

# Notice of Meeting

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## Overview and Scrutiny Management Commission

**Tuesday 10 April 2018 at 6.30pm**  
in the Council Chamber Council Offices  
Market Street Newbury

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Date of despatch of Agenda: Thursday 29 March 2018

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Stephen Chard / Jessica Bailiss on (01635) 519462/503124

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WestBerkshire  
C O U N C I L

**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 10 April 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

## Agenda

### Part I

Page No.

1. **Apologies for Absence**  
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 5 – 14  
To approve as a correct record the Minutes of the meeting of the Commission held on 9 January 2018.
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** 15 - 18  
To receive an update on actions following the previous Commission meeting.
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.
6. **West Berkshire Forward Plan** 19 - 22  
To advise the Commission of items to be considered by West Berkshire Council from 19 April 2018 to 30 June 2018 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
7. **Corporate Programme** 23 - 28  
To advise the Commission of the Council's Corporate Programme and its current areas of activity.



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 10 April 2018 (continued)**

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|-----|---|----------|
| 8.  | <b>Overview and Scrutiny Management Commission Work Programme</b><br>To receive new items and agree and prioritise the work programme of the Commission for 2018/2019.  | 29 - 34  |
| 9.  | <b>Fire Safety</b><br>To consider the activities undertaken and ongoing regarding fire safety in West Berkshire, following the Grenfell Tower fire on 14 June 2017.   | 35 – 44  |
| 10. | <b>Social Mobility</b><br>To consider the findings of the Social Mobility Commission in relation to West Berkshire.   | 45 – 72  |
| 11. | <b>Key Accountable Performance 2017/18: Quarter Three</b><br>To scrutinise Q3 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and consider topics for more detailed investigation. | 73 - 124 |
| 12. | <b>Items Called-in following the Executive on 29 March 2018</b><br>To consider any items called-in by the requisite number of Members following the previous Executive meeting.   |          |
| 13. | <b>Councillor Call for Action</b><br>To consider any items proposed for a Councillor Call for Action.   |          |
| 14. | <b>Petitions</b><br>To consider any petitions requiring an Officer response.  |          |

Andy Day  
Head of Strategic Support

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



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## DRAFT

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

### OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

#### MINUTES OF THE MEETING HELD ON TUESDAY, 9 JANUARY 2018

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

**Also Present:** Catalin Bogos (Performance Research Consultation Manager), Sue Brain (Service Manager, Safeguarding Adults), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Tandra Forster (Head of Adult Social Care), Robert O'Reilly (Head of Human Resources), Andy Walker (Head of Finance), Rachael Wardell (Corporate Director - Communities), Councillor Graham Bridgman (Executive Portfolio: Corporate Services), Councillor Anthony Chadley (Executive Portfolio: Finance, Transformation and Economic Development), Stephen Chard (Principal Policy Officer), Councillor Hilary Cole (Executive Portfolio: Deputy Leader, Planning, Housing and Leisure), Councillor James Cole, Charlene Hurd (Democratic Services Officer) and David Lowe (Corporate Programme Manager)

**Apologies for inability to attend the meeting:** Councillor Steve Ardagh-Walter, Councillor Mike Johnston and Councillor Rick Jones

**Councillors Absent:** Councillor Jason Collis, Councillor Gordon Lundie and Councillor James Podger

#### PART I

##### 32. Minutes

The Minutes of the meeting held on 17 October 2017 were approved as a true and correct record and signed by the Chairman.

##### 33. Declarations of Interest

Councillor Emma Webster declared an interest in Agenda Item 7, but reported that, as her interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, she determined to remain to take part in the debate and vote on the matter.

##### 34. Actions from previous Minutes

The Commission received an update report following the actions recorded during the previous meeting. Actions 3, 8, 9, 10, 11, 12 and 13 had either been completed or were in hand and could therefore be removed from the list of actions arising from the previous Commission meeting.

Stephen Chard confirmed that actions 4, 5 and 6 (which related to the discussion on enabling more affordable housing completions) were being worked on by Officers and an update would follow in due course.

Councillor Tim Metcalfe suggested that Officers were issued with a deadline to ensure the Commission received an update in respect of these three actions. Councillor Emma Webster supported the suggestion and proposed that Officers were asked to respond by the 31<sup>st</sup> January 2018.

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Andy Walker advised, in respect of action 8, that budget surplus from backdated Council Tax and Business Rates collections were included in the subsequent year's budget.

The Commission heard that item 13 was bought forward for discussion in order that scrutiny could take place before the implementation of the General Data Protection Regulation in April 2018. Members agreed with the approach and noted that it was on the agenda for discussion.

### **RESOLVED that:**

- 1) Planning Officers would be asked to provide an update in respect of actions 4, 5 and 6 by 31<sup>st</sup> January 2018.
- 2) The action log be noted and updated as indicated.

### **35. Consideration of Urgent Items**

There were no urgent items to consider.

### **36. West Berkshire Council Forward Plan 6 February 2018 to 30 April 2018**

The Commission considered the West Berkshire Council Forward Plan (Agenda Item 6) for the period covering 6 February 2018 to 30 April 2018.

Councillor Emma Webster advised that items PP3388 and PP3389 appointed a Wokingham Councillor as lead due to the nature of its involvement with the Joint Public Protection Partnership (shared service). West Berkshire Council's representatives on the Joint Public Protection Committee were Councillors Marcus Franks and Emma Webster.

An amendment was also noted to the Portfolio Holder for item C3278 (Statutory Pay Policy 2018).

### **RESOLVED that:**

- 1) The Forward Plan be noted.

### **37. Corporate Programme**

*(Councillor Emma Webster declared a personal interest in Agenda Item 7 by virtue of the fact that she was a Member of the Fire Authority and Hungerford Fire Station had been listed as a work stream within the Corporate Programme. As her interest was personal and not prejudicial she determined to take part in the debate).*

David Lowe introduced the report to the Commission and offered to provide an overview of the work streams detailed in the work programme.

Members heard that the New Ways of Working Service Transformation (ref 1 - 6b) intended to go through the processes and tasks within every service of the Council to consider opportunities to maximise efficiency using the resources available and considering technological solutions. This work initially focused on the Planning Service and the Education Service quickly followed. The first stage focused on data gathering to understand the current position and incorporated stakeholder feedback to provide a comprehensive report. A scrutiny task and finish group was established to review the data and their views were submitted to the Project Board for further consideration.

Item 7 related to the recent Financial Challenge reviews which had been an intense piece of work involving many Officers and Managers across the Council. The review intended to identify opportunities to reduce expected expenditure and contribute towards future saving targets. It was intended that this work would continue.

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Councillor Lee Dillon advised that he had requested a copy of the minutes from this piece of work in order that the opposition party could have visibility of the discussions and pressures. Nick Carter agreed that he would speak to the Leader of the Council about this.

Item 8 detailed the focus on digitisation of some tasks (bookings, waste and courses). The aim was to improve the method of managing this work stream and also improve the customer's experience. David Lowe stated that there was a larger piece of work focusing around the Waste Service review (reference 9) and that digitalisation was an element of this work.

Items 10 and 11 detailed the work to construct shared services in Emergency Planning and Legal respectively. David Lowe advised that the Emergency Planning shared service contract was signed and the new team (formed by Royal Windsor and Maidenhead, Bracknell Forest and West Berkshire) would commence in April 2018. The Legal Services shared service discussion was ongoing with Bracknell Forest Council colleagues.

David Lowe explained that the property for item 15 (residential property - Fountain Gardens) was now purchased and offered and the next proposed project was the joint venture between West Berkshire Council and Sovereign Housing. It was intended that the replacement project would deliver the ability for West Berkshire to become a Social Housing Landlord.

Item 18 intended to look at ways to maximise the use of Central Government funding (known as the 'Apprenticeship Levy') to deliver internal training etc.

Item 19 aimed to look at the Council's position in readiness for the General Data Protection Regulation changes due in May 2018. David Lowe noted that the item was on the agenda for discussion.

Item 20 registered the need to conduct a review into the changes proposed by the revised Homelessness Reduction Act (due in April 2018) and the Council's position to ensure compliance with those changes.

David Lowe advised that the ICT demand management project aimed to look at areas of work which distracted the service from their key tasks and where this originated from - also considering levels of demand. Initial stages focused around information gathering in order to explore options going forward.

Items 22 and 23 referred to Major Infrastructure Projects (Sandleford and Grazeley). Councillor Hilary Cole advised that the discussion was ongoing with developers to ensure a suitable application was presented for the Sandleford development. Members heard that discussions continued with Wokingham Borough Council in respect of Grazeley Green but ultimately they were waiting for the final determination of the emergency planning area by the Office for Nuclear Regulation.

Councillor Webster asked why the Hungerford Fire Station had been referred to as a project within the 'One Public Estate' work stream in light of the fact that this involved minimal input from the Council. Nick Carter advised that the programme listed all estates which fell into the 'One Public Estate' remit but he acknowledged that the work to deliver the Hungerford Fire Station was already underway.

Councillor Tim Metcalfe advised that he thought the Waterside regeneration project was completed. Nick Carter explained that the final proposal was issued to the Executive in December 2017 to seek approval before it was issued to the Planning Service for further consideration.

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Councillor Dillon suggested that plans for Theale School and Highwood Primary were added to the programme due to the complexities surrounding their progression. Nick Carter advised that the programme focused on corporately led tasks and therefore he was not entirely sure those items were appropriate for this programme.

### **RESOLVED that:**

- 1) The report be noted.

### **38. Overview and Scrutiny Management Commission Work Programme**

The Commission considered its work programme for 2017/2018 and the proposed topics for future scrutiny: West Berkshire Vision 2036 and Social Mobility Commission.

In response to questions asked by the Commission, Stephen Chard advised that further topics for scrutiny to consider would be the prevalence of homelessness in West Berkshire (proposed for July 2018, post implementation of the Homelessness Reduction Act) and the establishment of a task and finish group to monitor GDPR progress.

Members heard that a proposed topic for scrutiny had been proposed by Andy Day which was not be contained in the agenda pack. It proposed the development of a task and finish group to facilitate a detailed review of the monthly budget submissions from service areas which would include consideration of overspends and savings proposals at risk. Members supported the proposal to set up a task group. Andy Day would circulate the paper which detailed the scope of the group in more detail.

The Commission agreed to defer the West Berkshire Vision 2036 discussion until later in the year (provisionally July 2018). The item to consider the findings of the Social Mobility Commission was scheduled for April 2018. .

### **RESOLVED that:**

- 1) Andy Day would circulate the paper relating to the proposed topic for scrutiny: Budget setting.
- 2) The work programme was noted and amended as discussed.

### **39. Key Accountable Performance 2017/18: Q2**

Catalin Bogos introduced the report which outlined the Quarter two outturns, for the Key Accountable measures which monitored performance against the 2017/18 Council Performance Framework. The Commission heard that the Council continued to perform well against ambitious targets and that notable achievements this quarter related to all Adult Social Care services being rated by the Care Quality Commission (CQC) as at least 'Good' or better and over 95% of the District's schools rated 'Good' or better by Ofsted.

Most of the measures RAG rated Amber had achieved results so far only slightly below targets, and were not of significant concern at this stage.

Councillor Graham Bridgman suggested that the new measure - Number of Community Conversations through which local issues are identified and addressed - was a challenging measure because it was difficult to quantify success.

The Commission discussed the measures associated with the new Universal Credit system. It was clear that the level of demand was not yet known. Councillor Dillon suggested that a review into the impact of the Universal Credit System might complement the Prevalence of Homelessness review (which would be added to the OSMC work programme), with homelessness a potential indirect consequence of Universal Credit.



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In response to questions asked, Catalin Bogos advised that the educational attainment results for the 2016/17 academic year would be available in Q3. Councillor Dillon noted that the Commission was considering a Q2 report in the Q4 period; he was frustrated by the delay in receiving accurate performance data. Catalin Bogos assured the Commission that the most recent validated data was provided at the time the report was published.

### **RESOLVED that:**

(1) The report was noted.

#### **40. Financial Performance Report 2017/18 - Month Seven**

Andy Walker introduced the report to the Commission. He stated that the Month Seven financial forecast was an over spend of £754k against a net revenue budget of £117.4million. The forecast would have an impact on the level of the Council's reserves at year end if the over spend could not be brought down by year end. The provisional Month Eight position showed a worsening of the situation to an overspend of around £1m. This continued to be an area of high focus for Executive Members and Corporate Board.

Members heard that the main driver for the forecast overspend was the £732k overspend in Adult Social Care (ASC). The over spend was as a result of increased complexity of client needs and inflationary pressures. The Communities Directorate were tasked with managing unnecessary expenditure to manage the overspend and the position was reported to Corporate Board also.

Councillor Anthony Chadley referred to the graph provided (4.2) in the report which detailed the forecast net revenue position for 2017/18 and included a comparison with the net revenue budget for 2016/17. This showed the reductions achieved to the overspend during the latter half of 2016/17 and the ability to reduce overspends. Efforts would be made to repeat this. Furthermore, the chart in 5.1 of the report was included to add transparency to the situation - which he hoped Members would find useful.

Councillor Dillon asked whether inflation rates were considered within the budget build and questioned the decision to meet inflation pressures in-year rather than at year end as in previous years. Rachael Wardell advised that it was factored into the budget but inflationary pressures in 2017/18 exceeded the forecasted level and the decision had been taken to meet these pressures in-year. Andy Walker advised that this also provided justification for the Reserve Fund as it was considered an area of potential risk - which had since materialised.

In response to questions asked about the forecasting model, the Commission heard that forecast modelling was improving but it was likely to take a similar line due to the nature of the challenge. Although Rachael Wardell agreed that they would prefer to see a less severe curve in overspend.

Councillor Lazlo Zverko asked whether the severe weather in December 2017 produced financial pressures within the Council. Andy Walker advised that the monthly report would be collated from services to form the Month 9 update. He suggested that Members would have a definitive response to this question in the detail of the next financial report.

Councillor Marigold Jaques suggested that the pressure within ASC was going to increase - along with the ageing population. Andy Walker advised that modelling around ASC financial pressures was improving but he agreed that demand was likely to increase.

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Councillor Dillon felt that it would be useful if the task group considered the need to more carefully manage budgets throughout the year, rather than imposing restrictions in the final quarter of the year. Councillor Chadley reiterated that modelling had become more sophisticated and this would improve forecasting.

### **RESOLVED that:**

- (1) The report was noted.

#### **41. General Data Protection Regulation (GDPR)**

Robert O'Reilly introduced the report to Members. He advised that a Member Development session was scheduled to discuss GDPR in more detail but a report had been provided to offer assurance to the Commission that the Council was on track to deliver the necessary changes in readiness for the implementation date of 25 May 2018.

The key focus of the project had been to provide awareness around the regulation and the changes it imposed on staff, Members and the Council overall. An e-learning package had been developed to aid this campaign.

Robert O'Reilly advised that the Corporate Programme Project Board 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.

Good progress was being made all around and the GDPR review would go into more detail.

The project decided to roll out new privacy notices rather than review existing privacy notices. Members heard that services were required to input specific reasons for processing personal data into the privacy notice in order to move the action forward.

The Commission was informed that the Council would conduct an examination into the types of data it processed and identify the legal basis for doing so - ensuring that this information was fully documented. Robert O'Reilly advised that the GDPR impacted every Local Authority (LA) and, as such, West Berkshire Council was prepared to consider how the majority of LAs had interpreted the regulatory changes and follow suit.

Robert O'Reilly assured Members that the Council was making good progress in time for the deadline. Councillor Emma Webster invited the Portfolio Holder, Councillor Graham Bridgman, to comment.

Councillor Bridgman stated that his involvement, as the newly appointed Portfolio Holder, had been limited but he was familiar with GDPR through his involvement with the Governance and Ethics Committee.

Councillor James Cole was invited to comment on progress - through his involvement with the project. Councillor Cole advised that the project was much wider than an ICT matter and many questions had been asked of Officers regarding the Council's preparedness for the looming implementation date. He was concerned that there was still a lot of work to be done.

He considered that progress was rather slow and a lot more thought ought to be given to the paper and third party elements of the GDPR.

Councillor Ian Morrin advised that he had some experience with GDPR. He was concerned that the Council was hesitant in its approach to complying with the changes - choosing to follow suit with the majority of LAs would not be his preferred approach. He suggested that, rather than reviewing the Council's current position, effort should be focused on identifying the standards and aiming to comply with these. Furthermore, he

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did not feel that the Council would be significantly penalised if it was found to have breached GDPR through a genuine mistake (rather than gross misconduct or negligence). However, it was imperative that the Council developed/documentated sufficient policies and procedures to ensure it had the guidelines in place to avoid such an event occurring.

