

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday 15 January 2019 at 6.30pm
in the Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday, 7 January 2019

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

e-mail: stephen.chard@westberks.gov.uk / jessica.bailiss@westberks.gov.uk

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



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 15
January 2019 (continued)**

To: Councillors Steve Ardagh-Walter, James Cole (Vice-Chairman), Jason Collis, Lee Dillon, Marigold Jaques, Mike Johnston, Alan Law (Chairman), Gordon Lundie, Tim Metcalfe, Ian Morrin, James Podger 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 - 16
To approve as a correct record the Minutes of the meetings of the Commission held on 9th October 2018 and 6th December 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. Petitions**
To consider any petitions requiring an Officer response.
- 5. Actions from previous Minutes** 17 - 22
To receive an update on actions following the previous Commission meeting.
- 6. West Berkshire Council Forward Plan** 23 - 24
To advise the Commission of items to be considered by West Berkshire Council from 5th February to 31st May 2019 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan.



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 15
January 2019 (continued)**

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| 7. | Corporate Programme and Development & Planning New Ways of Working
Purpose:
(1) To advise the Commission of the Council's Corporate Programme and its current areas of activity in order that it might identify projects requiring Overview and Scrutiny involvement.
(2) To present the report to the Commission setting out the findings of the New Ways or Working review for the Development and Planning Service. | 25 - 78 |
| 8. | The Draft Council Strategy 2019-2023
To present the priorities for improvement and the commitments that are planned for inclusion in the draft new Council Strategy 2019 – 2023 for public consultation. | 79 - 94 |
| 9. | 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. | 95 - 144 |
| 10. | Financial Performance Report: Month Seven
To inform the OSMC of the latest financial performance of the Council. | 145 - 166 |
| 11. | Overview and Scrutiny Management Commission Work Programme
To receive new items and agree and prioritise the work programme of the Commission for the remainder of the 2018/19 Municipal Year. | 167 - 168 |

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON TUESDAY, 9 OCTOBER 2018

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

Also Present: Catalin Bogos (Performance Research Consultation Manager), Mark Browne (School Improvement Post 16 Adviser), Nick Carter (Chief Executive), Andy Day (Head of Strategic Support), Sally Kelsall (Housing Strategy and Operations Manager), Gary Lugg (Head of Development & Planning), Andy Walker (Head of Finance and Property), Jessica Bailiss (Policy Officer (Executive Support)), Councillor Dominic Boeck (Executive Portfolio: Corporate Services), Stephen Chard (Principal Policy Officer), Councillor Hilary Cole (Executive Portfolio: Deputy Leader, Planning, Housing and Waste), Councillor Alan Law (Council Member) and Gabrielle Mancini (Economic Development Officer)

Apologies for inability to attend the meeting: Councillor Marigold Jaques, Councillor Mike Johnston, Councillor Gordon Lundie and Councillor Ian Morrin

PART I

17. Minutes

The Minutes of the meeting held on 10 July 2018 were approved as a true and correct record and signed by the Chairman, subject to the following amendment:

Item 12, Revenue Financial Performance 2017/18 – Provisional Outturn, third paragraph: Councillor Laszlo Zverko highlighted that the 's' was missing from his name.

18. Declarations of Interest

Councillor Lee Dillon declared an interest in Agenda Item 8, but reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate.

Councillor Emma Webster declared an interest in Agenda Item 9, 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.

19. Petitions

There were no petitions to be received at the meeting.

20. Actions from previous Minutes

The Commission received an update report regarding actions recorded during the previous meeting. Actions 1 to 8 had either been completed or were in hand and could therefore be removed from the list of actions arising from the previous Commission meeting.

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Stephen Chard highlighted that written responses had been provided for actions 4 (from the Minerals and Waste Team) and 6 (from Education) and could be viewed under sections five and six to the report.

Regarding actions 7 and 8 which related to the Revenue Financial Performance for 2017/18 Provisional Outturn, Stephen Chard reported that the Budget Scrutiny Task Group has met for the first time in July to set the Terms of Reference for the group. The second scheduled meeting had needed to be cancelled however, there was an item on the Budget at that evening's Commission meeting.

Councillor Emma Webster referred to the response from Education concerning action 6, regarding achievement at GCSE. Councillor Webster thanked Mark Browne for the detail that had been provided and stressed that work needed to continue with Further Education (FE) Colleges and employers. Mark Browne added that work was taking place to link Economic Development Plans together. The Local Enterprise Partnership (LEP) was key in influencing this area of work. It was also possible that there would be some European Union funding available going forward.

RESOLVED that the Commission noted the report on actions from the previous meeting.

21. **West Berkshire Council Forward Plan 9 October 2018 to 31 January 2019**

The Commission considered the West Berkshire Forward Plan (Agenda Item 6) for the period covering 9 October 2018 to 31 January 2018.

Councillor Lee Dillon stated that he agreed with Proposed Property Investment being a standing item.

Councillor Dillon noted that Devolution was also on the Forward Plan as a standing item and this could be removed as it was not required.

RESOLVED that the Forward Plan and the recommended change was noted

22. **Overview and Scrutiny Management Commission Work Programme**

The Commission considered its work programme.

Resolved that

- 1) The Council Strategy Workshops could be removed from the Task Group section as these had taken place.
- 2) The Commission noted the work programme.

23. **Prevalence of Homelessness in West Berkshire**

(Councillor Lee Dillon declared a personal interest in Agenda item 8 by virtue of the fact that he worked for Sovereign Housing Association. As his interest was personal and not prejudicial he was permitted to take part in the debate).

The Commission considered a report (Agenda Item 8), which provided an update of the position with homelessness following the implementation of the Homelessness Reduction Act 2018. Councillor Hilary Cole (Executive Portfolio Holder for Housing) introduced the item and reported that Sally Kelsall and her team had put a great deal of effort into providing an extremely comprehensive report for the Commission.

Councillor Cole reported that the Homelessness Reduction Act had come into force in April 2018. Implementation of the Act had created an increase in workload for the Housing Team and as a result the Team had been increased to accommodate the extra work. There were two strands to the Act, comprising of homelessness prevention and

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provision for rough sleepers. It was important that the two strands were considered as separate entities as they were very different.

Sally Kelsall reported that the Housing Strategy Group brought all partner organisations together and had led on the work. Excellent partnership working had taken place.

Sally Kelsall stated that there was an amendment to the report since it had been written. The 'over flow facility' had been suggested due to the high number of rough sleepers, as Two Saints could only accommodate 20. However, due to the late notice, logistics and costs of setting up such a facility, West Berkshire Homeless Charity were unable to progress with the suggestion, so Two Saints were investigating alternatives and the Council was working on reducing the number before the winter cover starts.

Councillor Lee Dillon referred to the extra winter provision that would be provided by Two Saints and asked what would happen to some clients who were reluctant to use Two Saints. There were a lot of reasons for why people became homeless and these were not always attributable to alcohol and drugs. Councillor Cole noted the point raised by Councillor Dillon however, stated that there was a high level of supervision provided by Two Saints and that the perception was not a reality. Work was still ongoing to find alternative provision however, in the meantime Two Saints would be best placed to provide the service. Councillor Cole highlighted that the Local Authority had a Service Level Agreement (SLA) in place with Two Saints.

Councillor Dillon was aware that the Salvation Army had offered provision the previous year and noted that this was no longer available and queried the reason for this. Gary Lugg explained that the West Berkshire Homelessness Charity had provided services the previous year. The Charity had worked with the Housing Team and the Strategy Group and were happy to carry on providing services coordinated by Two Saints going forward. This would avoid the duplication of provision.

Councillor Cole stated that the Homelessness Strategy Group had successfully brought voluntary organisations together that had previously been working in isolation. Councillor Cole added that there was still work to do however, positively all organisations involved were now working to a common end. Sally Kelsall added that all voluntary organisations had agreed to work extra hours at Two Saints.

Councillor Dillon asked, with additional beds, what the total provision would be and Sally Kelsall confirmed the total provision was 20 however, it was hoped that more could be provided. Homelessness numbers had decreased from 30 to 26.

Councillor Dillon referred to the move on function and queried if this would include registering people on the social housing list and if they would be prioritised. Sally Kelsall confirmed that those who were homeless would be able to apply for housing. Councillor Dillon was concerned about the time this could take for people who were homeless over the winter months. Sally Kelsall explained that additional resource was being focused on tackling waiting times.

Gary Lugg stated that other funding alternatives would be explored prior to the winter period such as the 'Housing First' initiative, which could accommodate up to three people who might be the most difficult to accommodate elsewhere.

Councillor Laszlo Zverko was aware that the Council was able to provide bed and breakfast type provision and Gary Lugg clarified that this provision was for homeless families.

Councillor Emma Webster noted in paragraph 2.12 that an Officer from the Housing Advisory Support Team (HAST) from the Ministry of Housing, Communities and Local Government (MHCLG) had visited the Council earlier in the year with a view to the

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Council submitting a bid for a Government grant to address rough sleeping. Councillor Webster noted the increase from 15 to 20 rough sleepers over the period of a year and asked Officers if they were happy that the figure was correct. Sally Kelsall stated that the figures were an estimate based on one night of the year in November and therefore could vary. It was hoped that the number of rough sleepers could be reduced through projects being undertaken as part of the Rough Sleeper Initiative, which included an additional Outreach Worker.

Councillor Webster asked for assurance that lessons learned from operating the Severe Weather Emergency Provision (SWEP) had been taken on board. Gary Lugg stated that during the period of cold weather in winter 2017/18 the SWEP had been launched. As a result Two Saints had remained open all day and night throughout the period of cold weather. This would now be a standard provision as part of a SWEP. During the hot weather of summer 2018, the SWEP had been put into operation again and drinking water, meals and access to facilities had been provided. The plan was to put standard provisions in place for summer and winter.

Councillor Webster queried how the message regarding provisions had been effectively communicated to those at risk when the extreme heat had persisted. Councillor Cole stated that the MEAM (Making Every Adult Matter) Coordinator and Outreach Worker had been key to ensuring the message was communicated and in ensuring the offer of provision was taken up. Councillor Cole added that the West Berkshire SWEP was one of the best of all the Berkshire Authorities and as a result rough sleepers gravitated to the area. This was a point to be aware of but Councillor Cole stated that she would rather see the services provided than withheld for this reason.

Councillor Dillon asked if when taking in rough sleepers overnight if they were encouraged to return to their home authority area and if travel costs were covered. Sally Kelsall stated that this was something that was offered.

Councillor Richard Somner commented on the geographical location of West Berkshire and how the issue of the district's expansive border could be dealt with. Gary Lugg stated the Outreach worker worked closely with those accessing provision to find out where they were from. If a vulnerable person was from Reading then help and support would be provided to help return them to their local area. If a person was West Berkshire based and were happy to accept support then they would be offered support through Newbury based services.

Councillor Somner commented that Reading should aim to mirror the service offered in West Berkshire and Sally Kelsall confirmed that she was regularly in contact with Reading and Slough Local Authorities, this also helped to avoid double counting when a count of the number of rough sleepers was required. Councillor Cole stated that it was important to note that not everyone was happy to accept support and this choice must be respected.

Councillor Jason Collis commended the partnership working which was taking place however was concerned that it was reliant on specific grants that would come to an end. Councillor Cole stated that the aim was to eradicate rough sleeping by 2026/27 and she felt that positive steps were being taken in West Berkshire to achieve this. Councillor Cole was sceptical that rough sleeping could be eradicated completely, but with the right support in place it was hoped that good results would be achieved and the numbers of rough sleepers would be reduced as much as possible.

Councillor Cole referred to paragraph 2.23 regarding MEAM and stated that this included a small group of people facing multiple issues. Improvement was beginning to be seen in this area and work was being led on by a steering group chaired by Chief Inspector

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Lyndsey Finch from Thames Valley Police. MEAM involved a multiagency approach and there was some excellent work taking place. West Berkshire Council was one of the first local authorities to be taken onto the group.

Councillor Webster referred back to the survey carried out on the number of rough sleepers and queried when this would be conducted. Sally Kelsall stated that a date later in November would be chosen.

Councillor Webster thanked officers for the comprehensive report and requested that Members be kept informed on the monthly report to the MHCLG and that any information be circulated.

RESOLVED that Members of the Commission noted the report.

24. **West Berkshire Vision 2036**

(Councillor Emma Webster declared a personal interest in Agenda Item 9 by virtue of the fact that she was the West Berkshire Council representative for both the Thames Valley Police and Crime Panel and the Royal Berkshire Fire Authority. As her interest was personal and not prejudicial she was permitted to take part in the debate).

The Commission considered a report (Agenda Item 9) concerning the Vision 2036. The aim was to present the 2036 Vision document and to ask the Commission to note that it was currently out for public consultation.

Gabrielle Mancini introduced herself as the new Economic Development Officer at West Berkshire Council. The West Berkshire Vision document provided a broad statement of intent that would be monitored by the Health and Wellbeing Board (HWBB), providing a partnership approach to its delivery. The document looked at what was possible in West Berkshire and asked partners to sign up to aspirations for the district. The document had been out for consultation for three weeks and this would continue until the end of October 2018. So far there had been a good level of comment received. Gabrielle Mancini encouraged Members to disseminate the document to their parishes. The plan was to submit the final draft of the document to the HWBB in January 2019 and Full Council in March 2019 for sign off.

Councillor Lee Dillon referred to details of the HWBB on the website and had noted that the membership of the Board was listed however it neglected to detail the name of each member represented. Therefore it might not be apparent to members of the public that the HWBB was the best body to monitor the document. Gabrielle Mancini stated that she would feed Councillor Dillon's comments back, as this could be easily rectified.

Gabrielle Mancini added that the document was the first of its kind to be overseen by the HWBB, as in the past similar documents had been ratified by Council without input from partners. Councillor Dillon also did not feel from reading the document that it was clear why the HWBB was overseeing it. Gabrielle Mancini stated that once the Board had signed up to the document, detail could be provided on who each of the partners were. The HWBB was a group consisting of a wide variety of stakeholders that went beyond health.

Nick Carter added that the HWBB had become the primary strategic partnership for West Berkshire and was similar in nature to the former Local Strategic Partnership (LSP). Nick Carter suggested that a paragraph be added to the inside cover of the document to explain the role of the HWBB.

Councillor Dillon noted that there were some typographical errors to correct within the draft. He also referred to the 'Where we are now' page regarding the 10,000 homes built

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between 2000 and 2018 and noted that this did not follow the same pattern in relation to the time period it covered.

Councillor Dillon felt that no-one could really disagree with the objectives and aspirations of the report however, he felt that the document was aspiring to be where the district had been three years ago before the vast amount of cuts had been implemented.

Councillor Emma Webster referred to page six where it quoted West Berkshire had the 'Best residential care in England' and queried what evidence underpinned this quote. Councillor Webster felt that this was a bold statement considering the issues there had been with Birchwood Care Home. Gabrielle Mancini stated that this was based on research that had been undertaken by the BBC, which had identified that 97% of the care provided was either good or outstanding in the district. Councillor Webster felt that the source should be added to the quote.

Councillor Webster queried the quote on page six that West Berkshire was 'one of the best places to be a woman'. Gabrielle Mancini stated that this had been taken from a statistical study carried out by the Guardian. Councillor Webster felt that this needed to be more specific.

Councillor Webster commented that some of the photos used throughout the document were not a true representation of the district. Gabrielle Mancini stated that the intention would be to go on a tour of West Berkshire and take some new photos. This would be done once there had been sign up to the document.

It was noted that the Portfolio Holder, Councillor Rick Jones had sent his apologies for the meeting and Councillor Webster stated what she would be happy to forward any comments from Members onto him for consideration.

Councillor Laszlo Zverko referred to there being no financial implications highlighted and hoped that this would prove to be the case.

RESOLVED that:

- Organisation details be added to the HWBB membership page on the website and a description of the role of the HWBB be added to the inside cover of the Vision 2036 document.
- The Commission noted the Vision 2036 document that was out for consultation until the end of October 2018.

25. Key Accountable Performance 2018/19: Quarter One

The Commission considered a report (Agenda Item 10) concerning quarter one, key accountable performance for 2018/19.

Catalin Bogos drew the Commission's attention to the scorecard on page 81 and confirmed that most areas were on target. There had been some delays on key projects. Although red on some areas Safeguarding Children and Adults were achieving some very good results.

The measure of the six Adult Social Care (ASC) provider services inspections' outcomes, showed that one nursing home (Birchwood) recently transferred to the Council's responsibility and had been rated by the Care Quality Commission (CQC) as 'inadequate'. Catalin Bogos added that the CQC had since re-inspected the Care Home and rated it as 'requires improvement' but were not able to raise the rating beyond this due to the previous rating of 'inadequate'. The care home was a priority for improvement and an action plan was in place.

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Good performance had continued in quarter one relating to children's social care core business. Exception reports had been provided for areas where performance was below that expected.

Regarding Adult Social Care, the percentage of long term clients receiving an annual review was one percent below target, due to a number of vacancies within the team. Action was being taken on this and detail was included within the exception report.

Regarding Planning and Housing, Catalin Bogos reported that there was an exception report included regarding the timeliness of planning applications. Corporate Board had taken the decision to increase the targets for planning application determination, to reflect the national average for processing times. Otherwise Catalin Bogos confirmed that performance in this area for quarter one was relatively indifferent.

Councillor Laszlo Zverko noted that staff turnover was at a rate of 14% and queried how this compared to other areas. Catalin Bogos reported that LG Inform provided some information on national averages and gave a figure of 14%. Councillor Zverko asked how this compared to the past five years and Catalin Bogos confirmed that staff turnover had increased from about 11/12%. Private sector information suggested that staff turnover in the sector was at about 15%.

Councillor Lee Dillon noted within the planning applications exception report that the target had changed. He queried if the language had remained the same regarding the 13 week period and Catalin Bogos confirmed that it had. Councillor Dillon noted that there had been a 24% drop in planning applications however, the target was still not being met. Nick Carter commented that this was likely to be because there were a large number of vacancies within the service that were proving difficult to fill. Councillor Dillon asked if there was a strategy in place for filling the vacancies and requested that a written response be provided by Gary Lugg on the issue.

Councillor Webster referred to the submission of the new Local Plan and Minerals and Waste Local Plan page 112 and stated that when target dates were changed, it would be helpful if explanations were included in the 'comment' column. Catalin Bogos concurred and commented that this had not been included by omission.

RESOLVED that:

- 1) A written response be provided by Gary Lugg regarding the strategy in place to fill vacancies within the planning service.
- 2) The Commission noted the Key Accountable Performance Report for Quarter One.

26. Financial Performance Report: Month Five

The Commission considered a report (Agenda Item 11) concerning the 2018/19 Revenue Financial Performance for Month Five. Andy Walker introduced the report and explained that the aim of it was to inform Members of the latest revenue financial performance for 2018/19. It was clear from the report that the Council's position had worsened since the previous period. The Month five forecast was an overspend of £1.9m, which was 1.6% of the net budget. The forecast overspend had increased by £634k from Month Four. The main increases were £165k in Adult Social Care commissioning and £200k in Children and Family Services as a result of increased expenditure on childcare lawyers attributable to the increase in complex cases. Finally £118k was attributable to Transport and Countryside largely due to a range of pressures on the car parking budget.

Andy Walker explained that the Council's Executive were eager to mitigate the position. The £1.9m already took in to account cutting unnecessary spending. The senior

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management team and Members would be working to maximise mitigation action going forward.

Councillor Tim Metcalfe noted that the net revenue budget was detailed as £119.4m in the finance report however, had been noted as £125.4m on page 81 of the performance report (Agenda Item 10). Andy Walker stated that he would need to clarify the figure however, expected that the discrepancy between the figures was linked to the Better Care Fund. Andy Walker would report back on this at a later date once confirmation had been sought from Officers.

Councillor Dillon noted that there was no plan to deploy risk reserves in year and queried how much of the pressure was inflationary.

Councillor Dillon noted that the aim was to slow spending across the Council and queried what monitoring would take place on the reduction in spending to assess the impact of mitigating action on service provision.

Nick Carter explained that the aim was to pull services back in order to save £1.2m and the progress to date was very positive. Both vacancies and recruitment had been slowed down and conversations were taking place with each Head of Service to identify where spending could be reduced. Nick Carter stated that if there were to be impacts upon services then Portfolio Holders would be involved. Currently there were no plans to make any dramatic changes to services. It was possible that there might also be other opportunities on the horizon such as funding from Government for pressures being faced by ASC. Delayed Transfers of Care (DToC) were the cause of some of the overspend and although performance was good for DToC locally, this was not sustainable. It was anticipated that by month six, there would be a much clearer picture of the progress mitigating actions were having in helping to offset the deficit.

Andy Walker reported that risk reserves had not been deployed until the end of the last financial year. The report was very transparent regarding what the risks were however, at the moment the Executive had chosen not to deploy the risk reserve funding. Councillor Dillon queried the reason behind this decision. Nick Carter confirmed that the Executive wanted to focus on mitigating action in the first instance and then review the decision to deploy risk reserves later in the year.

Councillor Dillon queried why car parking income was not on target and Nick Carter stated that there were a variety of reasons. Firstly the number of people parking had decreased within the town. Nick Carter added that there were also enforcement issues and suggested that a written response be requested from the Highways Department on this. Andy Walker stated that the car parking issue was a yield issue.

Councillor Somner commented that in Reading, the Council had taken over all of the car parks and increased the cost for parking. Going forward this could cause more people to visit Newbury as an alternative to the increased charges.

Councillor Zverko asked for a response to be brought to the next meeting regarding the cost of grass verge cutting. Due to the extreme weather conditions of the past summer, less service had been required and therefore a windfall might be received in month nine or ten. Nick Carter stated that two rural cuts were undertaken per year and one was only just beginning. Nick Carter stated that Paul Hendry could provide further detail on this. Councillor Somner stated that he had spoken to Paul Hendry and been informed that cutting was not happening. The contractor was having to increase staffing levels to ensure they could meet the four week cycle.

Councillor Webster noted that a SWEP was planned for November and the cost of this would be higher than the grant received. Councillor Webster asked that Andy Walker provide some detail to help Members understand the cost of the SWEP.

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Councillor Webster noted in paragraph 5.4 that the Development and Planning Service was forecasting an underspend of £142k due primarily to salary and associated savings in the service. Councillor Webster was aware of the vacancies in the department and asked for assurance that vacancies would not be held and used as a way to generate savings going forward as this would continue to mean that planning performance indicators were not met. Nick Carter felt that some savings could be achieved by the reduced volume of planning applications.

Councillor Webster referred to page 136 which detailed a decline in the Council's use of Shaw House. Councillor Webster asked if Officers were satisfied that all was being done to turn this situation around. Nick Carter stated that there was an ambitious business plan for Shaw House and there had been a struggle to meet the income target. Shaw House had experienced greater success from external clients however, Nick Carter stressed that it was having to deal with a difficult trading environment. The income target had not been met for three to four years and it was suggested that this could be challenged.

Councillor Dillon questioned if use of the other risk reserves was solely for decision by the Executive. Andy Walker confirmed that general funds were utilised by the Executive however, there were 'earmarked' reserves that could only be used for that defined purpose. The aim would be to use the 'earmarked' reserves to mitigate the position before accessing the general reserve.

Councillor Dillon noted that one of the reasons for the overspend was due to under-forecasting and he queried if lessons had been learned for the next financial year to avoid the same situation occurring. Councillor Dillon also asked if any benchmarking had taken place with other local authorities around ASC budgets and forecasts. Nick Carter commented that most councils were facing a significant overspend in Children's and ASC however, it was not certain if all causes were the same. Nick Carter felt assured that lessons learned would be used when setting the budget for the next financial year.

Resolved that:

- 1) Andy Walker to provide a response on the discrepancy between the two new revenue budget figures.
- 2) A written response be requested from the Highways Department regarding why the car parking target had not been achieved.
- 3) A response regarding grass cutting be sought from Paul Hendry and the Countryside Team.
- 4) Andy Walker to provide costings for the SWEP in November.
- 5) The Shaw House team to be challenged on why the income target was not being met and what the plan was for turning the situation around.

Councillor Emma Webster closed the meeting by stating that, as of the December 2018 Council meeting, she would be stepping down as the OSMC Chairman. She thanked Members and Officers for their input into scrutiny meetings during her time in the Chair.

(The meeting commenced at 6.30 pm and closed at 7.45 pm)

CHAIRMAN

Date of Signature

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

MINUTES OF THE MEETING HELD ON THURSDAY, 6 DECEMBER 2018

Councillors Present: Steve Ardagh-Walter, James Cole, Jason Collis, Lee Dillon, Mike Johnston, Alan Law, Tim Metcalfe, James Podger and Laszlo Zverko

Apologies for inability to attend the meeting: Councillor Marigold Jaques and Councillor Gordon Lundie

Councillor Absent: Councillor Ian Morrin

PART I

27. Election of the Chairman

Councillor Alan Law was elected as Chairman of the Commission for the remainder of the Municipal Year.

28. Appointment of the Vice-Chairman

Councillor James Coles was appointed as Vice-Chairman for the remainder of the Municipal Year.

(The meeting commenced at 8.26 pm and closed at 8.29 pm)

CHAIRMAN

Date of Signature

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Actions from Previous Meeting

Committee considering report: Overview and Scrutiny Management Commission on 15 January 2019

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 seven actions recorded at the previous meeting of the Overview and Scrutiny Management Commission on 9th October 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.

4. Action 2 - Key Accountable Performance 2018/19 - Quarter One

4.1 It was requested that a written response be provided by Gary Lugg regarding the strategy in place to fill vacancies within the planning service:

Response for Gary Lugg: *It is now forecast that there will be an 8% reduction in application numbers this year compared to last year. The 25% reduction mentioned was a very early forecast and application numbers have increased in recent months. As part of the New Ways of Working review of Development and Planning it was noted that Development Control had historic targets agreed locally with its customers. After a review it was agreed that the targets should be changed to reflect the national average. The targets were increased during quarter 2 and so it is not going to be possible to achieve the new higher targets for the whole year. In addition there has been a significant number of vacancies in Development Control in recent months (35% of case officer posts have been vacant). The Management Team are actively recruiting to the vacant posts with 10 posts recruited to in recent months. A fresh round of recruitment is now underway with a view to recruiting to the remaining vacant posts. The Team are confident that the new higher performance targets will be achieved in 2019/20.*

5. Action 4 - Key Accountable Performance 2017 / 18 Q4

5.1 It was requested that a written response be requested from the Highways Department regarding why the car parking target had not been achieved.

Response from Mark Edwards: The car parking target was not achieved in part due to a pressure on the parking budget of £105k. This was due to a number of factors – some of the parking machines were out of action due to vandalism, we had a shortage of CEO's and parking ticket sales were down.

There was also power outage problems in the Wharf area of Newbury due to Electricity Board failings beyond our control that took parking equipment out of service. This all contributed to us showing a shortfall against our income target.

6. Action 5 - Financial Performance Report - Month 5

- 6.1 It was requested that a response regarding grass cutting be sought from Paul Hendry and the Countryside Team.

Response from Paul Hendry: The Grounds Maintenance Contract calls for 2 rural verge cuts (all verges on A/B and minor roads outside urban settlements) and 8 cuts on urban verges. The rural verge cutting was fully completed in mid November, both cuts. The urban verge cut 5 was suspended due to the very dry weather and cut 6 commenced 3 weeks later, the rest of the cutting rounds continued as planned. Cut 8 wasn't fully completed due to the cold wet, weather in November. During the suspension the grass cutting teams were sent to carry out additional site line clearance (those areas where historically we get requests for additional cuts) on main routes in the District and to cut the approach 'gateways' into towns and villages. The cutting teams also carried out works arising from public requests for service. These additional works including sightline clearance/gateways would ordinarily be paid for by the Client but in this case there was no cost as the contract staff were diverted from contractual duties to additional works tasks.

7. Action 6 - Financial Performance Report - Month 5

- 7.1 It was requested that costing details for the SWEP in November be provided.

Response from Sally Kelsall: The winter provision costs which is in addition to the SWEP (Severe Weather Emergency Protocol) which is triggered when temperatures are low. The winter provision is from 1 November to 31 March 2019 for people with a local connection. Costs for November are listed below.

The costs for November are as follows and include extra staff cover to deliver Winter emergency/SWEP bed cover at 210 Newtown Road, Newbury from 02/11/18 to 25/11/18:

- Agency staff at £1457.52
- Two Saints staff overtime at £1276.88

8. Action 7 - Financial Performance Report - Month 5

- 8.1 It was requested that The Shaw House team be challenged on why the income target was not being met and what the plan was for turning the situation around.

Response from Paul James: Currently (December 2018) we are forecasting a £7k pressure in the budget of Shaw House by the end of the financial year. i.e. we estimate we will be £7k off our target for the year. We are working to reduce that further.

At the start of the financial year we estimated that there may be an income shortfall of £30k in the Shaw House budget (i.e. £30k worse than our target for the year) and I'm delighted that the team have worked hard to reduce that significantly.

The drop in income is entirely due to the decreasing use of Shaw House by the council for meetings, which is due to the large amount of savings all services have had to make in recent years. Council use of Shaw House has decreased by about 33% in the last 2 years. This was modelled in the business plan but has occurred faster than predicted.

However, commercial income is rising to compensate and we have a number of initiatives in the Business Plan to develop non-Council / commercial income further. For example we are renting offices to the Education Business Partnership, trying out commercial wedding ceremonies as well as building on our already successful programme of heritage/cultural events and activities. For example, this year we had a record breaking 1100 people at the OpenAir Cinema in August, many of our school holiday family activities sell out and we have just had our most successful ever Christmas Fair (1800 visitors).

Shaw House is fully booked for conferences and meetings during the days/times of the week most popular with commercial clients. We have spare capacity at other times of the week and incentivise that with special discounts/offers. We charge council users £18 per hour compared to £35-55 per hour for commercial clients. Customer feedback from all sectors is uniformly excellent.

As with all public venues Shaw House is susceptible to the confidence in the general economy, local competition and market forces. Issues such as bad weather can also affect bookings for meetings and events and family activities. However, since 2011-12 the net costs have reduced from £250k to £140k and the number of users has risen from 37,000 to 47,000.

For information, we have an experienced team at Shaw House including a Business Development and Marketing Manager from a commercial background, Becky Scantlebury, who also manages the marketing across Culture (Shaw House, Museum, Archaeology) and Libraries. My background is in running three successful cultural trusts/centres in heritage buildings, as well as experience in local government policy, partnership and service development and change management.

While developing a new Cultural Strategy for West Berkshire we are also investigating options for Shaw House to be independent of/less dependent on the council in the future. Sustainable options may include Shaw House becoming part of a larger (possibly county-wide, or even sub-regional) historic buildings and/or cultural trust.

Please get in touch if you would like a tour of Shaw House and/or to ask me further questions about any aspect of the business.

9. Appendices

Appendix A – Actions arising from the last OSMC meeting

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Actions arising from last OSMC Meeting

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

Ref No:	Date	Action	Officer/ Member	Comments/ Update
1	09/10/18	West Berkshire Vision 2036 - Organisation details be added to the HWBB membership page on the website and a description of the role of the HWBB be added to the inside cover of the Vision 2036 document.	Gabrielle Mancini	Response from Gabrielle Mancini: This is being completed currently and will be added to the final draft of the Vision, which will be completed in December this year before being published in January 2019.
2	09/10/18	Key Accountable Performance 2018/19 - Quarter One - A written response be provided by Gary Lugg regarding the strategy in place to fill vacancies within the planning service.	Gary Lugg	Response is included within report.
3	09/10/18	Financial Performance Report - Month 5 - Andy Walker to provide a response on the discrepancy between the two new revenue budget figures.	Andy Walker	Response from Andy Walker: The difference in these two reported numbers at Q2 is BCF and iBCF grants totalling £6m. Andy Walker will ensure that future quarterly reporting will be on the same basis to avoid any further confusion.
4	09/10/18	Financial Performance Report - Month 5 - A written response be requested from the Highways Department regarding why the car parking target had not been achieved.	Mark Edwards	Response is included within report.
5	09/10/18	Financial Performance Report - Month 5 - A response regarding grass cutting be sought from Paul Hendry and the Countryside Team.	Paul Hendry	Response is included within report.
6	09/10/18	Financial Performance Report - Month 5 - Andy Walker to provide costings for the SWEP in November.	Andy Walker	Response is included within report.
7	09/10/18	Financial Performance Report - Month 5 - The Shaw House team to be challenged on why the income target was not being met and what the plan was for turning the situation around.	Paul James	Response is included within report.

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**West Berkshire Council Forward Plan
5 February 2019 - 31 May 2019**

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

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
DOD3678	Additional Leave Procedure	To seek approval for minor amendments to the additional leave procedure.	DOD	01 February 2019							DOD 05/02/19	Katie Penlington	Resources	Corporate Services			
EX3563	Revenue Financial Performance Report - Q3 of 2018/19	To inform Members of the latest financial performance of the Council.	EX	01 February 2019	14/02/19 EX		06/02/19					Melanie Ellis	Resources	Finance, Transformation and Property		No	Yes
EX3593	Capital Financial Performance Report - Q3 of 2018/19	To inform Members of the latest financial performance of the Council.	EX	01 February 2019	14/02/19 EX		06/02/19					Shannon Coleman-Slaughter	Resources	Finance, Transformation and Property		No	Yes
EX3655	Protection of Land - Unauthorised Encampments	To provide a response to the Motion asking the Council to assess the susceptibility of each of its green areas in towns and villages to unauthorised encampments presented to the September Council meeting.	EX	01 February 2019	14/02/19 EX		06/02/2019					Paul Hendry	Economy and Environment	Highways, Transport, Environment and Countryside		No	Yes
EX3674	West Berkshire Data Sharing Strategy	To explore how we might better exploit our data.	EX	01 February 2019	14/02/19 EX		06/02/19					Gabrielle Mancini	Environment	Planning, Housing and Waste			
EX3681	School Funding Formula 2019/20	The Council's Executive must agree on an annual basis the school funding formula for primary and secondary schools. This report sets out the proposal for financial year 2018/19.	EX	01 February 2019	14/02/19 EX		06/02/19					Melanie Ellis	Resources	Children, Education & Young People		No	No
EX3677	Business Rates Discretionary Rate Relief Policy	To update the approach for awarding the new 2017 Discretionary Rate Relief for	EX	01 February 2019	14/02/19 EX		06/02/19					Iain Bell	Resources	Corporate Services			
EX3587	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 February 2019	14/02/19 EX		06/02/19					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
ID3450	West Berkshire Council Forward Plan - 19 March 2019 to 30 June 2019	To agree the Forward Plan for the next four months.	ID	01 February 2019		14/02/19	06/02/19					Moir Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and Heads of Service	No	No
C3405	Amendments to the Constitution - Scheme of Delegation	To review and amend sections of the Scheme of Delegation in light of legislative changes and current practice.	C	01 March 2019			25/01/19	05/03/19 C	04/02/19 GE			Sarah Clarke	Resources	Corporate Services		No	No
C3613	Investment and Borrowing Strategy 2019/20	In compliance with the Local Government Act 2003, this report summarises the Council's Borrowing Limits as set out by	C	01 March 2019	14/02/19 EX		26/02/19	05/03/19 C				Gabrielle Esplin	Resources	Finance, Transformation and Property		No	No
C3614	Medium Term Financial Strategy 2019/20 to 2021/22	To agree the medium term financial planning and strategy for the organisation	C	01 March 2019	14/02/19 EX		26/02/19	05/03/19 C				Andy Walker	Resources	Finance, Transformation and Property		No	No
C3675	Council Tax - Changes to Empty Properties Policy	To agree the changes to the empty homes charges.	C	01 March 2019				05/03/19 C				Iain Bell	Resources	Corporate Services			
C3615	Capital Strategy and Programme 2019/20 to 2023/24	To outline the five year Capital Strategy for 2019 to 2024, including the Minimum Revenue Provision (MRP) Statement and the Asset Management Plans for Property	C	01 March 2019	14/02/19 EX		26/02/19	05/03/19 C				Shannon Coleman-Slaughter	Resources	Finance, Transformation and Property		No	No
C3616	Revenue Budget 2019/20	To consider and recommend to Council the 2019-20 Revenue Budget.	C	01 March 2019	14/02/19 EX		26/02/19	05/03/19 C				Melanie Ellis	Resources	Finance, Transformation and Property		No	No
C3617	Statutory Pay Policy 2019	To seek Council's approval of the Statutory Pay Policy Statement for publication from 1st April 2019.	C	01 March 2019			26/02/19	05/03/19 C				Robert O'Reilly	Resources	Corporate Services		No	No
C3650	Governance of the Code of Conduct Regime	To consider the governance arrangements around Standards complaints.	C	01 March 2019			25/01/19	05/03/19 C	04/02/19 GE			Sarah Clarke	Resources	Corporate Services		No	No
C3428	Review of Polling Districts, Polling Places and Polling Stations	To agree that as a consequence of the West Berkshire (Electoral Changes) Order 2018, which has reduced the number of Council wards from 31 to 24, it is necessary	C	01 March 2019			25/02/19	05/03/19 C				Phil Runacres	Resources	Corporate Services		No	No
C3647	West Berkshire Vision 2036	For the Council to approve the Vision 2036 document and the proposed delivery	C	01 March 2019			26/02/19	05/03/19 C				Gabrielle Mancini	Resources	Corporate Services		No	No
DOD3676	School Term Dates 2020-21	To agree school term dates for 2020-21.	DOD	01 March 2019							DOD 01/03/19	Caroline Martin	Communities	Children, Education & Young People			
EX3422	Key Accountable Performance 2018/19: Quarter Three	To report Q3 outturns for the Key Accountable Measures which monitor performance against the 2018/19 Council	EX	01 March 2019	28/03/19 EX		20/03/19			09/04/19		Catalin Bogos	Resources	Corporate Services		No	Yes
EX3588	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of particular person)	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 March 2019	28/03/19 EX		20/03/19					Richard Turner	Communities	Finance, Transformation and Property		Yes	No
EX3679	Senior Management Arrangements from April 2019 - Final Proposals	To seek approval for the final proposals in relation to the Senior Management Arrangements from April 2019	EX	01 March 2019	28/03/19 EX							Nick Carter	Resources	Leader of the Council			
ID3680	Traffic Management and Road Safety 2019/20 Works Programme	To advise Members of the Traffic Management & Road Safety Works Programme for 2019/20.	ID	01 March 2019		01/03/19	tbc					Glyn Davis	Environment	Highways and Transport, Environment and Countryside			
	Operational Delegation of Work	To approve the operational activities of the PPP.	PP	01 March 2019			12/03/19				11/12/18 JPPC	Sean Murphy	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	No
PP3652	Public Protection Partnership Community Fund Applications	To consider applications for the Public Protection Community Fund and where appropriate approve for payment	PP	01 March 2019			TBA				TBA	Paul Anstey	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	Yes
PP3653	Public Protection Partnership Control Strategy	To consider draft Public Protection Partnership Control Strategy and amend and Approve	PP	01 March 2019			TBA				TBA	Sean Murphy	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District Council	JMB	No	Yes
PP3654	Public Protection Partnership Strategic Assessment	To consider draft Public Protection Partnership Strategic Assessment and	PP	01 March 2019			TBA				TBA	Sean Murphy	Economy and Environment	Cllr Iain McCracken - Bracknell Forest District	JMB	No	Yes

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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
GE3427	External Audit Plan 2019-20	To provide Members with a copy of the External Audit Plan for 2018-19	GE	01 April 2019			05/04/19		15/04/19 GE			Lesley Flannigan	Resources	Corporate Services			
	Internal Audit – Interim Report 2018-19	To update the Committee on the outcome of internal audit work.	GE	01 April 2019			05/04/19		15/04/19 GE			Julie Gillhespey	Resources	Corporate Services			
GE3629 GE3426	Internal Audit Plan 2019/20	To outline the proposed internal audit work programme for the next three years	GE	01 April 2019			05/04/19		15/04/19 GE			Julie Gillhespey	Resources	Corporate Services			
GE3640	Risk Management Update Report Year End 2018/19	To provide an update with progress.	GE	01 April 2019			05/04/19		01/06/19 GE			Catalin Bogos	Resources	Corporate Services			
ID3451	West Berkshire Council Forward Plan – 10 May 2019 to 31 August	To agree the Forward Plan for the next four months.	ID	01 April 2019		04/04/19	27/03/19					Moirra Fraser	Resources	Leader of the Council, Strategy	Corporate Directors and	No	No
	Joint Public Protection Committee	To consider the effectiveness of the Public Protection Shared Service and the process for setting fees and charges.	OSMC	01 April 2019			01/04/19			09/04/19		Sean Murphy	Economy and Environment	Community Resilience and Partnerships		No	No
C3599	Appointment of and Allocation of Seats on Committees for the	To consider the appointment and allocation of seats on Committees for the next Municipal Year and to agree the Council's	C	01 May 2019				21/05/19 C				Moirra Fraser	Resources				
C3598	Appointment of the Executive by the Leader of the Council for the 2019/20 Municipal Year	The Leader to announce the composition of the Executive for the forthcoming Municipal Year.	C	01 May 2019				21/05/19 C				Moirra Fraser	Resources				
C3597	Appointment of Vice-Chairman for the Municipal Year 2019/20	To appoint the Vice Chairman for the forthcoming Municipal Year.	C	01 May 2019				21/05/19 C				Moirra Fraser	Resources				
C3596	Election of the Chairman for the Municipal Year 2019/20	To elect the Chairman for the forthcoming Municipal Year.	C	01 May 2019				21/05/19 C				Moirra Fraser	Resources				
C3600	Election of the Strong Leader	To elect the Strong Leader for the next four years.	C	01 May 2019				21/05/19 C				Moirra Fraser	Resources				
C3424	Monitoring Officer's Annual Report to the Governance and Ethics	To provide an update on local and national issues relating to ethical standards and to	C	01 May 2019			05/04/19	21/05/19 C	15/04/19 GE			Sarah Clarke	Resources	Corporate Services			No
C3619	Property Investment Strategy	Planned periodic review of the Property Inve	C	01 May 2019				14/05/19	21/05/19 C			Richard Turner	Resources	Finance, Transformation and Property			
C3618	West Berkshire Council Strategy: 2019 to 2023	To agree the Council Strategy	C	01 May 2019				14/05/19	21/05/19 C			Catalin Bogos	Resources	Leader of the Council and Strategy			
EX3589	Proposed Property Investment (Paragraph 3 - information relating to financial/business affairs of	To agree to the potential purchase of a property which does not conform with the criteria of the Property Investment Strategy	EX	01 May 2019	23/05/19 EX		15/05/19					Richard Turner	Communities	Finance, Transformation and Property		Yes	No

Corporate Programme

Committee considering report: Overview and Scrutiny Management Commission on 15 January 2019

Report Author: David Lowe

Purpose of the Report

To advise the Commission of the Council's Corporate Programme and its current areas of activity in order that it might identify projects requiring Overview and Scrutiny involvement.

Recommendation

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

1. Introduction

- 1.1 This report provides to the Overview and Scrutiny Management Commission the purpose and composition of the Corporate Programme.
- 1.2 It sets out the reason for the existence of the programme, its structure and content, and advises of opportunities for Overview and Scrutiny involvement.

