

Notice of Meeting



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Executive

Thursday, 25th July, 2019 at 5.00 pm

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

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Date of despatch of Agenda: Thursday, 18 July 2019

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

e-mail: executivecycle@westberks.gov.uk

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WestBerkshire
C O U N C I L

To:	Councillors Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Jeff Cant, Hilary Cole, Lynne Doherty, Rick Jones, Richard Somner and Howard Woollaston
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Agenda

Part I

Page(s)

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 7 - 12
To approve as a correct record the Minutes of the meeting of the Executive held on 13 June 2019.
3. **Declarations of Interest**
To remind Members of the need to record the existence and nature of any personal, disclosable pecuniary or other registrable interests in items on the agenda, in accordance with the Members' [Code of Conduct](#).
4. **Public Questions**
Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution. *(Note: There were no questions submitted relating to items not included on this Agenda.)*
 - (a) **Question submitted by Mrs Jackie Paynter to the Portfolio Holder for Environment**
"What plans does West Berkshire Council have to increase its recycling rate to emulate that of neighbouring South Oxfordshire Council's 63 per cent?"
 - (b) **Question submitted by Mrs Jackie Paynter to the Portfolio Holder for Environment**
"What plans does West Berkshire Council have to encourage residents to produce less waste per household as councils like Stroud have done?"
 - (c) **Question submitted by Mr Lee McDougall to the Portfolio Holder for Economic Development and Planning**
"In the event that the Council does eventually obtain planning permission to build flats on the Newbury Football Ground at Faraday Road can the Council confirm how much budget it thinks it will need to provide a replacement facility that is of equivalent or better quality (FA ground grading F – step 5 of the FA National League System)?"



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- (d) **Question submitted by Mr Lee McDougall to the Portfolio Holder for Economic Development and Planning**
“Please could you confirm what representatives of the children and women users of the Community Football Ground have been invited to join the Membership of the London Road Steering Group/Project Board?”
-
- (e) **Question submitted by Mr Lee McDougall to the Portfolio Holder for Economic Development and Planning**
“Could you please confirm how the London Road Steering Group/Project Board intends to consult with the public about the potential impact to the community football ground to ensure all views are captured?”
-
- (f) **Question submitted by Mr Lee McDougall to the Portfolio Holder for Economic Development and Planning**
“Can you please confirm the terms of reference of the recently set up London Road Steering Group/Project Board which met on the 12 July 2019?”
-

5. Petitions

Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.

Items as timetabled in the Forward Plan

	Page(s)
6. Key Accountable Performance 2018/19: Quarter Four (EX3423) Purpose: To report Q4 outturns for the Key Accountable Measures which monitor performance against the 2018/19 Council Performance Framework. To provide assurance that the objectives set out in the Council Strategy and other areas of significant activity are being managed effectively. To present, by exception, those measures that have reported 'red' and provide information on any remedial action taken and the impact of that action. To recommend changes to measures/targets as requested by services.	13 - 62
7. Final Schools Funding Formula 2019/20 (EX3783) Purpose: The Council's Executive must agree on an annual basis the school funding formula for primary and secondary schools. This report is to consider an in-year change to the formula for 2019/20.	63 - 78
8. Framework Agreement for the provision of Community Home Care Services (EX3748) Purpose: To inform the Executive of the tender process and seek delegated authority to award the contract.	79 - 94



9. **WBC Catering - Care Homes and Resource Centre Catering (EX3752)** 95 - 104
Purpose: To propose the urgent award of a contract for the provision of Care Homes and Resource Centre Catering with a start date of 1st September 2019.
-

Items not timetabled in the Forward Plan

- | | Page(s) |
|---|----------------|
| 10. Newbury College (Urgent Item)
The purpose of this report is to support the University Centre Development at the Newbury College campus by providing a loan to the College to help fund its construction. | 105 - 116 |
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| 11. Members' Questions
Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution. | |
| (a) Question submitted by Councillor Jeff Brooks to the Portfolio Holder for Internal Governance
<i>"Is the Council considering becoming involved in the 5G testbeds and trials projects on logistics that have recently been announced by Department of Culture, Media and Sport?"</i> | |
| <hr/> | |
| (b) Question submitted by Councillor Martha Vickers to the Portfolio Holder for Transport and Countryside
<i>"What is the Council intending to do to mitigate the issue of disruption in Newbury Town Centre due to poorly managed building works and uncoordinated utility works?"</i> | |
| <hr/> | |
| (c) Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Environment
<i>"What data are available to the Council showing usage of Electric Vehicle points in West Berkshire to help it plan for locations and quantity?"</i> | |
| <hr/> | |
| (d) Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Children, Young People and Education
<i>"What is the environmental and economic impact of primary and secondary school pupils not being given places at their nearest school?"</i> | |
| <hr/> | |
| (e) Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Children, Education and Young People
<i>"How many schools in West Berks are continuing to buy the school meals service from the central contract?"</i> | |
| <hr/> | |
| (f) Question submitted by Councillor Erik Pattenden for the Portfolio Holder | |



for Children, Education and Young People

“Is Department of Education grant funding for improvement activities that led to improvements in phonic and maths at a group of schools in West Berks going to be renewed?”

(g) Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Children, Education and Young People

“From the recently reported Key Stage 2 results showing that teacher assessments of reading, writing and mathematics for pupils aged 7 are down this year, can the Council explain how and when will these be improved?”

(h) Question submitted by Councillor Erik Pattenden for the Portfolio Holder for Children, Education and Young People

“What is the price per meal for a school meal provided under the current school meals service from the central contract?”

(i) Question submitted by Councillor Owen Jeffery to the Leader of the Council

“Will the Executive explain how it intends to reduce the ten year life expectancy gap between the better-off and least well-off parts of the district?”

(j) Question submitted by Councillor Owen Jeffery to the Portfolio Holder for Adult Social Care

“If the UK leaves the European Union on 31st October 2019, what steps has the Executive taken to ensure on-going domiciliary care across our District as increasing numbers of EU citizens leave the Country?”

(k) Question submitted by Councillor Adrian Abbs for the Portfolio Holder for Environment

“Will the Executive confirm that, as recycling is a crucial element of reducing society’s carbon footprint, it will include ending the highly unpopular green bin tax as a part of the cross-party working that was promised at the Council meeting on 2nd July when a Climate Emergency was declared?”

12. Exclusion of Press and Public

RECOMMENDATION: That members of the press and public be excluded from the meeting during consideration of the following items as it is likely that there would be disclosure of exempt information of the description contained in the paragraphs of Schedule 12A of the Local Government Act 1972 specified in brackets in the heading of each item. [Rule 8.10.4 of the Constitution refers.](#)



Part II

13. **WBC Catering - Care Homes and Resource Centre Catering (EX3752)** 117 - 136
(Paragraph 3 - information relating to financial/business affairs of particular person)
Purpose: To propose the urgent award of a contract for the provision of Care Homes and Resource Centre Catering with a start date of 1st September 2019.
14. **Nursery Site Acquisition (EX3749)** 137 - 182
(Paragraph 3 - information relating to financial/business affairs of particular person)
(Paragraph 6 – information relating to proposed action to be taken by the Local Authority)
Purpose: To seek approval of plans for a nursery site.
15. **Newbury College Loan (Urgent Item)** 183 - 186
(Paragraph 3 – information relating to financial/business affairs of particular person)

Sarah Clarke
Head of Legal and Strategic Support

West Berkshire Council Strategy Aims and Priorities

Council Strategy Aims:

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

Council Strategy Priorities:

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

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DRAFT

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

EXECUTIVE

MINUTES OF THE MEETING HELD ON

THURSDAY, 13 JUNE 2019

Councillors Present: Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Jeff Cant, Hilary Cole, Lynne Doherty, Rick Jones and Richard Somner

Also Present: John Ashworth (Corporate Director - Environment), Sarah Clarke (Head of Legal and Strategic Support), Tess Ethelston (Group Executive (Cons)), Olivia Lewis (Group Executive (Lib Dem)), Gabrielle Mancini (Economic Development Officer), Andy Sharp (Executive Director (People)), Andy Walker (Head of Finance and Property), Councillor Jeff Beck, Councillor James Cole, Councillor Carolyn Culver, Councillor Lee Dillon, Councillor Owen Jeffery, Councillor Alan Law, Councillor David Marsh, Councillor Steve Masters, Councillor Erik Pattenden, Jo Reeves (Principal Policy Officer), Councillor Garth Simpson and Councillor Martha Vickers

Apologies for inability to attend the meeting: Nick Carter (Chief Executive), Councillor Alan Macro and Councillor Howard Woollaston

PART I

8. Minutes

The Minutes of the meeting held on 30 May 2019 were approved as a true and correct record and signed by the Leader.

9. Declarations of Interest

There were no declarations of interest received.

10. Public Questions

There were no public questions submitted.

11. Petitions

Mrs Lesley McEwan presented a petition containing 296 signatures relating to the junction of Beenham Lane with the A4.

Mrs McEwan reported that residents of Beenham were reliant on cars as the area was not well served by public transport. Most journeys involved using the A4 and the junction with Beenham Lane. The junction was poorly marked and difficult to use. There had been many near misses and the Council should take action to make the junction safer. There was precedence of the Council taking action to improve other junctions in the area.

The petition was referred to the Head of Transport and Countryside for a response.

12. Response to OSMC Recommendations on ASC Overspend (EX3708)

The Executive considered a report (Agenda Item 6) concerning a response to the recommendations from the Overview and Scrutiny Management Commission (OSMC) following their review of the report into the 2018/19 overspend in Adult Social Care (ASC). The review of the report into the ASC overspend undertaken by OSMC on the 26th February 2019 provided a very useful opportunity to further explore a number of issues, some specific to Adult Social Care (ASC) but others that impacted across the Council.

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Councillor Jeff Cant introduced the report which had been triggered in response to the significant ASC overspend which emerged in 2018/19. The Executive was receptive of the OSMC's recommendations and would make some changes to the budget process.

Councillor Graham Bridgman explained that a large number of recommendations had been adopted from the report produced by the Chief Executive and the Audit Manager and the OSMC report recommended a further three. In addition to the response outlined at paragraph 5.2, there would be monthly scrutiny of the ASC budget by officers and the Portfolio Holder. In respect of the response at paragraph 5.3, Long Term Services, Short Term Services and salaries now had robust modelling in place, this covered 97% of the budget. In respect of the response to the third recommendation, Councillor Bridgman did not wish to pre-empt the view of the new Executive Director (Resources) who might have a view.

Councillor Owen Jeffery noted that the OSMC had considered the report in February 2019 and asked what progress there had been six months on. Councillor Cant advised that the information would be available at the end of July once the quarter one budget monitoring report had been completed.

Councillor Jeffery asked what spending was comprised in the 3% of the ASC budget which was not modelled. Councillor Bridgman believed it was administrative costs but would confirm in a written response.

Councillor Lee Dillon welcomed the scrutiny of the ASC budget that would be undertaken by officers and the Portfolio Holder but asked if elected Members could collectively scrutinise the outcome of the review at OSMC or a Full Council meeting. Councillor Dillon suggested that the Council could consider zero based budgeting in future budget builds and noted that some Conservative Members were likely to support this. Further, he was disappointed that there was not a commitment to rebase the entire budget every four years and asked for a political view. Councillor Cant advised that zero based budgeting along with other approaches would be considered and the Executive were eager to link performance outcomes with budgets. Councillor Bridgman echoed this comment and noted that ASC was a demand led budget and it was hoped that the improved model would be more robust.

RESOLVED that the suggested responses to each of the 3 recommendations of the OSMC, as shown at paragraphs 5.2, 5.3 and 5.4, be approved.

Reason for the decision: To set out a response to the recommendations from the Overview and Scrutiny Management Commission (OSMC) following their review of the report into the 2018/19 overspend in Adult Social Care (ASC).

Other options considered: None

13. **2018/19 Revenue Financial Performance: Provisional Outturn (EX3564)**

The Executive considered a report (Agenda Item 7) concerning the provisional revenue outturn for 2018/19. Councillor Cant presented the report which explained that the Council had faced a potential overspend of £3.3m in 2018/19 and had responded to this with a Council wide mitigation programme, and it had proven necessary to make use of service specific risk reserves. After these actions, the final position would result in £81k being returned to reserves. Areas of ongoing overspend and unmet savings had been addressed as part of the 2019/20 budget build.

Councillor Lynne Doherty noted that it was an important report and demonstrated the impact of demand led budgets. As the former Portfolio Holder for Children and Young People, she could attest to the national trend of increasing demand on Children's Social Care but gave a reassurance that the use of the Family Safeguarding model in West

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Berkshire enabled good management of that demand. A national solution was required and the Executive awaited the Social Care Green Paper. West Berkshire provided a good standard of social care but it came at a rising cost.

Councillor Graham Bridgman agreed a national debate was required regarding the ongoing funding of Adult Social Care. He expressed the view that it was unfair to expect other services to pick up the tab when there was a legal and moral duty on the Council to provide social care. Social care staff had borne the brunt of the budget pressures while other parts of the Council had slowed down. Careful matrices had been used to manage risk funding. Councillor Bridgman commended all Council officers for their work over the past year and reiterated that a national debate was required as demographic projections indicated that pressures on adult social care would continue to rise.

Councillor Lee Dillon agreed that a national solution was required for Adult Social Care pressures and expressed the view that it should be provided by the National Health Service. He asked how the Executive ensured that savings targets were met, noting that £200k of the Children and Family Services overspend had arisen from an unmet saving. Councillor Cant advised that a detailed meeting had been held earlier that day in order to monitor whether savings were delivered.

Regarding the Transformation Reserve, Councillor Dillon noted that this had been topped up in year and stated that he hoped general reserves remained adequate. Councillor Cant confirmed they were and that the Transformation Reserve existed to enable the Council to become more efficient.

Councillor Carolyne Culver enquired why the Economy and Environment Directorate had been underspent by £450k. Councillor Doherty confirmed that this related to the corporate slowdown.

Councillor Owen Jeffery asked what the budgeting error was which meant that a large overspend arose in-year. Councillor Bridgman referred to a report written by the Chief Executive and Audit Manager considered by the Overview and Scrutiny Management Commission at their meeting in February 2019.

RESOLVED that the Executive note the report, and in particular the continued challenge of managing pressures in adult social care, which are shared nationally.

Reason for the decision: To inform Members of the provisional revenue outturn for 2018/19.

Other options considered: N/a – factual report for information.

14. **Capital Programme Financial Performance Report: Provisional Outturn 2018/19 (EX3594)**

The Executive considered a report (Agenda Item 8) which presented the provisional capital outturn for the Council in respect of financial year 2018/19. It was an ambitious programme and unlike the revenue budget, could be carried forward to future years.

Total capital expenditure in 2018/19 was £81.3 million against the £89.9 million budget, an overall underspend of £8.7 million or 9.7%. Capital Strategy Group on the 9th May had reviewed the outturn in detail and proposed that £8.57 million be carried forward into 2019/20 to enable the continuation of schemes already underway and to help fund any emerging pressures in the capital programme.

Councillor Dominic Boeck reported that the reason for the underspend in the Education capital budget was due to the delays affecting Highwood Copse and Theale Primary Schools.

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Councillor Hilary Cole advised that the underspend in the Development and Planning Service was due to the Council not being able to identify suitable properties in-year for temporary accommodation but she offered reassurance that three properties were planned for purchase in 2019/20. It was important that temporary accommodation was in a location with good access to local services and amenities.

Councillor Lee Dillon asked for more information on the emerging pressures the capital programme would be required to fund. Regarding the Disabled Facilities Grant (DFG) and the Home Repair grant, he asked whether the underspend would have to be returned to the government and whether the Council was doing enough to promote the scheme. The capacity challenges in the Public Protection and Culture Service were noted and Councillor Dillon asked how ambitious projects which aligned with the Council's zero carbon ambitions would be delivered. He also stated that in his view it would be prudent to review the Property Investment Strategy.

Councillor Lynne Doherty agreed that it was timely and appropriate to review the Property Investment Strategy. Regarding the emerging pressures, she believed these were likely to arise from the schools' projects but would confirm in writing.

Councillor Graham Bridgman believed that the DFG underspend would be carried forward by the Council, but would confirm in writing. He added context that the 2019/20 DFG budget was £1.68m so the £167k underspend was only a small proportion.

Councillor Steve Ardagh-Walter shared Councillor Dillon's concerns regarding the Public Protection and Culture team's capacity and confirmed that this would be looked into.

Councillor Dillon noted that there was an overspend of £51k in respect of legal costs associated with the London Road Industrial Estate redevelopment and requested a breakdown of what costs had been anticipated.

Councillor Erik Pattenden asked what had caused the £106k underspend from the culture budget. Councillor Rick Jones advised that he would provide a written answer.

RESOLVED that the capital provisional outturn position and the level of budget to be carried forward to 2019/20 should be noted.

Given the political and economic uncertainty at present, the Property Investment Strategy would be reviewed as scheduled.

Reason for the decision: to present the provisional capital outturn for the Council in respect of financial year 2018/19.

Other options considered: None.

15. **Formal response to the Thames Valley Local Enterprise Partnership's Berkshire Local Industrial Strategy Framework (EX3747)**

The Executive considered a report (Agenda Item 9) which introduced West Berkshire District Council's response to the draft Berkshire Local Industrial Strategy Framework (BLIS).

The BLIS would be a key document for the future of West Berkshire's economy, as well as that of the region, and the framework as published would have a bearing on the Council's own strategies, including the West Berkshire Local Plan to 2036 and the refreshed West Berkshire Economic Development Strategy 2019.

Given this and the fact that the Thames Valley Berkshire (TVB) Local Enterprise Partnership (LEP), one of the Council's key partners, had asked the Council to formally respond to its consultation, it was recommended that the attached submission was given.

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Councillor Lynne Doherty reported that she had attended a meeting of the LEP and was heartened to discover the work the LEP undertook for the benefit of the Thames Valley and noted the alignment of the LEP's work with the Council's priorities. The consultation was open to all until the 21st June and she encouraged those present to submit their own responses.

Councillor Steve Masters advised that Tim Smith, Chief Executive of the LEP, had attended Newbury Town Council to present the Strategy. Councillor Masters was concerned that there was little mention of the benefits of a low carbon economy. Gabrielle Mancini was invited to comment by the Leader who offered reassurance that the LEP would be producing a full Energy Strategy to sit alongside the BLIS.

Councillor Dillon agreed that there was an opportunity to promote economic growth by encouraging West Berkshire's many science and technology companies to design solutions to the carbon challenge. There was some strong language in the letter but not regarding the environment. Residents would disagree with the comment that congestion was not a problem in the area. Councillor Masters suggested that congestion was a risk to economic growth.

Councillor Owen Jeffery asked whether Councillor Cole agreed that it was shame that Network Rail did not electrify the railway line as far as Westbury. Councillor Cole advised that she could neither agree nor disagree but confirmed that the Council had supported electrification.

Councillor Cole thanked all Members for their comments on the Council's response to the BLIS.

RESOLVED that West Berkshire District Council responds to the Thames Valley Berkshire Local Enterprise Partnership's consultation on the draft Berkshire Local Industrial Strategy Framework.

Reason for the decision to be taken: to respond to the draft Berkshire Local Industrial Strategy Framework.

Other options considered: Not to respond or support the TVB LEP BLIS.

16. Members' Questions

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

(a) **Question submitted by Councillor Martha Vickers to the Portfolio Holder for Transport and Countryside**

A question standing in the name of Councillor Martha Vickers on the subject of non-essential car user travel to work was answered by the Portfolio Holder for Transport and Countryside.

(b) **Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Economic Development and Planning**

A question standing in the name of Councillor Adrian Abbs on the subject of air pollution limit exceedance would receive a written response from the Portfolio Holder for Economic Development and Planning.