David Lowe advised that the regulations, in essence, were not new to the Council. Previous reports of breaches had been reported to the Information Commissioner Officer (ICO) and dealt with appropriately and with due diligence. However, it was a balance for the ICO to ensure agencies felt comfortable reporting such breaches without fear of the repercussions - otherwise they ran the risk of deterring any reports coming forward.

Members agreed that it would be useful to create a task and finish group to monitor and support the work of the GDPR project board. In terms of timing, this would be finalised post further discussion at Corporate Board. It was anticipated that the group would then convene in February 2018 to ensure it was effective in its contribution prior to the deadline. This would also take place post the Member Development Sessions. Councillors James Cole and Ian Morrin were nominated to be involved.

*(19:40 - Councillor Ian Morrin exited the meeting)*

Councillor Tim Metcalfe asked whether the Council had insurance against fines due to GDPR breaches. Andy Walker advised that the Reserve Fund was, typically, kept for such events.

### **RESOLVED that:**

- 1) A Task and Finish Group would be established to assist with the GDPR project.
- 2) The report was noted.

## **42. OSMC Task Group: Council Strategy Refresh 2018/19**

Councillor Ian Morrin introduced the report to the Commission which had been developed through the work of a task and finish group whose aim had been to review the existing Council Strategy and areas for improvement. It was also tasked with producing recommendations which could be used to shape the next Council Strategy.

Councillor Morrin thanked Andy Day for his support and assistance during the course of the review.

Members of the task and finish group looked at how the Council was performing against existing measures and they noted that performance was, largely, where they expected it to be.

Corporate Directors were invited to attend one of the meetings which enabled Members to question them around performance and horizon scanning. It was noted that John Ashworth was unavailable to attend but Members did not feel it was necessary to request alternative representation from the Environment and Economy Directorate.

Councillor Morrin endorsed the use of teleconference facilities to conclude their work because this enabled them to meet sooner than could have otherwise been agreed.

Councillor Dillon agreed that the teleconference facility was a good use of Officer and Members time and allowed flexibility. He directed Members to point 12.4 of the report which stated the need for the acknowledgement that delivery of Council priorities was the responsibility of the entire Council. He suggested that the Council should avoid working in silos and instead it should encourage working across directorates.

### **RESOLVED that:**

- 1) The recommendations were accepted.
- 2) The report was noted.

#### **43. Birchwood Care Home - CQC Inadequate**

Councillor Emma Webster introduced the topic to the Commission who were reminded that the discussion would take place in two parts. Members were asked to consider the nature of their enquiry for the suitability of Part I discussion. The Part II discussion would follow.

Tandra Forster introduced the report to Members which detailed the outcome from the Care Quality Commission (CQC) inspection, completed in September 2017, which rated the Birchwood Care Home as 'inadequate'. The report set out the background to the inspection and the actions required to improve the current position.

Tandra Forster advised that, subsequent to the CQC rating, the service developed an action plan to direct focus and make changes within Birchwood Care Home; in particular around leadership and systems.

Sue Brain explained that she was appointed the task of overseeing and managing the action plan from October 2017. The action plan was an organic document which they reviewed and updated on a regular basis to monitor progress. This plan was reactive to the inspection taking place.

A key element of the action plan was leadership. In her experience, strong leadership was crucial. The new Care Home Manager was from an existing West Berkshire Council care home rated "good" and this provided a seamless transfer when they came into post (in January 2018). Furthermore, the new manager was familiar with the Council's policies and procedures, which reduced the period of time they required to settle into the role. It was expected that the new manager would take a proactive approach towards managing the action plan and the running of the care home.

Sue Brain advised that the Council was in regular conversations with the CQC, in particular the safeguarding team, which helped ensure the action plan was focusing on the right areas.

Members heard that a significant issue the Council encountered was the inability to access Care Plans. Sue Brain explained that, due to ICT restrictions, West Berkshire Council could not inherit the existing systems used to hold and manage client's Care Plans.

Other areas for improvement which had been identified were those such as the building's environment, layout and interior. These recommendations contained some quick wins and others which required investment or further investigation; these would be picked up with the new manager.

Sue Brain expected the self-imposed embargo to be reviewed and monitored. When lifted, this would be done in a phased approach.

The action plan included the delivery of training to all staff at Birchwood Care Home and this was positively moving forward.

Furthermore, it was felt that cultural change was necessary and that the Council had not yet succeeded in embedding its ethos regarding the management of the care home. Sue Brain reassured Members that this was a priority but that cultural change would take time.

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Councillor Marigold Jaques asked whether the service had the resources they required to undertake the actions as detailed in the action plan. Sue Brain advised that they had inherited a large number of agency staff, which was not unique to Birchwood Care Home, as recruitment within the care industry was notoriously challenging. The team was working hard to change this situation but it could be difficult to encourage agency staff to transfer into permanent employment for various reasons.

Councillor Dillon asked when the service became aware of the staff skillset deficit and how the service monitored performance at the care home before it was acquired by the Council. Rachael Wardell advised that the Council's Care Quality Commissioning Team visited care homes and inspected their performance for residents funded by the Council but it was impossible for them to identify every issue within a care home, particularly those that would be visible only to those managing the home. An independent regulator, the Care Quality Commission was in place for all registered care providers. Sue Brain informed the Commission that often it was necessary to have a holistic view towards the operation of a care home through the information provided by the CQC and sight of the complaints systems to highlight independent concerns. It could be difficult to identify an issue with any one of these in isolation but when the Care Team had overall visibility of these information sources then it could be possible to take a view on care quality.

Councillor Tim Metcalfe asked whether the Council felt it had the appropriate skillset and experience to develop a robust improvement plan. Sue Brain stated that the Council had ample experience and she was confident that the plan was sufficient to drive / deliver improvement. All other Adult Social Care services were rated by the Care Quality Commission (CQC) as at least 'Good' or better by Ofsted

In response to questions asked by the Commission, Tandra Forster reassured Members that they were already seeing improvements at Birchwood Care Home and this was echoed by the feedback from family/ friends of those receiving care.

Councillor Dillon asked how the same situation could be avoided in the future and what powers the Council could exercise to manage concerns regarding providers' care quality. Rachael Wardell advised that the service worked with care providers where possible to highlight concerns and secure improvements. Where necessary the Council had the option to discontinue placements with a provider if those concerns were significant and/or had not been resolved. However, such decisions would always be taken with care due to the sensitivities around moving someone from their home; noting that the family would often be happy with the care in place and want their family members to remain. For these reasons it was important to consider the bigger picture before simply suggesting a change of care provider.

The Commission heard that West Berkshire, generally, had access to good care providers which was not common place in comparison to the rest of the South East.

In response to concerns raised by the Commission, Tandra Forster advised that the Council spoke with each family impacted by the CQC assessment prior to the report's publication. The Service encouraged the involvement and input from families to shape the improvement plan because it was recognised that their contribution was key.

Members heard that the service was clear about the steps required in order that sufficient changes were made within Birchwood Care Home and it was not anticipated that the care home would be in the same position again.

In summarising the Part I debate, Councillor Webster highlighted the primary concerns as being the level of care for Birchwood Care Home residents and to ensure residents were safe, as well as learning lessons for other homes across West Berkshire. The CQC inspection found that Birchwood Care Home did not provide a sufficiently safe or caring

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service and Councillor Webster stated the importance of reassuring care home residents and their families. Sue Brain assured the Commission that the service moved swiftly to respond to the CQC’s findings. Initial meetings and follow up meetings were held with residents and their families to explain concerns highlighted from the inspection. As explained, a clear action plan was in place and was being implemented to put things right both within the Council and with key health partners as well as the CQC.

Councillor Webster thanked Officers for the information provided and proposed that the meeting proceeded under Part II for reasons associated with Paragraph 3 – information relating to financial/business affairs of particular person. The proposal was accepted by the Commission.

**RESOLVED that:**

- (1) The report was noted.

**44. Items Called-in following the Executive on 21 December 2017**

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

**45. Councillor Call for Action**

There were no Councillor Calls for Action.

**46. Petitions**

There were no petitions to be received at the meeting.

**47. Exclusion of Press and Public**

**RESOLVED that** members of the press and public be excluded from the meeting for the under-mentioned item of business on the grounds that it involves the likely disclosure of exempt information as contained in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the [Local Government \(Access to Information\)\(Variation\) Order 2006](#). [Rule 8.10.4 of the Constitution also refers](#).

**48. Birchwood Care Home - CQC Inadequate**

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

Members discussed the exempt CQC report following the inspection of the Birchwood Care Home.

**RESOLVED that** the exempt report be noted.

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

**CHAIRMAN** .....

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

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## Actions from Previous Meeting – 9 January 2018

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**Committee considering report:** Overview and Scrutiny Management Commission on 10 April 2018

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### 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 3 actions recorded at the previous meeting of the Overview and Scrutiny Management Commission on 9 January 2018.

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	<b>Actions from previous Minutes - New Model for Scrutiny:</b> 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.	Lead Officers of scrutiny groups	Ongoing. Lead Officers reviewing Terms of Reference and amending as necessary.
2	09/01/2018 - 38	Andy Day would circulate the paper relating to the proposed topic for scrutiny: Budget setting	Andy Day	Action complete - document circulated. Budget Scrutiny Task Group meetings to be arranged.
3	09/01/2018 - 41	A Task and Finish Group would be established to assist with the GDPR project.	Stephen Chard	Action complete. Scrutiny Members assigned to the GDPR Corporate Programme Project Group.
4	09/01/2018 - 48	Birchwood Care Home - CQC Inadequate: Tandra Forster would provide an update to the Commission in the July OSMC meeting	Tandra Forster	Item scheduled for OSMC in July 2018.

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## West Berkshire Forward Plan

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**Committee considering report:** Overview and Scrutiny Management Commission on 10 April 2018.

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### 1. Purpose of the Report

To advise the Overview and Scrutiny Management Commission of items to be considered by West Berkshire Council from 19 April 2018 to 30 June 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 – 19 April 2018 to 30 June 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  
19 April 2018 - 30 June 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
GE3324	Internal Audit Plan 2018/19	To outline the proposed internal audit work programme for the next three years	GE	01 April 2018					23/04/18 GE			Julie Gillhespey	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					23/04/18 GE			Lesley Flannigan	Resources	Corporate Services			
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 April 2018		01/04/18	tbc					Sarah Conlon	Economy and Environment	Planning and Housing	Statutory consultees, local stakeholders and members of the public. Community involvement team	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 April 2018		01/04/18	tbc					Glyn Davis	Economy and Environment	Highways and Transport			
ID3439	Public Rights of Way Case Programmes	To report progress on the Case Programmes for 2016/17 and to recommend Case Programmes for 2017/18.	ID	01 April 2018		19/04/18	11/04/18					Elaine Cox	Environment	Culture and Environment			
ID3442	West Berkshire Council Forward Plan – 31 May 2018 to 31 August 2018	To agree the Forward Plan for the next four months.	ID	01 April 2018		26/04/18	18/04/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	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 May 2018			27/04/18	08/05/18 C	23/04/18 GE			Sarah Clarke	Resources	Corporate Services			No
C3215	SACRE Annual Report	To provide Members with the Annual Report of the Standing Advisory Council on Religious Education (SACRE).	C	01 May 2018			27/04/18	08/05/18 C				Jo Watt	Resources	Leader of the Council, Strategy			No
C3323	Monitoring Officer's Annual Report to the Governance and Ethics Committee –2017/18 Year End	To provide an update on local and national issues relating to ethical standards and to bring to the attention of the Committee any complaints or other problems within West Berkshire.	C	01 May 2018			27/04/18	08/05/18 C	23/04/18 GE			Sarah Clarke	Resources	Chairman of Governance and Ethics			No
C3334	Election of the Chairman for the Municipal Year 2018/19	To elect the Chairman for the 2018/19 Municipal Year.	C	01 May 2018			27/04/18	08/05/18 C				Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		No
C3335	Appointment of Vice-Chairman for the Municipal Year 2018/19	To appoint the Vice-Chairman for the 2018/19 Municipal Year.	C	01 May 2018			27/04/18	08/05/18 C				Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		No
C3336	Appointment of the Executive by the Leader of the Council for the 2018/19 Municipal Year	For the Leader of the Council to announce the composition of the Executive for the 2018/19 Municipal Year.	C	01 May 2018			27/04/18	08/05/18 C				Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		No
C3337	Appointment of and Allocation of Seats on Committees for the 2018/19 Municipal Year	To allocate seats on the various Council Committees for the 2018/19 Municipal Year.	C	01 May 2018			27/04/18	08/05/18 C				Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service		No
EX3419	Housing Benefit Overpayment Write Off (Paragraph 1 – information relating to an individual) (Paragraph 2 – information identifying an individual)	To confirm that a Housing Benefit overpayment can be written off due to the Individual's circumstances	EX	01 May 2018	03/05/18 EX		25/04/18					Iain Bell	Resources	Corporate Services		Yes	
EX3348	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 May 2018	03/05/18 EX		25/04/18					Richard Turner	Communities	Leader of the Council		Yes	No
EX3441	Kings Road Link Road, exception to the Contract Rules of Procedure (update to the report approved at Executive in November 2013).	To agree an exception under 11.11 of the Contract Rules of Procedure to allow the Council to waive the need for a competitive purchasing process in respect of the construction of the Kings Road Link.	EX	01 May 2018	03/05/18 EX		25/04/18					Jon Winstanley	Environment	Highways and Transport		No	No
EX3440	Proposal for loan from West Berkshire Council to Berkshire Healthcare NHS Foundation Trust (Paragraph 3 – information relating to financial/business affairs of particular person)	To explain the purpose and terms of the proposed loan arrangement and to seek approval to enter into a loan agreement with the Berkshire Healthcare NHS Foundation Trust	EX	01 May 2018	03/05/18 EX		25/04/18					Gabrielle Esplin	Resources	Finance, Transformation and Economic Development		Yes	Yes

Key:	C= Council
	DOD= Delegated Officer Decision
	EX= Executive
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	ID= Individual Decision
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West Berkshire Council Forward Plan  
19 April 2018 - 30 June 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
ID3413	Parking scheme - Consolidation Order Amendment 28	To consider the responses received during statutory consultation	ID	01 May 2018		01/05/18	TBC					Alex Drysdale	Environment	Highways and Transport	Statutory consultees, general public, Town and Parish Councils and Ward Members	No	Yes
ID3432	Outside Body Appointments	To agree the appointment of representatives on a variety of outside bodies, including the Local Government Association General Assembly, Royal Berkshire Fire and Rescue Service, Thames Valley Police and Crime Panel, Berkshire Healthcare NHS Foundation Trust and Royal Berkshire Hospital NHS Foundation Trust Council of Governors	ID	01 May 2018		10/05/18	01/05/18					Jude Thomas	Resources	Leader of the Council, Strategy			
EX3249	Key Accountable Performance 2017/18: Quarter Four	To report quarter four outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and any additional performance intelligence.	EX	01 June 2018	14/06/18 EX		06/06/18			10/07/18		Catalin Bogos	Resources	Leader of the Council, Strategy			
EX3306	Provisional Financial Outturn Report - 2017/18	To inform Members of the provisional financial performance of the Council for 2017/18 .	EX	01 June 2018	14/06/18 EX							Melanie Ellis	Resources	Finance, Transformation and Economic Development		No	Yes
EX3392	Joint Venture Proposal - Sovereign Housing Association	To approve the business case for a joint venture proposal with Sovereign Housing Association	EX	01 June 2018	14/06/18 EX		06/06/18					June Graves	Resources	Planning and Housing			
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 June 2018	14/06/18 EX		06/06/18					Thomas Bailey	Resources	Adult Social Care		Yes	No
GE3270	Outcome of the External Review of Internal Audit	To provide members with the results of the external review of internal audit and seek comments on any proposed actions.	GE	01 June 2018			08/06/18		18/06/18 GE			Lesley Flannigan	Resources	Corporate Services			
ID3437	A4 Newbury to Calcot Cycle Improvements (Phase 2)	To inform the Executive Member for Highways and Transport of responses received during public consultation on a highway improvement scheme and agree a course of action.	ID	01 June 2018		18/06/18						Neil Stacey	Environment	Highways & Transport		No	Yes
ID3443	West Berkshire Council Forward Plan – 17 July 2018 to 31 October 2018	To agree the Forward Plan for the next four months.	ID	01 June 2018		14/06/18	06/06/18					Moira Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No

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## West Berkshire Council Corporate Programme

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**Committee considering report:** Overview and Scrutiny Management Commission on 10 April 2018

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### 1. Purpose of the Report

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

### 2. Recommendation

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

### 3. Introduction

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

### 4. Appendices

- 4.1 Appendix A – West Berkshire Council Corporate Programme

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updated 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
<b>SERVICE TRANSFORMATION</b>															
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	<b>Corporate Digitisation Enablers</b>		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 (Clr 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	
<b>WORKFORCE PROJECTS</b>															
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

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**Committee considering report:** Overview and Scrutiny Management Commission on 10 April 2018

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### 1. Purpose of the Report

To consider the Work Programme of the Commission for the 2018/19 Municipal Year.

