 Improve Educational Attainment (RAG: AMBER)

- The education attainment results for the 2016/17 academic year (AY) are expected in Q3.
- The % of schools judged 'good' or better by Ofsted has continued in an upward trend; 95.1% of the schools are rated good or better, exceeding the target of 90%. This is a significant improvement from the 80% level at the end of March 2016.

2.2.2 Close the Educational Attainment Gap (RAG: AMBER)

- The education attainment gap results for the 2016/17 academic year are expected in Q3.

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

- Based on the new reporting arrangements, affordable housing completions data is expected to be available at the end of quarter four.
- Contextual information shows that house prices increased by 4% between Sep 2016 and Aug 2017.

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

- Work to complete the flood prevention and drainage improvement schemes, listed in the capital programme for this year, is progressing well and is expected to be completed on time.
- The completion of the second milestone, relating to 'starting the development on site', for the Market Street redevelopment is delayed and not likely to be achieved by the target date (Mar 2018). The developer has to conclude the viability related process and pay the £500k contribution. As a result, it is proposed that the target for this milestone be revised to 'July 2018' (see Appendix F - exception report).

- London Road Industrial Estate work and Sterling Cables projects are delayed due to ongoing court action and developer's viability issues respectively (see Appendix F - exception report).
- A number of actions have been put in place to ensure that 96.6% of West Berkshire premises will be able to receive superfast broadband by Mar 2018, Q2 actual is 87.7% (see Appendix F - exception report).

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

- The most notable achievement this quarter is that all five Adult Social Care (ASC) services are now rated 'Good' in the area of 'safe'. Care Quality Commission (CQC) has carried out an inspection on the Willow Edge adult social care home and their assessment of the safety of the service has now improved. This is a result of the improvements implemented and maintained by the care home's staff and the management of the ASC service. In their report CQC have highlighted that: *'The service had systems in place to ensure people were as safe as possible. Identified risks were assessed and action taken to mitigate them. Safety checks and servicing took place regularly and the staff recruitment process was robust.'*
- Following the 'Good' overall Ofsted inspection rating of Children and Family Services during quarter one, work has continued towards delivering further improvements in areas such as:
 - (i) involving health professionals in decision making,
 - (ii) better recording and use of information regarding children's diverse backgrounds
 - (iii) analysing risk for children missing from home or care, or at risk of sexual exploitation.
- The reported timeliness of responding to adult safeguarding concerns has continued the decline in performance which started last quarter. As part of the change to a new recording system (Care Director), action has been taken at management and operational level to improve practice, processes and activity recording. Reassurance is provided that, where concerns have been received, the Safeguarding team managed any presenting risk to ensure the safety of the individual (See Appendix F - exception report).

2.2.6 Support Communities to do More to Help Themselves (RAG: GREEN) - Progress has continued on a number of work streams that are part of this priority:

- **The multi agency Building Communities Together Team (BCT)** – The BCT Team officers from West Berkshire Council (WBC) and Thames Valley Police (TVP) are collocated and are now routinely working alongside each other. The TVP officers have Problem Solving Team responsibilities and are leading on developing Problem Profiles on significant issues within communities. They are working with BCT Team colleagues and partner agencies to identify and develop community solutions.

In response to a significant increase in reports of anti-social behaviour in Burghfield, a Problem Profile was developed and a 'World Café' type event was held to further develop the Profile and, importantly, to engage with local residents. The Problem Solving Team within the BCT carried out 2 weeks of action and as a result the reports of antisocial behaviour have significantly reduced and community cohesion improved.

- **Community conversations:** The BCT Team has continued to sustain and develop Community Conversations and identify opportunities to build on existing community activities that can be harnessed to build community resilience. In Hungerford, the Community Conversation continues as a multi professional meeting using a problem solving approach to address challenging issues. In Newbury, it focuses on developing a community hub and mapping community assets and in Calcot continues with a focus on developing a Community Café.

There have been World Café events in Burghfield, Aldermaston and Thatcham to identify local issues and to potentially create community forums.

- **The devolution agenda** is progressing. The online Parish Portal was launched in April 2017, and several town councils have responded and expressed their desire to take over responsibility for managing key community assets. The transfer of Hungerford library, and specific playgrounds and open spaces to Thatcham Town Council will be the first projects completed under the devolution programme. There will also be a future Town and Parish Clerks' Forum to facilitate better communications between West Berkshire Council and our town and parish councils.

2.3 Performance by Council Strategy's core business areas:

2.3.1 Protecting our children

- Good performance was maintained for the timeliness of single assessments (98.5% within timescales) and for placement stability of LAC (only 1.9% of cases with 3 or more placement moves). Performance of timely sharing of reports with parents, ahead of the Initial Child Protection Conferences has improved, and is now back on track.
- Similar to last quarter's position, the average number of weeks to conclude care proceedings (at 35 weeks) is higher than the national target of 26 weeks. The delays are not attributable to Local Authority case planning. Work will continue with the judiciary and the Local Family Justice Board to reduce the timescales, where possible. (see Appendix F exception report for details).
- At 20.5%, the percentage of repeat referrals to Children's Services within 12 months of a previous referral, was just above the top of the target range of 5% to 20%. This is still below the 2015/16 national average of 28%. Some complex potential process/recording issues, that may contribute in part to this result, are being explored in order to be resolved.
- For a number of measures, that are part of this core business area, the results for Q2 were not available before the production of this paper, due to the launch of the new client records management system (CareDirector). Some

technical issues, post Go Live in Sep 2017, mean that some of the system reports are not working correctly and require further setting up and development work. Progress is being made to address these issues with the aim to report all the measures at the end of Q3.

2.3.2 Bin collection and street cleaning

- The estimated result for the household waste recycled, composted, reused or recovered (83.9%) is now above the year end target of 80%. Quarter one performance was impacted by the Energy from Waste facility being closed over Apr 2017.
- Better performance (rating of 'good') was achieved against the target (rating 'satisfactory') in relation to maintaining an acceptable level of litter, detritus and graffiti.

2.3.3 Providing benefits

- The timeliness of making decisions on benefit claims measures (changes and new) have been considered by the Overview and Scrutiny Management Commission (OSMC). This course of action was recommended by the Executive, following the results (at the end of last year and in Q1) being impacted by staffing and IT issues, and the expected impact from the roll out of the Universal Credit in Dec 2017. The contributory issues, and the actions put in place to mitigate them, have been scrutinised by the members of the OSMC and officers.
- Performance at quarter two has improved. The timeliness of decisions on new claims (19.7 days) was better than the target (<20 days). For decision on changes in claimant's circumstances, it improved to just 0.5 of a day higher than the maximum 9 days target and is expected to achieve the end of year target (see Appendix F - exception report).

2.3.4 Collecting Council Tax and Business rates

- Good performance achieved by the Revenues and Benefits service during the first quarter, regarding 'in year' collection of Council Tax and Business rates, has continued during quarter 2 and is expected to achieve their end of year targets. This was another area that was scrutinised in greater detail by the OSMC.

2.3.5 Wellbeing of older people and vulnerable adults

- The timeliness to undertake financial assessments referred to the Financial Assessment & Charging team (99.8%) continues to perform highly.
- The causes of underperformance, and the improvement actions put in place by the Adult Social Care Service to increase the timeliness of reviews of adult social care clients with a long term service, have been scrutinised by the OSMC. These actions have resulted in improved performance, from 65.1% in quarter one to 71.4 for quarter two. This gives confidence to the service that the end of year target of 74% will be met. (see Appendix F – exception report).

- As described in paragraph 2.23, data was not available for some of the measures at quarter two and is expected to be reported next quarter.

2.3.6 Planning and housing

- The timeliness of determining planning applications (major, minor and other) and the timeliness of the Disabled Facilities Grant's approval, continue to perform better than their targets.
- The Housing Site Allocation Development Plan Document (HSA DPD) was adopted in May 2017. The activities to submit the New Local plan for examination remain on track for Dec 2019. Similarly, it is estimated that the Minerals and Waste Local plan will be submitted to the Secretary of State for examination by the due date.
- Homelessness has been relieved or prevented in 72% of cases by the end of Q2 which is an improvement from 64% at quarter one. The circumstances for performance below target have been considered in more details at OSMC. A separate paper is produced to highlight the implications of the new homeless prevention duties. (see exception report for details)

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

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

- **Service Transformation** – The Financial Challenge Review process has carried out a first phase of work to identify ways in which the £4.5m funding gap in the Council's finances to 2019/20 can be closed. Approximately, £1.5m of savings has been identified for 2018/19. Further work will be required for future years and a methodology for this is being developed.

The New Ways of Working reviews for Development & Planning and Education Services have begun, although progress has been limited by the requirement for focus on the Financial Challenge reviews. SWOT analyses have been carried out, with the views of staff, management and elected members being captured.

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 £3m.

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

A project team is also exploring the business case for purchasing general accommodation to prevent people becoming homeless, and initial work has begun on a joint venture with Sovereign Housing to pursue this aim.

The Steering Group examining the opportunities arising from and the approach towards trading with schools and academies, has had its work significantly informed by the actions arising from the Financial Challenge process.

- **Workforce Projects** – Work has continued on the car leasing scheme with initial and revised proposals being put out to consultation with staff.

Work continues 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 and the development of a wider action plan.

- **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.

2.4.2 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 70% (19/27) of them were RAG rated Green, 18% (5/27) Amber and 12% (3/27) Red compared to 69% (22/32) Green, 13% (4/32) Amber and 19% (6/32) for quarter two 2016/17.

2.5 Corporate Health Measures (see Council Performance Scorecard).

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 reduced from last quarter to £602k at the end of Sep against a net revenue budget of £117.4m. The staff turnover is now at 8% 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 Quarter two performance is good, with improvements on most of the areas reported below targets at the end of quarter one. A key achievement this quarter is the overall ‘good’ rating of one of the Council’s ASC care homes, including the ‘good’ rating of the inspection sub domain ‘safety’. This means that all ASC services are now rated ‘good’ or better in the sub domain of ‘safety’. Another distinct improvement is that over 95% of the District’s school are rated ‘good’ or better by the schools regulator Ofsted.

3.2 Improvements or maintaining high performance was achieved in the following areas:

- Protecting our children – further improved the timeliness of assessments and placement stability;
- Bin collection and street cleaning – good levels of recycling and cleanliness

- 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 – 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 or Red, shows that actions have been implemented to improve performance, which in many of the cases were just below the targets/thresholds set:

- Access to Superfast Broadband – solutions are being implemented to bring the speed of delivery back on track.
- Timeliness to conclude care proceedings – detailed assessment gave assurance that the delays are not attributable to the local authority. Work with the judiciary to reduce timescales continues.
- Repeat referrals to Children's Services – just outside the target range and well below national average.
- Timeliness of decisions on changes in a Benefit claimants circumstances – improvement actions have been scrutinised in detail by the OSMC. Performance has improved and is marginally higher than maximum target level.
- Timeliness of reviews of clients with a Long Term Adult Social Care Service – improvement actions have been scrutinised in detail by the OSMC. Performance has improved and it is expected that end of year targets will be achieved.
- % of people presented homeless where the homelessness has been relieved or prevented – performance has improved. OSMC has considered this area in detail. A separate paper is being prepared regarding the new Prevention Duty and its implications.

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:

- Milestone delayed for Market Street Redevelopment – to note exception report and agree revised target from Mar 2018 to Jul 2018.
- London Road Industrial Estate and Sterling Cables – to note dependencies on court action and funding bid success, respectively.
- Timeliness of responding to adult social care safeguarding concerns – to note revision and change in practice and processes. Recording approach is being brought back in line with national minimum standards and reassurance is provided that the risks to individuals are promptly managed.

Background Papers:

Council Strategy 2015-2019 (refreshed March 2016)

Subject to Call-In:

Yes: No:

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

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Wards affected:

All

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy 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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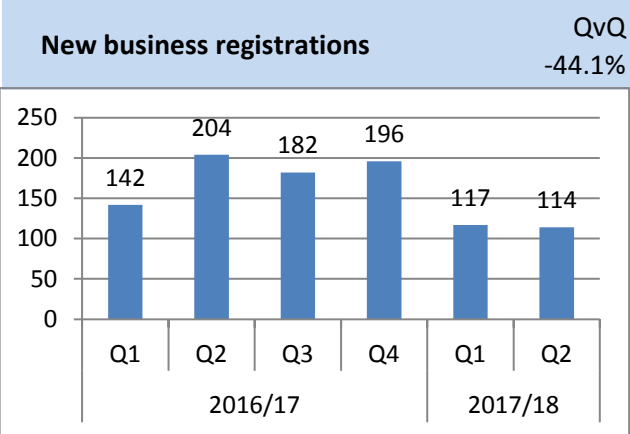
District Wide Health Check Q2 2017/18



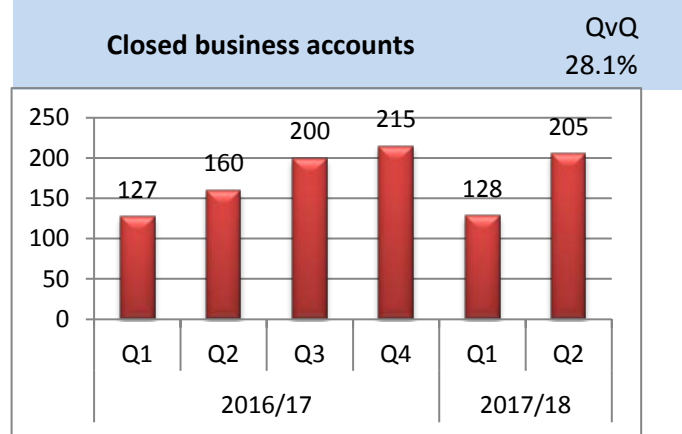
Arrows indicate direction of travel (DoT) latest quarter versus same period last year unless otherwise stated. Values between brackets are the actual values for the quarter.

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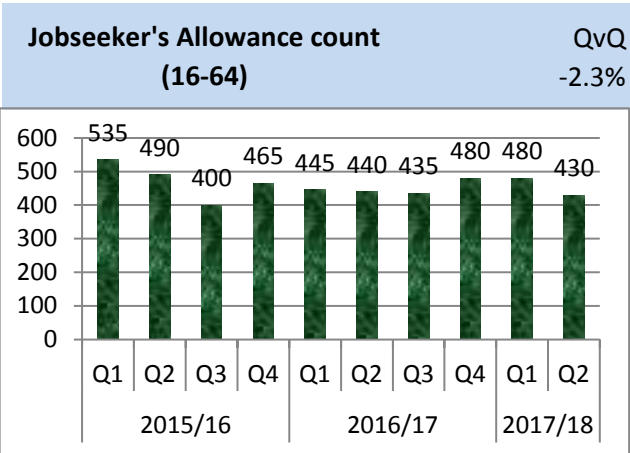
Local Economy



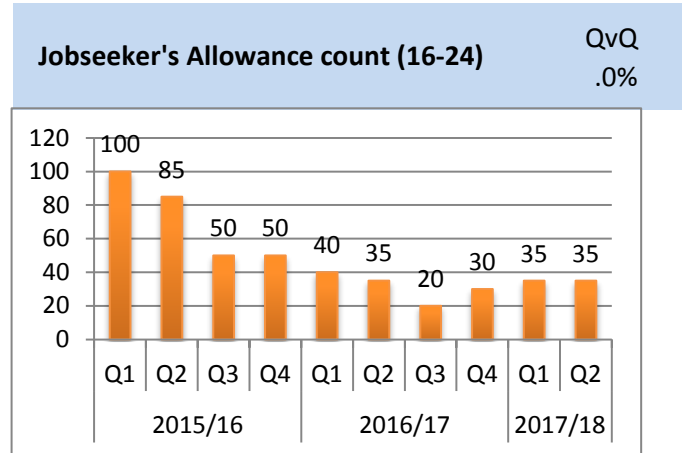
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



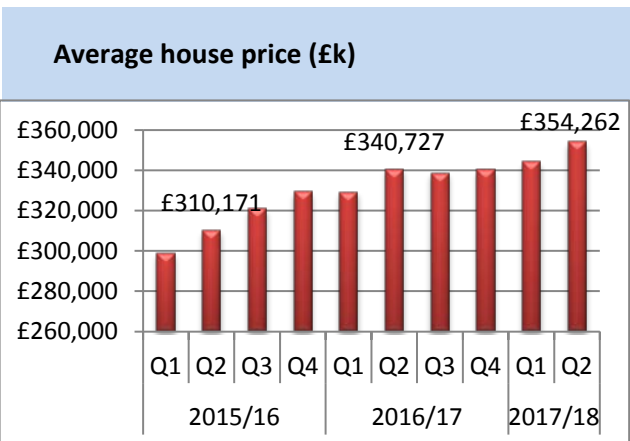
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



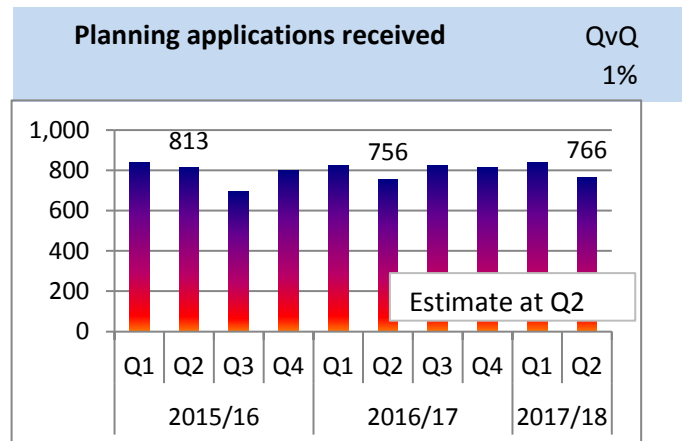
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



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.