2. Purpose of the Programme

- 2.1 The Corporate Programme was established in early 2016 to provide a mechanism for the management and political oversight of all the significant organisational change or transformation activities being undertaken within the authority.
- 2.2 Oversight and management of the Corporate Programme is carried out by the Corporate Programme Board (comprising the members of the Executive), with the delivery of individual projects being supervised by a Corporate Projects Board made up of officer representatives from across the Council. Both boards are supported by a Programme Office, which from 1 April 2017 has been under the operational control of Strategic Support.

3. Structure and composition

- 3.1 The Programme comprises 58 discrete projects, organised into themes relating to
 - New legislation preparation
 - Strategy development
 - Infrastructure
 - Strategic transformation
 - Service transformation
 - ICT major projects
- 3.2 The full Programme is shown at Appendix A

4. Overview and Scrutiny involvement in the programme

- 4.1 The views of backbench members will be actively sought for all New Ways of Working reviews (service transformation) but the Commission may further identify specific topics that it wishes to examine in greater detail through the Overview and Scrutiny process.

5. Recommendation

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

Appendices

Appendix A Corporate Programme

	Theme	Project Title	CPO Involvement	Funding Source (see legend)	Budget	Current forecast	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance	Link to Strategies??	Overall Risk Status	Timescale for delivery												Notes/Comments									
														2018			2019			2020			2021												
														F	M	A	F	M	A	F	M	A	F	M	A										
58	Infrastructure	Temporary Accommodation Housing Purchase	No	Capital	£ 2,529,930	£ 2,529,930	Sally Kelsall	Gary Lugg	Hilary Cole	Economy & Environment	Capital Group		Overall Risk Status																						19.11.18 - one more property left to purchase to complete the 21 in total that had been lost. Going well.
59	Transformation (Strategic)	Joint Venture with Sovereign Housing	No	Revenue			Jude Thomas	Nick Carter	Hilary Cole	Resources	CPB	Commercialisation																						Report went to Executive in June 2018 to request approval for the LLP (Joint Venture Limited Liability Partnership) to deliver the council's housing objectives. Approval granted. Legal work will continue into autumn with full launch of the JV in early 2019.	
61	Transformation (Strategic)	Commercialisation																																	
62	Transformation (Strategic)	Lottery	No	Revenue			June Graves		Anthony Chadley	Resources	CPB	Commercialisation																						Exec approval was secured on 24 July. As an important first step we are in the process of completing and submitting the licence application for the Council which will take up to 16 weeks to process. Whilst this is going through a number of activities are planned - staff competition to find a name which is required by our external lottery manager to build the on-line platform and to develop branding, cross party information session in September and 'good cause' information session/s in October and November. Plan is for the launch to happen in March next year with 'soft' launch activities happening from January onwards	
	Transformation (Strategic)	Emotional Health Academy	No	Revenue			Barry Stormont		Lynne Doherty	Communities		Commercialisation																						The implementation of the EHA's trading activities is continuing well and the soft launch for local services direct to parent and non-LEA has already generated new clients. A formal launch will follow in January 2019	
63	Transformation (Strategic)	Health & Social Care Integration																																	
64	Transformation (Strategic)	CHS - Self funded scheme	No	BCF			Stephanie Clark (Reading)	Nick Carter	Rick Jones	Communities	H&WBB & BW10																							Timescales are difficult to define for these projects but funding is only assigned until March 2019 in any event. Meetings in Autumn to assess which will go into BAU and how they will be funded. Next update due end of October.	
	Transformation (Strategic)	SCAS Falls Service	No	BCF			Stephanie Clark (Reading)	Nick Carter	Rick Jones	Communities	H&WBB & BW10																							As above	
65	Transformation (Strategic)	Berkshire West Connected Care - West Berkshire	No	BCF			Stephanie Clark (Reading)	Nick Carter	Rick Jones	Communities	H&WBB & BW10																							As above	
66	Transformation (Strategic)	Workforce Programme	No	BCF			Stephanie Clark (Reading)	Nick Carter	Rick Jones	Communities	H&WBB & BW10																							As above	
67	Transformation (Strategic)	Getting Home (Trusted Assessors)	No	BCF			Stephanie Clark (Reading)	Nick Carter	Rick Jones	Communities	H&WBB & BW10																							As above	
68	Transformation (Strategic)	Care Homes	No	BCF			Stephanie Clark (Reading)	Nick Carter	Rick Jones	Communities	H&WBB & BW10																							As above	
70	Transformation (Strategic)	Demand Management																																	
72	Transformation (Strategic)	Family Safeguarding Model	No	Grant Funded	£ 2,091,172	£ 1,059,685	Stephanie Attala	Nick Carter	Lynne Doherty	Communities	Project Board																							Update: 19.11.18 this remains amber 1. The project ends in (June 2019) when the current Government funding will finish. The Council has not yet agreed to provide any funding beyond that. 2. In the Budget it was announced that there would be more funding made available but it is as yet unclear whether it is for existing (us) or new schemes. 3. There is an ongoing debate as to whether FSM is delivering the agreed outcomes but a discussion will take place this month.	
75	Transformation (Strategic)	Corporate Digitalisation																																	
76	Transformation (Strategic)	Bookings Phase 2: Equipment & Spaces	No	Revenue	£ 40,000		Phil Rumens	Nick Carter	Hilary Cole	Resources	CFPB																								
77	Transformation (Strategic)	Bookings Phase 3: Time	No	Revenue	£ 22,000		Phil Rumens	Nick Carter	Hilary Cole	Resources	CFPB																							The first service for libraries has now been made public.	
112	ICT Major Projects	Public Health Traded Services	No	Revenue			Catherine Greaves	April Peberdy	Rick Jones	Communities																								Project has been rebaselined to be delivered after HR Learning Time in agreement with ICT.	
79	Transformation (Strategic)	Waste Phase 2 - Digital Service Integration	No	Revenue	£ 24,950		Phil Rumens	Nick Carter	Hilary Cole	Resources	CFPB																							The timeline of this project has been re-ordered and extended considerably due to the addition of substantial work to help deliver the garden waste service in 18/19 and 19/20. This work helped generate over £1m in income. Timeline moved back by a year.	
81	Transformation (Strategic)	Revenues & Benefits	No	Revenue	£ 492,750		Iain Bell	Andy Walker	Hilary Cole	Resources	CFPB																							Exception report submitted to CFPB and to CPB for 29th November	
111	ICT Major Projects	Digital Transformation of Training Courses (part of digitisation programme two)	No	Revenue	£ 39,300			Rob O'Reilly	Dominic Boeck	Resources																								Lack of resources in ICT to complete initial work required for data import to Learning Time. Impact is reduced resources in HR to complete testing due to maternity leave (x 3) and number of other projects. Resolution - ICT now working on implementation and HR trying to continue testing alongside existing workload. 20.11 the project has now been rebaselined in agreement with HR to commence in June 2019.	
82	Transformation (Strategic)	Integrated Transport																																	
83	Transformation (Strategic)	Education	No	Revenue			Peter Walker	Nick Carter	James Cole/Rick Jones/ Lynne Doherty	Economy & Environment	Integrated Transport Board																							Safer routes to school. Due to Budget Board end of September.	
84	Transformation (Strategic)	Adult Social Care	No	Revenue			Peter Walker	Nick Carter	James Cole/Rick Jones/ Lynne Doherty	Economy & Environment	Integrated Transport Board																							Due end of October.	
86	Transformation (Service)	One Public Estate (Shared Property Services)	No	Revenue			Richard Turner	Nick Carter	Anthony Chadley	Resources																								Business case due end of December. Update: 10.09.19 MB requested closure report/highlight report from KW.	
87	Transformation (Service)	New Ways of Working																																	
89	Transformation (Service)	Education	No	Revenue			David Lowe	Nick Carter	Hilary Cole	Resources	CPB	Budget																						Meetings for Education arranged. Project methodology revised. Undertake data gathering/analysis for Education teams and conduct initial meetings.	
90	Transformation (Service)	Public Protection & Culture	No	Revenue			David Lowe	Nick Carter	Hilary Cole	Resources	CPB	Budget																						PP&C team meetings now underway.	
	inspections (new theme)																																		

Theme	Project Title	CPO Involvement	Funding Source (see legend)	Budget	Current forecast	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance	Link to Strategies??	Overall Risk Status	Timescale for delivery				Notes/Comments	
													2018	2019	2020	2021		

PENDING/UNDERWAY BUT NOT IN FULL PLANNING/DELIVERY MODE

Theme	Project Title	CPO Involvement	Funding Source (see legend)	Starting Budget	Current forecast	Project Manager	Officer Sponsor	Member Sponsor	Directorate	Governance	Link to Strategies??	Current status (Red/Amber/Green)	Timescale for delivery				Notes/Comments		
													2018	2019	2020	2021			
Transformation (Service)	PPP Hosted System	No	TBC			Anna Smy	Paul Anstey	TBC	Economy & Environment			PENDING							Project approved at Corporate Projects' Board for initial business case to be completed. Once funding agreed, it will come back to go through Gate 2.
Transformation (Service)	ePcs	No	Revenue			Ian Haggart	Andy Walker	Anthony Chadley	Resources			PENDING							New implementation project to be scoped and delivered following closure of feasibility study.
Strategy Development	WBC Housing Strategy	No	N/A			Sally Kelsall	John Ashworth	Hilary Cole	Economy & Environment			PENDING							
Infrastructure	Closing the Gap - Energy Cells	No	Transformation			Paul Anstey			Economy & Environment			PENDING							Chased but report is now out of date. Need to notify PA if this should be updated and go to Programme Board
Infrastructure	Newbury Town Centre (Kennet Centre Redevelopment)	No	Ext				Nick Carter					PENDING	NO SPECIFIC TIMELINE FOR THIS PROJECT AS YET - MOVED TO PENDING						
Infrastructure	Newbury Wharf (2026)						Nick Carter					PENDING	NO SPECIFIC TIMELINE FOR THIS PROJECT AS YET - MOVED TO PENDING						
Infrastructure	Newbury Town Centre (Robin Hood Roundabout widening)	No	S106	£1.5m		Jon Winstanley	Nick Carter/Mark Edwards	Jeanette Clifford	Economy & Environment	Capital Strategy Group	Local Transport Plan	PENDING							Outline design complete. No further work until commitment from North Newbury Developer. Currently identified in 2019/20 financial year.
Infrastructure	Aldermaston Footway Improvements	No	S106	£180k		Jon Winstanley	Mark Edwards	Jeanette Clifford	Economy & Environment	Capital Strategy Group	Local Transport Plan	PENDING							Agreement from Parish, Local Ward Member and AWE gained to alter the S106 agreement. This fund will now be used to construct footpaths on Wasing Lane and Frouds Lane. These will be designed this financial year and delivered in 2019/20.
14 Infrastructure	A4/Hambridge Road & Lower Way Junction Improvements	No	S106 &/or CIL	unknown		Jon Winstanley	Mark Edwards	Jeanette Clifford	Economy & Environment	Capital Strategy Group	Local Transport Plan	PENDING							Currently negotiating with developer who will take this forward. Identified in 2019/20 Capital Programme.
52 Infrastructure	Park house expansion	No	Revenue	£ 8,080,760			Mark Lewis	Lynne Doherty	Communities	Capital Group		PENDING							No real progress as yet. Project scheduled to mitigate the impact of new housing developments in the area but it is unlikely to commence this year.
60 Transformation (Strategic)	Schools Trading	No	Revenue			June Graves	Nick Carter	Lynne Doherty	Resources	CPB	Commercialisation	PENDING							Update 19.11.18 Initial work now completed and the model agreed. This will now be taken forward as a new project once it has been clearly defined. The Commercialisation Group are picking up the delivery of it and once the timeline is known, it will be updated. Project therefore removed from Programme and placed in pending.
71 Transformation (Strategic)	Demand Management Analytics (Data Mining)	No				Mat Scalpello	Nick Carter	Dominic Boeck	Resources	CFPB & ICT Prog Board	NWOW								Commenced 8th January 2018. Removed on 19.09.18. 21.11.18 Moved to Pending given possible work stream.

AWAITING CLOSURE OR REMOVAL

105 Transformation (Service)	ePcs	No	Revenue			Ian Haggart	Andy Walker	Anthony Chadley	Resources										Update: 19.11.18 project has changed in size and scope following some initial research. As a result, the new 'project' is yet to be fully defined. Therefore the timeline for delivery is undetermined. Weekly meetings with Finance whilst we await decision on how to proceed. There is a revised savings target in the MTFS allocated to this. With the original piece of work now complete, this is green whilst we await the next stage. 20.11.18 At Corporate Projects' Board it was agreed this Feasibility project could be closed and a new implementation project raised with new timescales and revised scope.
85 Transformation (Service)	Shared Service (Legal)	No	Revenue			Kellie Williams	Nick Carter	Dominic Boeck	Resources	Normal Council Decision Making Process									Update: 10.09.18 Project Ceased. Business case not proven, no real progress. 03.10.18 No closure report as yet. Series of workshops to discuss lessons learned will be set up, the results of which will be available in a short report hopefully for the November CPB at which point it can be removed from the Programme. rest of time now greyed out to reflect it will not run until December. 13.11.18 Kellie Williams said she is going to prepare a lessons learned report after workshops but may not be until end of November. We will therefore review it in January 2019.
1 New Legislation Preparation	GDPR	No	Revenue	N/A		Rob O'Reilly	Nick Carter	Dominic Boeck	Resources	CPB	No								Project being kept open agreed with Sponsors until 31st August to be able to fully assess the impact. Update: 19.09.18 Project will be closed by end of September. ROR confirmed Closure report will go to the October Programme Board, it can then be removed from the Corporate Programme. Report due to MB by 04.10.18 for 18th October Programme Board. Update: 03.10.18 Draft Closure report submitted for Projects' Board on 08.10.18. Not signed off until Clr Morrin has discussed with ASC. 13.11.18 Spoken to ROR who said this is still not resolved. Outstanding conversations with Clr Morrin and Cole to be had. 19.11.18 Corporate Projects' Board agreed that the project should be closed noting any objections but that a project cannot be kept open indefinitely due to differing views. As the sponsors, project managers and others agree the project has been delivered as required, it can be closed.
101 Transformation (Service)	Financial Challenge - Phase 2	No	Revenue			Melanie Best	Nick Carter	Hilary Cole	Resources	Budget Board	Budget								Update: 03.10.18 Budget Board will now pick up the majority of this work to find the remaining amount as a matter of priority. FCP has achieved it's goal for September. Programme of work will continue however into 2019. 13.11.18 work on this has transferred largely now to Budget Board. Management of future savings may become business as usual and transfer to Finance? For discussion.
102 Transformation (Service)	Waste Service Transformation	No	Revenue			Kathy Stevenson	Nick Carter	Hilary Cole	Economy & Environment	Waste Steering Group/ Executive									
104 Transformation (Service)	Phase 2 Green Waste Charging	No	Revenue			Kathy Stevenson	Nick Carter	Hilary Cole	Economy & Environment	Waste Steering Group/ Executive									Launch on 30th July. Actual 'go live' 3rd September. Part year payment to March 2019 will be £25. Project delayed due to DEFRA timescales. Savings can only be quantified when subscribers known. 13.11.18 Closure report not available until January.

Status	Definition	Indicators of Status				
Red	Timelines/objectives/ budgets are at risk and remedial action is required	Forecast variance > + 5%	and/or	Likelihood of project not being completed on time is high	and	Impact of project not being completed on time is medium or high
Amber	Timelines/objectives may be at risk but action is being taken to resolve any issues or a potential problem has been identified and the situation is being monitored to determine if and when action should be taken	Forecast variance > + 5%	and/or	Likelihood of project not being completed on time is medium	and/or	Impact of project not being completed on time is medium
Green	The project is on target to achieve its timelines and objectives	Forecast variance < + 5%	and	Likelihood of project not being completed on time is medium or low	and	Impact of project not being completed on time is medium or low

New Ways of Working review final report – Development and Planning

**Committee considering
report:**

Overview and Scrutiny Management Commission
on 15 January 2019

Report Author:

David Lowe

Purpose of the Report

To present to the Overview and Scrutiny Management Commission the final report submitted to the Corporate Programme Board – setting out the findings of the New Ways of Working review for the Development and Planning service

Recommendation

That the Commission notes the contents of the report.

1. Introduction / Background

- 1.1 This document provides a report on the findings of the Development and Planning New Ways of Working (NWOW) review that was submitted to the Corporate Programme Board on 18 October 2018.

New Ways of Working review final report – Development and Planning

Committee **considering** Corporate Programme Board
report:

Date of Committee: 18 October 2018

Report Author: David Lowe

Purpose of the Report

To present to Corporate Programme Board the findings of the New Ways of Working review for the Development and Planning service

Recommendations

That Programme Board:

- **notes the content of the report**
- **approves the improvement actions for implementation**

The review team would like to thank all the managers and staff of the Development and Planning service for their support of and contribution to this review.

Executive Summary

1. Introduction

- 1.1 This report sets out to Corporate Programme Board the findings of the New Ways of Working (NWOW) review for the Development and Planning Service.

2. Background

- 2.1 The New Ways of Working reviews were introduced in 2017 to examine the way in which each of the Council's functional units are delivered and how they will continue to be delivered over the next five years. This includes an assessment of whether they should continue to be provided. The reviews are taking place in order to ensure that services are sustainably, effectively and efficiently delivered to residents. The Development and Planning service review is the first to be completed.
- 2.2 Through analysis of data, feedback and information from multiple sources, the review team has considered potential service improvements, opportunities for generating income and alternative models of delivery to inform an improvement plan for the service.

3. Service overview

- 3.1 The Development and Planning service comprises four teams; Planning and Transport Policy (PTP), Development Control (DC), Planning Services (PS) and Housing. For the purpose of the review, DC and PS have been considered as a single entity.
- 3.2 The Planning and Transport Policy team has a number of duties including responsibility for planning policy, conservation and listed buildings, minerals and waste, transport policy, ecology, developer contributions and economic development.
- 3.3 The Development Control and Planning Services teams are responsible for the processing of planning applications, including consultation, appeals and planning enforcement.
- 3.4 The Housing Team manages the Common Housing Register, and provides a number of services including Housing Options, homelessness advice and housing grants and loans. The team is also responsible for housing strategy and enabling, and fulfilling the statutory homeless duty.
- 3.5 The services provided by each of the teams include both statutory duties and discretionary activities.

4. The teams in detail

Demand

- 4.1** The demand on the PTP team is primarily the requirement to produce and update statutory plans but there has been an increasing demand from other time-critical activities, such as responding to planning appeals and dealing with NDPs. Opportunities to seek grant funding have also put additional demand on resources within the team.
- 4.2** Whilst there exists a significant demand on resources generated by the rejection of the majority of applications as invalid, a recent decline in the number of planning applications offers an opportunity to assess whether staffing resources, within the PS and DC teams, could be reduced.
- 4.3** The current lack of collection and analysis of relevant data makes it difficult to identify the exact pressures upon the Housing team but it is acknowledged that the impact of the new duties imposed by the Homelessness Reduction Act must continue to be reviewed to ensure that the team is able to meet demand.

Performance

- 4.4** PTP performance is primarily measured through the meeting of a number of local project milestones, and appears to be broadly in line with comparators although this can be impacted if key staff are required for urgent activity elsewhere.
- 4.5** Whilst performance is improving, the PS and DC teams are not yet determining planning applications in line with the national average. There is also a need for an improvement in the quality and timeliness of information provided to developers.
- 4.6** The absence of activity measurement for the Housing team has resulted in the provision of only a partial picture of the team's performance. A detailed review of the Housing team has been recommended.

5. Resources

Finance

- 5.1** PTP sits in the middle of the CIPFA nearest neighbour group, across most benchmarking comparisons, and income from planning applications for the DC / PS teams, is also average across other Berkshire authorities. Fee income against staff costs in DC is relatively low and Housing net costs are high.
- 5.2** A number of opportunities to maximise income and widen the scope for charging, across the service, have been identified within the report.

Staffing

- 5.3** The review team has identified some areas within DC / PS and Housing teams that could support a flatter model, with generalists fulfilling initial processing roles, supported by digital technology, and specialists dealing with more complex issues and operational matters. Sickness rates in Housing and appraisal completion rates across the whole service, were identified as areas for improvement.

Information and Communication

- 5.4** In reviewing the opportunities to better utilise information and communication across the service, the review team has identified a number of improvements including the digitisation of historic records and better access to ICT systems in other services, process improvement in DC / PS to reduce the amount of duplication of activity, integrated scanning systems and greater use of digital channels for Housing contact and the management of rental income.

Stakeholder feedback

- 5.5** Stakeholders were consulted as part of the review process and client dissatisfaction with Housing suggests that there might be some scope for examination of customer service practices within the team. It has also been recommended that a wider list of suggestions from staff should be examined by management and feedback given to staff on the viability of their suggestions.

Alternative models of service delivery

- 5.6** Alternative models of delivery were considered and, while it was concluded that there appeared to be little merit in fundamentally changing the way in which the service's activities are delivered, some other options such as services being delivered elsewhere within the Council could be further explored. It was acknowledged however that these opportunities would be limited in both scope and financial benefit. The outsourcing of the management of gypsy and traveller sites, although suggested by the service, has been discounted. The review team has strongly recommended that the handling of Housing telephone calls be transferred to the Call Centre.

6. Conclusions

- 6.1** Overall, as might be expected for an examination of a service with a span of sometimes unconnected activities through a review with such a broad remit, condensing a judgment on its strategy and operation in a succinct fashion is difficult.
- 6.2** It is, however, clear that there are a number of improvement actions that could be taken that should, if implemented properly, simultaneously enhance the service's contribution to the Authority's strategic objectives, improve the customer experience and, through the removal of operational impediments, have a positive effect for those working in the service.

7. Future Action

- 7.1** Twenty five individual improvement actions have been identified which will be incorporated into a delivery plan to be overseen and monitored by the Corporate Programme Office.
- 7.2** The scale of the work required would indicate that outside expertise and assistance will be required to ensure that the required outcomes are achieved.

New Ways of Working review final report – Development and Planning

1. Introduction

1.1 This report sets out to Corporate Programme Board the findings of the New Ways of Working (NWOW) review for the Development and Planning Service. In doing so it provides:

- (1) Background on the NWOW process, including information on the evolution and scope of the process and the methodology used;
- (2) An overview of the service's policy background and the teams within it;
- (3) Detailed pictures of each of the teams: their activities, demand and performance trends, financial synopses, staffing data and trends, their use of information and communication technologies, the views of their stakeholders and commentary on the options for changing the service delivery model;
- (4) The conclusions drawn on strategic alignment, efficiency and effectiveness, workforce reorganisation and the use of ICT and any other identified matters;
- (5) Recommendations for policy or strategic change, operational delivery and the service's management team.

2. Background

2.1 The aim of the NWOW programme is to review the way in which each of the Council's functional units are delivered over the next five years, including assessments of whether they should continue to be provided, in order to ensure that we deliver effective and efficient services to our residents that are sustainable and make full use of the potential provided by our people, our money and digital technology.

2.2 The reviews have the following objectives:

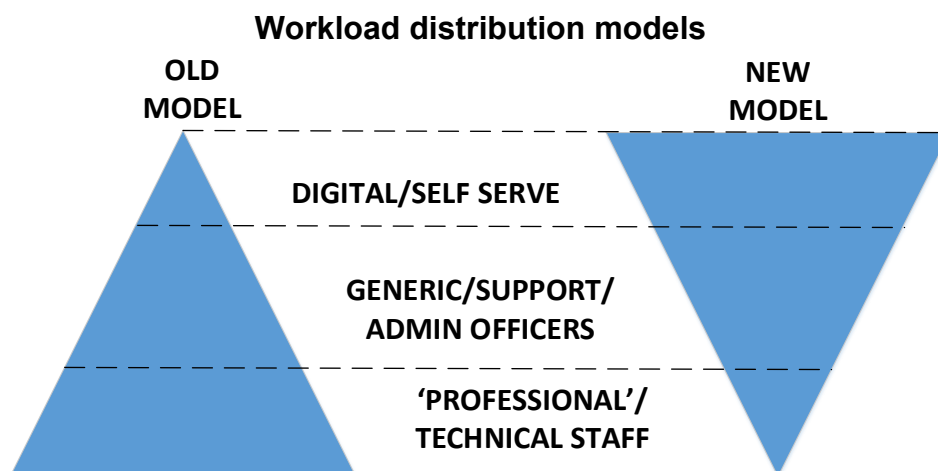
- (1) To agree the most appropriate delivery model for each service, for example one, or a combination, of
 - In-service provision
 - In-Council service provision
 - Partnership or shared service
 - Charitable trust
 - Mutual / co-operative
 - Wholly owned "Teckal" company
 - Joint Venture company
 - Private sector delivery (outsource)
 - Devolution to third tier councils

(2) By using data and information from all sources, to identify the potential for service improvements by

- Developing structures, systems and processes that empower our staff by
 - ensuring decision-making takes place at the most appropriate level
 - allowing specialist skills and knowledge to be applied to their best effect
 - reducing duplication
 - automating where possible
- Exploiting the use of digital technologies to
 - allow our residents to do more for themselves
 - make our business processes more efficient and effective
- Being financially astute through
 - reducing demand
 - the avoidance of costs
 - the reduction of costs
 - generating income

(3) To develop a clear and SMART improvement and implementation plan for each Service.

2.3 The key principle on which the achievement of the aim at paragraph 2.1 is based in part (it excludes work on localities and strategic commissioning) on Wokingham Borough Council's '21st Century Council' programme being implemented by the company 'Ignite'. Known as the Three Tier model, it postulates that, through making more use of digital technology (for self-service by the public and automating some decision making) and training generalist or support officers to deal with high volume / low complexity transactions, technical or 'professional' officers can be freed to work on those tasks that require the application of their specialist knowledge. This is, in effect, reversing or inverting the traditional model of workload distribution, allowing efficiencies to be realised. This is demonstrated in the diagram below:



2.4 The review process examines key metrics (demand, measures of volume, performance, finance and staffing) to assess the wider operational efficiency

of each team. The Council's data have been benchmarked against those of other, 'nearest neighbour' authorities where it has been possible to obtain them.

- 2.5** In addition to the examination of internal and external data, the reviews have considered the service's use of technology and sought the view of a number of stakeholders, including staff, managers, Councillors and customer/client groups.
- 2.6** Feedback was sought through SWOT sessions undertaken with staff, service managers, the Director for Economy and Environment, the Executive Members and backbench Councillors. Primarily this has been used to inform lines of enquiry or to triangulate information gathered from other sources.
- 2.7** Surveys of clients were also undertaken for Development Control/Planning Service and for Housing.
- 2.8** Generally, stakeholder feedback has been reflected in this report in the appropriate sections.
- 2.9** Further details of the information underpinning this report may be found [here](#) for Planning & Transport Policy; [here](#) for Development Control/Planning Services and [here](#) for Housing. Some of the data contained within these links are now no longer current.

3. Service Overview

3.1 Development and Planning comprises four teams:

- Planning and Transport Policy (PTP)
- Development Control (DC)
- Planning Services (PS)
- Housing

3.2 Detail on the teams' activities is shown in the table at paragraph 4.1.

3.3 As their functions overlap, for the purposes of this review DC and PS have been considered as a single entity.

3.4 The service assumed its current form following the 2017 Senior Management Review (SMR4), when Housing was added to the three planning teams (PTP, DC and PS) and the economic development function was transferred from Strategic Support to PTP. The overall intent for these moves was to strengthen the Authority's approach to 'development and [economic] growth'.

3.5 Delivery of the strategic agenda has involved:

- The establishment of an Economic Development Board to shape and direct local economic development activity to the delivery of strategic rather than operational outcomes (focussed on affordable housing and being 'open for business'). Work is ongoing with Strategy Board on an economic development strategy.
- The Council has entered into a Joint Venture with Sovereign Housing to bring together the land, investment and skills of the two organisations to help towards achieving the Authority's target to provide 1,000 new affordable homes in the district by 2020.
- The provision of additional staffing resource for Housing Enabling (the position is in the Housing team and works across PTP and DC) to contribute to Local Plan housing policies.
- Restructuring DC to give greater focus on support to commercial planning applicants.

3.6 Planning policies for economic development and growth will be reviewed and refocussed as part of Local Plan review project.

3.7 The service has been, and will be, subject to the national and local initiatives and influences as set out in the sections below:

Planning & Transport Policy

3.7.1 New legislation requires Local Planning Authorities to review their Local Plans at least every five years. The Authority tends to have a rolling review of its Local Plan but there will be direct resource impact for Minerals and Waste planning where there is only resource in place for the current local plan. There is a pressure bid to seek to make this resource permanent.

- 3.7.2 There is a revised National Planning Policy Framework (NPPF). Each revision to the NPPF results in new requirements that have to be met to ensure that a Local Development Plan is found to be sound.
- 3.7.3 Legislation allowing local communities to develop local planning frameworks, through Neighbourhood Development Plans, has placed a statutory duty on local councils to support their delivery and for their adoption. Consequently more demand is being placed on the team as more local communities progress plans in their areas and ever increasing amounts of evidence are needed to support the plans' delivery and examination. Some Council members would like to see more use being made of them locally.
- 3.7.4 Funding for the development of transport initiatives, for example the Transport Plan, has moved to a 'bidding' model, where applications for money need to be supported by local evidence and plans.
- 3.7.5 The Council is taking forward, as priorities, the development of the local economy and the building of affordable housing.

Development Control and Planning Service

- 3.7.6 The government has introduced or will be making changes to:
- The National Planning Policy Framework
 - Planning Practice Guidance.
 - The provisions in the General Permitted Development Order.
- 3.7.7 The impact of these changes is not yet known, although it is likely that they will affect the application and operation of housing supply figures, but the changes will require adjustment to local policies.
- 3.7.8 The power to charge increased planning fees, with a requirement to invest the revenue in DC to improve performance, has been created by government and has been adopted by the team. This has allowed an increase in staffing numbers.
- 3.7.9 The team is facing rising demand from developers appealing the Council's policy position and application decisions based on its 'five year housing land supply'.
- 3.7.10 Locally, councillors have directed that the use of Local Development Orders should be pursued (the pilot at New Greenham Park is providing learning opportunities) and have emphasised their desire that greater weight should be given to Economic Development as a material consideration in the determination of planning applications. This will require updated local plan policies.
- 3.7.11 The potential development in the Grazeley area is providing opportunities for the evolution of cross-border arrangements.

Housing

- 3.7.12 Through the Homelessness Reduction Act, there has been a complete shift in the national approach to the prevention of homelessness. This includes substantially increased statutory requirements which have required re-engineering of the Housing Operation Team's activities and increasing resource.
- 3.7.13 There is a recognised need for local policies and strategies to be updated.
- 3.7.14 The government has introduced a Rough Sleeping Strategy to reduce street homelessness. The Authority has successfully bid for short term funding (£200k) for additional temporary resource.
- 3.7.15 The team is moving away from the use of bed and breakfast accommodation for homeless families towards the use of temporary accommodation. A capital investment project to purchase the necessary homes is underway.

Comment

Many of the prerequisites for the service to succeed as set out in SMR have been put into place but there is still work to do, particularly around the Local Plan and the updating of local housing policies and strategies. **See Recommendations: DP10/DP22**

4. The Teams in detail

4.1 Activities

4.1.1 The teams carry out the activities shown in the sub-sections below.

Planning and Transport Policy

Sub team	Activity	Statutory/ Discretionary
Planning Policy (links to DC and Housing)	• Local Plan	Statutory
	• Neighbourhood Development Plan	Statutory
	• Planning Applications Consultation Responses	Discretionary
	• Planning Appeals	Discretionary
Conservation/Listed Buildings (links to DC)	• Conservation Area Appraisal	Discretionary
	• Listed Building Planning Applications (provision of technical comment)	Statutory
Minerals & Waste	• Minerals and Waste Local Plan	Statutory
	• Minerals and Waste Planning Applications	Statutory
Transport Policy (links to DC)	• Local Transport Plan	Statutory
	• Commenting on planning applications	Discretionary
	• Grant / Fund Applications and Implementation	Discretionary
Ecology (links to DC)	• Commenting on planning applications	Discretionary
	• Local Plans technical advice	Discretionary
Developer Contributions	• Community Infrastructure Levy	Statutory once adopted
	• S106	Statutory if required
	• CIL Appeals	Discretionary
Economic Development (links to DC)	• Economic Development Guidance	Discretionary
	• Economic Development Promotion	Discretionary

Development Control

Sub team	Activity	Statutory/ Discretionary
Development Control (links to all Policy and Housing)	• Support of Receipt, validation, registration of planning applications	Statutory
	Planning application assessment and determination	Statutory

	<ul style="list-style-type: none"> • Pre-apps 	Discretionary
	<ul style="list-style-type: none"> • Appeals 	Discretionary
Planning Enforcement (links to all Policy)	<ul style="list-style-type: none"> • Enforcement 	Discretionary

Planning Services

Sub team	Activity	Statutory/ Discretionary
Planning Services (links to all Policy and Housing)	<ul style="list-style-type: none"> • Receipt, validation, registration of planning applications 	Statutory
	<ul style="list-style-type: none"> • Consultations 	Statutory / Discretionary
	<ul style="list-style-type: none"> • Appeals 	Discretionary

Housing

Sub team	Activity	Statutory/ Discretionary
Common Housing Register	<ul style="list-style-type: none"> • Management of the CHR 	Statutory
Housing Options	<ul style="list-style-type: none"> • Gypsy and Traveller Site Management – Four Houses Corner 	Statutory
	<ul style="list-style-type: none"> • Rough Sleepers 	Statutory
	<ul style="list-style-type: none"> • Common Housing Register/CBL 	Statutory
	<ul style="list-style-type: none"> • Temporary Accommodation – B&B/Property portfolio 	Statutory
	<ul style="list-style-type: none"> • Discretionary Housing Payments 	Statutory
	<ul style="list-style-type: none"> • Multi-Agency Partnerships 	Statutory
	<ul style="list-style-type: none"> • Strategic Functions/meetings 	Statutory
Homelessness Reduction	<ul style="list-style-type: none"> • Homeless Prevention support and advice 	Statutory
	<ul style="list-style-type: none"> • Homeless people/families 	Statutory
Housing Strategy and Enabling (links to DC and Planning Policy)	<ul style="list-style-type: none"> • Housing Strategy 	Discretionary
	<ul style="list-style-type: none"> • Housing Enabling 	Discretionary
	<ul style="list-style-type: none"> • Corporate Projects 	Discretionary
Housing Grants & Loans	<ul style="list-style-type: none"> • Disabled Facilities Grants 	Statutory
	<ul style="list-style-type: none"> • Home Improvements Grants & Loans 	Statutory

4.2 Demand

4.2.1 Commentary on the demands affecting each team and the measures of volume they record is shown in the sub-sections below:

Planning and Transport Policy

- 4.2.1.1 The team reports on a number of very local performance indicators and measures of volume, the nature of which make it difficult to compare against other like authorities.
- 4.2.1.2 Most demand on the team is generated by the requirement to produce and update statutory plans, which run on established time cycles. There has, however, been an increase in demand on the team generated by rising numbers of other, time-critical, activities such as responding to planning appeals and dealing with NDPs. These can have consequential effects on core work.
- 4.2.1.3 There are opportunities for the Authority to access funding for transport policy activities with the Transport Policy Team successfully being awarded in excess of £13m in grant funding in recent years.

Comment

The predictability of activity and the consequent ability to plan and schedule the activity is being undermined by the need to react to incoming appeals and NDPs. **See Recommendation: DP10**

Transport Policy grant funding offers the opportunity for more income for the Authority. **See Recommendations: DP02/DP06**

Planning Services and Development Control

- 4.2.1.4 Following a rise in the number of applications received by the team, the last two years have seen a decline.
- 4.2.1.5 62% of applications received are rejected as being invalid, generating failure demand.
- 4.2.1.6 Demand for Planning Enforcement steadily averages around 800 new cases per year.

Comment

The decline in application numbers offers an opportunity to assess whether the staffing resources allocated to their handling and management could be reduced. **See Recommendation: DP14**

Failure demand for the registration of applications is significant. **See Recommendation: DP18/DP20**

Housing

- 4.2.1.7 The Authority operates an 'open' housing register and the number of new housing applications received has reduced by 23% to 1814 in 2017/18 following relatively stable numbers during the previous three years.
- 4.2.1.8 Following the introduction in Quarter 2 2015/16 of new criteria requiring a local connection for two years, the number of qualifying live applications on the Common Housing register has reduced over the last three years to 408 in 2017/18. Staff in the team, however, consider that initial demand for, and enquiries about, the CHR remain as high as in previous years. Unfortunately, however, this measure of volume, along with others, is not recorded by the team.
- 4.2.1.9 Benchmarking data shows that the total number of households on the housing waiting list in West Berkshire remained lower than CIPFA average levels (and followed a similar reduction trend over the last 6 years to 2016/17).
- 4.2.1.10 The overall limit for Discretionary Housing Payment has increased over the last three years but remains below CIPFA averages which followed an identical pattern.
- 4.2.1.11 Demand from clients facing homelessness will rise as the Authority complies with duties imposed by the Homelessness Reduction Act; managers are already report a doubling in homelessness caseloads. It is also anticipated that the introduction of Universal Credit will increase demand on the team.

Comment

The impact of the new duties imposed by the Homelessness Reduction Act will need to be kept under review to ensure that the team continues to be able to meet demand. **See Recommendation: DP22**

Demand on the team appears to be reducing, although staff report that is not their experience. The collection and analysis of relevant data should improve the management picture. **See Recommendation: DP22**

4.3 Performance

4.3.1 Commentary on performance and attainment in each of the teams is shown in the sub-sections below:

Planning and Transport Policy

- 4.3.1.1 The team is primarily measuring performance through the meeting of a number of local project milestones. By their nature it is not generally possible to compare these with other local authorities or with past performance to generate trend analysis.
- 4.3.1.2 When complex factors affect the planned delivery of these milestones the service re-profile them to revised, more realistic deadlines.
- 4.3.1.3 Notwithstanding the general benchmarking observation above, PTP's progress in its production of the Local Plan has been benchmarked and is consistent with that of nearest neighbours (6 of the 16 authorities are at a more advanced stage), although progress is dependent on the availability of staffing resource and other competing priorities i.e. dealing with planning appeals.
- 4.3.1.4 Benchmarking progress for the production of a Minerals and Waste plan has been more difficult but suggests that 10 of the 16 comparator authorities are more advanced in this activity. It has not been possible to benchmark progress in producing a Local Transport Plan due to lack of available benchmarking data.
- 4.3.1.5 Community Infrastructure Levy (CIL) collection rates are commendably high in the Council but it appears that the national increase in appeals against determinations is being reflected locally. Approval has recently been given to increase staffing levels to meet this increasing demand, funded from CIL administration fees.
- 4.3.1.6 The number of complaints made against the team is relatively small, between 5 and 7 for each of the last three years. Complaints against CIL demands appear to be rising although it is not yet certain whether this trend will continue.
- 4.3.1.7 The majority of the team's performance indicators are not reported corporately.

Comment

PTP's performance appears to be broadly in line with comparators, although progress against key activities, such as the production of the Local Plan, can sometimes be subject to delay if key staff are required for urgent activity elsewhere. **See Recommendation: DP10**

There does not appear to be much corporate visibility of the PTP performance against its core activities. **See Recommendation: DP11**

The Authority is making good use of its power to recover CIL.

Planning Services and Development Control

- 4.3.1.8 Historically, performance for the timeliness of determining planning applications exceeded the locally set targets for all three types of planning application. When compared to nearest neighbour authorities for 2015/16 and 2016/17, relative performance has, however, deteriorated from an already low base.
- 4.3.1.9 Following a change of rules from the government, local targets have been revised to be more in line with the national average and the team is working towards the achievement of them. There is, however, some way to go before this is attained. The service anticipates that by the end of Q4 2018/19 performance will be in line with the target.
- 4.3.1.10 Developers also report frustration that they are not kept fully informed on the progress of their applications. The service is of the view that this is primarily down to staff vacancies.
- 4.3.1.11 The proportion of upheld planning appeals is higher than the average for CIPFA group.
- 4.3.1.12 2016/17 saw a spike in complaints across all areas of the teams' activities but particularly in those made about delays in determination / service levels / communications (21 complaints made, a third of which were found to be justified). Numbers did, however, return to be more in line with previous years in 2017/18. High numbers of complaints are consistently received about the process through which applications are handled, and the Planning outcome or decision. Given the sometimes adversarial nature of this regulatory work this is unsurprising. Numbers of complaints about other aspects of the teams' activities are low.
- 4.3.1.13 The government has recently introduced a system that permits an increase of 20% to planning fees, on the basis that any additional money raised is directed towards improving performance. The bulk of this money will be used locally to bolster staffing numbers that will lead to improved customer service.
- 4.3.1.14 Although demand for Planning Enforcement is recorded, the length of time for which the team is involved in individual cases, and on average, cannot be determined. When compared with figures from other authorities, very few Planning Enforcement cases result in formal or legal action. It is current practice to encourage planning enforcement complaints to be resolved by asking for planning

applications to be submitted as it is the view of the service that this provides a more democratic and cost-effective solution. It is believed by the team that the serving of more enforcement notices would result in a sharp increase in appeals which would, in turn, put further pressure on the service.

Comment

The teams are not yet determining applications in line with the national average. The direction of travel is however upwards.

Improvements in the quality and timeliness of information provided to developers and customers should increase satisfaction with, and reduce complaints about, DC / PS. **See Recommendation: DP16**

The raising of planning appeals by applicants could be construed as being avoidable demand and therefore gaining an understanding of their causes may reduce their incidence, increasing the teams' capacity for core activity. Similarly, work to determine the reasons for planning appeals being upheld may allow the identification of underlying, systemic, common (and therefore avoidable) causes. **See Recommendation: DP20**

Measurement of the volume of Enforcement cases, length of Council involvement and outcome would assist with determining whether the management of them is or has been appropriate. **See Recommendation: DP15**

Housing

- 4.3.1.15 In 2017/18, at 76.9% (200 / 260) the percentage of people presenting as homeless, where the homelessness has been relieved or prevented, exceeded the target of 75%. This is similar to performance in 2016/17.
- 4.3.1.16 The timeliness of approvals for the high priority Disabled Facilities Grants at 99.1% in 2017/18 exceeded the annual targets and previous annual results.
- 4.3.1.17 The team and service management is of the view that the absence of measures for operational activity makes understanding local performance difficult. This is articulated in paragraph 4.2.1.9.
- 4.3.1.18 As part of the review, a conversation around 'data mining' or 'predictive analytics' has begun to identify how demand on the service might be reduced through earlier or different interventions. This emerging discipline could provide a catalyst for new and novel solutions to meet high demand activities.