### 2. Recommendation

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

### Appendices

Appendix A – OSMC Work Programme

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## Overview and Scrutiny Management Commission Work Programme 2018/19

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' &amp; the Council's Forward Plan, the following items will be discussed at future meetings:</i>					
<b>10 July 2018 (Report Deadline 2 July 2018)</b>					
1	OSMC	West Berkshire Vision 2036	To review the proposed Vision.	Nick Carter	Leader of the Council
2	OSMC	Prevalence of Homelessness in West Berkshire		TBC	Deputy Leader of Council and Portfolio Holder for Planning, Housing and Leisure
3	OSMC	Improvement Plan for Birchwood Care Home	To scrutinise improvements planned at the Council's Birchwood Care Home following its "inadequate" judgement by the Care Quality Commission.	Tandra Forster	Adult Social Care
4	EX3249	Key Accountable Performance 2017/18: Q4	To scrutinise Q4 outturns against the Key Accountable Measures contained in the 2017/18 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
5	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
6	OSMC	Provisional Financial Outturn Report - 2017/18	To inform the OSMC of the provisional financial performance of the Council for 2017/18.	Andy Walker	Finance and Transformation, Economic Development

**9 October 2018 (Report Deadline 1 October 2018)**

4	EX3420	Key Accountable Performance 2018/19: Q1	To scrutinise Q1 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
5	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
6	OSMC	Financial Performance Report	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance and Transformation, Economic Development

**15 January 2019 (Report Deadline 7 January 2019)**

4	EX3421	Key Accountable Performance 2018/19: Q2	To scrutinise Q2 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
5	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
6	OSMC	Financial Performance Report	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance and Transformation, Economic Development



**9 April 2019 (Report Deadline 1 April 2019)**

4	EX3422	Key Accountable Performance 2018/19: Q3	To scrutinise Q3 outturns against the Key Accountable Measures contained in the 2018/19 Council Performance Framework and consider topics for more detailed investigation.	Catalin Bogos	Corporate Services
5	OSMC	Key Accountable Performance - areas of concern from previous quarter	To review areas reported as 'red' in the previous quarter to ensure that appropriate remedial action is in place as recommended by the Executive.	Catalin Bogos	Corporate Services
6	OSMC	Financial Performance Report	To inform the OSMC of the latest financial performance of the Council.	Andy Walker	Finance and Transformation, Economic Development

**Task Groups (dates to be confirmed unless indicated)**

8	Task Group	Buckinghamshire, Oxfordshire and Berkshire West NHS Sustainability and Transformation Plan	To scrutinise the implementation of the Sustainability and Transformation Plan. Meetings held in November 2017 and March 2018.	Stephen Chard	Councillor Richard Somner and representatives from other councils.
9	Task Group	Budget Setting	Dates to be scheduled.		

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## Fire Safety

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission on 10 April 2018
<b>Portfolio Member:</b>	Councillor Dominic Boeck
<b>Date Portfolio Member agreed report:</b>	15 March 2018
<b>Report Author:</b>	Richard Turner
<b>Forward Plan Ref:</b>	n/a

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### 1. Purpose of the Report

- 1.1 To provide an update on the activities and status regarding fire safety in West Berkshire buildings following the Grenfell Tower fire on 14<sup>th</sup> June 2017.

### 2. Recommendation

- 2.1 To note the activities and actions undertaken related to fire safety.

### 3. Implications

- 3.1 **Financial:** The initial risk of capital expenditure to deal with cladding has now significantly reduced following the outcome of surveys. Some risk remains if change in future legislation increases construction costs for WBC projects or services WBC provides related to fire safety in buildings.
- 3.2 **Policy:** In the long term, subject to the recommendations within the independent review there is the potential for amendment to the existing WBC fire suppression policy.
- 3.3 **Personnel:** No impact identified.
- 3.4 **Legal:** Input of WBC Legal Services team may be required to offer advice and guidance where legislation changes or updated policies are required.
- 3.5 **Risk Management:** Activities both already undertaken and planned are enacted to reduce any identified or potential risks to WBC.
- 3.6 **Property:** The Property Services team will continue to lead on both the immediate activities and long term activities to maintain good practice.
- 3.7 **Other:** None identified.

### 4. Other options considered

- 4.1 None identified.

## Executive Summary

### 5. Introduction / Background

- 5.1 Following the Grenfell Tower fire on 14th June 2017 and the communication from the Department for Communities and Local Government (DCLG) which followed, West Berkshire Council instigated a series of actions and activities to ensure the fire safety of its buildings is both compliant and well managed.
- 5.2 This report offers an update on tasks undertaken and any further planned actions.

### 6. Proposal

- 6.1 It was established early in the process, through examining WBC's own estate, that of Sovereign Housing (the largest Housing Association in West Berkshire) and through the Royal Berkshire Fire and Rescue Service (RBFRS) for private residential blocks, that:
- (1) WBC has no high rise residential blocks;
  - (2) Sovereign has no high rise residential blocks;
  - (3) Eight private high rise blocks exist, located at Park Way and the Racecourse.
- 6.2 Up to the end of September 2017, the following activities had been undertaken:
- (1) A combined Officer and Member group formed to discuss all relevant matters and agree actions;
  - (2) Completed questionnaire submitted by WBC Education Service answering questions posed by the Education and Skills Funding Agency (ESFA). No follow on action required;
  - (3) The Care Quality Commission (CQC) confirmed to WBC they had communicated directly with providers. No action for WBC;
  - (4) For providers of services to WBC falling outside CQC scrutiny, WBC's Commissioning Team has communicated directly with providers;
  - (5) A fire safety questionnaire was issued to all 'Responsible Persons' for individual sites, both WBC schools and non-school sites, to establish the sufficiency of current Fire Risk Assessments (FRAs) and the existence of any Aluminium Composite Material cladding (ACM).
- 6.3 Since that time, the following further activities have been undertaken:
- (1) The information from both schools and non-school building questionnaires has been collated by Property Services;
  - (2) 24 sites (of 109) which expressed potential existence of ACM cladding have been assessed from building data or visited by a WBC Building Surveyor. This confirmed that no ACM cladding is present in WBC buildings;

- (3) 16 sites (of 109) which expressed possible issues with currency of their FRAs have been assessed and where necessary have been brought forward in the rolling programme of FRAs in 17/18;
- (4) WBC Property Services has submitted on the government portal 'Delta' information on private residential properties, specifically related to high rise properties and cladding presence.
- (5) RBFRS has formed a joint working group with the six Berkshire unitary authorities to offer a long term forum to share views. This is attended by representatives from WBC Public Protection team.
- (6) WBC continues to receive updates and communications from DCLG.

6.4 WBC received in December 2017 copy of the interim report of the independent review of building regulations and fire safety.

6.5 The key findings of the interim report were that *'the current regulatory system for ensuring fire safety in high rise and complex buildings is not fit for purpose'*, the key reasons for this being:

- (1) Current regulations and guidance are too complex and unclear;
- (2) Clarity of roles and responsibilities is unclear;
- (3) Means of assessing and ensuring competency of key people is inadequate;
- (4) Compliance, enforcement and sanctions are too weak;
- (5) The route for residents to escalate concerns is unclear and inadequate;
- (6) The system of product testing, marketing and quality assurance is not clear.

6.6 The interim report set the direction for change covering six broad areas:

- (1) Regulation and guidance;
- (2) Roles and responsibilities;
- (3) Competence;
- (4) Process, compliance and enforcement;
- (5) Residents' voice and raising concerns;
- (6) Quality assurance and products.

## 7. Conclusion

7.1 WBC has reacted promptly to the actions required of it by the DCLG and has acted beyond these requirement to assess all of its buildings in terms of Fire Risk Assessments and any presence of Aluminium Composite Material cladding.

7.2 WBC continues to engage with the DCLG and local fire service for any ongoing aspects of fire safety in its buildings and beyond.

## 8. Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Supporting Information

## 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.

<b>What is the proposed decision that you are asking the Executive to make:</b>		No decision is requested. The report is for information.	
<b>Summary of relevant legislation:</b>		Fire regulatory reform (Fire Safety) order 2005; Building Regulations 2010.	
<b>Does the proposed decision conflict with any of the Council's key strategy priorities?</b>		No	
<b>Name of assessor:</b>		Richard Turner	
<b>Date of assessment:</b>		21 February 2018	
<b>Is this a:</b>		<b>Is this:</b>	
<b>Policy</b>	<b>Yes/No</b>	<b>New or proposed</b>	<b>Yes/No</b>
<b>Strategy</b>	<b>Yes/No</b>	<b>Already exists and is being reviewed</b>	<b>Yes/No</b>
<b>Function</b>	<b>Yes/No</b>	<b>Is changing</b>	<b>Yes/No</b>
<b>Service</b>	<b>Yes/No</b>		
<b>1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>			
<b>Aims:</b>		To ensure all WBC properties are safe	
<b>Objectives:</b>		To assess buildings and risk assessments	
<b>Outcomes:</b>		Nil ACM cladding systems and up to date FRA's	
<b>Benefits:</b>		Safe buildings for occupants and visitors	
<b>2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.</b>			
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)			

Group Affected	What might be the effect?	Information to support this
<b>Further Comments relating to the item:</b>		
None		
<b>3 Result</b>		
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>		<b>Yes/No</b>
Please provide an explanation for your answer:		
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>		<b>Yes/No</b>
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](#).

<b>4 Identify next steps as appropriate:</b>	
<b>Stage Two required</b>	No
<b>Owner of Stage Two assessment:</b>	n/a
<b>Timescale for Stage Two assessment:</b>	n/a

**Name:** Richard Turner

**Date:** 21 February 2018

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



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# Fire Safety – Supporting Information

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## 1. Introduction/Background

- 1.1 Following the Grenfell Tower fire on 14<sup>th</sup> June 2017 and the communication from the Department for Communities and Local Government (DCLG) which followed, West Berkshire Council instigated a series of actions and activities to ensure the fire safety of its buildings is both compliant and well managed.
- 1.2 This report offers an update on tasks undertaken and any further planned actions.

## 2. Supporting Information

- 2.1 Following the Grenfell Tower fire on 14<sup>th</sup> June 2017, the DCLG issued a letter on 18<sup>th</sup> June 2017 to Chief Executives of both Local Authorities and registered Housing Associations. This letter encouraged these organisations to identify if any new buildings or refurbishments contained aluminium composite cladding (ACM) and to check that its buildings had robust fire risk assessments (FRA).
- 2.2 The DCLG indicated that priority be given to residential blocks considered to be 'high rise', these being of six storeys or 18m high.
- 2.3 It was established early in the process, through examining WBC's own estate, that of Sovereign Housing (the largest Housing Association in West Berkshire) and through the Royal Berkshire Fire and Rescue Service (RBFRS) for private residential blocks, that:
  - (1) WBC has no high rise residential blocks;
  - (2) Sovereign has no high rise residential blocks;
  - (3) Eight private high rise blocks exist, located at Park Way and the Racecourse.
- 2.4 Up to the end of September 2017, the following activities had been undertaken:
  - (1) A combined Officer and Member group formed to discuss all relevant matters and agree actions;
  - (2) Completed questionnaire submitted by WBC Education Service answering questions posed by the Education and Skills Funding Agency (ESFA). No follow on action required;
  - (3) The Care Quality Commission (CQC) confirmed to WBC they had communicated directly with providers seeking assurances that robust FRA's were in place. No action for WBC;

- (4) For providers of services to WBC falling outside CQC scrutiny, WBC's Commissioning Team has communicated directly with providers reminding them of their duties;
- (5) A fire safety questionnaire was issued to all 'Responsible Persons' for individual sites, both WBC schools and non school sites, to establish the sufficiency of the current FRAs and the existence of any Aluminium Composite Material cladding (ACM).

2.5 Since September 2017, the following further activities have been undertaken:

- (1) The information from both schools and non-school building questionnaires has been collated by Property Services;
- (2) 24 sites (of 109) either expressed potential existence of ACM cladding or completed the 'unsure' section of the questionnaire (mainly the latter) and all of these sites have been assessed from building data or visited by a WBC Building Surveyor. This confirmed that no ACM cladding is present in WBC buildings;
- (3) 16 sites (of 109) expressed possible issues with currency of their FRA's. These have been assessed and where necessary have been brought forward in the rolling programme of FRA's managed by Property Services to be completed in 17/18. Any actions coming from these refreshed FRA's will be addressed by the Responsible Person, and where requiring significant works will be addressed by Property Services through the capital programme;
- (4) WBC Property Services has submitted on the government portal 'Delta' information on private residential properties, specifically related to high rise properties and cladding presence. This was completed using data provided by RBFRS.
- (5) RBFRS has formed a joint working group with the six Berkshire unitary authorities to offer a long term forum to share views. This is attended by representatives from WBC Public Protection team.
- (6) WBC continues to receive updates and communications from DCLG the majority of which now offers information on national progress rather than requiring specific action.

2.6 WBC received in December 2017 copy of the interim report of the independent review of building regulations and fire safety which had received ministerial statement from the Communities Secretary and comment from the Independent Expert Advisory panel.

2.7 The key findings of the interim report were that 'the current regulatory system for ensuring fire safety in high rise and complex buildings is not fit for purpose', the key reasons for this being:

- (1) Current regulations and guidance are too complex and unclear;
- (2) Clarity of roles and responsibilities is unclear;
- (3) Means of assessing and ensuring competency of key people is inadequate;
- (4) Compliance, enforcement and sanctions are too weak;
- (5) The route for residents to escalate concerns is unclear and inadequate;
- (6) The system of product testing, marketing and quality assurance is not clear.

2.8 The interim report set the direction for change covering six broad areas:

***Regulation and guidance***

- (1) The rules ensuring high-rise and other complex buildings are built safe to be more risk based and proportionate;
- (2) Those responsible for high-rise and complex buildings to be held to account to a higher degree;
- (3) There should be a shift away from government solely holding the burden for updating and maintaining guidance;
- (4) Regulations and guidance must be simplified and unambiguous.

***Roles and responsibilities***

- (5) Primary responsibility for ensuring that buildings are fit for purpose must rest with those who commission, design and build them;
- (6) Roles and responsibilities across the whole life cycle of a building must be clearer.

***Competence***

- (7) There is a need to raise levels of competence and establish formal accreditation of those engaged in fire prevention aspects of design, construction, inspection and maintenance of high rise and complex buildings.

***Process, compliance and enforcement***

- (8) There needs to be a golden thread for high-rise residential and complex buildings so that the original design intent and any subsequent changes are recorded and properly reviewed;
- (9) There needs to be stronger and more effective enforcement activity.

***Residents' voice and raising concerns***

- (10) Residents need to be reassured that an effective system is in place to maintain safety in their homes;
- (11) There must be clear, quick and effective route for residents' concerns to be addressed.

### **Quality assurance and products**

- (12) Products must be properly tested and certified and there is a need to ensure oversight of the quality of installation work;
- (13) Marketing of products must be clear and easy to interpret.

2.9 Once the full and final outcome of the independent review has been concluded and recommendation received, formed from the report WBC will, like other local authorities give consideration to how this impacts on its business in terms of building regulation services, enforcement duties, as a property owner and service provider.

### **3. Options for Consideration**

3.1 This report offers an update on activities to date regarding fire safety, and does not convey options.

### **4. Proposals**

4.1 It is proposed to continue to be engaged with actions and activities in the following manner

- (1) WBC Property Services to continue to lead on activities;
- (2) To continue to receive and act upon communications coming from DCLG and other sources;
- (3) To consider the final recommendations of the 'independent review of building regulations and fire safety' and any impact on WBC;
- (4) WBC officers to continue to work with RBFRS and other Berkshire unitary authorities in a joint working group for the better management of fire safety in Berkshire;
- (5) WBC Property Services to continue to conduct its rolling programme of Fire Risk Assessments across all sites/properties in its estate.