2016/17 figures have been updated by the land registry. Q1 now includes data for June 2017. Only July and August data is available as yet for 2017/18 Quarterly average for all property types, as published by the Land Registry

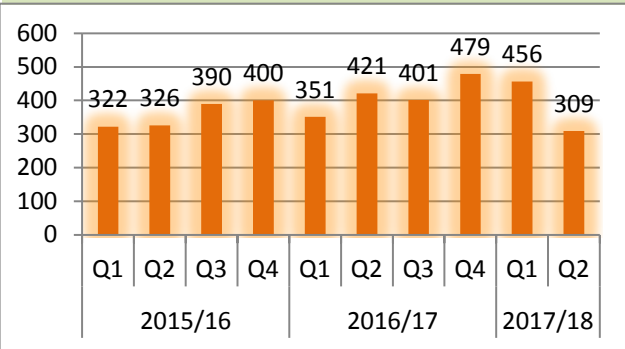


Q2 is an estimate and will be updated at Q3. The total number of applications received by Planning, either by post or via the planning portal

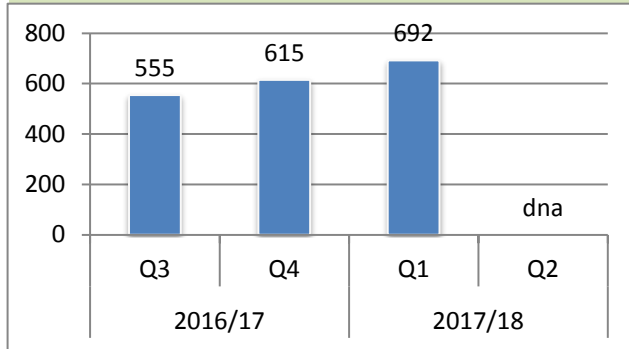
Social Care

Referrals to Children & Family Services

QvQ
-27%



ASC new enquiries

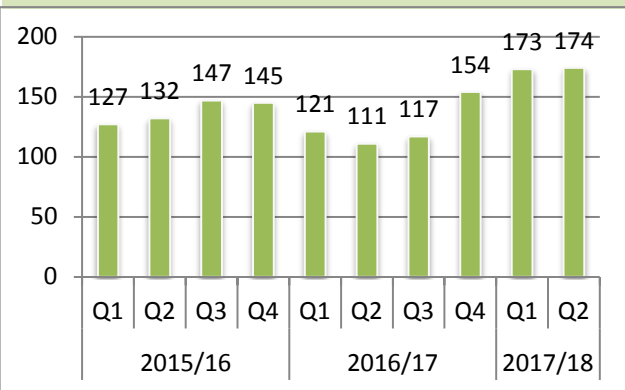


Unable to provide Q2 data due to transition to CareDirector.

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

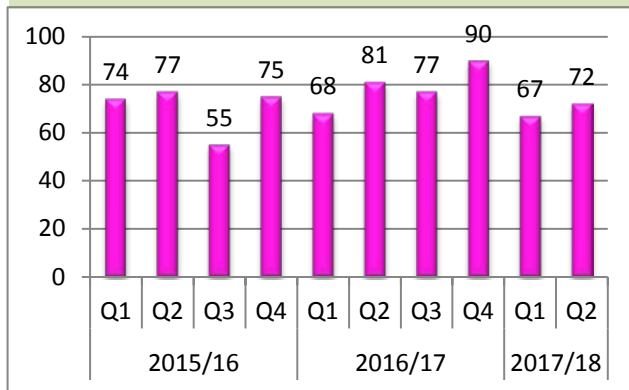
Child protection Plans

QvQ
57%

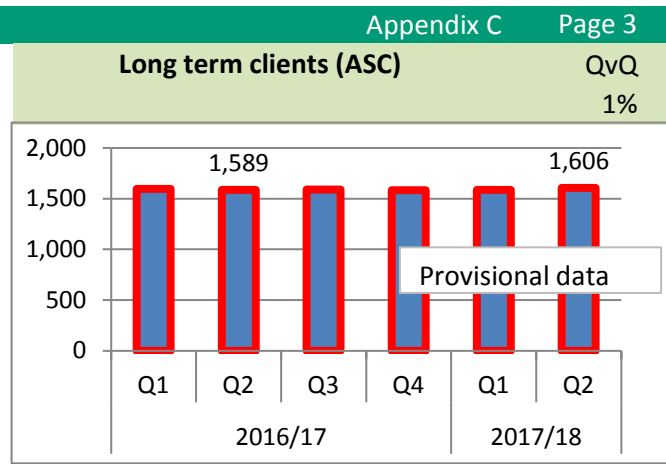
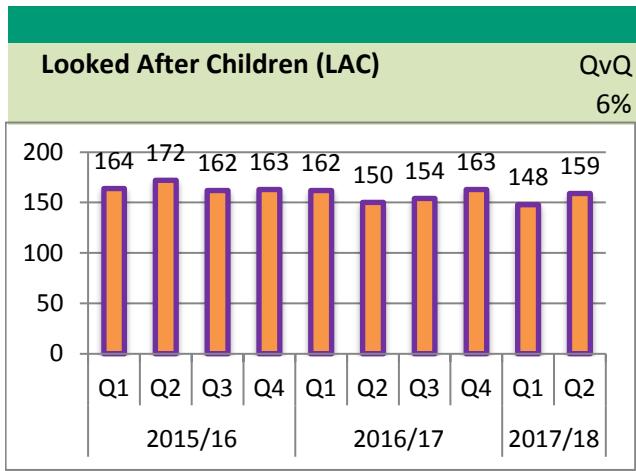


Adult safeguarding enquiries opened

QvQ
-11%



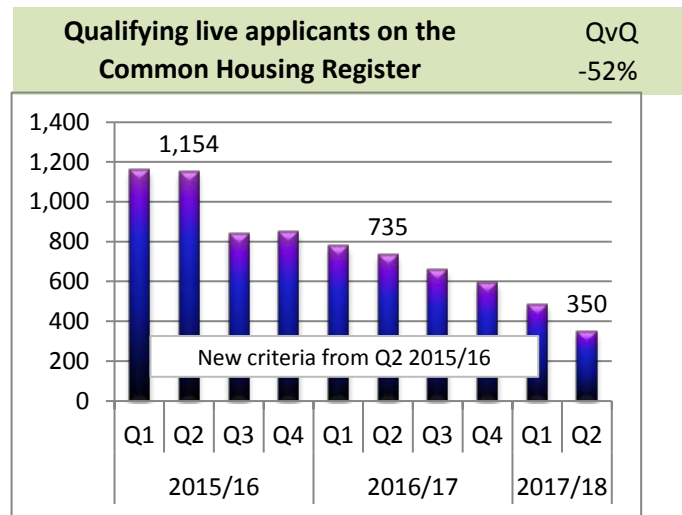
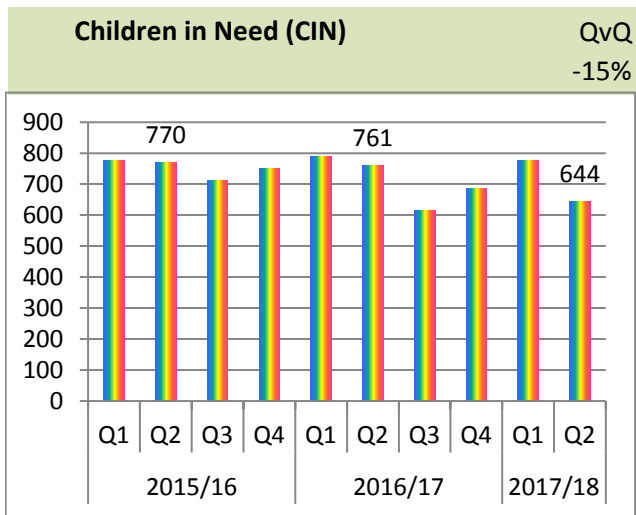
YTD = 139



Provisional data - Reported as snapshot, not year to date.

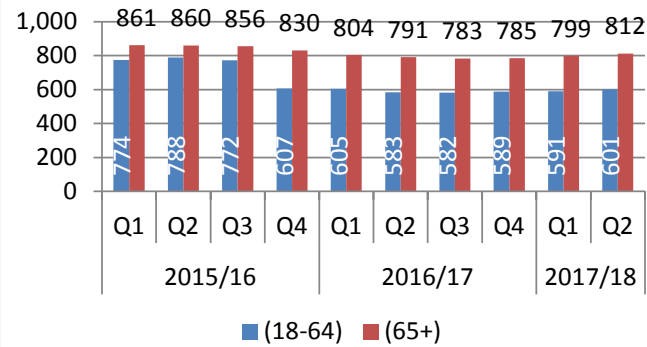
Data before 2016/17 has not been provided as it is not comparable due to the implementation of the Care Act, where we reviewed work flow with the previously joint MH team. This identified a cohort of clients that previously were captured as receiving 'long term professional support'. A decision was made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

Social Care



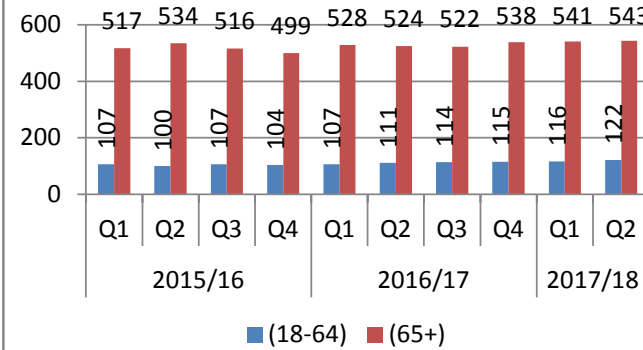
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

1. ASC: No. of clients aged 18-64 or 65+ in the last 12 months in receipt of a Long Term community service (Homecare/ Day care / PB cash payment/ Community support / ECH)



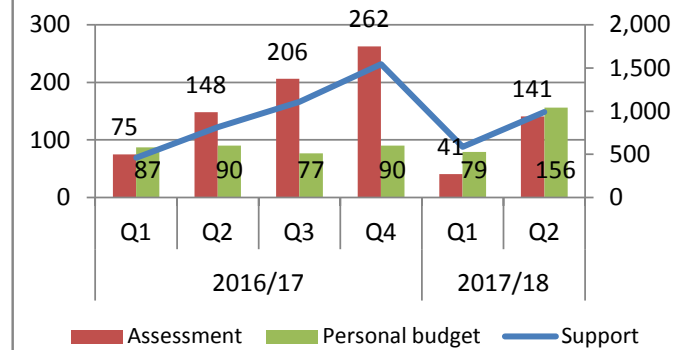
Provisional data
Rolling 12 months
Report as at 16th Oct due to transition to Care Director

2. ASC: No. of clients aged 18-64 or 65+ in the last 12 months in receipt of a Long Term Service (LTS) residential/nursing care



Provisional data
Rolling 12 months
Report as at 16th Oct due to transition to Care Director

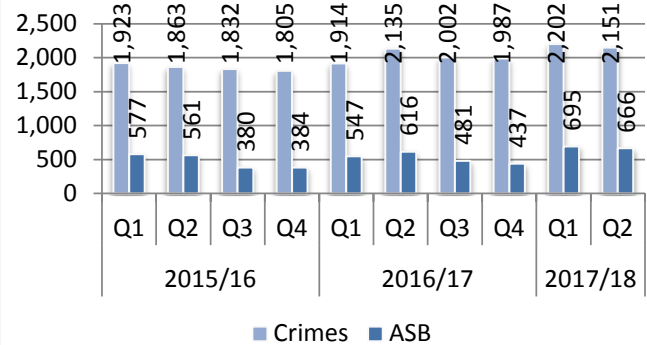
3. ASC: No. of Carers receiving an assessment against eligibility criteria/support during the year/personal budget



YTD figures

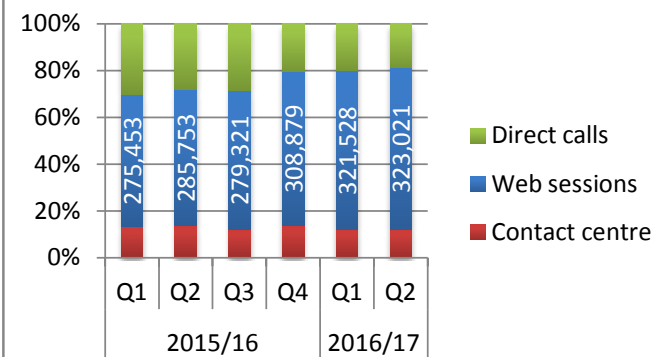
4. BCT: No of all crimes and anti-social behaviour (ASB) incidents reported to Thames Valley Police

QvQ
Crime: .7%
ASB: 8.1%



7.9% increase on last year
ASB increase year on year by 18%

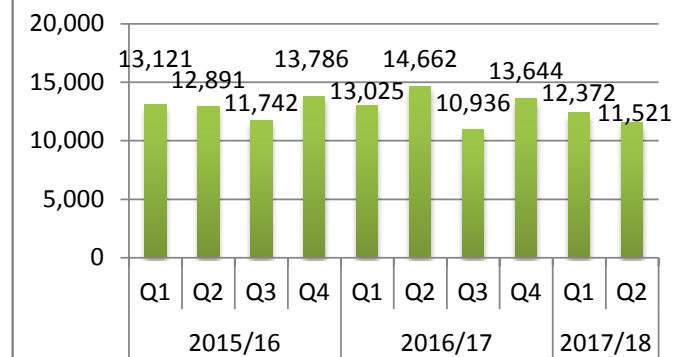
5. CS&ICT/SS: Direct calls, Contact Centre calls and Individual website sessions



From Q2 individual sessions on Planning's Public Access site will be included.

6. CS&ICT: No. of Streetcare enquiries (received directly through Contact Centre & online fault reporting) (Total)

QvQ: -21.4%



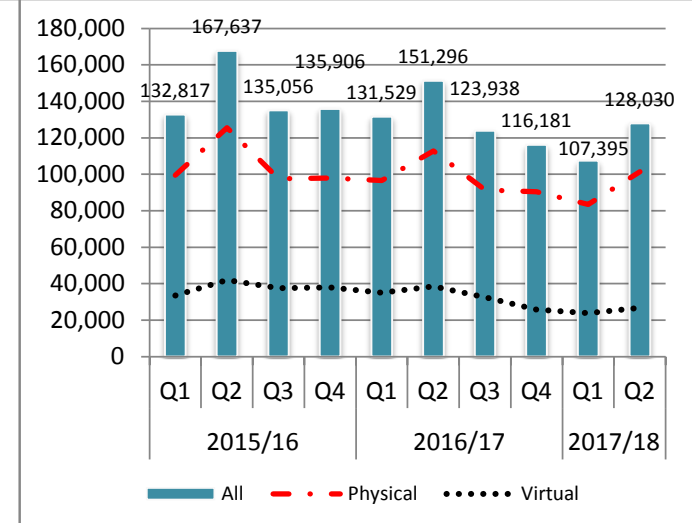
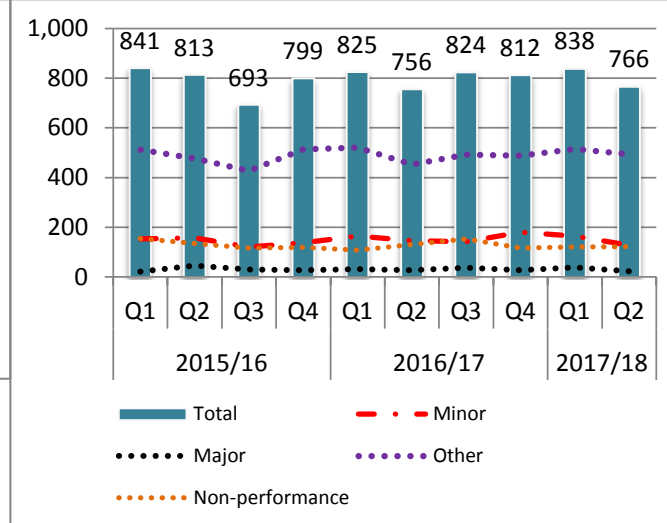
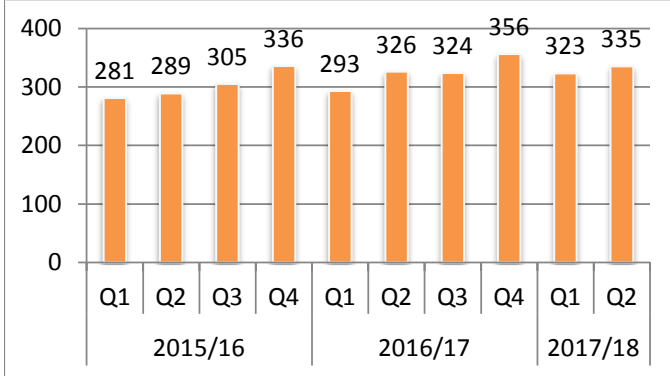
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