(The meeting commenced at 5.00pm and closed at 6.08pm)

CHAIRMAN

Date of Signature

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Key Accountable Performance 2018/19: Quarter Four

Committee considering report:	Executive on 25 July 2019
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	4 July 2019
Report Author:	Jenny Legge/Catalin Bogos
Forward Plan Ref:	EX3423

1. Purpose of the Report

- 1.1 To report quarter four 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 'red', as detailed in Appendix F. To ensure that appropriate actions are in place, especially for the measures relating to the Superfast Broadband Project for West Berkshire and the number of bed days due to Delayed Transfers of Care (DToC).
- 2.3 In particular, to consider and refer for further analysis at the Overview and Scrutiny Management Commission (OSMC) the results and improvement actions for:
 - (a) the education attainment for Free School Meals cohorts,
 - (b) the timeliness of reviews of ASC clients with Long Term Support,
 - (c) the homelessness prevention and alleviation, and
 - (d) a number of measures reported under the Protecting Children core business.
- 2.4 To note the increasing concern in 2018/19 regarding safeguarding and quality relating to some Adult Social Care providers.

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 4

Council Strategy

Priorities for Improvement

*RAG status

Core Business

Educational Attainment **R**

Close the Attainment Gap **R**

More Affordable Housing **R**

Key Infrastructure Improvements **G/R**

Safeguarding Children & Adults **G/R**

Support Communities **G**

More Effective Council **G/R**

G Protecting our Children

G Bin Collection & Street Cleaning

G Providing Benefits

R Council Tax & Business rates collection

G/R Older & Vulnerable Adults Wellbeing

G/R Planning and Housing



Corporate Programme

Strategic Transformation **G/A**

Major ICT Projects **G/A**

G Strategy Development

G/A Service Transformation

Corporate Health

Net budget for 2018/19: **£119.4m**

Staff turnover (of 1,562 FTE)
rolling 12 months

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

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

2018/19 Q3 forecast overspend **£250k**

2018/19 Q4 provisional underspend **£81k**

14.5% 2018/19 Q1 staff turnover

13.7% 2018/19 Q2 staff turnover

14.7% 2018/19 Q3 staff turnover

13.0% 2018/19 Q4 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 four 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 **Measures of volume** indicate a rise in demand/need for Adult and Children's social care and the resultant pressure this places on our services.
- 6.2 In terms of **priorities for improvement**, the majority of areas performed well. Education attainment data for summer 2018 shows that despite improvement achieved by West Berkshire, the ambitious benchmarking targets have not been met as other Local Authorities have also improved. Very small cohorts of pupils with Free School Meals is a key factor that impacted declining education attainment results – this is an area prioritised in the Council Strategy 2019-2023 as part of the wider priority to 'Support everyone to reach their full potential'.

The Children and Family Service had positive feedback from Ofsted regarding safeguarding arrangements and more adult social care service users reported that their services made them feel safe and secure. The successful road surfacing programme resulted in the District achieving the best result since 2005 with a very low percentage of roads in need of repair. Superfast Broadband West Berkshire Project experienced delays but new management at the contractor company is expected to achieve the connectivity target, albeit a few months later than planned. Targets have been exceeded for community engagement and also for devolution deals agreed with Town and Parish Councils.

- 6.3 For **core business areas**: Good performance continued this quarter for the Key Accountable Measures (KAMs) relating to children's social care. Improvements have been achieved for household waste recycling, the timeliness of processing benefits claims and for timeliness of determining planning applications. Council Tax and Business Rates' collection targets have been missed but were likely to be achieved during April 2019. Adult Social Care reablement and financial assessment measures achieved strong performance.

Delays Transfers of Care (DToC) have been negatively impacted by a number of factors and despite good performance earlier in the year, the annual target has been missed. However, the results are still better than last year. No significant progress has been made to improve the proportion of ASC Long Term Cases reviewed. Homelessness prevention measure is negatively impacted by the increase in demand.

- 6.4 **Corporate Programme**: Good progress is being reported across the majority of the projects. Eight projects for system or ICT infrastructure upgrade are running behind schedule due to factors attributable primarily outside of the Council.

6.5 **Corporate Health:** High level corporate health indicators show that against the budget for 2018/19 a provisional year end under spend of £81k was achieved following a Council wide programme to reduce expenditure and the use of service risk reserves. Staff turnover has improved compared to last year by one percentage point to 13%. (See Council Performance Scorecard).

7. Conclusion

7.1 In some areas the growth and complexity of demand means an increase in the pressure on Council's services, especially in social care (see Appendix F).

7.2 The majority of the areas are performing well and 53% of the key accountable performance measures further improved from 2017/18. The overall proportion of the measures rated 'green' is below last year's level but 25% of the targets have been set at more challenging level for 2018/19.

7.3 Action plans are in place to address performance of the measures rated 'red' and the Executive is asked to review and approve these actions and to note the overall performance reported. In particular, recommendations for more in depth scrutiny at OSMC are made for the measures relating to:

- (1) Educational attainment of the free school meals cohorts of pupils,
- (2) Timeliness of reviews of the Adult Social Care Long Term Cases,
- (3) Homelessness prevention and alleviation, and
- (4) The additional (key strategic) measures reported under Protecting our Children core business area.

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 – Key Accountable Measures of Volume Dashboard

8.5 Appendix E – Key Accountable Measures by Strategic Priority

8.6 Appendix F – Exception Reports

8.7 Appendix G – 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 Risk
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 “<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"/>	<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:	24/05/2019

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: 24/05/2019

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

1. Introduction/Background

- 1.1 This report provides the Executive via the Key Accountable Measures (KAMs) report with an update on the Council's performance at quarter four, as described in the Council's Performance Management Framework (refer to Appendix G: 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 Although, not all the contextual measures are within our control, these non-targeted and contextual measures can provide useful information about the health of the district (refer to Appendix D)
- (1) The increase of the number of properties subject to business rates has slowed down over the last three quarters (Chart 1). Similarly, the trend for the number of empty properties shows a slowing down of the increase compared to 2017/18.
 - (2) The number of planning applications has reduced by 12.2% (96) since the same period last year (Chart 6). This is due primarily to a reduction by 15.5% of Other applications (householder applications etc.).
 - (3) The number of children with a Child Protection Plan has reduced significantly this year from 179 (April 2018) to 117 (March 2019). This is due to a 17% reduction of new Child Protection Plans in 2018/19, combined with a 12% increase in the number of plans ending during the year. Factors that contributed to this change include better assessment and analysis of cases, work to prevent case drift and delay, stronger management capacity ensuring appropriate decision making on starting new plans and a new way of working with families (Family Safeguarding Model) in partnership with other organisations.
 - (4) The number of Looked After Children (LAC) has increased each quarter over the last 12 months and reached the highest level over the last three years. Data analysis shows that 17% more LAC cases started during the year, most of the increase due to Unaccompanied Asylum Seeking children. In addition, 37% less cases ceased to be LAC compared to

2017/18 and an analysis is being conducted to confirm the reasons for this.

- (5) The adult safeguarding enquiries opened (Chart 10) increased by 41.6% as a result of greater concerns in quarter three regarding the quality of care from a number of providers and also an organisational investigation from a local care home. The number of current Long Term Service clients continued the gradually increasing trend reaching the highest number in the last three years (3.8% higher than last year).

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

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

- The education attainment results for 2017/18 show improvements in most areas but for Key Stages (KS) 2 and 4 have not achieved the ambitious target of top quartile nationally given that the other local authorities achieved similar improvements. This makes the delivery of the priority to reach the aspirational 10% ranking nationally by 2020 more challenging.
 - Early Years Foundation Stage - The education attainment results for the 2017/18 academic year show that the target has been achieved for the % of pupils achieving a Good Level of Development at the end of Reception year (top quartile nationally).
 - KS2 expected standard for reading, writing and maths combined – West Berkshire result (64%) has improved, increasing from 62% the previous year and is in line with the national average of 64%. However, this places the Council in the third quartile nationally which is below the target of being amongst the top 25% of councils nationally. This is primarily due to other local authorities improving results in maths whilst West Berkshire achieved the same result as last year (see Appendix F - exception report for improvement actions).
 - KS4 average attainment 8 score – West Berkshire's result at 48.5 is above the national average of 44.5 but has just missed the top quartile position nationally. Similarly the KS4 Average Progress 8 score has improved from last year but reached only the borderline value between the first and second quartiles. Close scrutiny by schools and working relationships with secondary senior leaders and secondary Head teachers are actions that have been taken to further improve attainment. (see Appendix F - exception report).
- The % of schools judged 'good' or better by Ofsted has significantly improved from 80% at the end of March 2016 to 94.9%, exceeding the year end target of 90%. The district's result is well above the national percentage of 85% which followed a declining trend during 2018/19.

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

- Attainment results of the FSM and disadvantaged cohorts are impacted by a number of factors ranking the District third or bottom quartile nationally:

- Early Years Foundation Stage Good Level of Development – performance of the Free School Meals (FSM) cohort for 2018 has declined to 43% placing West Berkshire in the bottom quartile nationally against the target of top quartile (England avg improved to 57%). The very small number of pupils in this cohort in most of the primary schools (West Berkshire had the 4th lowest number of pupils in the cohort nationally) impacts on the support that can be provided. In conjunction with Public Health and Wellbeing service, actions have been put in place to support the most vulnerable families starting pre-school (see Appendix F - exception report).
- KS2 (for 11 year olds) expected standard for reading, writing and maths combined – the factors described in paragraph 2.2(1) have had an impact on the performance of the disadvantaged pupils' cohort. Over the last two years West Berkshire's performance of this cohort declined to 26% whilst progress has been made nationally by others, placing the District in the bottom quartile nationally (England average improved to 46%).

Some of the actions being taken to improve performance include engaging the parents to maximise the first three years in school, Headteachers peer challenge and support, and securing two Strategic School Improvement Fund money for Maths and Phonics. (see Appendix F – exception report).

- KS4 (for 16 year olds pupils) average attainment 8 score – Attainment of the FSM pupils cohort declined to 32.5% following the national trend (England average declined to 34.5%) but the District's result improved its relative position from being bottom quartile nationally in 2015/16 to reach the third quartile in 2017/18. Support is provided to Secondary Leads and Headteachers to focus on the children that are part of this cohort. Strategies are being promoted to acknowledge the adverse life experiences for students and the impact on learning. (see Appendix F - exception report).
- Education attainment for FSM cohorts is included in the new Council Strategy for 2019 – 2023 as part of the priority for improvement 'Support everyone to reach their full potential'. Corporate Board recommends that the OSMC conducts a more in depth analysis of performance in this area.

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

- (a) The information about the number of homes completed this year was not available in time for being included in this report as data was still being collected on some individual house purchases relating to 2018/19. The overall rating of the priority is based on the latest available data (2017/18), which was covered in detail in previous quarterly reports.
- (b) Between 2015 and 2019, 600 affordable homes have been built in West Berkshire. In addition, there are 800 more units (social rent, affordable rent and shared ownership) with planning permissions.

However, between 2014 and 2018, there were a total of 615 completions.

- (c) A joint venture (JV) between West Berkshire Council and Sovereign Housing Association has been established with the intention of bringing forward land for the development of affordable housing. Legal due diligence is under way to form this joint venture and the Council is assessing a number of its own sites for disposal to the JV to offer developable opportunity for affordable housing in West Berkshire in addition to that relied upon through the normal housing development market.
- (4) **Deliver or enable key infrastructure projects in relation to roads, rail, flood prevention, regeneration and the digital economy** (RAG: Green/Red)
- (a) An ambitious surfacing programme was delivered involving 76 roads. The total value spent on resurfacing is £7.7m in 2018/19. The investment in the highway asset is reflected in the road condition indices, which are showing the lowest percentage of 'roads in need of repair' since national road condition indicators were introduced in 2005.
 - (b) In terms of infrastructure improvements, as part of the Market Street development, the Wharf Transport Interchange became fully operational in early December 2018. In addition, £1.5m funding was sourced from Homes England which made it possible to successfully decontaminate the site for the Sterling Cables industrial estate redevelopment. The development agreement with St Modwen PLC for the London Road Industrial Estate has been terminated and officers are in the process of reviewing and refreshing the development brief information. (Appendix F – Exception reports)
 - (c) Work has started on the Dunston Park and South East Thatcham Flood Alleviation scheme, which will help protect 550 homes from surface water flooding. This will be completed later in 2019.
 - (d) 96.7% of the premises in West Berkshire are able to receive Superfast Broadband. A remedial plan is expected from Gigaclear for achieving the target of 99.7%. (Appendix F – Exception reports)
- (5) **Good at Safeguarding Children and Vulnerable Adults** (RAG: Green/Red)
- (a) As previously reported, our Children and Family Service had a very positive outcome from the OFSTED focussed visit in December 2018. The inspectors spent time in the front door duty systems, as well as giving scrutiny to our missing young person and child exploitation processes. There was no grading to this inspection, but the report evidenced strong arrangements for children who need help and protection.

- (b) Five of the six adult social care residential and nursing homes are rated at least Good by the Care Quality Commission. For the sixth one, Birchwood Nursing Home's most recent inspection recognised that significant improvements had been made. Work continues and it is hoped that this will be acknowledged in the next inspection report.
 - (c) The results of the latest adult social care users' survey show that, compared to last year and with the target for this year, a higher proportion of people reported that their services have made them feel safe and secure (90.7% compared to 86.7% for the previous year).
- (6) **Support Communities to do More to Help Themselves** (RAG: Green)
- (a) Building Communities Together Team continued to engage with groups within the district facilitating 29 new community engagements exceeding the annual target of 10.
 - (b) Even if the end of year data was not available in time for inclusion in this report, Q3 data shows that with nine devolution deals agreed, the annual target of two has been exceeded already.

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

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

- (a) Performance relating to safeguarding children continues to be high in terms of the timeliness of assessments and stability of placements for Looked After Children. Similar, strong results have been achieved as for the previous year despite a 10% increase of the number of single assessments completed (1890 in 2017/18 and 2089 this year) and a 19.4% increase of Looked after Children in the cohort (144 to 172 this year).
- (b) In addition to the two Key Accountable Measures mentioned above, Corporate Board is monitoring eight key strategic measures which have missed their targets for this year (two of them only marginally). For five of them the results are below the ones achieved in the previous years. The reasons for missing the targets include:
 - (i) The targets are very ambitious, some set to 100% (% of review child protection conferences where reports have been shared with the families on time, timeliness of core group meetings, timeliness of visits to Looked After Children)
 - (ii) Some of the targets have been only narrowly missed (% of repeat referrals, % of repeat Child Protection Plans within 2 years)
 - (iii) Some of the measures relate to activities that depend on others (e.g. availability of families for meetings or all the children to be at home at the time of Social Worker's visit) in order to be able to be delivered (timeliness for sharing reports with families ahead of the Initial Child Protection Conferences, timeliness of visit to Child Protection Plan cases, number of weeks to conclude care proceedings).

- (c) Given that some of the targets for these eight additional measures monitored at Corporate Board level have been missed (some only narrowly) and because for some of these measures the results are below (some only slightly) the results achieved for the previous year, Corporate Board recommends that a more in depth scrutiny is conducted to provide assurance that the factors that negatively impacted on performance are appropriately addressed.
- (2) **Bin collection and street cleaning** (RAG: Green)
 - (a) At an estimated 85%, the percentage of recycled, composted, reused and recovered household waste is higher than the previous years and exceeded the target of 80%.
 - (b) The estimated level of street cleanliness has declined from last year but is expected to achieve the target of 'Satisfactory' as assessed against the Keep Britain Tidy indicators.
- (3) **Providing benefits** (RAG: Green)
 - (a) The time taken to process a new benefit claim and changes to benefit claimants' circumstances is better than the targets.
- (4) **Collecting council tax and business rates** (RAG: Red)
 - (a) The percentage of council tax collected by the end of the financial year narrowly missed the target (98.6% actual vs 98.8). The need to coordinate activities to be able to manage competing demand on the Customer Services delayed the start of the Single Residents Discount review. This meant that the time available to collect the arrears identified from the Single Residents Discount Review was much shorter. The Service has highlighted that by the middle of April each year over 99.4% of the Council Tax is collected. (see Appendix F – Exception reports)
 - (b) The collection rate for business rates is 0.37% below the target. Amongst possible contributory factors the service identified the implementation of advice from the Valuation Office Agency regarding a new business rated assessment which resulted in a billed amount that remains unpaid and with legal action due to commence shortly, some issue relating to unoccupied properties etc. A number of remedial actions are detailed in Appendix F – Exception reports.
- (5) **Ensuring the wellbeing of older people and vulnerable adults** (RAG: Green/Red)
 - (a) The percentage of long term clients receiving an annual review has missed the target and is below the previous year's results. However, the result is better than the previous year's national average and staff are carrying out targeted reviews to ensure any care and support commissioned is appropriate and focussed. Staff recruitment delays and an increase of 10% of the cases requiring a review impacted on performance (see Appendix F – Exception reports). Corporate Board

recommended that more in-depth scrutiny is required regarding the timeliness of reviews.

- (b) Until November we were better than the nationally set expectations for our DToC performance, this contributed to a much improved overall position for 2018/19 compared to 2017/18. However, the winter months presented challenges that negatively impacted performance with the main factors being the increase in demand and the non-availability of care ('a community care package' or sourcing appropriate residential/nursing placements). (see Appendix F – Exception reports)
 - (c) Strong performance was achieved in relation to the measures for the reablement/rehabilitation services and for the timeliness of completing the financial assessments.
- (6) **Planning and housing** (RAG: Green/Red)
- (a) Performance on determining both major and minor planning applications has improved and for the three months of quarter 4 was above the level for the annual targets. However, as the more challenging targets for the entire year have been agreed at quarter 2, the time required to implement new procedures meant that the targets for the entire year have not been met. The new procedures are likely to ensure that the higher targets will be achieved in the future.
 - (b) The 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. In addition, performance has declined as a result of staff sickness and issues with staff recruitment. A review of the service is being undertaken. (see Appendix F – Exception reports). Corporate Board recommends that further scrutiny is required to ensure that the measures put in place to manage demand and performance in this area are effective.
 - (c) Work is on track in relation to reaching the submission of a New Local Plan and a Minerals and Waste Plan for examination.

2.4 Corporate Programme

(1) The programme is tracking 99 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 – There are no live projects in this workstream.

(3) Strategy development – Work is being undertaken to develop the vision for the district to 2036, the Council strategy 2019 – 2023, and 6 other strategies. All projects are on track. (Green)

(4) Strategic transformation – The project to establish the Joint Venture with Sovereign Housing continues and the Commercial Group is overseeing the

introduction of a number of processes to aid trading. A number of specific commercial initiatives are also being overseen and 5 digitisation projects are underway. The Family Safeguarding Model implementation (one of two CFS projects) is currently behind schedule but the remainder of the strategic transformation activity is on track. (Green/Amber)

(5) Service transformation – Work continues on the New Ways of Working reviews (two of which are behind schedule). The One Public Estate project, led by Wokingham Borough Council, is on track and expected to move to an implementation phase in Q1. (Green/Amber)

(6) Major ICT projects – Most of the fourteen projects within this stream are for system or ICT infrastructure upgrades, of which eight are running behind schedule. Delays are attributable in the main to factors outside of the Council, although capacity in services outside of ICT is also playing a lesser part. (Green/Amber)

- 2.1.1 **Under the aim of ‘A more effective council’**, an analysis of the basket of the Key Accountable Measures used to monitor the delivery of the Council Strategy 2015-2019, indicates that 56% (19/34) of them were RAG rated Green and 44% (15/34) Red compared to 62.5% (25/40) Green and 37.5% (15/40) Red for quarter four 2017/18.
- 2.1.2 An analysis of the absolute results achieved in 2018/19 compared to 2017/18 shows that for the majority (53% or 15/29) of the key accountable measures results have further improved. In addition, for 25% (7/28) of the measures the targets have been even more challenging and for 64% (18/28) the target have been similar compared to 2017/18.
- 2.5 **Corporate Health Measures** are mandatory for all services and provide useful information for the management of staff. The provisional year end under spend was £81k following a Council wide mitigation programme, including the use of service specific risk reserves, to address a potential overspend . The staff turnover is now at 13% compared to 14% for the previous year (see the Key Accountable Performance Scorecard).