### **5. Conclusion**

5.1 Following the Grenfell Tower fire on 14<sup>th</sup> June 2017, WBC has engaged in activities instigated by DCLG requests and has extended this to conduct safety checks of all of its buildings. WBC will continue to engage with any ongoing DCLG requests and following recommendations coming from the independent review will address the impact on its services, projects and assets.

### **6. Consultation and Engagement**

6.1 N/a

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**Background Papers:** Interim report issued by the Secretary of State for Communities and Local Government – *Building a Safer Future – Independent Review of Building Regulations and Fire Safety*

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## Briefing on the Social Mobility Report

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<b>Committee considering report:</b>	Overview and Scrutiny Management Commission
<b>Date of Committee:</b>	10 April 2018
<b>Portfolio Member:</b>	Councillor Graham Bridgman
<b>Report Author:</b>	Catalin Bogos
<b>Forward Plan Ref:</b>	n/a

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### 1. Purpose of the Report

- 1.1 To brief the Members of the Overview and Scrutiny Management Commission regarding West Berkshire's results for the measures used by the Social Mobility Commission in the '[State of the Nation 2017: Social Mobility in Great Britain](#)' report.

### 2. Recommendations

- 2.1 To note West Berkshire's results and comparative position of the social mobility aggregated index's overall rank and of each component indicator's ranking.
- 2.2 To review those indicators or groups of indicators reported as 'cold spots' of social mobility (placing West Berkshire amongst the bottom 20% districts in England).

### 3. Implications

- 3.1 **Financial:** There are no direct financial implications as a result of this report.
- 3.2 **Policy:** There are no policy implications proposed as part of this report.
- 3.3 **Personnel:** There are no personnel implications expected as a result of this report.
- 3.4 **Legal:** There are no legal implications expected as a result of this report.
- 3.5 **Risk Management:** There are no strategic risk management related issues expected as part of this report.
- 3.6 **Property:** There are no property implications expected.

### 4. Other options considered

- 4.1 No other options have been considered.

## Executive Summary

### 5. Introduction / Background

- 5.1 The Social Mobility Commission (SMC) published the '[State of the Nation 2017: Social Mobility in Great Britain](#)' report on the 27 November 2017.
- 5.2 The report is the fifth annual report published by the SMC and focuses on the place-based divide. It highlights as the most significant trends:
- (1) 'the biggest divide is between London (and the commuter belt areas around it) and the rest of the country.'
  - (2) 'the inner cities of our country are no longer the worst-performing areas for social mobility, though they are not yet the engines of social mobility they have the potential to be.'
  - (3) 'the new social mobility cold spots in our country are concentrated in remote rural or coastal areas and in former industrial areas, especially in the Midlands.'
  - (4) 'there is no direct correlation between the affluence of an area and its ability to sustain high levels of social mobility.' Cotswold and West Berkshire are mentioned as being examples of cold spots of social mobility even if they are among the least deprived areas in the country.
  - (5) 'local policies adopted by local authorities and employers can positively influence outcomes for disadvantaged residents.'
- 5.3 The dataset published with the SMC's report allowed an analysis of West Berkshire's results and ranking against the other 324 local authority districts in England. These results are shown in the next chapters of this report.

### 6. West Berkshire's results

- 6.1 Overall West Berkshire is ranked the 265th of 324 districts nationally on the aggregated index of social mobility. This places the district in the bottom 20% in England. Table 1 shows the ranking of the overall index of social mobility for West Berkshire and, for comparison, for two other local authorities in Berkshire.

Rank of:	West Berkshire	Wokingham	Reading
Overall score (Hot spots / Cold spots)	265	87	217

Table 1. The rank of the overall score (where 1 is the best rank and 324 is the worst)

Note: The colours used are replicating the national heat/cold map:  
 Dark Blue – rank within the bottom 10% in England  
 Light Blue – between bottom 20% and 10%  
 Light Amber – between top 10% and 20% nationally  
 Dark Amber – within top 10% nationally

- 6.2 The overall score is based on four components, each representing a life stage. Table 2 shows the aggregated ranking of each life stage component of the overall index of social mobility.
- 6.3 West Berkshire is ranked 317<sup>th</sup> (bottom 10%)/cold spot for the Early Years stage and it is ranked 285<sup>th</sup> (bottom 20%) for the Youth life stage component.
- 6.4 The Adulthood component of the social mobility index is ranked 16<sup>th</sup> (top 10% nationally) hot spot. As illustrated in Appendix A, it is important to note that the first three stages' scores are based on indicators relating to Free School Meals cohorts of children and young people whilst the score for 'Adulthood' life stage is based on indicators for the entire population in the District.

Rank of life stage:	West Berkshire	Wokingham	Reading
<i>Early Years</i>	317	238	165
<i>Schools</i>	219	151	303
<i>Youth</i>	285	188	158
<i>Adulthood</i>	16	1	68

Table 2. The rank of each life stage domain (where 1 is the best rank and 324 is the worst)

Note: The colours used are replicating the national heat/cold map:

- Dark Blue – rank within the bottom 10% in England
- Light Blue – between bottom 20% and 10%
- Light Amber – between top 10% and 20% nationally
- Dark Amber – within top 10% nationally

- 6.5 The index of social mobility is based on 16 indicators (see Appendix A for further details). Table 3 shows West Berkshire's ranking against each of these indicators.

Rank of:	West Berkshire	Wokingham	Reading
% of nursery providers rated 'outstanding' or 'good' by Ofsted	318	175	283
% of children eligible for FSM achieving a 'good level of development' at the end of Early Years Foundation Stage	210	242	71
% of children eligible for FSM attending a primary school rated 'outstanding' or 'good' by Ofsted	287	230	285
% of children eligible for FSM attending a secondary school rated 'outstanding' or 'good' by Ofsted	155	98	316
% of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2	102	128	144
Average attainment 8 score for pupils eligible for FSM	203	203	256
% of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4	71	273	161

Rank of:	West Berkshire	Wokingham	Reading
Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualifications	309	218	234
% of young people eligible for FSM at age 15 achieving 2 or more A-levels or equivalent qualifications by the age of 19	292	168	138
% of young people eligible for FSM at age 15 entering higher education by the age of 19	162	86	229
% of young people eligible for FSM at age 15 entering higher education at a selective university (most selective third by UCAS tariff scores) by the age of 19	300	68	60
Median weekly salary (£) of employees who live in the local area, all employees (FT and PT)	47	16	83
Average house prices compared to median annual salary of employees who live in the local area	235	258	193
% of people that live in the local area who are in managerial and professional occupations (SOC 1 and 2)	37	23	41
% of jobs that are paid less than the applicable Living Wage Foundation living wage	8	21	27
% of families with children who own their home	103	5	286

Table 3. The rank of each indicator (where 1 is the best rank and 324 is the worst)

Note: The colours used are replicating the national heat/cold map:  
 Dark Blue – rank within the bottom 10% in England  
 Light Blue – between bottom 20% and 10%  
 Light Amber – between top 10% and 20% nationally  
 Dark Amber – within top 10% nationally

## 7. Methodological aspects

7.1 A number of methodological aspects are important to be highlighted for a sound interpretation of the information:

- (1) The index of social mobility uses a range of 16 indicators for every major life stage, from early years through to working lives, to map the nation’s social mobility hot spots and cold spots.
- (2) In order to reduce the impact of particular annual cohorts most of the indicators are calculated as a three years average.
- (3) The importance allocated to each indicator and to each life stage component is based on the following two approaches:
  - (a) Weigh each of the four different life stages equally: performance against the early years, school, youth and working lives indicators each accounted for a quarter of the social mobility index.



- (b) Weigh each of the indicators within each life stage equally: everything being measured in each life stage was assigned equal importance.

## 8. Conclusion

- 8.1 The Social Mobility Commission published their fifth report focusing on the place-based divide. The report acknowledges that there is not a correlation between the affluence of a district and the ranking of the social mobility index when compared to the other districts in England. West Berkshire is mentioned in the SMC's report as an example of a more affluent place but with lower comparative ranking of social mobility.
- 8.2 An analysis of West Berkshire's data used by the SMC shows that the District is ranked lower (cold spots) against the indicators relating to Free School Meals cohorts at the earlier stages of life but is ranked higher (hot spot) on the indicators referring to the overall population at the adult stage of life. As a result, the overall index of social mobility places West Berkshire within the bottom 20% of districts in England.

## 9. Appendices

- 9.1 Appendix A – Indicators' definitions and life stages – methodology details
- 9.2 Appendix B – Presentation to be provided at the meeting by the Head of Education

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## Appendix A – Indicators’ definitions and life stages – methodology details

Life stage	Description	Indicator	Location	Geographical area
Early years	Nursery quality	% of nursery providers rated ‘outstanding’ or ‘good’ by Ofsted	Nursery location	Upper tier (150 local authorities)
	Early years attainment	% of children eligible for FSM achieving a ‘good level of development’ at the end of the Early Years Foundation Stage (EYFS)	Residence	Lower tier (324 local authorities)
School	Primary school quality	% of children eligible for FSM attending a primary school rated ‘outstanding’ or ‘good’ by Ofsted	School location	Lower tier (324 local authorities)
	Secondary school quality	% of children eligible for FSM attending a secondary school rated ‘outstanding’ or ‘good’ by Ofsted	School location	Lower tier (324 local authorities)
	KS2 attainment	% of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of KS2	Residence	Lower tier (324 local authorities)
	KS4 (GCSE) attainment	Average Attainment 8 score per pupil eligible for FSM	Residence	Lower tier (324 local authorities)
Youth	Positive destination after KS4	% of young people eligible for FSM who are in education, employment or training (positive sustained destination) after completing KS4	School location (at age 15)	Lower tier (324 local authorities)
	KS5 attainment (A-level or equivalent)	Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualifications	Residence	Lower tier (324 local authorities)
	Level 3 attainment (A-level or equivalent)	% of young people eligible for FSM at age 15 achieving two or more A-levels or equivalent qualifications by the age of 19	Residence	Lower tier (324 local authorities)
	HE participation	% of young people eligible for FSM at age 15 entering HE by the age of 19	School location (at age 15)	Upper tier (150 local authorities)
	Top selective HE participation	% of young people eligible for FSM at age 15 entering HE at a selective university (most selective third by UCAS tariff scores) by the age of 19	School location (at age 15)	Upper tier (150 local authorities)
Working lives	Wages	Median weekly salary (£) of employees who live in the local area, all employees (full and part time)	Residence	Lower tier (324 local authorities)
	House affordability	Average house prices compared with median annual salary of employees who live in the local area (ratio)	Residence	Lower tier (324 local authorities)
	Occupation	% of people that live in the local area who are in managerial and professional occupations (Standard Occupational Classification groups 1 and 2)	Residence	Lower tier (324 local authorities)
	Living wage	% of jobs that are paid less than the applicable Living Wage Foundation living wage	Job location	Lower tier (324 local authorities)
	Family home ownership	% of families with children who own their home	Residence	Lower tier (324 local authorities)

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# **Social Mobility Commission Report:**

## **‘Time for Change: An Assessment of Government Policies on Social Mobility 1997-2017’**

10 April 2018

Overview and Scrutiny Management  
Commission

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Following the publication of the annual Social Mobility Commissioning Report in June 2017, the Portfolio Holder for Children and Young People, Cllr Lynne Doherty, asked what lessons might be learned to improve outcomes for disadvantaged CYP in West Berkshire

# Background

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The Social Mobility Commission, until recently chaired by the Rt Hon Alan Milburn, is an independent statutory body created in 2010. It has a duty to assess progress towards improving social mobility in the UK and to promote social mobility in England. The Commission produces an annual report assessing improvements in social mobility, providing advice to ministers and undertaking social mobility advocacy.

The Commission is an independent advisory body.

# What does the report say?

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The Report is divided into four life stages, which are scored on a traffic light scale of green, amber and red.

1. Early Years – Amber
2. Schools – Amber
3. Young People – Red
4. Working Lives – Red



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The report acknowledges that successive governments have put social mobility high on the public policy agenda since 1997, with some success, but much more to do.

- It cites:
- reduced unemployment
  - more working class youngsters entering higher education
  - fewer children in workless households
  - expansion of Early Years services
  - improved schools and rising standards

# Early Years (Amber)

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Investment since 1997 to improve poorer children's education and remove barriers around poverty and health inequalities.

Creation of Sure Start centres from 1999

Free entitlement for four-year-olds (2000)

Free education for disadvantaged two-year-olds (2006)

Increase in funded early education provision from 12 to 15 to 30 hours per week

Number of children reaching a 'good level of development' (GLD) has increased, but a gap between the advantaged and disadvantaged remains.

# Early Years – Lessons/Recommendations

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1. A targeted approach (e.g. Family Hubs)
2. Greater focus and funding for parenting programmes, including online support
3. Shifting regulatory and funding from qualifications to CPD
4. A doubling of the Early Years Pupil Premium
5. Set ambitious targets to reduce the attainment gap between poorer five year olds and their peers

# Schools (Amber)

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Notwithstanding almost twenty years of public policy focus and reforms, children from different backgrounds still have very different chances of success.

While educational standards have risen and gaps have reduced between poorer pupils and their better off classmates at primary (Key Stages 1 and 2) the gap between Free School Meal (FSM) and non FSM children at secondary (GCSE) remains too large.

There are also substantial regional inequalities.

Governments have focused on increasing diversity, competition, parental choice, more autonomy for schools, and tougher inspection and accountability regimes.

Introduction of Pupil Premium in 2011 (now £1320 primary and £935 secondary)

# Schools – Lessons/Recommendations

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- ❑ Set ambitious targets for closing the attainment gap
- ❑ Align inspection regimes to closing the gap
- ❑ Align resources to closing the gap
- ❑ Attract and retain good quality teachers
- ❑ Focus on collaborative approaches between schools
- ❑ Develop a more balanced curriculum, incorporating social and emotional learning

# Young People (Red)

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Number of young people who are NEET (not in employment, education or training) has barely fallen, with disadvantaged young people twice as likely to be NEET after 18.

Disadvantaged young people with lower qualifications suffer most.

Deterioration in careers education and work experience.

Increase in participation age to 18 in 2015 did help poorer students achieve better results.

16-17 year olds NEET fell, but 18-24 year old NEET remains high at around 13%.

Range of new initiatives include: New Deal, Youth Contract, Skills Plan, Apprenticeships.

2013 Ofsted survey found 75% of secondary schools not fulfilling their careers advice duty.

# Young People – Lessons/Recommendations

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- ❑ Government commitment – genuine career path via apprenticeship, vocational course at university
- ❑ Aim to halve attainment gap at level 3 qualifications in next ten years
- ❑ Focus on high quality apprenticeships
- ❑ Ensure quality careers advice and support is available
- ❑ Greater accountability around destination measures
- ❑ More access to HE via FE
- ❑ Universities to continue to focus on recruiting students from poorer backgrounds and measure graduate outcomes, including offering careers advice and work experience

# Working Lives (Red)

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Governments have reduced low pay by introducing a minimum wage.  
But gap between highest and lowest paid has increased from 47x to 128x

Labour market polarised: high skill/pay vs. low skill/pay

Introduction of Universal Credit to encourage work

More people in work, but more 'in-work' poverty

More low skilled job with lack of opportunity to progress in employment

Various skills strategies and focus on apprenticeships

Professional/managerial vs. routine/manual jobs skills reflect social background

Potential remains unrealised



## Working Lives – Lessons / Recommendations

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- ❑ More to ensure good jobs and career opportunities are available to everyone, regardless of background or where they live
- ❑ Increase high-skilled jobs in social mobility cold spot areas
- ❑ Develop local skills strategies
- ❑ Work with employers to improve career progression
- ❑ Increase socio-economic diversity in professional employment

# Department for Education Response(1)

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‘Unlocking Talent, Fulfilling Potential  
A Plan for Improving Social Mobility through  
Education’

December 2017

# DfE Response (2)

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A mission to 'level up' across the country

1.9 million more children in good or outstanding schools since 2010

Talent is spread evenly across the country but opportunity isn't.

These issues cannot be tackled quickly – there is no simple solution

It is about relentless focus and the application of energy and resources where they can impact most.

No community left behind

# DfE Response (3)

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## Four Ambitions:

- i) Close the 'word gap' in early years
- ii) Close the attainment gap in school while continuing to raise standards
- iii) High quality post-16 education choices for all young people
- iv) Everyone achieving their full potential in rewarding careers

# DfE Response (4)

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Ways of working

Proposed key shifts in DfE approach and ways of working

- i) Identifying and spreading what works
- ii) Building lasting success through partnership

# West Berkshire Position

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In terms of Social Mobility the Commission report ranked districts nationally.

West Berkshire ranked 265<sup>th</sup> of 324 districts, placing us in the bottom 20% in England.