7. SS: No. of Freedom of Information requests received QvQ: 2.8%

8. D&P: Number of planning applications received (Total) QvQ: 1.3%

9. PP&C: Number of visits to libraries, including the Mobile and 'At Home' Service (Total) QvQ: -15.4%

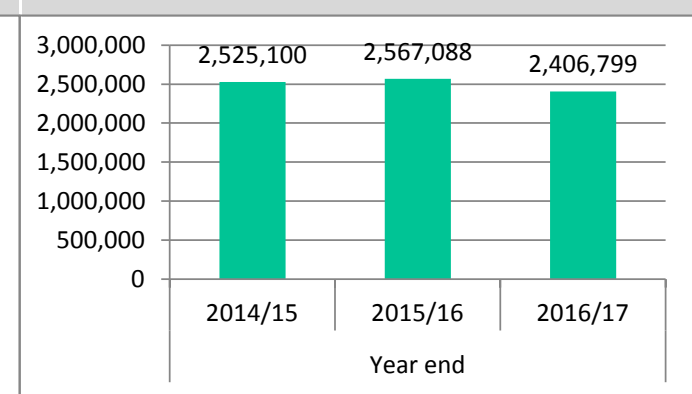
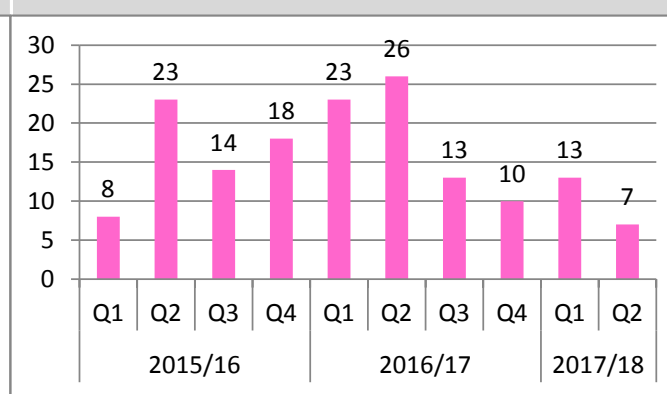
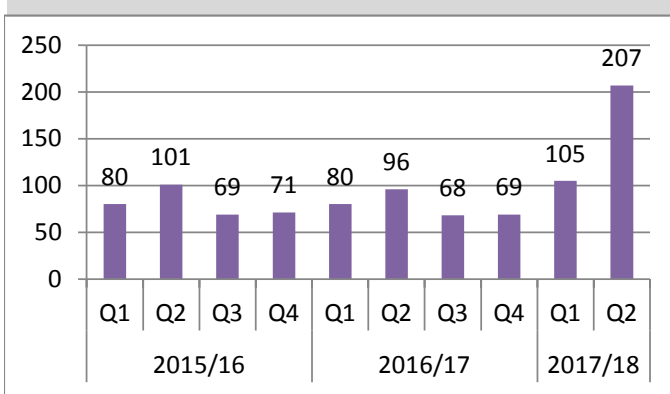


Q2 is an estimate and will be updated at Q3.
The total number of applications received by Planning, either by post or via the planning portal

10. PP&C: Number of volunteers across libraries, including the Mobile and 'At Home' Service QvQ: 115.6%

11. T&C: Number of people killed or seriously injured on roads in West Berkshire (incl Highway Agency roads) Q1vQ1: -73.1%

12. T&C: Number of bus passenger journeys commencing in West Berkshire YrvYr: -6.2%



Generally reported quarterly in arrears

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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	Q2 (YTD) RAG/Outturn	Q2 Comment
BEC1kt6E FY1	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%	★ 95.1%	YTD: 78 / 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	National rank/Quartile 2016/17	Q2 Comment
BEC1kt0E FY22	Educ	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Elaine Ricks	71%	1st	75%	1st	Top 25%	⊙ Annual - Q3	Annual - Q3	Reports 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 - Q3	Reports 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 - Q3	Reports 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				Target 2016/17	Year end 2016/17	Nationla rank/Quartile 2016/17	Q2 Comment
Ref	Service	Title	Responsible Officer	Year end 2014/15	Nationla rank/Quartile 2014/15	Year end 2015/16	Nationla rank/Quartile 2015/16				
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 - reports in Q3	Annual - reports in Q3	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 - reports in Q3	Annual - reports in Q3	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 - reports in Q3	Annual - reports in Q3	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				YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q2 Comment
Ref	Service	Title	Responsible Officer	Year end 2015/16	Nationla rank/Quartile 2015/16	Year end 2016/17	Nationla rank/Quartile 2016/17				
SLE1kt1D &P1	D&P	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	158	local	83	local	225 (17/18)	Annual - Q4	Annual - 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	Q2 (YTD) RAG/Outturn	Q2 Comment	
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17					National rank/Quartile 2016/17
SLE2kt1t&c1	T&C	% of the principal road network (A roads) in need of repair	Andrew Reynolds	2%	14/149 1st	3%	dna	5%	⊙ Annual - reports Q4	⊙ Annual - Q4	
SLE2kt2 Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.											
SLE2kt2ce o1	CEO	Market Street Redevelopment for 17/18: start on site (Milestone 2)	Nick Carter	-	-	Rescheduled for Jan 2018	local	Mar-18	★ On track	■ Delayed	Request to change target date to start on site by beginning of July 2018. See exception report for details
SLE2kt2ce o2	CEO	Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)	Nick Carter	-	-	Delayed	local	tbc dependent on court	■ Delayed	■ Delayed	See exception report for details.
SLE2kt2ce o4	CEO	Sterling Cables - Clear site and begin development	Nick Carter	-	-	Demolition and decontamination has commenced	local	Nov-18 (dependent on Marginal Funding Bid)	⚡ On track	⚡ Delayed	Works on site halted due to developer viability issues. The site is being considered as a candidate for Marginal Funding, which if successful, should cause works to recommence.
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	Richard Welch	57,340 (82.8%)	local	60,519 (87.3%)	local	70,584 (96.6%)	◆ 62,557 (85.6%)	◆ 64,124 (87.7%)	See exception report for details

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	Q2 (YTD) RAG/Outturn	Q2 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%	★ 100.0%	YTD: 5 / 5
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'	★ Complete in Q1	Rated 'Good' during Q1
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%	■ 83.3%	YTD: 210 / 252 See exception report for details

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	Q2 (YTD) RAG/Outturn	Q2 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17	National rank/Quartile 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	Q2 (YTD) RAG/Outturn	Q2 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	tbc	⊙ Annual-Q3	⊙ Annual - Q3	Reporting to commence in Q3. The commissioning process to identify a trainer to provide IBA training is nearing completion and a provider is anticipated to be in place from 1 November. 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.

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	Q2 (YTD) RAG/Outturn	Q2 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Year end 2016/17	National rank/Quartile 2016/17				
HQL1kt9bct1	BCT	Number of Community Conversations through which local issues are identified and addressed	Susan Powell	-	-	-	local	>10	★ 8	★ 8	6 live 2 pending Hungerford, Calcot, Newbury, Burghfield, Aldermaston, Thatcham are ongoing with potential to develop into Community Forums. In Burghfield, Aldermaston and Thatcham World Cafes have been held with the potential to develop into Community Forums. Community Conversations are being planned in Lambourn and Hungerford. Community Conversation activity has been undertaken at the relaunch of the Newbury Youth Council and is planned for the Peer Mentoring conference

Core Business:

a. Protecting our children

Ref	Service	Title	Responsible Officer	Historical outturns				YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q2 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%	★ 98.5%	
CBaCFS11	CFS	Number of weeks taken to conclude care proceedings (children social care)	Mac Heath	23	local	28	local	<=26 weeks	■ 35	■ 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%	★ 1.9%	YTD: 3 / 157

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%	★	78.8% (P)	★	83.9% (E)	Q2: 18,207 / 20,419 YTD: 34,986 / 41,723 This quarter's 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.
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	★	Good	
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	★	19.7 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	◆	9.5 days	See exception report for details For comparison = 2016/17 Q2 return = 12.16 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%	★	57.2%	YTD: 60,506,249 / 105,737,649 For comparison = 2016/17 Q2 return = 57.2%
CbeF&P12	F&P	The 'in-year' collection rate for Business Rates	Iain Bell	99%	local	98%	local	99%	★	34.9%	★	59.4%	YTD: 53,274,813 / 89,711,056 For comparison = 2016/17 Q2 return = 59.3%
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%	◆	71.4%	YTD: 903 / 1,264 See exception report for details
CBfasc6	ASC	Decrease the number of bed days due to Delayed transfers of care (DToC) from hospital	Tandra Forster	-	-	dna	4th	TBC	⚡	2,504	⌚	dna	Target for DToC days still under review within the BCF framework. Q2 Data will be available in Q3.
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%	⌚	dna	Unable to provide Q2 data due to STS004 reports not working - logged with CareDirector

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%	★	99.8%	YTD: 405 / 406
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	★	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	★	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	★	Complete	Adopted on 9 May 2017
CBgD&P9	D&P	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	(56/70) 80%	72/125 3rd	(65/86) 75.6%	108/125 4th	60%	★	77.3%	★	74.5% (E)	Q2: 21 / 29 YTD: 38 / 51
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%	99/125 4th	65%	★	68.9%	★	74.5% (E)	Q2: 108 / 137 YTD: 181 / 243
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%	45/125 2nd	75%	★	83.9%	★	85.6% (E)	Q2: 325 / 373 YTD: 606 / 708
CBgD&P14	D&P	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	79%	local	(269/349) 77%	local	75%	◆	63.9%	◆	71.7%	Q2: 42 / 52 YTD: 81 / 113 Q1 return has been updated and re-RAGd as amber. See exception report for details
CBgD&P16	D&P	% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant application	Sally Kelsall	97%	local	(63/66) 95%	local	90%	★	96.0%	★	98.0%	Q2: 26 / 26 YTD: 50 / 51

Exception Reports – Appendix F

Nick Carter		Chief Executive Officer (CEO)				Q2 2017		RED	
Indicator Ref:		Market Street Redevelopment for 17/18: start on site (Milestone 2)					Type: text		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	-	■	★	■			Mar-18	-	
Qrtly outturn	-	-	-	-					
YTD outturn	-	Rescheduled to Jan 2018	On track	Delayed					
<p>REASON FOR RED:</p> <p>This is dependent on Grainger handing over half a million contribution, which is itself dependent on Grainger acquiring acceptable build quotations from sub-contractors (i.e viability).</p> <p>Tendering process for the new bus station will commence in end Q4 beginning of Q1.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</p> <p>None</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>SERVICE PLAN UPDATES REQUIRED:</p> <p>Request to change the target date to start on site from March 2018 to beginning of July 2018.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>									

Nick Carter		Chief Executive Officer (CEO)				Q2 2017	RED	
Indicator Ref:		Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)					Type: text	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	■	■			tbc dependent on court	
Qrtly outturn	-	-	-	-				
YTD outturn	-	Delayed	Delayed	Delayed				
<p>REASON FOR AMBER: Continued delay due to ongoing court action. The case brought against the Council by Faraday Developments Ltd (FDL) was won in the High Court, however, the appellant sought leave to appeal. In October 2017 the Court of Appeal granted FDL leave to appeal and the Council will be defending its case. As a result the legal process continues.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: None</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Nick Carter / Kevin Griffin		ICT & Support Services				Q2 2017/18		AMBER	
Indicator Ref: SLE2ict02		Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above							
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity	
			Q1	Q2	Q3	Q4			
RAG	★	★	◆	◆			96.6%	Higher is better	
Qrtly outturn	-	-	-	-					
YTD outturn	57,340 (82.8%)	60,519 (87.3%)	62,557 (85.6%)	64,124 (87.7%)					
REASON FOR AMBER:									
<p>Gigaclear has continued to expand the superfast broadband build into more areas (25/38 communities are now live). However the scale of the rollout and the nature of building a brand new fibre network has a significant impact on West Berkshire's roads and some delays have been experienced because we need to avoid excessive traffic disruption. Gigaclear also had to change their delivery sequence to connect to a different internet backhaul connectivity to the one originally planned, which also slowed down their progress.</p>									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:									
<p>Extra resources are being deployed to accelerate the deployment but Gigaclear and Superfast Berkshire the project is expected to run at least until the end to the end of 2017/18.</p> <p>Gigaclear has completed the connection to their alternative internet backhaul networks which will now enable an increased rate of completion for remaining areas to go live. Gigaclear have also brought in additional sub contract resources that can work under the main contractor, this will enable the build to be expedited in remaining areas without impacting the critical path roll out. Gigaclear is also pre staging their cabinets, which reduces the time for onsite commissioning.</p> <p>Superfast Berkshire is working closely with Highways and Gigaclear to ensure highways permissions and traffic considerations are managed as smoothly as possible.</p> <p>It is expected that delivery will complete at the end of 2017/18 with this mitigation in place.</p>									

FINANCIAL IMPLICATIONS:

There are no financial penalties for a late delivery under the phase 2 contract with Superfast Berkshire. However, Gigaclear are only paid once they can demonstrate that they have completed the build (and properties have been tested and available to take service).

There are no financial implications for Superfast Berkshire, West Berkshire Council or local communities.

SERVICE PLAN UPDATES REQUIRED:

The service will update the KPIs for 2017/18 and beyond to reflect the more realistic completion date set out above.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Tandra Forster		Adult Social Care				Q2 2017		RED
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	210/252				
YTD outturn	718/768 93.5%	573/614 93.3%	86.3%	83.3%				
REASON FOR RED:								
<p>YTD 42 out of 252 (83.3%) concerns were not responded to within 24 hours, however with implementation of care director additional checks and revision of our processes we aim to improve our performance to year end.</p> <p>Discussion and review of practice in safeguarding has indicated a shift in practice to ensure all concerns have been recorded on the same day in a timely way and that the recording of these concerns is on the system. Previously the safeguarding team has managed any presenting risk however recording has been delayed and on occasion completed in retrospect which is not in line with national minimum standards. However we are confident that the risk to the individual was managed.</p> <p>On occasion, concerns can be received where there is not enough necessary information to inform decision making sometimes this requires waiting one or two additional working days to receive required information from the original referrer. In this period Safeguarding ensure that arrangements are made to ensure the safety of the individual concerned.</p> <p>In September we transitioned to care director, as a result of this there were 5 days where the system was unavailable and the safeguarding team were recording concerns outside of the system which were then added at a later date. Checks have been made to ensure these have been transcribed to care director, but this could have had a negative impact on our figures.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>With the implementation of care director we have a number of mechanisms by which we can monitor concerns and S42s more closely through the use of views and dashboards, this will allow the safeguarding team and operational manager to be aware of any concerns on the system and ensure they are responded to in a timely way. We will spot check and audit these records to ensure that practice is being consistently applied.</p>								

The implemented system changes in Q2 ensuring timely and robust recording of all concerns can now be monitored effectively by the safeguarding adult lead. Where there are exceptional circumstances that are over and beyond 24hrs (this is often in relation to contact with the original referrer being required) we can monitor these closely. The changes in process have been confirm with the ASC management team to ensure clarity of process.

FINANCIAL IMPLICATIONS:

Remedial actions will be completed within existing resources.

SERVICE PLAN UPDATES REQUIRED:

No changes required, remedial actions should address performance.