3. Options for Consideration

None

4. Conclusion

- 4.1 Quarter four results show that performance levels achieved the end of year targets for the majority of the areas, despite 25% of measures having more challenging targets compared with 2017/18. However, overall a slightly smaller proportion of measures, compared to last year, are RAG rated Green. Of the remaining measures, some of the results are better than national averages but still RAG rated Red against very challenging local targets. Comparing with previous year, the results achieved for the majority of the key accountable measures have further improved.
- 4.2 Performance remained strong in terms of education attainment at Foundation Stage, the quality of the district’s road network, key redevelopment projects, Ofsted

feedback on safeguarding children, placement stability and timeliness of children social care assessment, community engagement, household waste recycling measure, processing benefits claims, the measure relating to Adult Social Care cases reablement and financial assessments timeliness.

- 4.3 In terms of changes from the previous quarter, further improvements have been achieved in relation to: schools inspections rating, education attainment at KS2 and KS4, timeliness of making decision on Benefit claims, timeliness of determining planning applications.
- 4.4 Exception reports are provided for the measures RAG rated 'red'. Notable changes from last quarter relate to:
- A number of factors impacted the education attainment of pupils on Free School Meals, including the relative very small number of pupils in the cohort and in individual schools.
 - Despite more progress made, the Superfast Broadband West Berkshire project experienced further difficulties.
 - Following significant progress to reduce the Delayed Transfers of Care (DToC) a combination of factors impacted on the end of Q4 performance. Performance in this area is reported to management and elected members, including OSMC regularly.
 - Timeliness of reviews for ASC Long Term Service cases remains well below target, impacted by staffing vacancies and sickness earlier in the year. The service conducted targeted reviews to ensure appropriate care and support.
- 4.5 Based on the analysis of the available information at Corporate Board, it is proposed that:
- (a) Actions to mitigate performance below targets are approved by the Executive.
 - (b) In depth scrutiny is conducted to provide assurance regarding the plans made to:
 - (i) Improve the education attainment of the Free School Meals cohorts.
 - (ii) Manage the factors that impacted on performance for a number of measures relating to protecting children core business area.
 - (iii) Ensure timely reviews of the Adult Social Care Long Term Cases
 - (iv) Address demand and performance levels relating to homelessness prevention and alleviation in line with the resources allocated to the service.

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](#)

Subject to Call-In:

Yes: No:

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

Wards affected:

All

Strategic Aims and Priorities Supported:

The proposals will help achieve the following Council Strategy aims:

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

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

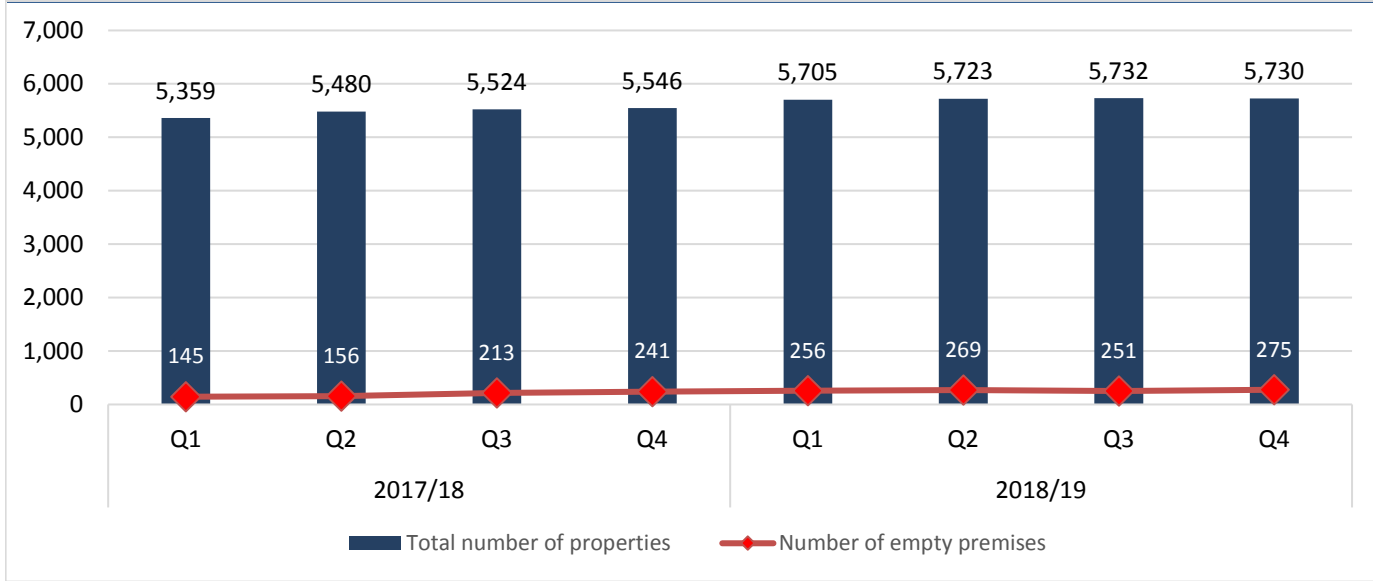
- BEC1 – Improve educational attainment**
 - BEC2 – Close the educational attainment gap**
 - SLE1 – Enable the completion of more affordable housing**
 - SLE2 – Deliver or enable key infrastructure improvements in relation to roads, rail, flood prevention, regeneration and the digital economy**
 - P&S1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

Officer details:

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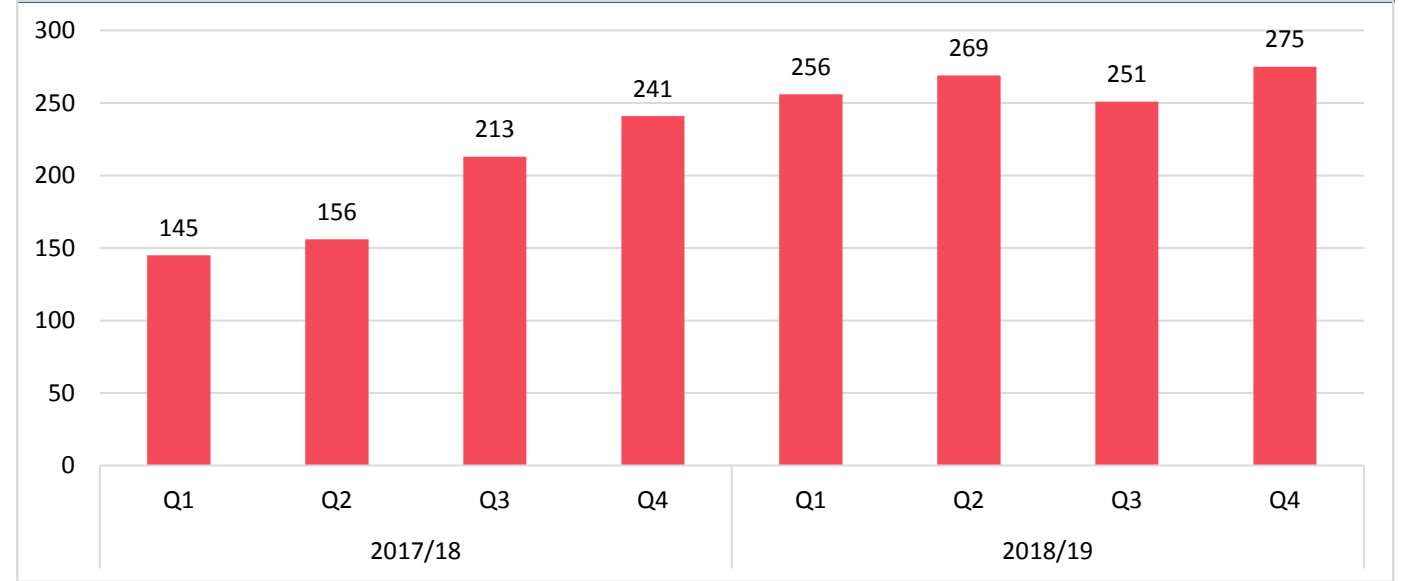
Local Economy

1 Number of properties which are subject to Business Rates QvQ: 184
 Number of empty properties which are subject to Business Rates QvQ: 34



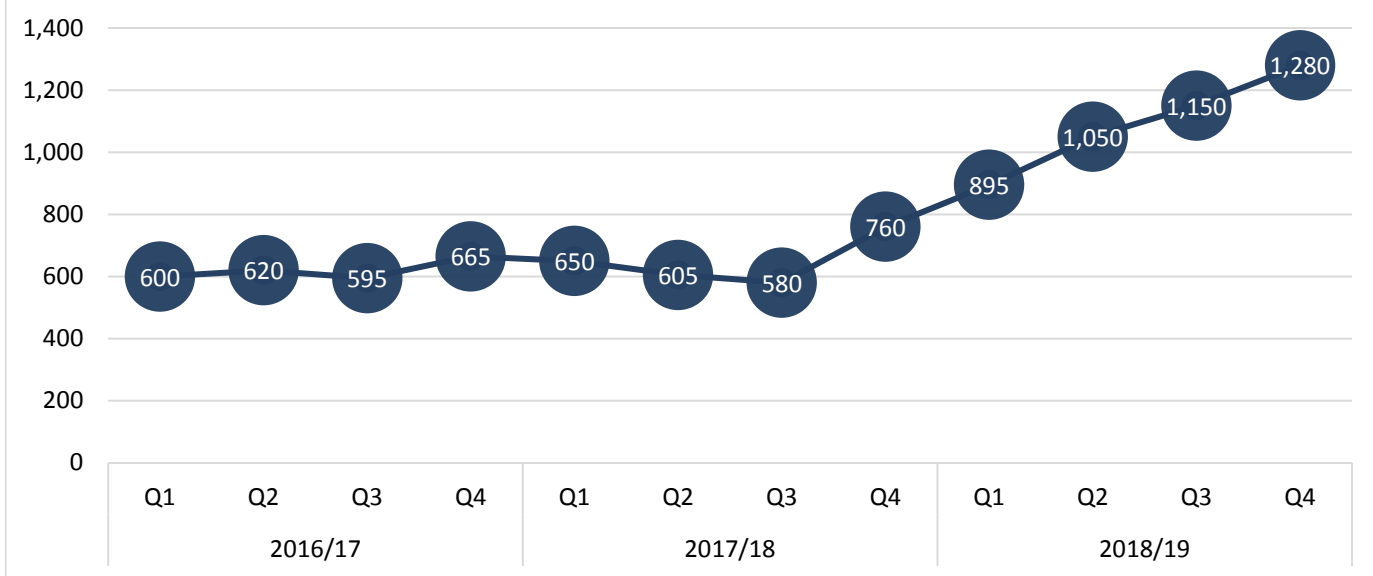
Service comment: Business rates are charged on most non-domestic properties e.g. Shops, offices, pubs

2 Number of empty properties which are subject to Business Rates QvQ: 34



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: 68.4%



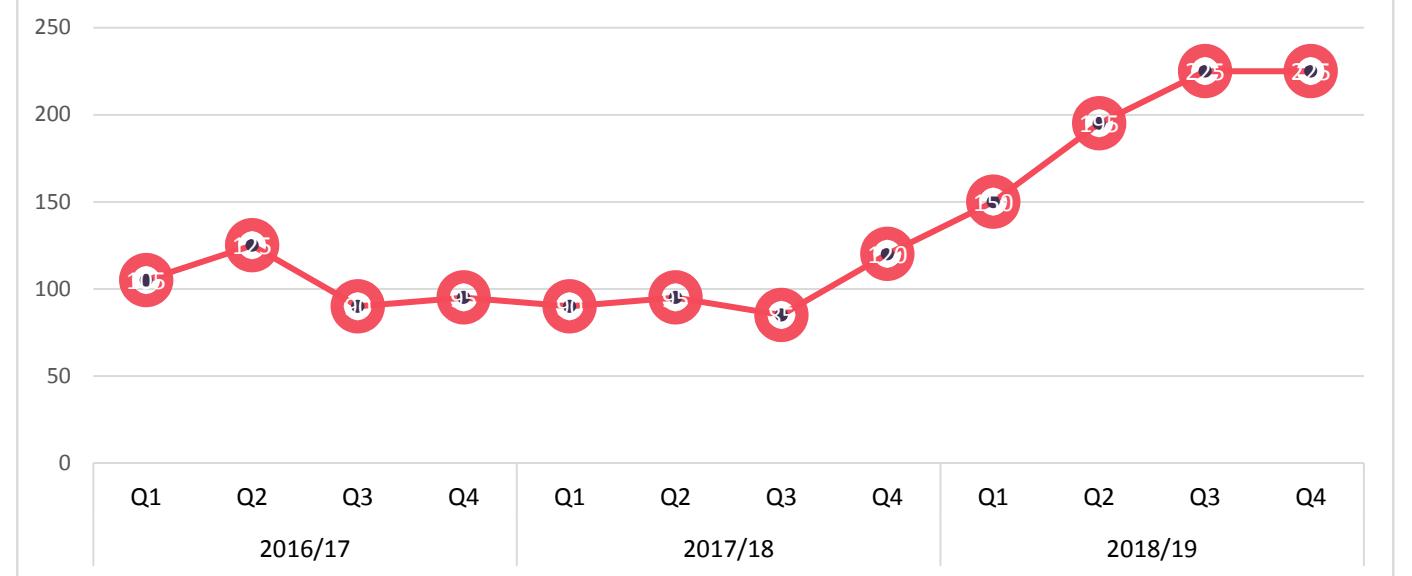
Comment: Reported for last month of the quarter.

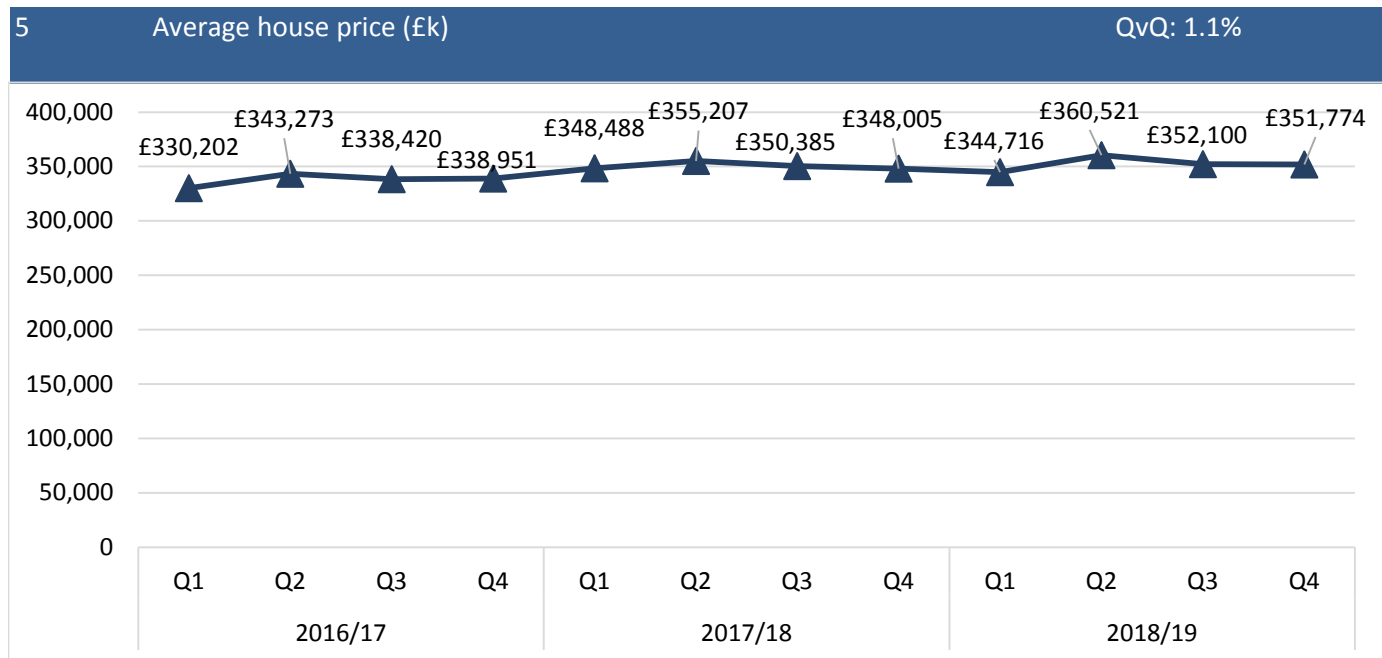
Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. Universal Credit Full Service has been rolled out in West Berkshire and therefore the number will increase as existing claimants are moved across. As all benefits will be subsumed by UC,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

The increase coincides with the timing of starting to move across claimants to UC when they had a change in circumstances.

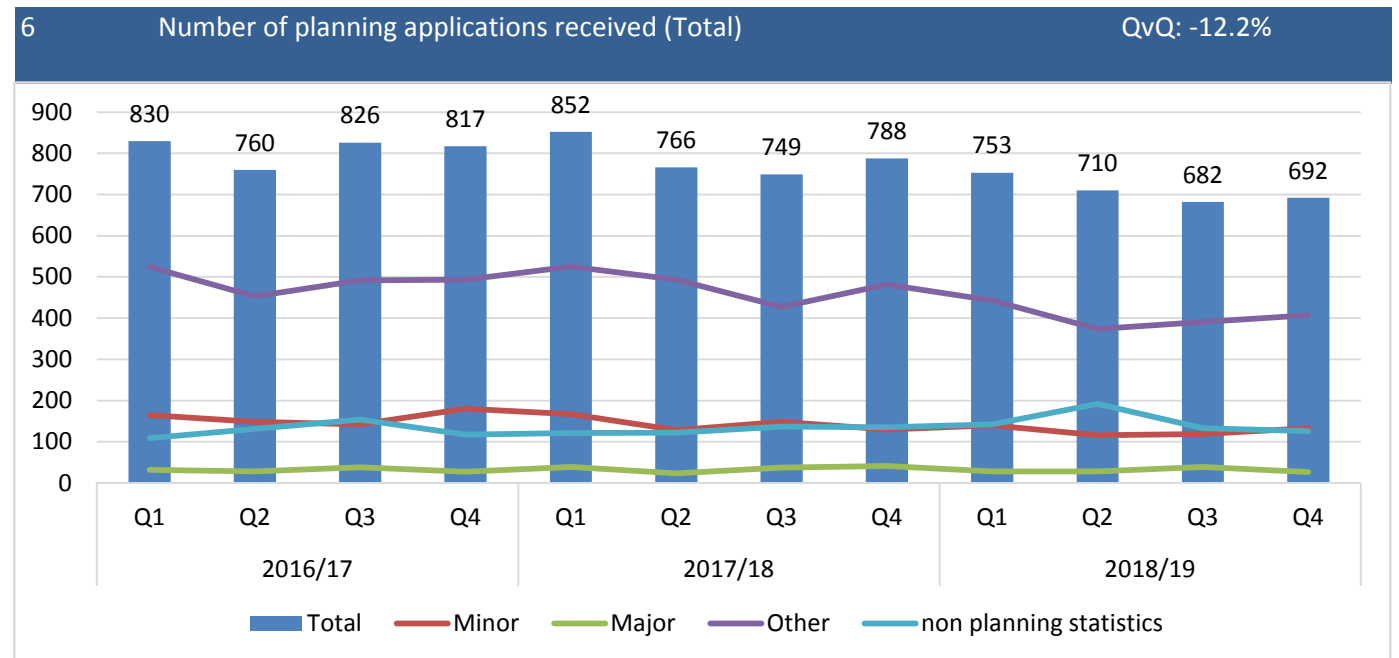
It was expected that this measure will become more relevant for reporting once the 'managed migration' of all claimants onto UC was completed but now is on hold until a further pilot programme is completed.