Comment

There would appear to be scope for the use of 'predictive analytics' to meet or reduce demand in Housing. **See Recommendation: DP22**

The absence of activity measurement has resulted in the provision of only a partial picture of the team's performance. **See Recommendation: DP22**

5. Resources

5.1 Finance

5.1.1 Financial data, both revenue and capital, is shown in the sub-sections below.

Revenue

5.1.1.1 To give some financial context, a summary of the historical budgets for Development and Planning is shown in the table below:

Cost Centre Code	Cost Centre Name	Total Budget 2016/17 £	Actual Spend 2016/17 £	Budget Variance 2016/17 £	Total Budget 2017/18 £	Actual Spend 2017/18 £	Budget Variance 2017/18 £	Total Budget 2018/19 £
Development and planning revenue								
11100	Dev.Control & Enforcmt	224,780	(44,767)	(269,547)	198,340	152,593	(45,747)	177,350
VAR	Planning Policy	1,047,890	1,056,435	8,545	873,610	521,539	(352,071)	1,066,490
13804	Economic Development	0	0	0	63,970	62,209	(1,761)	69,320
VAR	Planning services and HOS	465,470	465,697	227	461,670	447,745	(13,925)	472,640
VAR	Housing	547,530	499,807	(47,723)	803,960	847,006	43,046	1,026,780
77015	Supporting people *	340,000	340,000	0	0	na	na	na
Total Revenue		2,625,670	2,317,172	(308,498)	2,401,550	2,031,092	(370,458)	2,812,580
Housing Capital Budgets for 2018/19								
	Savings		(112,000)			(40,000)		(219,500)
	Pressures		57,000			0		0
* Budget for Tw o Saints Hostel w as held in supporting people until 2016/17, w hen it w as moved to Temporary Accomodation								

5.1.1.2 A number of savings have been taken from the teams' budgets over the last few years. These relate mainly to staff reductions in Housing (£112k) as well as the removal of funding for the Minerals and Waste Plan (£160k). There were no reported pressures on the 2018/19 budget at the time of this report.

5.1.1.3 The requirements of the Homelessness Reduction Act have placed ongoing additional burdens on the Housing team. Grant funding received (£94k), will fund some of those additional costs during 2018/19. From 2019/20 those extra costs will be borne by the Council and become a pressure.

5.1.1.4 The planning fee increase of 20% has been included in the budget for 2018/19, along with an equal investment in new planning resources.

5.1.1.5 The team applies a fee for the provision of pre-planning advice. There is scope for this service to be co-ordinated with a similar scheme operating in Transport and Countryside and new pre-application charges to be introduced for Planning Policy.

Benchmarking

5.1.1.6 Financial benchmarking has been undertaken using the latest Revenue Outturn (RO) available which is for 2016/17, and also using detailed local authority level homelessness figures from the Ministry of Housing, Communities & Local Government (MHCLG). It has not been possible to obtain more detailed information from individual authorities.

5.1.1.7 Comparisons have been made against other local authorities within the CIPFA defined nearest neighbour group (CIPFA) in total and also against two distinct sub-sets. The first subset is the other Berkshire Authorities (OBA), the second excludes authorities with their own housing stock (CIPFA xHRA).

5.1.1.8 The summary results of the benchmarking for development control and policy is contained in the table below:

Comparative group	West Berkshire Rank - Development Control and Policy							
	Net Expenditure	Total Expenditure	Ees Costs v Running Costs	Total Income	Fees and Charges	Other Income	Income v Expenditure	Employee cost per £1 income
	N°.	N°.	N°.	N°.	N°.	N°.	N°.	N°.
CIPFA group (16)	7	6	13	12	12	13	10	16
OBA (4)	3	3	4	3	3	4	2	4

5.1.1.9 The ranking shows that the Authority's performance in the CIPFA group is middle of the table for expenditure but ranked twelfth out of sixteen for income. In the OBA group WBC ranks third in most categories (Wokingham fourth).

5.1.1.10 Work is underway to understand what strategies other councils have in place to maximise income. The middle table ranking of the Authority, as far as net expenditure is concerned, would indicate that although there may be scope to increase income, the Council is not significantly off the pace. The Council's income of £1.5 million is average across the OBA group.

5.1.1.11 In terms of expenditure, work is currently ongoing to strip out overheads from running costs to gain a better understanding of direct service costs. That information is not yet available. Wokingham and this authority operate a pension deficit recovery model which inflates employee costs, and may explain their ranking in the OBA group.

5.1.1.12 Looking at the value of fee income in Development Control against the staff cost in processing this work, the Council ranks lowest in both comparator groups. There are a number of possible reasons for this apparent low productivity, including vacancy rates, mix of work and levies charged by other authorities for the submission of repeated invalid applications, not currently charged by WBC.

5.1.1.13 The summary results of the benchmarking for Housing are contained in the tables below:

Comparative group	West Berkshire Rank Housing						
	Net Expenditure	Total Expenditure	Ees Costs v Running Costs	Total Income	Fees and Charges	Other Income	Income v Expenditure
	N°.	N°.	N°.	N°.	N°.	N°.	N°.
CIPFA group (15)	8	5	10	11	8	10	11
CIPFA xHRA group (10)	8	5	6	6	4	5	8
OBA (4)	4	3	3	3	3	1	4

5.1.1.14 The ranking shows that WBC spend in the CIPFA xHRA group is in the bottom half for net expenditure and for total income. In the OBA group, performance is relatively low except in the area of other income (grants). In this group, it has the highest net costs, reflecting a relatively low recovery of costs from service users. These rankings are also reflected in the Income v Expenditure scores.

5.1.1.15 An analysis of figures from MHCLG relating to homelessness is shown in the table below. The cost per household is crudely calculated using the net cost of housing against the average number of temporary households. The Council is ranked 6th, and is average in the group.

	Numbers of households in council accommodation			
	Q ended March 16	Q ended March 17	Average	Net cost per Household
	N°.	N°.	N°.	£
Bath & North East Somerset UA	21	32	27	35
South Gloucestershire UA	91	68	80	13
North Somerset UA	47	58	53	15
Bracknell Forest UA	111	125	118	6
West Berkshire UA	50	53	52	23
Windsor & Maidenhead UA	0	0	0	0
Wokingham UA	55	49	52	13
Cheshire East UA	17	24	21	104
Herefordshire UA	34	41	38	38
Rutland UA	5	0	3	144
Average	43	45	44	22
West Berkshire Rank	7	7	6	6

5.1.1.16 It is difficult to draw conclusions from this basic data; further detailed work is required to look at the cost profile of Housing. The level of rent charged and maximising recovery also warrants further investigation.

- 5.1.1.17 The level of rents re-charged in 2018/19 has already been increased to the local housing allowance level for users in receipt of housing benefit, which will increase recovery going forward. Service users are means tested to ensure those who can pay are charged the full cost of temporary accommodation.
- 5.1.1.18 This analysis has revealed that there is a lot of potential for misclassification, particularly costs within the RO forms, and detailed benchmarking between types of costs is, therefore, compromised at this stage. For example - some councils (like West Berkshire) capitalise part or all of the administration of Disabled Facilities Grants and some may not treat these costs in the same way.

Comment
For planning and policy, the Council sits in the middle of the CIPFA nearest neighbour group of authorities across most benchmarking comparisons. Income from planning applications is average across the OBA. See Recommendation: DP02
Fee income vs staff costs in development control is comparatively low. See Recommendation: DP02
The Council's ranking against the CIPFA xHRA group indicates that, for Housing, net costs are high. See Recommendations: DP02/DP22
Opportunities to maximise income should be reviewed and resourced on a "spend to save" basis. This could include the introduction of tools to manage housing rental income. See Recommendations: DP02/DP22/DP24
A further review is required of the RO for 2017-18, alongside a review of the 2018-19 Revenue Account (RA) once both are published to compare more up to date results. See Recommendations: DP05/DP06
There is scope for the existing charge for pre-planning advice to be co-ordinated with a similar scheme operating in Transport and Countryside and new pre-application charges to be introduced for Planning Policy. See Recommendation: DP19

Capital

	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £	5 Year Average £
Tota Capital Spend	1,135,460	776,499	2,916,161	1,184,865	2,854,962	8,867,947
No of Schemes	4	5	8	8	8	0
Original Budget	1,455,500	1,468,500	1,623,500	2,089,500	4,752,650	-
Total spend as a % of original budget	78%	53%	180%	57%	60%	0%
Main reasons for year end variance	Underspend on DFGs	Underspend on DFGs	Additional S106 allocated for purchase of DYSOs	Underspends on DFGs and Four Houses Corner	£751k underspend on DFG reallocated to other schemes; Four Houses Corner delayed & part of temp accomodation budget re-profiled	

- 5.1.1.19 The Development and Planning capital programme mainly consists of Housing related schemes with a small amount of spend on transport planning policy, including the development of a new transport planning model on which £115k was spent in 2017/18.
- 5.1.1.20 In 2013/14 and 2014/15, the Housing programme mainly consisted of the Disabled Facilities Grants programme. From 2016/17 onwards, additional schemes have been added for the redevelopment of the Four Houses Corner Gypsy and Travellers' site (c. £1.5m) and the acquisition of new temporary accommodation (with a budget of £3m). Progress on the Four Houses Corner scheme has been hampered by difficulties with relocating some of the existing tenants.
- 5.1.1.21 Approximately £1.5m was spent on new temporary accommodation in 2017/18. To date 20 of the target 21 new units have either been bought or a formal offer has been made.
- 5.1.1.22 From time to time, when the opportunity arises, S106 funds are added to the programme during the course of the year e.g. to facilitate affordable housing schemes being promoted by Housing Associations or to buy back former shared ownership properties for use as temporary accommodation. This was the case in 2015/16.

Financial Challenge Review

- 5.1.1.23 For completeness, the following issues should be noted, having been raised as part of the Financial Challenge Review (FCR) for Development and Planning:
- Consider the effect of ceasing the publication of orange notices or press communication or letters to neighbours of properties subject to planning applications.
 - Consider the effect of providing planning applications to parish councils by electronic copy only.
 - Model the impact of reducing (a) by 1 FTE and (b) by 2 FTE the number of staff currently employed to deal with enforcement complaints.
 - By benchmarking fees with our nearest neighbour group, consider proposals for increased fee levels in the Housing team.
 - Consider quantified proposals for generating income from Economic Development activities, for example by securing

access to grant funding or by conducting seminars or conferences.

5.2 Staffing

5.2.1 Commentary on the human resource aspects of each of the teams is shown in the sub-sections below:

Planning & Transport Policy

- 5.2.1.1 Comparator authorities in the nearest neighbour group do not deliver exactly the same functions and activities and the operational scope of PTP in West Berkshire appears to be wider than most. In part, this can be attributed to the rural nature of the district.
- 5.2.1.2 Organisational structures, job descriptions and salaries for those working in the team appear to be broadly in line with those in place in other authorities where data have been able to be obtained (four authorities). The structure is quite stratified, particularly in the Planning Policy team, but again this appears to be comparable to other local authorities.
- 5.2.1.3 At July 2018 the team had an establishment of 18.72 FTE, of which 4 FTE were vacant full posts and a further 1.71 FTE hours within filled posts but where the incumbents were part time. This equates to a vacancy rate of 25.4% which compares to 29% for the entire service and 18% across the whole Council (comparator figures as at March 2018).
- 5.2.1.4 Historically, vacancy rates have been higher which has had an operational impact on keeping Local Plan preparations to timetable and on the team's responsiveness to both planning applications and CIL requests. This deficit in operational capacity is expected to be resolved when a significant number of the vacancies that have been recently offered are taken up over the summer.
- 5.2.1.5 2017/18 sickness rates within the team averaged 2.4 days per FTE. This compares very favourably to cross-Council absence of 8.59 days per employee. Annual appraisal completion rates are at 83%. It should be noted that the appraisal report looks at current post holding only, so it could be that a member of staff had an appraisal in their previous post and this wouldn't show, they would need objective setting in their new role.

Development Control & Planning Services

- 5.2.1.6 From data supplied, comparator authorities in the nearest neighbour group do not appear to have a separate team dedicated to the receipt, validation and registration of planning applications, having 'technical officers' embedded within teams instead.
- 5.2.1.7 The staffing structure in place for qualified planners is highly stratified in comparison to other disciplines within the Authority, and somewhat more so than nearest neighbour norms. Management's

view is that experience / seniority (and therefore competence) is the key determinant for the allocation of applications to case officers, with more junior staff handling straightforward applications and more senior officers larger and more complex cases, and this makes a necessity for a multi-tiered structure. The management team has, though, looked to reduce the number of tiers in recent years but overlapping grades and personnel issues have prevented action in this area.

- 5.2.1.8 This type of structure can hinder career progression for staff as tiers are overlapping. Job descriptions and salaries appear to be broadly comparable with those in nearest neighbour authorities.
- 5.2.1.9 A sub team has recently been created in DC to deal exclusively with 'commercial' applications (i.e. for premises from which businesses can operate) in line with the service's economic growth remit.
- 5.2.1.10 Caseload, where it has been possible to compare it, appears to be generally higher in the teams than in other authorities.
- 5.2.1.11 At July 2018 the teams had an establishment of 48.38 FTE, of which 11.61 FTE posts were vacant. While this gave an overall vacancy rate of 27.1%, it conceals that in the Eastern Area team there was a 39% vacancy rate, in Enforcement 70% and, for those posts not currently allocated to a second team, 45%. As the whole Council average at the same point was 18% this would appear to be a cause for concern. The situation could be slightly ameliorated by the deletion of the fractions of posts that remain for members of staff working part time hours, but it is recognised that the teams may have valid reasons for retaining the establishment at existing levels.
- 5.2.1.12 There is a Planning Officer post which has been vacant since October 2017, and an Enforcement Officer post which has been vacant since January 2018. All posts are, however, now being advertised in the national planning press. The Enforcement post was held vacant as it is part of the Financial Challenge discussions and is likely to be cut.
- 5.2.1.13 2017/18 sickness rates within the team averaged 5.25 days per FTE. This is below the cross-Council average of 8.59 days per employee. Annual appraisal completion rates are at 82%. It should be noted that the appraisal report looks at current post holding only, so it could be that a member of staff had an appraisal in their previous post and this wouldn't show, they would need objective setting in their new role.

Housing

- 5.2.1.14 At July 2018 the team had an establishment of 23.68 FTE, of which 2.5 FTE posts were vacant. This gave an overall vacancy rate of 10.5% compared to the whole Council average at the same point of 18%.
- 5.2.1.15 Sickness rates within the team, for 2017/18, averaged 9.3 days per FTE. This is above the cross-Council average of 8.59 days per employee. Annual appraisal completions have risen steadily over the last three years and for 2017/18 stand at 94%.
- 5.2.1.16 A post of Strategy & Review Team Leader has been created to provide additional focus and resource for housing development/enabling as well as for the conduct of reviews under the requirements of the Homelessness Reduction Act.
- 5.2.1.17 As there is no administrative support in the team; all basic functions are carried out by relatively expensive Housing Officers. As comparator data has been difficult to obtain, the extent to which activities are segmented in other local authorities is unable to be determined.
- 5.2.1.18 Staff report that they would like more cohesion and joined up working across the team, which they characterise as 'multi-skilling'. This would, however, appear to run counter to the workforce and work/caseload models being considered as part of the review.
- 5.2.1.19 Salaries for the team appear comparable to other housing authorities, although team structures have not been made available for comparison.

Comment

Work could be undertaken across the service to improve the percentage of annual appraisal completions. **See Recommendation: DP04**

Consideration should be given to the deletion from the establishment of those proportions of full time posts not taken up by part time workers **See Recommendation: DP08**

The separation of registration and validation activities – between PS and DC – from the determination of planning applications, supported by web based self-service IT systems, has been in operation in West Berkshire for many years. This is very much in line with the aim of New Ways of Working and the Council appears to be ahead of the pack.

The allocation of planning cases based on complexity is a sound principle but it is not clear whether the highly tiered organisational structure is providing a match with the case mix being handled by DC. A flatter but broader formation – with appropriately remunerated staff – may help to address the ongoing

and chronic vacancy rate. As part of this investigation, caseloads should be reviewed. **See Recommendation: DP14**

The use of Housing Officers for non-technical activity appears to offer an opportunity for the separation of tasks that might be carried out by generalist or administrative roles, supported by digital technology, and those that genuinely require a higher level of subject matter expertise. **See Recommendation: DP22**

Team leader capacity in Housing would appear to need to be improved to release the team manager from their involvement in ordinary day to day operational matters. **See Recommendation: DP22**

Sickness rates in Housing are higher than the cross-Council average and should be investigated to determine whether there are any underlying causes. **See Recommendation: DP23**

5.3 Information and Communication

5.3.1 An assessment of the service's use of ICT, including the extent to which it currently aligns with the workload distribution model shown at paragraph 2.3, is shown in the following sub-sections:

5.3.1.1 The service spends approximately £105k per annum on the eight essential or business critical ICT systems shown in the table below:

System	Use
Idox Uniform	DC / PS case management and policy monitoring
OpenText Marvin	DC / PS document and records management
Locata	CHR and homelessness case management
Autocad	Housing adaptations technical drawings
EXACOM Obligation Suite	CIL administration
Objective Keystone Ltd	PTP consultation
Costar	Economic Development commercial property analysis

5.3.1.2 Officers in Housing also have access to data in another three systems, administered and 'owned' by other services within the Council, to support their case management and decision-making. These are shown below:

System	Use
Civica Flare	Housing grants administration
Care Director	ASC-funded grants administration
Northgate	Housing grants eligibility

5.3.1.3 Feedback from staff within the service indicates that there could be scope to make further and better use of IT, including the Uniform system, to reduce duplication and rekeying in DC/PS.

5.3.1.4 Officers in Housing report that improvements could be made in the management of rent accounts, a process that is currently ad-hoc and cumbersome and presents a financial risk to the Council. Testing of the CHR public interface to the Locata system suggests that it has failed to keep pace with changes to modern communications devices.

5.3.1.5 Given the small size of the team, the nature of its activities and that, outside of large scale consultation (for example on the Local Plan, for which the Keystone system is used), PTP has a low level of communication with the public, the existing web/telephone arrangements appear to be fit for purpose. Productivity could however be improved if the team were to be provided with direct access to information held elsewhere within the Authority and existing hard copy records were to be made digital.

- 5.3.1.6 DC/PS currently make significant use of digital and self-serve communications channels for submitted planning applications, although arrangements for telephone calls to be directed through the Contact Centre appear to be working less well. This appears to be because Contact Centre officers do not have access to the information that callers seek.
- 5.3.1.7 When consulted as part of this review, developers advised that they would prefer to have direct access to case officers in DC. To provide this, access would require a deviation from the workload distribution model postulated in the NWOW review process.
- 5.3.1.8 The receipt of some planning and other applications by DC/PS requires data to be rekeyed.
- 5.3.1.9 PS scans to digital format, documentation received on paper. As this practice also takes place elsewhere in the Authority there may be scope for the activities to be joined up.
- 5.3.1.10 Housing processes generate a substantial number of interactions with clients, most of which are via the telephone or face to face and a proportion of which is for progress chasing, whether justified or not. Website usage is well below Council averages. This would indicate that there is scope to consider the introduction of the model articulated at paragraph 2.3.
- 5.3.1.11 It has not been possible to benchmark the Council's performance in this area against that of other authorities.

Comment

The digitisation of historic records and the provision of access to ICT systems in other services should be considered for PTP. **See Recommendations: DP12/DP21**

There appears to be a significant amount of duplication and rekeying of data in DC / PS which could be ameliorated by process improvement or better use of ICT. **See Recommendations: DP09/DP17**

Although DC / PS makes considerable use of digital services and the Contact Centre to allow trained planners to focus on case management, there would appear to be the opportunity for further improvements. **See Recommendation: DP01**

As the NWOW reviews progress there may be scope to integrate scanning functions across teams. **See Recommendation: DP07**

There would appear to be significant scope to shift more Housing contact to digital channels, including the provision of proactive communications and self-service tools, and to explore how the Contact Centre might help introduce a three-tier delivery model. **See Recommendation: DP01/DP22**

The Home Choice West Berkshire portal is somewhat dated and the opportunity should be taken for it to be improved or replaced. **See Recommendation: DP25**

The process for management of rental income, including exploring where digital services might reduce workload, reduce risk and increase income, would suggest that there would be a benefit to it being redesigned. **See Recommendation: DP24**

5.4 Stakeholder feedback

- 5.4.1 In addition to the feedback that has informed and been reflected elsewhere in this report, it should be noted that a number of comments received from the 208 Housing clients who provided their opinions for the review, expressed dissatisfaction with the responsiveness of the team and the manner in which their communications were sometimes handled.
- 5.4.2 The Housing survey also suggested that there was a strong preference for the traditional methods of communication and little appetite for new technologies, despite the majority of respondents being aged between 25 and 44.
- 5.4.3 Staff in all the teams contributed a number of suggestions that have been outside of the scope of this review but were, nonetheless, recorded. They may provide the prospect for service improvement or development opportunities to which consideration should be given, along with feedback to the contributing members of staff.

Comment

Client dissatisfaction with the Housing team indicates that there may be scope for an examination of the customer service practices within the team.
See Recommendation: DP22

The list of suggestions from staff should be examined by service management and feedback given on the viability of action being taken on them. **See Recommendation: DP03**

5.5 Alternative models of service delivery

- 5.5.1 The service's activities are currently, in the main, provided by directly employed staff. There do not appear to be any significant problems that are either caused, or exacerbated, by this delivery model.
- 5.5.2 Notwithstanding paragraph 5.5.1, various parts of the service have been delivered through shared agreements in the past, though not all were successful. The service has on-going dialogue for sharing with other authorities but there currently appears to be little appetite among the other Berkshire unitaries for specific initiatives to be pursued.
- 5.5.3 The management team believes that it lacks the commercial acumen to establish an external trading model. The market for Development Control / Planning Services is thought to be somewhat immature and the number of commercial providers is small.
- 5.5.4 The Minerals and Waste function was shared across Berkshire following the 1998 Local Government reorganisation but has since been disaggregated. The other Berkshire authorities are now joining together in this area of activity and it is intended that West Berkshire will consider joining this shared service when the Minerals and Waste plan has been completed in approximately 18 months' time.
- 5.5.5 The possibility of transferring Economic Development to the Local Enterprise Partnership has previously been examined and rejected by the Chief Executive and former Leader of the Council. The activities of the Newbury Business Improvement District are considered to be too narrowly focused to address the wider ED agenda, although a broader Community Interest Company, covering all of West Berkshire, is being considered.
- 5.5.6 Following the introduction of an improved digital channel for Housing Operations (the requirement for which is highlighted at sub section 5.3), residual telephone calls could be handled by the Contact Centre. The service would support an investigation into the viability of this transfer of responsibility and the move would be in line with the aspirations of NWOW. Incoming postal items, currently scanned locally, could be handled elsewhere within the Authority.
- 5.5.7 The Home Improvement Agency could be delivered through a Local Authority Trading Company or social enterprise but it should be borne in mind that this function has had an income generation target allocated through the FCR process.
- 5.5.8 There is an absence of clarity on which team within the service calculates the value of CIL contributions and the responsibility is split between DC and PTP.
- 5.5.9 The Housing team would very much support outsourcing the management of the gypsy and traveller site, and Housing Operations could potentially be outsourced to Sovereign Housing Association.

Comment

There appears to be little merit in fundamentally changing the way in which any of the service's activities are delivered.

The absence of clarity on the responsibility for CIL calculations creates uncertainty. **See Recommendation: DP13**

There may be opportunities to review team responsibilities for service delivery and to consider whether some services (e.g. Economic Development) might be delivered elsewhere within the Council. However, these opportunities will be limited in both scope and financial benefit.

It may be appropriate to consider outsourcing Housing Operations and the management of the gypsy and traveller site.

The transfer of responsibility for the handling of telephone calls in Housing, in line with the NWOW workload distribution model, should be strongly considered. **See Recommendation: DP01**

6. Conclusions

6.1 Strategic alignment

- 6.1.1 The Council has had statutory duties to deliver the service's core activities, broadly 'Planning' and 'Housing', for many years and while this is obvious, it is also obvious that the very nature of them, simultaneously both essential and contentious, will always generate both national and local initiatives to shape the local place or places. The Local Plan and some Housing policies and strategies require action to update them, which should be carried out in the near term.
- 6.1.2 In some respects then, change is almost business as usual, as statutory direction flows from Whitehall, and each team within the service has, over the years, absorbed and adjusted to policy shifts. It should, however, be noted that some of the work required, for example, to deal with the recent changes contained within the National Planning Policy Framework, has been, is and will be, significant.
- 6.1.3 The service has responded positively to the local objective to generate development and growth but there is still work to do, for example the making of necessary facilitative arrangements in the Local Plan. It should be borne in mind that with the exception of PTP, many, if not most, of the activities and transactions carried out by the service, for example dealing with planning and CHR applications, do not align with the 'development and growth' objective.
- 6.1.4 The service's management team has had an open mind to its delivery models and, in the past, has made use of external organisations when it has been expedient to do so. There are no compelling reasons for the Authority to make large-scale changes to the current, predominantly in-house, arrangements. There also appears to be little benefit in moving the Economic Development function (which has only formed part of PTP since 2017) to any other part of the Authority.
- 6.1.5 The service should, however, address the absence of clarity on responsibility for CIL calculations, and decide which of PTP or DC carries out the function, which will provide lucidity for staff in the service and, therefore, ease operational delivery.
- 6.1.6 Although outsourcing would undoubtedly be supported by staff, previous experience indicates that the identification of an outside organisation to manage the gypsy and traveller site would be extremely difficult. For this reason it should not be pursued.
- 6.1.7 Housing Operations should remain within the Authority as it offers the potential for generating income.

6.2 Efficiency and effectiveness

6.2.1 Despite all the teams being aligned to the achievement of the same, broad, strategic aims, as articulated in paragraph 6.1.3, elements of the service work to the achievement of other outcomes and this consequently creates the necessity to comment on efficiency and effectiveness at team level.

Planning and Transport Policy

6.2.2 The assessment of relative performance against that of nearest neighbour authorities is problematic given the extensive use of very local indicators within PTP. For milestones relating to the Local Plan and Minerals and Waste Plan, West Berkshire is, however, broadly in line with the comparator group. More corporate visibility could be given to the team's performance.

6.2.3 The team's financial performance is middling when compared to the benchmarking group's 2016/17 figures (the most recent available), although there would appear to be the opportunity to raise income levels so that they are more in line with the group's norms, particularly for Transport Policy but also more generally across the team's activities. Further examination of more up to date data will confirm if this remains the case.

6.2.4 The requirement to deal with planning appeals and Neighbourhood Development Plans diverts staffing resource from core activity but this could be mitigated by filling the team's unoccupied posts (if they are not deleted from the establishment). In addition to providing resilience to processes such as the production of the Local Plan, this action may also provide capacity for the generation of income, as set out in the preceding paragraph.

6.2.5 There do not appear to be any fundamental staffing problems although work should be undertaken to increase the percentage of annual appraisals that are completed.

Development Control and Planning Services

6.2.6 The revision of time targets for the handling of applications has caused a drop in performance but the team is on track to meet the required level. This will bring it into line with comparators.

6.2.7 Failure demand for invalid planning applications is significant, as around 60% of submitted planning applications are judged to be invalid, necessitating the additional processing when they are re-submitted. There would seem then to be scope to investigate the causes and, perhaps, introduce an application validation service as part of the provision of non-statutory pre-planning advice. This could both reduce the number of invalid planning applications, and generate additional income. There is also scope to offer more online self-service as part of the existing elements of the pre-planning advice service, to reduce administration.

6.2.8 Many planning applications are submitted via the Planning Portal, a joint venture between Government and a private company, Terraquest. In addition

to introducing a validation service, it may also be prudent to investigate whether the number of invalid applications received via the Planning Portal could be reduced.

- 6.2.9 The rekeying of data from one system to another appears to be an inefficient feature of work processes in some of the team's activities. This could be addressed by more use of core systems and connectors between them.
- 6.2.10 The raising of planning appeals by applicants could be construed as being avoidable demand and, therefore, gaining an understanding of their causes may reduce their incidence, increasing the teams' capacity for core activity. Similarly, work to determine the reasons for planning appeals being upheld may allow the identification of underlying, systemic, common, and therefore avoidable, causes.
- 6.2.11 Data are neither collected nor reported on the length of Council involvement or outcomes for Enforcement cases, nor is recourse to the courts routinely considered. A deeper understanding of the Council's performance, including relative to that in other Local Planning Authorities, would inform debate on whether the management of them is, or has been, appropriate.
- 6.2.12 The team's financial performance is middling when compared to the benchmarking group's 2016/17 figures (the most recent available), although there would appear to be the opportunity to raise income levels so that they are more in line with the group's norms. Further examination of more up to date data will confirm if this remains the case.
- 6.2.13 The allocation of planning cases to officers based on the complexity of the former and the experience of the latter is a sound principle but the highly tiered organisational structure warrants in-depth investigation. A flatter but broader formation – with appropriately remunerated staff – may help to address the ongoing and chronic vacancy rate. As part of this investigation, caseloads might also be reviewed. This might help to improve customer satisfaction and reduce numbers of complaints.
- 6.2.14 The percentage of annual appraisals completed is low and needs to be improved.

Housing

- 6.2.15 Although limited, the demand and performance data available shows that demand has reduced and performance has improved and is above targets. Feedback from staff in the team, however, suggests that this gives only a partial picture of the reality of the service because demand is not being measured in a meaningful fashion. There would appear, therefore, to be scope for developing and reporting on more measures of performance and volume.
- 6.2.16 The impact of the new duties imposed by the Homelessness Reduction Act will need to be kept under review to ensure that the team continues to be able to meet demand.

- 6.2.17 Although its cause may be rooted in the absence of sufficient affordable housing within the District, which is obviously beyond its control, the extent to which the team is seen to be sufficiently customer-focussed warrants examination. This could form part of a wider assessment of culture and effectiveness.
- 6.2.18 The introduction of 'predictive analytics' tools into the Authority present the opportunity to identify novel responses to high demand activities, such as those in Housing. This line of investigation should be pursued.
- 6.2.19 The team's financial expenditure is high when compared to the benchmarking group's 2016/17 figures (the most recent available) and net costs are also high. There would appear to be the opportunity to raise income levels so that they are more in line with the group's norms. Further examination of more up to date data will confirm if this remains the case.
- 6.2.20 The process for management of rental income, including exploring where digital services might reduce workload and increase income, would suggest that there would be a benefit to it being redesigned.

6.3 Three tier workload distribution

6.3.1 As with the comment on efficiency and effectiveness, there is considerable variation between the teams in the extent to which the three tier workload distribution model is being operated. Comment on each team individually therefore is set out in the sub sections following.

Planning and Transport Policy

6.3.2 The size of the staffing establishment, the nature and manner in which activities are conducted (i.e. very small numbers of subject matter experts, working on specialised projects) and, with the exception of the large scale public consultations, the low volumes of public transactions do not lend themselves to the adoption of the three tier workload distribution model.

6.3.3 As indicated elsewhere in the report however there are peripheral changes to the key elements of the model (i.e. staffing and the use of information and communications) that may improve productivity.

Development Control and Planning Services

6.3.4 The separation of the administration of registration and validation activities from the technical determination of planning applications has been in operation in West Berkshire for many years. This is very much in line with the aim of New Ways of Working and the team appears to be ahead of many of its contemporaries elsewhere within local government. It is probably also one of the most advanced examples of the application of the model within the Authority.

6.3.5 Notwithstanding the team's relative position, in addition to the uses of technology for digitisation set out in section 6.2, there would also appear to be scope for the team's relationship with the Contact Centre to be examined in order to identify where more and better case and other information can be provided by officers there, rather than calls needing to be transferred to officers in DC/PS.

Housing

6.3.6 Of the teams in Development and Planning, Housing offers the most opportunities for significant business and efficiency improvement through the adoption of the three tier workload distribution model.

6.3.7 First and foremost, work will need to be undertaken to understand and map the processes involved, followed by analysis to determine how they might be made more effective and efficient.

6.3.8 Understanding of the roles and skills required to administer new processes will also be necessary and this will involve significant cultural and organisational change within the team.

6.3.9 In addition to updating existing ICT systems, there would appear to be considerable scope for the introduction of new digital technologies for

proactive communications (for example the provision of regular, unprompted, updates for CHR applicants) along with a drive to encourage a shift to digital channels (web and mobile) for self-service. Use of the Contact Centre for residual telephone calls will further support the introduction of the three-tier workload distribution model.

6.4 Summary

- 6.4.1 Overall, as might be expected for an examination of a service with a span of sometimes unconnected activities through a review with such a broad remit, condensing a judgment on its strategy and operation in a succinct fashion is difficult.
- 6.4.2 It is, however, clear that there are a number of improvement actions that could be taken that should, if implemented properly, simultaneously enhance the service's contribution to the Authority's strategic objectives, improve the customer experience and, through the removal of operational impediments, have a positive effect for those working in the service.
- 6.4.3 The scale of the work required would indicate that outside expertise and assistance will be required to ensure that the required outcomes are achieved.

7. Future action

7.1.1 From the matters identified within this document and its supporting data, improvement proposals and other items for consideration are shown in the table below.

7.1.2 If agreed, progress against the achievement of them will be monitored through the Programme Office.

Item	Action	Expected benefit and impact	Lead	Impact / priority
	Whole Service			
DP01	Analysis should be carried out to identify changes to the handling of telephone calls to the service (excluding Planning and Transport Policy) in order to decrease where possible the number of calls that must be handled by case officers	Improved cost effectiveness	Programme Office	High / High
DP02	Work should be undertaken to identify how income levels across the service might be raised to be more in line with other authorities in the comparator group. Specific lines of enquiry should cover <ul style="list-style-type: none"> • Retention of planning fees for invalid applications • Pre-application advice • Grants • Rents (to include recovery) 	Increased income	Service Finance Manager	High / Medium
DP03	A response should be provided to staff on their suggestions put forward at the SWOT workshops	Staff communication	Head of Development and Planning	High / Medium
DP04	Annual staff appraisal rates should be improved to be in line with cross-Council norms.	Improved staff management	Head of Development and Planning /All managers	Medium / High
DP05	The results of the work in train to fully understand direct service costs should be reported to Operations Board.	Improved cost effectiveness	Service Finance Manager	Medium / Medium
DP06	A further review of the RO for 2017/18 and RA for 2018/19 should be undertaken to obtain an up to date picture of the service's comparative financial performance.	Improved cost effectiveness	Service Finance Manager	Medium / Medium

Item	Action	Expected benefit and impact	Lead	Impact / priority
DP07	As the NWO reviews progress, assess the need for and desirability of merging scanning functions across teams and services.	Reduced cost / greater efficiency	Programme Office	Low / Medium
DP08	Consideration should be given to the deletion from the establishment of parts of posts not occupied.	Improved management information	Head of Development and Planning	Low / Low
	Planning and Transport Policy Team			
DP09	In order to reduce duplication and the need for rekeying of data, measures should be adopted to exploit the capability of existing electronic systems, these might include <ul style="list-style-type: none"> • A review of the use of the Planning Portal • The use of tablets • Integration between internal systems Allowing consultees to enter responses directly into Uniform.	Improved efficiency	Digital Team (through the Programme Office)	High / High
DP10	The appropriate staffing resources should be put into place to ensure that there is sufficient capacity in PTP to both deal with appeals and NDPs and for the completion of essential activity such as the Local Plan and the securing of grants to support Transport Policy. Higher priority should then be given to the completion of the Local Plan.	Service resilience / attainment of strategic goals	Head of Development and Planning / Planning & Transport Policy Manager	High / Medium
DP11	Consideration should be given to the level to which performance and progress against targets, including for the completion of projects in PTP (eg the production of the Local Plan) is reported.	Transparency / scrutiny	Head of Development and Planning / Planning & Transport Policy Manager	Low / Medium
DP12	A cost / benefit analysis should be undertaken to assess the desirability of digitising existing hard copy records in Planning and Transport Policy.	Improved efficiency	Programme Office	Low / Medium
DP13	Clarity should be given on which team has responsibility for the	Improved efficiency /	Head of Development	Low / Low

Item	Action	Expected benefit and impact	Lead	Impact / priority
	Development Control and Planning Services			
DP14	<p>In-depth workforce analysis and planning should be carried out across Development Control (and to a lesser extent Planning Services) to ensure that</p> <ul style="list-style-type: none"> • The teams do not operate in an unduly hierarchical structure • Job descriptions reflect any adjustments to roles required as a result of changed structures • Caseloads (number and complexity) are appropriate <p>Due to the very stratified nature of its existing structure, this work should begin in Development Control</p>	Improved cost effectiveness	Head of Human Resources (through the Programme Office)	High / High
DP15	A robust performance management framework, including the capture of appropriate measures of volume, should be put into place for Planning Enforcement. The data collected should be used to inform debate, at a senior level, on the best extent to which the Council's limited resources can be put.	Improved efficiency	Head of Development and Planning / Development Control Manager	High / Medium
DP16	Mechanisms should be identified and introduced to ensure planning applicants, their agents and developers are satisfactorily informed about the handling of their cases. This might include the allocation of time for scheduled meeting with case officers.	Improved customer satisfaction	Head of Development and Planning	Medium / Medium
DP17	Measures should be identified and introduced to digitise the pre-application process and introduce a validation service as part of it.	Improved efficiency Income generation	Digital Team (through the Programme Office)	Medium / Medium

Item	Action	Expected benefit and impact	Lead	Impact / priority
DP18	Steps should be identified and introduced to reduce the number of invalid applications and digitise as far as possible the application and validation process	Improved efficiency Reduced failure demand	Digital Team (through the Programme Office)	Medium / Medium
DP19	Discussions should be undertaken with officers in the Transport and Countryside service to ensure that the purpose and operation of each of their respective pre-planning advice services operate in an appropriately integrated manner.	Public clarity / avoidance of duplication	Head of Development and Planning / Development Control Manager	Low / Low
DP20	A review should be undertaken to identify common causes for Planning Appeals 1. Being made and 2. Being successful and measures, including staff awareness and training, taken to reduce their incidence.	Improved efficiency Reduced failure demand	Head of Development and Planning / Development Control Manager	Low / Low
DP21	Where appropriate, access to ICT systems in use in other parts of the Authority should be provided to the CIL team.	Improved efficiency	Programme Office	Low / Low
	Housing			
DP22	A review of the Housing team by the Chartered Institute for Housing should be commissioned to determine the extent to which the team's operation is in line with best practice. The review should make recommendations for improvement, on (in particular): <ul style="list-style-type: none"> • The strategy and policy framework; • The measurement and management of demand; • Financial expenditure and income; • Process improvement (including adoption of the 'three tier' workload distribution model); • Staffing establishment levels, structures and roles; • Customer focus and culture 	Improved efficiency / effectiveness	Housing Manager	High / High

Item	Action	Expected benefit and impact	Lead	Impact / priority
DP23	Active measures should be taken in Housing to reduce sickness levels to be more in line with (or below) cross-Council norms.	Improved staff management	Head of Development and Planning / Housing Manager	Medium / Medium
DP24	Measures should be identified and implemented to more effectively manage rental income.	Improved efficiency / effectiveness / income	Housing Manager / Digital Team	Medium / Medium
DP25	An assessment should be undertaken to determine whether the Home Choice West Berkshire portal should be improved or replaced.	Channel shift (through technical compatibility) / reduced workload	Digital Team (through the Programme Office)	Medium / Low

The Draft Council Strategy 2019 - 2023

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	15 January 2019
Portfolio Member:	Councillor Dominic Boeck
Date Portfolio Member agreed report:	7 January 2019
Report Author:	Catalin Bogos
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To present the priorities for improvement and the commitments that are planned for inclusion in the draft new Council Strategy 2019 - 2023 for public consultation.

2. Recommendation

- 2.1 To approve the draft list of proposed priorities for improvement and commitments in preparation for the public consultation process (the next stage of the process to produce the new Council Strategy). The proposed new priorities for improvement are:

- Ensure our vulnerable children and adults achieve better outcomes
- Support everyone to reach their full potential
- Support businesses to start, develop and thrive in West Berkshire
- Develop local infrastructure to support and grow the local economy
- Maintain a green district
- Ensure sustainable services through innovation and partnerships

3. Implications

- 3.1 **Financial:** Financial impacts of the Council Strategy are reflected in the MTFs (Medium Term Financial Strategy).
- 3.2 **Policy:** Council Strategy focuses on priorities for improvement. As the Strategy sets the direction of the Council in terms of improvements, policy impacts are expected.
- 3.3 **Personnel:** There are no direct personnel implication as a result of this report.
- 3.4 **Legal:** There are no direct legal implication as a result of this report.

- 3.5 **Risk Management:** Potential risks associated with the new strategy relate to the appropriate identification of priorities for improvement and the commitments made in the strategy to deliver them. These have been mitigated by the methodology used to produce the draft strategy (review of the evidence base and engagement of Members and Officers). Public consultation is another mechanism used to mitigate these risks.
- A reputational risk being managed relates to consistency in the messages communicate as part of the public consultations on the Strategy and also on the budget proposals plus the MTFS.
- 3.6 **Property:** There are no direct property implication as a result of this report.
- 3.7 **Other:** n/a

Executive Summary

4. Introduction / Background

- 4.1 The Council Strategy (the Strategy) is West Berkshire Council's medium term strategic planning document that states the priorities for improvement, the key activities planned to deliver them (commitments) and highlighted core services.
- 4.2 This paper presents the proposed priorities for improvement and the commitments that are planned for inclusion in the new Council Strategy 2019 - 2023.
- 4.3 The methodology used for the strategic planning process that identified the priorities for improvement and commitments for the new Strategy included:
- (1) review of the evidence base;
 - (2) three workshops with officers and Members to identify and prioritise areas to improve and commitments;
 - (3) extensive work with officers at strategic and operational level to ensure a joined up and owned approach for the new Strategy.
- 4.4 There are two more key steps to be completed:
- (1) Public consultation (January – February 2019) on the draft Strategy;
 - (2) Council Strategy and the response to the public consultation's feedback are taken through the Executive Cycle.
- 4.5 Once the Strategy is approved, all Council services will ensure they establish smart objectives (key performance measures and targets) on an annual basis for the delivery of all commitments and as a result of the priorities for improvement.
- 4.6 In addition to the Council Strategy, the Council's strategic framework include a number of specific supporting strategies (e.g. the Workforce Strategy, Economic Development Strategy, Housing Strategy etc.) that are being developed.

5. Proposals

- 5.1 The following priorities for improvement are approved for inclusion in the draft version of the Strategy for public consultation in January – February 2019:
- Ensure our vulnerable children and adults achieve better outcomes
 - Support everyone to reach their full potential
 - Support businesses to start, develop and thrive in West Berkshire
 - Develop local infrastructure to support and grow the local economy
 - Maintain a green district
 - Ensure sustainable services through innovation and partnerships

- 5.2 The commitments (detailed in the main report and appendix A) proposed for the delivery of each priority for improvement are approved.

6. Conclusions

- 6.1 The draft Strategy has been developed using the Council's extensive evidence base and a determination to ensure that the draft Strategy is joined up and owned across the Council. The identified proposed priorities for improvement and commitments will be included in the draft Council Strategy for public consultation in order to be ready for approval following the local elections in May 2019.

7. Appendices

- 7.1 Appendix A – Data Protection Impact Assessment
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Supporting Information
- 7.4 Appendix D – Council Strategy priorities for improvement diagram

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Strategic Support
Team:	Performance, Research and Risk
Lead Officer:	Catalin Bogos
Title of Project/System:	Council Strategy 2019 - 2023
Date of Assessment:	06/01/2019

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>	<input type="checkbox"/>	X
<p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	X
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	X
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	X
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	X
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	X
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	X

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	n/a
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council’s key strategy priorities?	The report lists the proposed new council strategy priorities for improvement.
Name of assessor:	Catalin Bogos
Date of assessment:	06/01/2019

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	Inform about the proposed new priorities for improvement and associated commitments.
Objectives:	A new draft Council Strategy is available for public consultation.
Outcomes:	A new draft Council Strategy is available for public consultation.
Benefits:	OSMC is informed about the progress made towards the production of the Council Strategy.