STRATEGIC ACTIONS REQUIRED: None

Rachael Wardell / Mac Heath		Children and Family Service				Q2 2017	RED	
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	35				
REASON FOR AMBER:								
<p>This indicator measures the average number of weeks taken to conclude care proceedings for those concluded ytd. The target of 26 weeks is a national one. The National Average is some way adrift from this at 30 weeks (2013-2016).</p> <p>We are in discussion with the judiciary and the Local Family Justice Board about these delays. It is accepted that Court capacity has contributed to our proceeding timescales and it is not attributable to delays within Local Authority planning.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
As above – we’re in continued discussion with the judiciary and Local Family Justice Board about these delays.								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Dirc / HoS		Service				Q2 2017	AMBER	
Indicator Ref: CBdF&P9		Average number of days taken to make a full decision on changes in Benefit claimants circumstances				Type: Snapshot		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	◆			=<9 days	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	5.85 days	8.7 days	12.55 days	9.53 days				
<p>REASON FOR AMBER: Q2 result shows an improvement from Q1 but is still slightly down on target.</p> <p>The section is currently running with 2 vacancies and is preparing for the implementation of Universal Credit.</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>60% of changes of circumstances are processed within the current targets. The remaining 40% are pending whilst the claimant provides further information</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN: 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 continually liaising with our software suppliers to ensure that these remain.</p> <p>In relation to staffing the section has recently appointed 2 officers to vacant posts. Both these new officers will start in November and their require training which will be undertaken by current members of staff. We will continue to fill vacancies until such time as we understand the affects of the implementation of Universal Credit which commences on the 6th December 2017.</p> <p>We will also continue to monitor performance on a weekly basis and take the appropriate action when and where necessary.</p> <p>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.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Rachael Wardell / Tandra Forster		Adult Social Care				Q2 2017	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	★	■	◆	◆			≥75%	Higher is better
Qrtly outturn	1129/1187 (95.1%)	826/1240 (66.6%)	806/1239 (65.1%)	903/1264 (71.4%)				
YTD outturn	95.1%	66.6%	65.1%	71.4%				
REASON FOR AMBER:								
<p>Additional capacity was put in place at the end of 2015/16 to ensure reviews were completed for all long term clients under the new Care Act eligibility framework by 31 March 2016. Additional capacity resulted in an increased pace at the end of 2015 /16 which meant that for Q4 2016-17 the number of reviews due was significantly inflated ; the teams were unable to maintain the completion of reviews required and at year end 2016 / 17 over due reviews at year end were at 66%.</p> <p>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. 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.</p> <p>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</p> <p>Performance has increased for Q2, We still have a number of reviews that are currently overdue, 97 have an allocated worker, which is indication that their review is in progress and we are confident that we will meet the target for this year.</p>								

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:

Weekly report provides detail of reviews required and is being actively used to focus work.

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

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.

STRATEGIC ACTIONS REQUIRED: None

John Ashworth / Gary Lugg		Development and Planning				Q2 2017/18	AMBER	
Indicator Ref: CBO6dp14		% of people presenting as homeless where the homelessness has been relieved or prevented					Type: No+	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆			75%	Higher is better
Qrtly outturn	-	-	39/61 63.9%	42/52 80.8%				
YTD outturn	79%	269/349 77%	39/61 63.9%	81/113 71.7%				
REASON FOR AMBER:								
The drop in performance related primarily to 2 members of staff being on long term sick leave. Both have now returned and so performance has improved. Also it is not always possible to prevent homelessness and increasingly the clients approaching the Council have more complex needs and circumstances.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
The situation will continue to be closely monitored to identify the reasons why prevention is unsuccessful to establish if there is more work that can be carried out in certain areas e.g. with landlords, parents (parental eviction) or other.								
STRATEGIC ACTIONS REQUIRED:								
It should be noted that a new Prevention Duty is due to be implemented under the Homelessness Reduction Act. This will require the Council to take all reasonable prevention actions and a separate paper is being prepared as this will have significant resource and financial implications.								

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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.

Quarter 2 request:

KAM:

1. **Market Street Redevelopment for 17/18: start on site (Milestone 2)**
(Ref: SLE2kt2ceo1)

REQUEST from CEO/Special Projects: To change the target from March 2018 to July 2018.

REASON: Dependency on the developer completing a viability process.

2. **% of identified communities that have agreed what actions will be undertaken to address locally identified issues**

REQUEST from Better Communities Together: To report through to the Executive Committee (currently reported as part of the Council Delivery Plan).

REASON: The performance framework aiming to reflect the work in this area has been aligned with the performance measures used to report at the Health and Well-being Board. Reporting the proposed measure to the Executive will provide a better indication of the outcomes of the community conversations.

Quarter 1 request:

- KAM: % 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.

DECISION: Agreed

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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 provided between brackets 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 on the arrows 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.

Financial Performance 2017/18 - Month Seven

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	9 January 2018
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	21 December 2017
Report Author:	Melanie Ellis
Forward Plan Ref:	n/a

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 £754k 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 the over spend cannot be brought down by year end.

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 Seven revenue forecast is an over spend of £754k against a net revenue budget of £117.4million, which is 0.6% of the net budget. The forecast over spend has increased by £151k from last month. The main driver of the forecast over spend is a £732k over spend in Adult Social Care. The over spend is as a result of increased complexity of client needs and inflationary pressures.

Directorate Summary	Current Net Budget	Forecast (under)/over spend					Change from Last Month
		Quarter One	Month Four	Month Five	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000	£000	£000
Communities	62,903	870	949	1,158	952	913	-39
Economy and Environment	30,926	0	0	-99	-159	-118	41
Resources	14,032	0	0	-26	-190	-41	149
Capital Financing & Risk Management	9,549	0	0	0	0	0	0
Total	117,410	870	949	1,033	603	754	151

NB. Rounding differences may apply to nearest £k

- 5.2 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. £392k was released from the Adult Social Care risk reserve at Quarter Two, to help the service to combat some of the inflationary pressures. The remaining forecast over spend is before any further use of the risk reserves. The reserves are currently £1.5m for Adult Social Care, £386k for Children and Family Services and £50k for Legal Services.
- 5.3 The Communities Directorate is forecasting an over spend of £913k against a budget of £62.9m. Adult Social Care is forecasting an over spend of £732k due to increased complexity of client needs and inflationary increases in commissioning services for both placements and homecare. At Quarter Two, £392k was released from the Adult Social Care risk reserve to cover some of the inflationary pressures that the service is facing. The remaining items that are driving the Adult Social Care forecast over spend are provided against in the risk reserve. Children and Family Services is forecasting a £210k over spend as a result of high cost residential placements, which is an identified risk in the service risk reserve. Education is forecasting an over spend of £264k due to pressures on disabled residential placements and staffing issues in the Disabled Children's Team. Public Health is forecasting an under spend of £293k within the Public Health ring fenced grant, which has arisen largely due to an under spend within the salaries budget. This under spend will be used against other directorate activity where this legitimately contributes to public health outcomes. All other services are forecasting on line.
- 5.4 The Economy and Environment Directorate is forecasting an under spend of £118k against a budget of £30.9m. Development and Planning are forecasting an under spend of £116k due to an increase in the number of large planning applications and a general increase in planning activity. Public Protection and Culture are forecasting an over spend of £172k largely due to reduced income for the Activity Team.

Transport and Countryside are forecasting an under spend of £174k due to additional car parking income together with early savings in Transport Services including ending of leases for Handybuses, increased income and savings on short term contracts.

- 5.5 The Resources Directorate is forecasting an under spend of £41k, which is a reduction of £149k from Quarter Two. The under spend is largely due to salary savings across a range of services. A pressure has arisen in Legal Services from ongoing legal disputes amounting to £110k, which has been reduced to an overall forecast over spend of £52k by salary savings and lower use of locums. The Legal Services risk reserve of £50k could be used to partly offset the pressure, should Members decide to do so.
- 5.6 Capital Financing and Risk Management is forecasting an on line position.
- 5.7 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.
- 5.8 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.
- 5.9 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.

6. Proposal

- 6.1 To note the forecast position.

7. Conclusion

- 7.1 The Council is faced with delivering a savings programme of £4.712m in 2017/18 as well as addressing in year pressures as they arise, which are currently forecast to be £754k 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.

8. Appendices

- 8.1 Appendix A – Equalities Impact Assessment
- 8.2 Appendix B – Supporting Information
- 8.3 Appendix C – Summary Revenue Forecast 2017/18

8.4 Appendix D – Savings and Income Generation Programme – risk items

Appendix A

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	No decision
Summary of relevant legislation:	
Does the proposed decision conflict with any of the Council’s key strategy priorities?	
Name of assessor:	Melanie Ellis
Date of assessment:	6.11.17

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

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

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

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

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

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

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

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

Name:

Date:

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

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Financial Performance Report 2017/18

Month Seven – Supporting Information

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 Seven revenue forecast is an over spend of £754k against a net revenue budget of £117.4m, which is 0.6% of the net budget. The forecast over spend has increased by £151k from last month.
- 1.2 The main driver of the forecast over spend is a £732k over spend in Adult Social Care. The over spend is as a result of increased complexity of client needs and inflationary increases in commissioning services for both placements and home care. Education is forecasting an over spend of £264k and Children and Family Services are forecasting a pressure of £210k, both as a result of placement pressures. Public Health is forecasting an under spend of £293k which will be used to cover the cost of other directorate activity, where this legitimately contributes to Public Health outcomes. The remainder of the Communities Directorate is on line. Both the Economy & Environment and Resources Directorates are forecasting under spends.
- 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. £392k was released from the Adult Social Care risk reserve at Quarter Two to help combat some of the inflationary pressures the service is facing. The remaining forecasts are before any further use of the 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 that require Executive approval are reported quarterly.

3. 2017/18 Savings and Income Generation Programme

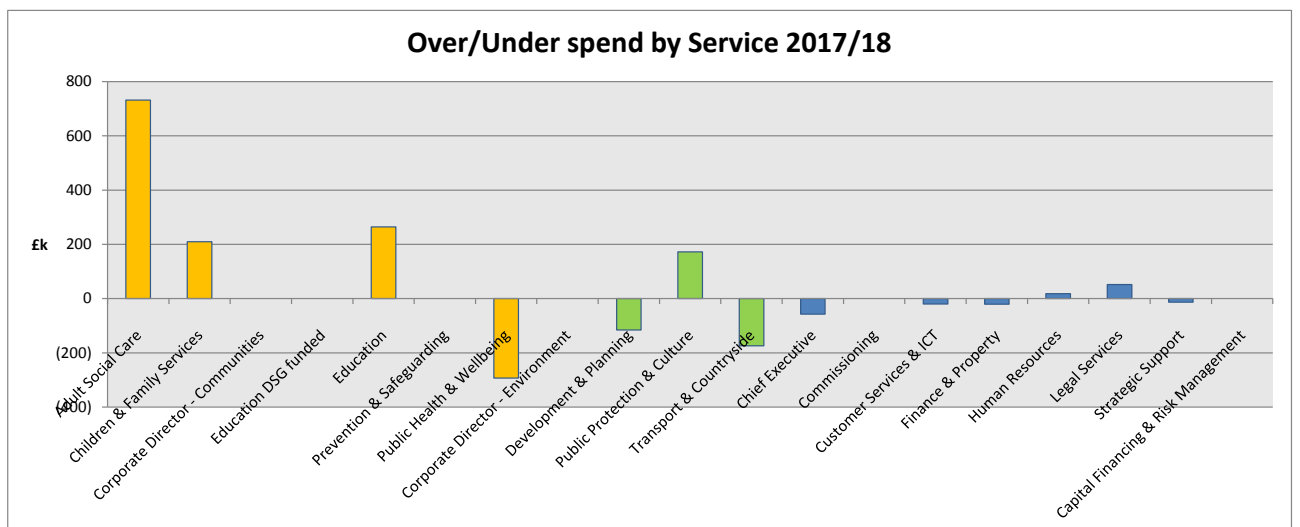
- 3.1 In order to meet the funding available, the 2017/18 revenue budget was built with a £4.712m savings and income generation programme. The programme is monitored on a monthly basis.

4. Summary Revenue Forecast

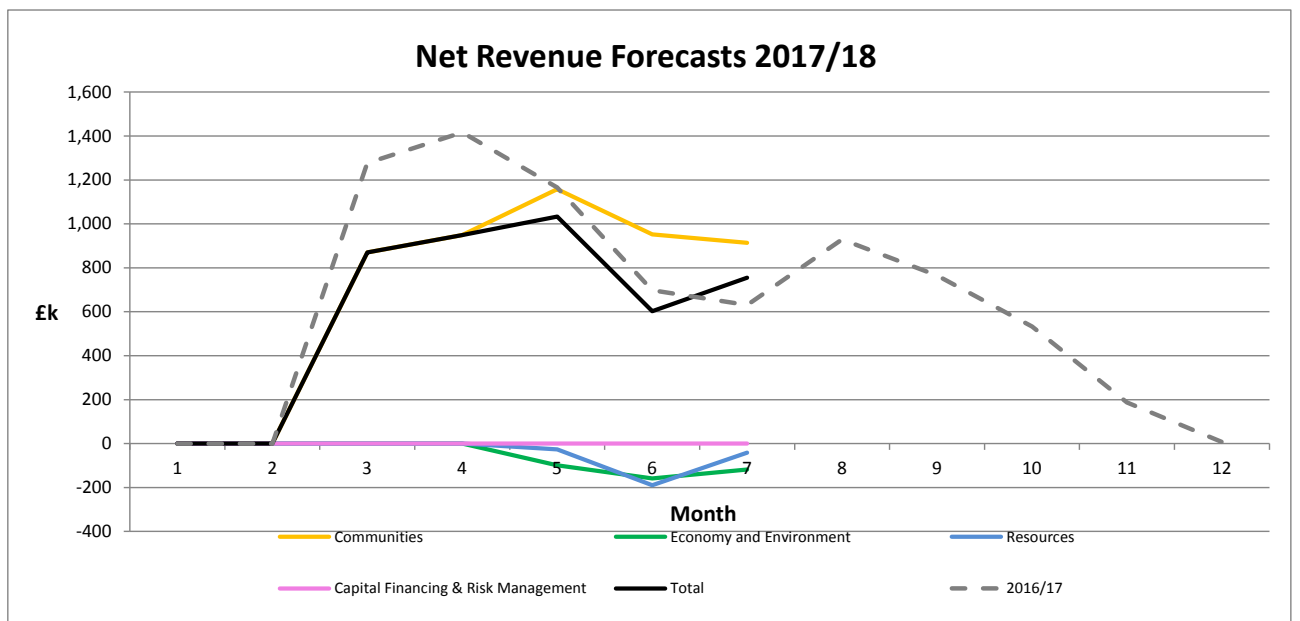
Directorate Summary	Current Net Budget	Forecast (under)/over spend					Change from Last Month
		Quarter One	Month Four	Month Five	Quarter Two	Month Seven	
		£000	£000	£000	£000	£000	
Communities	62,903	870	949	1,158	952	913	-39
Economy and Environment	30,926	0	0	-99	-159	-118	41
Resources	14,032	0	0	-26	-190	-41	149
Capital Financing & Risk Management	9,549	0	0	0	0	0	0
Total	117,410	870	949	1,033	603	754	151

NB. Rounding differences may apply to nearest £k

4.1 At Month Seven the Council’s revenue forecast is an over spend of £754k against a net revenue budget of £117.4m. The forecasts by Service are shown in the following chart.



4.2 The main service driving the over spend is Adult Social Care with a forecast over spend of £732k. The following chart shows the monthly forecasts through 2017/18, with a 2016/17 comparison.



5. Employee Costs

5.1 The following chart shows an analysis of employee costs by Directorate at Month Seven.

Month Seven Employee Costs	Last Years' Outturn £	Current Budget for 2017 £	Month Seven		
			Profiled Current Budget upto 31/Oct/2017 £	Exp/Inc to 31/Oct/2017 £	Actual Variance to date £
Communities					
Salary costs	22,375,349	24,519,150	14,245,626	13,197,389	-1,048,237
Agency & Temporary Staff	3,852,448	2,548,450	1,480,649	2,060,116	579,467
Other Costs	1,301,148.17	802,490	466,247	542,464	76,217
Total	27,528,945	27,870,090	16,192,522	15,799,969	-392,553
Environment					
Salary costs	12,784,998	13,606,720	7,905,504	8,040,219	134,715
Agency & Temporary Staff	297,755	24,800	14,409	105,134	90,725
Other Costs	509,036.22	571,640	332,123	263,309	-68,814
Total	13,591,789	14,203,160	8,252,036	8,408,662	156,626
Resources					
Salary costs	12,456,388	12,996,020	7,550,688	7,054,283	-496,405
Agency & Temporary Staff	310,930	125,320	72,811	95,361	22,550
Other Costs	413,424.16	113,910	66,182	-314,347	-380,529
Total	13,180,742	13,235,250	7,689,680	6,835,296	-854,384
Total					
Salary costs	47,616,735	51,121,890	29,701,818	28,291,891	-1,409,927
Agency & Temporary Staff	4,461,133	2,698,570	1,567,869	2,260,611	692,742
Other Costs	2,223,609	1,488,040	864,551	491,425	-373,126
Total	54,301,477	55,308,500	32,134,239	31,043,927	-1,090,311

5.2 The chart shows the profiled budget to 31 October 2017, i.e. seven months' worth of budget. It should be noted that invoices will often be received in the month after the cost is incurred, so not all costs to date will be captured. Outstanding invoices will be accrued for as part of our year end closedown so there may be an increase in expenditure compared to budget at this point.

6. Communities Directorate Month Seven Review

Communities	Current Net Budget	Forecast (under)/over spend					Change from Last Month
		Quarter One	Month Four	Month Five	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	38,736	891	949	992	603	732	129
Children & Family Services	15,716	0	0	0	109	210	101
Corporate Director - Communities	211	0	0	0	0	0	0
Education DSG funded	(523)	0	0	0	0	0	0
Education	7,491	(21)	0	175	240	264	24
Prevention & Safeguarding	1,063	0	0	(9)	0	0	0
Public Health & Wellbeing	209	0	0	0	0	(293)	(293)
Communities	62,903	870	949	1,158	952	913	-39

- 6.1 The forecast revenue over spend for the Communities Directorate is £913k against a net budget of £62.9million. This is a £39k decrease from the forecast over spend at Quarter Two. There are additional pressures on demand led budgets across Adult Social Care, children’s placements and support for children with disabilities in Education Services. The directorate is considering all measures that can be taken to mitigate the over spend, and has identified and gained approval for £293k use of Public Health funding to cover the cost of other directorate activity and £67k from income generation in Adult Social Care. Other areas are being identified but need further work in order to incorporate them in the forecast.
- 6.2 The revenue budget for the Communities Directorate 2017/18 was built with a savings programme of £2.1m.