4 Total claimant count (aged 16-24) - JSA & Universal Credit QvQ: 87.5%



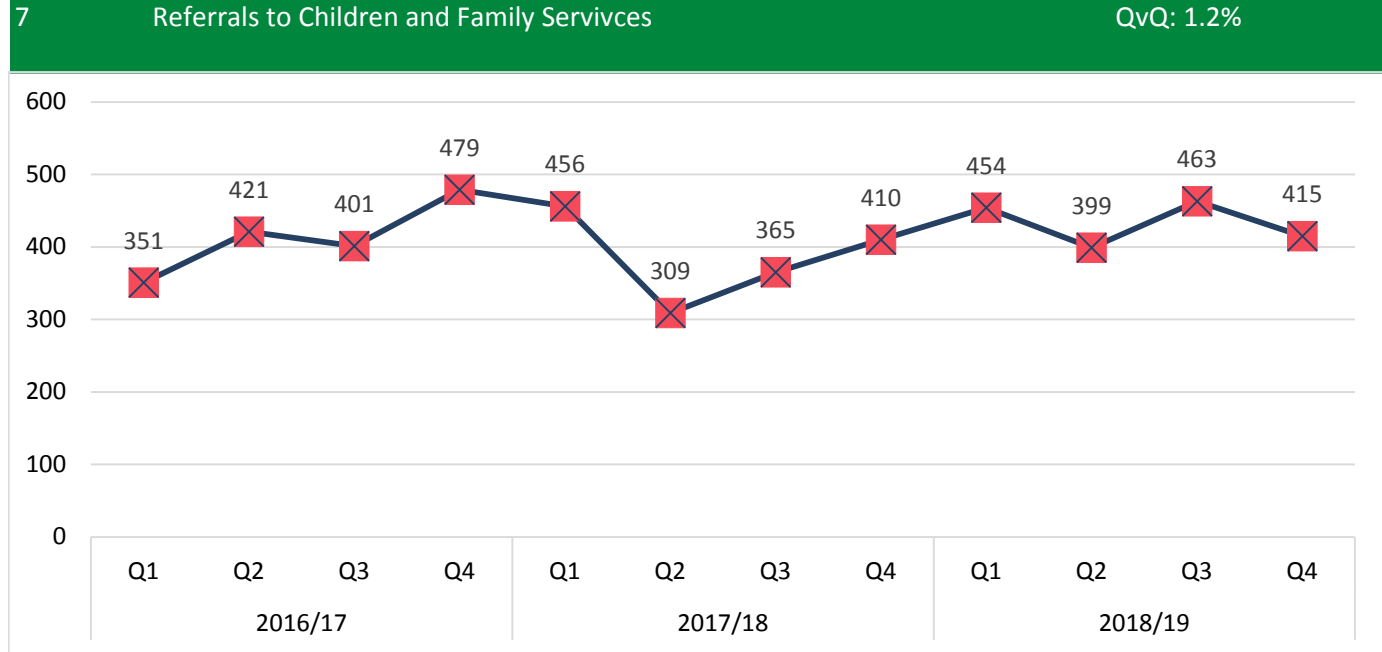


Comment:

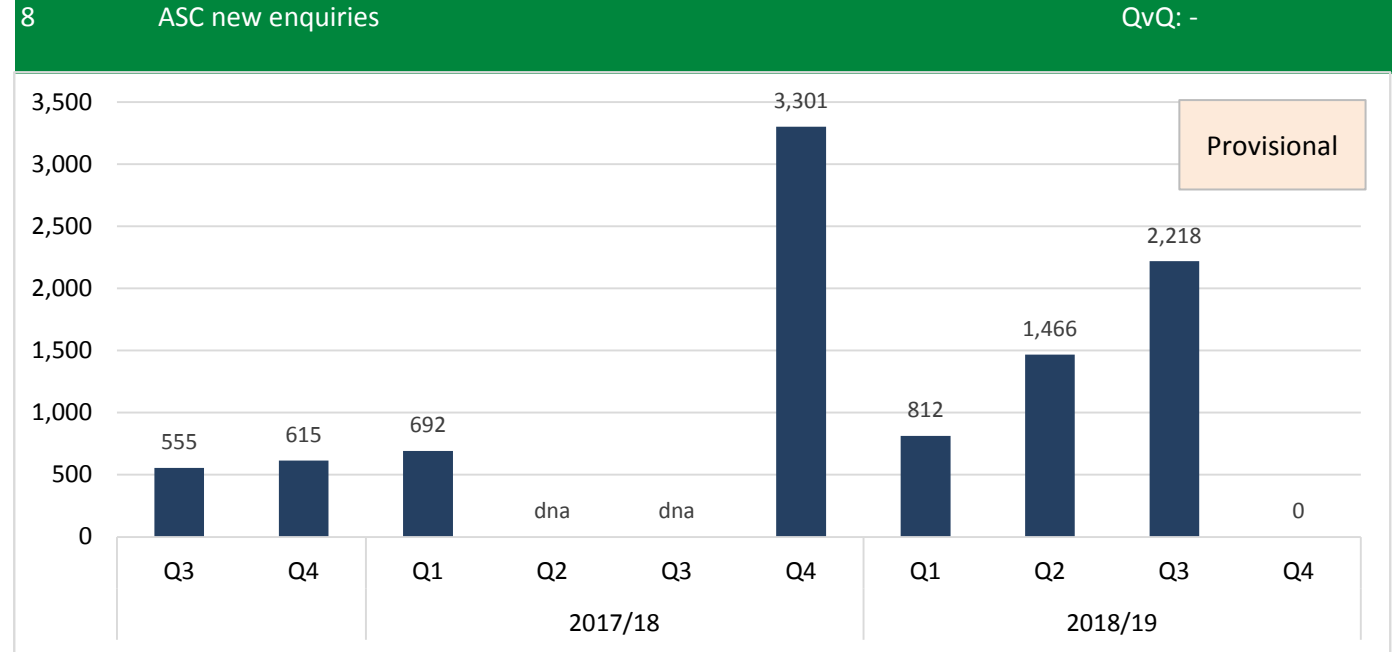


Service comment: Q3 2018/19 data has been updated and Q4 2018/19 data is an estimate and will be updated at Q1 2019/20.

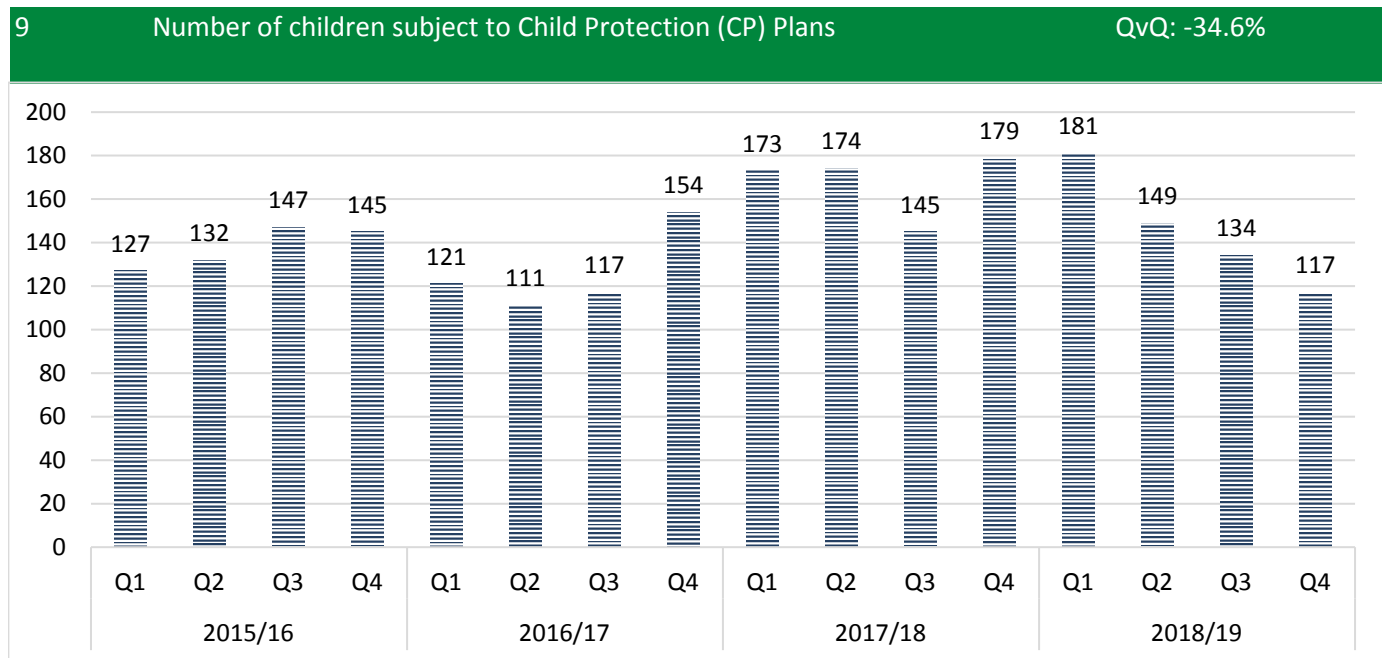
Social Care



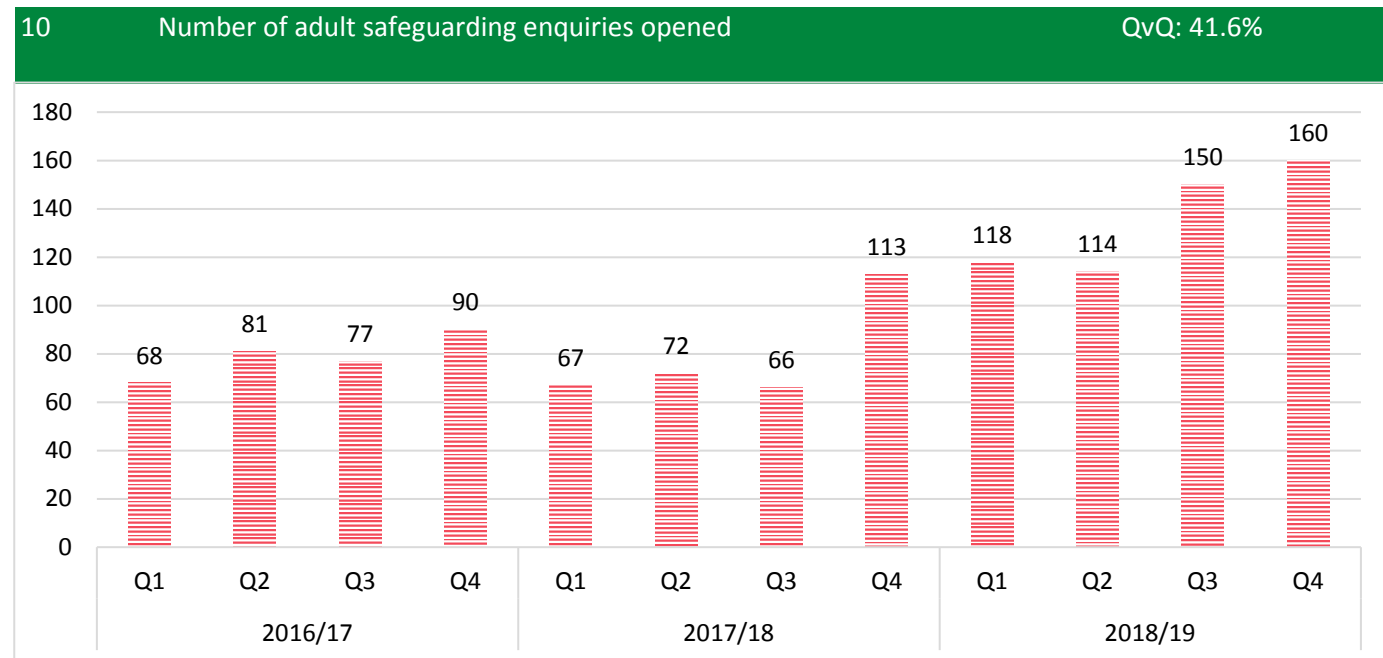
Service comment:



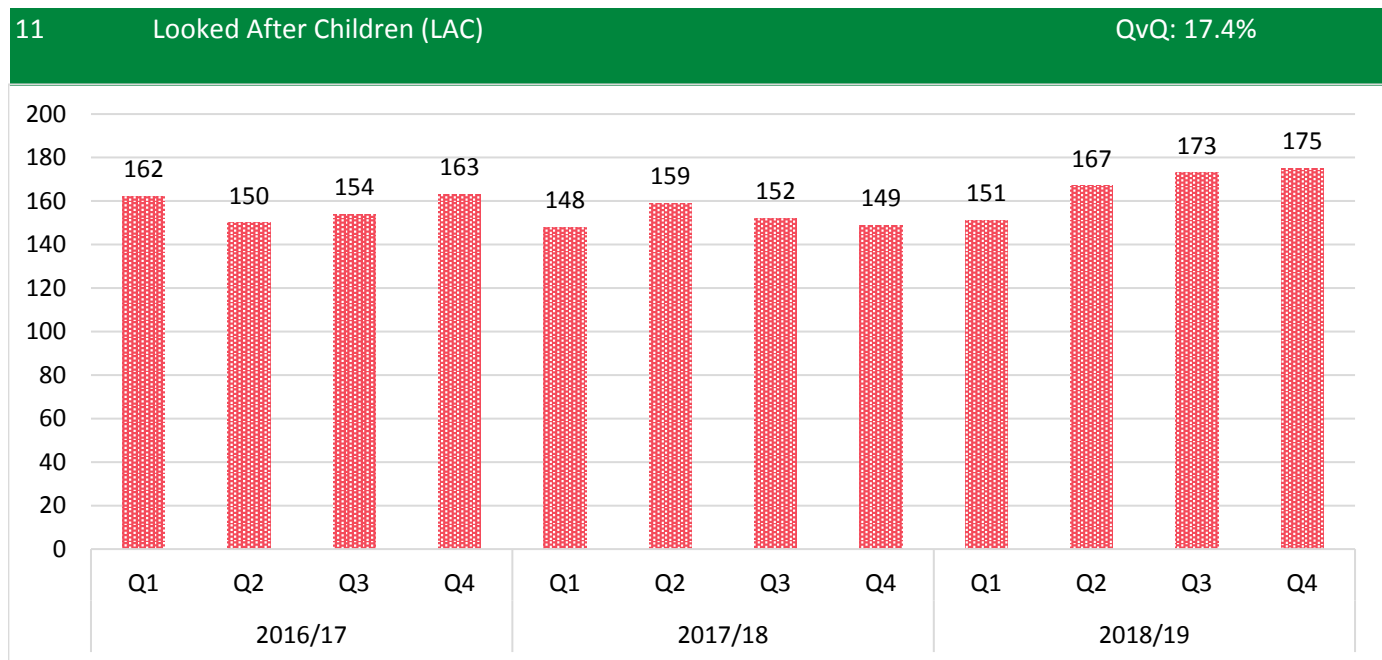
Service comment: Reporting year to date, provisional data.
Data for Q2 and 3 2017/18 is unavailable due to the transition to Care Director.
Outcomes of enquiries can't be reported until documents have been closed.



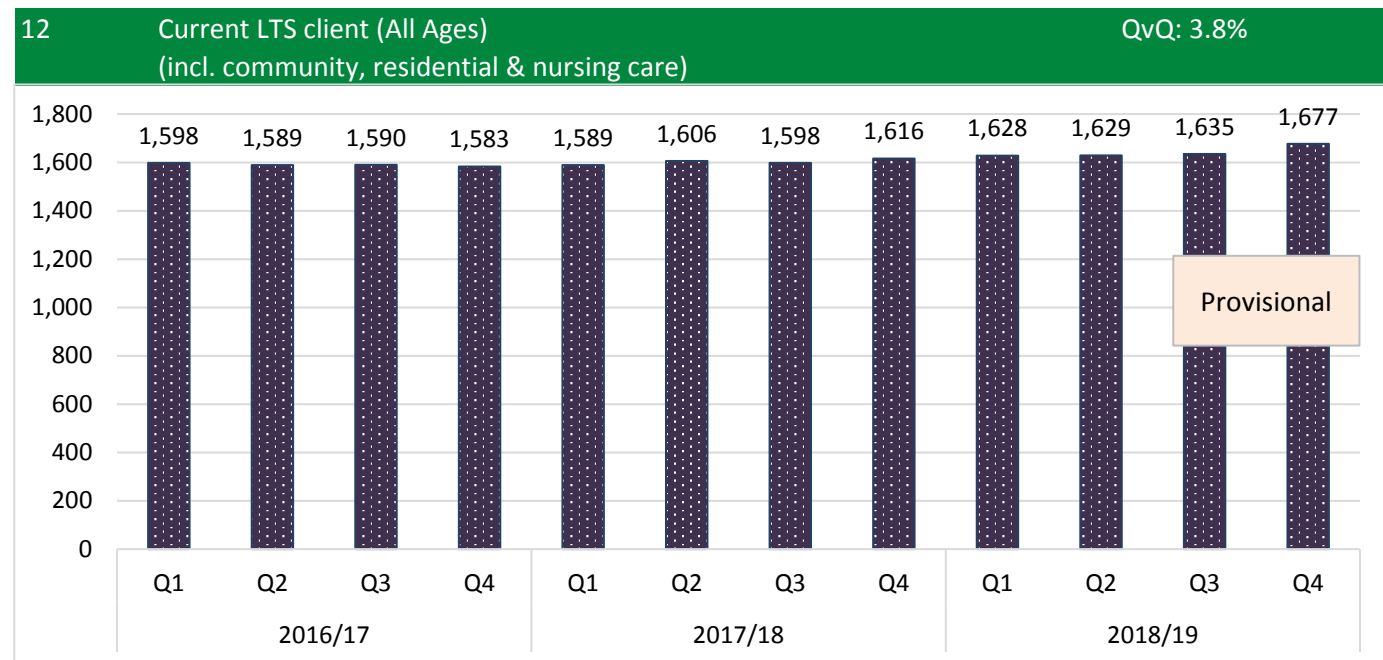
Service comment: Family Safeguarding Model Project has allowed us to reduce the number of children being worked with under CP procedures. These cases are now being worked with as CIN instead



Service comment: In 2017/18, we reported 318 Section 42 enquiries for the whole year. The increase is attributed to greater concerns regarding quality of care from a number of providers and an organisational investigation from a local care home.



Service comment:



Service comment: Reporting as a snapshot, not year to date. Provisional data.