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

Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Further Comments relating to the item:		
The new Council Strategy is setting the strategic direction for the next four years with expected improvements on a number of prioritised areas. Changes in policy impacting on groups of population with protected characteristics will involve specific Equality Impact Assessments.		

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer: The strategy sets the priorities for improvement, any changes in policy will include specific Equality Impact Assessments.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer: The aim of the new strategy is to deliver better outcomes for people living and working in West Berkshire.	

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

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

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

Name: Catalin Bogos

Date: 06/01/2019

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

The Draft Council Strategy 2019 - 2023 – Supporting Information

1. Introduction/Background

- 1.1 The Council Strategy (the Strategy) is West Berkshire Council's medium term strategic planning document that sets out the priorities for improvement, the key activities planned to deliver them (commitments) and highlighted core services.
- 1.2 The Strategy is produced every four years and refreshed every other year. The current Strategy was adopted in 2015 covering the period ending 2019 and aligns with the electoral cycle. This paper present the proposed priorities for improvement and the commitments that are planned for inclusion in the new Council Strategy 2019 - 2023.
- 1.3 Based on the feedback from the latest Corporate Peer Review, the new Strategy will continue the approach to focus on a small number of priorities for improvement. The core business of the Council (safeguarding children and adults, roads maintenance, bin collection etc.) will continue to be delivered.

2. Supporting Information

- 2.1 The methodology used for the strategic planning process that identified the priorities for improvement and commitments for the new Strategy included:
 - (1) A review of the evidence base (District Needs Assessment, the latest corporate performance information, contextual measures results, the refreshed Council Strategy 2018 etc.);
 - (2) Identification of 'areas of focus' that could become priorities for improvement – during a workshop with Members and officers;
 - (3) Work to re-assess the Council's Core Values;
 - (4) A process of refining the evidence base - this included making the links with the Vision 2036 priorities and aspirations and identifying what could the Council potentially do to improve identified areas;
 - (5) A second round of stakeholders' engagement (Members and officers) to conclude the identification of priorities for improvement;
 - (6) Work with individual services of the Council to identify the commitments that will ensure the delivery of the priorities;
 - (7) A third round of stakeholders' engagement to rationalise the commitments for inclusion in the new Strategy, including to ensure a joined up approach (non-silo working) amongst the Council's services.
- 2.2 There are two more key steps to be completed:

- (1) Public consultation (January – February 2019) on the draft Strategy – with the purpose of understanding how appropriate residents find the proposed priorities for improvement and the involvement that they feel they can provide to support the priorities' delivery.
- (2) Council Strategy and the response to the public consultation's feedback are taken through the Executive Cycle – to ensure an appropriate response to the feedback received from the public consultation in finalising and adopting the Strategy.

2.3 Once the Strategy is approved, all Council's services will ensure they establish smart objectives (key performance measures and targets) on an annual basis for the delivery of all commitments and as a result of the priorities for improvement.

2.4 As part of the Council's strategic framework, linked with the Council's Strategy, a number of supporting strategies are developed to focus on specific areas (e.g. the Economic Development Strategy, the Workforce Strategy, Housing Strategy etc.).

3. Options for Consideration

3.1 There are no alternative options proposed as part of this report. The process to identify the priorities for improvement included a number of iterations of reviews of the evidence base, to identify and prioritise areas for improvement and actions that can be implemented by the Council to deliver improvements for the identified areas.

4. Proposals

4.1 The priorities for improvement and the associated commitments for ensuring their delivery are:

- **Priority:** Ensure our vulnerable children and adults achieve better outcomes

- Commitments:

Support children, young people and vulnerable adults at an earlier stage, ensuring they are safe through prevention and early intervention.

Improve outcomes for our Looked After Children and other vulnerable children and adults.

Ensure better outcomes for social care users and improved satisfaction

Safeguard against new and emerging risks

Support more vulnerable people into employment

- **Priority:** Support everyone to reach their full potential

- Commitments:

Support everyone on their learning journey to achieve their best

Improve the health and well being of children and families through appropriate intervention, procedures, through all Council's policies and support

Help people to help themselves and others

- **Priority:** Support businesses to start, develop and thrive in West Berkshire

- Commitments:

Improve the help and guidance for start-ups and existing small businesses to grow including by facilitating access to business incubators, or similar resources/initiatives

Ensure planning policies which positively provide start up and growth of business in the district

Provide incentives and opportunities to enable businesses to grow

- **Priority:** Develop local infrastructure to support and grow the local economy

- Commitments:

Develop an Integrated Infrastructure Plan to deliver regeneration, housing, flood prevention and alleviation and travel and transport infrastructure

Further develop digital infrastructure and information assets in the District

Enhance the arts, culture and leisure offering in the District

- **Priority:** Maintain a green district

- Commitments:

Develop more sustainable transport solutions which protect the environment

Promote and improve cycle ways in the district

Develop opportunities and expertise to take advantage of the production, storage and utilisation of green energy.

Improve our use of data and intelligence on enviro-crime for targeted enforcement

Minimise impact on the environment in delivering services (e.g. use assistive technologies in social care)

- **Priority:** Ensure sustainable services through innovation and partnerships

- Commitments:

Expand our work with partner organisations and communities to improve services for local residents

Increase the sustainability of our business models by expanding on the initiatives to generate income for supporting vital Council services

Implement a Workforce Strategy which supports leadership development, recruitment and retention and employee wellbeing

Use data to better understand our services' beneficiaries to improve the way we interact with them and the services we are providing

5. Consultation and Engagement

- 5.1 Extensive engagement and consultation has been conducted in the process to identify and prioritise areas for improvement and the associated commitments. These will now be the subject of public consultation.

Background Papers:

Council Strategy (March 2018 Refresh)
Vision 2036 and the associated evidence document
West Berkshire District Needs Assessment

Wards affected:

All wards.

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**

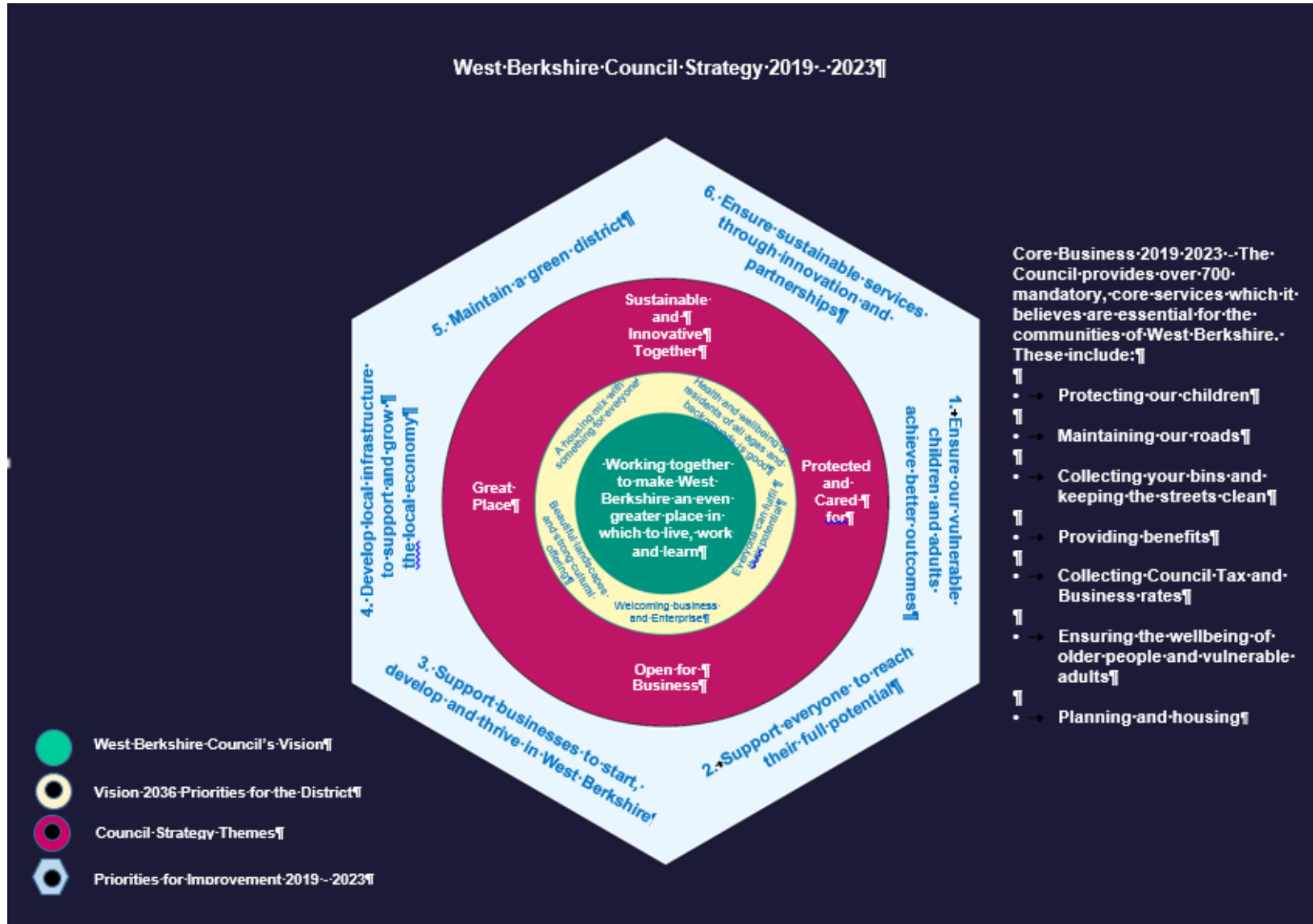
The proposals contained in this report will help to achieve the following Council Strategy priorities:

- 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**

Officer details:

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

Framework - West Berkshire Council Strategy 2019 - 2023



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Key Accountable Performance 2018/19: Quarter Two - Summary Report

Committee considering report: OSMC on 15 January 2019

Portfolio Member: Councillor Dominic Boeck

Date Portfolio Member agreed report: 6 December 2018

Report Author: Jenny Legge/Catalin Bogos

Forward Plan Ref: EX3421

1. Purpose of the Report

- 1.1 To report quarter two outturns for the Key Accountable Measures (KAMs) which monitor performance against the 2018/19 Council Performance Framework.
- 1.2 To provide assurance that the objectives set out in the [Council Strategy 2015-2019](#) and other areas of significant activity are being managed effectively.
- 1.3 To present, by exception, those measures which are predicted to be 'amber' (behind schedule) or 'red' (not achievable) at year end, 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 KAMs and key achievements in all services.
- 2.2 To review those areas reported as 'amber' and 'red' to ensure that appropriate actions are in place:

Amber:

- 1) (LRIER) London Road Industrial Estate redevelopment 2018/19 milestone: Create and gain approval for the business plan (CEO)
- 2) Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above
- 3) Average number of days taken to make a full decision on new Benefits claims (F&P)
- 4) % of people presenting as homeless where the homelessness has been relieved or prevented (D&P)

Red

- 1) % of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe" (ASC)

- 2) % of clients with Long Term Service (LTS) receiving a review in the past 12 months (ASC)
- 3) % of 'major' planning applications determined within 13 weeks or the agreed extended time (D&P)
- 4) % of 'minor' planning applications determined within 8 weeks or the agreed extended time (D&P)

2.3 To note that the D&P Service are considering an alternative KPI for “% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant applications”.

3. Implications

- 3.1 **Financial:** To be highlighted and managed by individual services.
- 3.2 **Policy:** To be highlighted and managed by individual services.
- 3.3 **Personnel:** To be highlighted and managed by individual services.
- 3.4 **Legal:** To be highlighted and managed by individual services.
- 3.5 **Risk Management:** To be highlighted and managed by individual services.
- 3.6 **Property:** To be highlighted and managed by individual services.
- 3.7 **Other:** There are no other know direct implications.

4. Other options considered

- 4.1 None

Council Strategy 2015-19: Key Accountable Performance Scorecard

Summary of Performance for 2018/19: Quarter 2

Council Strategy

Priorities for Improvement

*RAG status

Core Business

Educational Attainment **R**

G Protecting our Children

Close the Attainment Gap **R**

G Bin Collection & Street Cleaning

More Affordable Housing **R**

G/A Providing Benefits

Key Infrastructure Improvements **G/A**

G Council Tax & Business rates collection

Safeguarding Children & Adults **G/R**

G/R Older & Vulnerable Adults Wellbeing

Communities Help Themselves **G**

G/A Planning and Housing

More Effective Council **G/A**



Corporate Programme

New Legislation Preparation **G**

G Strategy Development

Strategic Transformation **G**

G Service Transformation

Corporate Health

Net budget for 2018/19: **£119.4m**

Staff turnover (of 1,566 FTE)
rolling 12 months

2018/19 Q1 forecast overspend **£1.3m**

14.5% 2018/19 Q1 staff turnover

2018/19 Q2 forecast overspend **£1.3m**

13.7% 2018/19 Q2 staff turnover



*Red, Amber, Green (RAG). For Strategic Priorities, this is measured over the life of the Council strategy (2015-2019). For Core Business and the Corporate Programme, the RAG relates to year end targets



Executive Summary

5. Introduction / Background

5.1 This report provides the Executive with a summary of the council performance during quarter two 2018/19. Performance is shown against the priorities for improvement (Council Strategy 2015-19), core business activity, the Corporate Programme and Corporate Health Indicators. The overall position is summarised in the Key Accountable Performance Scorecard.

6. Synopsis

6.1 Notable this quarter is the number of measures of volume that reached significantly higher levels compared to the previous 2.5 years for most of them. These suggest increased demand and pressure on Adult Social Care (ASC) service (new requests for services, long term service clients, safeguarding enquiries opened), on Children and Family Services (number of Looked after Children) and other services (number of reported crimes, house price, FOI requests etc.).

6.2 Reduction/downward trend is evident relating to: planning applications received and people killed or seriously injured on West Berkshire's roads.

6.3 In terms of priorities for improvement, most areas are performing well. Milestones for this year for key infrastructure projects (Market Street and Sterling Cables) have been completed but the Superfast Broadband Programme is impacted by further delays. Birchwood Nursing home improved its Care Quality Commission (CQC) rating to "Requires Improvement" and further improvement actions continue. The end of year target for the number of community engagements facilitated by the Building Communities Together Team has already been exceeded.

6.4 Under the 'More effective council' aim, a minority of measures/milestones have not achieved their targets (see exception reports Appendix E).

6.5 For core business areas: Good performance continued this quarter for the Key Accountable Measures (KAMs) relating to children's social care.

6.6 The measure relating to waste recycling is an estimated 7% better than the target. Street cleanliness measure is on target but has declined compared to last year. The ASC Reablement / rehabilitation (still at home 91 days after hospital discharge) measure has further improved. Reviews of ASC long term clients is now rated Red, due to staff deployment solutions not being possible over the summer. In planning, local target setting towards the end of Q1 has meant that adjustments to how applications are processed have only recently been made, but performance declined for major and minor applications (RAG Red) and improved for 'other' (householder applications etc.). The homelessness prevention measure has declined, but more work is needed to ensure the reporting methodology is correct following the Homelessness Reduction Act implementation.

6.7 Corporate Health: Revenue budget forecast overspend is £1.3m (including a number of mitigation strategies). Since Q1, staff turnover has reduced by approximately 1% to 13.7%.

7. Conclusion

- 7.1 Significant increases on a number of measures of volume suggest increasing pressure on Council's services.
- 7.2 The Council continues to perform well in most areas. Improvements have been achieved in some activity domains (e.g. key infrastructure projects, community engagement, some ASC). The Corporate Programme is reporting good progress across all areas of work.
- 7.3 Most of the measures RAG rated Amber or Red have achieved results only slightly below targets, and are not of significant concern at this stage. Performance of a small number of measures is impacted by factors outside the Council's control. In addition, based on the analysis of the available information at Corporate Board:
- (1) Four measures (ASC long term cases review, Homelessness prevention and minor/major planning applications' determination) are proposed for the Executive to monitor closely.

8. Appendices

- 8.1 Appendix A – Data Protection Impact Assessment
- 8.2 Appendix B – Equalities Impact Assessment
- 8.3 Appendix C – Supporting Information
- 8.4 Appendix D – District Wide Health Check Dashboard
- 8.5 Appendix E – Key Accountable Measures of Volume (Dashboard and by Service)
- 8.6 Appendix F – Key Accountable Measures by Strategic Priority
- 8.7 Appendix G - Exception Reports
- 8.8 Appendix H – Quarterly Service Requests
- 8.9 Appendix I – Technical Background and Conventions
-

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	Strategic Support
Team:	Performance, Research and Consultation
Lead Officer:	Catalin Bogos
Title of Project/System:	n/a
Date of Assessment:	n/a

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be personal processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using the personal data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	To note performance outturns and to review any remedial actions proposed.
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Catalin Bogos
Date of assessment:	24/07/2018

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To report on progress on delivering the Council Strategy Priorities and Core Business objectives.
Objectives:	To ensure decision making bodies are informed of the progress made with delivering the Council Strategy Priorities and Core Business objectives.
Outcomes:	Corporate Board and the Executive Committee are informed of performance levels and have reviewed any actions proposed to improve performance.
Benefits:	All beneficiaries of the council's services should benefit, either directly or indirectly, from the delivery of better outcomes.

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

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

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Catalin Bogos

Date: 24/07/2018

Key Accountable Performance 2018/19: Quarter Two – Supporting Information

1. Introduction/Background

- 1.1 This report provides the Executive with an update on the Council's performance at quarter two, as described in the Council's Performance Management Framework (refer to Appendix I: technical background and conventions). Information is provided on the following:
- (a) Notable trends in the measures of volume (MoV)
 - (b) Performance against the Strategic Priorities and Core Business
 - (c) Progress of the Corporate Programme
 - (d) Overview of the Corporate Health Measures

2. Supporting Information

- 2.1 District Wide Health Check Dashboard (non-targeted and contextual measures). Although, not all the contextual measures are within our control, they can provide useful information about the health of the district (refer to Appendix D)
- (1) The number of properties subject to business rates has increased by 243 (5,480 to 5,723) since Q2 last year, however the number of empty properties has increased by 113 (from 156 to 269).
 - (2) As expected, the national move from legacy benefits, such as Job Seekers Allowance, Housing Benefit, and Child Tax Credits, has meant an increase in the number of residents claiming Universal Credit (UC) since Q2 2017/18; for those aged 16 and over (445) and aged 16-24 (100). It is expected that this increase will continue as claimants move across to UC when a new claim or a significant change is made and as more benefits come under the UC umbrella.
 - (3) The number of planning applications has reduced by 7.3% (56) since the same period last year. The category 'Other applications' (householder applications etc.) had the highest impact (-119) on reducing total, followed by a reduction of 12 minor applications (1-9 dwellings, under 05 ha etc.), however this does not reflect the complexity of the applications and therefore the demand on officer time for processing. The number of applications is generally lower in Q2. *Please note this data is estimated and will be updated in Q3.*
 - (4) The number of referrals to Children and Family Services has risen compared to Q2 last year by 29.1% (90). The level of referrals are higher than 2017/18, but on a similar level to those in 2016/17.

- (5) The number of new enquiries for support from Adult Social Care has increased substantially since Q1 (654). This increase may be due to work to ensure more robust recording across the locality teams and the consequently more accurate records. The recording of Tier 1 contact was identified as an area in need of improvement during the transition to the new social care records system (Care Director). The majority of requests have been at Tier 1 (information and advice).
- (6) There has been an increase in the number of adult safeguarding enquiries opened (56.9%) (chart 10), which together with last quarter values are the highest levels compared with the previous two years. The service has explored the reason for this and stated that 2018/19 has seen an increase in number of opened enquiries; volume continues to increase in line with the increased volume of concerns that are being recorded, this identifies increased demand and pressure on both Safeguarding and the operational teams. ASC have had significant concerns with the Extra Care Housing schemes which has contributed towards inflating this number. They are actively reviewing the care provided within this schemes in conjunction with the Care Quality and Commissioning teams to address these concerns.
- (7) The number of live applicants qualifying on the Common Housing Register is showing a rising trend since Q3 2017/18 (chart 14), after it had been decreasing sharply for the previous six quarters. This is due to additional resources being brought into the team to enable a better throughput of applications.
- (8) In Public Transport, whilst the in-house services continue to succeed, overall bus passenger journeys commencing in West Berkshire have fallen by 3.8% between 2016/17-18 (chart 36).

2.2 **Key Strategic Measures by Strategic Priority for Improvement** (refer to Appendix F).

(1) **Improve Educational Attainment** (RAG: Red)

- (a) Attainment measures will be reported in Q4 for the 2017/18 academic year.
- (b) Based on the improvements achieved for 2016/17 academic year (the latest published results available and detailed in previous reports) and considering the progress made by other Local Authorities nationally it is estimated that the ambitious target to achieve top 10% nationally at all key stages of education it is unlikely to be achieved by the end of the current strategy.

(2) **Close the Educational Attainment Gap** (RAG: Red)

- (a) Attainment measures will be reported in Q4 for the 2017/18 academic year.
- (b) Based on the results achieved for 2016/17 academic year (the latest published results available and detailed in previous reports) it is estimated that the ambitious target to close the education attainment

gap at all key stages of education it is unlikely to be achieved by the end of the current strategy.

(3) Enable the completion of more affordable homes (RAG: Red)

- (a) The number of homes completed this year will not be reported until Q4.

As previously reported, the number of units completed since the start of 2015/16 to the end of 2017/18, is 412 units which is below the expected trajectory set out in the Council Strategy priority to facilitate the completion of 1000 units by 2020 but planning permission was granted to over 700 additional units yet to be built by the development industry.

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

- (a) Work to maintain good road conditions is on track. 66 out of 77 planned road re-surfacing schemes have been completed at a cost of £5m as part of the annual highway improvement programme.
- (b) As part of the Market Street development, the Newbury Bus Station on the Wharf is expected to be fully operational in early December.
- (c) Decontamination on the Sterling Cables site is continuing and is due to be completed by the end of February 2019.
- (d) The London Road Industrial Estate redevelopment is still delayed by its dependence on the conclusion of court proceedings. (See Appendix G – Exception reports)

(5) Good at Safeguarding Children and Vulnerable Adults (RAG: Green/Red)

- (a) It was previously reported that Children and Family services achieved a rating of 'Good' at the latest Ofsted inspection and that five ASC provided services are rated at least good by the Care Quality Commission in the inspection domain of safe.
- (b) Birchwood Nursing came under WBC with an existing rating of "Inadequate". At Q1, it was re-inspected and the Care Quality Commission have confirmed that based on the current rating, they would not raise the rating beyond "Requires Improvement". Activities scheduled as part of the improvement plan, continue to be delivered to ensure improvements in all domains and especially in safeguarding. During Q2, for example, additional permanent staff have been recruited, and a review of equipment and refurbishment to support dementia enabled environment has been completed.
- (c) The financial pressures faced by ASC are significant. Staff turnover and sickness absence have reduced capacity in some areas.

(6) **Support Communities to do More to Help Themselves** (RAG: Green)

- (a) Building Communities Together Team have held workshops, a homeless conference, conversations with parish councils, peer mentor co-ordinators and Royal Berkshire Fire and Rescue have engaged with schools. As a result the end of year target for community engagements facilitated has been already exceeded by the end of Q2.

2.3 **Key Strategic Measures by Core Business** (refer to Appendix F)

(1) **Protecting our Children** (RAG: Green)

- (a) Timeliness for completing single assessments and placement stability of Looked After Children has continued good performance.

(2) **Bin collection and street cleaning** (RAG: Green)

- (a) At an estimated 87.4%, the percentage of recycled, composted, reused and recovered household waste is on a par with previous years at this time and is expected to achieve the annual target.
- (b) The level of street cleanliness is on target, but is below the results achieved last year.

(3) **Providing benefits** (RAG: Green/Amber)

- (a) The time taken to process a new benefit claim is slightly higher than the maximum set target. One landlord has been causing claims to take substantially longer and this has pushed the average to just beyond the desirable 20 days.
- (b) The processing time to make changes to an existing claim is well below (better than) target.

(4) **Collecting council tax and business rates** (RAG: Green)

- (a) In year council tax and business income is similar to previous years and on target, with business rates being 2.9 percentage points higher than this time last year.

(5) **Ensuring the wellbeing of older people and vulnerable adults**
(RAG: Green/Red)

- (a) The percentage of long term clients receiving and annual review is nine percent below target (and rated Red), due to a number of vacancies within the team. Staff have been recruited, but the service is waiting for them to start. A planned re-deployment of staff from locality teams to cover the gap, has not occurred due to sickness and planned leave.
- (b) Similarly to 2017/18, a variable target for the number of bed days due to delayed transfer of care (DToC) has been set on how many days there are in the last month in the quarter. Our performance is currently very good.

- (c) The percentage of older people still at home 91 days after discharge from hospital has improved compared to last quarter and continues to be better than the target.
- (6) **Planning and housing** (RAG: Green/Red)
 - (a) Progress is on track regarding the New Local Plan and the Minerals and Waste Local Plan for West Berkshire.
 - (b) The targets for planning application determination have been increased compared to last year's, to reflect the national average for processing time. Changes to procedures were implemented during Q2 and the service will not be able to achieve the new higher target for the full year. Performance relating to major and to minor planning applications has declined compared to the end of last year and to the previous quarter.
 - (c) This Homelessness Reduction Act (HRA) (April 2018) has changed the Council's obligations towards households needing housing advice. This has meant an increase in the number of people coming into the office to receive personal advice on their housing needs. Performance regarding homelessness prevention and alleviation is below target and actions have been taken to provide more housing solutions but also to ensure appropriate monitoring and reporting of results.

2.4 Corporate Programme

- (1) The structure and content of the programme continues to evolve and it now allows for the tracking of the more than 100 significant projects currently in train within the authority, a large proportion of which have their own progress and monitoring arrangements. Highlights for the remainder are shown below.
- (2) **New legislation preparation** – Having met the requirements of the General Data Protection Regulation when it came into force on 25 May, the project has continued to ensure that the necessary arrangements have been fully bedded in. The project will close in Q3.
- (3) **Strategy development** – Work is being undertaken to develop the vision for the district to 2036, the Council strategy 2019 – 2023, a workforce strategy, economic development strategy, the district's Local Plan to 2036 and the Local Transport Plan.
- (4) **Strategic transformation** – The development of the governance arrangements for the Joint Venture with Sovereign Housing is continuing and the Commercial Group is overseeing the introduction of a number of processes to aid trading. A number of specific commercial initiatives are being overseen.
- (5) **Service transformation** – Work continues on both Financial Challenge and New Ways of Working activity.

2.5 **Under the aim of 'A more effective council'**, an analysis of the KAMs shows that from the reported measures 68% (17/25) of them are RAG rated Green, 16% (4/25)

Amber and 16% (4/25) Red, compared to 70% (19/27) Green, 19% (5/27) Amber and 11% (3/27) Red for quarter two 2017/18.

- 2.6 **Corporate Health Measures** are adhered to by all services and provide useful information for the management of staff. Revenue budget forecast overspend has remained at the same level as at the end of Q1 (£1.3m). Since Q1, staff turnover has reduced by approx. 1% to 13.7%. (Refer to the Key Accountable Performance Scorecard).

3. Options for Consideration

None

4. Conclusion

- 4.1 Quarter two results show that performance levels are in line to achieve the end of year targets for most of the areas.

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

- Education – high proportion of schools with Good or better Ofsted rating.
- Local infrastructure enhancement – Market Street redevelopment and Sterling Cables – achieved the milestones agreed for this year.
- Support Communities - new community engagements facilitated exceeded already the end of year target.
- Protecting our children – high performance was maintained for the timeliness of single assessments and placement stability;
- Providing Benefits – better timeliness of decisions on changes to benefits claims
- Bin collection and street cleaning – levels of recycling well above the target.
- Collecting Council Tax and Business Rates – results are following the expected trajectory to achieve the end of year targets.
- Older people and vulnerable adults' wellbeing – good timeliness of financial assessments and low levels of bed days due to delayed transfer of care. Reablement (people still at home 91 days after discharge from hospital) measure has further improved from last quarter.

- 4.3 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:

- The Superfast Broadband coverage project is experiencing further delays due to contractor capacity to manage required subcontractors.
- The average number of days taken to make a full decision on new benefit claims has improved slightly and is now only 0.47 days higher than target.

4.4 The following measures are impacted by factors outside direct Local Authority control:

- The London Road Industrial Estate project is delayed by ongoing court action.
- Improvements to Birchwood Care Home have been implemented, but the CQC have confirmed that at a new inspection the maximum rating that can be achieved is 'Requires Improvement'.

4.5 The following measures are assessed as not likely to achieve the end of year targets:

- Long terms ASC services receiving a review – it was not possible to implement short term re-deployment solutions and despite staff levels being now back up to capacity the end of year target is unlikely to be met.
- Planning applications (major and minor) determined within timescales – the service has made changes to their approach but is not expecting to achieve more the more challenging targets set for this year.

4.6 Based on the analysis of the available information at Corporate Board, it is proposed that:

- (a) Actions to mitigate performance below targets for timeliness of ASC Long Term Cases reviews, homelessness prevention and timeliness to determine major and minor planning applications to be closely monitored by the Executive.

5. Consultation and Engagement

5.1 The Council's performance management framework includes requirements that the information provided for the inclusion in this report is signed off by the relevant Heads of Service and Portfolio Holders.

Background Papers:

[Council Strategy 2015-2019](#)

Papers containing facts or material you have relied on to prepare your report. The public can access these background papers.

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Operations Board.

Subject to Call-In:

Yes: No:

If not subject to call-in please put a cross in the appropriate box by double-clicking on the box and selecting 'Checked':

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

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

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

Item is Urgent Key Decision

Report is to note only

Wards affected:

All

Please put a cross in the appropriate box(es) by double-clicking on the box and selecting 'Checked':

Strategic Aims and Priorities Supported:

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

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

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

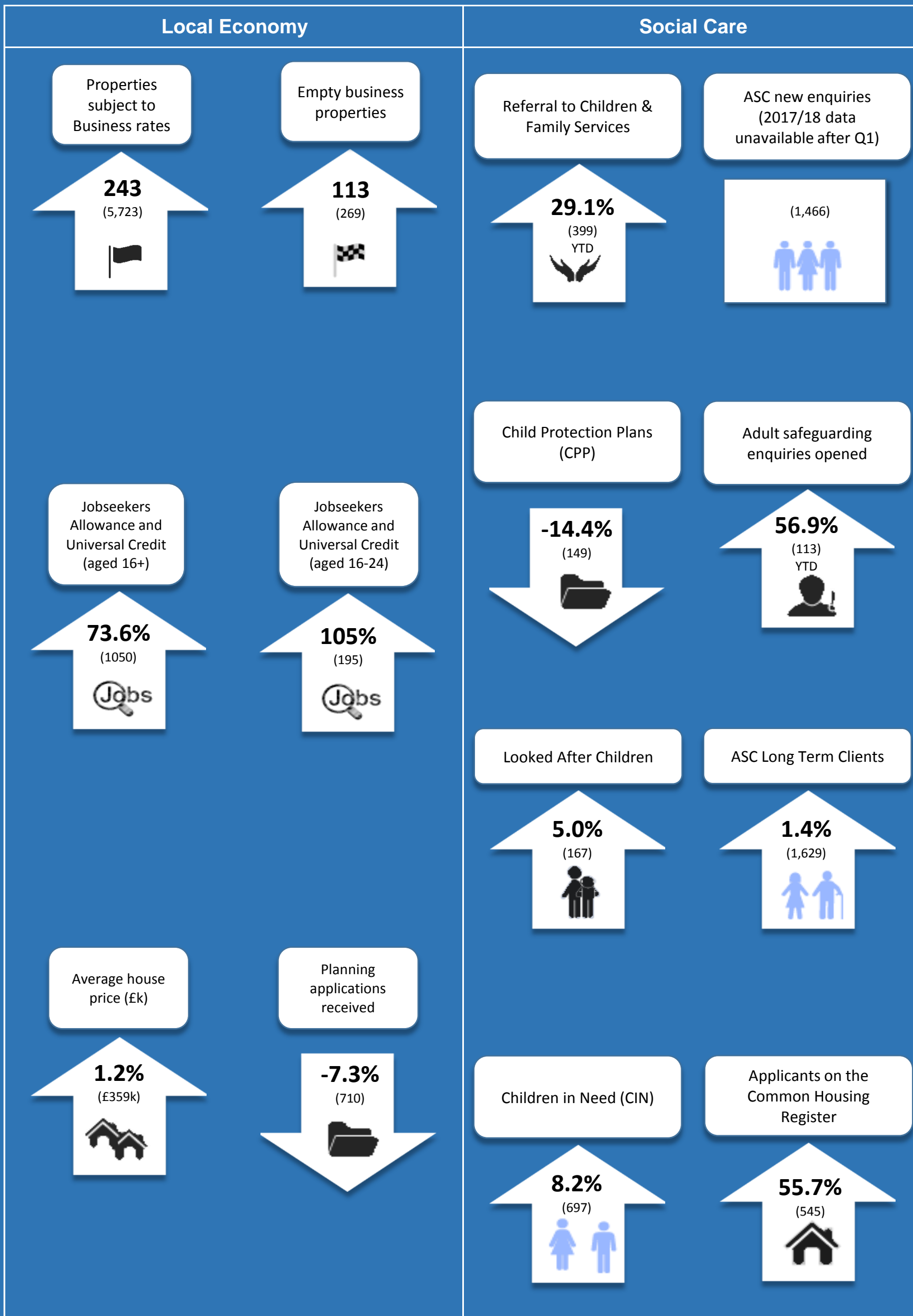
- BEC1 – Improve educational attainment**
- BEC2 – Close the educational attainment gap**
- SLE1 – Enable the completion of more affordable housing**
- SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
- P&S1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

The proposals contained in this report will help to achieve the above Council Strategy aims and priorities by *(add text)

Officer details:

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

District Wide Health Check 2018/19: Quarter 2

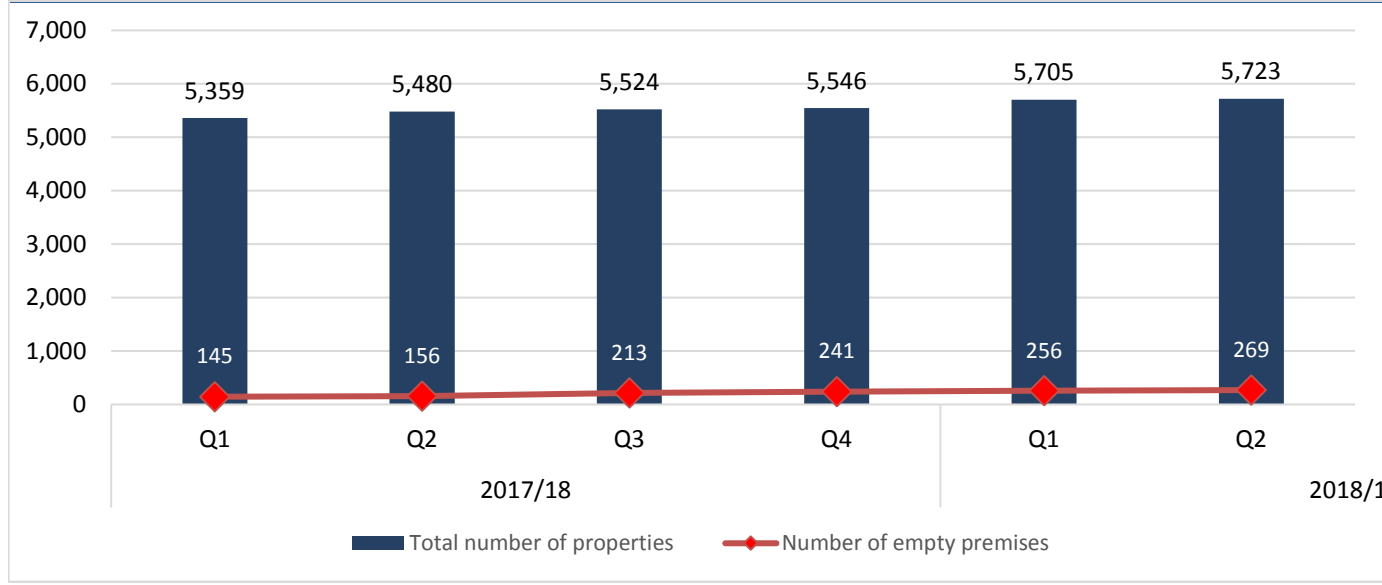


Unless otherwise stated, arrows indicate direction of travel for the latest quarter versus the same period last year. Bracketed figures are the actual values for the current quarter. Figures in bold show actual or percentage change since same period last year.