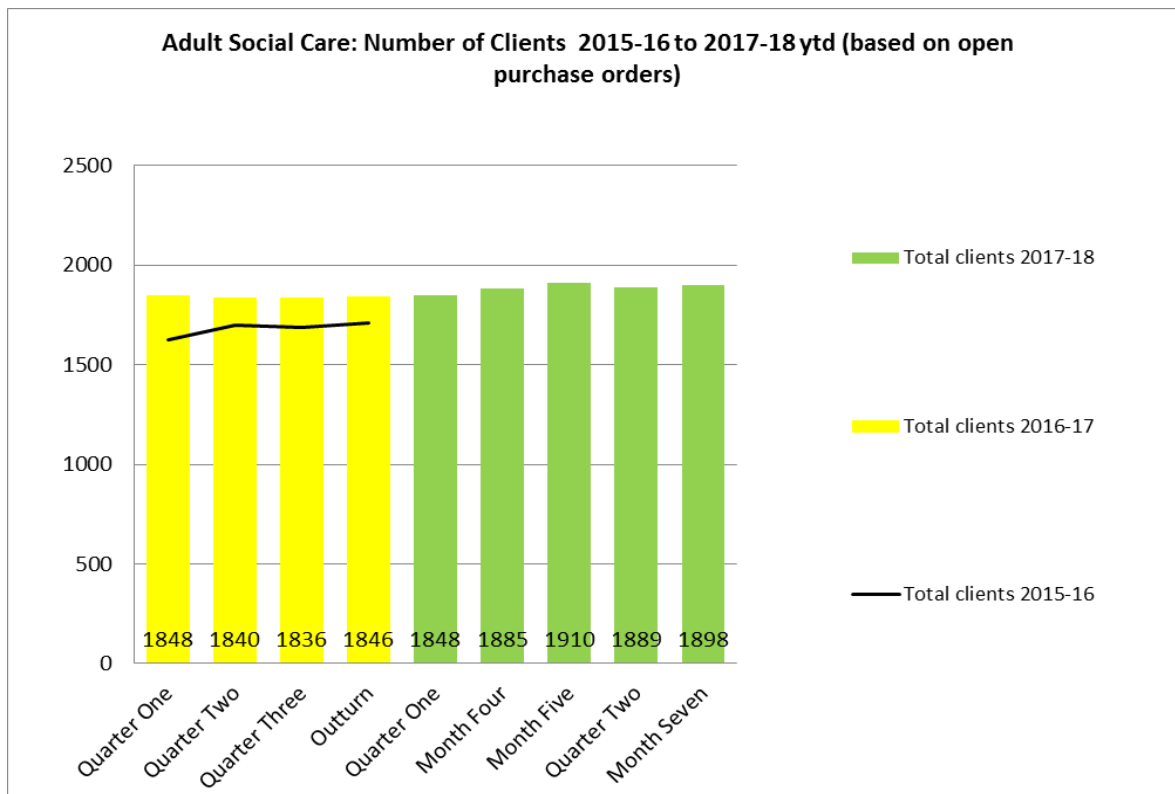
(1) Adult Social Care

Adult Social Care is forecasting an over spend of £732k as at Month Seven, which is a £129k increase from Quarter Two. The over spend is a result of increased complexity of client needs and inflationary increases in commissioning services for both placements and home care. The over spend is summarised as follows:

Explanation of ASC Forecast Over Spend	£000
Inflationary increases	169
Provider Services agency cover, due to being a regulated service	74
National Living Wage increases from providers	88
Increase to existing client costs due to loss of family support	132
Delayed Transfers of Care - fines	31
Delayed Transfers of Care - higher rates paid for homecare	53
Delayed Transfers of Care - higher rates paid for care placements	158
Increased costs due to complexity of care	27
Deprivation of Liberty Safeguards	67
Income generation to mitigate over spend	-67
Total	732

All the items driving the current forecast over spend are provided against in the risk reserve. £392k has been released into the service to help combat some of the inflationary pressures. The remaining forecast over spend is before any further use of the risk reserve.

Client numbers accessing services are monitored weekly; overall client numbers remained relatively constant during 2016/17 and although fluctuating in 2017/18 are gradually increasing from 1848 clients at the beginning of the year to a current Month Seven position of 1898 clients.



The forecast pressure has increased by £129k since Quarter Two, as a result of providing services to a greater number of clients transferring from health provided care in hospital to social care in order to decrease the number of delays in hospital. Increased pressures in other areas are predominantly due to interim management arrangements at a regulated care home and Great Western Hospital seeking fines for delayed transfers of care. 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 £210k over spend as at Month Seven which is a £101k change from the forecast of £109k over spend reported in Quarter Two.

The change to the Quarter Two position is the result of a high cost residential placement which has resulted in the placement budget generating a forecast pressure of £323k. The forecast over spend is being partially mitigated through salary savings within the Targeted Intervention Service.

The Children & Family Services risk reserve is £386k, the over spend relates to identified risks and therefore the risk reserve could be utilised to offset the over spend, should Members decide to do so.

(3) Education

The Education Service is forecasting a pressure of £264k at Month Seven compared to an over spend of £240k at Quarter Two. Since Quarter Two there have been extensions to agency contracts relating to the significant staffing issues within the Disabled Children’s Team, thus increasing the pressure on this area. Overall

pressures on the budgets for support for Children with disabilities are now forecast at approximately £397k.

However, as previously reported, £48k additional eligible expenditure has been identified which can be charged to the European Social Fund Elevate project and income from charging for Home to School Transport is expected to be about £43k higher than budgeted. Since Quarter Two there has also been a £25k reduction in our forecast liability for the pension costs of former Berkshire County Council employees. These savings help to offset the pressure on support for Children with disabilities.

Education Services are putting place in strategies to reduce the forecast over spend position. Only essential expenditure is now being committed and a recruitment freeze will be in place from 1st December until the end of the year on council funded posts.

(4) Prevention & Safeguarding

The Service is forecasting an on line position at Month Seven, the position is unchanged from the forecast at Quarter Two. There is a risk of an over spend due to some agency cover and costs that will be incurred for a Serious Adult Case Review. The position on both should be clearer in Month Eight.

(5) Public Health & Wellbeing

Public Health is forecasting an under spend of £293k within the Public Health ring fenced grant, which has arisen largely due to an under spend within the salaries budget. This under spend will be used against other directorate activity where this legitimately contributes to public health outcomes.

7. Economy and Environment and Directorate Month Seven Review

Economy and Environment	Current Net Budget	Forecast (under)/over spend					Change from Last Month
		Quarter One	Month Four	Month Five	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000	£000	£000
Corporate Director - Environment	174	0	0	0	0	0	0
Development & Planning	2,549	(121)	(95)	(113)	(118)	(116)	2
Public Protection & Culture	4,028	121	95	114	128	172	44
Transport & Countryside	24,175	0	0	(100)	(169)	(174)	(5)
Economy and Environment	30,926	0	0	(99)	(159)	(118)	41

7.1 The Directorate is currently forecasting a £118k under spend against a budget of £30.9m. The revenue budget for the Economy and Environment Directorate was built with a savings programme of £1.66m.

(1) Development & Planning

The Service is forecasting an under spend of £116k which is due to an increase in the number of large planning applications together with a general increase in

planning activity together with additional income from CIL which was carried forward from 2016/17. Pressures due to emergency repairs to our homeless accommodation and cost awards on planning appeals have been managed within the Service.

(2) Public Protection & Culture

The Service is forecasting an over spend of £172k. The majority of this is due to the Activity Team experiencing reduced income of £100k and a fall in the use of Shaw House resulting in a forecast pressure of £30k. Salary savings and an early saving of the grant payment to the Watermill Theatre have helped reduce the pressure within the Service.

(3) Transport & Countryside

Transport and Countryside is forecasting an under spend of £174k. This is mainly due to additional income from car parking of £220k together with early savings within Transport Services including the ending of leases for our Handybuses, increased income from public transport operations and savings on short terms contracts.

Pressures arising from increased repairs to the highway, emergency repairs to the Aldermaston Wharf Bridge and an increase to the forecast street lighting electricity cost have been managed within the Service.

8. Resources Directorate Month Seven Review

Resources	Current Net Budget	Forecast (under)/over spend					Change from Last Month
		Quarter One	Month Four	Month Five	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000	£000	£000
Chief Executive	880	0	0	0	(57)	(57)	0
Commissioning	1,275	0	0	0	(12)	0	12
Customer Services & ICT	3,200	0	0	(5)	(36)	(20)	16
Finance & Property	3,721	0	0	(21)	(31)	(21)	10
Human Resources	1,536	0	0	0	12	18	6
Legal Services	1,059	0	0	0	(58)	52	110
Strategic Support	2,361	0	0	0	(8)	(13)	(5)
Resources	14,032	0	0	(26)	(190)	(41)	149

8.1 The Directorate is currently forecasting £41k under spend on a budget of £14m. The 2017/18 budget for Resources was built with a £694k saving.

(1) Chief Executive

The Chief Executive is reporting an under spend of £57k which is mainly due to salary savings whilst a team member is on secondment and savings against training and corporate management budgets.

(2) Commissioning

Commissioning is reporting on line. A previously reported under spend of £12k from salary savings now looks unlikely due to back log of work requiring temporary assistance and training requirements identified for new staff.

(3) Customer Services and ICT

The Service is reporting a £20k under spend due to salary savings from vacant posts and a wide area network saving.

(4) Finance and Property

The Finance and Property Service is forecasting an overall under spend of £21k. There are small pressures in rental income and card charges. There are under spends in salaries due to some vacant hours and as a result of capitalising part of a post, and there is lower than forecast spend on energy costs in the corporate buildings.

(5) Human Resources

Human Resources is reporting an over spend of £18k due to an under achieving income target on lease car scheme admin fees as lease cars have been handed back or terminated, and fewer schools buying the HR service.

(6) Legal Services

Legal Services is reporting an over spend of £52k. There is a pressure of £110k in the disbursements budget due to legal disputes that are ongoing. Offsetting this are some salary savings and lower use of locums than anticipated. Legal Services has a dedicated risk reserve of £50k that could be used to offset this pressure, should Members decide to do so.

(7) Strategic Support

Strategic Support is reporting an overall under spend of £13k. There are pressures against the land charges income target and minor pressures arising against a number of supplies and services budgets. Offsetting this there is a one off saving of £40k from the corporate programme and a small number of salary savings due to vacant posts and reduced hours.

9. Risks

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.

At Quarter Two, £392k was released from the Adult Social Care risk reserve, to help the service cover some of the inflationary pressures it is facing. The current level of service specific risk reserves and the risks that have arisen in 2017/18 are:

	Reserve Balance 1.4.2017	Change to level of Reserve 2017/18	Current Reserve Balance	Risks arising 2017/18	Potential Reserve Balance 31.3.2018
Service	£000	£000	£000	£000	£000
Adult Social Care	2,090	-537	1,553	-732	822
Children & Family Services	500	-114	386	-210	176
Legal Services	50	0	50	-50	0
Total	2,640	-651	1,989	-992	998

The current forecasts are before any further use of the reserves.

Adult Social Care:

- 9.1 Adult Social Care has a dedicated risk reserve designed to be utilised in year, should the named risks materialise. A detailed risk register is maintained to support this reserve. At Quarter Two, £392k was released into the service in order to cover some of the inflationary pressures that the service is facing. The service is forecasting, after taking mitigation plans into account, an over spend of £732k. This over spend has arisen from items provided for in the risk reserve as detailed below. The current service forecast is before any further utilisation of the reserve.

	Value	Reserve Balance
Adult Social Care	£000	£000
Risk Reserve closing balance 31.3.2017	1,107	
Increase in reserve agreed in 2017/18 budget	983	
Risk Reserve balance 1.4.2017	2,090	
Decrease in reserve agreed at Budget Board 29.6.17	-145	
Movement to ASC for Inflationary pressures Month 6	-392	
Risk Reserve balance 31.10.2017		1,553
Risks arising:		
Inflationary increases	-169	
Provider Services agency cover, due to being a regulated service	-74	
National Living Wage increases from providers	-88	
Increase to existing client costs due to loss of family support	-132	
Delayed Transfers of Care - fines	-31	
Delayed Transfers of Care - higher rates paid for homecare	-53	
Delayed Transfers of Care - higher rates paid for care placements	-158	
Increased costs due to complexity of care	-27	
Deprivation of Liberty Safeguards	-67	
Income generation to mitigate over spend	67	
Total risks arising in 2017/18		-732
Risk Reserve potential closing balance 31.3.2018		822

Children and Family Services:

9.2 Children and Family Services have a dedicated risk reserve of £386k designed to be utilised in year, should named risks materialise. A detailed risk register is maintained to support this reserve. The current service forecast over spend of £210k is before using any of the reserve.

Children & Family Services	Value	Reserve Balance
	£000	£000
Risk Reserve balance 1.4.2017	500	
Decrease in reserve agreed at Budget Board 29.6.17	-114	
Risk Reserve balance 30.6.2017		386
Risks arising:		
Children in high cost residential placements	-210	
		-210
Risk Reserve potential closing balance 31.3.2018		176

Legal Services

Legal Services has a dedicated risk reserve of £50k designed to be utilised in year, should the risks materialise. During 2017/18, £110k pressure has arisen due to legal disputes, although the overall over spend is £52k due to some salary savings. As there is only £50k in the reserve, the table below reflects the maximum that could be used.

Legal Services	Value	Reserve Balance
	£000	£000
Risk Reserve balance 1.4.2017		50
Risks arising:		
£110k pressure in disbursements offset by other savings	-50	
		-50
Risk Reserve potential closing balance at 31.3.2018		0

The current service forecast is before using any of the reserve.

10. Transition Funding and Transformation Reserve

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

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

The Transformation Reserve was established in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. £299k has been allocated so far.

11. Capital Financing and Risk Management Month Seven Review

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

12. Options for Consideration

12.1 Not applicable – factual report for information

13. Proposals

13.1 To note the forecast position.

14. Conclusion

14.1 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 £754km 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.