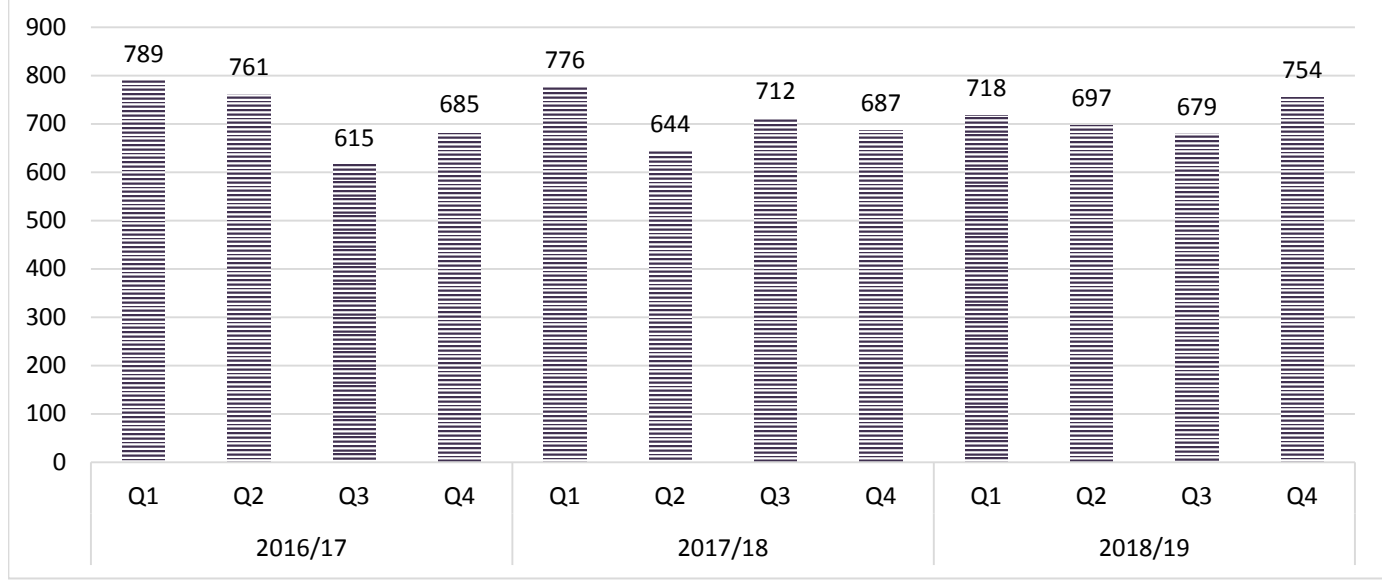
Overall 3.6% increase

Increase in 18-64 0.6% (667 increase of 4 people)

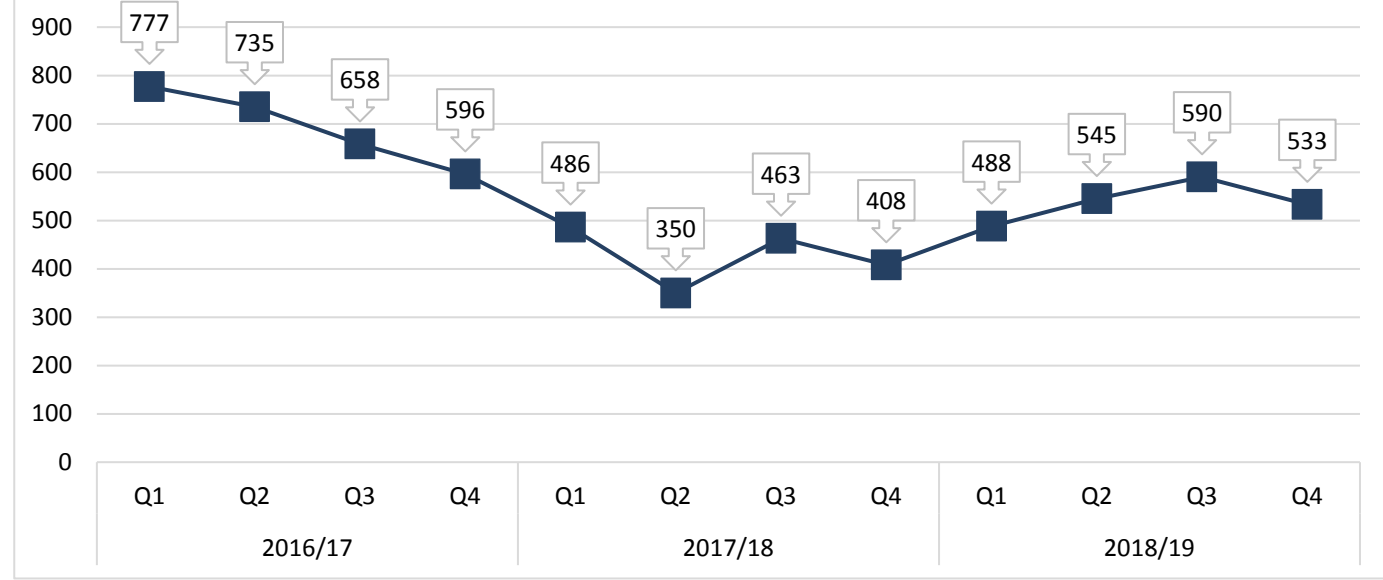
Increase in 65+ is 5.8% (1010 increase of 55 people)

Source: Short and Long Term (SALT) data sources for Adult Social Care Outcomes Framework (ASCOF) - LTS001b

13 Number of Children in Need (CIN) (excluding LAC and CP) QvQ: 9.8%



14 Qualifying live applicants on the Common Housing Register QvQ: 30.6%



Improve educational attainment
Continue to develop our work with schools to improve outcomes for all children and young people.
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 11/152 (1st)	★ Top 25% (75.8%)	Rank 13/152 (1st Qtile)	Top 25%	★ Top 25% (74.1%)	Rank 33/152 (1st Qtile)	
Executive	At KS4, the average attainment 8 score is in the top 25% of English Local Authorities	Vacant	Top 25% (51.4 points)	Rank 38/152 (1st)	■ Top 50% (47.4 points)	Rank 47/152 (2nd Qtile)	Top 25%	■ Top 50% (48.5 points)	Rank 40/152 (2nd Qtile)	
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% (0.03 points)	Rank 61/152 (2nd Qtile)	Top 25%	★ Top 25% (0.11 points)	Rank 37/152 (2nd Qtile)	
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% (56%)	Rank 50/152 2nd	■ Top 50% (62%)	Rank 65/152 (2nd Qtile)	Top 25%	■ Top 75% (64%)	Rank 85/152 (3rd Qtile)	

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	Q3 (YTD) RAG / Outturn		Q4 (YE) 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%	-	90%	★ 90%	Rank 36/152 (1st Qtile)	91%	★ 93.6%	★ 93.6%	★ 92.4%	★ 94.9%	

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 25% (57%)	Rank 38/152 (1st)	■ Top 75% (53%)	Rank 99/152 (3rd Qtile)	Top 25%	■ Bottom 25% (43%)	Rank 150/152 (4th Qtile)	
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 75% (33%)	Rank 83/152 (3rd)	■ Rank 146/152 (29%)	4th Qtile	To rank higher than 146/152	■ Rank 150/152	(26%) 4th Qtile	
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 Qtile	To rank higher than 86/152	■ Rank 91/152	(32.5 points) 3rd Qtile	

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	Q3 (YTD) RAG / Outturn		Q4 (YE) 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 / 225 in year	⊙ Annual - Q4	⊙ Annual - Q4	⊙ Annual - Q4	⊗ Data not available	Data on all individual house purchases, relating to 2018/19 was not available in time for inclusion in this report

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	Q3 (YTD) RAG / Outturn		Q4 (YE) RAG / Outturn			
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	🕒 Annual - Q4	★	2.%	
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	★ Complete in Q1	★	Complete in Q1	
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	■ Project ceased	■	Project ceased	
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	★ Complete in Q2	★	Complete in Q2	
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%)	■ 70,337 (96.22%)	■	70,689 (96.7%) (P)	Please see exception report for details
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%	■ 83.3%	■	83.3%	Please see exception report for details
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	★ 6 in progress	★ 6 agreed	★ 9 agreed	★	9 agreed	9 deals agree year to date. In Q3 devolution deals were agreed with: Newbury TC - Wash Common Library – 5-year leasehold transfer of library building Tilehurst PC – for hedge maintenance. Newbury TC – Victoria Park embankment maintenance.

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	Q3 (YTD) RAG / Outturn	Q4 (YE) RAG / Outturn		
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	★ 20	★ 29	Lambourn Woodlands community conversation/problem solving meeting with residents, Purley World Café run by the community to identify community issues. A Counter Terrorism workshop engaging partners in the dissemination of information. Country Drugs lines presentation at the District Parish Council in March 2019. Early conversation with a local secondary school re a community conversation at the school to engage with the young people. 'Risking it all' performance was put on at Arlington Arts for parents. A conversation with Neighbourhood Action Group/Community Forum Chairs around new ways of working. Connections were made at a Dementia Conference and a contribution to the 'Loneliness' Conference
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%	dna	95%	★ 97.1%	★ 97.2%	★ 97%	★ 96.6%	Q4: 2,008 / 2,089	
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%	dna	<10%	★ 2.0%	★ 3.2%	★ 4.8%	★ 6%	Q4: 16 / 172	
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%	★ (64,736/77,596) 83.4%	-	80%	★ 89.5% (P)	★ 89.9% (P)	★ 89% (P)	★ 85% (E)	YE: 63,079 / 74,182 Q4 2018/19 result is an estimate. 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	★ Good	★ Satisfactory (E)	Q4 2018/19 is an estimated result.	
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	◆ 20.24 days	★ 19.68 days		
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	★ 7.79 days	★ 6.5		
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%	★ 84.4%	■ 98.5%	Please see exception report for details	

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	Q3 (YTD) RAG / Outturn		Q4 (YE) RAG / Outturn
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%	★ 85.1%	■ 98.4%	Please see exception report for details
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%	■ 62.1%	■ 64.8%	Q4: 854 / 1,317 See exception report for details
Executive	Decrease the number of bed days due to Delayed transfers of care (DTCO) from hospital	Tandra Forster	-	-	-	-	Q1 = 431.2 Q2 = 431.2 Q3 = 446 Q4 = 446	■ 636	-	Q1 & Q2 = 492 Q3 & Q4 = 508	★ 349	★ 381 (P)	◆ 545 (P)	■ 641 (P)	Please see exception report for details
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%	dna	83%	■ (99/123) 80.5% (P)	104/152 3rd	82%	★ 85.2%	★ 86.0%	★ 86.2%	★ 84.8%	Q4: 128 / 151
Executive	% of financial assessments actioned 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%	★ 100.0%	★ 100.0%	Q4: 591 / 591
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%	103/125 4th	88%	◆ 80.0%	■ 71.4%	■ 74.2%	■ 81.3% (E)	Q4: 29 / 30 YE: 78 / 96 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%	109/125 4th	85%	◆ 71.4%	■ 71.0%	■ 72.0%	■ 77.5% (E)	Q4: 77 / 80 YE: 275 / 355 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%	100/125 4th	90%	◆ 89.0%	★ 90.2%	★ 91.5%	★ 93.0% (E)	Q4: 286 / 294 YE: 1,069 / 1,150
Executive	Submit a New Local Plan for examination	Bryan Lyttle	Behind schedule	-	★ On track	-	Dec-19	■ Behind schedule	-	Apr-20	★ On track	★ On track	★ 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	★ 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%	■ 51.3%	■ 49.3%	Q4: 38 / 93 YE: 237 / 481 See exception report for details.

Andrew Sharp/Ian Pearson			Education Service				Q4 2018/19	RED
Indicator Ref: BEC1EAY03			At KS4, the average attainment 8 score is in the top 25% of English Local Authorities				Type: Annual	
Executive	2015/16 AY End	2016/17 AY End	2017/18 Academic Year				Target	Polarity
			Q1	Q2	Q3	Year End		
RAG	★	■				■	Top 25% of LAS	Higher is better
Qrtly outturn								
YTD outturn	Top 25% (Rank 38/152)	Top 50% (Rank 47/152)				Top 50% (Rank 40/152)		
REASON FOR RED:								
The rankings in 2017/2018, show a recovering position from rankings in 2016/2017. The margins with regards to the quartile rankings are very small and a further 2 places upward in 2017/2018 would have placed us in the top 25%.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
Our ambition is to be in the top 25% of English local authorities for the average attainment and for the rankings to be place 38 and higher. We accept that some years results are cohort driven and therefore, despite the close scrutiny by schools to ensure the best results in terms of rank are produced, what emerges are the best outcomes considering the cohort needs. We are confident that this close scrutiny will continue. We have established working relationship with secondary senior leaders and Secondary Head teachers where discussions about strategies to secure good outcomes are consistently on meeting agendas.								
FINANCIAL IMPLICATIONS:								
SERVICE PLAN UPDATES REQUIRED:								
Monitoring of this target is included in the service team plan 2019-2020.								
STRATEGIC ACTIONS REQUIRED:								

Andrew Sharp/Ian Pearson			Education Service				Q4 2018/19	RED
Indicator Ref: BEC1EAY05			At KS2, the percentage achieving the national standard is in the top 25% in England for reading, writing and maths combined				Type: Annual	
Executive	2015/16 AY End	2016/17 AY End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Year End		
RAG	■	■				■	Top 25% of LAS	Higher is better
Qrtly outturn								
YTD outturn	Top 50% (Rank 50/152)	Top 50% (Rank 65/152)				Top 75% (Rank 85/152)		
<p>REASON FOR RED: Maths again is the main limiting factor and dipped this academic year. Headteachers require some bespoke, flexible support to address the issue of mathematics attainment and progress. Although the RWM figure continues to improve it is now below National.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: We were fortunate in securing Strategic School Improvement funding to focus on Maths. The project is having real impact in school practice, but will take time to impact on end of key stage results. However, we have appointed a Primary Maths adviser who was part of the SSIF project. She will be working with schools from September 2019. Her role is to improve attainment in Mathematics in specific schools where this would increase the overall percentage points for RWM combined.</p> <p>FINANCIAL IMPLICATIONS: Appointment made within team budget.</p> <p>SERVICE PLAN UPDATES REQUIRED: School Improvement and Governance team plan reflects Mathematics as a priority from April 2019.</p> <p>STRATEGIC ACTIONS REQUIRED: KPIs for Principal Adviser, SIA and Maths lead to reflect this priority.</p>								

Andrew Sharp/Ian Pearson			Education Service				Q4 2018/19	RED
Indicator Ref: BEC2EAY12			% pupils eligible for Free School Meals (FSM) achieving a Good Level of Development (GLD) at Foundation Stage (EYFS)				Type: Annual	
Executive	2015/16 AY End	2016/17 AY End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Year End		
RAG	★	■				■	Top 25% of LAS	Higher is better
Qrtly outturn								
YTD outturn	Top 25% (Rank 38/152)	Top 75% (Rank 99/152)				Bottom 25% (Rank 150/152)		
<p>REASON FOR RED: We are very disappointed in the drop in attainment and in our rankings. This remains a high priority for the early years team and as a result there has been increased reflection on how best to support schools who often only have one or two children in a cohort and also to provide <i>the right support pre-school</i> to ensure that more of our disadvantaged pupils start 'Ready for School'.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: School readiness programme being implemented from September 2019. This aims to address the learning issues much earlier than the Reception Year so that children have the best start possible. This work aims to target the most vulnerable families pre-school, in the transition year to school and throughout the first year of school. This work will be joined up across health, public health, voluntary sector partners and education.</p> <p>FINANCIAL IMPLICATIONS: With only 6% of our pupils in receipt of the meal, compared to national 14% our schools are not well funded for this additional support and with such a small cohort one expects variation in performance. Additional resources are linked to the work of the Family Hubs as school readiness is also a priority for public health with support from local partners the Greenham Trust and Sovereign Housing.</p> <p>SERVICE PLAN UPDATES REQUIRED:</p> <p>Early Years Team Plan and Service Plan updated from 1st April 2019.</p> <p>STRATEGIC ACTIONS REQUIRED: The target should be amended to reflect the new programme embedding in the first year. An improvement to be in the top 60% (Rank 91) would be an appropriate, challenging target for 2023.</p>								

Andrew Sharp/Ian Pearson			Education Service				Q4 2018/19	RED
Indicator Ref: BEC2EAY15			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				Type: Annual	
Executive	2015/16 AY End	2016/17 AY End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Year End		
RAG	Baseline	■				■	Rank higher than 146	Higher is better
Qrtly outturn	-	-				-		
YTD outturn	Rank 83/152	Rank 146/152				Rank 150/152		
REASON FOR RED:								
<p>KS2 reading, writing and maths (RWM) improvements have stalled for Disadvantaged pupils – remaining at 35% for expected standard attainment which is disappointing. At greater depth, their performance is similar to National; Averages. FSM RWM went down this year. Our rankings remain within the bottom authorities. Too few Disadvantaged make good progress from KS1 – particularly those from lower ability groups, this is true for All pupils too, but there are greater proportions of FSM or Disadvantaged within these lower groups.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:								
<p>There is a KS1 small group with a focus on engaging parents and maximising the first 3 years in school. We have also had a Peer Pupil Premium Challenge with current or retired heads working with heads in 10 schools and adding to the challenge, this work is about to end and we will be assessing impact and collating advice. There is a regular slot at the Primary Heads Forum with updates and reminders. We also succeeded in 2 Strategic School Improvement Fund bids: Maths and Phonics. Both are impacting in practice in schools, both have a key Disadvantaged focus. The Maths is now finished, but there are plans to maintain the momentum. We also have a Pan Berks Oracy project with 17 schools involved. These strategies will work alongside the new Therapeutic Thinking Schools Training which will form the LA approach to inclusion and learning for all.</p>								

FINANCIAL IMPLICATIONS: NONE

SERVICE PLAN UPDATES REQUIRED:

The School Improvement and Governance Team plan April 2019 – August 2021 contains a focus on disadvantaged provision. Improving outcomes for disadvantaged has been elevated to ensure it remains visible and core to all the work that we do.

STRATEGIC ACTIONS REQUIRED:

The School Improvement and Governance Team are engaging more strongly with other services such as Health, YOT, Early Years and Vulnerable families to ensure that we all maintain the focus on outcomes for disadvantaged pupils.

Andrew Sharp/Ian Pearson			Education Service				Q4 2018/19	RED
Indicator Ref: BEC2EAY17			To improve on 2016/17 rankings for attainment 8 for FSM pupils in KS4 in 2017/18 Academic Year				Type: Annual	
Executive	2015/16 AY End	2016/17 AY End	2018/19 Academic Year				Target	Polarity
			Q1	Q2	Q3	Year End		
RAG	Baseline	★				■	Rank higher than 86	Higher is better
Qrtly outturn								
YTD outturn	Rank 118/152	Rank 86/152				Rank 94/152		
<p>REASON FOR RED: It is worth noting that the Attainment 8 measure is only 2% lower than the National Average. The difference in rankings from 2017 to 2018 do not reflect the effort that has taken place to achieve a measure this close to National Averages. Improving the performance of our disadvantaged pupils continues to challenge us, we continuously analyse our data in a variety of ways and also seek to ensure that provision does have positive impact.</p> <p>What we know is Attainment 8 and Progress 8 measures are used to compare schools, but they mean little to an individual pupil or to an employer. Measures have changed since 2016 so it is hard to compare, but we are seeing more FSM pupils who are successful with real choices at 16+. We are ambitious that the rankings improve and we know that this will only take a small number of pupils to achieve this.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:</p> <p>Continue our work with Secondary Leads and Headteachers to make this group of children visible to them. We are promoting strategies that acknowledge the adverse life experiences for students and the impact this makes on their day to day learning. Mental Health First Aiders and Trauma Informed School Training sessions are being promoted to schools.</p> <p>FINANCIAL IMPLICATIONS:</p> <p>SERVICE PLAN UPDATES REQUIRED: This target prioritised in the 2019-2020 service team plan.</p> <p>STRATEGIC ACTIONS REQUIRED: Agendas and items for secondary leads to include KS4 FSM attainment 2019-2020</p>								

Nick Carter		Chief Executive Officer (CEO)				Q4 2018/19	RED	
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	Q3	Q4		
RAG	■	■	◆	◆	■	■	tbc dependent on court	n/a
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	Delayed	Delayed	Delayed	Delayed	Project ceased	Project ceased		
REASON FOR RED:								
Existing contractual arrangements for redeveloping the London Road Industrial Estate are no longer binding and will not be pursued. The time elapsed since these original contract arrangements were put in place has resulted in considerable changes both in terms of the market and Planning. The Council proposes restarting the process (as a new project) to bring forward development on the LRIE by procuring, through competitive tender, consultants to update all historic development information, including a new brief and indicative masterplan, so that it is fully aligned with the present market and the National Planning Policy Framework (NPPF) which was revised in 2018.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: To restart the LRIE redevelopment process.								
FINANCIAL IMPLICATIONS: On losing at the Court of Appeal, the Council will need to settle its own costs and that of the other party. It was feared that damages would be awarded to the other party. However, damages of £1 have been awarded.								
SERVICE PLAN UPDATES REQUIRED: None at this stage.								
STRATEGIC ACTIONS REQUIRED: None								

Nick Carter/Kevin Griffin		ICT & Support Services				Q4 2018/19		RED	
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	★	★	◆	★	◆	■	■	72,893 (99.7%) Oct 2019	Higher is better
Qrtly outturn	-	-		-	-	-	-		
YTD outturn	87.3%	90%	92.7%	68,762 (94.07%)	69,180 (94.13%)	70,337 (96.22%)	70,689 (96.7%) (P)		
REASON FOR RED:									
Gigaclear have failed to complete this project by the contracted date of 31 August 2018 due to 'engineering difficulties encountered with the build programme.									
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: Gigaclear are obligated under the contract to issue a Remedial Plan which revises the completion date and clearly addresses the issues that have caused the delays. This Remedial Plan has still not yet been issued as Gigaclear are currently considering the Superfast Berkshire extended project management costs that need to be met by Gigaclear due to their default. Gigaclear are committing to complete West Berkshire by Oct 2019.									
FINANCIAL IMPLICATIONS: There are no financial penalties for West Berkshire Council 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 up the service).									
Superfast Berkshire will seek compensation from Gigaclear for extended project management office cost incurred due to this delay, this cost has been presented to Gigaclear as part of the Remedial Plan									
The contractual Long Stop date is 31 Mar 2019 which is 6 months from the original contracted build completion date whereby the Authority may terminate without penalty.									
SERVICE PLAN UPDATES.									
STRATEGIC ACTIONS REQUIRED: None									

Andrew Sharp/Tandra Forster			Adult Social Care				Q4 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%	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 CQC re-organisation resulting from a number of retirements and new appointments within the area Inspectorate. The 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. The plan is regularly updated to reflect ongoing progress.</p> <p>Significant progress has been made including 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>Over the year we have seen a number of improvements; the number of permanent staff employed has increased; a review of equipment and refurbishment to support dementia enabled environment has been completed.</p>								
FINANCIAL IMPLICATIONS: The embargo on placing at Birchwood has now been lifted. A phased admissions approach is underway and the number of voids has reduced. A well-managed admission process is key to ensuring we continue to provide a safe and effective service.								
SERVICE PLAN UPDATES REQUIRED: None, as this is already incorporated in the ASC Service Plan and monitored through the Council Delivery Plan.								
STRATEGIC ACTIONS REQUIRED: Birchwood has been subject to review by Overview and Scrutiny Board and will undergo an internal audit this year.								