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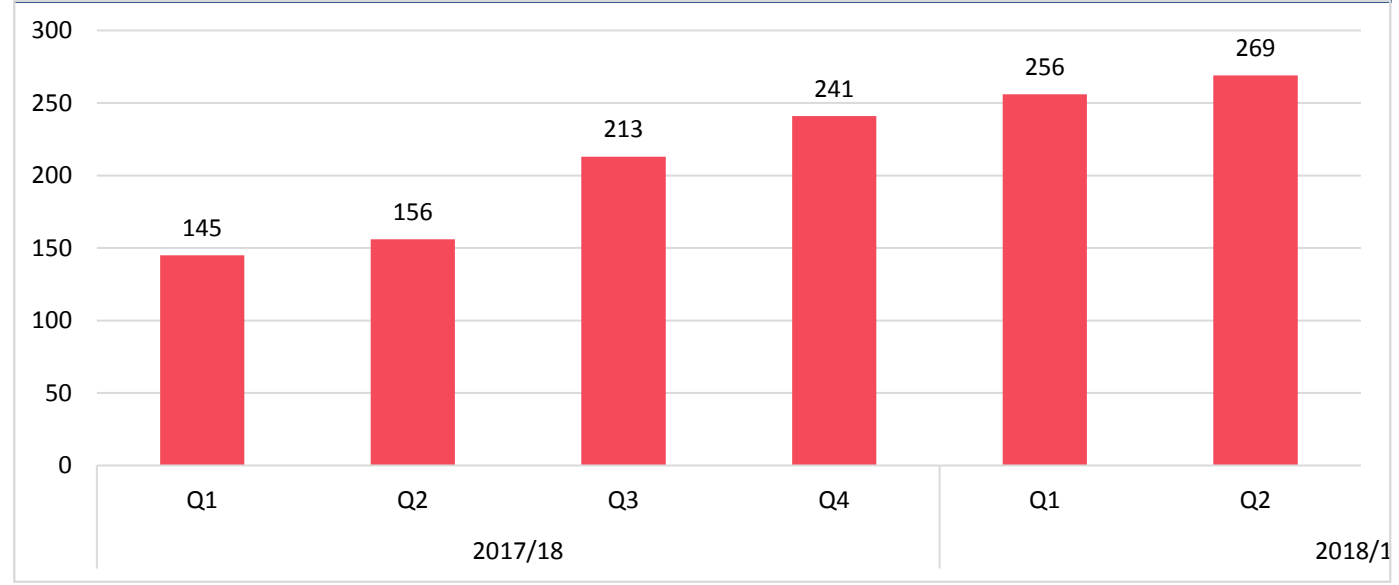
Local Economy

1 Number of properties which are subject to Business Rates QvQ: 243
 Number of empty properties which are subject to Business Rates QvQ: 113



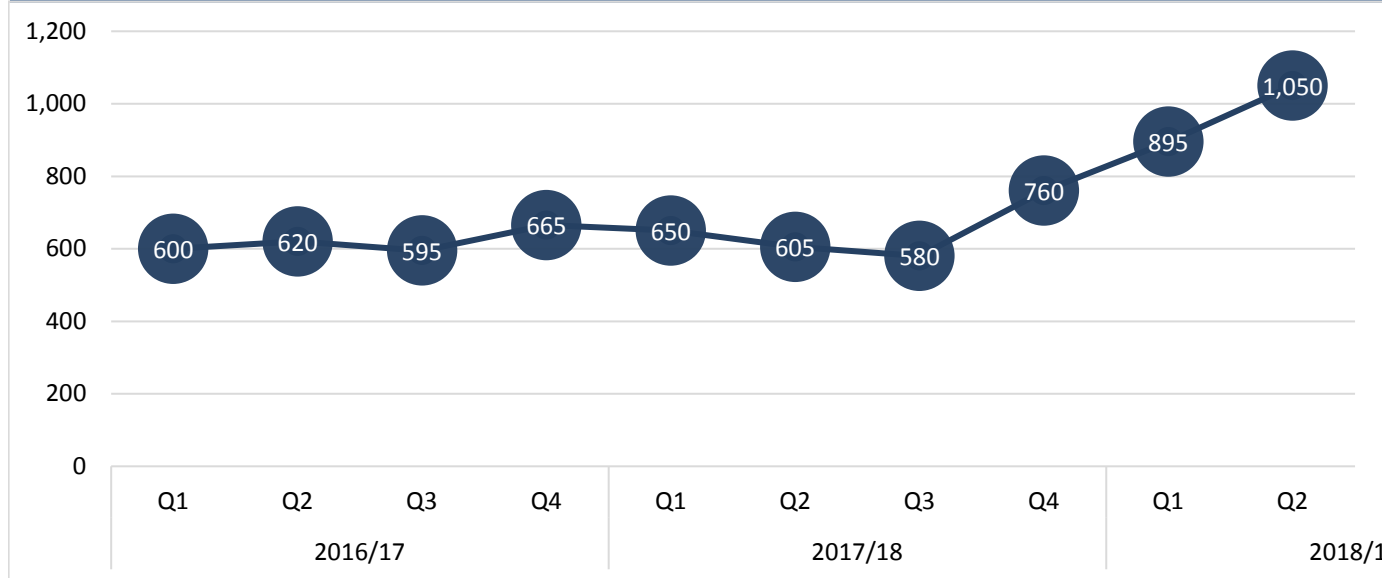
Service comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

2 Number of empty properties which are subject to Business Rates QvQ: 113



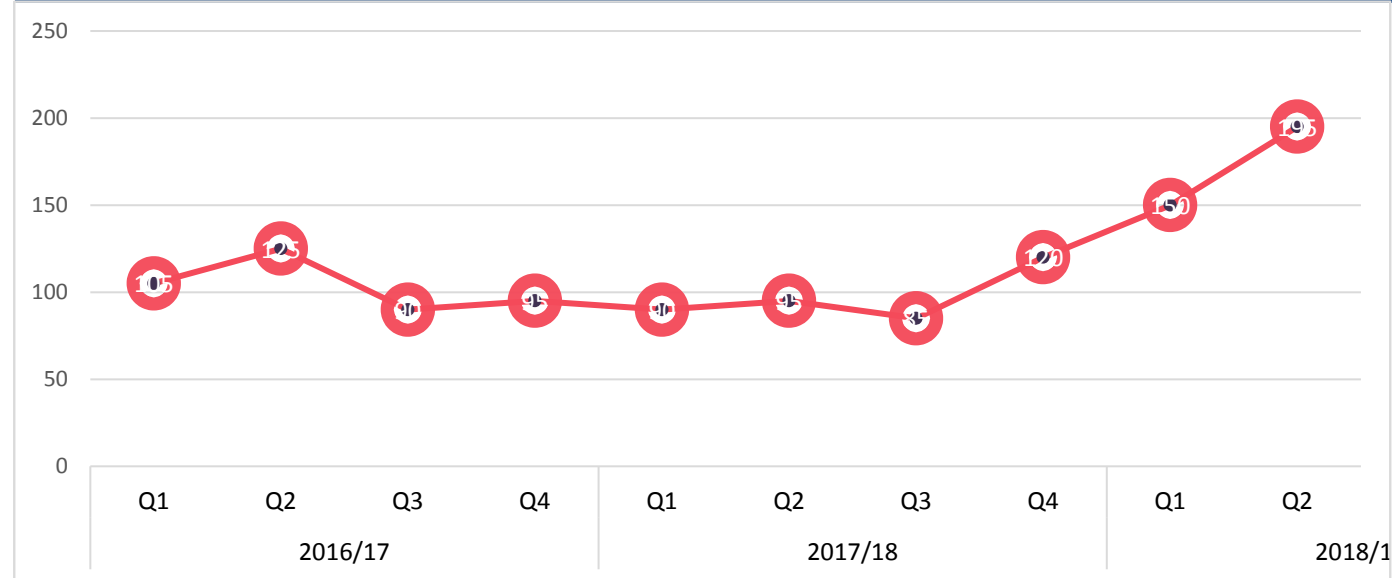
Service comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

3 Total claimant count (aged 16+) - JSA & Universal Credit QvQ: 73.6%

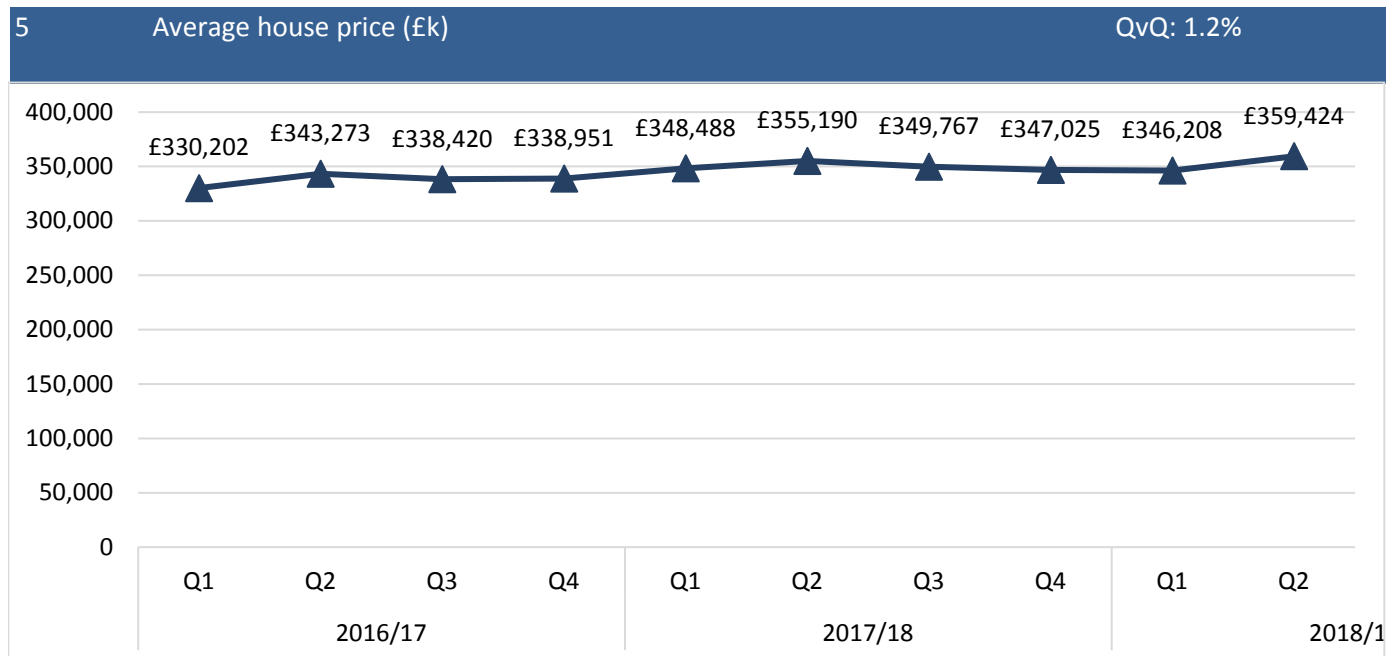


Comment: Reported for last month of the quarter
 Q4 2017/18 updated

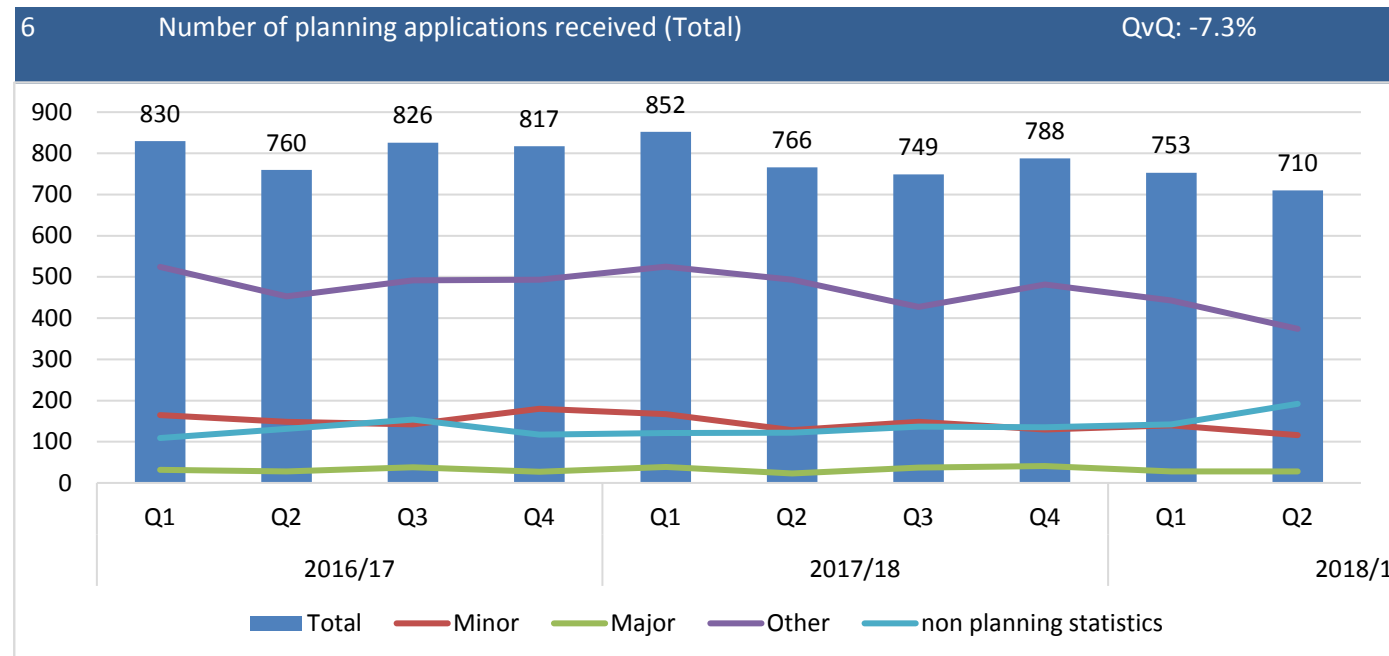
4 Total claimant count (aged 16-24) - JSA & Universal Credit QvQ: 105.3%



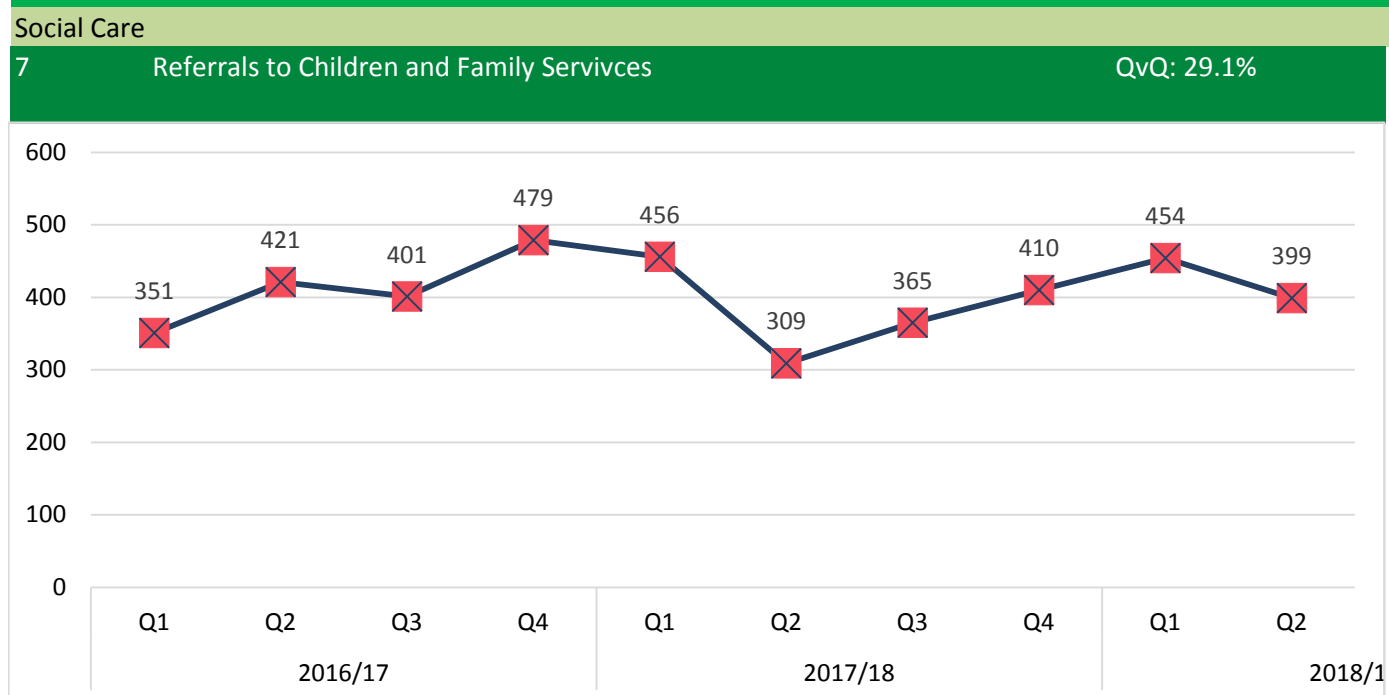
Reported for last month in the quarter. Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. Universal Credit Full Service has been rolled out in West Berkshire and therefore the number will increase as existing claimants are moved across. As all benefits will be subsumed by UC, this measure can't be used to monitor unemployment, but could possibly give an indication of low income.



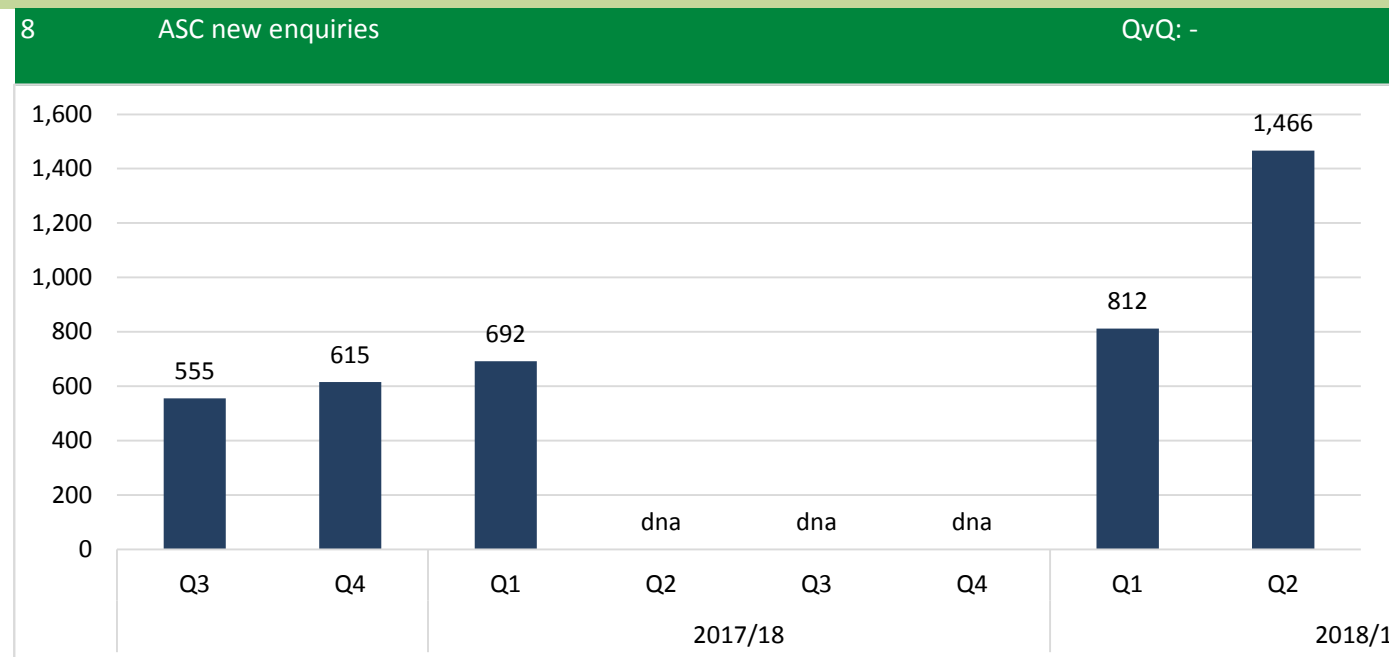
Comment: Usually reported for the last month in the quarter. Q2 as at August 2018
 Historic data updated by the land registry
 (Source: Land Registry) Average price (All property types)



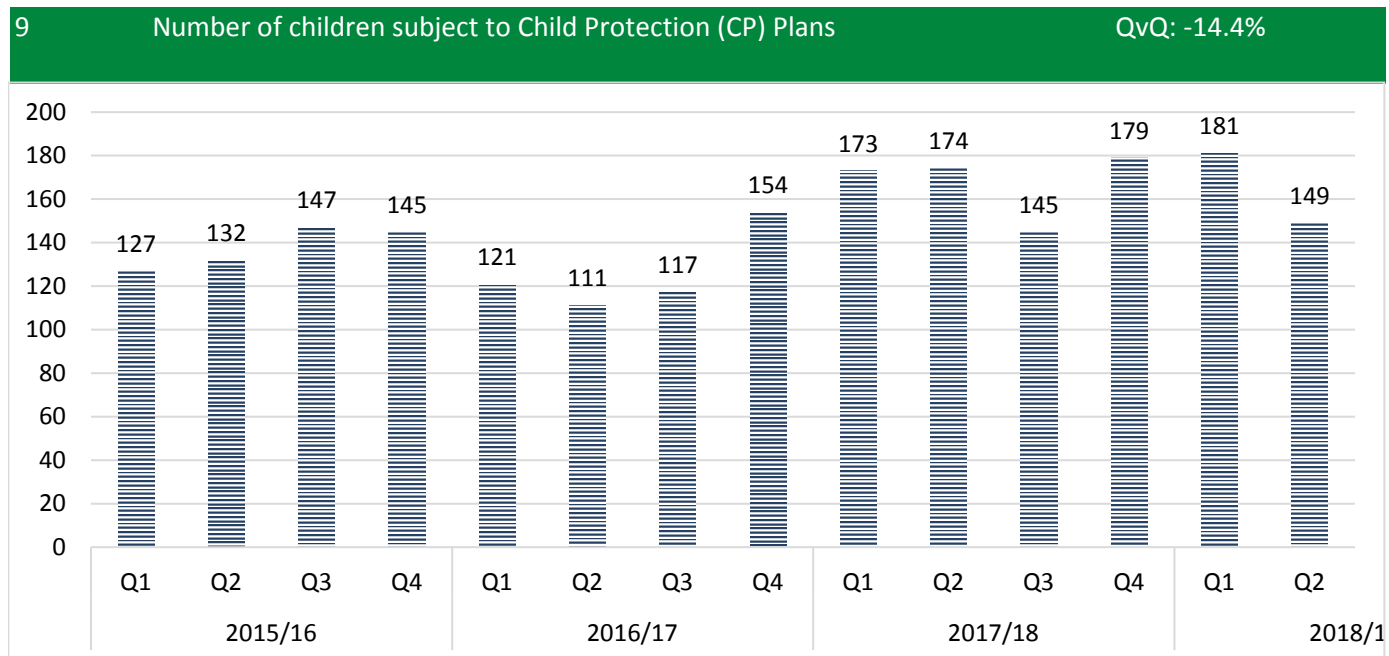
Service comment: Past data (2015/16 to 2017/18 has been updated as it was found that the reported data included a small error in the application types counted and did not include applications held pending registrations. Both these issues have now been resolved.
 Q1 2018/19 data has been confirmed and Q2 2018/19 data is an estimate and will be updated at Q3.



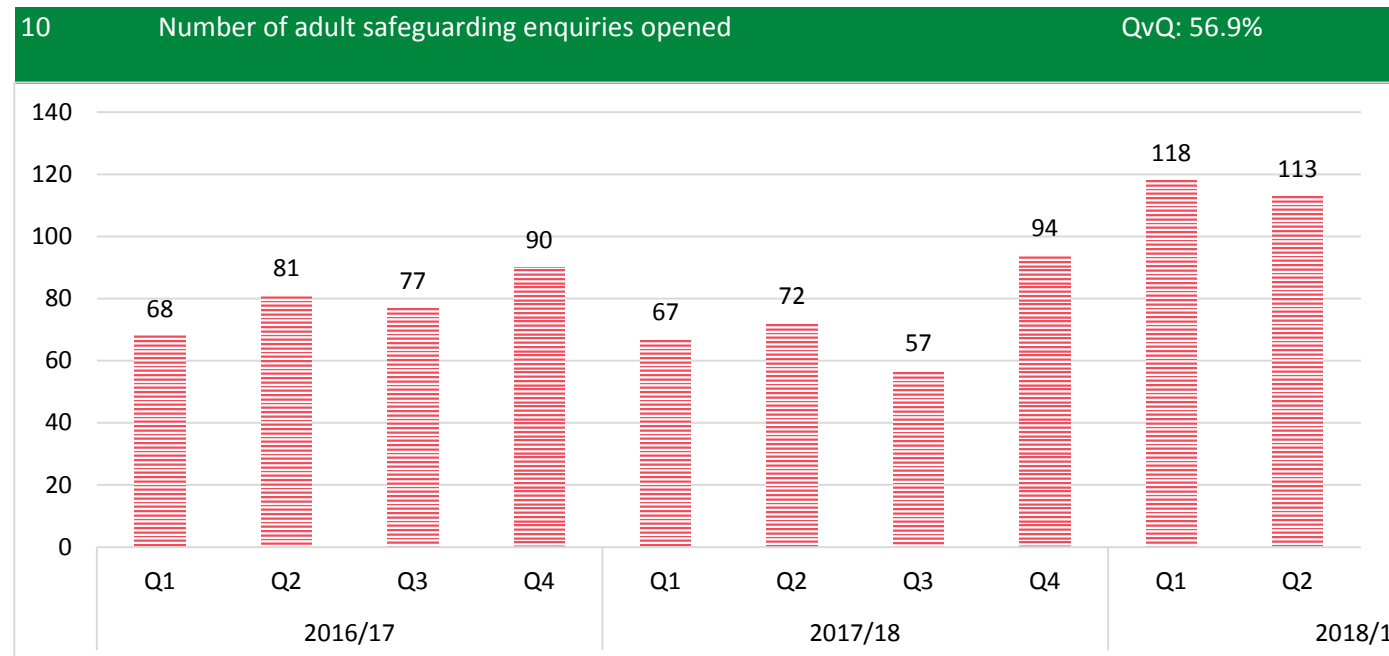
Service comment:



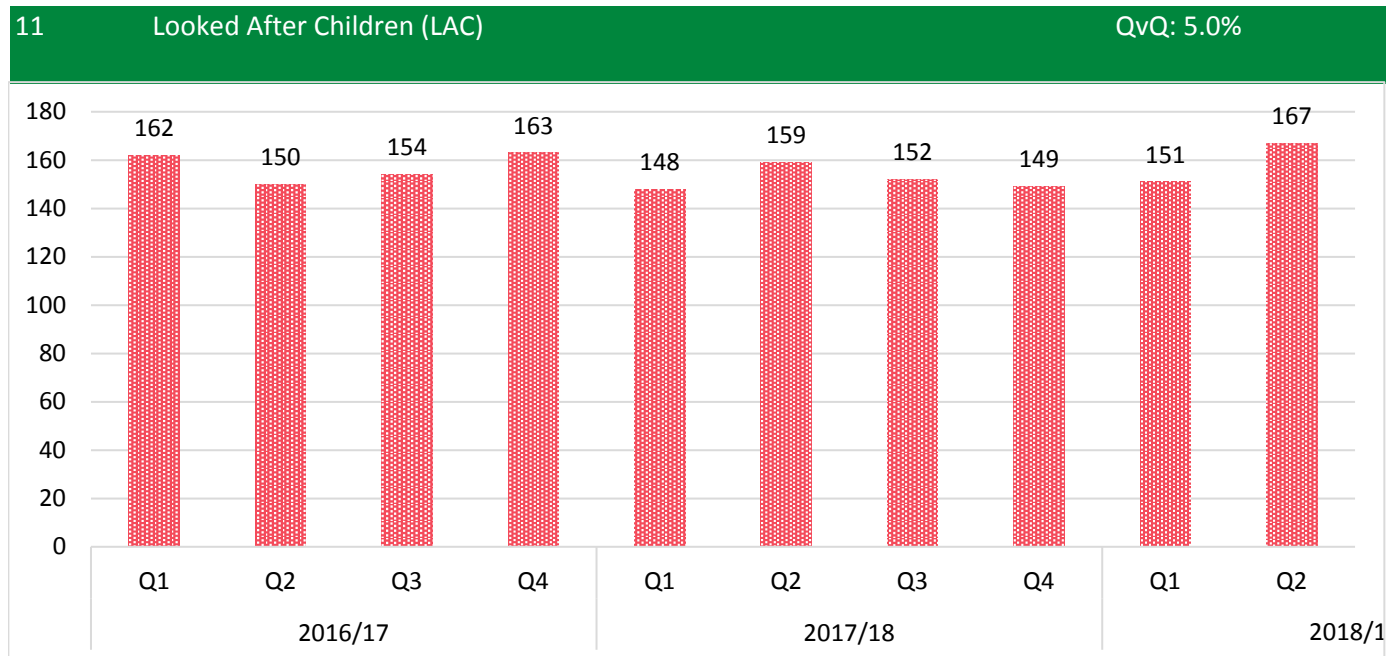
Service comment: Q2 data is provisional. The increase may be due to more accurate reporting of IAS. In 2017/18, the recording of Information/Advice/Signposting (IAS) was identified as an area of improvement due to transition to Care Director. Work was conducted in the latter part of 2017/18 to ensure recording practices were robust across locality teams. (Unable to provide data due to transition to CareDirector. No comparison can be made with data prior to Q3 2016/17 due to changes in working practices).



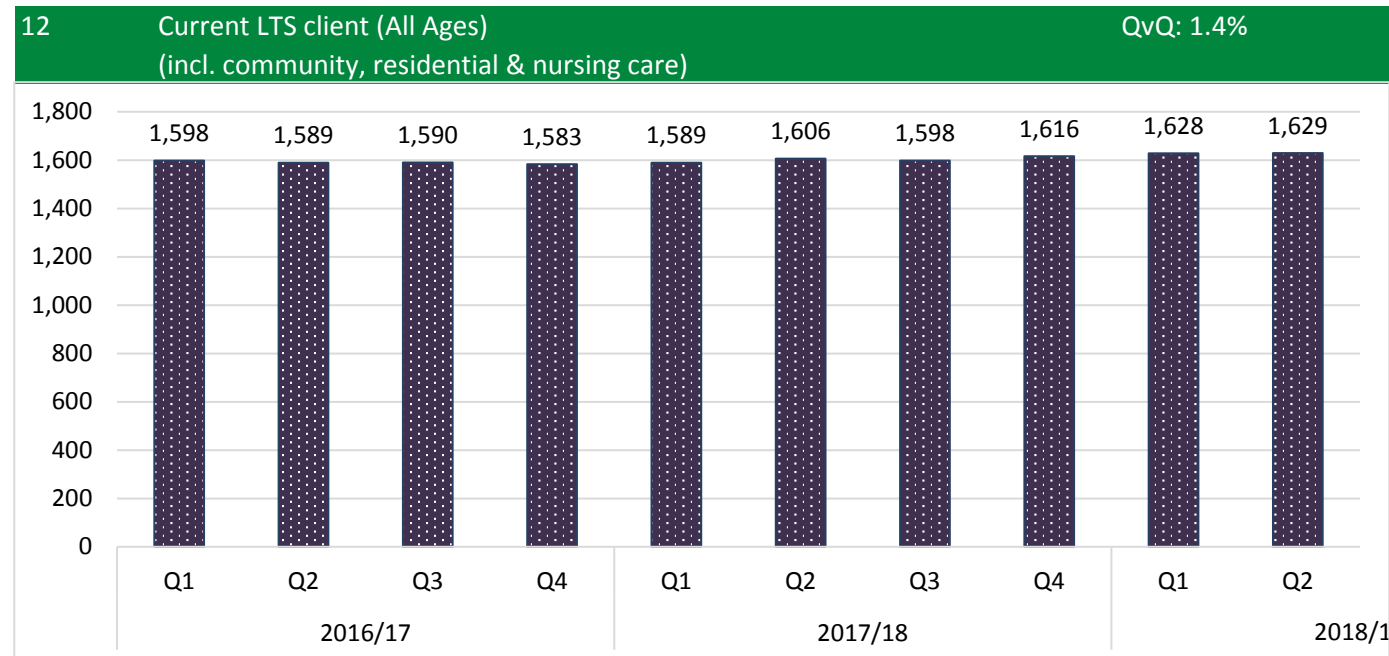
Service comment:



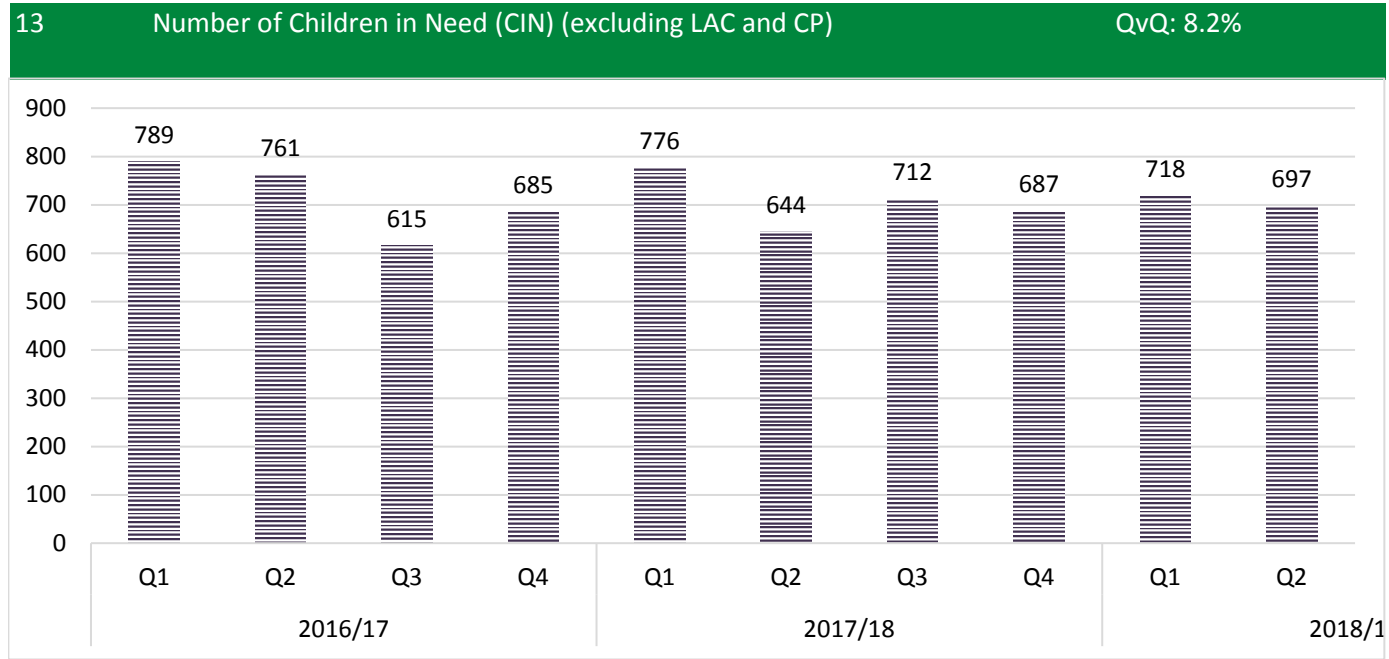
Service comment: 2018/19 has seen an increase in number of opened enquiries; volume continues to increase in line with the increased volume of concerns that are being recorded, this identifies increased demand and pressure on both Safeguarding and the operational teams
 We have had significant concerns with our Extra Care Housing schemes which has contributed towards inflating this number. We are actively reviewing the care provided within this schemes in conjunction with the Care Quality and Commissioning teams to address these concerns. We will continue to monitor the number of enquiries opened during the year to understand any themes.
 Q1 figure has been updated.



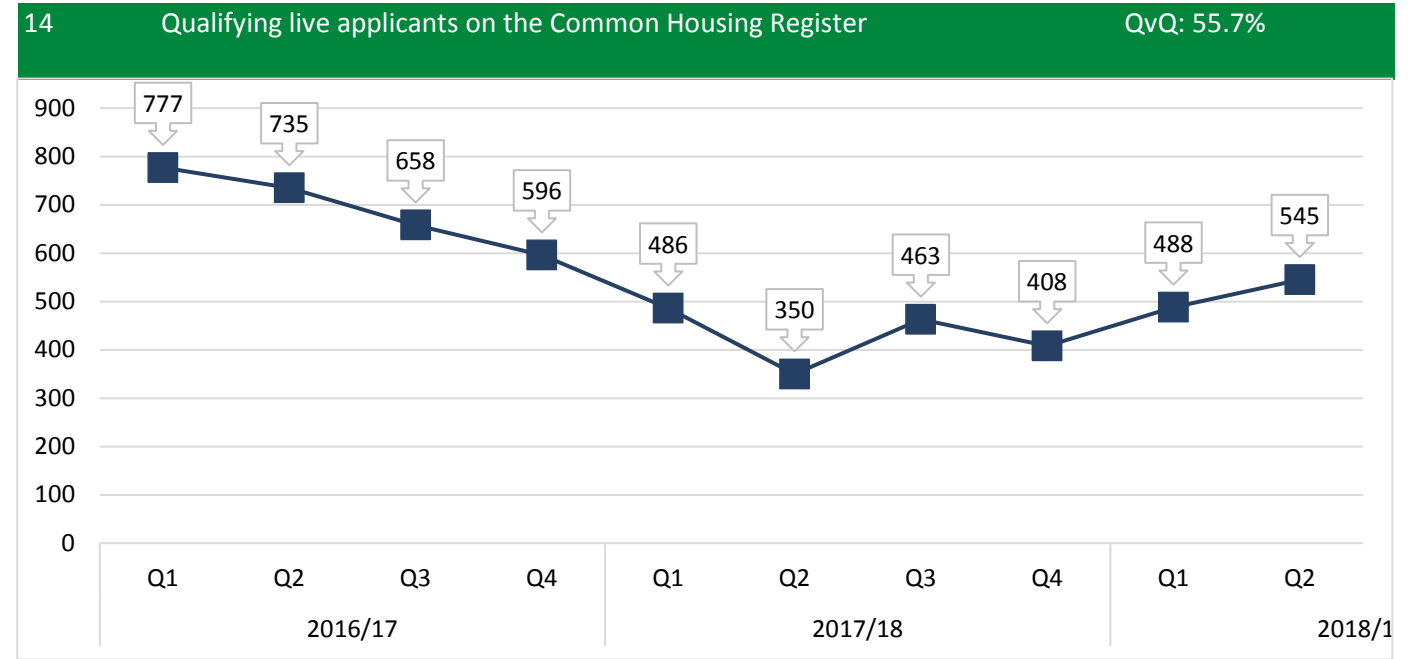
Service comment:



Service comment: Reported as snapshot, not year to date.

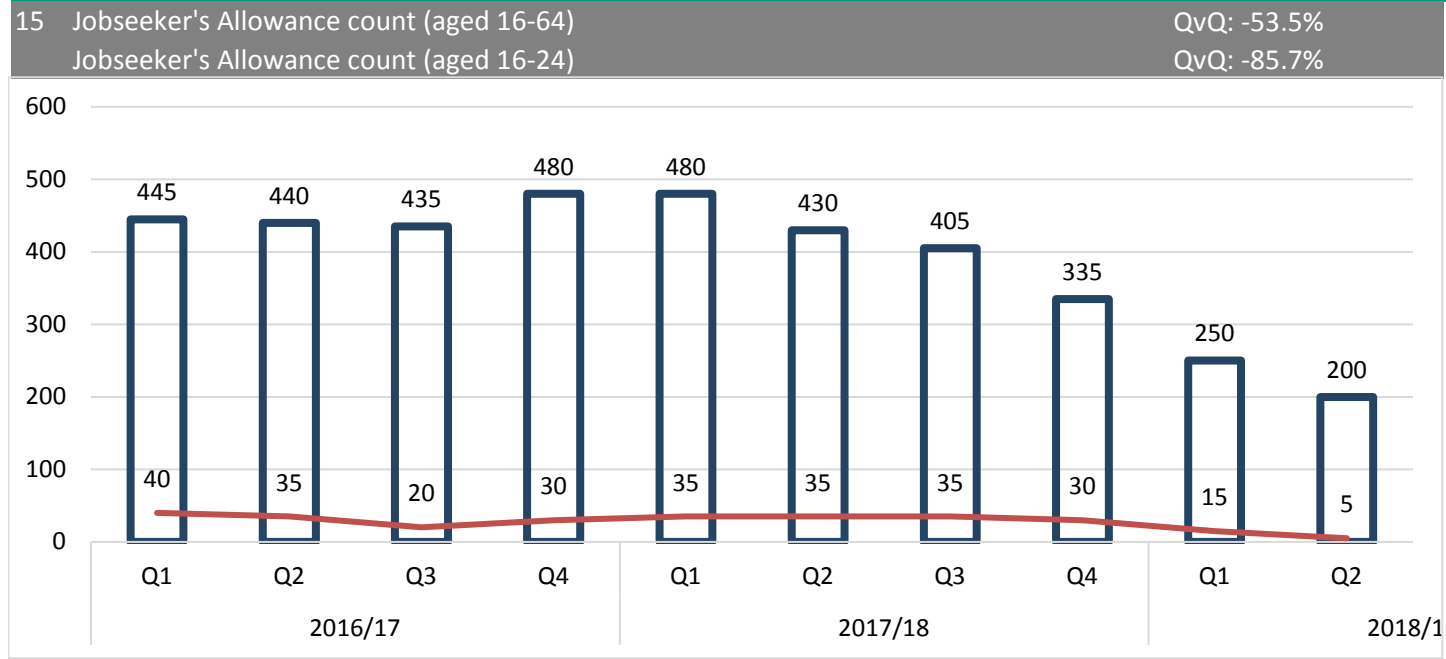


Service comment:

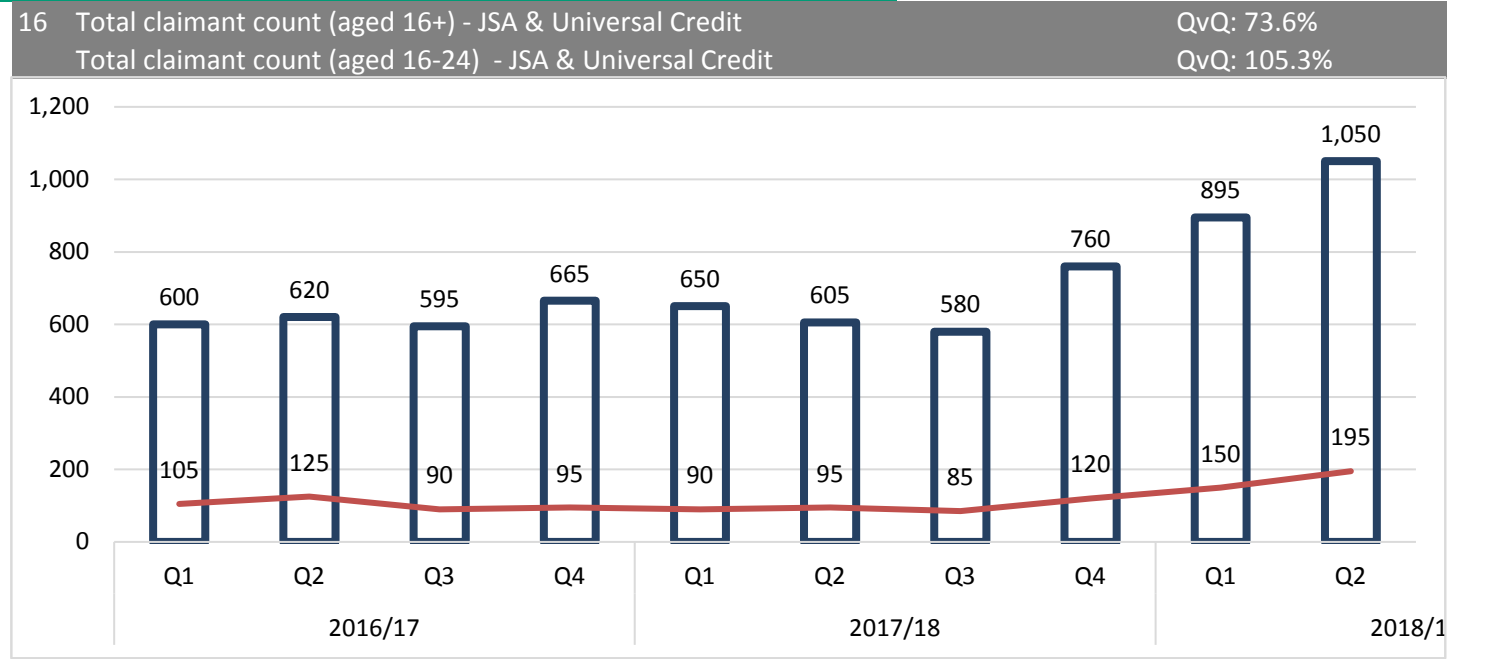


Service comment: Additional resource in the team has enabled better throughput of applications

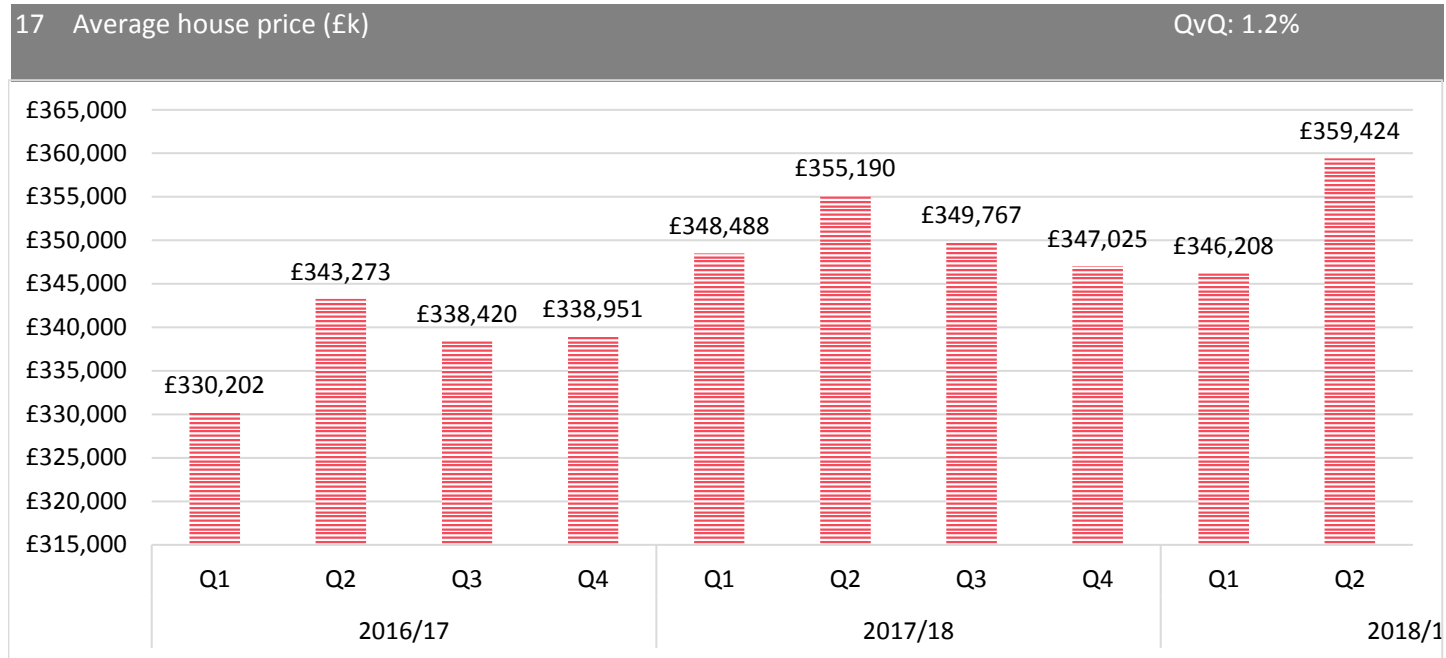
Executive Committee Key Accountable Measures of Volume 2018/19 by Directorate and Service (current qrt v same qrt last year)



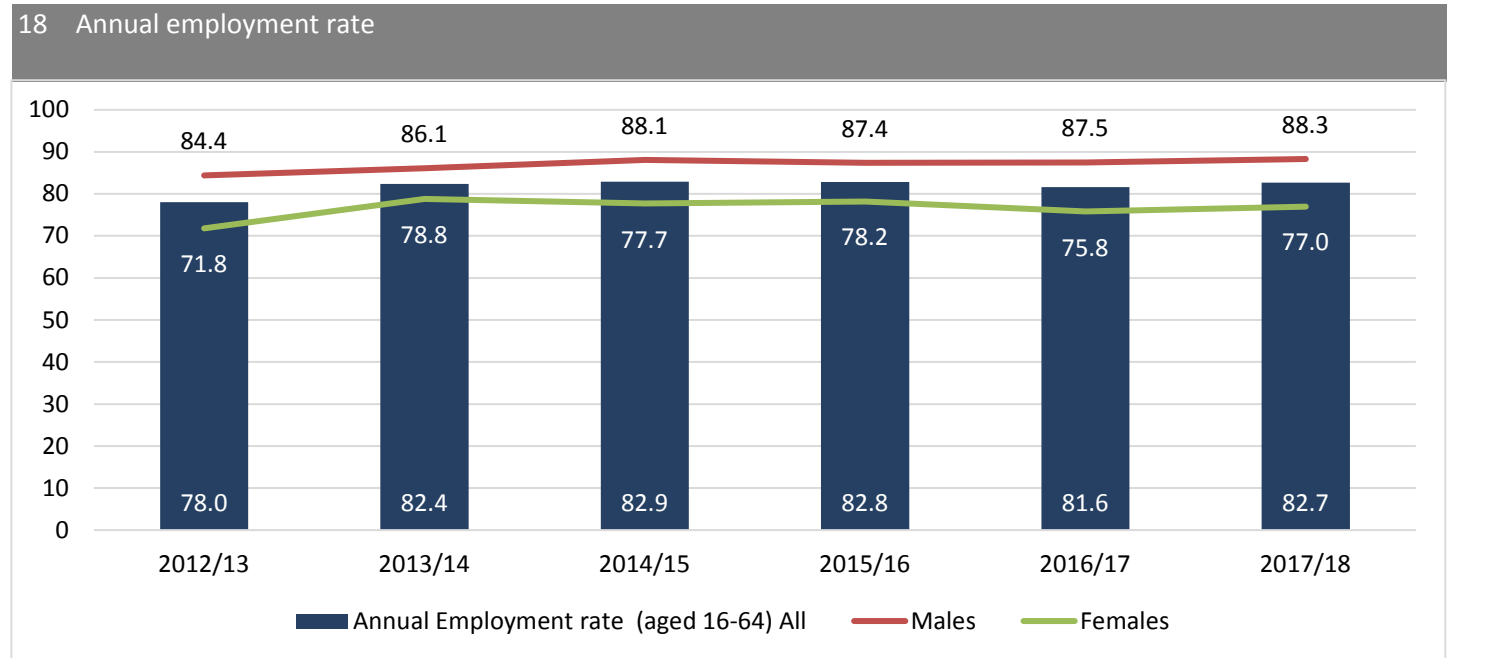
Service Comment: Reported for last month of the quarter
Q4 updated with March 2017/18 figure.
Reported for last month in the quarter. Number of people aged between 16 and 64 who are claiming Jobseeker's Allowance (JSA). This is paid to help people who are unemployed or on a low income that are out there looking for a job.