15. Consultation and Engagement

15.1 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
Tel No: 01635 519433
E-mail Address: andy.walker@westberks.gov.uk

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Summary Revenue Forecast 2017/18

	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	38,735,520	53,481,710	55,180,930	1,699,220	-14,746,190	-15,713,410	-967,220	732,000
Childrens and Family Services	14,776,150	15,716,340	17,705,580	18,020,250	314,670	-1,989,240	-2,093,850	-104,610	210,060
Corporate Director - Communities	204,210	210,770	244,550	244,550	0	-33,780	-33,780	0	0
Education (DSG Funded)	-523,130	-523,130	98,014,600	98,024,710	10,110	-98,537,730	-98,547,840	-10,110	0
Education	7,504,810	7,491,090	9,849,410	10,282,460	433,050	-2,358,320	-2,526,990	-168,670	264,380
Prevention and Safeguarding	923,690	1,062,840	1,581,500	1,603,360	21,860	-518,660	-540,520	-21,860	0
Public Health & Wellbeing	-80,000	209,260	6,250,160	5,957,160	-293,000	-6,040,900	-6,040,900	0	-293,000
Communities	60,692,200	62,902,690	187,127,510	189,313,420	2,185,910	-124,224,820	-125,497,290	-1,272,470	913,440
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	4,352,450	35,000	-1,768,350	-1,918,850	-150,500	-115,500
Public Protection and Culture	4,093,790	4,028,500	9,109,890	8,969,190	-140,700	-5,081,390	-4,768,820	312,570	171,870
Transport and Countryside	23,717,000	24,174,650	32,790,440	32,847,300	56,860	-8,615,790	-8,846,650	-230,860	-174,000
Environment	30,395,120	30,925,760	46,391,290	46,342,450	-48,840	-15,465,530	-15,534,320	-68,790	-117,630
Chief Executive	889,960	879,730	905,210	855,210	-50,000	-25,480	-32,480	-7,000	-57,000
Commissioning	1,549,110	1,274,710	7,546,600	7,546,600	0	-6,271,890	-6,271,890	0	0
Customer Services and ICT	3,242,050	3,199,500	4,073,360	4,027,830	-45,530	-873,860	-848,920	24,940	-20,590
Finance and Property	3,436,230	3,720,770	44,416,850	44,389,350	-27,500	-40,696,080	-40,689,480	6,600	-20,900
Human Resources	1,483,960	1,536,260	1,998,040	1,964,320	-33,720	-461,780	-410,160	51,620	17,900
Legal Services	1,062,910	1,059,410	1,174,030	1,230,360	56,330	-114,620	-118,750	-4,130	52,200
Strategic Support	2,309,980	2,361,070	2,835,400	2,791,400	-44,000	-474,330	-443,330	31,000	-13,000
Resources	13,974,200	14,031,450	62,949,490	62,805,070	-144,420	-48,918,040	-48,815,010	103,030	-41,390
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	-799,680	-799,680	-799,680	0	0	0	0	0
Risk Management	1,511,740	437,470	437,470	437,470	0	0	0	0	0
Capital Financing and Risk Management	12,348,860	9,550,480	10,058,160	10,058,160	0	-507,680	-507,680	0	0
Total	117,410,380	117,410,380	306,526,450	308,519,100	1,992,650	-189,116,070	-190,354,300	-1,238,230	754,420

Savings and Income Generation Programme – Risk items

Appendix D

Ref	Directorate	Service	Description	Category	£	RAG	Explanation of Red and Amber
1	Communities	ASC	Adult Social Care New Ways of Working	Transformation	209,000	Amber	The rates of conversion of people requesting a service to those actually receiving a service has not yet reached the 5% required to achieve this saving. We monitor the conversion rate closely and there is ongoing challenge within the teams to try and ensure we implement the model authentically. It will be a challenge to achieve the saving by the end of the Financial Year, and will only be achieved if current staff vacancies can be filled with permanent staff. Recruitment of experienced Social Workers and Occupational Therapists remains difficult, and without them this conversion rate cannot be achieved.
3	Communities	ASC	Transforming Lives Learning Disability Client Review	Transformation	88,000	Amber	£350k target: £43k green, £88k amber, £219k red. We were unable to achieve the larger savings target in 2016.17 and despite further work this year, the target is looking unachievable. We have recently started a new initiative which we anticipate will deliver savings in the last quarter of the year. Whilst continuing the project we are also looking at other options to deliver the savings from increased capacity in Shared Lives.
3	Communities	ASC	Transforming Lives Learning Disability Client Review	Transformation	219,000	Red	£350k target: £43k green, £88k amber, £219k red. We were unable to achieve the larger savings target in 2016.17 and despite further work this year, the target is looking unachievable. We have recently started a new initiative which we anticipate will deliver savings in the last quarter of the year. Whilst continuing the project we are also looking at other options to deliver the savings from increased capacity in Shared Lives.
15	Communities	ES	Continuing Health Care - seeking increased contributions from Health	Efficiency	40,000	Amber	Not yet confirmed
20	Communities	P&S	Development of the Emotional Health Service	Income	20,000	Amber	school investment in the EHA is challenged due to financial pressures
22	Communities	P&S	Development of consultancy model	Income	20,000	Amber	Head of Service capacity to fulfil requests for consultancy support, all of which request Head of Service time is currently being considered by Elected Members
23	Communities	P&S	Income generation - Quality & Assurance & Safeguarding Services	Income	7,000	Red	£10k target, £3k achieved. The QAAS Service Manager was long-term sick for 5 months and is being replaced in July with a new permanent Service manager. The plans for income generation have not progressed because of this context.
			Total		4,712,000		

General Data Protection Regulation (GDPR)

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	9 January 2018
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	21 December 2017
Report Author:	Robert O'Reilly
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To update OSMC on the project to ensure compliance with the GDPR on 25th May 2018. The outline project plan was approved by Corporate Board on 16th May 2017. This report will describe what has already been achieved and what will be achieved to ensure compliance and minimise risk.

2. Recommendation

- 2.1 That OSMC note progress on the project.

3. Implications

- 3.1 **Financial:** £6,500 for e-learning on GDPR for all staff (not schools) and £1,755 p.a. for LGA toolkit on record retention.
- 3.2 **Policy:** See report for details.
- 3.3 **Personnel:** None.
- 3.4 **Legal:** GDPR will be a legal requirement from 25th May 2018.
- 3.5 **Risk Management:** The likelihood of data security breaches will be lower (due to more training) but the potential consequences will be much higher (due to higher fines).
- 3.6 **Property:** None.
- 3.7 **Other:** None.

4. Other options considered

- 4.1 None

Executive Summary

5. Introduction / Background

- 5.1 There are Member Development Sessions on 29th January and 12th February 2018 to explain the GDPR in detail. This report provides assurance to OSMC that the Council has a project plan in place to ensure compliance with the GDPR from 25th May 2018. The project plan does not include schools (schools have their own Data Protection Officers and are taking steps to be GDPR compliant with guidance and support from Thomas Ng in Education).
- 5.2 The first report on the GDPR went to Corporate Board on 16th May 2017. The report was written by David Lowe (Corporate Programme Manager) before Robert O'Reilly was asked by Nick Carter to become Project Manager for GDPR compliance. The GDPR project has been running since September 2017 and will end on 31st August 2018. The last three months of the project will focus on evaluating the impact of the GDPR on WBC in light of the training and changes made as part of the project.
- 5.3 This project is part of the Corporate Programme and progress is also reported to the Corporate Programme Board by David Lowe. There is Member representation on the Corporate Programme Board.
- 5.4 The request for an update from OSMC provides a useful opportunity to revisit the original Corporate Board report to identify what has been done already and what there is still to do to meet the Information Commissioner's Office advice on how to achieve compliance with the GDPR.
- 5.5 The CB report set out 11 steps identified by the Information Commissioner's Office (ICO) for compliance with the GDPR. This report describes **progress to date** and actions that are **still to do** to ensure compliance with each of the ICO's 11 steps. The actions described have/will be undertaken mainly by James Gore (DPO) and Robert O'Reilly (Project Manager) with support from the rest of the project team (David Lowe and Kevin Griffin).
- 5.6 The ICO's 11 steps were as follows:
- (1) *"A PR campaign and specific awareness sessions, in particular for senior managers, but also possibly including Staff Training sessions"*.
 - (a) **Progress to date:** report to Corporate Board 16/06/17; discussion at Corporate Management Team 06/09/17; presentations to all SMTs (various dates); Reporter article on GDPR (October); discussions with Cllrs Bridgman and Cole (10/11/17 and 08/12/17); staff briefings attended by 252 employees (six briefings in December).
 - (b) **Still to do:** Member Development sessions (29/01/18 and 12/02/18) roll out of mandatory e-learning on GDPR for all staff from March 2018 with additional modules for staff with particular data processing duties.
 - (2) *"An information audit"*. The project team decided that an information audit (internal or external) of existing personal data held by the Council was not required at the outset of the project because, if the Council was already compliant with the Data Protection Act, the potential risk

did not justify the cost involved. However, as part of the project Heads of Service will be auditing where and how personal data is processed in their services.

- (a) **Progress to date:** Heads of service have been asked to identify one or more “GDPR champions” and to check that they are compliant with existing policies on data protection.
 - (b) **Still to do:** Heads of Service and their GDPR champion will meet with James Gore (Data Protection Officer) and Robert O’Reilly (GDPR Project Manager) in February 2018 to discuss existing level of compliance with the Data Protection Act and changes needed to be compliant with the GDPR. The main changes for Heads of Service to be aware of are the wording of ‘privacy notices’ (see below) and the need to undertake a Data Impact Assessment before undertaking any new project of installing any new IT system which will process personal data. The DPO has developed a template for services to use for their Data Impact Assessments which are an obligatory requirement under the GDPR.
- (3) *“A review of all existing privacy notices”*. The project decided to roll out new privacy notices (aka ‘fair processing’ notices) rather than review existing privacy notices.
- (a) **Progress to date:** the various briefings have explained what a GDPR compliant privacy notice needs to say; James Gore has developed a template privacy notice. A privacy notice needs to give the lawful basis for processing personal data. Please note: this will be explained in more detail at the Member Development Sessions. In a nutshell, there are six reasons which can be given on the privacy notice (they may overlap): CONSENT; CONTRACT; LEGAL OBLIGATION; VITAL INTERESTS; PUBLIC TASK; and LEGITIMATE INTERESTS.
 - (b) **Still to do:** work with services to insert the service specific reasons for processing personal data into the template privacy notice (from February).
- (4) *“Deletion of historic data should be discussed with ICT (data outside retention schedule) and a process should be established for requests for personal data.”*
- (a) **Progress to date:** services have been asked to review their retention schedules and how data is deleted when it is no longer required. There is an established process for dealing with requests for personal data which is operated by Strategic Support.
 - (b) **Still to do:** publish the retention schedule for the Council on the internet; work with ICT on possible technical solutions to deletion of out of date data.
- (5) *“Revision of the Access to Information Policy to include the new individuals’ rights, along with the procedure covering access”*.

- (a) **Progress to date:** the policy for staff on data protection is shown on the intranet (Strategic Support/Data Protection). The guidance document for staff has already been updated to show the current position and the position from 25th May 2018. The procedure for dealing with subject access requests will remain the same – Strategic Support will co-ordinate all responses working with relevant services.
- (b) **Still to do:** the GDPR project will close on 31st August 2018. Between 1st June and 31st August 2018 the project team will evaluate the impact of the GDPR on subject access requests to see if the reduction in the time to respond under the GDPR from 40 days to one month has caused any operational problems; and to see if the abolition of the £10 fee has increased the number of data subject access requests coming into the Council. (Note: GDPR is separate from FOI requests. The GDPR is only about the privacy of personal data that can identify a living person, not all data or all information held by the Council).
- (6) *“Examination of the various types of data processing WBC carry out, identify our legal basis for doing so and document it.”*
- (a) **Progress to date:** Strategic Support have registered the various types of data processing undertaken by the Council with the ICO under the existing DPA legislation. Under the GDPR, the reasons will not need to be registered with the ICO but must be made available to the ICO on request. This will be done by ensuring that all personal data collected by the Council is accompanied by a Privacy Notice which will be documented by the Data Protection Officer.
- (b) **Still to do:** the legal basis for collecting personal data is currently subject to debate in networking circles of other councils. The DPO has recommended to the project team that WBC signs up with the LGA toolkit which gives service specific guidance on this subject. This is a subscription service costing £1,755 p.a. This request will be put to the Corporate Programme Board to secure the funding. The DPO and Project Manager have discussed the issue of “lawful basis for processing” in different networking groups and the key issue is how and when to seek *consent* for collecting and processing personal data. The GDPR gives specific rights to people who give consent for their personal data to be processed (for example the right to demand that processing of their data is halted). In councils this might not be possible to do (for example if we are collecting Council Tax or involved in a legal dispute). Therefore some councils are trying to limit their use of consent and expand the use of Privacy Notices which give a different legal basis for collecting personal data. The meeting with Heads of Service in February will focus on this issue and work on this will continue until early April.
- (7) *“Review how consent is sought, obtained and recorded, and assess whether any changes are needed”.*
- (a) **Progress to date:** this links to (6) above and has been discussed at networking meetings.

- (b) **Still to do:** discuss with Heads of Service how and why they need consent. Some councils seem to be adopting a strategic position which limits asking for consent to very few circumstances where the individual wants something from the Council and it would have no adverse operational consequences if the person decided to withdraw their consent (for example, to join a e-mailing list to be notified of cultural events).
- (8) *“Put into place systems to verify the ages of individuals we hold data for, and to gather parental or guardian consent for the data processing activity.”*
- (a) **Progress to date:** the DPO has raised this issue with relevant Heads of Service.
- (b) **Still to do:** the GDPR provisions on this point were about children accessing social media sites (such as Face Book) and it is not clear how this provision will affect personal data processing on children for lawful council purposes which do not require consent. This is an aspect of the GDPR where WBC will follow the lead of the majority of other councils and LGA advice. The DPO will liaise with the Head of Education and the Head of C&FS on this issue in February.
- (9) *“Ensure our procedures for detecting, reporting and investigating a personal data breach are robust and being followed”*
- (a) **Progress to date:** this is not a change in the GDPR but the penalty for getting this wrong has been increased from a potential fine by the ICO of £100k to a potential fine of £17m (20m Euros). In WBC we have dealt with this risk by having mandatory data security training and a dedicated data security officer (Jackie Woodland).
- (b) **Still to do:** the mandatory e-learning on the GDPR will reinforce the message to staff and managers that any data security breaches must be reported to Jackie Woodland without delay. Between 1st June and 31st August 2018 the project team will evaluate the impact of the GDPR on data security breaches. The main difference in the GDPR is that data security breaches must (rather than ‘should’) be reported to the ICO and reported under the GDPR within 72 hours where there is a risk of harm to the data subject.
- (10) *Ensure WBC is able to demonstrate the technical and organisational safeguards for electronic data.*
- (a) **Progress to Date:** the Head of ICT and Customer Services reported to Cllrs Cole and Bridgman on this issue on 10th November 2017. Kevin Griffin stated that all of WBC's personal data is held on systems in the Council's in-house data centres with the exception of the Locata choice based letting system used by Housing. There are very many controls in place for the protection of personal data. These controls are routinely examined as part of our annual re-accreditation to the Government's Public Services Network (PSN) code of connection. Internet of Things (IoT) devices are currently not deployed within the

Council. The Council uses many third party suppliers to provide infrastructure, services and systems. Controls have always been in place to control these suppliers' access to any personal data. We have several security systems in place including anti-virus/anti-malware software on all PCs and all servers. We have ransomware protection on servers. We have employer perimeter firewalls and application layer firewalls, web filtering and anti-spam filtering. All WBC laptops are encrypted. Only encrypted memory sticks are authorised for use in WBC. Encryption is used by our secure email system. All of our security systems send email alerts when breaches are detected. Alerts are sent by our systems on a 24x7x365 basis. The Council does not operate CCTV except for some limited use within the Council offices. PCs are patched automatically and 'silently' on an ongoing basis using our Microsoft System Centre Configuration Manager (SCCM). We use a scanning tool to regularly check for security vulnerabilities. We commission annual security penetration tests. Back office servers are patched at least quarterly during scheduled maintenance shutdown weekends. Backup tapes are held securely and data can only be restored by staff with appropriate authority and such restoration would be controlled by relevant policies.

- (b) **Still to do:** Review controls on suppliers' access to any personal data in the light of the GDPR requirements.

(11) *“Designate a Data Protection Officer”.*

- (a) **Progress to date:** James Gore has been designated as the Council's Data Protection Officer. James is accredited with associate membership of the British Computer Society.
- (b) **Still to do:** nothing on this point.

6. Proposal

- 6.1 There are no proposals in this report – it is for info to update OSMC.

7. Conclusion

- 7.1 This report has been requested by OSMC to provide assurance that the Council will be fully compliant with the GDPR on 25th May 2018. The conclusion of the report is that the Council is doing the right things as measured against the 11 steps (above) set out by the ICO. There is still work to do: meetings with Heads of Service to ensure compliance; networking with other Councils and the LGA to ensure that WBC is in the mainstream regarding any contentious issues (such as when to use consent); and mandatory e-learning for all staff (not schools) on the GDPR. Then there will be a further three months (June to August) when the project team will monitor the impact of the GDPR on the Council.

8. Appendices

- 8.1 Appendix A – Equalities Impact Assessment

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	To comply with the GDPR
Summary of relevant legislation:	GDPR
Does the proposed decision conflict with any of the Council's key strategy priorities?	no
Name of assessor:	Robert O'Reilly
Date of assessment:	28/12/17

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

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

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

Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments relating to the item:		
See GDPR on special category data (also known as sensitive data)		

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

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

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

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

Name: Robert O’Reilly

Date: 28/12/17

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

Overview and Scrutiny Management Commission (OSMC) Task Group: Council Strategy Refresh 2018/19

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	9 January 2018
Task Group Chairman:	Councillor Ian Morrin
Report Author:	Stephen Chard
Forward Plan Ref:	n/a

1. Purpose of the Report

1.1 To note the Task Group's findings and recommendations.

2. Recommendation

2.1 That the report be noted.

3. Key background documentation

3.1 The minutes of the Task Group's meetings (available from Strategic Support).

Executive Summary

4. Background / the process

4.1 At its meeting on 17 October 2017, the OSMC agreed to form a Task Group to help inform the Council Strategy Refresh 2018/19. Members of the Task Group were agreed as follows:

- Councillor Ian Morrin (Chairman)
- Councillor Jason Collis
- Councillor Lee Dillon
- Councillor Richard Somner

4.2 It was agreed that a 'light touch' review would be undertaken for the refresh. The Task Group reflected on the successes achieved to date, but primarily focused upon the challenges encountered to help inform the 2018/19 refresh. It was acknowledged that the priorities could not be changed, but the Task Group sought to identify areas for added focus for 2018/19.

4.3 During the course of this scrutiny activity the Task Group also had discussions about a number of the priority areas for improvement and whether these would be appropriate for the new Council Strategy. However, the Task Group acknowledged that this line of enquiry would need to wait until the new Strategy was being formulated.

4.4 The Task Group met three times on 27 November 2017, 4 December 2017 and 14 December 2017. It was contributed to by the Chief Executive, Corporate Director (Communities) and the Head of Strategic Support. It was supported by Strategic Support Officers. The Task Group determined that it was not necessary to meet with the Corporate Director (Economy and Environment) as Members were content with the progress being made, and did not identify any particular areas on which to focus, within that Directorate.