Nick Carter/Andy Walker			Finance & Property: Revenues & Benefits				Q4 2018/19	RED
Indicator Ref: CBeF&P11			The 'in –year' collection rate for Council Tax				Type: Snapshot	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	★	★	★	■	98.8%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	98.4%	98.79%	(33,343,016/ 112,735,509) 29.6%	(64,249,459/ 112,839,451) 56.9%	(95,506,707/ 113,155,966) 84.4%	(111,577,534/ 113,220,423) 98.6%		

REASON FOR RED:

The timing of the Single Residents Discount Review. The review started in September 2018 and was concluded in January 2019. This left very little time to collect the arrears. Some £430,000 of additional income was identified as result of the exercise plus £47,000 in penalties. Some customers were unable to pay the arrears before the end of the financial year which have subsequently been carried forward to 2019/20.

The review was originally planned to commence in June 2018. As the review causes an increase in phone calls and visitors to the Council offices it was delayed in order to be able to manage simultaneous demand from a number of projects on the Customer Services team.

17% more recovery documents were issued during 2018/19 than in 2017/18 indicating that the Council Tax was proving harder to collect. Having taken a sample of 50 cases where a summons has been issued 8% were found to be in receipt of Council Tax Reduction (CTR). CTR is the local scheme designed to help taxpayers who are on a low income pay their Council Tax

This is first complete year where Universal Credit (UC) has been applied to working age claimants. Although we are unable to prove a link between its introduction and collection it could well be a factor. There are currently about 1700 UC claimants in the West Berkshire area. Most UC claimants should be claiming CTR due to their low income.

This indicator is only a snapshot in time and our eventual collection will achieve 99.6% which is reflected in our taxbase calculations. To evidence this our collection rate as at 10th April 2019 for 2017/18 is 99.44% and for 2016/17 is 99.63%

Due to maternity leave we have also been 1 full time member of staff down for the majority of the year.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

We have to be mindful of when the Single Persons Discount Review is undertaken. We are obliged to conduct a review on a regular basis to ensure that discounts are awarded correctly. For collection purposes the most appropriate time would be as early in the financial year as possible. This would enable the revenues team to have the ability and opportunity to collect as much as possible during the remainder of the financial year

Further investigation should take place to see if we can establish any link between the introduction of UC, and collection.

We are currently reviewing the standard 'recovery letters' to improve communication.

FINANCIAL IMPLICATIONS:

Reduced income for the authority

SERVICE PLAN UPDATES REQUIRED:

Target to remain as 98.8%. This will still be challenging.

STRATEGIC ACTIONS REQUIRED:

Continue to review the priorities and working arrangements within the Customer Contact Centre

Review the Council Tax Reduction Scheme as appropriate.

There are opportunities within the Revenues & Benefits digitisation project to improve communication and therefore collection.

Monitor collection/performance to ensure that results are well above rates for Unitary Authorities. In 2017/18 the average collection was 96.9%

Nick Carter/Andy Walker			Finance & Property : Revenues & Benefits				Q4 2018/19	RED
Indicator Ref: CBeF&P12			The 'in-year' collection rate for Business Rates				Type: Snapshot	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	★	★	★	■	98.8%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	98.2	99.27	(33,917,616/ 89,801,606) 37.8%	(55,144,449/ 88,507,614) 62.3%	(75,704,667/ 88,992,913) 85.1%	(86,938,387/ 88,326,834) 98.4%		

REASON FOR RED:

The reasons for 0.37% below target performance at end of year have been difficult to identify but the following have contributed to the reduction in collection;

On the 17th January 2019 we received advice from the Valuation Office Agency (VOA), who value commercial properties, to bring in a new business rated assessment into the valuation list backdated to 1st April 2017. The resultant bill amounted to £154,000. To date this remains unpaid and legal action is due to commence shortly.

A recent High Court case has resulted in bills being disputed. These relate to 'unoccupied' car park spaces in multi storey carparks. A legal opinion is being sought as to whether these debts can be pursued.

At end of the year we had 74 accounts that owed more than £5,000, 50 of which are having legal action being taken against them. 5 out of the top largest 10 debts owed relate to empty properties (3 of which relate to carparks – as mentioned above). In fact 25 (or 34%) of the 74 accounts relate to unoccupied properties. There are 275 empty properties in West Berks where payment is due – that is roughly 5% of the total number of properties. It therefore appears that owners of empty properties are having difficulty in making the required payment.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

We are considering if an additional payment date would give greater flexibility to rate payers. At present we only have one payment date on the 1st of each month.

Additional dates may affect the council's cash flow as payments will be received later in the month. Additional 'retail discount' has been introduced by the government from the 1st April 2019 to reduce business rates payments for some small and medium 'High Street' businesses.

We are also reviewing our standard 'recovery' letters to see if this will improve communication.

FINANCIAL IMPLICATIONS:

Reduced income for the authority.

SERVICE PLAN UPDATES REQUIRED:

Target to remain 98.8% as this is still a challenge

STRATEGIC ACTIONS REQUIRED:

Monitor number of empty properties.

Monitor collection/performance to ensure that rates remain well above the national performance rates for Unitary Authorities. (In 2017/18 average collection for a Unitary Authority was 98.2%).

There are opportunities within the Revenues & Benefits digitisation project to improve communication and therefore collection, for example e-billing.

Andrew Sharp/Tandra Forster			Adult Social Care				Q4 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%	795/1281 62.1%	854/1317 64.8%		

REASON FOR RED:

Whilst the review team have worked hard to meet the target a number of factors have prevented this:

- A number of vacant posts have taken a while to fill and new staff have had to undergo training before they could manage a full caseload.
- Targeted reviews to ensure care and support is at the appropriate level to meet needs takes longer.
- Two part-time workers have been undertaking early reviews of care packages for people following a period in hospital. This is in expectation that they will have continued to recover and may therefore not need as much support. This work is valuable but does not impact on the key performance indicator.

It is important to note that performance against this target does not reflect ALL review activity. This measure only relates to those individuals that have had Long Term Support (LTS) for more than 12 months and therefore some reviewing activity is not considered e.g. because the LTS ends because of client choice/move/circumstances change, client dies.

In reviewing the national context for reviews, West Berkshire is performing better than many authorities, the England average proportion of reviews completed is 59%. (Ref SALT published data 2017-18, table T48)

Finally, there has been an overall 7% increase in the number of people who require reviews as the number of people with a long term service for more than 12months has increased.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

We are currently undertaking work to improve our efficiency in completing reviews, this will mean a move away from exclusive use of face to face meetings to using flexibilities allowed under the Care Act including such as telephone or Provider reviews.

We have begun work with the Review Team to develop a more proportionate approach, intended to speed up the rate of completion and a detailed plan is being developed.

FINANCIAL IMPLICATIONS: None

SERVICE PLAN UPDATES REQUIRED: We have reviewed our service plan for 2019/20 and have added some additional measures relating to reviews to reflect the overall number of reviews completed (MoV) and reflect the more targeted approach (New KPI to be baselined) – for example, by reporting on the outcomes of specific reviews; this will aim to show the totality of work undertaken.

STRATEGIC ACTIONS REQUIRED: None

Andrew Sharp/Tandra Forster			Adult Social Care				Q4 2018/19	RED
Indicator Ref:			Decrease the number of bed days delayed due to a Delayed Transfer of Care (DToC).				Type: Snapshot/Nos+	
Executive	2016/17 Year End	2017/18 Year End	2018/19				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	★	★	■	■	508	Variable target based on number of days in month. Less is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	808	636	349	363	553	678		
REASON FOR RED:								
<p>DToC has been a key measure in the Better Care Fund programme of work. Targets are set nationally by the Department of Health (DH).</p> <p>We have made significant progress in reducing the DToC numbers this year. Overall days delayed for 2018/19 are 5435, compared to 8180 in the same time period last year this is a 34% decrease. Overall 2018/19 delays: 47.5% days delayed are attributed to Health, 15.7% ASC and 36.8% joint delays.</p> <p>As might be expected performance during the winter months has been challenged as demand increased in the final 3 months of 18/19.</p> <p>Availability of care remains the key reason for delays for joint or social care responsibility:</p> <ul style="list-style-type: none"> • Joint delays - the predominant reason is 'Awaiting a Community Care package' relates to 89% of joint delays. • Social Care delays – 72% relate to sourcing appropriate Residential / Nursing placements <p>The picture is more mixed for delays attributable to health:</p> <ul style="list-style-type: none"> • 30% of delays relate to waiting for further non acute NHS Care – neurological provision has been limited. • 17 % Nursing care • 12% Residential • 8% Patient / family choice. <p>As highlighted demand has increased, analysis of March data shows:</p> <ul style="list-style-type: none"> - Overall 8% increase in number of referrals to JCP pathway - 22% increase Q1(163) to Q4 (198) in the numbers requiring 								

- There have been some delays in decision making by Clinical Commissioning Group (CCG) partners which has been escalated at the Directors of Adult Social Care and Health Partners (RBH, BHFT and CCG) across the West of Berkshire (Wokingham, Reading and West Berkshire) meeting.
- A number of Health delays from RBH relate to Neuro-rehabilitation; the CCG is now commissioning additional beds from Circle Hospital to assist with capacity.
- The number of MH delays has impacted significantly on BHFT delays over the year but these have now been resolved and individuals supported to successful move on.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

A number of actions have been taken to improve performance:

- The CCG has purchased 10 additional neuro rehab beds
- Weekly Director meetings to trouble shoot any blockages/issues
- Review of discharge processes for mental health patient

FINANCIAL IMPLICATIONS: Managing Transfers of Care is a statutory responsibility of Local Authorities. We continue to use BCF and some ASC funds to support this. Use of BCF funding is agreed at integration board.

SERVICE PLAN UPDATES REQUIRED: Given the proposed review of the Better Care Fund we anticipate that the target will remain the same for 19/20.

STRATEGIC ACTIONS REQUIRED: DToC performance is already a Council priority and is monitored by Executive, Health and Wellbeing Board and integration partnership meetings. A review has already been undertaken by the Local Government Association, significant improvements have been made and work continues.

John Ashworth/Gary Lugg			Development and Planning				Q4 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%	14/22 63.6%	19/24 79.2%	29/30 96.7% (E)		
YTD outturn	65/68 75.6%	81/103 78.6%	16/20 80%	30/42 71.4%	49/66 74.2%	78/96 81.3% (E)		
	329/437 75.3%	323/433 74.6%	65/91 71.4%	120/169 71%	198/275 72%	275/355 77.5% (E)		
<p>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.</p> <p>As the targets were introduced in quarter 2 it has not been possible to achieve the new higher performance target for the whole year. It was though achieved in quarter 4 and the team are confident that new higher target will be achieved for the full 2019/20 year.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS: The team has been advised of the change and procedures updated. Performance will be monitored and is on track to achieve the new higher performance targets on an ongoing basis.</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>SERVICE PLAN UPDATES REQUIRED: None</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

John Ashworth / Gary Lugg			Development and Planning				YE 2018/19	RED
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 (77.1%) 35/59 (59.3%) Total – 89/129 (68.9%)	33/71 (46.5%) 42/64 (65.6%) Total – 75/135 (55.6%)	14/75 (18%) 21/49 (42%) Total – 35/124 (28.2%)	11/30 (37%) 27/63 (43%) Total – 38/93 (40.9%)	75%	Higher is better
YTD outturn	-	-	54/70 (77.1%) 35/59 (59.3%) Total – 89/129 (68.9%)	87/141 (61.7%) 77/123 (62.6%) Total – 164/264 (62.1%)	101/216 (46.8%) 98/172 (57%) Total – 199/388 (51.3%)	112/246 (45.53%) 125/235 (53.19%) Total – 237/481 (49.3%)		

REASON FOR RED:

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. The performance has reduced in the past two quarters due to staff sickness and problems recruiting. There were 1772 enquiries in 2018/2019, not all would result in cases and Personal Housing Plans. Progress towards identifying increased housing options has been slow to progress, again due to staff pressures.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN AND ALTERNATIVE PLANS:

To prioritise the private sector housing options to increase the options to prevent homelessness.

FINANCIAL IMPLICATIONS:

If homelessness is not prevented, there could be financial costs due to placing more people in Bed and Breakfast.

SERVICE PLAN UPDATES REQUIRED: This target is being changed to:

% of households where prevention duty ended with secure accommodation for at least 6 months.

STRATEGIC ACTIONS REQUIRED: A review of the Service is being undertaken.

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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.

Final Schools Funding Formula 2019/20

Committee considering report:	Executive on 25 July 2019
Portfolio Member:	Councillor Jeff Cant
Date Portfolio Member agreed report:	16 July 2019
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3783

1. Purpose of the Report

- 1.1 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 2019/20.
- 1.2 The report was approved by Executive in February 2019, but due to a calculation error the formula needs to be approved again. It became apparent after sending out the final allocations to schools on 1.3.2019 that there had been a significant change in the total allocation. Schools received a detailed explanation as to what had happened and this is covered in the report.
- 1.3 The corrected formula was approved by Schools Forum on 17th June 2019.

2. Recommendation

- 2.1 To recommend the report to Executive to approve the funding formula.

3. Implications

- 3.1 **Financial:** Schools are funded by the ring fenced Dedicated Schools Grant (DSG) and the school formula allocations do not impact on the Council's own resources. However, the cost of unmanageable school deficits or closing schools may fall on the Council.
- 3.2 **Policy:** n/a
- 3.3 **Personnel:** Real term reductions in funding allocations will inevitably lead to staffing restructures and possible redundancies in schools.
- 3.4 **Legal:** The allocation of funding to schools must comply with The Schools and Early Years Finance Regulations 2019.
- 3.5 **Risk Management:** For many schools their funding allocation will not increase by anywhere near the amount required to cover current increases in costs; the number of schools at risk of deficit will increase, and the non-viability of small schools may become a reality. It is imperative that the work which commenced in 2017/18 on supporting schools in financial difficulty continues.
- 3.6 **Property:** n/a

3.7 **Other:** n/a

4. Other options considered

4.1 N/a

Executive Summary

4.2 The following recommendations were agreed upon on by Schools' Forum on 9th December 2018:

- (1) Use the National Funding Formula (NFF) rates for every formula factor, applying a minimum funding guarantee of 0% and a funding cap on gains of 2% per pupil.
- (2) If required after the above has been applied, scale every formula factor upwards or downwards in order to match the final funding allocation available for distribution to schools.
- (3) Use the School Finance Regulations calculation of the sparsity factor, rather than the NFF calculation.

4.3 The report was approved by Executive in February 2019, but due to a calculation error the formula needs to be approved again. It became apparent after sending out the final allocations to schools on 1.3.2019 that there had been a significant change in the total allocation. Schools were provided with a detailed explanation on 15.3.2019.

4.4 When the final Dedicated Schools Grant (DSG) allocation was announced, there was a difference in affordability between the amount of funding available to allocate to schools and the amount it would cost to apply the factors as agreed in 4.2. The agreed factors should therefore have been altered to ensure affordability, as per 4.2(2).

4.5 This report has revised the formula to ensure affordability, and was approved by Schools' forum on 17th June 2019.

5. Proposal

5.1 To approve the final formula rates and allocations to schools. These have been made according to the principles agreed by Schools' Forum in December and in relation to the total funding available from the Schools Block DSG allocation.

5.2 The final allocation has required a change, altering the Minimum Funding Guarantee (MFG) from 0.5% to 0.215% and reducing the cap on gains from 2% to 0.215%. If we had applied the previous MFG and Capping, there would have been a shortfall on the grant of £360k. The funding allocations were submitted to ESFA and approved on 28.2.2019.

5.3 The final schools block Dedicated Schools Grant funding allocation for 2019/20 is £100m. After deducting £0.55m for the growth fund this leaves £99.45m to be allocated to schools.

6. Conclusion

6.1 Using the NFF rates gives West Berkshire schools certainty and stability on their funding allocations for the next couple of years.

- 6.2 There continues however to be significant concern about the shortfall in funding, and the ability of schools to balance their budget without having an impact on pupils. The table in Appendix A illustrates that for most schools gaining funding, the gain is not significant. Many schools will still have difficulty in balancing their individual budgets given current cost pressures.
- 6.3 Going forwards, in calculating the school formula, a greater level of checking will be undertaken, using both the Schools Accountancy Team and a selection of schools to assist in this.

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 – 2019/20 School Formula Allocations - Final

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:	Finance and Property
Team:	Accountancy
Lead Officer:	Melanie Ellis
Title of Project/System:	School funding formula
Date of Assessment:	12.7.19

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 checked="" type="checkbox"/>
<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 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 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 checked="" type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>		<input checked="" type="checkbox"/>
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>		<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 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?

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:	Approve the funding formula for schools
Summary of relevant legislation:	Schools regulations
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Melanie Ellis
Date of assessment:	12.7.19

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

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

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

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

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

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

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

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

Name: Melanie Ellis

Date:12.7.19

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

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Final Schools Funding Formula 2019/20

– Supporting Information

1. Introduction

- 1.1 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 2019/20 which was approved by Schools' forum on 17th June 2019.
- 1.2 The funding arrangements for 2019/20 follow the National Funding Formula (NFF), operating as a "soft" system. This means that the NFF is used as a methodology of allocating funding to each local authority in a more fair and equitable way. Local authorities will then allocate this out to schools according to a local formula complying with the school finance regulations. The two are not the same, and not all local authorities will be able to exactly replicate the NFF in the allocations it makes to schools. The Schools' Forum agreed to follow the NFF as closely as possible.
- 1.3 The following recommendations were agreed upon on by Schools' Forum on 9th December 2018:
 - (1) Use the National Funding Formula (NFF) rates for every formula factor, applying a minimum funding guarantee of 0% and a funding cap on gains of 2% per pupil.
 - (2) If required after the above has been applied, scale every formula factor upwards or downwards in order to match the final funding allocation available for distribution to schools.
 - (3) Use the School Finance Regulations calculation of the sparsity factor, rather than the NFF calculation.
- 1.4 The report was approved by Executive in February 2019, but due to a calculation error the formula needs to be approved again. It became apparent after sending out the final allocations to schools on 1.3.2019 that there had been a significant change in the total allocation. Schools were provided with a detailed explanation on 15.3.2019.
- 1.5 When the final Dedicated Schools Grant (DSG) allocation was announced, there was a difference in affordability between the amount of funding available to allocate to schools and the amount it would cost to apply the factors as agreed in 1.3. The agreed factors should therefore have been altered to ensure affordability, as per 1.3(2).
- 1.6 This report has revised the formula to ensure affordability, and was approved by Schools' forum on 17th June 2019.