## West Berkshire – Position/Lessons/Action

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Officers and school representatives will address each of the four areas:

Early Years	Avril Allenby, Service Manager, Early Years
Schools	Tessa Ford, School Improvement Adviser, Pupil Premium
Young People	Mark Browne, Post 16 Adviser and Community Learning
Working Lives	Mark Browne, Post 16 Adviser and Community Learning
Headteachers	Barbara Hunter, Executive Headteacher, Westwood Farm Federation Nikki McVeigh, Headteacher, St Joseph's Primary School

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## Key Accountable Performance 2017/18: Quarter Three

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<b>Committee considering report:</b>	Executive on 29 March 2018 Overview and Scrutiny Management Commission on 10 April 2018
<b>Portfolio Member:</b>	Councillor Graham Bridgman
<b>Date Portfolio Member agreed report:</b>	15 March 2018
<b>Report Author:</b>	Catalin Bogos
<b>Forward Plan Ref:</b>	EX3258

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### 1. Purpose of the Report

- 1.1 To report quarter three 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) Timeliness of reviews of clients with a Long Term Adult Social Care Service;
  - (b) The milestones for the key infrastructure projects: London Road Industrial Estate and Sterling Cables;
- 2.3 To agree that two measures of volume: '*No. of closed accounts (businesses no longer registered for National Non Domestic Rates (NNDR)*' and '*No. of new accounts (businesses registered for National Non Domestic Rates (NNDR)*' are replaced, starting quarter 4, with alternative measures of volume '*No of properties which are subject to business rates*' and '*No. of empty business premises*' in order to better reflect the health of the local economy.
- 2.4 To agree a change in target from 'March 2018' to 'December 2018' for the number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above (see Appendix F exception reports).

- 2.5 To agree targets set in line with national expectations for the new measure '*the number of bed days due to Delayed transfers of care (DTOC) from hospital*'. Depending on the number of days of each month of the quarter the proposed targets are 402.4 (for 28 days month), 431.2 (30 days month) and 446 (31 days month).

### 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 3 2017/18

### Council Strategy

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



### Corporate Programme

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

### Corporate Health

Net budget for 2017/18: **£117.4m**

Staff turnover (of 1,508 FTE)  
year to date, not annualised

2017/18 Q1 forecast overspend: **£870k**

**2.9%** 2017/18 Q1 Staff Turnover

2017/18 Q2 forecast overspend: **£602k**

**8.0%** 2017/18 Q2 Staff Turnover

2017/18 Q3 forecast overspend: **£860k**

**10.0%** 2017/18 Q3 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

This report provides the Executive with a summary of the Council performance during quarter three 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, good performance has been maintained for most of the areas and for the others progress has been made, for example, finding solutions to viability issues for Sterling Cables development, increasing the proportion of adult social care (ASC) safeguarding concerns with a timely response, increasing the number of community conversations.

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

- 6.2 Good performance in relation to children's social care continued this quarter. Improvements have been achieved in relation to waste recycling, the timeliness of deciding on benefit claimants' changes in circumstances and reducing delayed transfer of care (DTC, local measure). Challenges remain relating to timely reviewing long term ASC cases despite the improvement during quarter two.
- 6.3 In terms of the Corporate Programme, good progress is reported for most areas of activity. Some delays in the initial stages of the New Ways of Working service reviews work stream are being addressed.
- 6.4 High level corporate health indicators show that the revenue budget forecast overspend has increased compared with the previous quarter to £860k above the £117.4m net budget set by Council in March 2017. The main factors impacting the forecast are the increasing cost of home care and residential placements in ASC and residential placement pressure in Children and Family Services. Staff turnover has increased from last quarter by only two percentage points to 10%. (See Council Performance Scorecard).

### 7. Conclusion

- 7.1 The Council continues to perform well against ambitious targets. This quarter performance was maintained at levels better than targets for most of the measures and for the remaining ones improvements are evident. The Corporate Programme is reporting 'on track' across most areas of work and actions are implemented to address some delays relating to service reviews. Resources' management is impacted by raising costs and increasing demand. The forecast overspend increased from quarter 2 and is now at 0.7% of the total revenue budget.
- 7.2 Most of the measures RAG rated Amber or Red 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:

- London Road Industrial Estate – to note ongoing dependencies on court action.
- Timeliness of reviews of clients with a Long Term Adult Social Care Service – to note actions being taken to improve performance and the challenges in terms of sustaining specialist officer resource to deliver the reviews.

7.3 An amendment to the timescales to deliver the target for the West Berkshires Superfast Broadband project by December 2018 is requested following the actions implemented to speed up the remaining stage of network extension. Two new measures of volume are proposed for approval to replace the existing ones to better reflect the health of the local economy.

## 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 – 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.

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

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

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

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

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

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

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

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

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



Name: Catalin Bogos

Date: 17/11/2017

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

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# Key Accountable Performance 2017/18: Quarter Three – Supporting Information

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## 1. Introduction/Background

This report provides the Executive with an update on the Council's performance for quarter 3 (Q3) 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 and about the social care challenges.

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

- There have been 22% less business 'births' (new business accounts registrations for National Non-Domestic Rates - NNDR) compared to Q3 in 2016/17. The number of closed business accounts (business 'deaths') was 17% higher compared to Q3 in 2016/17. However, the total number of live accounts (businesses registered for NNDR follows an upward trend since March 2017. Alternative measures are proposed in order to give a better indication of the health of the local economy by showing '*the number of properties subject to business rate*' and '*the number of these that are empty*'.
- The number of working age (16-64) claimants of unemployment benefit (JSA) is following the longer term downward trend (reduced by 6.9% quarter versus quarter). Younger claimants (16-24) has stopped decreasing after reaching an all time low of 20 (in December 2016) and remained stable at 35 claimants over the last three quarters.

2.1.3 Notable changes in the local Social Care measures of volume for Q3 are:

- The increasing trend of referrals to Children’s Services has been reversed at Q2. The result for Q3 is also 9% below the total referrals for Q3 last year.
- Following increases of the number of child protection plans over the previous four quarters (from 111 to 174), this quarter’s value at 145 is reversing this trend and is 24% lower than Q3 last year.
- The total Adult Social Care enquires data is not available. This is due to the change of the social care client records system (CareDirector), which requires additional work in order to ensure all the data reports are functioning correctly. More work is also prioritised to finalise the implementation of the system’s functionality needed to submit statutory returns.
- The number of adult safeguarding enquiries opened each quarter have been below the levels reached 12 months before for each of the last three quarters (e.g. Q3 this year was 26% below Q3 in 2016/17). The latest levels are similar with the ones during 2015/16. Further analysis is required to understand the factors that determined the reduction in numbers.
- The number of qualifying live applicants on the Common Housing Register has reduced every quarter from 841 in December 2015 when the new criteria came into force to 350 in September 2017. In Q3 this trend has stopped with the number increasing to 463. It is not possible to determine precisely the cause of this change although service intelligence suggests that it could be due to an increase of applicants having reasonable housing need or have local connection.

## 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 have not been available before the production of this report and are expected in Q4.
- The % of schools judged ‘good’ or better by Ofsted has significantly improved from 80% at the end of March 2016 to 93.8% at the end of Q3, exceeding the year end target of 90%.

### 2.2.2 Close the Educational Attainment Gap (RAG: AMBER)

- The education attainment gap results for the 2016/17 academic year have not been available in time for being included in this report and are expected in Q4.

### 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 Q4.
- Contextual information shows that house prices increased by 2.6% between September 2016 and September 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)

- The completion of the second milestone for the Market Street redevelopment is on track against the revised target of July 2018. Work on site is expected to start with the transfer of the bus station to the Wharf.
- London Road Industrial Estate work is delayed due to ongoing court action. (see Appendix F - exception report).
- Sterling Cables project was delayed due to developer's viability issues. The Council has put in a bid to central government for Marginal funding to mitigate these issues and, in February 2018, has been informed that the bid (£1.5m) has been successful. (see Appendix F - exception report).
- Whilst expected to achieve one of the best superfast broadband connected areas in the UK, the Superfast Broadband project for West Berkshire remains behind forecast schedule albeit with previous engineering challenges now resolved. The service has requested to revise the timescales for achieving the target of 96.6% of premises connected from the end of March 2018 to the end of December 2018 (see Appendix F - exception report).

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

- Following the good result at the Care Quality Commission (CQC) inspection of the Willow Edge adult social care home, all five adult social care services are now rated at least 'Good' in the inspection domain of safe. In addition, the CQC inspected Birchwood Care Home at the end of September. The Council took over the responsibility for this care home in June 2017. The home, which already had a rating of 'Requires Improvement', is now rated as 'Inadequate'. A detailed action plan has been agreed with the aim of achieving 'Good' when the home is re-inspected in March 2018.
- The reported timeliness of responding to adult safeguarding concerns has improved and exceeded the target during October – December 2017. However, the cumulative, annual target is unlikely to be met due to lower performance levels for the first two quarters of this year. The improvements achieved in Q3 are due to actions taken by the service, including the change to the new recording system (CareDirector), management and operational level work to improve practice, processes and activity recording. (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:

- **Community conversations:** From the beginning of the financial year, the total number of community conversation undertaken is 11 which exceeds the year end target of 10 community conversations. 63.3% of identified communities have agreed what actions will be undertaken to address locally identified needs (see Appendix F - exception report).
- At the end of Q3, the Building Communities Together team was supporting 11 live and two pending (Bucklebury School and Beansheaf) community conversations. There have been World Café type events in Hungerford (this is being considered for a Community Forum) and Lambourn (the Parish Council

is involved in looking into the potential for a Community Forum). The conversation in Thatcham has matured into a Community Forum. In response to a request for a public meeting a World Cafe was held in Hermitage to address the issues of concern and to explore community resilience.

- A Peer Mentoring Conversation involved 100 young people talking about issues relevant to them and sharing their concerns. The outputs of this conversation have been shared with staff across Education services. The community conversation in Calcot is ongoing as is the one in Newbury; both of which are considering community solutions to address community isolation. A special conversation took place with the rough sleepers and the outcomes informed the development of the Making Every Adult Matter project (aiming to address the root causes of homelessness).
- **The devolution agenda:** Devolution deals have been agreed with both Hungerford Town Council and Thatcham Town Council. The Executive has agreed to transfer Hungerford Library to Hungerford Town Council with the Friends of Hungerford Library taking on the responsibility for managing the building. The Council's library function will be retained in this building as part of this transfer. It is hoped to have a formal handover of the building on the 3<sup>rd</sup> of April. The Council has also agreed to transfer three playgrounds with open spaces to Thatcham Town Council. A date for a formal handover of these assets has yet to be agreed.

## 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 (98.4% within timescales) and for placement stability of LAC (only 2.7% of cases with three or more placement moves this year).
- The average number of weeks to conclude care proceedings has slightly improved from 35 to 32 weeks but remains higher than the national target of 26 weeks. As previously reported, the delays are not attributable to Local Authority case planning. Work will continue with the judiciary to reduce the timescales, where possible. (see Appendix F exception report for details).

### 2.3.2 Bin collection and street cleaning

- The estimated result for the household waste recycled, composted, reused or recovered at 85.1% has further improved from last quarter 82.3% which reached a level above the year end target of 80%.
- 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

- Good performance levels achieved at quarter 2 for the timeliness of making decisions on new benefit claims measures has been maintained during quarter 3.

- The improvement trend for the ‘timeliness of making decisions on changes in a benefit claimant’s circumstances’ has continued and the results at quarter 3 (average 8.7 days) are better than the target for the end of year (less than 9 days). This was an area highlighted by the Executive and scrutinised in greater detail by the OSMC (Overview and Scrutiny Management Commission) at quarter one.

#### 2.3.4 Collecting Council Tax and Business rates

- Good performance achieved by the Revenues and Benefits service during the first two quarters, regarding ‘in year’ collection of Council Tax and Business rates has continued during quarter 3 and is expected to achieve their end of year targets. This was another area that was scrutinised by the OSMC.

#### 2.3.5 Wellbeing of older people and vulnerable adults

- Performance better than targets is reported for the timeliness to undertake financial assessments referred to the Financial Assessment & Charging team (99.8%), the proportion of older people still at home 91 days after discharge from hospital into reablement services and, based on provisional data, for the reduction of the number of bed days due to delayed transfer of care (DTC, new measure). Targets for DTC measure are proposed for approval and have been set in line with national expectations (see Appendix H).
- The timeliness of reviews of adult social care clients with a long term service, has been scrutinised by the OSMC at quarter 1. A number of actions put in place to address underperformance has resulted in improved results, from 65.1% in quarter 1 to 71.4 for quarter 2 and 72.8% in quarter 3. However, these improvements combined with other factors, such as the service not being able to retain the additional and specialist staffing resource, are not seen as sufficient to ensure that the end of year target of 75% will be met. (see Appendix F – exception report).

#### 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 activities to submit the New Local Plan for examination remain on track for December 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 71.9% of cases by the end of quarter 3 which is an improvement from 64% at quarter one and 71.7% at quarter 2. The circumstances for quarter 1 performance below target have been considered in more details at OSMC. However, improvements achieved over the last two quarters are not considered sufficient to fully alleviate the performance level achieved earlier in the year when it was impacted by long term staff sickness. Additional improvement actions are being implemented, including for the implementation of the Homelessness Reduction Act 2017

which focuses on prevention and on monitoring the prevention actions (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 is evolving to help the Council address budget shortfalls in 2019/20 and 2021. All areas of the Council will participate.

The New Ways of Working reviews for Development & Planning and Education Services are continuing with analysis being undertaken in a number of targeted areas. Staffing capacity in key areas has been increased to address initial delays in the programme's delivery and it is still expected that all services within the authority will have been subject to review by 2020 as initially planned.

Agreement has been reached on changes to street cleansing schedules and a public consultation was carried out to ascertain public views on the introduction of charges for the collection of green waste.

Work on digitising bookings, courses, payments, virtual meetings and case management continues.

The Head of ICT has begun work to identify and reduce avoidable demand on his service.

- **Workforce projects** – A co-ordinator has been appointed into the HR service to ensure that the Council maximises the training opportunities for its staff that are following from the introduction of the Apprenticeship Levy.
- **Legislative compliance** – Briefings have been carried out for all staff on the requirements of the General Data Protection Regulations. Support will be provided to front line services to ensure that they remain compliant with the Council's duties.

A project has been established to prepare the Council to meet its new duties under the Homelessness Reduction Act which comes into force in April 2018.

- **Other Programme Activity** – The Programme Office continues to monitor a range of projects dealing with matters such as the Sandleford and Grazeley developments, infrastructure improvement and the development of a vision for the district out to 2036.

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 75% (24/32) of them were RAG rated Green, 9% (3/32) Amber and 16% (5/32) Red compared to 65% (24/37) Green, 8% (3/37) Amber and 27% (10/37) Red for quarter three 2016/17.



## 2.5 Corporate Health Measures (see Council Performance Scorecard).

- 2.5.1 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 increased from last quarter to £860k at the end of December against a net revenue budget of £117.4m, which is 0.7% of the net budget. The main driver of the forecast over spend is in the Communities Directorate which is forecasting an over spend of £966k. In Adult Social Care, commissioning rates are continuing to increase above the rate of inflation for both homecare and placements in care homes and there are residential placement pressures in Children and Family Services and in Education.
- 2.5.2 The staff turnover is now at 10% but due to the change in the organisation's structure was calculated only for April - December 2017 rather than on a rolling 12 months basis.

## 3. Conclusion

- 3.1 Quarter three results show that performance levels have been maintained at good levels on most of the areas and some have achieved further improvements.
- 3.2 Improvements or maintaining high performance was achieved in the following areas:
- Community Conversations – the number of community conversations has increased to 11 by the end of Q3, exceeding the target for the years of 10 conversations.
  - Protecting our children – high performance was maintained for the timeliness of assessments and placement stability;
  - Bin collection and street cleaning – levels of recycling have further improved and local environment's cleanliness was maintained to 'good'.
  - Timeliness of decisions on benefit claims – for new claims good performance achieved at Q2 has been maintained and for changes in circumstances cases performance improved and is now better than the target.
  - Collecting Council Tax and Business Rates – results continued to follow the expected trajectory to achieve the end of year targets.
  - Older people and vulnerable adults' wellbeing – good timeliness of financial assessments. The number of bed days due to delayed transfer of care improved/reduced and was better than target.
  - 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:
- Milestone delayed for Sterling Cables Redevelopment – solutions have been implemented to address viability issues.