5. Findings and Recommendations

5.1 Findings and any recommendations are outlined for each Council Strategy priority. These are for the OSMC to note as the Task Group's findings and recommendations have already been forwarded to the Performance, Research and Consultation Manager with a request that they be incorporated within the refreshed Council Strategy 2015-2019. The refreshed Strategy is scheduled for approval by Council at its meeting on 1 March 2018.

6. Improve Educational Attainment/close the Educational Attainment Gap

6.1 This area of Council activity was given the greatest degree of focus by the Task Group. The targets aligned to closing the attainment gap were acknowledged as ambitious, but Members heard, from the Corporate Director (Communities), that it should continue to be the Council's aspiration to eliminate this gap and aim to enable every child to achieve their best.

6.2 Resource remained in the School Improvement Team for Pupil Premium related activity, but the funding for school improvement work, which was discretionary, has reduced over recent years. However, the team was able to continue to facilitate

school to school support, this had proved successful and was noted as a key factor that impacted on good outcomes at times of school inspection.

- 6.3 The ability to directly influence schools had reduced, i.e. increasing number of academies and this fact would need to be considered when the new Council Strategy was being formulated.
- 6.4 The Corporate Director (Communities) felt it would have been beneficial to retain the resource level from earlier years and target it on particular cohorts. This could have then taken place via a West Berkshire Schools Trust, external to the Local Authority. It was felt that this approach would help to establish a common/shared interest for all schools to collectively make improvements. A potential consideration for the new Strategy, noting however that funding restrictions continue.
- 6.5 A wide range of support activities are being delivered to support disadvantaged pupils' attainment. In terms of Looked After Children, Pupil Premium funding for these children was higher and held centrally.
- 6.6 The Task Group considered that the Executive should consider the following points and their level of priority when refreshing the current Council Strategy and in formulating a new Council Strategy with effect from 2019/20:
- Engagement with vulnerable families at the earliest opportunity is a key success factor to focus on as is access to early years' childcare.
 - Pupil Premium sign up should be encouraged to ensure appropriate support is provided.
 - Community based options to support disadvantaged families and their children should also be prioritised by the Building Communities Together (BCT) Team.
 - Contribution of other services towards attainment levels should be coordinated e.g. housing (security/stability of housing), accessing amenities (transport links etc particularly in rural areas) and security of income (fluctuating income).
 - The Council should continue to focus on closing the educational attainment gap in 2018/19.
 - Consideration should be given on whether the new Council Strategy should include educational attainment targets and, if so, what these should be.
 - The potential to form a West Berkshire Schools Trust should be investigated by the Corporate Director (Communities) and the Head of Education Services.

7. Enable the completion of more affordable housing

- 7.1 As discussed in detail at the OSMC meeting in October 2017, the target set in this area was recognised as being very ambitious. The Task Group noted that the target would likely be reported 'red'. Moving forward into the new Council Strategy, the target would continue to be challenging – 200 affordable housing units per year were required which is the assessed need in the 2016 Strategic Housing Market Assessment.
- 7.2 The Strategy should make reference to joint working with other housing providers which will help towards delivering more affordable units and in addressing homelessness. The Racecourse development was also expected to deliver a large number of units.
- 7.3 Affordable homes were often impacted by issues of viability.

7.4 The Task Group considered that the Executive should consider the following points and their level of priority when refreshing the current Council Strategy and in formulating a new Council Strategy with effect from 2019/20:

- Reference should be made in the Strategy to joint working with other housing providers.
- The Council should increase lobbying of Government to reduce the impact being caused by viability issues.

8. Deliver or enable Key Infrastructure Improvements (Superfast Broadband)

8.1 The Task Group felt that the Council should endeavour to do more to ensure that superfast broadband is in place for all new developments as a way of ensuring access into future years. The Chief Executive agreed to progress this with Planning and the Developers Industry Forum, but it was noted that the Council currently had no direct levers with which to compel developers to put this in place.

8.2 There was strong confidence that 2018/19 targets would be achieved for superfast broadband. In terms of targets for 2019/20 onwards, the Task Group agreed that this would be a point of focus to help inform the new Council Strategy. This would link with the aspirations of the West Berkshire Vision.

8.3 The Task Group considered that the Executive should consider the following points and their level of priority when refreshing the current Council Strategy and in formulating a new Council Strategy with effect from 2019/20:

- The Head of Development and Planning should explore the potential to do more to ensure that superfast broadband is in place for all new developments with the Developers Industry Forum.
- There is a need to focus, for the new Strategy, on appropriate superfast broadband targets.

9. Good at Safeguarding Children and Vulnerable Adults

9.1 The Task Group acknowledged that safeguarding within Children and Family Services had been rated by Ofsted as “Good”. However, maintaining the improvements achieved in this area depended on the continued stability of the workforce.

9.2 The Corporate Director (Communities) felt that there should be a focus on progressing the family safeguarding model which has been introduced to reduce the number of children in the Council’s care.

9.3 As the adult safeguarding activities became statutory more recently than those for children’s services, more is being done to ensure validation processes are working appropriately.

9.4 Delayed Transfers of Care (DToC) remain an issue and therefore an area of focus - peer review is scrutinising this area for the Berkshire West authorities. It is important for Health and Social Care to work together to improve practices and manage financial pressures jointly. A detailed DToC review had already been undertaken by a Scrutiny Task Group and the response to this review would be reported to the

Executive in due course. The need to adhere to Deprivation of Liberty Safeguards (DoLS) is also a challenge in terms of increasing demand pressures.

- 9.5 In addition to the education attainment gap, health inequalities, particularly for disadvantaged families needed to be focused on. Benchmarking of similar local authorities would assist the work of identifying how to close gaps moving forward.
- 9.6 The Task Group considered that the Executive should consider the following points and their level of priority when refreshing the current Council Strategy and in formulating a new Council Strategy with effect from 2019/20:
- Focus on progressing the family safeguarding model to help reduce the number of children taken into the Council's care.
 - Need to conduct benchmarking activity in order to be able to use this data to be able to help to understand how to close gaps in education and health & wellbeing for disadvantaged families.

10. Support communities to do more to help themselves

- 10.1 The Task Group acknowledged that the work of this relatively new team was evolving. There was a need for this team to be more focused and be responsible for a set of clearly defined outcomes, potentially in liaison with other service areas. This will be particularly important in formulating the new Council Strategy.
- 10.2 The roll out of the devolution prospectus will be another key aspect of supporting communities to do more to help themselves.
- 10.3 The Task Group considered that the Executive should consider the following points and their level of priority when refreshing the current Council Strategy and in formulating a new Council Strategy with effect from 2019/20:
- The need to gain an improved understanding of what areas of activity communities want to take on themselves and how they can assist the Council, needs to be developed in liaison with all service areas and relevant external partners.

11. Become an even more effective Council

- 11.1 The Task Group acknowledged that this priority area for improvement lacked overall focus and appeared to have a number of random actions attached to it. Whilst it was noted that the Council, compared to its statistical neighbours, was efficient in terms of its overall costs there was a requirement to ensure that further work was undertaken to identify those services which could need improving.
- 11.2 The importance of valuing and recognising the workforce is a key factor in developing a modern and flexible workforce. The targets attached to this area of activity needed greater focus.
- 11.3 Effective budget management was highlighted as a success during a time of significant financial pressure and challenge.
- 11.4 The Task Group considered that the Executive should consider the following points and their level of priority when refreshing the current Council Strategy and in formulating a new Council Strategy with effect from 2019/20:

- To investigate and highlight which areas of Council activity are not as efficient as possible in comparison to other similar areas with a view to identifying areas for improvement.
- To heighten the focus on developing a modern and flexible workforce via recognising the value of enabling the workforce.

12. General Points for the new Council Strategy:

- 12.1 It is envisaged that the new Council Strategy will be approved by Full Council in June/July 2019 in order to take account of the results of the District Council election results. The Task Group will therefore need to reconvene at an appropriate time in order to contribute to this work.
- 12.2 A wide range of benchmarking information needs to be taken into account when producing the new Council Strategy and setting its priorities/targets.
- 12.3 The way in which progress will be measured against priorities and targets needs to be more transparent moving forward, i.e. in making a RAG judgement.
- 12.4 In the delivery of all the Council's priorities an approach needs to be identified to reflect that all priorities are the responsibility of the entire Council (e.g. not only individual Directorates). The way in which different service areas are working together for the benefit of West Berkshire's residents should be better evidenced.
- 12.5 The Council should continue to strive to achieve aspirational targets. Mention of this aim should be made within the foreword to the new Strategy.

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Birchwood Care Home – CQC Inadequate

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	9 January 2018
Portfolio Member:	Councillor Rick Jones
Date Portfolio Member agreed report:	21 December 2017
Report Author:	Tandra Forster
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 In September the Care Quality Commission completed an inspection of a Council run Care Home, Birchwood; the outcome was an overall rating of inadequate. This note sets out the background to the inspection and the actions required to bring the home back to 'good'.

2. Recommendation

- 2.1 This report is for information.

3. Implications

- | | | |
|-----|-------------------------|------------|
| 3.1 | Financial: | N/A |
| 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 None.

Executive Summary

5. Introduction / Background

- 5.1 In September the Care Quality Commission completed an inspection of Birchwood Care Home; the outcome was an overall rating of inadequate. This report sets out the background to the inspection and the actions agreed to bring the home back to 'good'.
- 5.2 Birchwood is a 60 bed nursing/residential care home specialising in care for people with dementia. The service was commissioned in 2007 with the Council leasing the building from A2Dominion and contracting separately with Care UK for the care. The contract was for an initial 10 year term with the option to extend for a further 3 years subject to negotiation.
- 5.3 Contract negotiation with Care UK proved challenging, and following their decision to close 10 beds in the home it was determined to transfer the service in-house once permissible.
- 5.4 Prior to the inspection, it was clear to us that there was a serious deficit in staff skills, and issues with procedures that needed to be resolved. The timescale of the CQC inspection was such that the analysis, planning and execution was nowhere near completed in advance of the inspection. However, the result reinforces our conclusions and action plans

6. CQC outcome

- 6.1 The CQC inspection framework incorporates 5 domains: Safe, Effective, Caring, Responsive and Well-led. Three areas were rated as inadequate: safe, responsive and well-led, two as requires improvement: effective and caring. This means the home received an overall rating of inadequate.
- 6.2 A detailed action plan has been developed and work is well underway to address concerns. There is a specific focus on addressing Safe.

7. Conclusion

- 7.1 Prior to the inspection, it was clear to us that there was a serious deficit in staff skills, and issues with procedures that needed to be resolved. The timescale of the CQC inspection was such that the analysis, planning and execution was nowhere near completed in advance of the inspection. However, the result reinforces our conclusions and action plans
- 7.2 We have a strong track record and are used to achieving positive inspection results, our five other regulated services are all rated as Good. This means we understand what it takes to turn a service round. CQC will return in six months to re-inspect, we are confident that the actions we have put in place will mean a return to Good.

8. Appendices

- 8.1 Appendix A – Supporting Information
- 8.2 Appendix B – Birchwood CQC Summary report

8.3 Appendix C – Birchwood action plan

Birchwood Care Home – CQC Inadequate

1. Introduction/Background

- 1.1 In September the Care Quality Commission completed an inspection of Birchwood Care Home; the outcome was an overall rating of inadequate – see attached report at Appendix B. This report sets out the background to the inspection and the actions agreed to bring the home back to 'good'.
- 1.2 Birchwood is a 60 bed nursing/residential care home specialising in care for people with dementia. The service was commissioned in 2007 with the Council leasing the building from A2Dominion and contracting separately with Care UK for the care.
- 1.3 The contract was for an initial 10 year term with the option to extend for a further 3 years subject to negotiation. Initial plans were to negotiate an extension however, proposed price increases were unaffordable and, given market conditions, we did not anticipate more favourable rates if we re-tendered.
- 1.4 In addition to cost pressures, Care UK had taken the decision to close 10 beds on the ground floor. This reduction in capacity at a time of increasing demand, particularly to support hospital discharge, placed us under significant pressure. This added weight to the proposal to transfer the service in-house as it allowed the opportunity to create 10 step down beds supporting hospital discharge which was welcomed by NHS partners.
- 1.5 A project team were established to support the transfer of the service; this included appropriate representatives e.g. HR. This work started in the New Year with a transfer date of 1st June 2017.

2. What does an 'Inadequate' mean?

- 2.1 The CQC inspection framework incorporates 5 domains: Safe, Effective, Caring, Responsive and Well-led. Three areas were rated as inadequate: safe, responsive and well-led, two as requires improvement: effective and caring. This means the home received an overall rating of inadequate. The full report is attached at Appendix B but key areas of deficit are detailed below:
 - (1) Safe – insufficient staff, risk assessments were not sufficiently robust to ensure residents were safe, medicines were not effectively managed, ineffective investigation and monitoring completed when incidents were reported.
 - (2) Effective – staff did not receive regular supervisions, it was unclear if nutritional or hydration needs were met due to poor documentation and services were not tailored appropriately to meet the needs of individuals with dementia.
 - (3) Caring – although the service was generally caring and privacy maintained, staff appeared to be task led rather than person centred.

- (4) Responsive – care plans did not reflect the changing needs of residents, not all personal care needs were met, measures were not put in place to manage and respond to people’s needs as and when they arose and complaints were not appropriately managed or recorded.
- (5) Well-led – home management were unapproachable, did not monitor accuracy of care, have appropriate audit processes, ensure CQC were updated about safeguarding concerns or apply the duty of candour (legal duty to inform and apologies to residents and families of mistakes in care delivery).

3. Transfer Issues

3.1 Two key issues emerged after the transfer:

- (1) The Care Quality Commission published the outcome of an inspection completed in May 2017 which rated the home overall as Requiring Improvement with key challenges in 3 of the 5 domains: Safe, Effective and Well-led. Care UK did not share information about the actions they had taken or allow us to get involved at an earlier stage. This meant we had a limited understanding of the existing issues.
- (2) The development of Silver Birch, the new step down unit funded through the Better Care Fund, took a significant amount of staff time and focus. The requirement to have the resource up and running two months after we had taken over did mean there was not as much attention on the core service. The CQC raised this as part of the inspection.

4. Actions taken

4.1 A number of actions have been completed since the inspection:

- (1) We have successfully recruited a permanent management team. The new registered manager will transfer from one of our other homes, rated as Good in all areas. She has significant experience so we are confident she will be able to drive the required improvements in Birchwood. The deputy manager starts in December and the registered manager in January. This will allow sufficient time for hand over from the interim staff. Both staff have significant experience and know what it takes to deliver service improvement.
- (2) A detailed action plan has been developed, we are meeting regularly with both CQC and the Council’s Care Quality Team to discuss progress.
- (3) We are focusing on improving practice, regular supervisions and training. We have revised the training plan to ensure priority is given to key areas.
- (4) An occupational therapist has reviewed all residents who require hoisting, ensuring care plans are appropriate and ordering new equipment where necessary.
- (5) Recruitment continues to be a challenge, we are actively working to reduce the use of agency staff to a more acceptable level.

5. Conclusion

- 5.1 Prior to the inspection, it was clear to us that there was a serious deficit in staff skills, and issues with procedures that needed to be resolved. The timescale of the CQC inspection was such that the analysis, planning and execution was nowhere near completed in advance of the inspection. However, the result reinforces our conclusions and action plans
- 5.2 We have a strong track record and are used to achieving positive inspection results, our five other regulated services are all rated as Good. This means we understand what it takes to turn a service round. CQC will return in six months to re-inspect, we are confident that the actions we have put in place will mean a return to Good.

6. Consultation and Engagement

- 6.1 Rick Jones, ASC Portfolio
- 6.2 Rachael Wardell, Corporate Director - Communities
- 6.3 Sue Brain, Provider Services Manager

Background Papers:

Appendix B: Birchwood CQC Inspection report
Appendix C: Action plan

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aim:

P&S – Protect and support those who need it

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

P&S1 – Good at safeguarding children and vulnerable adults

Officer details:

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West Berkshire Council

Birchwood

Inspection summary

CQC carried out an inspection of this care service on 29 September 2017 and 01 October 2017. This is a summary of what we found.

Overall rating for this service

Inadequate ●

Is the service safe?

Inadequate ●

Is the service effective?

Requires Improvement ●

Is the service caring?

Requires Improvement ●

Is the service responsive?

Inadequate ●

Is the service well-led?

Inadequate ●

This inspection was completed on 29th September and 1st October 2017, and was responsive in relation to a number of concerns and safeguarding issues received by the CQC.

The service was taken over by West Berkshire County Council on 1st June 2017, prior to which the care was provided by a corporate service provider. Some of the staff were transferred as part of the acquisition; however senior management within the service was lost.

Birchwood is a 60 bed service that provides facilities over three floors to older adults with varying needs. The ground floor provides a respite service for up to ten people undergoing an assessment period when transitioning from hospital or home and prior to an appropriate care package being sought. The first floor provides residential services to a maximum of 25 people. The second floor provides nursing care to a maximum of 25 people. People's needs varied depending on their diagnosis. We found some people required extensive support whilst others were able to complete some tasks independently.