2. Proposals

- 2.1 To note the final formula rates and allocations to schools, to be approved by the Council’s Executive on 25th July. These have been made according to the principles agreed by Schools’ Forum in December and in relation to the total funding available from the Schools Block DSG allocation.
- 2.2 The final allocation has required a change, altering the MFG from 0.5% to 0.215% and reducing the cap on gains from 2% to 0.215%. If we had applied the previous MFG and Capping, there would have been a shortfall on the grant of £360k. The funding allocations were submitted to ESFA and approved on 28.2.2019.
- 2.3 The final schools block Dedicated Schools Grant funding allocation for 2019/20 is £100m. After deducting £0.55m for the growth fund this leaves £99.45m to be allocated to schools.

3. Conclusion

- 3.1 Using the NFF rates gives West Berkshire schools certainty and stability on their funding allocations for the next couple of years.
- 3.2 There continues however to be significant concern about the shortfall in funding, and the ability of schools to balance their budget without having an impact on pupils. The table in Appendix A illustrates that for most schools gaining funding, the gain is not significant. Many schools will still have difficulty in balancing their individual budgets given current cost pressures.
- 3.3 Going forwards, in calculating the school formula, a greater level of checking will be undertaken, using both the Schools Accountancy Team and a selection of schools to assist in this.

4. Consultation and Engagement

- 4.1 Schools’ Forum, Corporate Board, Operations Board.

Subject to Call-In:

Yes: No:

Delays in implementation could compromise the Council’s position



Officer details:

Name: Melanie Ellis
Job Title: Chief Management Accountant
Tel No: 2142
E-mail Address: melanie.ellis@westberks.gov.uk

Appendix D

2019/20 School Formula Allocations Final

		2019/20		2019/20 Allocation pre MFG	MFG/CAP on GAINS				Total Funding
Cost Centre	SCHOOL	Pupil No's (Oct 2018)	Per Pupil Funding	Formula Budget	MFG 100.22%	Floor 1.00%	CAP 0.22%	TOTAL	2019/20
91000	Aldermaston Church of England Primary School	168	4,076	684,732	1,467	0	0	1,467	686,199
91100	Basildon Church of England Primary School	144	4,094	589,485	6,973	0	0	6,973	596,458
91300	Beedon Church of England Controlled Primary School	45	5,833	262,499	0	19,117	0	19,117	281,616
91400	Beenham Primary School	71	5,055	358,882	0	4,550	0	4,550	363,433
91200	Birch Copse Primary School	423	3,558	1,505,116	0	0	0	0	1,505,116
91500	Bradfield Church of England Primary School	164	3,950	647,736	-161	2,736	0	2,575	650,311
91600	Brightwalton Church of England Aided Primary School	100	4,562	456,232	0	0	-6,409	-6,409	449,823
91700	Brimpton Church of England Primary School	56	5,382	301,366	0	23,549	0	23,549	324,915
91800	Bucklebury Church of England Primary School	112	4,335	485,528	0	0	-757	-757	484,772
91900	Burghfield St. Mary's Church of England Primary School	213	3,788	806,865	0	0	-1,464	-1,464	805,400
92000	Calcot Infant School & Nursery	204	3,997	815,291	0	21,345	0	21,345	836,636
92100	Calcot Junior School	288	4,124	1,187,739	0	0	-21,106	-21,106	1,166,633
95600	Chaddleworth St. Andrew's Church of England Primary School	24	8,558	205,397	0	4,530	0	4,530	209,926
92400	Chieveley Primary School	202	3,809	769,411	0	209	0	209	769,619
95900	Cold Ash St. Mark's Church of England Primary School	180	3,798	683,730	0	5,012	0	5,012	688,741
92200	Compton Church of England Primary School	183	3,921	717,582	0	0	-4,595	-4,595	712,987
92300	Curridge Primary School	99	4,317	427,355	0	7,683	0	7,683	435,038
92500	Downsway Primary School	214	3,899	834,491	0	0	-6,070	-6,070	828,421
92800	Enborne Church of England Primary School	66	5,041	332,729	0	4,644	-0	4,644	337,373
92900	Englefield Church of England Primary School	107	4,251	454,905	0	2,943	0	2,943	457,848
93000	Falkland Primary School	450	3,556	1,600,197	0	0	0	0	1,600,197
93100	Fir Tree Primary School & Nursery	176	4,263	750,210	0	7,440	0	7,440	757,650
93200	Francis Baily Primary School	568	3,569	2,026,944	0	0	0	0	2,026,944
93400	Garland Junior School	213	4,090	871,078	0	0	-17,900	-17,900	853,178
93500	Hampstead Norreys Church of England Primary School	87	4,644	403,989	0	1,802	0	1,802	405,791
93600	Hermitage Primary School	187	3,939	736,563	1,060	0	0	1,060	737,622
93700	Hungerford Primary School	389	3,705	1,441,395	5,749	0	0	5,749	1,447,144
92700	The Ilsleys' Primary School	63	5,263	331,587	0	0	-5,183	-5,183	326,403
93800	Inkpen Primary School	70	4,930	345,090	0	1,199	0	1,199	346,290
93900	John Rankin Infant & Nursery School	254	3,709	942,090	6,302	9,618	0	15,920	958,011
94000	John Rankin Junior School	348	3,740	1,301,445	0	0	-19,878	-19,878	1,281,567
94100	Kennet Valley Primary School	189	4,279	808,805	0	0	-20,246	-20,246	788,559
94200	Kintbury St. Mary's Church of England Primary School	164	4,061	666,082	0	13,072	0	13,072	679,154
94300	Lambourn Church of England Primary School	182	4,417	803,894	0	0	-32,143	-32,143	771,751
94400	Long Lane Primary School	214	3,853	824,525	0	0	-3,420	-3,420	821,105

95800	Mortimer St. Johns Church of England Infant School	171	4,094	700,004	0	0	-19,266	-19,266	680,738
97500	Mortimer St. Mary's Church of England Junior School	220	3,742	823,190	1,075	0	0	1,075	824,265
94500	Mrs. Bland's Infant & Nursery School	165	4,186	690,626	4,598	0	0	4,598	695,225
94600	Pangbourne Primary School	199	3,986	793,169	0	0	-1,209	-1,209	791,961
94700	Parsons Down Infant School	167	4,088	682,778	0	0	-3,976	-3,976	678,802
94800	Parsons Down Junior School	292	3,828	1,117,822	0	0	-5,547	-5,547	1,112,275
94900	Purley Church of England Primary School	112	4,453	498,746	0	0	-215	-215	498,531
95000	Robert Sandilands Primary School & Nursery	242	4,085	988,597	0	0	-13,413	-13,413	975,185
95100	Shaw-cum-Donnington Church of England Primary School	88	4,701	413,649	0	39,895	0	39,895	453,544
95200	Shefford Church of England Primary School	50	6,322	316,082	0	0	-4,680	-4,680	311,401
95300	Speenhamland Primary School	294	3,977	1,169,250	0	0	-30,376	-30,376	1,138,874
95400	Springfield Primary School	301	3,670	1,104,693	0	0	-493	-493	1,104,200
95500	Spurcroft Primary School	444	3,677	1,632,606	1,963	0	0	1,963	1,634,569
95700	St. Finian's Catholic Primary School	178	3,942	701,610	0	0	-5,705	-5,705	695,905
97700	St. John the Evangelist Infant & Nursery School	180	3,854	693,653	0	0	-1,954	-1,954	691,698
97800	St. Joseph's Catholic Primary School	201	4,156	835,431	0	0	-38,109	-38,109	797,321
96200	St. Nicolas Church of England Junior School	255	3,694	942,037	0	0	-1,133	-1,133	940,903
96100	St. Pauls Catholic Primary School	327	3,739	1,222,726	0	0	-37,470	-37,470	1,185,257
96300	Stockcross Church of England Primary School	100	4,295	429,536	0	0	-372	-372	429,164
96400	Streatley Church of England Voluntary Controlled Primary School	94	4,453	418,545	0	11,063	0	11,063	429,608
96500	Sulhamstead and Ufton Nerve Church of England Voluntary	106	4,262	451,744	0	2,354	0	2,354	454,098
99700	Thatcham Park Church of England Primary School	363	3,788	1,375,037	0	0	-19,851	-19,851	1,355,186
96600	Theale Church of England Primary School	306	3,588	1,098,058	0	17,350	0	17,350	1,115,408
96700	Welford and Wickham Church of England Primary School	97	4,654	451,403	0	0	-10,904	-10,904	440,499
96800	Westwood Farm Infant School	177	4,016	710,794	0	0	-342	-342	710,451
96900	Westwood Farm Junior School	232	3,876	899,242	0	0	-14,344	-14,344	884,898
97000	Whitelands Park Primary School	347	3,756	1,303,332	0	0	-3,195	-3,195	1,300,138
98700	The Willows Primary School	359	4,239	1,521,712	0	0	-36,776	-36,776	1,484,936
99400	The Winchcombe School	437	3,754	1,640,600	0	127,405	0	127,405	1,768,005
97300	Woolhampton Church of England Primary School	89	4,463	397,195	0	8,134	0	8,134	405,328
97400	Yattendon Church of England Primary School	83	4,887	405,644	0	0	-12,794	-12,794	392,850
98900	Denefield School	961	4,898	4,707,224	0	104,516	-0	104,516	4,811,739
98800	The Downs School	922	4,829	4,452,658	0	0	0	0	4,452,658
99000	John O'Gaunt Community Technology College	363	5,549	2,014,201	0	0	-8,286	-8,286	2,005,915
99100	Kennet School	1,451	4,873	7,070,304	0	57,635	0	57,635	7,127,939
99200	Little Heath School	1,287	4,912	6,321,651	4,377	0	0	4,377	6,326,028
99300	Park House School	867	4,921	4,266,872	0	69,176	0	69,176	4,336,048
99800	St. Bartholomew's School	1,313	4,859	6,379,484	0	0	0	0	6,379,484
99500	Theale Green School	400	5,256	2,102,498	6,328	0	0	6,328	2,108,827
99900	Trinity School & Performing Arts College	873	5,153	4,498,471	0	8,858	0	8,858	4,507,329
99600	The Willink School	918	4,916	4,512,923	0	2,427	0	2,427	4,515,350
	PRIMARY TOTAL	13,305	3,977	52,918,807	29,026	335,650	-401,295	-36,619	52,882,188
	SECONDARY TOTAL	9,355	4,952	46,326,286	10,705	242,611	-8,286	245,030	46,571,317
	TOTAL ALL SCHOOLS	22,660	4,380	99,245,093	39,731	578,260	-409,581	208,411	99,453,504

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Framework Agreement for The Provision of Community Home Care Services

Committee considering report:	Executive on 25 July 2019
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	4 July 2019
Report Author:	Rebecca Braithwaite
Forward Plan Ref:	EX3748

1. Purpose of the Report

This paper seeks to inform Executive of the tender process and seek delegated authority to award the contract.

2. Recommendation

Executive resolves to delegate authority to Head of Adult Social Care in consultation with Head of Finance and Property and Head of Legal and Strategic Support to award each of the lot, block and spot contracts that make up the framework to the successful bidders.

3. Implications

- 3.1 **Financial:** The annual value of the current framework agreement is around £7m. There is a risk of pressure for ASC budgets, of which ASC are aware. To help minimise this pressure, an annual inflationary measure has been included within the contract. The offer of lots and blocks will also keep provider's costs down and this has been reflected in their tender submissions, compared to the prices submitted for spot purchase zones (please see 6 below and Appendix C).
- 3.2 **Policy:** There is a Home Care Policy however the proposal does not include any significant deviation from this policy.
- 3.3 **Personnel:** TUPE cost implications for incumbent provider to incoming provider. We are aware that there are significant challenges around recruitment in this sector. Additional time has been factored into the contract mobilisation stage to help manage this.
- 3.4 **Legal:** This is being tendered in line with Public Contract Regulations 2015.

- 3.5 **Risk Management:** The guaranteed block hours are fairly small to ensure that these can be filled and money is not being wasted by guaranteeing hours that are not needed. Also, the risk of provider failure in the delivery of contracts is quite high within the home care market, using small blocks minimises this risk.
- 3.6 **Property:** N/A
- 3.7 **Other:** No bids – regular market engagement with providers from the start of the process to ensure that they are well informed at all times.

4. Other options considered

- 4.1 Do nothing – costs would increase due to having to spot purchase without a framework. Workloads would also increase due to quality of care needing to be monitored.
- 4.2 Contract extension – this is a framework so there is no scope to extend past four years, the current framework ends in October 2019.
- 4.3 Re-tender a spot purchase only framework – we want to encourage as many providers in and increase efficiencies within the sector. There are often not enough providers who are on the current framework to manage the demand so this is not a viable option to continue in the same way as the current agreement.

Executive Summary

5. Introduction / Background

There are currently in the region of 30 providers on our framework (APL) and all care calls are commissioned on a spot purchase basis where the providers sign up to a set of terms and conditions for each individual purchase. The current framework is due to expire in October 2019, at which time the framework will have been live for four years. WBC commissions an average of 10,000 home care hours per week for 894 clients and these figures were included within the tender documents. Clients are being supported in their own homes and these calls include: personal care, outreach support, cleaning and shopping calls.

6. Proposals

- 6.1 The current spot purchase framework (APL) has been re-tendered into a framework which consists of three different elements. The current framework is for spot purchases only. However, the re-tendered framework includes lot, block and spot purchases. The new framework will consist of six block areas and these will have guaranteed weekly hours which the successful tenderer will be contractually obliged to fill. There will also be seven lot areas awarded and the successful providers will be given priority for packages within each of the geographical areas. There is a need to force clustering in the more rural areas of West Berkshire as these areas are the most difficult to commission packages of care. Currently, there are three or four care providers going into the same road in some areas.

The principal aim of this procurement exercise is to secure efficiencies in the provision of domiciliary care across West Berkshire through forced clustering, which will drive efficiencies in the logistical delivery of care. The block element of the tender will provide a strategic option to manage capacity in areas we have experienced past capacity issues with (seasonal).

The care calls that are not covered in the block and lot areas will then be spot purchased, prioritising the most cost effective providers first. All of these services are statutory provision for ASC.

The lot and block areas are included in the table below:

Lots by area – hours are not guaranteed			
Lot	Area	Approximate weekly capacity of lot	Approximate annual capacity of lot
Lot 1	Kintbury	450	23500
Lot 2	Lambourn	260	13500
Lot 3	Cold Ash, Compton and Downlands	280	14500
Lot 4	Burghfield and	1415	73800

	Mortimer		
Lot 5	Hungerford	670	35900
Lot 6	Pangbourne	430	22800
Lot 7	Birch Copse and Calcot	1060	55600

Blocks – guaranteed weekly hours		
Block	Area	Guaranteed weekly hours
Block 1	Kintbury + 10 miles	150
Block 2	Lambourn + 10 miles	150
Block 3	Mortimer + 10 miles	300
Block 4	Burghfield + 10 miles	300
Block 5	Newbury	300
Block 6	Thatcham	300

- 6.2 Tender submission have now been received from 19 providers and the hourly rates range from £17.75 per hour to £39.00 per hour, across all lot, block and spot areas. Five of the providers have hourly rates between £17.75 and £20.00, nine between £20.00 and £25.00 and five over £25.00. There is good competition for the lots and blocks, with a provider submitting rates between £18.00 and £20.00 for each lot and block. The rates submitted for each of the lot, block and spot areas are including in Appendix C.
- 6.3 The average hourly rate paid during 2018/19 was £20.29. The key to controlling this rate will be ensuring that the capacity of the new providers meets our requirements and therefore avoid the need to buy off-contract from those more expensive providers.

7. Conclusion

It is recommended that Executive agrees to the contract award for home care services using lot, block and spot elements. An inflationary measure is built into this framework to help to maintain a sustainable market place and minimise the amount of off-contract purchasing as well as deterring providers from front loading their prices. The inflationary measure provides for an uplift in October each year in line with the previous August CPI rate.

8. Appendices

8.1 Appendix A – Data Protection Impact Assessment

8.2 Appendix B – Equalities Impact Assessment

8.3 Appendix C – Supporting Information

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:	N/A
Service:	N/A
Team:	N/A
Lead Officer:	N/A
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 “<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"/> N/A	<input type="checkbox"/>
<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"/> N/A	<input 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"/> N/A	<input 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"/> N/A	<input type="checkbox"/>
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/> N/A	<input type="checkbox"/>
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/> N/A	<input 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"/> N/A	<input 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?

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:	This paper seeks delegated authority to award the contract from Executive.
Summary of relevant legislation:	The Care Act 2014
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Rebecca Braithwaite
Date of assessment:	09/05/2019

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	The aim of this service is to provide efficient domiciliary care services for people living in the community. Care calls will be provided in various locations within West Berkshire and will include: personal care, outreach support, cleaning and shopping calls.
Objectives:	<ul style="list-style-type: none"> • Provide person-centred care and support to elderly and vulnerable adults in the community • Promote people's independence • Support people in their own home to avoid hospital admissions • Create enough capacity to cover care calls across West Berkshire • Work with providers to reduce double handed care to single care calls, where safe and appropriate to do so with the use of assistive technology
Outcomes:	Supplier award.
Benefits:	Care delivered in line with expectations.

<p>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.</p> <p>(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.)</p>		
Group Affected	What might be the effect?	Information to support this
Age	There is no change to the proposed service model.	
Disability	There is no change to the proposed service model.	
Gender Reassignment	There is no change to the proposed service model.	
Marriage and Civil Partnership	There is no change to the proposed service model.	
Pregnancy and Maternity	There is no change to the proposed service model.	
Race	There is no change to the proposed service model.	
Religion or Belief	There is no change to the proposed service model.	
Sex	There is no change to the proposed service model.	
Sexual Orientation	There is no change to the proposed service model.	
<p>Further Comments relating to the item:</p>		
<p> </p>		

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

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

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

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

Name: Rebecca Braithwaite

Date: 09/05/2019

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.

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Framework Agreement for The Provision of Community Home Care Services – Supporting Information

1. Introduction/Background

- 1.1 There are currently in the region of 30 providers on our Approved Provider List and care calls are commissioned on a spot purchase basis where the providers sign up to a set of terms and conditions for each purchase. The current framework is due to expire in October 2019, at which time this will have been live for four years.
- 1.2 West Berkshire Council commissions an average of 10,000 home care hours per week for 894 clients and these were the figures that were included within the tender documents. Clients are supported in their own homes across West Berkshire and care calls consist of: personal care, outreach support, cleaning and shopping.
- 1.3 This paper seeks to inform Executive of the tender process and seek delegated authority to award the contract from Executive. The tender submissions have now been received (please see 2 below).

2. Supporting Information

- 2.1 Tender timetable:

Issue (OJEU/non-OJEU) Contract Notice	26 th April 2019
Closing Date and Opening of SQ/Technical Questionnaire/ITT	15 th May 2019
Award Decision	26 th July 2019
Standstill Period	5 th August 2019
Contract Award	6 th August 2019
Contract Work Starts	3 rd October 2019

- 2.2 The current Spot Purchase Framework (APL) has been re-tendered into a framework which consists of three different elements. The current framework is for spot purchases only, however the re-tendered framework includes lot, block and spot purchases. The new framework will consist of six block areas and these will have guaranteed weekly hours which the successful tenderer will be contractually obliged to fill. There will also be seven lot areas awarded and the successful providers will be given priority for packages within each of the geographical areas. There is a need to force clustering in the more rural areas of West Berkshire as

these areas are the most difficult to commission packages of care. Currently, there are three or four care providers going into the same road in some areas. This is neither cost effective nor time effective so the idea of forced clustering is to increase efficiencies within these areas.