- Timeliness to conclude care proceedings – performance has improved but still remains below target. The delays are not attributable to the local authority. Work with the judiciary to reduce timescales continues.
- Timeliness of responding to adult social care safeguarding concerns – to note improvement in performance at Q3, 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.
- % of people presented homeless where the homelessness has been relieved or prevented – performance has improved but not to the extent required to mitigate the weaker results at Q1. OSMC has considered this area in detail. Actions are being implemented to focus on prevention and more detailed monitoring.

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:

- Timeliness of reviews of clients with a Long Term Adult Social Care Service – to note that improvement actions have been scrutinised in detail by the OSMC. Performance has improved during quarter two, as additional, specialist resource was secured. The need to manage in year financial pressures meant that the additional staff could not be maintained and this will impact on being able to achieve the annual target.
- London Road Industrial Estate – to note ongoing dependencies on court action.
- Access to Superfast Broadband – to note progress made to address engineering challenges. A rapid increase in the rate of premises' upgrades is expected. To agree a change in target from March 2018 to December 2018.

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## Background Papers:

Council Strategy 2015-2019 (refreshed March 2016)

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## Wards affected:

All

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## Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

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

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

- BEC1 – Improve educational attainment**
- BEC2 – Close the educational attainment gap**
- SLE1 – Enable the completion of more affordable housing**

- SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
- P&S1 – Good at safeguarding children and vulnerable adults**
- HQL1 – Support communities to do more to help themselves**
- MEC1 – Become an even more effective Council**

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

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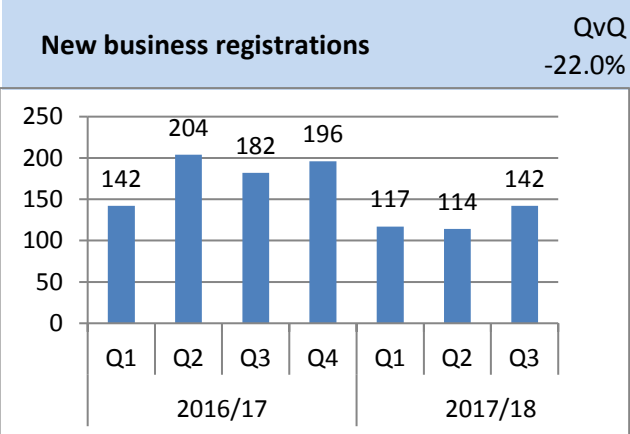
# District Wide Health Check Q3 2017/18



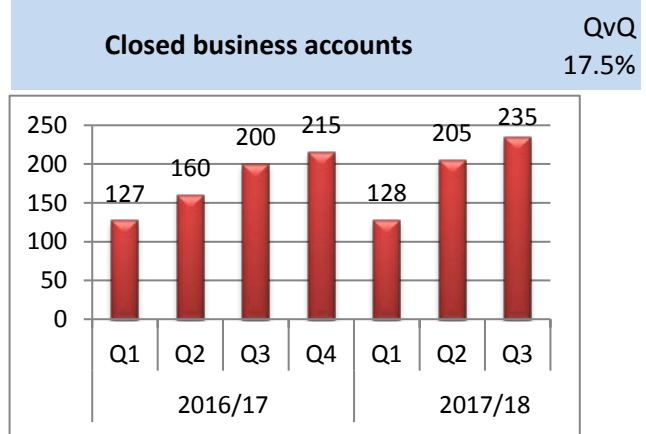
Arrows indicate direction of travel (DoT) latest quarter versus same period last year unless otherwise stated. Values between brackets are the actual values for the quarter.

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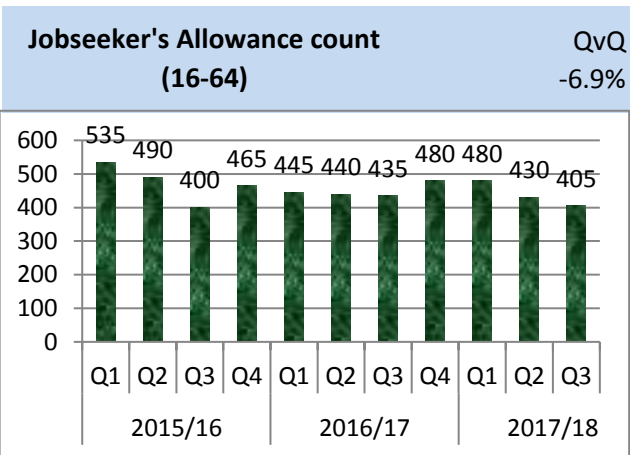
Local Economy



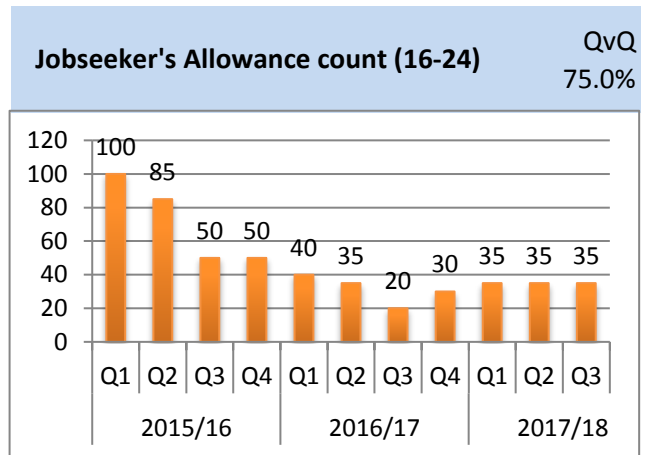
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



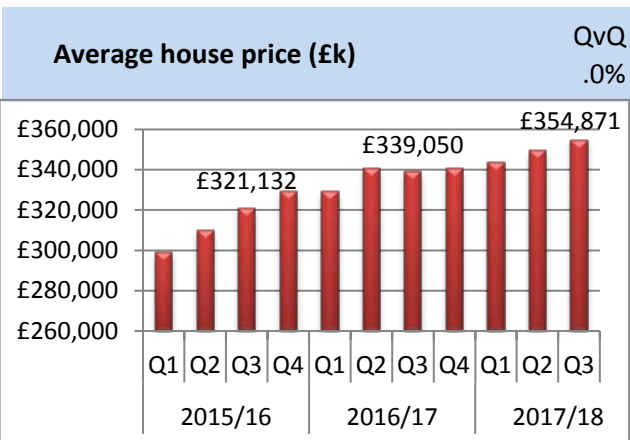
Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs



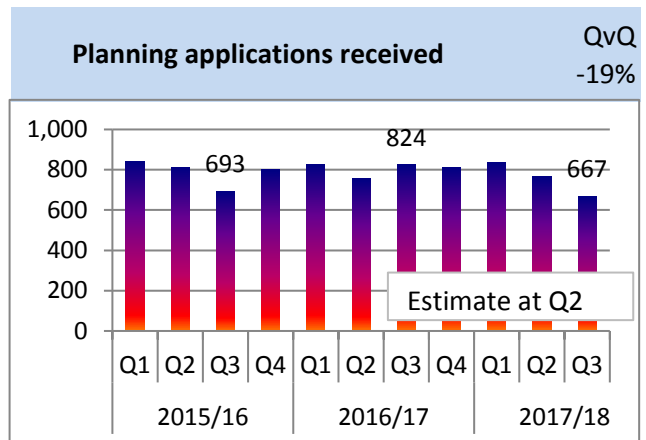
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



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.



Figures from Q3 2016/17 onwards have been updated to reflect changes in the data published by the land registry. Q1 now includes data for June 2017. Q3 is an an average of October and November data only. December data is not yet available.

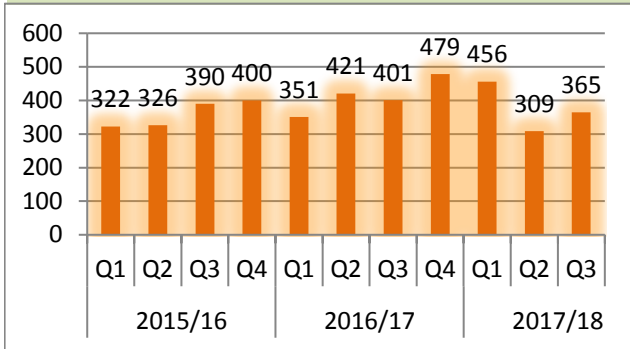


Q2 result has been confirmed. Q3 is an estimate and will be updated at Q4. The total number of applications received by Planning, either by post or via the planning portal

Social Care

Referrals to Children & Family Services

QvQ  
-9%

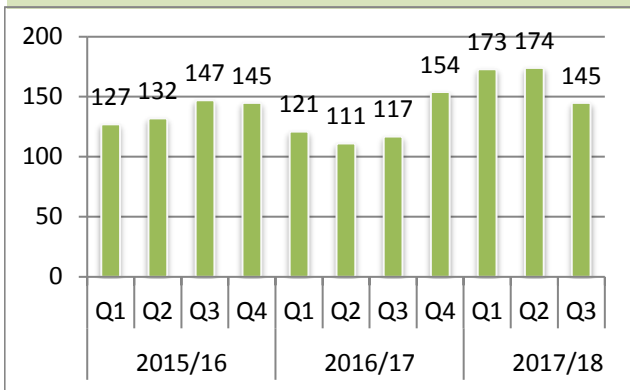


ASC new enquiries

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

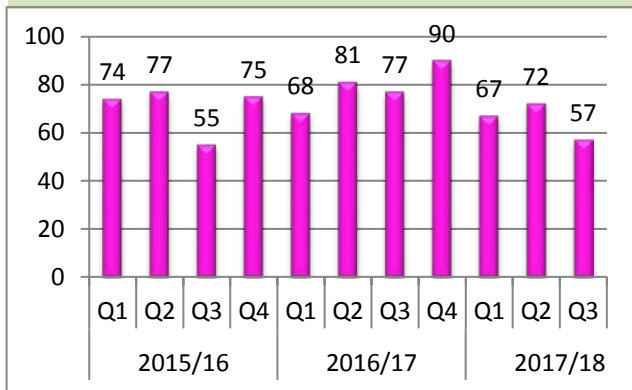
Child protection Plans

QvQ  
24%

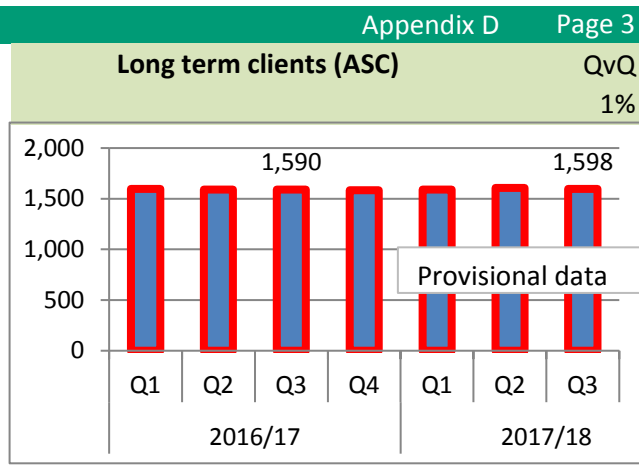
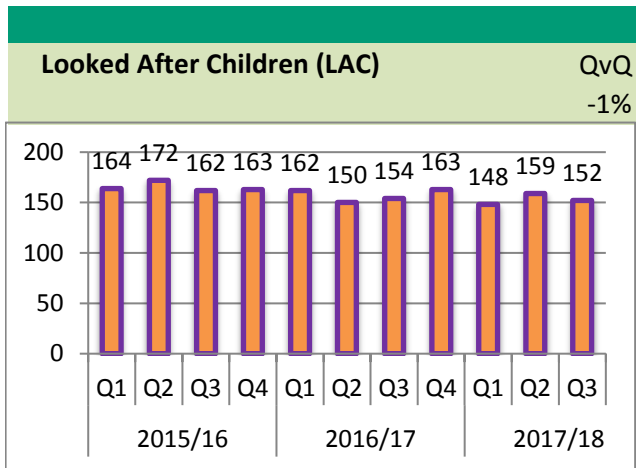


Adult safeguarding enquiries opened

QvQ  
-26%



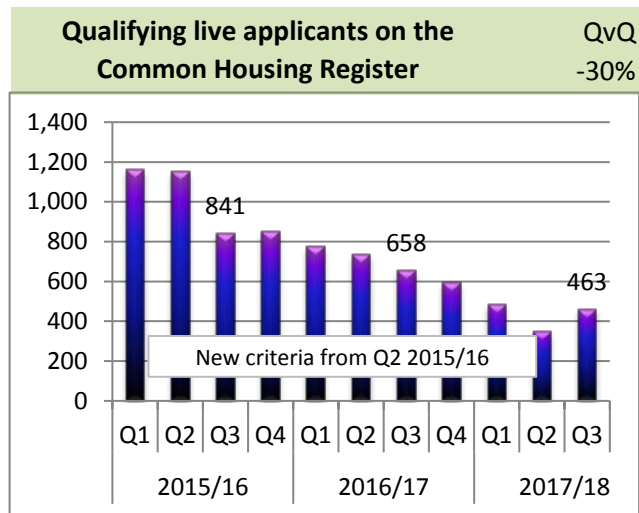
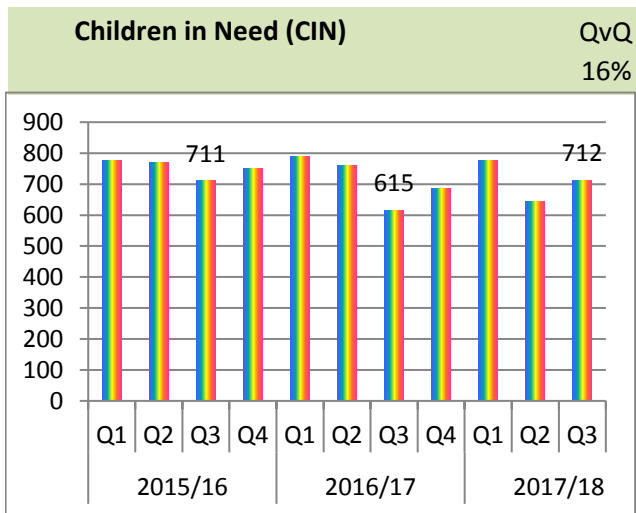




Provisional data - Reported as snapshot, not year to date.