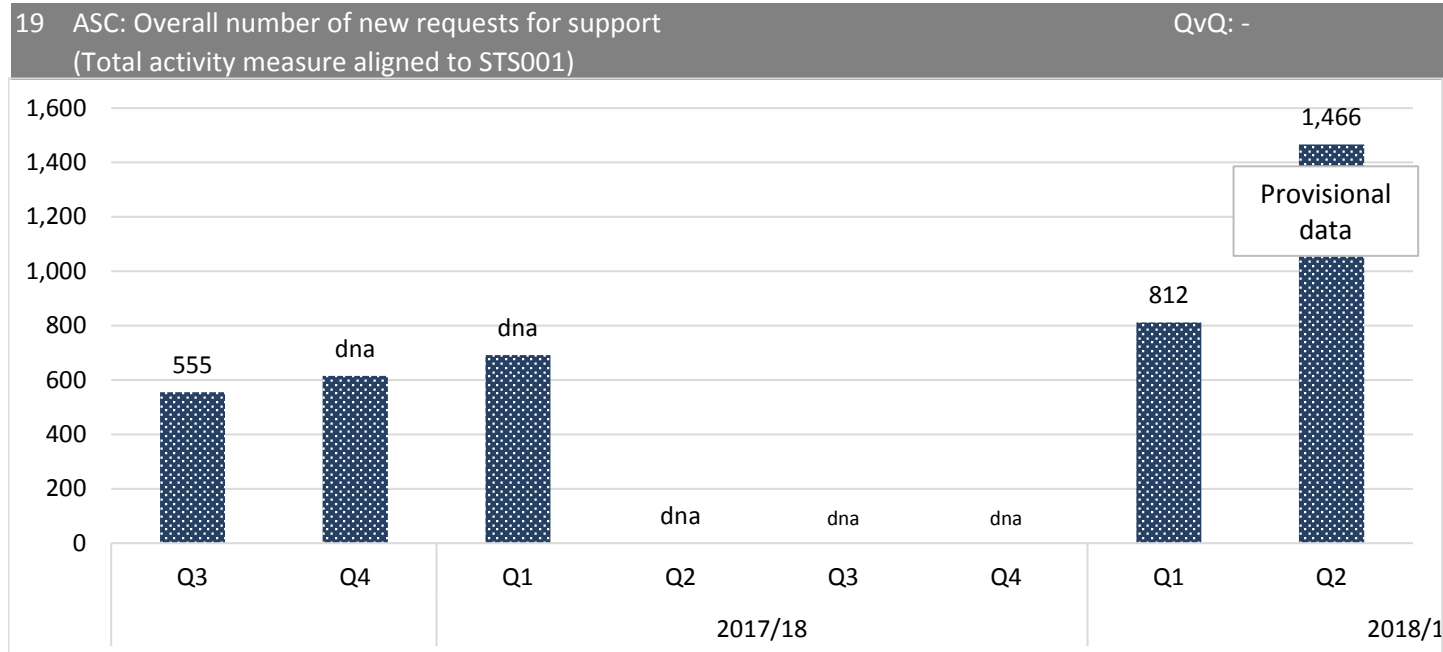
Service Comment: Reported for last month of the quarter
Q4 2017/18 updated
Reported for last month in the quarter. Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. Universal Credit Full Service has been rolled out in West Berkshire and therefore the number will increase as existing claimants are moved across. As all benefits will be subsumed by UC, this measure can't be used to monitor unemployment, but could possibly give an indication of low income.



Service Comment: Usually reported for the last month in the quarter. Q2 as at August 2018
Historic data updated by the land registry
(Source: Land Registry) Average price (All property types)



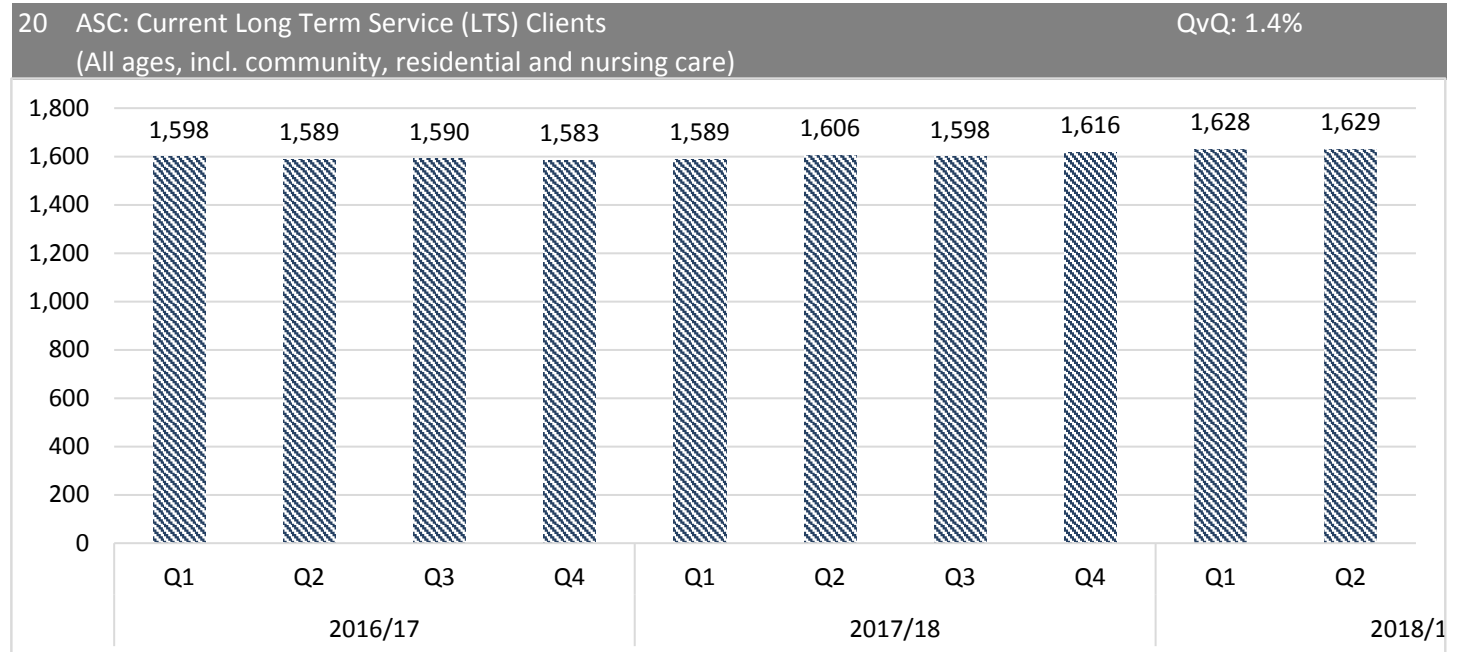
Service Comment: Defined as the number of people in employment expressed as a percentage of all people aged 16-64
(Source: Nomis - Annual Population Survey reporting Apr-Mar)



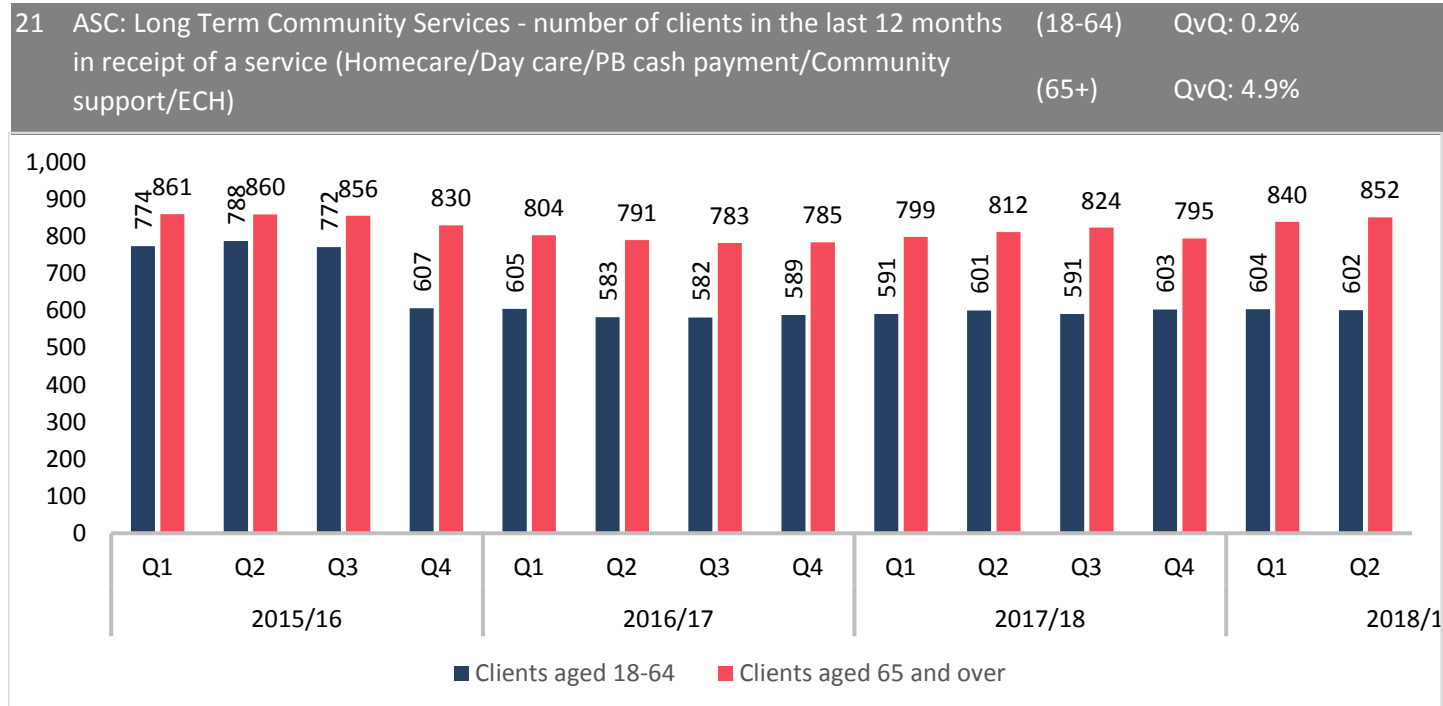
Service Comment: Q2 data is provisional. The increase may be due to more accurate reporting of IAS.

In 2017/18, the recording of Information/Advice/Signposting (IAS) was identified as an area of improvement due to transition to Care Director. Work was conducted in the latter part of 2017/18 to ensure recording practices were robust across locality teams.

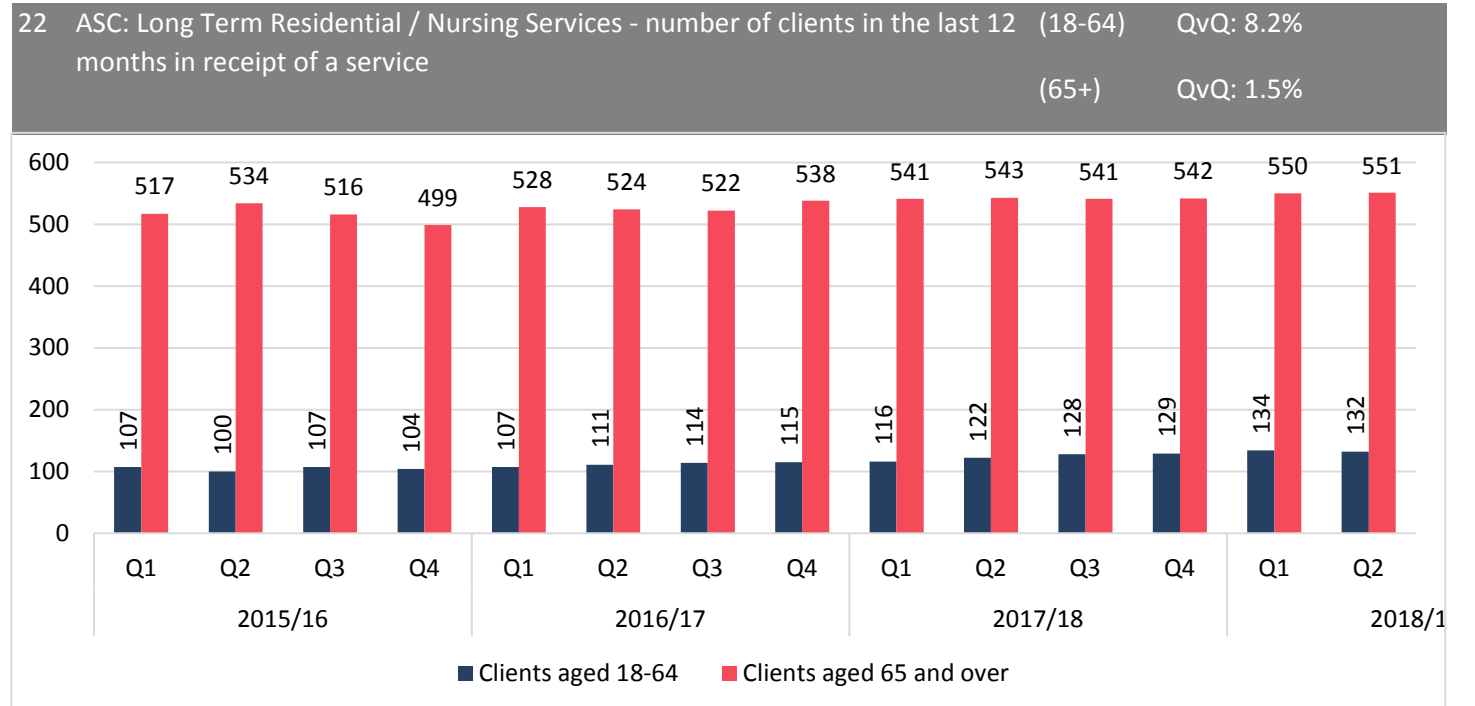
(Unable to provide data due to transition to CareDirector. No comparison can be made with data prior to Q3 2016/17 due to changes in working practices).



Service Comment: Reported as snapshot, not year to date.

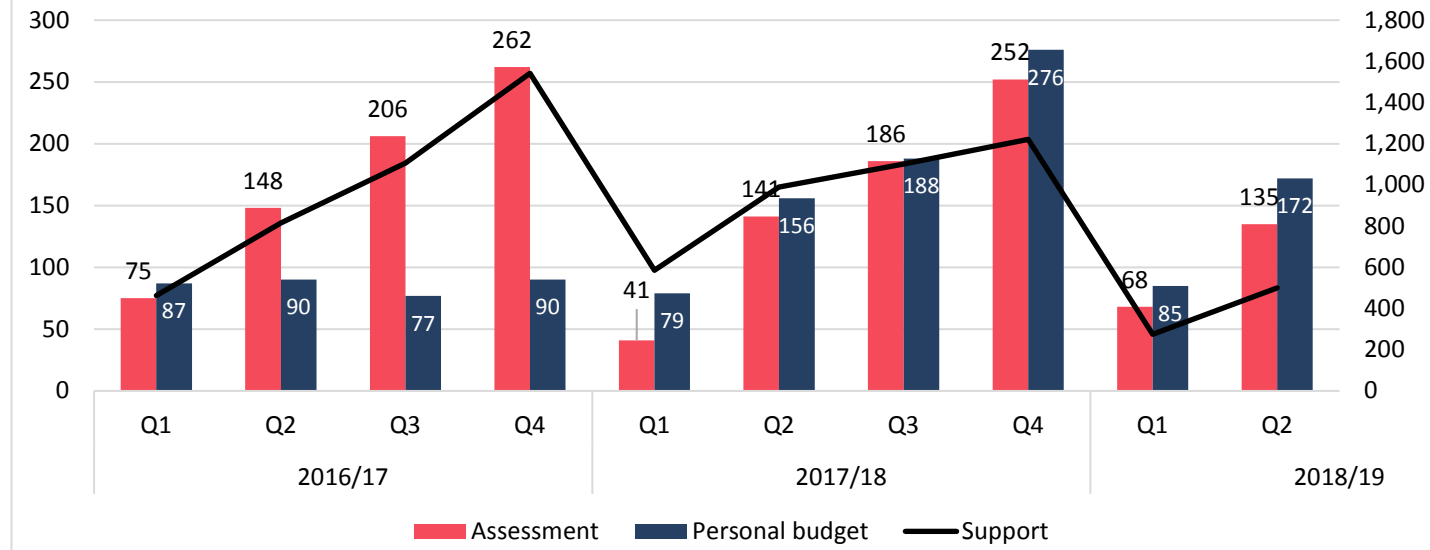


Service comment: Rolling 12 months
Rolling 12 months



Service comment: Rolling 12 months

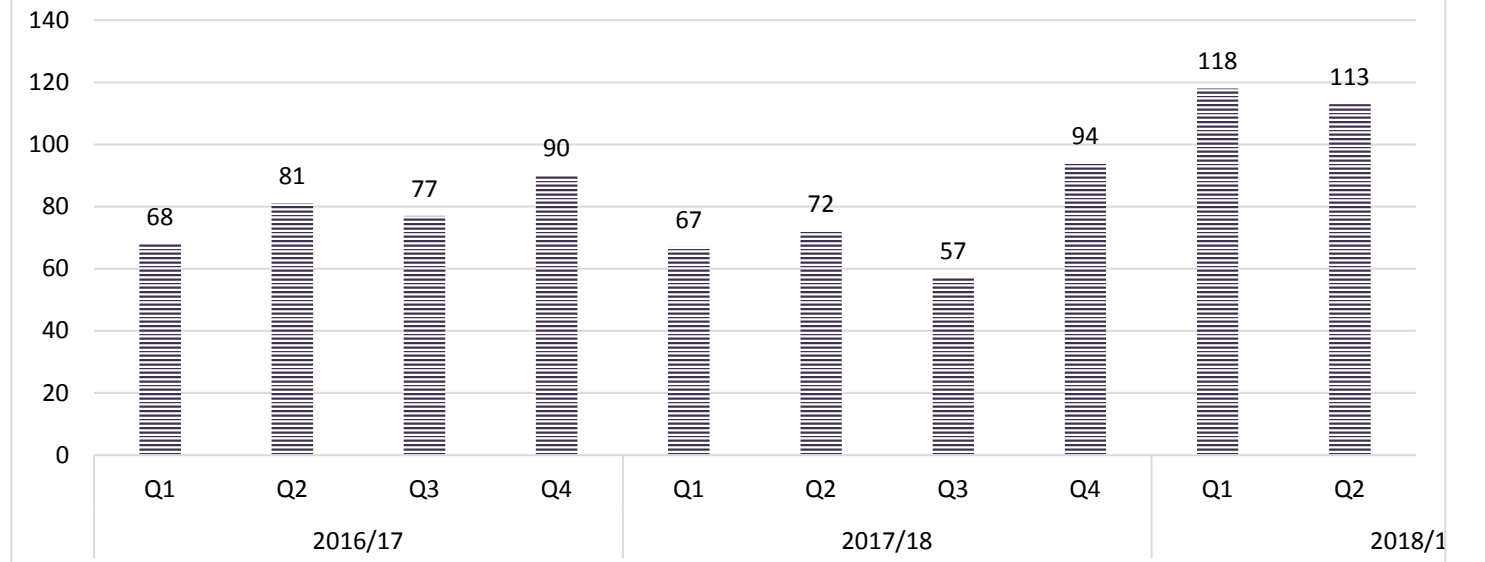
23 ASC: Support for Carers - receiving support, an assessment and/or a personal budget



Service comment: YTD figures

24 ASC: Number of adult safeguarding enquiries opened

QvQ: 56.9%



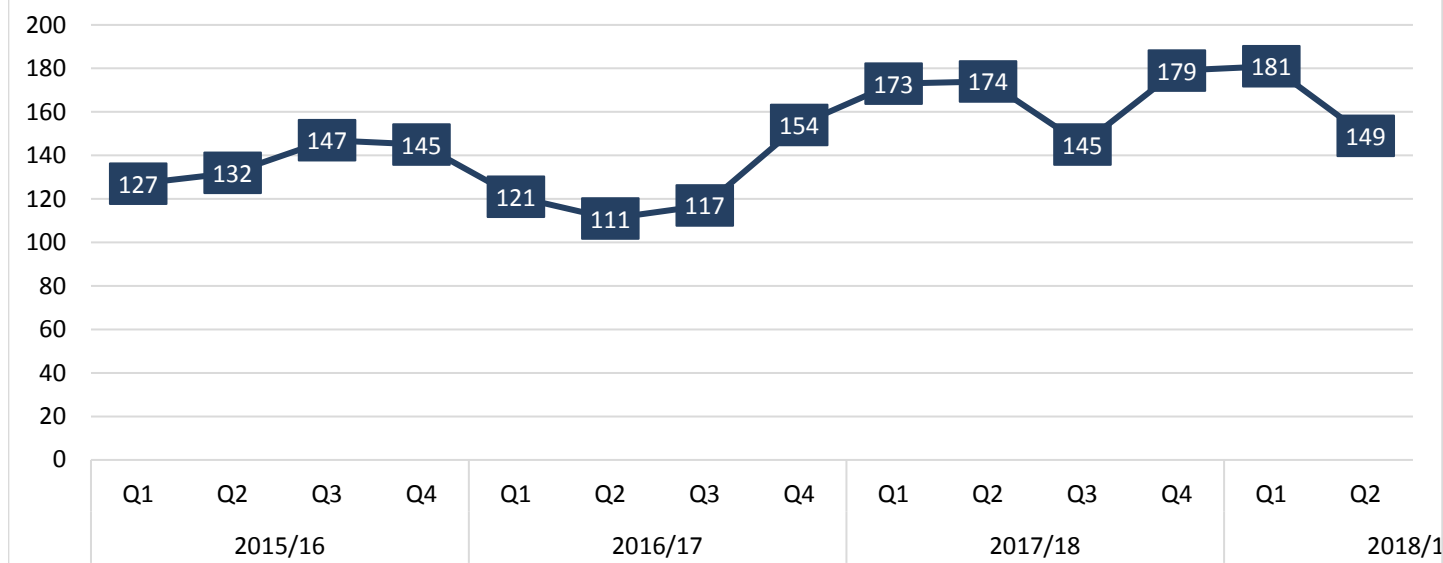
Service comment: 2018/19 has seen an increase in number of opened enquiries; volume continues to increase in line with the increased volume of concerns that are being recorded, this identifies increased demand and pressure on both Safeguarding and the operational teams

We have had significant concerns with our Extra Care Housing schemes which has contributed towards inflating this number. We are actively reviewing the care provided within this schemes in conjunction with the Care Quality and Commissioning teams to address these concerns. We will continue to monitor the number of enquiries opened during the year to understand any themes.

Q1 figure has been updated.

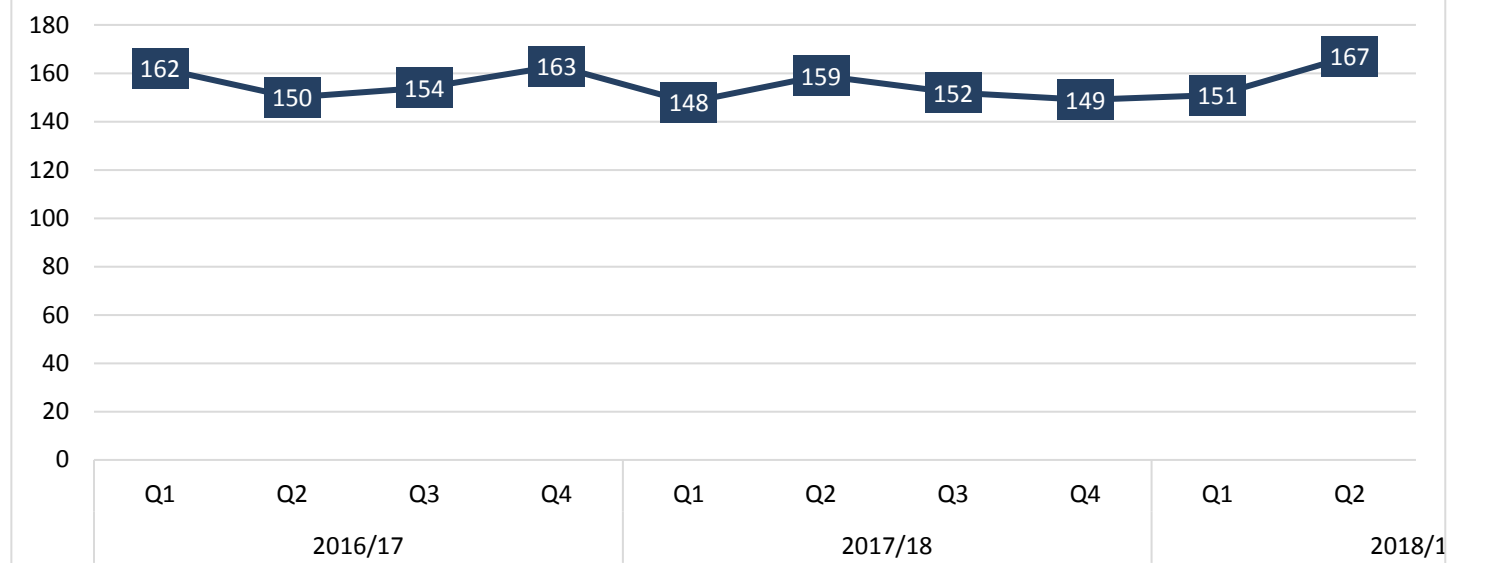
25 CFS: Number of children subject to Child Protection (CP) Plans

QvQ: -14.4%

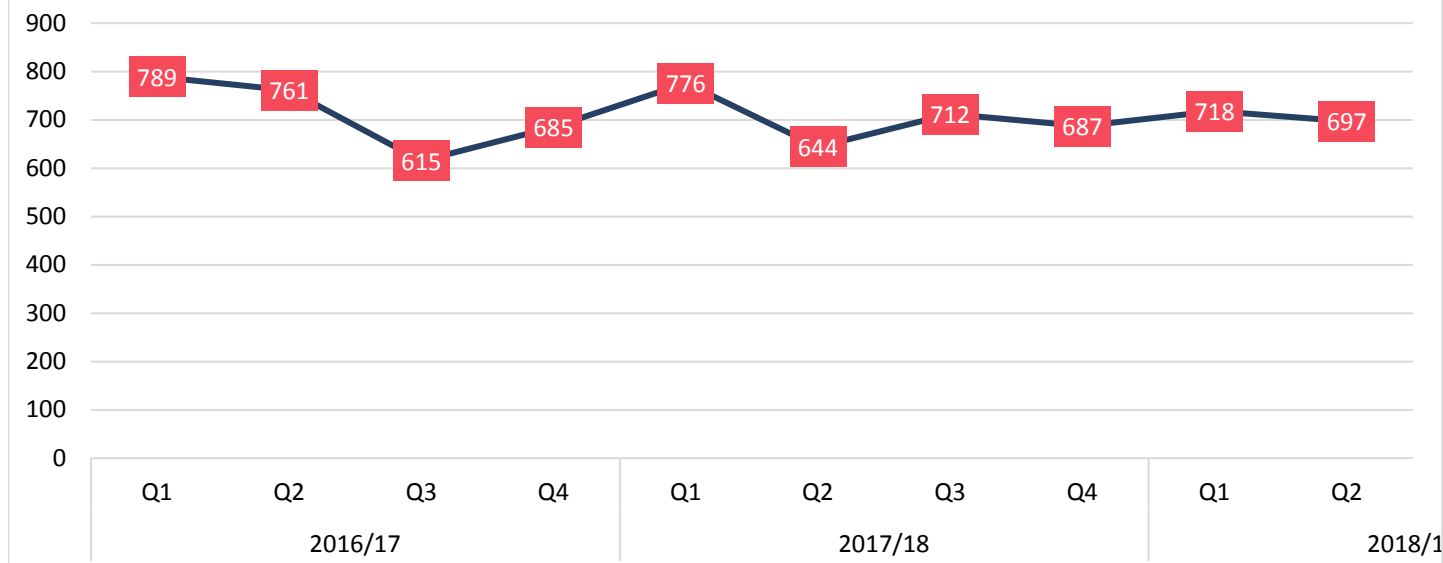


26 CFS: Number of Looked After Children (LAC) cases

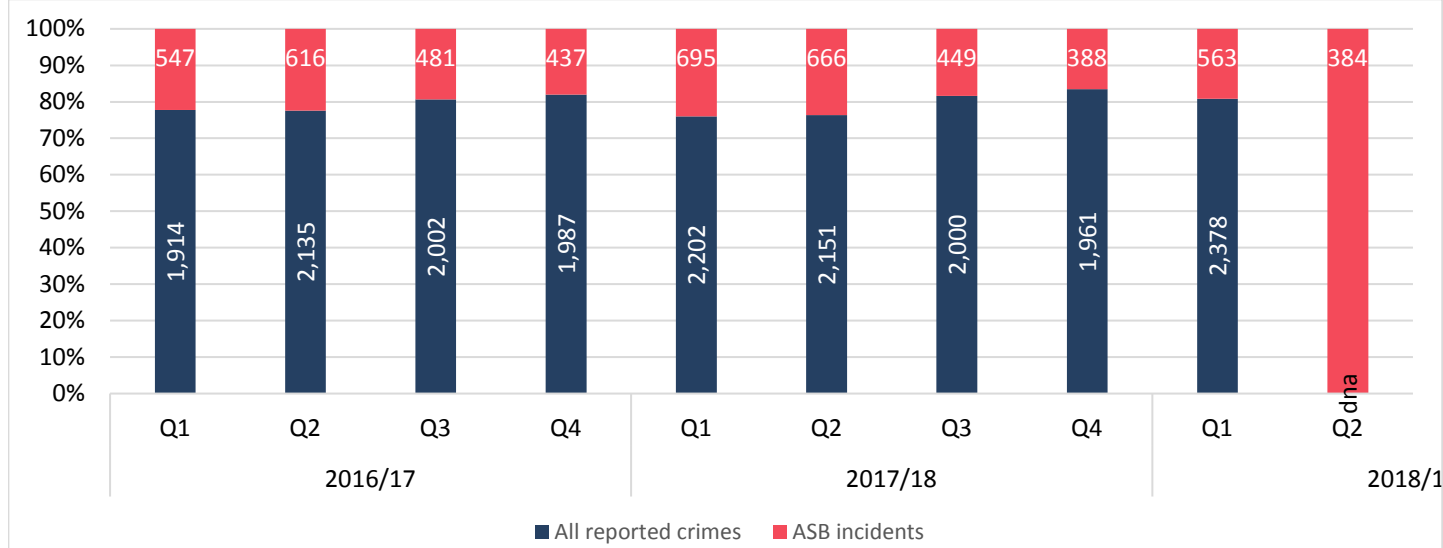
QvQ: 5.0%



27 CFS: Number of Children in Need (CIN) (excluding LAC and CP) QvQ: 8.2%

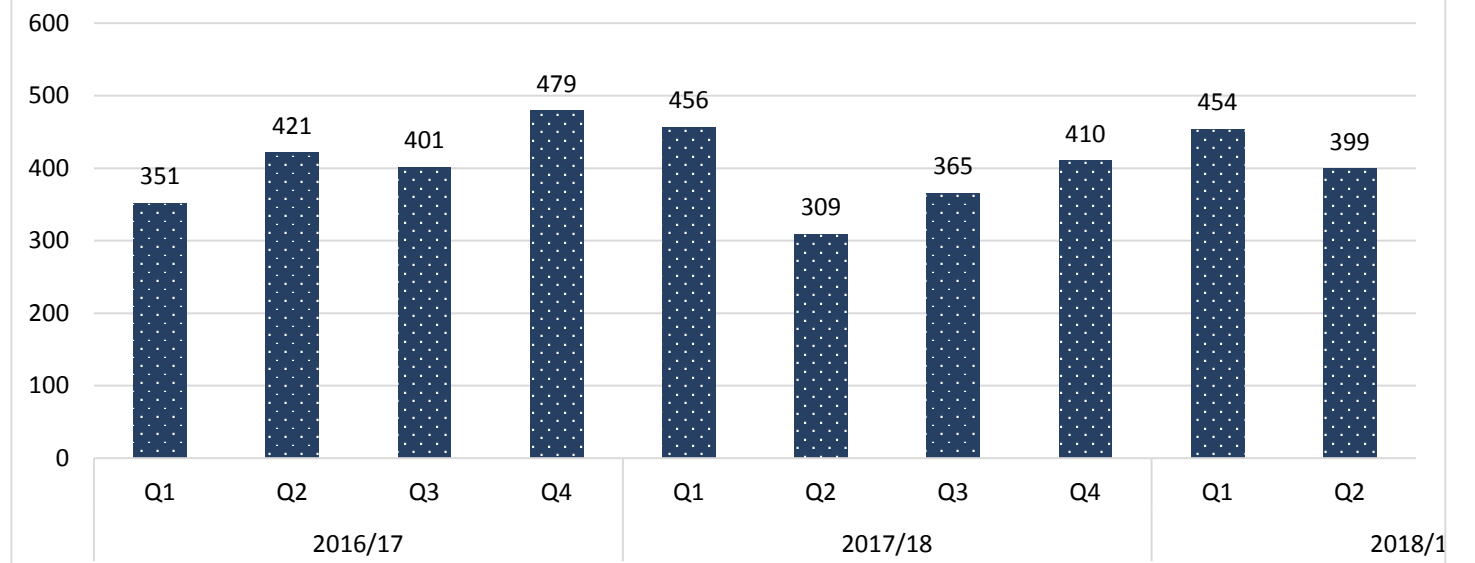


29 BCT: Number of all crimes reported to Thames Valley Police (TVP) QvQ: -
Number of anti-social behaviour (ASB) incidents reported to TVP QvQ: -42.3%

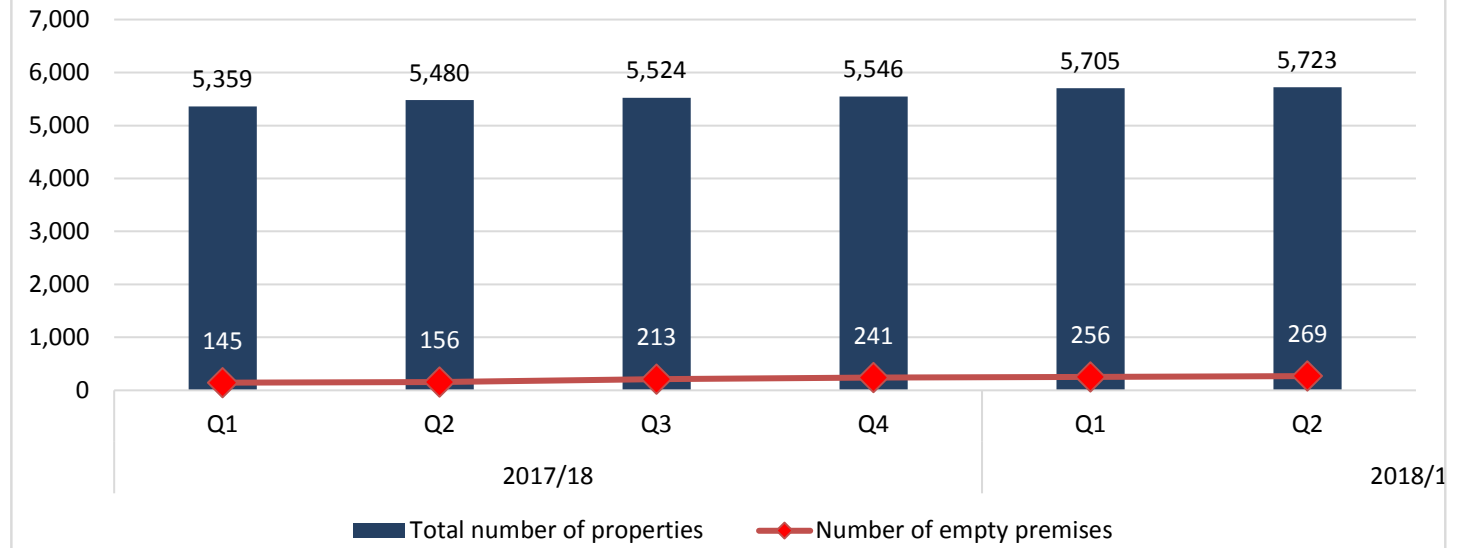


Service comment:

28 CFS: Number of referrals received (all) (Children and Family Services) QvQ: 29.1%

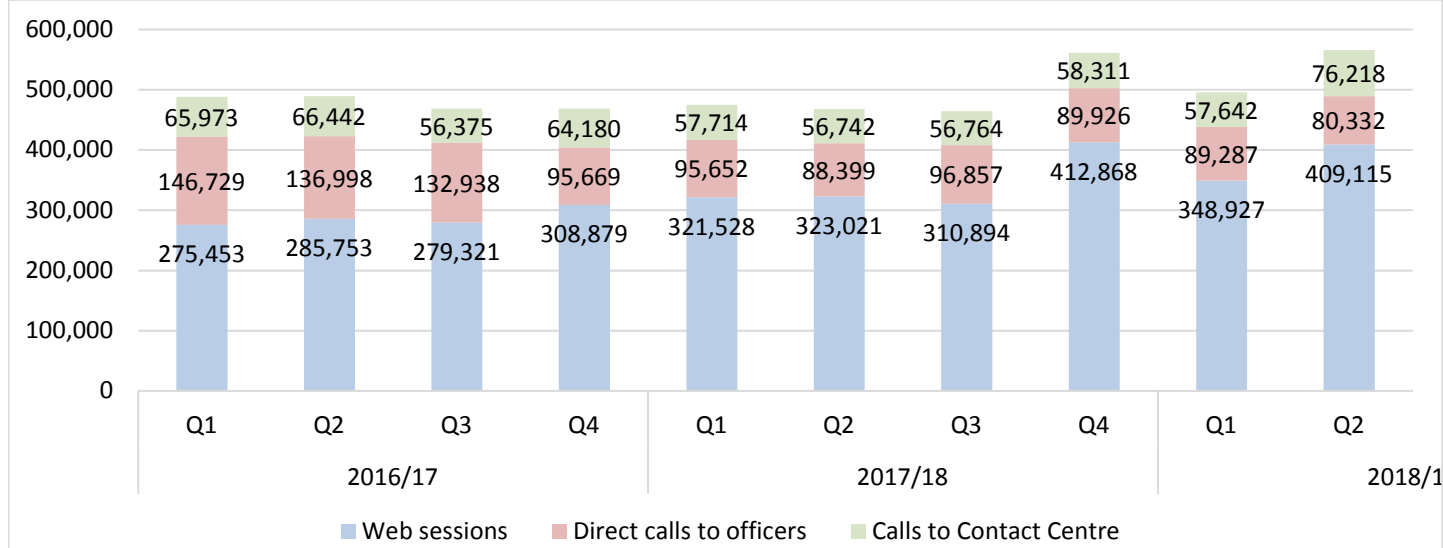


30 F&P: Number of properties which are subject to Business Rates and of those, which are empty. QvQ: 4.4%
QvQ: 72.4%



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

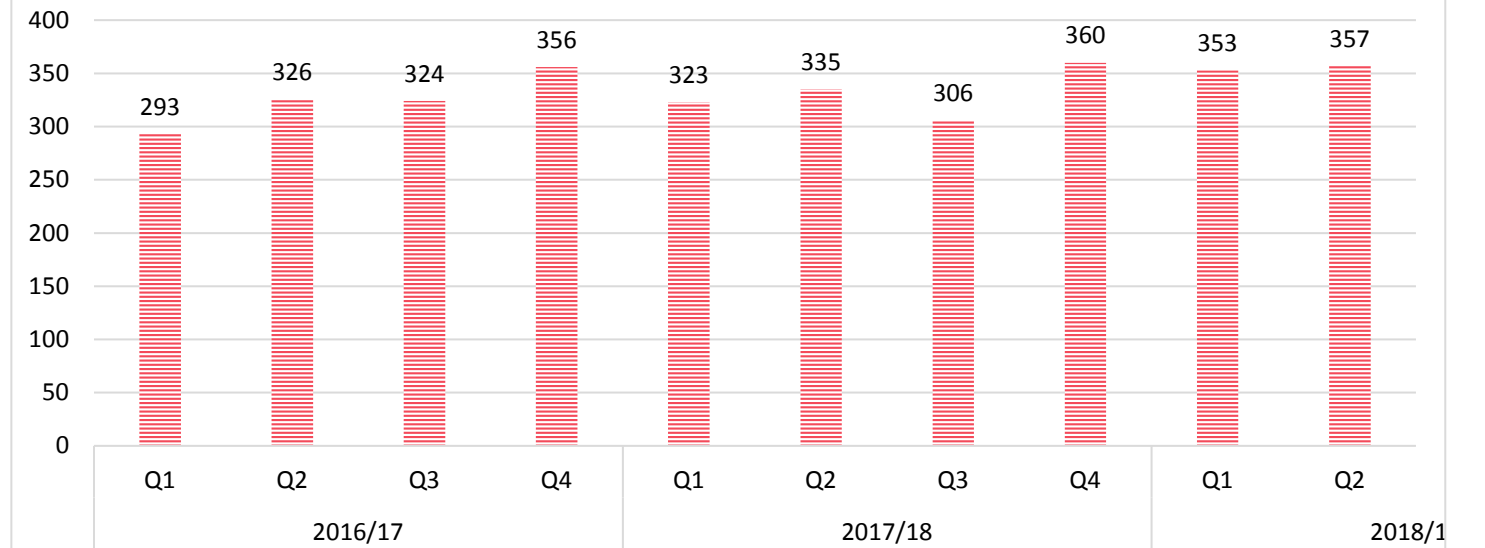
31 SS: Number of individual website sessions, direct phone calls to officers and calls to the Contact Centre



Service comment: From Q2 2017/18 individual sessions on Planning's Public Access site will be included.