A registered manager had been in post since the service was taken over by the local authority. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

Notifications had not been made to the CQC for all incidents that were considered safeguarding alerts or reportable as a serious injury. This is a requirement of the registration regulations.

People were not kept safe. Risk assessments and comprehensive documentation was not in place to ensure people were offered responsive safe care and treatment. Care plans contained minimal information, often leaving out crucial information. For example, one care plan did not document how frequently a person required assistance with personal care. This meant they were at risk of their basic needs not being met and increased the potential of the person's skin being damaged.

Medicines were not managed safely. During a medicine round we observed the medicine trolley was left unlocked and unattended for a brief period of time. A person was witnessed approaching the trolley. MAR charts were completed and errors were noted. However guidelines had not been written for all people who were prescribed medicines to be taken 'as required'.

Fire safety checks were being completed and recorded. However people were not being kept safe at all times due to a failure in appropriate monitoring and recording of other health and safety checks. Not everyone living or staying at Birchwood had a current personal evacuation plan in place, although staff did have access to one page colour coded list that them who was independent and who needed assistance. Water temperatures checks were not being carried out as required, leading to concerns that staff would be unaware if a thermostatic valve stopped working, putting people at risk of scalding.

Staff did not appropriately record information. Incidents were not reported, and information was not accurately updated in daily records. We noted that one person had sores on both legs, without any dressings. Staff told us that dressings had been removed by the person. No alternative dressing had been applied. Records did not note that the person had sores on legs, what dressing should be applied or how the sores were to be managed.

Staff had not received supervision, or had a team meeting that allowed them to gain an understanding of the provider's values and vision since taking over.

Neither the provider nor the registered manager had effective systems in place to assess, monitor and improve the quality of the service. There was also no system to assess, monitor and mitigate risks to people using the service, their visitors and staff.

Staff generally were polite and respectful in their approach to people. However much of their role appeared to be task orientated. There were sufficient staff on duty who had received training to support them in their roles. However there were times of the day when staff deployment needed to be considered. The organisation of staff meant that they were not always effective and people's needs were not being met in a timely way and this, at times, left people unsafe.

During the inspection we identified several breaches of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

The overall rating for this provider is 'Inadequate'. This means that it has been placed into 'Special measures' by the CQC. The purpose of special measures is to:

- Ensure that providers found to be providing inadequate care significantly improve
- Provide a framework within which we use our enforcement powers in response to inadequate care and work with, or signpost to, other organisations in the system to ensure improvements are made.

- Services placed in special measures will be inspected again within six months.
- The service will be kept under review and if needed could be escalated to urgent enforcement action

You can ask your care service for the full report, or find it on our website at www.cqc.org.uk or by telephoning **03000 616161**

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BIRCHWOOD ACTION PLAN - October 23rd 2017

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
SAFE	Risk assessments are completed and recorded on the correct documentation; risks are identified and guidelines in place to support	<ul style="list-style-type: none"> • Review and re-evaluate risk assessments. – ongoing process • Document on appropriate risk matrix paperwork – COMPLETED 11.10.17 • Provide support guidance based on identified risk to ensure all service users are supported. - COMPLETED 11.10.17 • Ensure all documentation is shared with, and accessible to, staff. • Draft a one page overview sheet for agency staff – make easily accessible • Regulation 9 Pre Admission assessment tool in routine use for The Home • Risk documentation saved on I drive in relevant folder. Old documentation archived on I drive appropriately 		<p>Senior staff at Birchwood, monitored and overseen by Unit Manager and Deputy Manger</p> <p>Approach will be through Key/Link Worker system for whole home</p> <p>Unit Manager/Deputy Manager reviewing risk documentation, one page overview sheet and matching to I drive and hard copy file</p> <p>Consistency of handover process will be overseen by Deputy Manager – Currently the Handover Sheet (attached) is given to the Manager / Deputy next day for them to triage and action if necessary</p>
	Care plans completed based on updated risk assessments	<ul style="list-style-type: none"> • Review care plans against risk assessments and rewrite/update • Update single overview wall 	27/10/17	Senior staff at Birchwood, monitored and overseen by Unit Manager and Deputy Manager

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<p>plan for each resident. These will be for whole home</p> <ul style="list-style-type: none"> • Ensure all documentation is shared with, and accessible to, staff • Provide a one page overview sheet for agency staff all wall mounted by 31.10.17 • Handover meetings to focus on changing needs and impact on changes to care plan • Weekly senior clinical meetings in place per floor; residents and Care Plans on the agenda for management Meeting every Tuesday 		<p>Key / Link Worker System Longer term plan for inclusion of families in care planning has a later completion date Care plans drawn from Regulation 9 Pre Admission assessment tool for all admissions Weekly management meetings will pick up on clinical matters</p>
	<p>Respite procedures support the needs of the service users.</p>	<ul style="list-style-type: none"> • All respite clients will be assessed appropriately prior to admission regardless of previous respite admissions – PROCESS IN PLACE • Risk assessments and care plans completed appropriately • Correct documentation including risk matrix paperwork completed • Update single overview wall plan for each respite resident prior to admission • Ensure all documentation is shared with, and accessible to, staff 	<p>30/11/17 (or to implement when embargo lifted)</p>	<p>This will remain under scrutiny by Unit Manager and Deputy Manager. No issues have been raised recently.</p> <p>Voluntary embargo in place for 1st/2nd floors include respite provision and will impact on this completion date. This process should, in any event, be ongoing as a system</p>

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<ul style="list-style-type: none"> • Provide a one page overview sheet for agency staff • Respite client files will be maintained in order to have historical reference during subsequent admissions and in accordance with CQC guidelines 		Use of "I" drive
	Care log records/observation monitoring is of a good quality standard.	<ul style="list-style-type: none"> • All care to be reviewed at end of shift by the senior staff member managing the shift This work is captured by Handover Records and Work Allocation Sheets • All care records to be reviewed monthly by Unit Manager • Audit/observation tool to be adopted and utilised by Unit Manager – to include cross matching body maps, webrisk reports and care records • Outcome of audits to be routinely shared with staff on shift (either individually where necessary or via team meetings/senior staff meetings) 	30/10/17	Unit Manager to have overview and scrutiny of this activity System of sharing information with relevant staff to be agreed and implemented Care Quality will review audits completed at the next meeting on 27/10/17. Unit Manager to monitor record keeping/care documentation to ensure the correct levels are sustained.
	Storage system of documentation on first and second floors to be significantly improved	<ul style="list-style-type: none"> • Consistent storage process to be agreed for top two floors • Items purchased for first floor to facilitate this • All current documentation to be 	31.10.17	Unit manager and deputy manager to spot check the completion of this task routinely

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<ul style="list-style-type: none"> sorted and stored as agreed • Shift leaders to ensure all documentation is appropriately sorted and filed at the end of each 24 hour period 		
	Safeguarding knowledge and processes improved	<ul style="list-style-type: none"> • L1 safeguarding training to be delivered to all members of staff as a block by end of November 2017 in service • L2 safeguarding booked for all RGN/RCO level staff as an urgent priority • Safeguarding procedure and whistleblowing procedure shared with all staff via team meeting • Safeguarding to be a standing item on all team and senior staff meetings • Process to be agreed for escalating concerns within Provider Services Management to ensure swift response and create a transparent open door policy • Unit manager and Deputy to attend all 3 levels of safeguarding training • Provider Services Manager to include safeguarding as a standing item in supervision 		<p>Learning Development Coordinator – WBC training department to liaise with Unit Manager. Training currently booked for 9 & 16/11/17</p> <p>Unit Manager and Deputy Manager to ensure all staff aware of location of procedure and to ensure the item features in all meetings – monitored via minutes</p> <p>Provider Services Manager to agree process with Unit Manager and ensure this is promoted with staff within the Home. To feature as a monthly discussion item</p> <p>Provider Services Manager to oversee manager and deputy manager training in safeguarding.</p>
	Deployment of staff in relation to pm/night	<ul style="list-style-type: none"> • Redesign shift rota's to ensure 	30.11.17	Unit Manager and Deputy Manager to implement

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
	handover	<p>appropriate numbers of staff are available during the evening shift to complete meal time tasks prior to night staff taking over</p> <ul style="list-style-type: none"> • All staff to be notified and further ideas sought for improving coverage • Consideration of altering times of tea etc and discussion with families in terms of impact on their relatives • Immediate action taken to increase number of staff on duty on the first and second floors between the hours of 8pm and 9.30pm 		Rota's and attendances to be monitored
	Safe management of medicines	<ul style="list-style-type: none"> • Process for storing and securing medication during administration to be reviewed and amended if necessary. • Ensure all staff are aware of medication administration policy and responsibilities for storing and security of medication during rounds by putting all staff through medication refresher training (either delivered on site or externally) • All PRN guidance to be written up and secured within medication charts appropriately 	30.11.17	<p>Processes around the administration of covert medication and the monitoring of PRN will continue to be ongoing. Unit Manager to liaise with Team Manager of the Reablement Team re: medication training for non clinical staff to ensure their overarching knowledge is clear.</p> <p>Deputy Manager to oversee the process of recording and updating PRN guidance Deputy Manager to</p>

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<ul style="list-style-type: none"> • Weekly partial medication audit undertaken followed by a full monthly medication audit to coincide with drug ordering • The administration of covert medication to be reviewed monthly and all BI decisions relative to this process to be properly documented, stored and reviewed. IN PLACE 		undertake all drug audits. All senior/clinical staff to take account of those clients for whom medication is administered covertly and ensure they are discussed within supervision. Utilise the covert medication evaluation tool for each individual affected.
	Review and ensure appropriate processes for infection control are in place	<ul style="list-style-type: none"> • Training matrix to be reviewed and all staff booked on for training in infection control where it is not up to date • Review process for routine inspections on floors with housekeeping staff and care staff to ensure incidents are not missed Head Housekeeper has a detailed log will attend Manager's meeting every week to discuss exceptions / issues Manager will also support this with a weekly check 	31.10.17	Unit manager and Deputy manager to lead on reviewing the process with the Head Housekeeper and senior staff Training provider to support in delivery on block
EFFECTIVE/CARING	Communication with staff to improve significantly	<ul style="list-style-type: none"> • Routine supervisions (every 6 to 8 weeks) to be undertaken by senior staff with dates of booked and delivered to be presented as a matrix • All senior staff to have supervision skills reviewed and updated where required 	Matrix and review of skills completed by 30.11.17 Review of induction processes to be completed	Unit Manager and Deputy Manager to have ownership and oversight of matrix Unit Manager and Deputy to review the supervision skill set of senior staff HR to provide specific supervision training where

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<ul style="list-style-type: none"> • Unit manager to ensure all senior staff responsible for supervisions are aware of the supervision policy, have access to the documentation and are competent at recording and saving the information • Agency staff block booked for multiple shifts over a prolonged period of time to be included in this matrix • Appraisals are booked in for completion by April 2018 • All team meetings to be minuted and stored centrally with minutes made accessible to all staff by the most appropriate method per floor. This can include placing on the noticeboard in the staff room • Review WBC induction processes to ensure all staff have received the appropriate level of information and awareness of WBC culture, expectations, procedures etc 	by 15.11.17	<p>required Provider Services Manager to provide appropriate links to unit manager for all supervision documentation Unit manager to ensure all staff are aware of and competent to both complete and or participate in appraisals. HR to support with training and awareness raising where necessary Provider Services Manager to have oversight of review of WBC induction processes. Incoming Unit Manager to deliver WBC Provider services induction workshop for all staff by end of November 2017</p>
	Accurate recording of nutrition/hydration/skin integrity etc to be improved	<ul style="list-style-type: none"> • Ensure all risk assessments and care plans capture requirements for monitoring nutrition/hydration and skin integrity and other issues; including frequency, trigger points and actions required 		<p>Spot review of care records, including documentation to be reviewed at end of shift by the senior member of staff managing the shift. All issues of exception to be raised within handover</p>

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<ul style="list-style-type: none"> Ensure all staff, including agency staff are familiar with appropriate documentation including location and requirements for completion 		All care records monitored monthly by the Unit manager
	Improve the environment to meet the needs of people with dementia	<ul style="list-style-type: none"> Audit of environment to be arranged with FMA studio designs; a specialist dementia environment consultant Dementia Bus training opportunity booked for 4th December with availability for staff from Birchwood to attend Dementia specialist within Public Health and Learning Development Coordinator of WBC to be consulted with in terms of ongoing bespoke dementia training to staff 	30.12.17	Provider Services Manager to organise the audit and arrange for implementation of recommendations in partnership with the Unit Manager (first visit scheduled for w/e 27.10.17 full audit booked in for w/c 30/10/17)
	Increase effective interaction between staff and residents with dementia	<ul style="list-style-type: none"> Bespoke training in dementia and person centred care sought and to be delivered to all staff by end of March 2018 Review practice around mealtimes to ensure a better dining experience for residents Consider and consult on the staggering of lunchtimes for residents to provide more tailored interventions – this will be dictated by the catering staff in terms of any deterioration in meal quality, families etc 		Training provider and Unit manager with input from Public Health dementia expert Senior management team to review and identify actions for improvements Unit manager to discuss in principle with families re: staggering times at meeting on 25.10.17 Provider Services Manager to review budgets for staffing resource

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		<ul style="list-style-type: none"> Review the potential to provide a second activities coordinator to support the existing resource 		
	Ensure all relatives are aware of the property management process in place	<ul style="list-style-type: none"> Promote labelling and the need for the property sheet process to be followed at all times Ensure new residents and their families are aware of this process and the purpose behind it 		To discuss at Families meeting 25.10.17 and subsequent minutes Newsletter to be instigated by end of March 2018
RESPONSIVE	Care plans – please see actions in SAFE section	<ul style="list-style-type: none"> 		
	Increase effective interaction between residents and staff – Please see actions in EFFECTIVE/SAFE section	<ul style="list-style-type: none"> 		
	To increase awareness of the corporate complaints process and promote the use of this mechanism	<ul style="list-style-type: none"> Display posters and provide leaflets to take away Create log for complaints and comments and review on a monthly basis for trends Utilise the suggestions box in the foyer and ensure actions are taken appropriately 	31.10.17	Unit Manager and Complaints Manager
	Improvements in responsiveness to clients needs; including personal care and moving and positioning	<ul style="list-style-type: none"> OT reviews of all clients with hoisting requirements in place. To input all findings and recommendations from those reviews into updated careplans Ensure all updated plans are 	To be completed by mid November	OT from West Care Management team provided Deputy manager to oversee all care plan amendments

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
	Provide adequate mechanisms to review care and adopt approaches as required	<p>communicated as detailed earlier in this action grid</p> <ul style="list-style-type: none"> • Handover meetings to focus on changing needs and document; those to be reflected in risk assessment and care planning including adjustment to approach to non compliance • Weekly senior managers meetings which include clinical issues, in place per floor 	15.11.17	Deputy and Unit manager to take responsibility for overseeing handover and implementing consistent format. See Handover sheets and work allocation sheets attached Senior shift staff responsible for compliance
WELL LED	Improvement to health and safety recording and testing	<ul style="list-style-type: none"> • Review the health and safety audit carried out by WBC H&S staff which took place post CQC inspection and implement recommendations - Audit 85% compliant – actions recommended almost completed as at 25/10/17 • Ensure access to all testing records are available to the senior staff on shift at all times • Building audit tool to be adopted and carried out by Unit Manager monthly 	31.10.17 for review. Mid November for implementation	Unit manager, maintenance operative and WBC H&S service
	Care file audits and clinical audits to be completed and reported routinely	<ul style="list-style-type: none"> • Care file audits now formatted and to be undertaken monthly • Medication audits to be comprehensively reported; not as error reporting • Clinical tasks to be routinely spot checked for competence 	31.10.17	Unit manager to manage care file audits Deputy manager to undertake medication auditing and clinical spot checking

Area of concern/Regulation	Requirement	Actions required	Date	Responsible officer and monitoring plans
		and compliance <ul style="list-style-type: none"> • Outcome of spotchecks to be included in supervisions and or capability processes 		
	PEEPS to be in place	<ul style="list-style-type: none"> • All now completed for all 3 floors (as at 23/10/17) 		Unit manager to retain overview of PEEPS. PEEPS feature on admission check list to ensure they are completed for each resident at point of admission
	Improvements in recording of cleaning and domestic tasks	<ul style="list-style-type: none"> • Head housekeeper to review recording mechanisms in place and amend where necessary • To ensure all housekeeping staff are aware of the need to record and the location of records • Unit manager to undertake checks through weekly building audit process 	15.11.17	Head housekeeper to oversee and report into Unit Manager. Unit Manager to include cleaning within the overarching building audit tool.
	Improve the integration of Silver Birch unit into Birchwood as a registered Home	<ul style="list-style-type: none"> • Clarity of roles and purpose of unit and home to be provided and shared with relevant staff • Where necessary develop appropriate SLA for OT and social work provision within the unit • Induction session to be provided to all staff including those within Silver Birch 	15.11.17`	Provider Service manager with other ASC managers Incoming Unit Manager delivering induction end November 2017

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Agenda Item 18.

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