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**



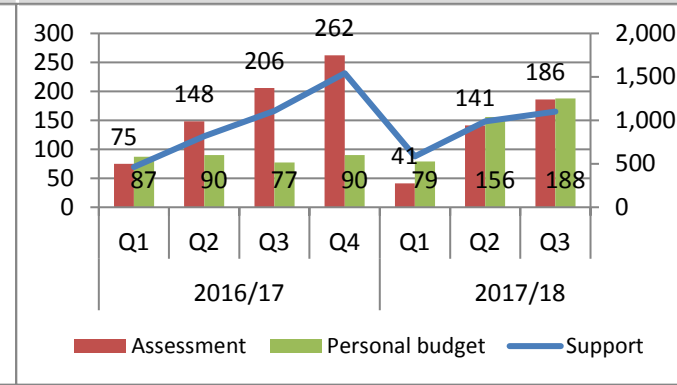
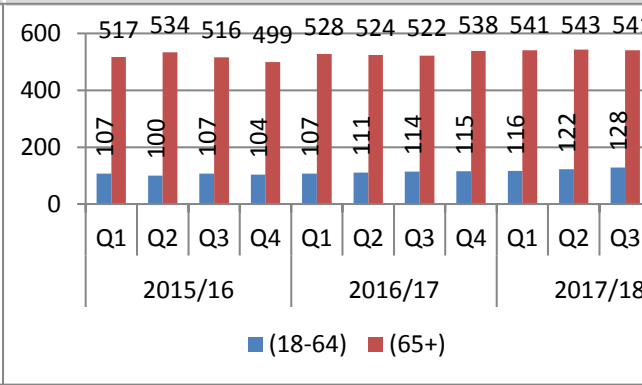
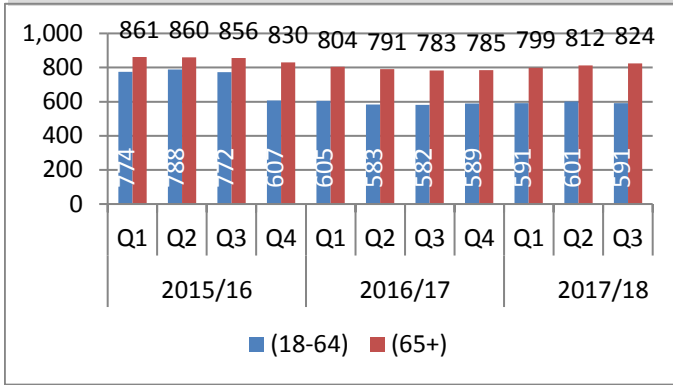
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

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 / Personal Budget cash payment/ Community support / Extra Care Housing)

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

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



Provisional data  
Rolling 12 months

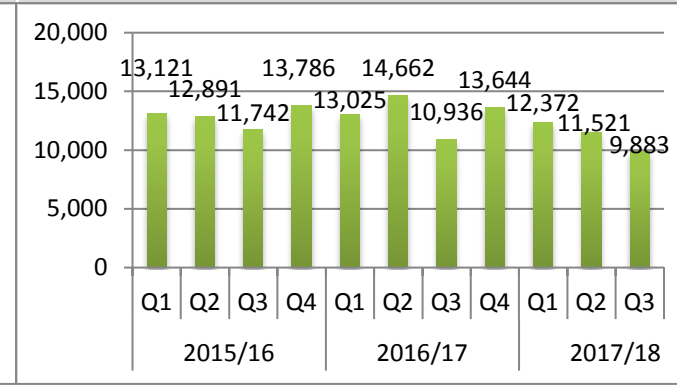
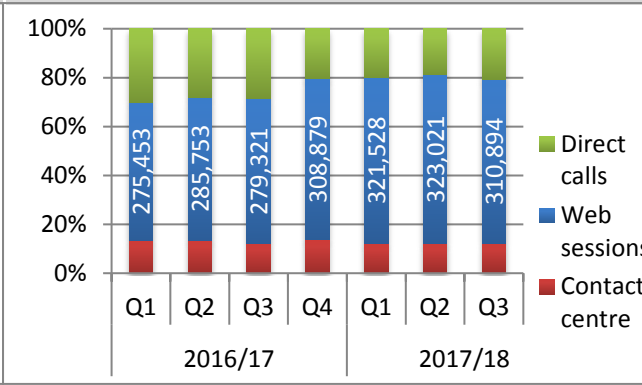
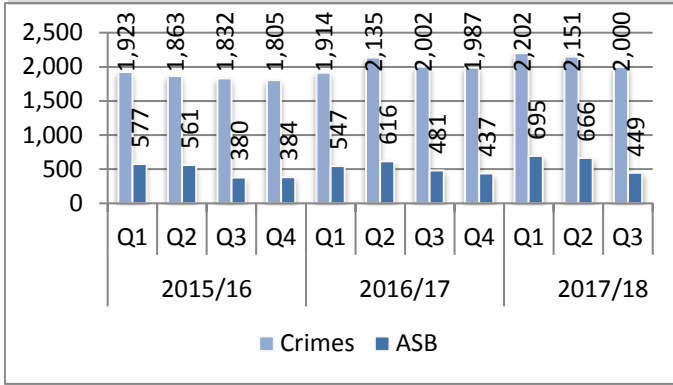
Provisional data  
Rolling 12 months

YTD figures (1st Apr - 4th Sep from Raise [128] + 4th Sep - 31st Dec from CD [58])

4. BCT: No of all crimes and anti-social behaviour (ASB) incidents reported to Thames Valley Police  
QvQ  
Crime: -.1%  
ASB: -6.7%

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

6. CS&ICT: No. of Streetcare enquiries (received directly through Contact Centre & online fault reporting) (Total)  
QvQ: -9.6%



6.4% increase on the same period as last year  
1,810 for 2017/18 compared to 1,644 for the same period in the previous year = 10% increase.

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

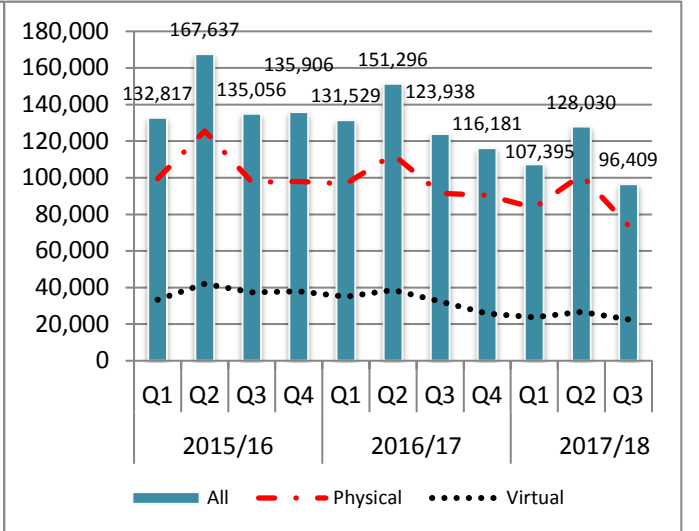
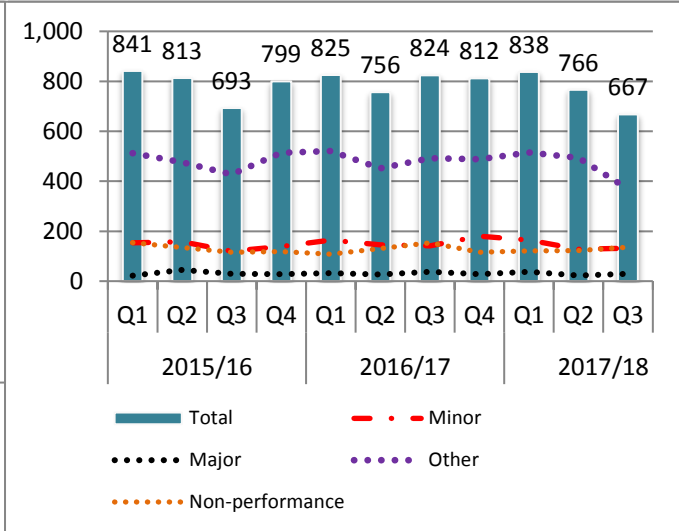
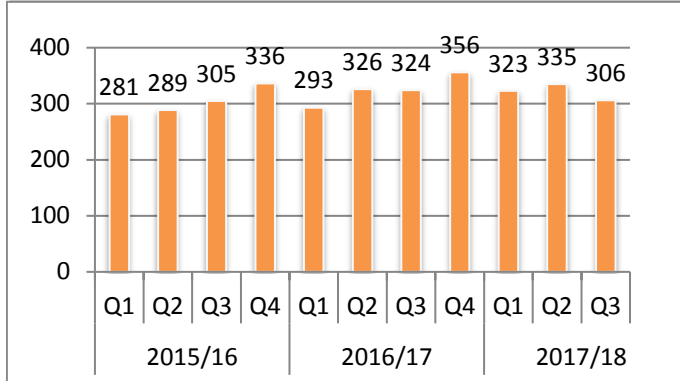
Key Accountable Measures of Volume 2017/18 by Service (current qtr v. same qtr last year)

Appendix D

7. SS: No. of Freedom of Information requests received QvQ: -5.6%

8. D&P: Number of planning applications received (Total) QvQ: -19.1%

9. PP&C: Number of visits to libraries, including the Mobile and 'At Home' Service (Total) QvQ: -22.2%

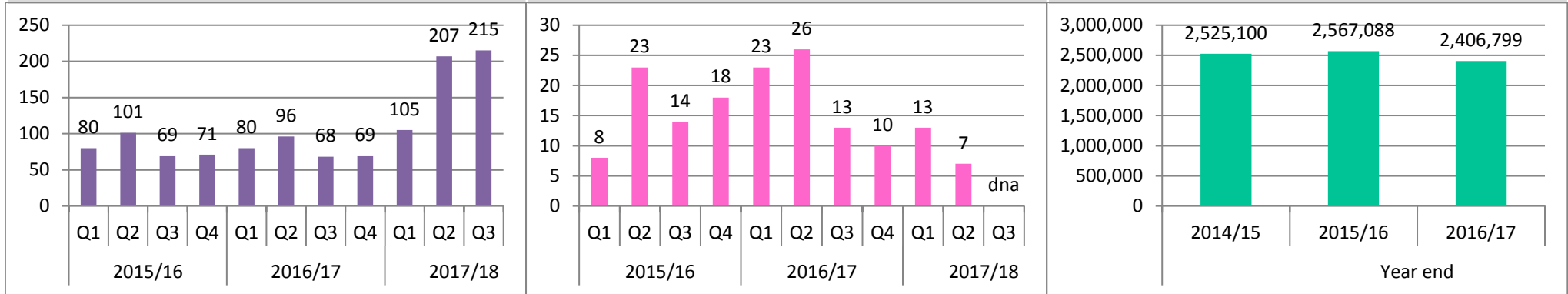


Q2 result has been confirmed. Q3 is an estimate and will be updated at Q4.  
The total number of applications received by Planning, either by post or via the planning portal

Libraries are experiencing a year of major change as we implement the 44% reduction in service agreed by members last March. Phase 1 of the project (April to December 2017) focused on implementing the operational changes including the recruitment and training of over 200 volunteers. Phase 2 (January 2018 onwards) focuses on increasing library usage through marketing, business development, events and activities.

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

10. PP&C: Number of volunteers across libraries, including the Mobile and 'At Home' Service QvQ: 216.2%	11. T&C: Number of people killed or seriously injured on roads in West Berkshire (incl Highway Agency roads) Q2vQ2: -43.5%	12. T&C: Number of bus passenger journeys commencing in West Berkshire YrvYr: -6.2%
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Generally reported quarterly in arrears

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	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
BEC1kt6E FY1	Educ	% of schools judged good or better by Ofsted under the new Framework (harder test)	Elaine Ricks	(68 / 82) 76.8%	local	75%	★ 87%	local	90%	★ 90.2%	★ 95.1%	★ 93.8%	Ofsted did not inspect any west Berkshire schools during Q3. YTD: 75 / 80 De-designated schools have been excluded from the calculation. Schools are de-designated when they become sponsored academies and will be included in the calculations once they have been inspected.
ACADEMIC YEAR				Historical outturns									
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Target 2015/16	RAG/Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	National rank/Quartile 2016/17	Comment	
BEC1kt0E AY00	Educ	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Avril Allenby	71%	1st	Top 25%	- 75%	1st	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
BEC1kt1E AY2	Educ	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Elaine Ricks	-	-	Baseline	- Top 25% (51%)	Rank 38/152 1st	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
BEC1kt1E AY3	Educ	At KS2, the percentage achieving the expected standard is in the top 25% in England for reading, writing and maths combined	Elaine Ricks	-	-	Top 25%	■ Top 50% (56%)	Rank 50/152 2nd	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
Strategic Priority: BEC2 - Close the educational attainment gap													
BEC2kt1 Our disadvantaged children will have better results and will be closer to the results of other children													
ACADEMIC YEAR				Historical outturns									
Ref	Service	Title	Responsible Officer	Year end 2014/15	National rank/Quartile 2014/15	Target 2015/16	RAG/Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	Year end 2016/17	National rank/Quartile 2016/17	Comment	
BEC2kt0E AY18	Educ	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Avril Allenby	45%	4th	Top 25%	■ 57%	Rank 38/152 2nd	Top 25%	🕒 Annual - Q4	dna	Reports Q4	
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	-	-	Baseline	- Rank 122/152 (33%)	4th	To rank higher than 122/152	🕒 Annual - Q4	dna	Reports Q4	
BEC2kt1E AY12	Educ	To improve on 2015/16 rankings for attainment 8 for disadvantaged pupils in KS4 in 2016/17 Academic Year	Elaine Ricks	-	-	Baseline	- Rank 100/152 (39.5%)	3rd	To rank higher than 100/152	🕒 Annual - Q4	dna	Reports Q4	

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

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

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National 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 (T: -)	local	225 (17/18)	⊙ Annual - Q4	⊙ Annual - Q4	⊙ <b>Annual - Q4</b>	

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	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/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	5%	★ 3%	47/150 2nd	5%	⊙ Annual - Q4	⊙ Annual - Q4	⊙ <b>Annual - Q4</b>	

SLE2kt2 Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.

SLE2kt2ceo1	CEO	Market Street Redevelopment for 17/18: start on site (Milestone 2)	Nick Carter	Complete	-	Dec-16	★ Rescheduled for Jan 2018	local	Jul-18	★ On track	■ Delayed	★ <b>On track</b>	Service request in Q2 was granted to change target from March 2018 to July 2018 for the initial phase of relocating the bus station to the wharf.
SLE2kt2ceo2	CEO	Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)	Nick Carter	Complete	-	Apr-17	■ Delayed	local	tbc dependent on court	■ Delayed	■ Delayed	■ <b>Delayed</b>	See exception report for details.
SLE2kt2ceo4	CEO	Sterling Cables - Clear site and begin development	Nick Carter	-	-	Dec-16	★ Demolition and decontamination has commenced	local	Nov-18 (dependent on Marginal Funding Bid)	★ On track	◆ Delayed	◆ <b>Delayed</b>	See exception report for details

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	90%	■ 60,519 (87.3%)	local	70,584 (96.6%) June 2018	◆ 62,557 (85.6%)	◆ 64,124 (87.7%)	◆ <b>66,224 (90.6%)</b>	Service request to change phase timescale to December 2018, so as to reflect the decision made by the project board.
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**Strategic Priority: PS1 - Good at safeguarding children and vulnerable adults**

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

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/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	(3/4) 75.0%	local	100%	■ (4/5) 80%	local	100%	★ 80.0%	★ 100.0%	★ 100.0%	YTD: 5 / 5
PS1kt2CFS1	CFS	Improved Ofsted rating for Children and Families Service	Mac Heath	Inadequate	local	Good	■ Waiting for visit	local	A rating of 'Requires Improvement' or above.	★ Rated 'Good'	★ Complete in Q1	★ 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	(135/143) 94.4%	local	92%	★ (151/157) 93.3%	local	92%	◆ 86.3%	■ 83.3%	■ 85.9%	YTD: 305 / 355 See exception report for details.
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**Strategic Priority: HQL 1 - Support communities to do more to help themselves**

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

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	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quartile 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quartile 2016/17					
HQL1kt2phwb1	PH&WB	Monitor uptake of Identification & Brief Advice (IBA) training	Anees Pari	-	local	-	-	local	Jan-18	∞ Reports from Q3	∞ Reports from Q3	★ On track	The commissioning process to identify a trainer to provide IBA training is nearing completion and a provider is anticipated to be in place from November 2018. 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	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quarter 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quarter 2016/17					
HQL1kt9bct1	BCT	Number of Community Conversations through which local issues are identified and addressed	Susan Powell	-	-	-	-	local	>10	★ 6	★ 6	★ 11	World Cafes in Hungerford (this is being considered for a Community Forum) and Lambourn (Parish Council is involved in looking into the potential for a Community Forum. Thatcham has matured into a Community Forum. In response to a request for a public meeting a World Cafe was held in Hermitage to address the issues of concern and to explore community resilience . Peer Mentoring Conversation which involved 100 young people talking about issues relevant to them and sharing their concerns. Outputs have been shared with Education. Community Conversation in Calcot is ongoing as is Newbury; both of which are considering community solutions to address community isolation. Special conversation took place with the rough sleepers
HQL1kt9bct4	BCT	% of identified communities that have agreed what actions will be undertaken to address locally identified issues	Susan Powell	-	local	-	-	local	100%	★ 0	◆ 66.7%	◆ 63.6%	Q2 request granted to report this measure to the Executive Committee. (YTD: 7 / 11 . 6 from Q2 plus Peer Mentors , Rough Sleepers, Hermitage, Lambourn and Bucklebury.) At the annual conference of Peer Mentors, from the majority of secondary schools, members of the BCT Team asked a series of questions to gather young peoples' views about their concerns and issues. The topics discussed were shared with colleagues across Education; rough sleepers were invited to a meeting to talk about the issues they face. The outcomes of that discussion informed the development of the Making Every Adult Matter project; the issues raised by residents at all of the community conversations are informing development of community forums.