32 SS: Number of Freedom of Information requests received

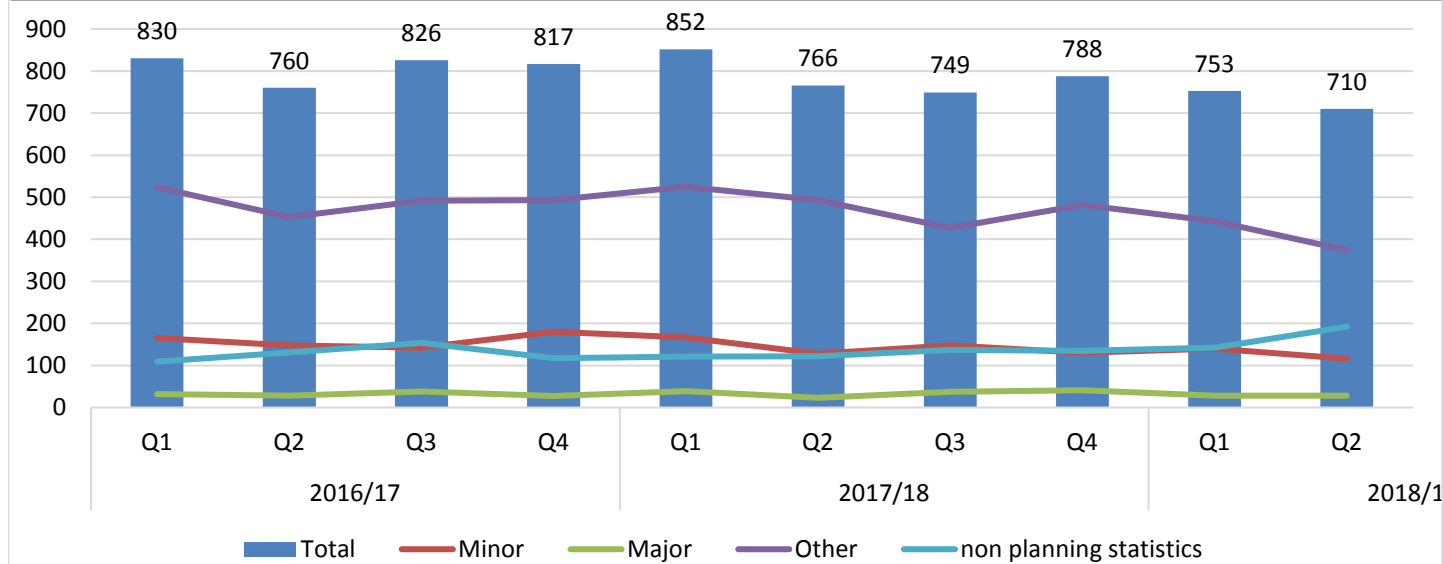
QvQ: 6.6%



Service comment:

33 D&P: Number of planning applications received

QvQ: -7.3%

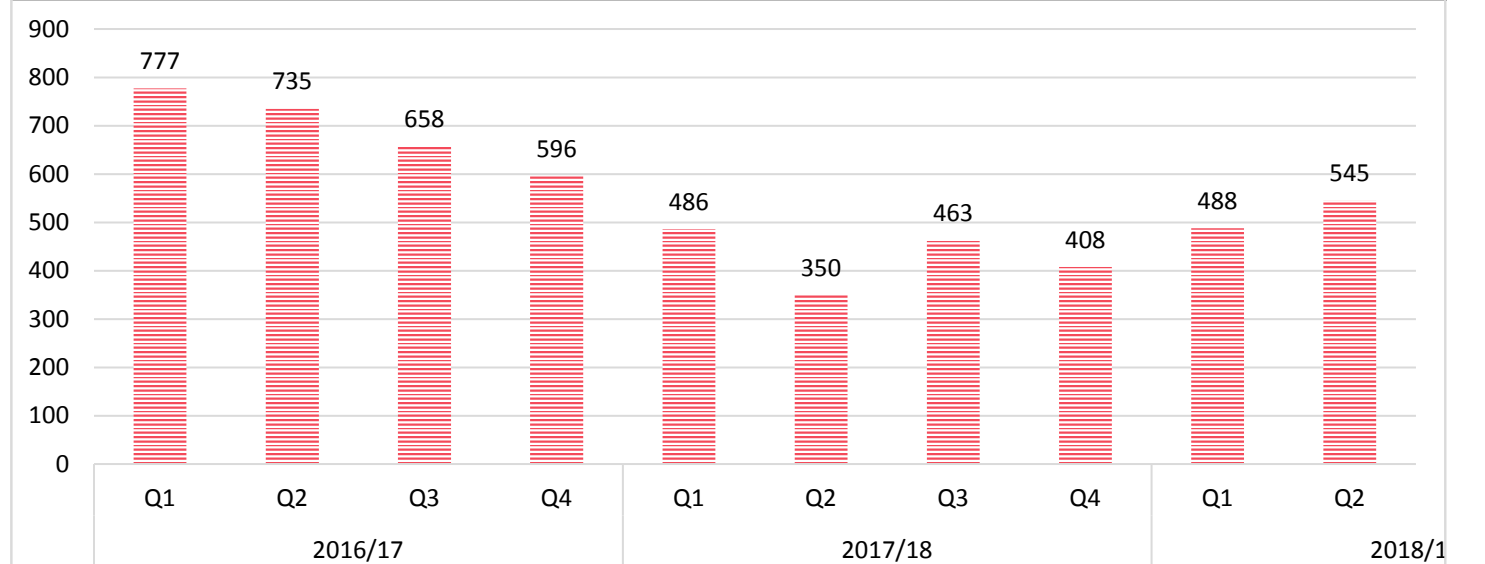


Service comment: Past data (2015/16 to 2017/18) has been updated as it was found that the reported data included a small error in the application types counted and did not include applications held pending registrations. Both these issues have now been resolved.

Q1 2018/19 data has been confirmed and Q2 2018/19 data is an estimate and will be updated at Q3.

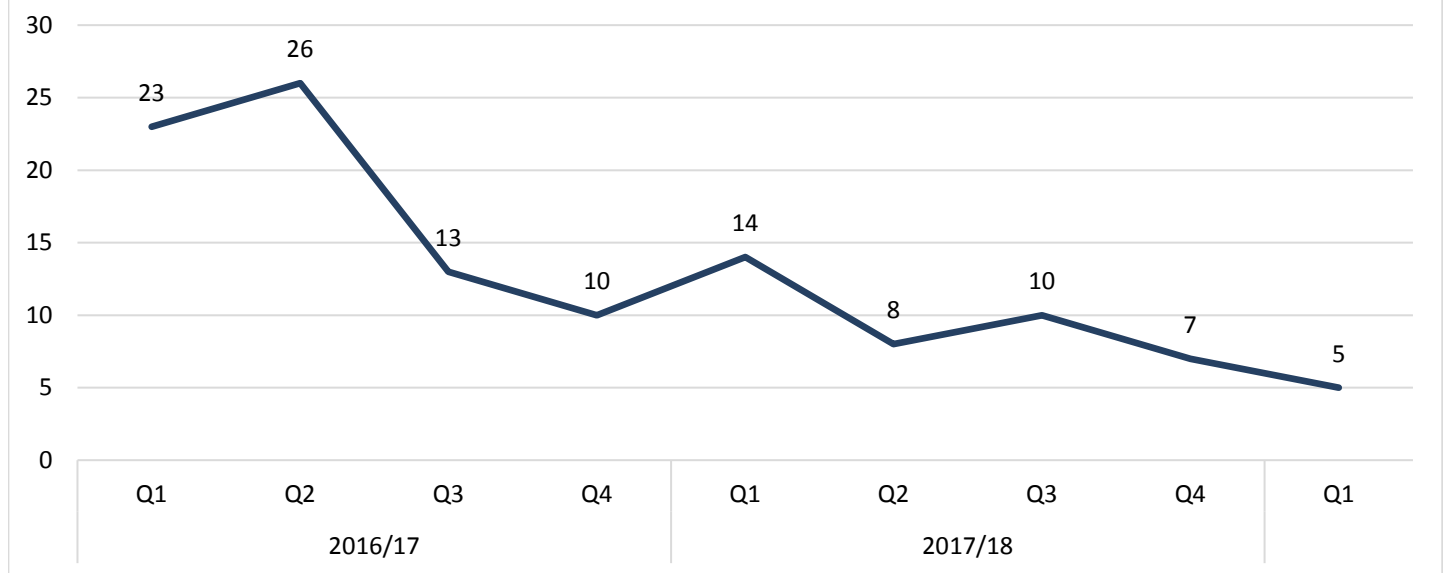
34 D&P: Number of qualifying live households on the Common Housing Register

QvQ: 55.7%



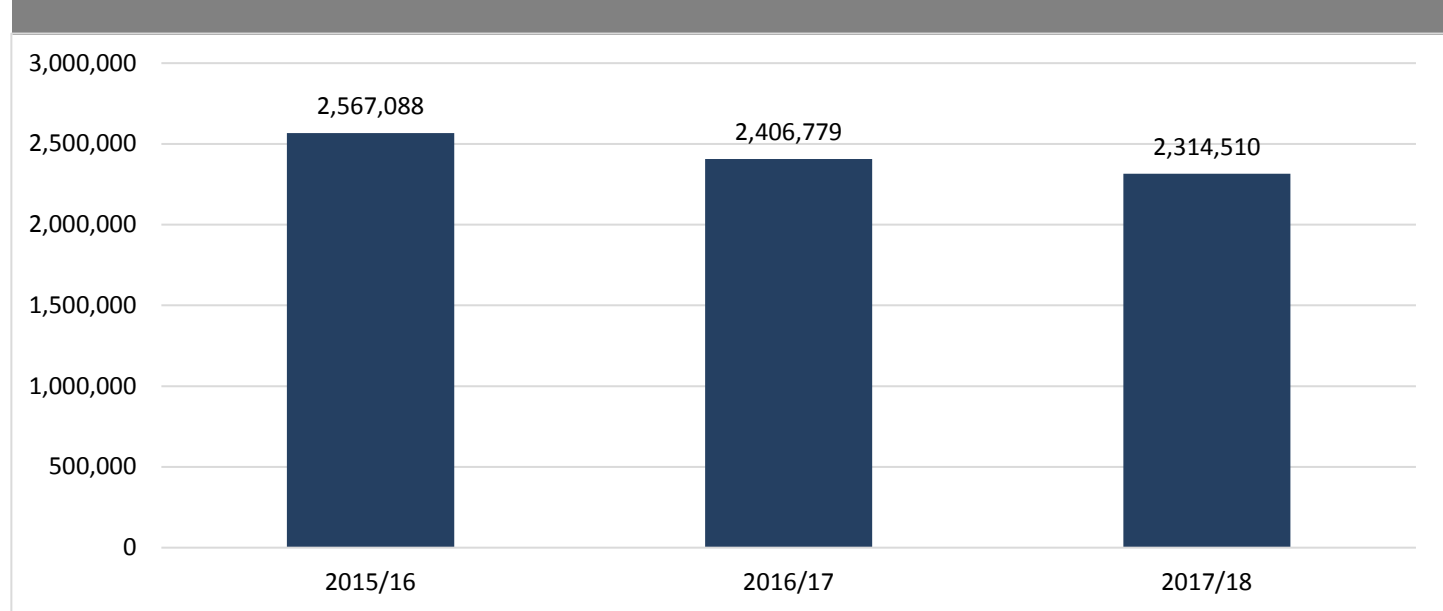
Service comment: Additional resource in the team has enabled better throughput of applications

35 T&C: Number of people killed or seriously injured on roads in West Berkshire (incl Highway Agency roads) QvQ in arrears: -23.1%



Service comment: Reported quarterly in arrears

36 T&C: Number of bus passenger journeys commencing in West Berkshire YEvYE: -3.8%



Service comment:

Improve educational attainment										
ANNUAL ACADEMIC YEAR										
	Title	Responsible Officer	2015/16		2016/17		2017/18			Comment
			Yearend Outturn	National Rank / Quartile	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	
Executive	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Vacant	Top 25% (75%)	Rank ??/152 1st	★ Top 25% (75.8%)	Rank 10/152 (1st)	Top 25%	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Vacant	Top 25% (51 points)	Rank 38/152 1st	■ Top 50% (47.4 points)	Rank 47/152 (2nd)	Top 25%	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	At KS4, the average Progress 8 score per pupil is in the top 25% of English Local Authorities	Vacant	Top 25% (0.07)	Rank 37/152 1st	■ Top 50% (0.0 points)	Rank 47/152 (2nd)	Top 25%	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined	Vacant	Top 50% (50%)	Rank 50/152 2nd	■ Top 50% (62%)	Rank 65/152 (2nd)	Top 25%	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4

Increase the percentage of school rated "Good" or "Better" through developing outstanding leaders and governors in our schools													
	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment
			Yearend Outturn	National Rank / Quartile	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	
Executive	% of schools judged good or better by Ofsted under the new Framework (harder test)	Ian Pearson	(56/70) 80%	-	« (71/82) 86.6%	tbc	90%	★ 95%	Rank 30/152 1st	91%	★ 93.6%	★ 93.6%	YTD: 73 / 78

Close the educational attainment gap										
Our disadvantaged children will have better results and will be closer to the results of other children										
ANNUAL ACADEMIC YEAR										
	Title	Responsible Officer	2015/16		2016/17		2017/18			Comment
			Yearend Outturn	National Rank / Quartile	RAG / Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	
Executive	% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)	Vacant	Top ??? (57%)	Rank ??/152 2nd	■ Top 75% (53%)	Rank 99/152 (3rd)	Top 25%	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	To improve on 2016/17 Academic year rankings for reading, writing and maths combined expected standard for FSM pupils in KS2 in 2017/18 Academic Year	Vacant	Top ??? (33%)	Rank 83/152 3rd	■ Rank 146/152 (29%)	4th	To rank higher than 146/152	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4
Executive	To improve on 2016/17 rankings for attainment 8 for FSM pupils in KS4 in 2017/18 Academic Year	Vacant	Rank 118/152 (36 points)	4th	★ Rank 86/152 (33.2 points)	3rd	To rank higher than 86/152	⌚ Due - Q4	dna	Academic attainment results for 2017/18 will be available in Q4

Enable the completion of more affordable housing

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

Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment		
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn			
Executive	To enable the completion of 1,000 affordable homes in the 2015-2020 period	Bryan Lyttle	158	-	-	83	-	1,000 by 2020 / 225 in year	◆	171	-	1,000 by 2020	🎯 Annual - Q4	🎯 Annual - Q4	Reports in Q4

Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy

Invest £17m in our roads.

Executive	% of the principal road network (A roads) in need of repair	Andrew Reynolds	2%	14/149 1st	★	3%	47/150 2nd	5%	★	3%	dna	5%	🎯 Annual - Q4	🎯 Annual - Q4	Reports in Q4
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Seek to develop new partnerships with the private sector and local communities to enhance local infrastructure.

Executive	(MSO) Market Street redevelopment 2018/19 milestone: Commence physical works of the bus station on the Wharf	Nick Carter	-	-	-	-	-	Physical works to start Jul-18 (changed at Q3 from Mar-18)	★	Milestone due to complete in July 2018	-	Jul-18	★ Complete	★ Complete in Q1	Bus station works due for completion 3rd December as per agreed programme. Grainger to take possession of Highfield Avenue and existing Bus Station 3rd December as agreed. Temporary car park works to commence in January 2019 as per programme
Executive	(LRIER) London Road Industrial Estate redevelopment 2018/19 milestone: Create and gain approval for the business plan	Nick Carter	-	-	-	-	-	On hold as dependent on conclusion of legal proceedings	■	Delayed due to court action	-	Dependent on conclusion of legal proceedings	◆ Behind schedule	◆ Behind schedule	See exception report for details
Executive	(Sterling Cables) 2018/19 milestone: Recommence decontamination on site	Nick Carter	-	-	-	-	-	Nov-18 (dependent on Marginal Funding Bid)	★	Marginal funding granted. Project back on track	-	Jul-18	★ On track	★ Complete	Decontamination on site continuing, completion due end of February 2019 as per programme.

Implement the Superfast Broadband Programme for Berkshire and West Berkshire.

Executive	Increase number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above	Kevin Griffin	57,340 (82.8%)	-	■	60,519 (87.3%)	-	70,584 (96.6%)	★	67,763 (92.7%)	-	72,893 (99.7%) Oct 2019	★ 68,762 (94.07%) (P)	◆ 69,180 (94.13%)	See exception report for details
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Where services are independently inspected they are rated at least 'good' and peer reviews of safeguarding rated highly.

Executive	% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"	Paul Coe	(3/4) 75.0%	-	■	(4/5) 80%	-	100%	★	(5/5) 100%	-	100%	■ 83.3%	■ 83.3%	YTD: 5 / 6 See exception report for details.
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Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment	
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn		
Support communities to do more to help themselves														
Accelerate the delivery of local services for local communities by local communities.														
Executive	Number of devolution deals agreed with Parish/Town Councils	Andy Day	-	-	-	-	-	Baseline	3	-	2	★ In progress	⌚ dna	Data available at Q3
Grow community conversations via Brilliant West Berkshire: Building Community Together partnership working														
Executive	Number of new community engagements facilitated (BCT)	Susan Powell	-	-	-	-	-	>10	★ 15	-	>10	★ 8	★ 12	Initial conversations with Purley residents on instigating a community conversation. Progress was stalled until after a public meeting had taken place and the publication of the parish plan had been completed. In August, network meeting to discuss connecting with minority communities resulted in plans for an event in Q3. The Independent Advisory Group was formalised with the adoption of the Terms of Reference and a forward plan was initiated.
Core Business														
Protecting our children														
Executive	% of (single) assessments being completed within 45 working days	Pete Campbell	(1251/1517) 82.5%	67/152 2nd	★ (1467/1518) 96.6%	9/152 1st	>=95%	★ (1858/1890) 98.3%	missing	95%	★ 97.1%	★ 97.2%	Q2: 1,043 / 1,072 YTD: 1,579 / 1,624	
Executive	Placement moves - stability of placement of Looked After Children - number of moves (3 or more in a year)	Pete Campbell	(7/55) 4.5%	5/152 1st	★ (15/161) 9.3%	60/152 2nd	<=10%	★ (5/144) 3.5%	missing	<10%	★ 2.0%	★ 3.2%	Q2: 7 / 164 YTD: 10 / 313	
Bin collection and street cleaning														
Executive	% of household waste recycled, composted, reused and recovered (Local Indicator)	Jackie Ward	83%	-	★ (67,149/80,948) 83%	-	80%	★ (63,536/76,505) 83.0% (P)	-	80%	★ 89.5% (P)	★ 87.4%	YTD: 35,698 / 40,850 Q2 2018/19 result is an estimate based on partially available 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 Q4.	
Executive	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	Jackie Ward	Good	-	★ Good	-	Satisfactory	★ Good	-	Satisfactory	⌚ Reports from Q2	★ Satisfactory		

Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	
Providing benefits													
Executive	Average number of days taken to make a full decision on new Benefit claims	Iain Bell	19.04 days	-	■ 22.75 days	-	<20 days	★ 19.54 days	-	<20 days	◆ 20.83 days	◆ 20.47 days	See exception report for details
Executive	Average number of days taken to make a full decision on changes in a Benefit claimants circumstances	Iain Bell	5.85 days	-	■ 8.7 days	-	<9 days	★ 6.32 days	-	<9 days	★ 8.57 days	★ 7.52 days	
Collecting Council Tax and Business Rates													
Executive	The 'in-year' collection rate for Council Tax	Iain Bell	99%	-	★ (98,457,967 / 100,097,445) 98.4%	-	99%	★ (104604310 / 105897764) 98.8%	-	98.8%	★ 29.6%	★ 56.9%	YTD: 64,249,459 / 112,839,451 For comparison, Q2 2017/18 = 57.2%
Executive	The 'in-year' collection rate for Business Rates	Iain Bell	99%	-	★ (85,577,727 / 87,139,235) 98.2%	-	99%	★ (87059126 / 87683258) 99.3%	-	99.0%	★ 37.8%	★ 62.3%	YTD: 55,144,449 / 88,507,614 For comparison, Q2 2017/18 = 59.4%
Ensuring the wellbeing of older people and vulnerable adults													
Executive	% of clients with Long Term Service (LTS) receiving a review in the past 12 months	Paul Coe	(1129/1187) 95.1%	-	■ (841/1,219) 69.0%	-	75%	■ (842/1231) 68.4%	-	70%	◆ 69.0%	■ 61.0%	YTD: 778 / 1,275 See exception report for details.
Executive	Decrease the number of bed days due to Delayed transfers of care (DTC) from hospital	Tandra Forster	-	-	-	-	Q1 = 431.2 Q2 = 431.2 Q3 = 446 Q4 = 446	■ 636	-	Q1 & Q2 = 492 Q3 & Q4 = 508	★ 349	★ 381	Q1 return has been confirmed. Q2 is provisional. The target is variable depending on how many days there are in the last month of the quarter. For Q2 (Sept) the target is 492
Executive	% 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	★ (103/111) 92.8%	missing	83%	■ (99/123) 80.5% (P)	missing	82%	★ 85.2%	★ 86.0%	YTD: 123 / 143
Executive	% of financial assessments completed within 3 weeks of referral to the Financial Assessment & Charging Team	Tandra Forster	(1545/1555) 99.4%	-	★ (1580/1588) 99.5%	-	98%	★ (1678/1683) 99.7%	-	98%	★ 100.0%	★ 99.1%	YTD: 571 / 576
Planning and housing													
Executive	% of 'major' planning applications determined within 13 weeks or the agreed extended time	Gary Rayner	(56/70) 80%	72/125 3rd	★ (65/86) 75.6%	108/125 4th	60%	★ (81/103) 78.6%	dna	88%	◆ 80.0%	■ 71.4% (E)	Q2: 14 / 22 YTD: 30 / 42 Please see exception report for details
Executive	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(298/411) 73%	78/125 3rd	★ (329/437) 75.3%	99/125 4th	65%	★ (323/433) 74.6%	dna	85%	◆ 71.4%	■ 71.0% (E)	Q2: 55 / 78 YTD: 120 / 169 Please see exception report for details
Executive	% of 'other' planning applications determined within 8 weeks or the agreed extended time	Gary Rayner	(1,127/1,274) 89%	32/125 2nd	★ (1,193/1,290) 92.5%	45/125 2nd	75%	★ (1,175/1,369) 85.8%	dna	90%	◆ 89.0%	★ 90.2%	Q2: 212 / 231 YTD: 470 / 521

Report.	Title	Responsible Officer	2015/16		2016/17		2017/18			2018/19			Comment
			Yearend Outturn	National Rank / Quartile	Yearend Outturn	National Rank / Quartile	Target	RAG / Yearend Outturn	National Rank / Quartile	Target	Q1 RAG / Outturn	Q2 (YTD) RAG / Outturn	
Executive	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	-	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track	★ On track	
Executive	Submit a Minerals & Waste Local Plan for West Berkshire to the Secretary of state for examination	Bryan Lyttle	Behind schedule	-	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track	★ On track	
Executive	% of people presenting as homeless where the homelessness has been relieved or prevented	Sally Kelsall	-	-	-	-	-	-	-	75%	◆ 68.99%	◆ 62.1%	Q2: 75 / 135 YTD: 164 / 264 Please see exception report for details

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Nick Carter		Chief Executive Officer (CEO)				Q2 2018/19	Amber	
Indicator Ref: CEO3		Redevelop London Road Industrial Estate (LRIER) with St. Modwen Plc Business plan created and approved (Milestone 1)				Type: text		
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2				
RAG	■	■	◆	◆			tbc dependent on court	n/a
Qrtly outturn	-	-	-	-				
YTD outturn	Delayed	Delayed	Delayed	Delayed				
REASON FOR AMBER:								
Continued delay due to ongoing court action. The case brought against the Council by Faraday Developments Ltd (FDL) was won in the High Court, however, the appellant sought leave to appeal. In October 2017 the Court of Appeal granted FDL leave to appeal and the Council will be defending its case. As a result the legal process continues.								
The case was heard at the Court of Appeal on 12-13 June 2018. We're still awaiting the judgement; we're hoping this will be within the next 6 months. The judges have not determined the case on the back of the hearing in June 2018. It is unlikely we will hear before Christmas, as was hoped.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: None								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Nick Carter / Kevin Griffin		ICT & Support Services				Q2 2018/19		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 Year End	2018/19				Target	Polarity
				Q1	Q2	Q3	Q4		
RAG	★	★	◆	★	◆			99.7%	Higher is better
Qrtly outturn	-	-		-	-				
YTD outturn	87.3%	90%	92.7%	68,762 94.07%	69,180 94.13%				
<p>REASON FOR AMBER: Gigaclear have conceded that they will not deliver this programme by the contracted end date of 31 Aug 2018, which is the date that Gigaclear have committed. The cause of this delay has been a failure by Gigaclear to plan and manage their subcontractors and control the overall programme effectively.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: Gigaclear are obligated under the contact to issue a Remedial Plan which revises the completion date and clearly addresses the issues that have caused the delays. This is now in progress and it is estimated that the project will now complete at the end of May 2019. The Superfast Berkshire Board have escalated this matter with Gigaclear's CEO and there is a press release being issued by the Superfast Project Board, stating the reason for delay.</p> <p>FINANCIAL IMPLICATIONS:</p> <p>There are no financial penalties for a late delivery under the phase 2 contract with Superfast Berkshire. However, Gigaclear are only paid once they can demonstrate that they have completed the build (and properties have been tested and available to take service).</p> <p>Superfast Berkshire will seek compensation from Gigaclear for extended project management office cost incurred due to this delay.</p> <p>SERVICE PLAN UPDATES REQUIRED: The service will update the KPIs for 2019/20 to reflect the more realistic completion date set out above.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>									

Tandra Forster			Adult Social Care				Q2 2018/19	RED
Indicator Ref: PS1asc2			% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"				Type: %snap	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	■	■			100%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	4/5 80%	5/5 100%	5/6 83.3%	5/6 83.3%				
REASON FOR RED:								
<p>Birchwood Nursing has been re-inspected and achieved an overall rating of Requires Improvement. This was in line with expectations following CQC direction and guidance. The Home is likely to be re-inspected within 12 months, however a new Inspector has been allocated to the Home following an exercise of reallocation as a result of a number of retirements and new appointments within the area Inspectorate. A new Inspector may wish to inspect the Home earlier.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>A substantive action plan remains in place, which details the improvement requirements within the domain of 'Safe' as well as the other four domains. This plan is a living document and therefore is subject to change on a regular basis.</p> <p>Actions achieved in Q1 included the delivery of safeguarding training at relevant levels to all staff, improvements to care plans, risk assessments and the processes that inform these, plus changes to medication controls and administration processes.</p> <p>In Q2 we have seen further improvements; the number of permanent staff employed has increased; review of equipment and refurbishment to support dementia enabled environment has been completed.</p>								
FINANCIAL IMPLICATIONS:								
<p>Embargo on placing at Birchwood has now been lifted. Phased admissions approach to ensure safety levels not unbalanced, this will reduce the number of void beds. The phased admission will see up to 5 new admissions by the end of October 2018 with a review at that point to determine future safe rates of admission. Respite is the last element of the service to be reinstated as it poses the greatest risks. It is</p>								

anticipated that respite should be available in the Spring of 2019.

SERVICE PLAN UPDATES REQUIRED:

This is already incorporated in the ASC Service Plan and monitored through the Council Delivery Plan.

STRATEGIC ACTIONS REQUIRED:

We have already informed Members and senior management. The service is providing regular updates to Overview and Scrutiny Committee.

Nick Carter / Andy Walker			Finance & Property - Benefits				Q2 2018/19	AMBER
Indicator: CBdF&P8			Average number of day taken to make a full decision on new Benefit claims				Type: Snapshot	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	◆	◆			=<20	Lower is better
Qrtly outturn	-	-	-	-				
YTD outturn	22.75 days	19.54 days	20.83 days	20.47 days				
REASONS FOR AMBER:								
Our processing times are higher because;								
<ul style="list-style-type: none"> Attempts to fulfil our statutory duties related to ensuring that a particular landlord acts in a fit and proper manner has caused some new claims to take substantially longer than usual (pushing the average beyond 20 days), due to the need to seek rent determinations from the Valuation Office. One member of staff is on long term sick and the number of FTE resources within Benefits has reduced over quarter 2. 								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:								
We are trying to obtain the relevant information from the landlord but this is proving difficult and time consuming as the landlords are disputing legislation rather than providing information which may resolve the matter. We will continue to chase as their tenants are vulnerable and should not be encumbered with debts incurred as a consequence of their own support needs.								
The member of staff who has been off long term, is going through formal stages of managing sickness absence and staffing levels will continue to be monitored and evaluated.								
STRATEGIC ACTIONS REQUIRED: None								

Tandra Forster			Adult Social Care				Q2 2018/19	RED
Indicator Ref: Cbfasc10			% of clients with Long Term Service (LTS) receiving a review in the past 12 months				Type: %snap	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	■			70%	Higher is better
Qrtly outturn	-	-	-	-				
YTD outturn	841/1,219 69.0%	(842/1231) 68.4%	872/1,263 69.0%	778/1,275 61.0%				
REASON FOR RED:								
The team currently have a number of vacancies; these have been recruited to but we are waiting for new staff to start, this has had a negative impact on the number of planned reviews that could be completed over the summer.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
We planned to re-deploy staff from our locality teams to provide increased capacity in this area, but were unable to do this due to planned leave and sickness. .								
Weekly reports provide detail of reviews required and is being actively used to focus work. 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.								
We are now back up to capacity in the Reviewing team and will monitor closely in Q3 the impact that this starts to have. A decrease in our waiting lists may also mean that the locality teams have further capacity in this area.								
FINANCIAL IMPLICATIONS: None								
SERVICE PLAN UPDATES REQUIRED:								
Following the recent LGA report we are looking at how we can best use our resources and will review whether we should have a more targeted approach to reviews i.e. focus reviewing clients with a new LTS in the first 6 months to prevent / reduce dependency								
STRATEGIC ACTIONS REQUIRED: None								

John Ashworth/Gary Lugg			Development and Planning				Q2 2018/19	RED
Indicator Ref: CBO1dp04 CBO1dp05			% of 'major' planning applications determined within 13 weeks or the agreed extended time % of 'minor' planning applications determined within 8 weeks or the agreed extended time				Type: %+	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★ (lower targets)	★ (lower targets)	◆	■			88% 85%	Higher is better
Qrtly outturn	-	-	16/20 80% 65/91 71.4%	14/22 63.6% (E) 55/78 70.5% (E)				
YTD outturn	65/68 75.6% 329/437 75.3%	81/103 78.6% 323/433 74.6%	16/20 80% 65/91 71.4%	30/42 71.4% (E) 120/169 71% (E)				
REASON FOR RED:								
Development Control (DC) have historically achieved the targets for Major, Minor and Other planning applications. The targets were set at a level agreed with the Planning Service Customer Panel, the Development Industry Forum (DIF) that allowed time for negotiation and amendment with a view to gaining approval rather than face a refusal and the need to re-submit an application. As part of the New Ways of Working review it was noted that the local performance targets were below other similar Local Planning Authorities. It was therefore agreed to increase the targets to the national average.								
The DC Team are confident that the targets can be achieved but as they have been introduced in quarter 2 it is likely it will be difficult to achieve the new higher target for the full year.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
The team has been advised of the change and procedures updated. Performance will be monitored.								

FINANCIAL IMPLICATIONS:

None

SERVICE PLAN UPDATES REQUIRED:

None

STRATEGIC ACTIONS REQUIRED:

None

John Ashworth / Gary Lugg			Development and Planning				Q2 2018/19	AMBER
Indicator Ref: CBO5dp14			% of people presenting as homeless where the homelessness has been relieved or prevented				Type: %+	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	♦	♦				
Qrtly outturn	-	-	54/70 (77%) 35/59 (59%) Total – 89/129 (69%)	33/71 (47%) 42/64 (66%) Total – 75/135 (56%)			75%	Higher is better
YTD outturn	-	-	54/70 (77%) 35/59 (59%) Total – 89/129 (69%)	87/141 (62%) 77/123 (66%) Total – 164/264 (62%)				

REASON FOR AMBER:

The Homelessness Reduction Act (HRA) came into force on 3 April 2018 and significantly changed the council's obligations towards households approaching for housing advice. This has meant that the volume of people coming into the office to receive Personal Housing Plans has increased. The data reflects the prevention duty of 56 days and relief duty of 56 days. It may not have been possible to prevent homelessness in the first quarter if someone approaches towards the end of the quarter, so those cases will roll over to the next quarter.

Figures were submitted to the government and it was anticipated that they would be available for this Performance reporting. However, there have been difficulties with assembling the data and it is not yet available. It will then be possible to provide a comparison against other local authorities to demonstrate performance more accurately.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN:

National data will be available next quarter to provide benchmarking data in order to assess performance and there will be an opportunity to amend the indicator to reflect performance under the HRA. Recruitment is continuing as well as work on the private rental offer to provide more housing solutions. Procedures and processes are all under review.

STRATEGIC ACTIONS REQUIRED:

No strategic action required.

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Quarterly Service Requests for Reviews of Measures

Heads of Service can request amendments to their measures and targets on a quarterly basis in order to ensure they reflect the reality of the service. This include, which measures are reported, where they are reported to and 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.

Measures of Volume				
Quarter	Title (ref number)	Request	Reason	Decision
1	Jobseeker's Allowance Count (16-64 and 16-24)	Performance, Research and Consultation: <ul style="list-style-type: none"> Replace with a count of the total number of claimants, which includes Universal Credit. 	Claimants are being encouraged to apply for Universal Credit (UC), as it encompasses benefits for the employed and unemployed in one application. The reduction in residents claiming Jobseekers Allowance (JSA) may therefore be due to their swapping over to UC, rather than a reduction in unemployment. The total Claimant Count monitors both JSA and UC	Agreed by Corporate Board and Executive
Key Strategic Measures				
Quarter	Title (ref number)	Request	Reason	Decision
2	% pupils achieving a Good Level of Development (GLD) at Foundation Stage (EYFS) (Target = Top 25%)	Education Services: Agree measure and target	To be monitored as part of the Improve Educational Attainment Priority	
2	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities (Target = Top 25%)	Education Services: Agree measure and target	To be monitored as part of the Improve Educational Attainment Priority	
2	At KS4, the average Progress 8 score per pupil is in the top 25% of English Local Authorities (Target = Top 25%)	Education Services: Agree measure and target	To be monitored as part of the Improve Educational Attainment Priority	
2	At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined (Target = Top 25%)	Education Services: Agree measure and target	To be monitored as part of the Improve Educational Attainment Priority	
2	% pupils eligible for Free	Education Services:	To be monitored as part of the Close the	

	School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS) (Target = Top 25%)	Agree measure and target	Educational Gap Priority	
2	To improve on 2016/17 Academic year rankings for reading, writing and maths combined expected standard for FSM pupils in KS2 in 2017/18 Academic Year (Target = To rank higher than 146/152)	Education Services: Agree measure and target	To be monitored as part of the Close the Educational Gap Priority	
2	To improve on 2016/17 rankings for attainment 8 for FSM pupils in KS4 in 2017/18 Academic Year (Target = To rank higher than 86/152)	Education Services: Agree measure and target	To be monitored as part of the Close the Educational Gap Priority	
1	% of high priority Disabled Facilities Grants approved within 9 weeks of receipt of full grant applications (Ref: CBO6dp15)	Development and Planning: <ul style="list-style-type: none"> • To be remove this measure and investigate an alternative. 	The measure is no longer useful. The work by the service is carried out before the application is submitted and therefore the processing time from submission to approval does not reflect demand on the service	Agreed by Corporate Board and Executive

Key Accountable Measures - Technical background and conventions

This report sets out the Council's progress against its Key Accountable Measures (KAMs). Performance is presented by priority and augmented with measures of volume and contextual measures to further describe the operating environment and / or challenges.

Activities are monitored within the council priorities and 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

(E) (P) indicates that an outturn is an estimate / provisional and will be confirmed during the year

Where a KAM is reported as 'amber' or 'red', an exception report is provided. This identifies the reasons for this assessment and shows what remedial action has been put in place to either bring the measure back on target or to mitigate the consequence of it not being achieved; and whether any Strategic action is required.

NB: where a change has been made to a target or the way in which a measure is reported, an asterisk (*) is placed next to the current target and in the adjacent explanatory comment.

Comparative outturns

Where possible our progress is compared to 152 local authorities, showing in which quartile we stand; because of the timescales involved in central government publication these are available 6-12 months in arrears.

Measures of Volume / Contextual Measure

Non-targeted measures are reported to either illustrate the workload in a service or the state of the district, e.g. average house prices. These are presented in the District Wide Health Check Dashboard and listed by service.

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. 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.

District Wide Health Dashboard

This provides a visual representation of 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.
- The number or percentages provided in bold on the arrows show the actual difference change or the percentage variance respectively between the reporting period (quarter only or year to date) and the corresponding period of previous year. The values between brackets reflect the result for the reporting quarter (except where 'YTD' text is added which indicates that the value is year to date).

NB: 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.

2018/19 Revenue Financial Performance: Month Seven

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	15 January 2019
Portfolio Member:	Councillor Anthony Chadley
Date Portfolio Member agreed report:	20 December 2018
Report Author:	Melanie Ellis
Forward Plan Ref:	n/a

1. Purpose of the Report

- 1.1 To inform Members of the latest revenue financial performance for 2018/19.

2. Recommendations

- 2.1 To note the report, and in particular the continued challenge of managing pressures in adult social care, which are shared nationally, and the mitigation that is proposed in year to reduce the current end of year projection.

3. Implications

3.1 Financial:

The current financial forecast is an overspend of £1.8m against a net revenue budget £119.4m. This figure includes a number of mitigation strategies, notably the in year reduction of expenditure, where appropriate, across the Council, and in particular in Adult Social Care. Members will be aware that risk reserves were agreed for a number of Services, including Adult Social Care, as part of this year's Budget setting. £1.5m of these risk reserves could be used to mitigate further the forecast overspend but this has not yet been deployed and is not included in the forecast. At the same time there is a £768k risk management budget which could be utilised to help mitigate further the current forecast overspend. This has also not been deployed at this time. Taken together both would have a significant mitigating effect.

3.2 Policy: n/a

3.3 Personnel: n/a

3.4 Legal: n/a

3.5 Risk Management: n/a

3.6 Property: n/a

3.7 Other: n/a

4. Other options considered

4.1 N/a – factual report for information.

Executive Summary

4.2 The financial performance reports provided to Members throughout the financial year report the forecast under or over spend against the Council's 2018/19 approved revenue budget of £119.4m. The Month Seven forecast is an overspend of £1.8m, which is 1.5% of the net budget. The forecast overspend has increased by £546k from last month's forecast, largely due to Adult Social Care pressures increasing in short term services £175k, learning disability £174k and Birchwood care home £141k.

4.3 Summary Revenue Forecast

	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000
Adult Social Care	42,804	2,388	1,640	2,053	413
Children & Family Services	15,983	220	657	799	142
Corporate Director -	152	8	8	(5)	(13)
Education DSG funded	(444)	0	0	0	0
Education	8,961	152	(1)	0	1
Public Health & Wellbeing	253	0	0	0	0
Communities	67,709	2,768	2,303	2,847	544
Corporate Director - Environment	179	0	0	0	0
Development & Planning	2,831	(114)	(232)	(230)	2
Public Protection & Culture	4,060	47	70	70	0
Transport & Countryside	23,877	70	(171)	(171)	0
Economy and Environment	30,947	3	(333)	(331)	2
Chief Executive	791	0	(75)	(75)	0
Commissioning	932	0	(46)	(46)	0
Customer Services & ICT	3,035	(3)	(104)	(104)	0
Finance & Property	3,199	(260)	(314)	(309)	5
Human Resources	1,472	0	(52)	(57)	(5)
Legal Services	1,066	0	(36)	(36)	0
Strategic Support	2,344	(17)	(40)	(40)	0
Resources	12,839	(280)	(667)	(667)	0
Capital Financing	10,465	0	0	0	0
Movement through Reserves	(3,251)	0	0	0	0
Risk Management	768	(1,200)	0	0	0
Capital Financing & Risk Management	7,982	(1,200)	0	0	0
Total	119,477	1,291	1,303	1,849	546

NB. Rounding differences may apply to nearest £k.

4.4 The overspend and increase from last month is within the Communities Directorate, forecasting an overspend of £2.8m (4%) against a net budget of £67.7m. The services forecasting overspend positions are Adult Social Care £2.1m and Children and Family Services £799k.

4.5 The main driver of the overspend is Adult Social Care. Local Authorities nationally are facing significant financial challenges relating to the funding of Adult Social Care

budgets, increasing demand on services and rising costs of commissioning care. Our position, as with other Local Authorities across the country highlights the urgent need for a national review of funding for Adult Social Care. The service is facing increasing financial pressures on demand led, externally commissioned placement budgets, over and above the modelled assumptions that formed the basis of budget setting. In addition, a number of risks, which are provided for in the service specific risk reserve, have materialised. Further pressures have arisen in short term services £175k, learning disability £174k and improving Birchwood Care Home £141k (staffing costs).