- 2.3 The principal aim of this procurement exercise is to secure efficiencies in the provision of domiciliary care across West Berkshire through forced clustering, which will drive efficiencies in the logistical delivery of care. The block element of the tender will provide a strategic option to manage capacity in areas we have experienced past capacity issues with (seasonal).
- 2.4 The care calls that are not covered in the lot and block areas will then be spot purchased, prioritising the most cost effective providers first. All of these services are statutory provision for ASC.
- 2.5 Tender submission have now been received from 19 providers and the hourly rates range from £17.75 per hour to £39.00 per hour across all lot, block and spot areas. Five of the providers have hourly rates between £17.75 and £20.00, nine between £20.00 and £25.00 and five over £25.00. There is good competition for the lots and blocks, with a provider submitting rates between £18.00 and £20.00 for every lot.
- 2.6 The rates submitted for each of the lot, block and spot areas are below:

Lot	Prices submitted per hour								
1	£19.97	£26.82	£21.20	£19.80	£26.37				
2	£19.97	£21.20	£19.80	£26.37					
3	£19.97	£18.25	£20.20	£19.80	£26.37				
4	£19.97	£26.82	£20.00	£21.00	£20.00	£21.20	£24.02	£19.80	£24.60
5	£19.97	£26.82	£20.20	£19.80	£26.37				
6	£19.97	£18.50	£21.00	£20.20	£19.80	£18.50	£24.60		
7	£19.97	£18.50	£21.00	£22.00	£20.20	£22.52	£19.80	£24.60	

Block	Prices submitted per hour								
1	£19.97	£26.82	£21.00	£27.13					
2	£19.97	£21.00	£27.13						
3	£19.97	£26.82	£20.00	£21.00	£24.02	£24.48			
4	£19.97	£26.82	£18.50	£20.00	£22.52	£24.48			
5	£19.75	£19.97	£18.00	£25.82	£20.00	£28.00	£19.80	£24.48	
6	£19.75	£19.97	£18.00	£25.82	£20.00	£28.00	£19.80	£24.48	

Spot Area	Prices submitted per hour													
Zone 1 Urban	£19.75	£19.97	£18.25	£25.82	£21.50	£39.00	£17.75	£22.00	£20.50	£24.00	£28.00	£19.80	£25.28	
Zone 1 Rural	£19.97	£19.25	£26.90	£24.50	£22.00	£24.00	£21.30	£24.00	£28.00	£22.00	£30.72			
Zone 2 Urban	£19.75	£19.97	£18.25	£25.82	£21.50	£29.00	£39.00	£17.75	£22.00	£20.50	£24.00	£28.00	£19.80	£25.28
Zone 2 Rural	£19.25	£26.90	£24.50	£29.00	£22.00	£24.00	£21.30	£22.00	£30.72					
Zone 3 Urban	£19.97	£20.00	£25.82	£21.50	£29.00	£18.50	£21.00	£17.75	£21.00	£20.50	£26.50	£24.02	£19.80	£25.28
Zone 3 Rural	£19.97	£21.00	£26.90	£24.50	£29.00	£22.00	£22.00	£23.00	£21.30	£22.52	£22.00	£30.72		

2.7 Providers have been consulted during each stage of the tender process to ensure that they are on board with what is being proposed. Several provider events have taken place with good attendance from providers at each of the events. These events have enabled us to get the buy-in from providers and ensure that they are aware of what the changes will be to the existing framework and understand the requirements from them going forward. In doing this, it has minimised the risk of good quality providers not bidding through the tender process.

3. Options for Consideration

- 3.1 Do nothing – costs would increase due to having to spot purchase without a framework. Workloads would also increase due to quality of care needing to be monitored.
- 3.2 Contract extension – this is a framework so there is no scope to extend past four years, the current framework ends in October 2019.
- 3.3 Re-tender a spot purchase only framework – we want to encourage as many providers in and increase efficiencies within the sector. There are often not enough providers on the current framework to manage the demand so this is not a viable option to continue in the same way as the current agreement.

4. Proposals

This paper seeks to inform Executive of the tender process and seek delegated authority to award the contract from Executive. An inflationary measure is built into this framework to help to maintain a sustainable market place and minimise the amount of off-contract purchasing as well as deterring providers from front loading their prices. The inflationary measure provides for an uplift in October each year in line with the previous August CPI rate.

5. Conclusion

The Executive resolves to award the Framework Agreement for the Provision of Community Home Care Services (lots, blocks and spots) on the form approved by

the Head of Legal Services whom shall have delegated authority to enter into the contract.

6. Consultation and Engagement

Clients and families, current providers, ASC, Legal Services and providers in the market.

Subject to Call-In:

Yes: No:

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

Officer details:

Name: Rebecca Braithwaite
Job Title: Commissioning Officer
Tel No: 01635 519166
E-mail Address: rebecca.braithwaite@westberks.gov.uk

Care Homes and Resource Centre Catering – Summary Report

Committee considering report:	Executive
Date of Committee:	25 July 2019
Portfolio Member:	Councillor Graham Bridgman
Date Portfolio Member agreed report:	12 July 2019
Report Author:	Zoe Campbell
Forward Plan Ref:	EX3752

1. Purpose of the Report

To propose the urgent award of a contract for the provision of Care Homes and Resource Centre Catering with a start date of 1st September 2019.

2. Recommendation

That the Executive resolves to delegate authority to Head of Adult Social Care to award the contract to the successful bidder for the Care Homes and Resource Centre Catering contract, following the evaluation process in consultation with the Head of Finance and the portfolio holder for Adult Social Care.

3. Implications

- 3.1 **Financial:** A guide rate for the contract was developed for the tender to account for care homes and resource centre catering to be delivered from 1st September 2019. We invited open competitive bids, so as not to presume a cost level to offer quality and sustainability of supply.
- 3.2 **Policy:** None
- 3.3 **Personnel:** None
- 3.4 **Legal:** The contract will be competitively procured in accordance with the Open Procedure as defined within the Public Contracts Regulations 2015
- 3.5 **Risk Management:** The existing contract expires on 31st August 2019 and preparation for the tender began as part of a category management approach to catering including lots for corporate and schools. The lots subsequently had to be separated which left a very tight timescale to carry out the reissue of the Care Homes and Resource Centre catering tender. The intention is to ensure there is continuity of service

3.6 **Property:** None

3.7 **Other:** None

4. **Other options considered**

4.1 The current contract expires on 31st August 2019. Procurement regulations and the value of the contract mean that a full competitive procurement process using the Open Procedure as defined within the Public Contracts Regulations (2015) was the most appropriate option for ensuring continuity of service. Paragraph 5.2 indicates the rationale for not extending the current contract. It was not possible to extend the term of the contract due to quality issues.

4.2 The Procurement Strategy (Appendix C) sets out the route to catering services based on a category management approach to consolidating provision for Schools, Care Homes and Corporate for West Berkshire Council. Due to technical issues with this tender, the lots were separated and the tender for provision of Care Homes and Resource Centre Catering was reissued with a contract start date of 1st September 2019.

Executive Summary

5. Introduction / Background

- 5.1 The current contract for the provision of Care Home and Resource Centre Catering is let to Caterplus Service Limited. The contract commenced February 2014 for five years with provision for a further two years. To allow for a common contract commencement date to tender catering for schools, corporate and care homes in lots, the contract was extended until 31st August 2019.
- 5.2 In March 2019 Procurement Board approved a category management approach to catering provision in the Council incorporating three elements; School Meals, Care Home and Resource Centre Catering and Corporate Catering (to include Shaw House and the museum). This procurement strategy is appended in Appendix C of this report.
- 5.3 The category management tender process was abandoned due to technical issues with the tender process. As a result, the tender for Care Homes and Resource Centre Catering was separated from Schools and Corporate and reissued on 10th June 2019 to enable contract award to happen on 1st September 2019. This standalone tender approach for Care Homes and Resource Centre Catering was discussed at 7th June Procurement Board as part of the discussions around the abandonment of the tender process.
- 5.4 The tender for Care Homes and Resource Centre Catering was separated from Schools and Corporate and reissued on 10th June 2019.
- 5.5 There are four Care Homes and one Resource Centre within West Berkshire Council boundaries (Willow's Edge, Notrees, Walnut Close, Birchwood and the Phoenix Centre). Services will be delivered in accordance with all relevant statutory requirements and good practice guidelines in the provision of good quality nutritious meals.
- 5.6 Quality will continue to be monitored by ASC and Commissioning Contracts Manager.

6. Proposals

- 6.1 The Council to award the contract to the winning bidder.
- 6.2 The evaluation process consisted of a split between financial and non-financial criteria based on a 50/50 split. The attached Procurement Strategy provides further information on how the tenders have been evaluated and awarded.

7. Conclusions

As per Recommendation

8. Appendices

- 8.1 Appendix A – Data Protection Impact Assessment
- 8.2 Appendix B – Equalities Impact Assessment

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:	Commissioning
Team:	Commissioning
Lead Officer:	Zoe Campbell
Title of Project/System:	Care Homes and Resource Centre Catering
Date of Assessment:	02/07/19

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"/>	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:	This paper seeks to inform Corporate Board & Operations Board of the tender process following evaluation and seeks delegated authority to award the contract from Executive Board.
Summary of relevant legislation:	Public Contracts Regulations (PCR) (2015) Care Act 2014 Health and Social Care Act 2008 (Regulated Activities) (Amendment) Regulations 2015 Food Information Regulations 2014 Food Safety Act 1990 Food Safety and Hygiene (England) Regulations 2013
Does the proposed decision conflict with any of the Council’s key strategy priorities?	No
Name of assessor:	Zoe Campbell
Date of assessment:	02/07/19

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

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	Re-tender service to meet service user needs
Objectives:	Secure new service to meet specified standards
Outcomes:	Supplier award
Benefits:	Catering delivered in line with expectations

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

Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	No Change to service	
Disability	No Change to service	
Gender Reassignment	No Change to service	
Marriage and Civil Partnership	No Change to service	
Pregnancy and Maternity	No Change to service	
Race	No Change to service	
Religion or Belief	No Change to service	
Sex	No Change to service	
Sexual Orientation	No Change to service	
Further Comments relating to the item:		

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

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

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

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

Timescale for Stage Two assessment:	
--	--

Name: Zoe Campbell

Date: 02/07/19

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

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Newbury College Loan

Committee considering report:	Executive
Date of Committee:	25 July 2019
Portfolio Member:	Councillor Jeff Cant
Date Head of Service agreed report	16 July 2019
Date Portfolio Member agreed report:	16 July 2019
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	Urgent Item

1. Purpose of the Report

- 1.1 The purpose of this report is to support the University Centre Development at the Newbury College campus by providing a loan to the College to help fund its construction.

2. Recommendation

- 2.1 The Executive resolves to delegate authority to the Head of Finance & Property in consultation with the Head of Legal & Strategic Support to enter into facility agreement and associated legal charge and agreements with Newbury College to provide a loan to the College on the basis set out in this report.

3. Implications

- 3.1 **Financial:** The overall cost of the University Centre is estimated to be in the region of £5 million to £6 million. Newbury College has made a successful bid to the Thames Valley Berkshire Local Enterprise Partnership (TVBLEP) and has secured a capital grant of £1.75 million dependant on the building being open to students in September 2020. The College also plans to contribute to the project the proceeds of the sale of two parcels of land. The first of these is expected to be completed by the end of July 2019 but the second is subject to planning approval and is not expected to be realised until 2021 at the earliest.

A loan facility to a maximum of £3.5 million has been requested by Newbury College to bridge the timing gap between the construction of the centre and the sale of the second parcel of land. It is proposed that the rate of interest applied should be the higher of the estimated rate at which the Council would expect to invest its surplus funds for a period of longer than one year or the minimum rate required by State Aid regulations (if applicable).

The loan agreement will be is subject to a legal charge on

the parcel of land which the College plans to sell. The estimated value of this land without planning permission to develop is in the region of only £480,000. However evidence is set out in the confidential Appendix C to this report which suggests that in the event of planning consent being gained that this land has a potential value in excess of £3.5 million.

The proposed maximum term for the loan will be three years.

3.2 Policy: The proposed loan can be treated as an investment by West Berkshire Council under the terms of its Investment and Borrowing Strategy 2019/20, which was approved by the Council on the 5th March 2019.

3.3 Personnel: N/a

3.4 Legal: The Council is keen to support local economy and it is considered that University Centre will achieve this. The loan facility can be provided by using the general power of competence under Section 1 of the Localism Act 2011.

Due diligence will need to be carried on the proposal and ability to secure the legal charge. Appropriate facility agreement and legal charge deed will need to be drawn up. Council will need to be satisfied that there are no State Aid implications arising from this.

3.5 Risk Management: Risks inherent in this proposal include:

The ability of the College to repay the loan and the value of the land against which the loan is secured are both subject to planning approval being gained for development of the site.

Although the College propose to repay the loan within three years, there is a significant risk that the planning approval and completion of the sale of the land could be delayed, which could prevent the College from repaying the loan within the specified timescale.

The success and timing of the sale of the land is also likely to be affected by the risks associated with the development industry, including wider economic factors which impact the industry over the next three years.

If a fixed rate of interest is agreed, there is a risk that interest rates could increase over the period of the loan and therefore that the Council could potentially have earned more interest by investing these funds elsewhere.

Funding awarded to the college by the LEP is subject to the University Centre being open to students in September 2020. If this deadline is not achieved, this could affect the viability of the project and the ability of the College to repay

the loan.

3.6 **Property:** N/a

3.7 **Other:** N/a

4. Other options considered

4.1 None

Executive Summary

5. Introduction

- 5.1 The Council has been approached by Newbury College to provide interim funding of a new purpose-built Centre on the Newbury College campus, as part of the University Centre development. The Centre is expected to be of benefit to the local economy as a whole and therefore is in line with the priorities of West Berkshire Council. More details of the aims and benefits of the Centre are set out by the College Principal in Appendix D to this report.
- 5.2 The University Centre is to be funded through a combination of government funds, commercial investment and capital funds from the College. The overall cost of the project is estimated to be in the region of £5 million to £6 million and a successful bid to the Thames Valley Berkshire Local Enterprise Partnership (TVBLEP) has secured a capital grant of £1.75 million, dependant on the facility being open to students in September 2020. A site on Newbury College's campus has been agreed as the location for the University Centre, representing a significant investment from the College. The College plans to allocate a capital sum which is expected to be realised by the end of July 2019 from the sale (already agreed) of a parcel of land to the north of the campus.
- 5.3 In addition, the College also plans to sell a further parcel of eight acres of land to the east of the campus which will help finance the project. The value of this land is dependent on gaining planning approval for its future development. Further information about the estimated value and potential possible uses of this site and the likelihood of success for a planning application is set out in the confidential Appendix C to this report. The Council will also obtain an independent valuation of this parcel of land and it is estimated the value of this land without planning permission to develop is to be in the region of only £480,000. The valuation will also take into account potential development value.
- 5.4 The College has requested a loan of £3.5 million from the Council, to be drawn down on the 1st September 2019 at the earliest, which will enable the completion of the building by September 2020 deadline. The College proposes that the loan should be secured by a legal charge on the eight acres of land to the east of the campus which it intends to sell and that they will repay the loan on completion of the sale of this land. The College estimates that they will be able to repay the loan within three years.

6. Proposal(s)

- 6.1 It is proposed that:
- (1) A loan facility is to be made available to Newbury College for £3.5 million under a facility agreement.
 - (2) The loan should be secured by the Council securing a first legal charge on the parcel of land to the east of the college campus which is planned for disposal by the college.
 - (3) Interest will be charged at a rate to be determined by the Head of Finance and Property, taking into account the estimated rate at which

the Council would expect to invest its surplus funds for a period of longer than one year and/or with a markup required to satisfy State Aid if applicable.

- (4) The timing of interest payments will also be agreed with the College by the Head of Finance and Property with a view to avoiding any negative impact on the Council's cashflow position.
- (5) All other terms and conditions of the loan to be agreed by the Head of Finance and Policy in consultation with the Head of Legal & Strategic Support.

7. Conclusion

- 7.1 The aim of this arrangement is to enable Newbury College to proceed with development of a University Centre which will be of considerable benefit to the local economy while protecting the Council's financial interests.

8. Appendices

- 8.1 Appendix A – Data Protection Impact Assessment
- 8.2 Appendix B – Equalities Impact Assessment
- 8.3 Appendix C – Part II Confidential background information
- 8.4 Appendix D – Details of Aims and Benefits of the Project set out by the Principal of Newbury College

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:	Finance & Property
Team:	Accountancy
Lead Officer:	Andy Walker
Title of Project/System:	Newbury College Loan
Date of Assessment:	27.6.19

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><small>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”</small></p>	<input type="checkbox"/>	X
<p>Will you be processing data on a large scale?</p> <p><small>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</small></p>	<input type="checkbox"/>	X
<p>Will your project or system have a “social media” dimension?</p> <p><small>Note – will it have an interactive element which allows users to communicate directly with one another?</small></p>	<input type="checkbox"/>	X
<p>Will any decisions be automated?</p> <p><small>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?</small></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><small>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</small></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.

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:	Approval of loan in principle
Summary of relevant legislation:	N/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Andy Walker
Date of assessment:	27.6.19

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

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

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	Members of all these groups could potentially benefit from the new University Centre at Newbury College	Within Newbury College's equalities policies and business case for the University Centre
Disability		
Gender Reassignment		
Marriage and Civil		

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

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

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

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

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

Name: Andy Walker

Date: 27.6.19

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.



Background to Loan Request to West Berkshire Council

The University Centre Newbury (UCN) will be a partnership of two universities, a large national training provider, working with the College, and will deliver high level qualifications in five strategically important sectors of the local economy.

The project has received outstanding support from businesses, education providers, West Berkshire Council and a range of key community leaders.

The UCN building will meet the highest standards of sustainability, being the first public building in West Berkshire designed to meet the new 'zero carbon' standard.

The loan will be secured through the Council taking a charge on a separate 8 acre parcel of campus land. Unconditional values (without planning permission) and conditional values, based on current offers, are in excess of £3.5M. Therefore, the opportunity for the council to take a charge on this land is considered to provide effective security for the requested loan of £3.5M.

Overview

Employers across the region identify critical shortages of employees with high-level skills, particularly in: Digital technologies; Business & Finance; Engineering; Health, Social Care & Education; and Construction

To meet these business-critical needs, a new type of provision is being delivered, focussing on the higher skills required by the economy and serving the needs of the area's residents. The project will be rooted in meeting employer needs to deliver economic growth.

The basis of this proposal is the development of the University Centre Newbury. A new purpose-built Centre on the Newbury College campus, as a partnership of employers, training providers and universities. The Centre will utilise advanced digital technologies to support learning and will be the first new building in West Berkshire to be designed to the 'zero carbon' standard. As well as providing undergraduate and postgraduate programmes, the Centre will host a series of professional seminars, business events and conferences.

Key Features of the UCN

- Partnership of two universities (Bucks and Open), national training provider (QA Ltd), the College and significant local businesses
- Designed to meet higher level skills needs for local business, delivering qualifications in the five priority sectors identified by LEP research – digital technologies, business & finance, engineering, health & social care and construction
- Curriculum designed in partnership with businesses, with key qualifications all being structured around higher and degree apprenticeships
- Delivery will include 'virtual attendance', allowing students to take part in live lectures and seminars online, when they are unable to come into the UCN
- The UCN is directly supported by the Thames Valley Berkshire LEP, who have invested £1.7M in the development

- Designed to the highest standards of sustainability, being the first public building in West Berkshire designed to meet the new ‘zero carbon’ standard
- Provides a high-quality alternative route to higher education for local people and businesses in West Berkshire

The University Centre is considered to be strategically important to West Berkshire in:

- Driving economic growth
- Meeting the skills needs of business
- Providing higher-level progression routes for young people and adults
- Supporting the retention of young adults in the local area
- Enabling the development of a ‘University Town’ ethos.

Support for the University Centre

Since the launch of the proposal for the University Centre at the WBC ‘Newbury 2026’ Conference in October 2018, the project has received outstanding support from businesses, education providers, West Berkshire Council and a range of key community leaders, including the Rt Hon Richard Benyon MP.

The current Foundation Partners for the University Centre are:

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Agenda Item 15.

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