Core Business:														
a. Protecting our children														
Ref	Service	Title	Responsible Officer	Year end 2015/16	Historical outturns				National rank/Quarter 2016/17	YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
					National rank/Quarter 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quarter 2015/16						
CBaCFS7	CFS	% of (single) assessments being completed within 45 working days	Mac Heath	(1251/1517) 82.5%	67/152 2nd	90%	★ 97%	dna	>=95%	★ 98.8%	★ 98.5%	★ 98.4%	YTD: 1,317 / 1,338	
CBaCFS11	CFS	Number of weeks taken to conclude care proceedings (children social care)	Mac Heath	23	local	26 weeks	■ 28	local	<=26 weeks	■ 35	■ 35	■ 32	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	10%	★ 9%	dna	<=10%	★ 1.4%	★ 1.9%	★ 2.7%	YTD: 4 / 150	
c. Bin collection and street cleaning														
CBct&c1	T&C	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	83%	local	80%	★ 82.5% (P)	local	80%	★ 78.8% (P)	★ 82.3% (P)	★ 85.1% (E)	Q3: 16,575 / 18,129 YTD: 50,810 / 59,736 This quarter's result is an estimate based on partial availability of data and will not be finalised until the next quarter. All results are subject to change once figures are validated and confirmed by DEFRA after quarter 4. The results for the previous quarter have been updated.	
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	★ Good	local	Satisfactory	⚡ dna	★ Good	★ Good	Reports 3x per year from Q2	
d. Providing benefits														
CBdF&P8	F&P	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	19.04 days	local	18.5 days	■ 22.75 days	local	<20 days	◆ 21.13 days	★ 19.7 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 days	■ 8.7 days	local	<9 days	◆ 12.55 days	◆ 9.5 days	★ 8.71 days	For comparison, 2016/17 Q3 return = 10.92 days	
e. Collecting Council Tax and Business rates														
CbeF&P11	F&P	The 'in-year' collection rate for Council Tax	Iain Bell	99%	local	99%	★ (98,457,967/100,097,445) 98.4%	local	99%	★ 29.7%	★ 57.2%	★ 84.6%	Q3: 89,681,282 / 105,980,929 For comparison, 2016/17 Q3 return = 84.9%	
CbeF&P12	F&P	The 'in-year' collection rate for Business Rates	Iain Bell	99%	local	99%	★ (85,577,727/87,139,235) 98.2%	local	99%	★ 34.9%	★ 59.4%	★ 84.5%	Q3: 74,975,039 / 88,682,240 For comparison, 2016/17 Q3 return = 85.1%	

f. Ensuring the wellbeing of older people and vulnerable adults

Ref	Service	Title	Responsible Officer	Historical outturns					YE target 2017/18	Q1 RAG/Outturn	Q2 (YTD) RAG/Outturn	Q3 (YTD) RAG/Outturn	Q3 Comment
				Year end 2015/16	National rank/Quarter 2015/16	Target 2016/17	RAG/Year end 2016/17	National rank/Quarter 2016/17					
CBfasc5	ASC	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Tandra Forster	(1129/1187) 95.1%	local	75%	■ (826/1240) 66.6%	local	75%	◆ 65.1%	◆ 71.4%	■ <b>72.8%</b>	YTD: 895 / 1,229 See exception report for details.
CBfasc6	ASC	Decrease the number of bed days due to Delayed transfers of care (DTC) from hospital	Tandra Forster	-	-	-	- dna	dna	Variable	◆ 613	◆ 613	★ <b>398 (P)</b>	Service request to set the target to that of the national expectation: <ul style="list-style-type: none"> <li>• Each quarter will be a snapshot of the last month in the quarter</li> <li>• The target will change for each quarter, depending on how many days are contained within the last month of the quarter -                      28 days per month = 402.4                      30 days per month = 431.2                      31 days per month = 446</li> </ul> Q3 data is provisional and based on local monitoring. It is reporting a snapshot as of December 2017 (31 days per month) with a target of 446 days
CBfasc8	ASC	% of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Tandra Forster	(53/67) 79.1%	117/152 4th	82%	★ (103/111) 92.8%	dna	83%	★ 92.1%	na dna	★ <b>84.3%</b>	YTD: 70 / 83
CBfasc10	ASC	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	(1,545/1,555) 99.4%	local	90%	★ (438/441) 99.5%	local	98%	★ 99.1%	★ 99.4%	★ <b>100%</b>	Q3: 410 / 410 YTD: 1,244 / 1,249

g. Planning and housing			Historical outturns														
Ref	Service	Title	Responsible Officer	Year end 2015/16	National rank/Quarter 2015/16	Target 2016/17	RAG/Year end 2016/17		National rank/Quarter 2016/17	YE target 2017/18	Q1 RAG/Outturn		Q2 (YTD) RAG/Outturn		Q3 (YTD) RAG/Outturn		Q3 Comment
CBgD&P4	D&P	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	local	Dec-19	★	On track	local	Dec-19	★	On track	★	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	Dec-19	★	On track	local	Dec-19	★	On track	★	On track	★	On track	
CBgD&P7	D&P	Subject to examination, adopt the Site Allocations Development Plan Document (DPD)	Bryan Lyttle	Behind schedule	local	Jun-17	★	On track	local	Jun-17	★	Complete	★	Complete in Q1	★	Complete in Q1	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	60%	★	(65/86) 75.6%	108/125 4th	60%	★	77.3%	★	74.5%	★	75.6% (E)	Q3: 24 / 31 YTD: 62 / 82
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	65%	★	(329/437) 75.3%	99/125 4th	65%	★	68.9%	★	74.5%	★	76.4% (E)	Q3: 98 / 122 YTD: 279 / 365
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	75%	★	(1,193/1,290) 92.5%	45/125 2nd	75%	★	83.9%	★	85.6%	★	85.7% (E)	Q3: 355 / 413 YTD: 961 / 1,121
CBgD&P14	D&P	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	79%	local	75%	★	(269/349) 77%	local	75%	◆	63.9%	◆	71.7%	■	71.9%	Q3: 60 / 83 YTD: 141 / 196 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	80%	★	(63/66) 95%	local	90%	★	96.0%	★	98.0%	★	98.8%	Q3: 31 / 31 YTD: 81 / 82

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Nick Carter		Chief Executive Officer (CEO)				Q3 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	Delayed			
<b>REASON FOR AMBER:</b>								
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.								
The case will go before a judge at the Court of Appeal 12-13 June 2018. However, the final judgement date is unknown and could take at least 6 months. Position will be updated in Q4.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b> None								
<b>FINANCIAL IMPLICATIONS:</b> None								
<b>SERVICE PLAN UPDATES REQUIRED:</b> None								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

Nick Carter		Chief Executive Officer (CEO)				Q3 2017	AMBER	
Indicator Ref: CEO4		Sterling Cables - Clear site and begin development				Type: text		
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	◆	◆		Nov-18 (dependent on Marginal Funding Bid)	n/a
Qrtly outturn	-	-						
YTD outturn	-	-	On track	Delayed	Delayed			
<b>REASON FOR AMBER:</b>								
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.								
<b>Update during Q4:</b> WBC, on behalf of the developer, has put in a bid for central government for Marginal funding and thereby reduced the viability problem. As of 1st February 2018, WBC has been informed that the bid has been successful (£1.5m) and the developer and WBC are working up a revised development finance agreement; this includes WBC funding the new road into the development.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b> None								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

Nick Carter / Kevin Griffin		ICT & Support Services				Q3 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% March 2018	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	57,340 (82.8%)	60,519 (87.3%)	62,557 (85.6%)	64,124 (87.7%)	66,224 (90.6%)			
<b>REASON FOR AMBER:</b>								
The programme remains behind forecast schedule and for this reason this report is Amber for the current target date of March 2018.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
Superfast Berkshire and Gigaclear recognise that the original target baseline target to upgrade 11,748 premises to superfast broadband by December 2017 cannot be met. However, BDUK has confirmed this delay does not impact their target KPI for the UK.								
There remain only 3 West Berkshire communities to be built and all remaining highways permits have been applied and agreed in principle with West Berkshire Highways Agency (WBC HA).								
Broadband Delivery UK (BDUK) and Gigaclear are in discussions concerning the revision of BDUK funded premise numbers, the subsequent change request and remedial plan will commit to a completion of this phase of the project in Q3 2018. It is therefore requested in this report that the target date be changed to December 2018 for future reporting.								
It is also worth noting that many of the initial engineering challenges associated with this project have now been resolved and that the built infrastructure, initially isolated from the network, is now accessible. This should result in a rapid increase in the rate of premises upgrades from now on.								
Gigaclear have identified improvements in build process and design approach that are already being incorporated in Phase 3 projects that will expedite future build programmes.								

**FINANCIAL IMPLICATIONS:**

There are no financial implications for Superfast Berkshire, West Berkshire Council or local communities. Superfast Berkshire project resources are co coordinating the Phase 3 East Berkshire roll out, so there is no increase or additional project revenue cost.

The risk is with Gigaclear's cash flow as payment milestones are deferred through to project completion and an increase in programme cost for additional contractor resources.

**SERVICE PLAN UPDATES REQUIRED:**

The service have requested to 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				Q3 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	90/113 79.6%	95/103 92.2%			
YTD outturn	718/768 93.5%	573/614 93.3%	86.3%	210/252 83.3%	305/355 85.9%			

**REASON FOR RED:**

YTD 50 out of 355 (85.9%) concerns were not responded to within 24 hours.

Performance relating to a 24 hour response to ‘concerns that meet the safeguarding threshold’, dropped to 83.3% for Q2. In Q3, this has improved to 86% but remains below target. YTD this relates to 355 concerns, where 50 concerns were not responded to within 24 hours.

If Q3 data alone is considered, this provides clear evidence of improvement and that the 92% target would be met. Of the 103 reported concerns in Q3, only 8 concerns were not be responded to within 24 hrs (92.3%). Clear evidence that we have improved but as the target is calculated ytd we are not able to improve significantly enough to take into account past performance in the year.

Discussion and review of practice in safeguarding in Q2 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.

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.

**REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:**

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.

The implemented system changes in Q3 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 confirmed 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

Nick Carter / Nick Carter		Better Communities Team				Q3 2017	AMBER	
Indicator Ref: HQL1kt9bct4		% of identified communities that have agreed what actions will be undertaken to address locally identified issues					Type: %snap	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	◆	◆		100%	Higher is better
Qrtly outturn	-	-	0/0	4/6	7/11			
YTD outturn	-	-	0%	66.7%	63.6%			
<b>REASON FOR AMBER:</b>								
<p>The number of community conversations held have increased during 2017/18 with the BCT Team supporting their instigation.</p> <p>Qtr 2 – Conversation held in Hungerford, Calcot, Newbury, Burghfield, Aldermaston and Thatcham. 4 identified potential actions (Hungerford, Calcot, Newbury and Burghfield) but no timescales were set.</p> <p>Qtr 3 – the 6 above plus Conversations with a Peer Mentors Event, Rough Sleepers, and in the communities of Hermitage, Lambourn and Bucklebury. 7 identified potential actions. Topics raised at the Peer Mentors Event were shared with colleagues across Education; outcomes from the meeting with some Rough Sleepers informed the development of the Making Every Adult Matter project.</p> <p>The activity of convening community conversations is being achieved but, it is important to note that the whole purpose of having community led conversations is for each community to decide what actions, if any, will arise and are taken forward and in what format. It is not within the gift of the Building Communities Together Team to decide on the action planning.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:</b>								
<p>As explained above. The BCT Team cannot take management action to ensure that all identified issues are progressed into actions. This is down to the community to decide. However the BCT has been very proactive in actually ensuring that Community Conversations have taken place i.e. Hermitage Parish Council asked for a public meeting which was held as a community conversation and was chaired by the BCT Team Manager. BCT Team members have supported police colleagues when they have organised a community conversation in Aldermaston and Beansheaf.</p> <p>Importantly whilst there may not have Actions arising from each Conversation there have been new and innovative ways of identifying</p>								

community issues and for potentially empowering communities in finding ways of addressing them.

On reflection it may not have been a good idea to set a target of 100% for a measure that is not within the control of the BCT Team and for a way of working that is still relatively new within the district. Community Conversations appear to have a great potential in supporting community engagement and building community resilience so whilst the target measure may not be achieved at year end it has been valuable work.

**STRATEGIC ACTIONS REQUIRED:** None

Rachael Wardell		Children and Family Service				Q3 2017	RED	
Indicator Ref: CBaCFS11		Number of weeks taken to conclude care proceedings (Children Social Care)				Type: snapshot		
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	32			

**REASON FOR RED:**

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).

In West Berkshire, a small number of case proceedings have gone over the required 26 weeks because of the complexity of the cases concerned and this is accepted by the courts as legitimate delay.

It is accepted that Court capacity has also contributed to our proceeding timescales.

We are in discussion with the judiciary and the Local Family Justice Board about the delays which relate to court capacity and are avoidable.

**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

Rachael Wardell / Tandra Forster		Adult Social Care				Q3 2017	RED	
Indicator Ref:		% 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	1,129/1,187	826/1,240	806/1,239	903/1,264	895/1,229			
YTD outturn	95.1%	66%	65%	71.4%	72.8%			
<b>REASON FOR RED:</b>								
<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 was addressed by recruiting two full time staff with the relevant skills, which has had a positive increase in our performance in Q2. 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>We still have a number of reviews that are currently overdue, 125 have an allocated worker, which is indication that their review is in progress.</p> <p>In Q3 performance continues to improve, however the additional resource that was put in place has now been removed as part of in year changes to address over spend, this could impact on our ability to achieve this target.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</b>								
<p>Weekly reports provides detail of reviews required and is being actively used to focus work.</p> <p>During Q1, review of the data and skill set within the team took 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</p>								

overdue reviews) which will allow us to meet target. Work continues to focus on these areas.

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.

**FINANCIAL IMPLICATIONS:**

Remedial actions will need to be completed within existing resources.

**SERVICE PLAN UPDATES REQUIRED:**

No changes required.

**STRATEGIC ACTIONS REQUIRED:** None

John Ashworth / Gary Lugg		Development and Planning				Q3 2017/18	RED	
Indicator Ref: CBO6dp14		% of people presenting as homeless where the homelessness has been relieved or prevented					Type: %+	
Executive	2015/16 Year End	2016/17 Year End	2017/18				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	■		75%	Higher is better
Qrtly outturn	-	-	39/61 63.9%	42/52 80.8%	60/83 72.3%			
YTD outturn	- 79%	269/349 77%	39/61 63.9%	81/113 71.7%	141/196 71.9%			

**REASON FOR RED:**

The drop in performance related primarily to two 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 AND ALTERNATIVE PLANS:**

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. The new Homelessness Reduction Act will assist with this monitoring, as the legislation is focussed around prevention.

**FINANCIAL IMPLICATIONS:**

There could be an increase in the cost of Bed and Breakfast if households are not prevented from becoming homeless.

**SERVICE PLAN UPDATES REQUIRED:**

None

**STRATEGIC ACTIONS REQUIRED:**

Preparation is underway for the implementation of the Homelessness Reduction Act 2017. This will require the council to take all reasonable prevention actions for households, which includes a Personal Housing Plan for the council and household, to enable that household to remain in their accommodation rather than become homeless. It will take a while for the new processes and procedures to settle down. There will be increased reporting returns to be completed for submission to the Government which will measure and monitor the prevention activity introduced by the legislation.



## 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 Strategic Measures will need to be approved by Corporate Board.

### Quarter 3 request:

#### MOV:

- No. of closed accounts (businesses no longer registered for National Non Domestic Rates (NNDR) and No. of new accounts (businesses registered for National Non Domestic Rates (NNDR))**

**REQUEST from Finance and Property:** Replace the above with these measures as from Q4

No of properties which are subject to business rates

No of empty properties subject to business rates

**REASON:** To use measures that give a better indication of the evolution of the local economy, by showing the number of properties, subject to business rates, that are occupied or empty.

#### KSM:

- Decrease the number of bed days due to Delayed transfers of care (DToC) from hospital**

**REQUEST from Adult Social Care:** To set a target to match the national expectation:

- Each quarter will be a snapshot of the last month of the quarter
- The target will change each quarter, depending on how many days are contained within the last month of the quarter -

28 days per month = 402.4

30 days per month = 431.2

31 days per month = 446.

**REASON:** In July 2017, the Local Area Performance (LAP) Metrics and the NHS Social Care Interface dashboard was published. The LAP guidance set the national expectations for DToC aiming to reduce delays to 3.5% of occupied hospital beds. It took into account previous performance and set expectations based on Q4 2016/17 performance. For West Berkshire, the prescribed methodology translates to the following in terms of actual bed days delayed per month. NB: the national expectations are different from those of the Better Care Fund.

- Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above**

**REQUEST from Customer Service & ICT:** Change the target date from March 2018 to December 2018.

**REASON:** To reflect the decision made by the Project Board to change the phase timescale.

## Quarter 2 request:

### KSM:

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

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

**REASON:** Dependency on the developer completing a viability process.

**DECISION:** Agreed

#### 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.

**DECISION:** Agreed

## Quarter 1 request:

### KSM:

#### 3. % of claims for Discretionary Housing Payment, determined within 28 days following receipt of all relevant information (Ref: CBgD&P15 - Reports to Corporate Board and Executive)

**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

## 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.