- 4.6 A further £799k overspend relates to Children and Family Services where £500k of the forecast overspend is due to pressure in Child Care Lawyers. This is in part attributable to an unmet savings target and in part to an increase in complex cases. The demand led placement budgets are reporting an overspend of £279k mainly in Independent Fostering Agencies' and Special Guardianship cost centres.
- 4.7 A decision has been taken corporately to slow expenditure in the remainder of the current financial year as a corporate response to the Adult Social Care overspend. Adult Social Care has been tasked with identifying £500k mitigation strategies. Children & Family Services and the Education Service, have been tasked with identifying £200k each. A further £500k target was allocated to the Resources and Economy & Environment Directorates. £2m has now been identified and reported within the Directorates forecasts. £1077k mitigation has been found within services with the remaining £949k forecast to be achieved by year end. The forecast overspend of £1.8m takes into account £2m of mitigating action to be delivered by services during the remainder of the current financial year. Prior to any mitigation, the Council would be forecasting an overspend position of £3.8m.
- 4.8 In response to the volatility of some of the Council's budgets, service specific risk reserves have been established. The levels of these reserves are informed by the level of risks in the service risk registers. Named risks that have arisen so far in 2018/19 amount to £1.5m and could be used to support the financial position. The forecast is before any use of the risk reserves.
- 4.9 The 2018/19 budget was set with a risk management budget of £768k. As per the Medium Term Financial Strategy and Revenue Budget approved by Council, this budget was built because the Council was facing a number of risks that could arise in 2018/19 but could not be quantified at the time of budget setting. These included increase in demand for services over and above budget assumptions, inflationary pressures, income risks and risk to delivery of savings plans. This budget could be released to support the financial position. The forecast is before any use of this budget provision.
- 4.10 The Council's forecast position of £1.8m overspend, is after forecasting the impact of a corporate mitigation measures to stop non-essential spend, but before release of the risk management budget (£768k) and before use of available risk reserves (£1.5m). Deployment of these options would bring the year in under budget.
- 4.11 The budget for 2018/19 was set with a savings and income generation programme of £5.2m. The programme is monitored on a monthly basis using the RAG system. The Council set a revenue budget of £119.4m for 2018/19. At Month Seven £372k of risks are Red (7%), £777k Amber (15%) and £4.1m Green (78%).

4.12 The Council created a Transformation Reserve of £1m in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFS and to invest in strategies that will bring future benefits to the organisation. £566k was allocated in 2017/18 and £567k in 2018/19. Council approval was given to increase the Transformation Reserve in 2018/19 by £561k, as part of the Strategy for use of Capital Receipts. The reserve currently stands at £428k.

5. Proposal

5.1 To note the forecast position.

6. Conclusion

6.1 The Council is facing an in year overspend of £1.8m against a net revenue budget of £119.4 million, which is 1.5% of the net budget. The main driver of this is a £2.1m overspend in Adult Social Care. The Council has responded to the financial position and has put in place measures to mitigate the overspend, and identified budgets that could be released to bring the forecast position to an underspend. These measures will be monitored through the remainder of the year. The Council has an excellent track record of managing the savings programme and minimising budget over spends.

7. Appendices

7.1 Appendix A – Supporting Information

7.2 Appendix B – Summary Revenue Forecast 2018/19

7.3 Appendix C – Savings and Income Generation Programme Risk Items

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2018/19 Revenue Financial Performance: Month Seven – Supporting Information

1. Introduction

- 1.1 The financial performance reports provided to Members throughout the financial year report the forecast under or over spend against the Council's 2018/19 approved revenue budget of £119.4m. The Month Seven forecast is an over spend of £1.8m, which is 1.5% of the net budget. The forecast overspend has increased by £546k from last month's forecast, largely due to Adult Social Care pressures increasing in short term services £175k, learning disability £174k and Birchwood care home £141k.
- 1.2 The overspend and increase from last month is within the Communities Directorate, forecasting an overspend of £2.8m (4%) against a net budget of £67.7m. The services forecasting overspend positions are Adult Social Care £2.1m and Children and Family Services £799k.
- 1.3 The main driver of the overspend is Adult Social Care. Local Authorities nationally are facing significant financial challenges relating to the funding of Adult Social Care budgets, increasing demand on services and rising costs of commissioning care. Our position, as with other Local Authorities across the country highlights the urgent need for a national review of funding for Adult Social Care. The service is facing increasing financial pressures on demand led, externally commissioned placement budgets, over and above the modelled assumptions that formed the basis of budget setting. In addition, a number of risks, which are provided for in the service specific risk reserve, have materialised. Further pressures have arisen in short term services £175k, learning disability £174k (including significant additional costs following change of family circumstances for one individual) and improving Birchwood Care Home £141k (staffing costs).
- 1.4 In Children & Family Services, £500k of the forecast overspend is due to pressure in Child Care Lawyers. This is in part attributable to an unmet savings target and in part to an increase in complex cases since last quarter. The demand led placement budgets are reporting an overspend of £279k mainly in Independent Fostering Agencies' and Special Guardianship cost centres.
- 1.5 The remainder of the Communities Directorate is on line.
- 1.6 Economy & Environment is forecasting an underspend of £331k, an increase of £2k from last month. The Resources Directorate is forecasting an underspend of £667k, largely due to the over achievement of investment property income and as a result of identifying savings to contribute to the corporate target.
- 1.7 Capital Financing and Risk Management is forecasting an on line position.
- 1.8 A decision has been taken corporately to slow expenditure in the remainder of the current financial year as a corporate response to the Adult Social Care overspend.

Adult Social Care has been tasked with identifying £500k mitigation strategies. Children & Family Services and the Education Service, have been tasked with identifying mitigation strategies of £200k each. A further £500k mitigation target was allocated to corporate services. £2m has now been identified and reported within the Directorates forecasts. £1077k mitigation has been found within services with the remaining £949k forecast to be achieved by year end. The forecast overspend of £1.8m includes £2m of mitigating action. Prior to any mitigation, the Council would be forecasting an overspend position of £3.8m.

- 1.9 The 2018/19 budget was set with a risk management budget of £768k. As per the Medium Term Financial Strategy and Revenue Budget approved by Council, this budget was built because the Council was facing a number of risks that could arise in 2018/19 but could not be quantified at the time of budget setting. These included increase in demand for services over and above budget assumptions, inflationary pressures, income risks and risk to delivery of savings plans. This budget could be released to support the financial position. The forecast is before any use of this budget provision.
- 1.10 In response to the volatility of some of the Council's budgets, service specific risk reserves have been established. The levels of these reserves are informed by the level of risks in the service risk registers. Named risks have arisen so far in 2018/19 amounting to £1.5m. The risk reserves could be used to support the financial position. The forecast is before any use of the risk reserves.
- 1.11 The forecast position of £1.8m overspend, is after forecasting the impact of a corporate response to stop non-essential spend, but before release of the risk management budget (£768k) and before use of available risk reserves (£1.5m). Deployment of these options would bring the year in under budget.

2. Changes to the 2018/19 Budget

- 2.1 The Council set a revenue budget of £119.4million for 2018/19. During the year budget changes may be approved as per the approval limits in the Council's Financial Regulations. Budget increases occur when budgets are brought forward from the previous year as a result of requests that are approved at year end, after the original budget has been set in early March. These budget changes are submitted to the Finance and Governance Group (FAGG) and must meet certain criteria to be approved. Other reasons for in year budget changes include drawing from reserves to support specific projects or to cover risks that have arisen and have previously been provided for. Budget changes are reported on a quarterly basis.

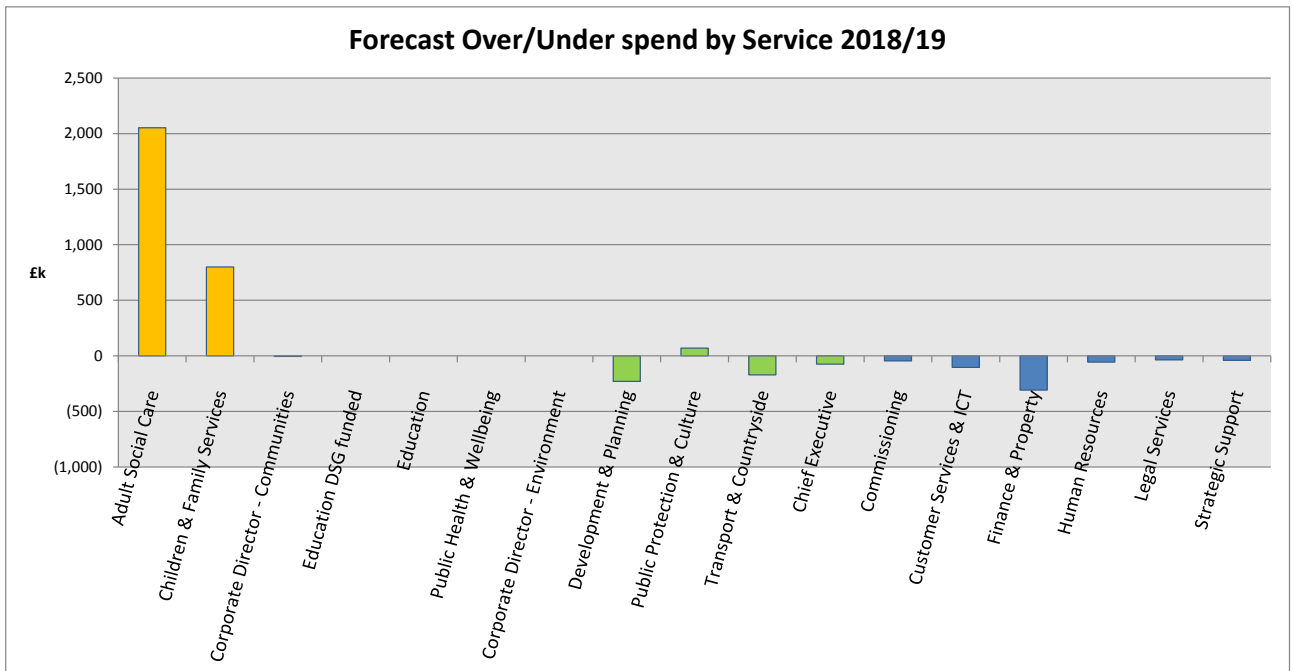
3. Summary Revenue Forecast 2018/19

	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000
Adult Social Care	42,804	2,388	1,640	2,053	413
Children & Family Services	15,983	220	657	799	142
Corporate Director -	152	8	8	(5)	(13)
Education DSG funded	(444)	0	0	0	0
Education	8,961	152	(1)	0	1
Public Health & Wellbeing	253	0	0	0	0
Communities	67,709	2,768	2,303	2,847	544
Corporate Director - Environment	179	0	0	0	0
Development & Planning	2,831	(114)	(232)	(230)	2
Public Protection & Culture	4,060	47	70	70	0
Transport & Countryside	23,877	70	(171)	(171)	0
Economy and Environment	30,947	3	(333)	(331)	2
Chief Executive	791	0	(75)	(75)	0
Commissioning	932	0	(46)	(46)	0
Customer Services & ICT	3,035	(3)	(104)	(104)	0
Finance & Property	3,199	(260)	(314)	(309)	5
Human Resources	1,472	0	(52)	(57)	(5)
Legal Services	1,066	0	(36)	(36)	0
Strategic Support	2,344	(17)	(40)	(40)	0
Resources	12,839	(280)	(667)	(667)	0
Capital Financing	10,465	0	0	0	0
Movement through Reserves	(3,251)	0	0	0	0
Risk Management	768	(1,200)	0	0	0
Capital Financing & Risk Management	7,982	(1,200)	0	0	0
Total	119,477	1,291	1,303	1,849	546

NB. Rounding differences may apply to nearest £k.

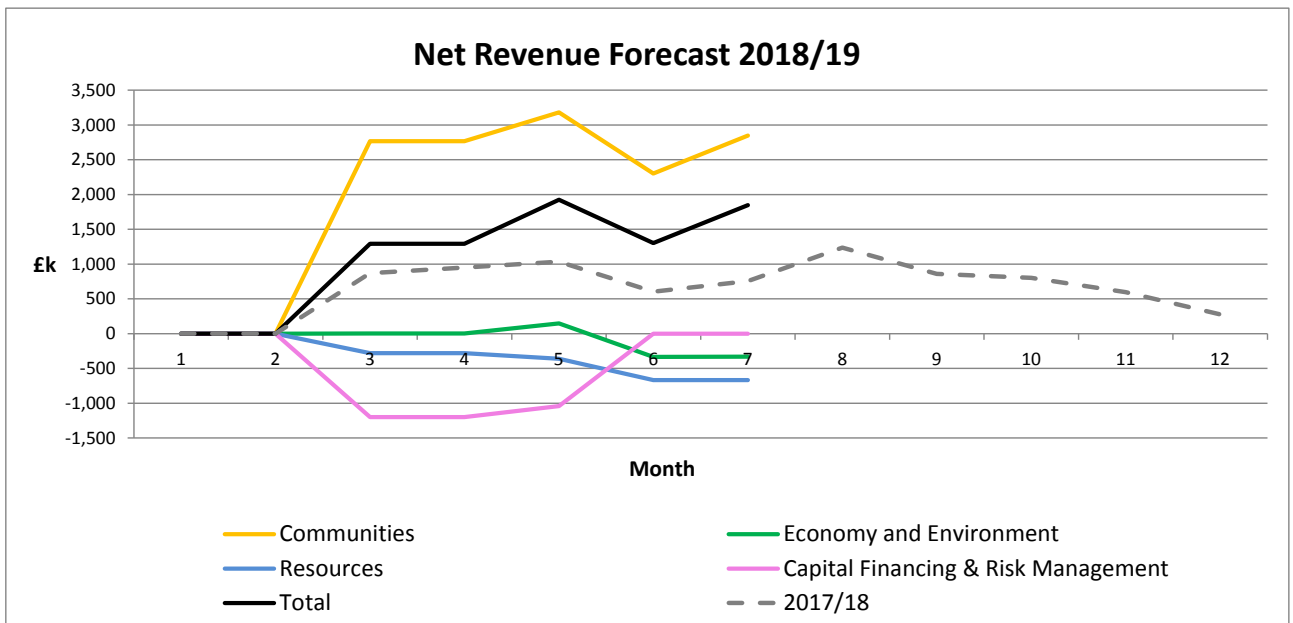
At Month Seven the Council's revenue forecast is an over spend of £1.8m against a net revenue budget of £119.4m.

The forecasts by Service are shown in the following chart.



3.1 The main service driving the over spend is Adult Social Care with a forecast over spend of £2.1m (4%) against a budget of £42.8m. The pressure has arisen primarily, although not exclusively, within the demand led commissioning budgets. The cost of commissioning client packages from the external market has risen significantly and has exceeded inflationary forecasts that the budget was built on. The service and the whole Council is putting mitigation strategies in place in order to bring the forecast overspend down by year end.

3.2 The following chart shows the monthly forecasts through 2018/19, with a 2017/18 comparison.



4. In Year Savings Programme

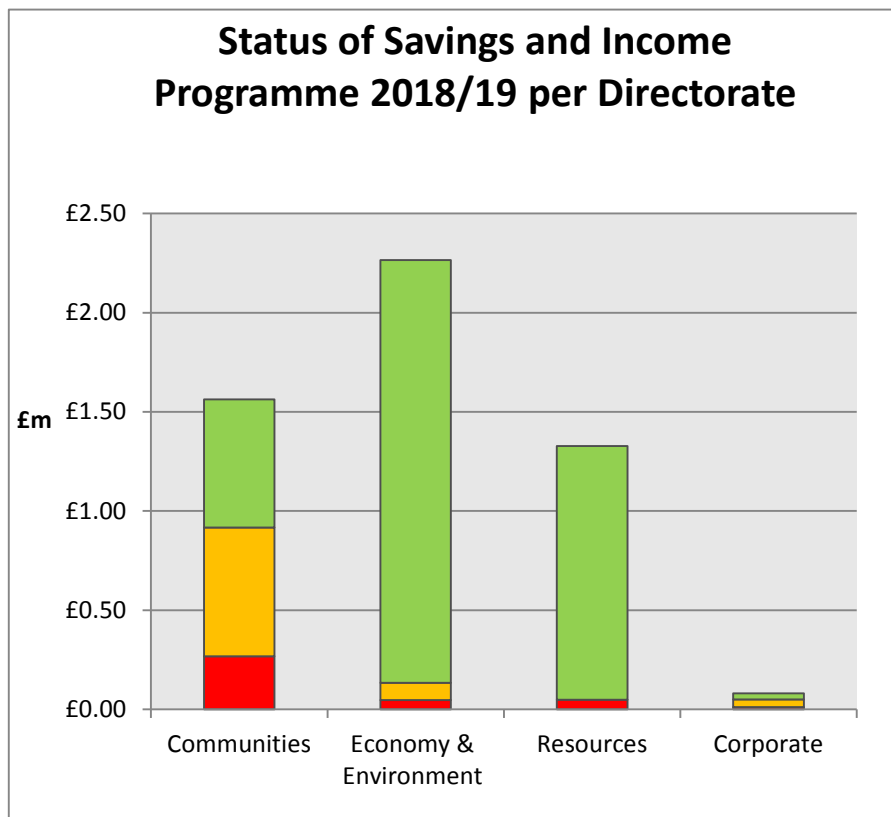
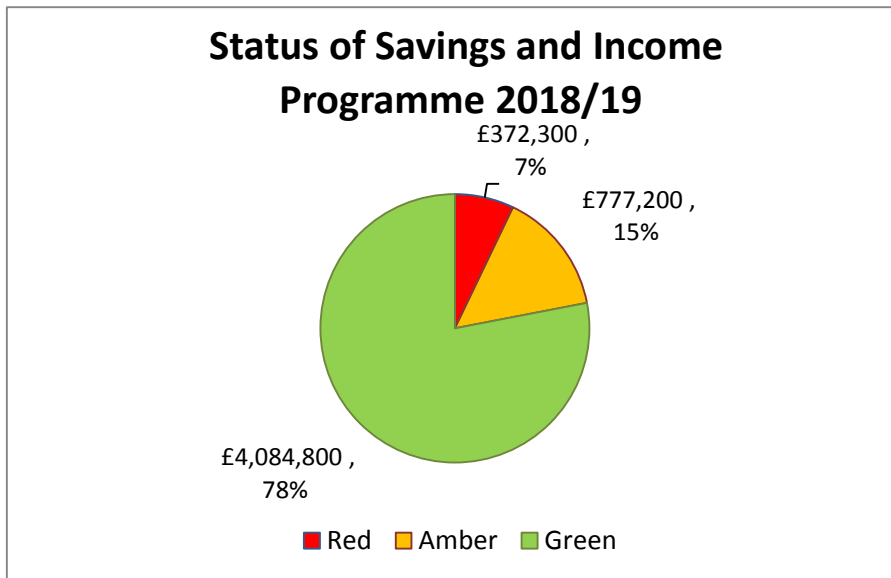
4.1 A decision has been taken corporately to slow expenditure in the remainder of the current financial year as a corporate response to the Adult Social Care overspend. Adult Social Care has been tasked with identifying £500k mitigation strategies.

Children & Family Services and the Education Service, have been tasked with identifying mitigation strategies of £200k each. A further £500k mitigation target was allocated to corporate services. £2m has now been identified and reported within the Directorates forecasts. £1077k mitigation has been found within services with the remaining £949k forecast to be achieved by year end. Progress to date is shown in the following table:

In Year Savings 2018/19						
Directorate	Service	Actual at M7 £000	In Progress £000	Capital £000	Remaining Target £000	Total £000
Communities	Adult Social Care	176	12		312	500
	Childrens and Family Services	167	33			200
	Corporate Director - Communities					0
	Education (DSG Funded)					0
	Education	100	50	50		200
	Public Health & Wellbeing		25			25
	Total	443	120	50	312	925
Economy & Environment	Corporate Director - Environment					0
	Development and Planning	86	45			131
	Public Protection and Culture	10	20			30
	Transport and Countryside	105		303		408
	Total	201	65	303	0	569
Resources	Chief Executive	75				75
	Commissioning	46				46
	Customer Services and ICT	78	31			109
	Finance and Property	59	40			99
	Human Resources	31	19			50
	Legal Services	112	0			112
	Strategic Support	32	9			41
	Total	433	99	0	0	532
	Total	1077	284	353	312	2026

5. 2018/19 Savings and Income Generation Programme

5.1 In order to meet the funding available, the 2018/19 revenue budget was built with a £5.2m savings and income generation programme. The programme is monitored on a monthly basis using the RAG traffic light system. The status of the programme is shown in the following charts:



5.2 Communities

The revenue budget for the Communities Directorate 2018/19 was built with a savings and income generation programme of £1.6m. The programme is currently £645k Green, £650k Amber and £267k Red.

Corporate Director:

£61k of savings relating to income and efficiency targets assigned to the former Prevention & Safeguarding Service are Red. The target has been reallocated as an efficiency target against the Communities Corporate Director cost centre. The directorate is reviewing alternative options for delivery of the savings target, but it is unlikely that the target will be achieved and a pressure bid has been submitted for 2019/20.

Adult Social Care:

Adult Social care 2018/19 budget was built with a £761k savings and income generation programme.

A £6k saving in respect of the establishment of a framework for S12 specialist GPs for Deprivation of Liberty safeguards for Adult Social Care is forecast as Red and is unlikely to be achieved in the financial year.

The Transforming Lives (delivering care differently strategy), £175k and the New Ways of Working transformation programme, £225k savings are both forecast as Amber. Transforming Lives, which is now titled Delivering Care Differently, is focused on delivery of savings through the Shared Lives programme and a programme of reviewing client packages, progress is being made against delivery of the saving.

Implementation of the new case management system meant ASC did not receive NWW performance reports. This has been resolved for 2018/19 and the key indicator of people coming to the front door who then go on to long term services is a very positive 7%. The service will continue to maintain a focus on maintaining this conversion rate but this will not mitigate other factors that impact commissioning budgets e.g. provider rate increases, transfers of care or private funders who run out of money and become the Council's responsibility.

£355k of income generation is expected to be achieved in full.

Children & Family Services:

Children & Family Services 2018/19 budget was built with a £426k savings & income generation programme.

The saving of £200k for Childcare Lawyers is Red as it is not on track to deliver. This is mostly due to particularly complex West Berkshire cases before the Family Court this year. However, the unavailability of detailed timely information has made it harder to budget for this service. We are undertaking a review working with the Joint Legal Team at Reading Council to improve the process to ensure we have a better understanding of future forecasted costs

Placements management (family safeguarding), £200k, is forecast as Amber at Quarter Two. As the Placement budget is overspent in Period Seven there is a risk the savings target will not be fully achieved in year.

All other savings are expected to be achieved.

Education:

Education 2018/19 budget was built with a £313k of savings & income generation programme.

The saving of £50k for Castlegate is amber as there is a medium risk of the saving not being achieved due to income generation plans not being implemented yet and subsequent increase in demand for WBC children requiring respite care has filled these beds.

All other savings are expected to be achieved.

Public Health & Wellbeing:

Public Health & Wellbeing services 2018/19 budget was built with a £333k of savings & income generation programme.

Income generation of £29k is red due to traded services implementation being delayed. Needle Exchange, £5k, and SRCL Waste, £2k, are flagged as red due to the savings not be feasible to be fulfilled. These savings will be offset by underspends on dual diagnosis nurse.

All other savings are expected to be achieved.

Economy and Environment

The revenue budget for the Economy and Environment Directorate was built with a savings programme of £2.3m. The programme is expected to be £2.13m Green, £88k Amber and £46k Red.

Transport and Countryside:

£46k of car parks income is Red as considerable difficulty in recruiting Civil Enforcement Officers has resulted in reduced income from penalty charges, and there has been no increased income from on street parking charges as this savings proposal was not pursued.

£75k car parks income is Amber due to external power problems, vandalism and thefts from parking machines, and less enforcement resources than anticipated has had an adverse impact on income.

Development and Planning:

£13k for increased rent levels for temporary accommodation is Amber as it is too early in the year to confirm.

5.3 Resources

The 2018/19 budget for Resources was built with a £1.3m savings and income generation programme, including £500k net income from new investment properties. The programme is expected to be £1.28m Green and £48k Red.

Strategic Support:

There is a £68k income target for the graphics team of which £48k is expected to be Red. Reduced internal demand for the services of the imagery and graphics design team has resulted in anticipated income being £48k lower than target for this service. Currently other in year savings identified within the service are expected to mitigate this pressure during 2018/19.

Appendix C provides a list of the savings and income items that are at risk.

6. Communities Directorate Month Seven Review

Communities	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000
Adult Social Care	42,804	2,388	2,140	2,053	(87)
Children & Family Services	15,983	220	657	799	142
Corporate Director -	152	8	8	(5)	(13)
Education DSG funded	(444)	0	0	0	0
Education	8,961	152	(1)	0	1
Public Health & Wellbeing	253	0	0	0	0
Communities	67,709	2,768	2,803	2,847	44

6.1 The forecast revenue over spend for the Communities Directorate is £2.8 million against a net budget of £67.7million.

6.2 Two services are forecasting year end overspend positions as at Month Seven, Adult Social Care £2.1million and Children and Family Services £799k. Across both services increasing financial pressures have been identified on demand led, externally commissioned placement budgets. Agency pressures have been identified across the Child Protection Teams within Children & Family Services and a further financial pressure has been identified relating to the Children and Family Service’s Childcare Lawyers budget.

(1) Adult Social Care

Adult Social Care is forecasting an over spend of £2.1million at Month Seven, against a £42.8million budget.

The pressure is primarily within the demand led commissioning budgets. The forecast commissioning pressure at Month Seven is £1.7million against a net commissioning budget of £27million, a 6% forecast overspend. The cost of commissioning client packages from the external market has risen significantly. Average inflationary rates demanded by suppliers has exceeded the modelled 2018/19 inflation rate of 3% on which the commissioning budget was based. All primary support categories (PSR), are forecast to overspend against budget. The most significant forecast overspends within the commissioning budget are against physical support over 65s, memory and cognition support services for over 65s learning disability support services for age group 18-64 years.

As at Month Seven, £500k of additional Winter Pressures funding has been received and included in the forecast position. The additional in year funding has reduced the financial pressure created via improved Transfer of Care (TOC) rates (transfers of people from Hospital into Reablement or long term care setting where required). As a result of the additional funding the forecast overspend against Maximising Independence has reduced from £230k to online. Winter Pressures funding has also been allocated into the long term commissioning budget as one off funding to relieve financial pressures from individuals transferred from Hospital into

straight into long term care services, contributing to the £100k reduction in the long term services forecast overspend position.

The full financial benefit of the additional £500k of funding has been offset by increases in commissioning of short terms services (non TOC), which have increased from a forecast overspend of £392k at Quarter Two to £567k at Month Seven. An increase in long term services commissioning for Learning Disability clients (increase of £174k from Quarter Two) and an increase in the financial pressure generated in the Birchwood Care Home. As at Month Seven, Birchwood Care Home itself is forecasting an overspend position of £757k, a £141k increase on the forecast at Quarter Two. The pressure relates to utilising additional staffing (agency) to support improved service delivery at the home.

Although Birchwood and short term services commissioning are areas of pressure in the current financial year, the financial pressure on the long term services commissioning budget remains the most significant driver of the service overspend. The key issues driving the long term services commissioning pressure are:

- The Birchwood embargo resulted in additional commissioning of external beds, the embargo was lifted in September and forecasting now includes phased admission of new clients into Birchwood.
- Inflationary and demographic pressure on the commissioning budget.

Client numbers accessing long term services are monitored weekly; the overall number of services clients are in receipt of has remained relatively constant historically. In common with other local authorities the service strategy is to firstly work with people at an early stage to try and avoid them coming into the long term care system, then to maintain as many people to stay at home avoiding high cost residential placements.

Mitigation strategies are currently under review to address the pressures identified in the commissioning budget.

(2) Children and Family Services

Children & Family Services is forecasting a £799k overspend against budget at Period Seven. The overspend is mainly due to Child Care Lawyers cost, placement budgets and child protection teams.

Child care lawyers are overspent by £500k which is due to four complex high costs cases. The 18/19 budget for Child Care lawyers is £425k and this includes a £200k saving target to reduce child care lawyers' costs which is not achieved. Subsequently, the current forecast spend is £925k subject to further information to be received.

The placement budgets are overspent by £279k mainly in Independent Fostering Agencies' and Special Guardianship cost centres. The increase in cost is driven by demand which fluctuates during the year.

Child protection teams are overspent by £119k primarily due to recruitment issues which has resulted in agency cover to manage vacancies and sabbaticals.

Mitigation strategies are currently under review to address the pressures identified in the Education service

In year savings have been identified, £200k, to mitigate the overspend in prior months and this has been included in the service forecast.

The CFS risk reserve is £415k and the majority of the over spend is against identified risks. Therefore the CFS reserve could be used to offset £398k of the over spend, should Members decide to do so. The forecasting assumptions and risk register will continue to be monitored until the end of the financial year.

(3) Education

The Education Service is forecasting to be on line as at Period Seven. There are overspends in residential placements, £105k and adjustments in community care packages, £75k. SEN services are overspent owing to a reduction in SEN reform grant of £35k, and a shortfall on staffing budgets of £11k. The overspend has been partially offset by underspends on transport, £183k and other disabled children services, £21k.

Mitigation strategies are currently under review to address the pressures identified in the Education service

In year savings have been identified, £200k, to mitigate the overspend in prior months and it has all been included in the service forecast which as a result the service is reported to be on line as at Period Seven.

The Education risk reserve is £279k for 2018/19. The residential placement and community care packages over spend, £180k, relates to identified risks therefore the risk reserve could be utilised to offset the over spend, should Members decide to do so. If the reserve were used, Education Services would forecast to be underspent at year end. The forecasting assumptions and risk register will continue to be monitored until the end of the financial year

(4) Public Health & Wellbeing

Public Health is forecast to be on line by year end.

7. Economy & Environment Directorate Month Seven Review

Economy and Environment	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000
Corporate Director - Environment	179	0	0	0	0
Development & Planning	2,831	(114)	(232)	(230)	2
Public Protection & Culture	4,060	47	70	70	0
Transport & Countryside	23,877	70	(171)	(171)	0
Economy and Environment	30,947	3	(333)	(331)	2

The Directorate is currently forecasting a £331k under spend against a budget of £30.9m.

(1) Development and Planning

The service is forecasting an under spend of £230k. This is largely due to salary and associated savings in Development Control and savings of £25k in Housing as a result of project delays.

(2) Public Protection & Culture

The Service is forecasting an over spend of £70k. This is mainly due to:

- Mop up costs associated with two functions that have now ceased - Activity Team and the Duke of Edinburgh scheme £32k.
- Salary costs associated with libraries are expected to be in excess of target by £12k. There is a risk reserve associated with this service of £90k.
- The overall leisure net budget is expected to be exceeded by £44k, this is mainly due to the level of third party contributions. There is a risk reserve associated with this service of £50k.

(3) Transport and Countryside

The service is forecasting an under spend of £171k. In year savings are forecast to achieve £408k, largely as a result of the capitalisation programme. The service is also experiencing pressures as follows:

- Winter maintenance budgets are expected to be overspent by £73k as a result of under estimating the budget requirement. There is a risk reserve of £75k associated with this service.
- Car parking income is expected to be lower than target due in part to ticket sales in Q2 being 7% down on the same period last year.

8. Resources Directorate Month Seven Review

Resources	Current Net Budget	Forecast (under)/over spend			Change from Last Month
		Quarter One	Quarter Two	Month Seven	
	£000	£000	£000	£000	£000
Chief Executive	791	0	(75)	(75)	0
Commissioning	932	0	(46)	(46)	0
Customer Services & ICT	3,035	(3)	(104)	(104)	0
Finance & Property	3,199	(260)	(314)	(309)	5
Human Resources	1,472	0	(52)	(57)	(5)
Legal Services	1,066	0	(36)	(36)	0
Strategic Support	2,344	(17)	(40)	(40)	0
Resources	12,839	(280)	(667)	(667)	0

8.1 The Directorate is forecasting a £667k underspend against a budget of £12.8m. This underspend has not changed from Quarter Two, as the Directorate is reporting

on a quarterly basis. The Directorate is forecasting to achieve £0.5m in year savings in response to the corporate slow down.

9. Risks

9.1 In response to the volatility of some of the Council’s demand led budgets, a number of service specific risk reserves have been established. The risk reserves are based on service risk registers. The reserves can be released if the named risks arise, subject to member approval. The current level of service specific risk reserves and the risks that have arisen in 2018/19 are shown in the table below.

Risk Reserve Summary	Reserve Balance 1.4.2018	Change to level of Reserve	Current Reserve Balance	Risks arising 2018/19	Potential Risk Reserve balance 31.03.2019
Service	£000	£000	£000	£000	£000
Adult Social Care	881	719	1,600	-777	823
Children & Family Services	38	377	415	-398	17
Education	0	279	279	-180	99
Leisure	0	50	50	0	50
Libraries	0	90	90	0	90
Transport & Countryside	0	75	75	-73	2
Legal Services	50	0	50	-50	0
Total	969	1,590	2,559	-1,478	1,081

9.2 The forecasts are before any use of these reserves, but £1.5m could be released to support the forecast position, subject to member approval.

10. Transformation Funding

10.1 The Transformation Reserve was established in order to ensure that the Council has the resources to pursue transformation plans outlined in the MTFs and to invest in strategies that will bring future benefits to the organisation. Funds have so far been allocated as shown in the table:

Directorate	Service	Project Description	Transformation Funding Awarded
			£000
		Opening Balance	1,000
Communities	Education	Emotional Health Academy	-6
Resources	Commissioning	Invest to save posts in commissioning	-225
Resources	HR	Invest to save post - Apprenticeship Coordinator	-74
Resources	Legal	Shared service advice	-12
Communities	Education	Invest to save - Family Hub transformation	-28
Resources	F&P, HR, SSU	Invest to save - New Ways of Working project	-216
Communities	ASC	Transport	-5
		Total awarded 2017/18	-566
		Closing Balance 31.3.18	434
		Capital Receipts allocated to transformation	561
		Opening Balance 1.4.2018	995
Resources/Env	SSU/PPC	Commercial Group 2 sales & marketing officers(2yrs)	-169
Communities	ASC	Transport data reviewing officer extension	-3
Resources	Commissioning	Extend fixed term post 1 yr re ASC	-41
Resources	F&P	Digital transformation Revs and Bens	-147
Resources	Legal	Shared service advice	-16
Resources	Commissioning	Invest to save posts in commissioning	-42
Communities	ASC	Review of care packages	-150
		Total awarded 2018/19	-567
		Closing Balance 31.3.19	428

10.2 Council approval was given to increase the Transformation Reserve in 2018/19 by £561k, as part of the Strategy for use of Capital Receipts.

11. Proposals

11.1 To note the forecast position.

12. Conclusion

12.1 The Council is facing an in year overspend of £1.8m against a net revenue budget of £119.4 million, which is 1.5% of the net budget. The main driver of this is a £2.1m overspend in Adult Social Care. The Council has responded to the financial position and has put in place measures to mitigate the overspend, and identified budgets that could be released to bring the forecast position to an underspend. These measures will be monitored through the remainder of the year. The Council has an excellent track record of managing the savings programme and minimising budget over spends.

2018/19 Summary Revenue Forecast: Month Seven

	Budget		Forecasted Performance						
	Original Budget for 2018/19 £	Revised Budget for 2018/19 £	Expenditure			Income			Net
			Annual Expenditure Budget for 2018/19 £	Annual Expenditure Forecast for 2018/19 £	Expenditure Variance for 2018/19 £	Annual Income Budget for 2018/19 £	Annual Income Forecast for 2018/19 £	Income Variance for 2018/19 £	Net Variance £
Adult Social Care	41,610,640	42,953,860	59,835,490	62,557,270	2,721,780	-16,881,630	-17,550,270	-668,640	2,053,140
Childrens and Family Services	14,620,710	15,986,160	18,075,740	19,338,790	1,263,050	-2,089,580	-2,553,490	-463,910	799,140
Corporate Director - Communities	208,190	151,790	151,790	146,750	-5,040	0	-180	-180	-5,220
Education (DSG Funded)	-444,000	-444,000	102,385,900	102,608,420	222,520	-102,829,900	-103,052,420	-222,520	0
Education	8,264,500	8,961,340	11,879,490	11,697,260	-182,230	-2,918,150	-2,735,920	182,230	0
Public Health & Wellbeing	-80,000	252,540	6,245,010	6,245,010	0	-5,992,470	-5,992,470	0	0
Communities	64,180,040	67,861,690	198,573,420	202,593,500	4,020,080	-130,711,730	-131,884,750	-1,173,020	2,847,060
Corporate Director - Environment	171,120	179,570	179,570	179,570	0	0	0	0	0
Development and Planning	2,564,890	2,830,800	5,032,970	4,798,970	-234,000	-2,202,170	-2,198,290	3,880	-230,120
Public Protection and Culture	3,719,900	4,059,770	9,313,780	8,919,900	-393,880	-5,254,010	-4,790,480	463,530	69,650
Transport and Countryside	23,279,940	23,876,720	33,391,110	33,057,870	-333,240	-9,514,390	-9,351,950	162,440	-170,800
Environment	29,735,850	30,946,860	47,917,430	46,956,310	-961,120	-16,970,570	-16,340,720	629,850	-331,270
Chief Executive	765,640	790,960	790,960	716,460	-74,500	0	0	0	-74,500
Commissioning	752,300	931,610	7,218,150	7,172,290	-45,860	-6,286,540	-6,286,540	0	-45,860
Customer Services and ICT	3,056,630	3,035,040	3,905,810	3,735,310	-170,500	-870,770	-804,830	65,940	-104,560
Finance and Property	3,166,980	3,199,280	45,205,840	45,170,840	-35,000	-42,006,560	-42,281,060	-274,500	-309,500
Human Resources	1,349,430	1,472,590	1,990,490	1,890,000	-100,490	-517,900	-473,910	43,990	-56,500
Legal Services	1,006,290	1,065,790	1,196,050	1,220,520	24,470	-130,260	-190,730	-60,470	-36,000
Strategic Support	2,181,970	2,343,600	2,793,930	2,750,750	-43,180	-450,330	-447,150	3,180	-40,000
Resources	12,279,240	12,838,870	63,101,230	62,656,170	-445,060	-50,262,360	-50,484,220	-221,860	-666,920
Capital Financing & Management	10,359,130	10,465,690	10,973,370	10,973,370	0	-507,680	-507,680	0	0
Movement Through Reserves	-117,000	-3,454,210	-3,454,210	-3,454,210	0	0	0	0	0
Risk Management	2,989,890	768,250	768,250	768,250	0	0	0	0	0
Capital Financing and Risk Management	13,232,020	7,779,730	8,287,410	8,287,410	0	-507,680	-507,680	0	0
Total	119,427,150	119,427,150	317,879,490	320,493,390	2,613,900	-198,452,340	-199,217,370	-765,030	1,848,870

2018/19 Savings and Income Generation Programme: Risk items

Appendix C

R#	Directorate	Service	Description	Category	£	RAG	Explanation of Red/Amber
25	Communities	Corporate Director	Family Group Conferencing	Income	20,000	Red	Demand for this service from Reading Council has not met the levels to achieve the target. A pressure bid has been made for 19/20.
26	Communities	Corporate Director	Emotional Health Service	Income	20,000	Red	Insufficient demand for this service up to this point in time has not been realised.
27	Communities	Corporate Director	Merging LSCB Boards	Efficiency	15,000	Red	Expected efficiencies not yet being delivered by Berkshire West LSCB because of the commitment to continue current contribution levels.
28	Communities	Corporate Director	Trading expertise for the conduct of Family Group Conference	Income	6,000	Red	Unachievable as the expert who this saving was attached to is no longer at WBC.
1	Communities	Adult Social Care	Transforming lives - delivering care to existing clients with complex needs differently	Efficiency	175,000	Amber	Now titled Delivering Care Differently. This work stream involves targeted reviews of clients to look at how they can be supported differently, reducing the cost of the care package but still have their needs met. It includes a project working with individuals and care providers to focus on reducing the use of double-handed through provision of equipment, increasing the use of assistive technology and changes to the care setting.
2	Communities	Adult Social Care	New Ways of Working	Transformation	225,000	Amber	Now titled Three Conversation Model. Implementation of the new case management system meant ASC did not receive NWW performance reports. This has been resolved for 2018/19 and the key indicator of people coming to the front door who then go on to long term services is a very positive 6%. The service will continue to maintain a focus on maintaining this conversion rate but this will not mitigate other factors that impact commissioning budgets e.g. delayed transfers of care or private funders who run out of money and become the Council's responsibility.
78	Communities	Adult Social Care	Establish a framework for S12 specialist GPs for Deprivation of Liberty safeguards for ASC	Efficiency	6,000	Red	Unlikely to be achieved this financial year
11	Communities	Children & Family Services	Placements demand mgt/Family Safeguarding/lower cost placements	Transformation	200,000	Amber	Placement budgets are forecast to be overspent driven by demand. There is a risk the savings target which will not be fully achieved in year
12	Communities	Children & Family Services	Childcare Lawyers demand management	Transformation	200,000	Red	Childcare lawyer costs are incurred when applying for Court Orders to safeguard a child. The complexity of the case and the extent to which it is contested can add considerably to the costs. Furthermore, there is increasing expectation that children in care should be safeguarded by Court Orders rather than informal (voluntary) arrangements. 80% of West Berkshire children in care have a Court Order protecting their status. It is difficult to predict future demand accurately, however there is an opportunity to better forecast costs particularly high cost cases by having the latest data on legal costs which we are working with Reading council on. Longer term there may also be the opportunity to procure legal services from a different provider.
10	Communities	Education Services	Castlegate Transformation	Income	50,000	Amber	Initial spare bed capacity was to be sold to non WBC children however subsequent increase in demand for WBC children requiring respite care has filled these beds.
32	Economy & Environment	Planning & Development	Increase rent levels charged for temporary accommodation	Income	13,000	Amber	It is too early in the year to confirm this as green
42	Economy & Environment	Transport & Countryside	Income targets for service budgets - car parks	Income	75,000	Amber	External power supply problems, vandalism of, and thefts from parking equipment and fewer enforcement resources than anticipated has had an adverse impact on income.
44	Economy & Environment	Transport & Countryside	Increase number of CEOs by 1.5FTE and include CEOs into the debate for Site/Street inspections.	Income	46,500	Red	Considerable difficulty in recruiting enforcement officers has resulted in reduced income from penalty charges, and there has been no increased income from on street parking charges.
73	Resources	Strategic Support	Income generation from internal recharging for services provided by Graphics Team	Income	48,000	Red	Reduced internal demand for the services of the imagery and graphics design team has resulted in anticipated income being £48k lower than target for this service.
80	Corporate	Corporate	Corporate Digitisation Enablers	Transformation	39,200	Amber	Delay in completing digitisation work has resulted in uncertainty about the level of deliverability of savings this year. These remain possible but not yet certain.
80	Corporate	Corporate	Corporate Digitisation Enablers	Transformation	10,800	Red	Delay in completing waste digitisation work has reduced possible full year resource savings by 30%

Overview and Scrutiny Management Commission Work Programme 2019/20

No.	Ref	Item	Purpose	Lead Officer	Portfolio Holder/ Lead Member
Apr-19					
1	OSMC	Health and Wellbeing Board	To inform the Commission on the key health and wellbeing issues being faced by the district and to advise on remedial action taking place.	Jo Reeves	Health and Wellbeing, Leisure and Culture
2	OSMC	Prevalence of Homelessness in West Berkshire	To review the prevalence of homelessness in West Berkshire and to review the impact of the Council's activity over the winter period.	Gary Lugg / Sally Kelsall	Planning, Housing and Waste
3	OSMC	Joint Public Protection Partnership	To consider the effectiveness of the Public Protection Shared Service and the process for setting fees and charges.	Sean Murphy	Community Resilience & Partnerships
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	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, Transformation and Property
Task Groups (dates to be confirmed unless indicated)					
1	Task Group	Budget	Dates to be scheduled. Meetings to discuss concerns re forecast overspends and the mitigation measures to be put in place.	Stephen Chard / Jessica Bailiss	Finance, Transformation and Property
2	Workshop	Council Strategy Workshops	Workshops will take place in June and September 2018.	Andy Day	Corporate Services

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