

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday, 20th April, 2021 at 6.30 pm
Virtual Meeting

This meeting will be held in a virtual format in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panels Meetings) (England and Wales) Regulations 2020

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**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 20
April 2021 (continued)**

Date of despatch of Agenda: Monday, 12 April 2021

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Gordon Oliver on (01635) 519486
e-mail: gordon.oliver1@westberks.gov.uk

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**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 20
April 2021 (continued)**

- To:** Councillors Jeff Brooks, James Cole, Lee Dillon (Vice-Chairman), Gareth Hurley, Alan Law (Chairman), Thomas Marino, Steve Masters, Garth Simpson and Tony Vickers
- Substitutes:** Councillors Adrian Abbs, Peter Argyle, Jeremy Cottam, Carlyne Culver, Owen Jeffery, David Marsh, Claire Rowles and Andrew Williamson
- Other Officers & Members invited:** Councillor Lynne Doherty, Councillor Ross Mackinnon, Councillor Howard Woollaston, Superintendent Zahid Aziz, Catalin Bogos, Nick Carter, Shannon Coleman-Slaughter, Melanie Ellis, Donna Fox, Susan Powell and Jon Winstanley

Agenda

Part I	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	
2. Minutes To approve as a correct record the Minutes of the meetings of the Commission held on 26 January 2021 and 09 February 2021.	7 - 24
3. Actions from previous Minutes To receive an update on actions following the previous Commission meeting.	25 - 26
4. 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 .	
5. Petitions Purpose: To consider any petitions requiring an Officer response.	
6. Crime and Disorder Committee - Community Safety Update Meeting in its capacity as West Berkshire Council's Crime and Disorder Committee, to receive a presentation from the Building Communities Together Partnership.	27 - 40
7. Traded Services To provide OSMC with further information in respect of the schools traded services, as requested at the meeting on 09 February 2021.	41 - 52



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 20 April 2021 (continued)

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| 8. | Covid-19 Income Risks
To consider a report outlining the risks and associated mitigation strategies associated with changes to parking revenues and other income streams as a result of the Covid-19 pandemic. | 53 - 60 |
| 9. | Leisure Strategy Task and Finish Group
To present for the Commission's approval the scope and terms of reference for a Task and Finish Group to review the draft Leisure Strategy once it has been prepared. | 61 - 68 |

Standing Items

- | | | |
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| 10. | Revenue Financial Performance Report - Quarter 3 of 2021/22
Purpose: To inform the Commission of the latest revenue financial performance of the Council. | 69 - 86 |
| 11. | Capital Financial Performance Report - Quarter 3 2020/21
Purpose: To inform the Commission of the latest capital financial performance of the Council. | 87 - 94 |
| 12. | 2020/21 Performance Report - Quarter 3
Purpose: To consider the latest quarterly performance report. | 95 - 144 |
| 13. | West Berkshire Council Forward Plan 15 April to 31 July 2021
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 15 April to 31 July 2021 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan. | 145 - 148 |
| 14. | Overview and Scrutiny Management Commission Work Programme
Purpose: To receive new items and agree and prioritise the work programme of the Commission. | 149 - 150 |

Sarah Clarke
Service Director Strategy and Commissioning

If you require this information in a different format or translation, please contact Stephen Chard on telephone (01635) 519462.

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION**MINUTES OF THE MEETING HELD ON
TUESDAY, 26 JANUARY 2021**

Councillors Present: Jeff Brooks, Hilary Cole, James Cole, Lee Dillon (Vice-Chairman), Lynne Doherty, Gareth Hurley, Alan Law (Chairman), Ross Mackinnon, Alan Macro, Thomas Marino, Erik Pattenden and Tony Vickers

Also Present: Bill Bagnell (Manager - Special Projects), Nick Caprara (Housing Strategy Development & Review Manager), Gary Lugg (Head of Development & Planning), Gabrielle Mancini (Economic Development Officer) and Janet Weekes (Housing Manager), Gordon Oliver (Corporate Policy Support) and James Townsend (Clerk)

Apologies for inability to attend the meeting: Councillor Garth Simpson

PART I**27. Minutes**

The Minutes of the meeting held on 6 October 2020 were approved as a true and correct record and signed by the Chairman, subject to the following amendments:

- Councillor Law asked for the action for the Digital Transformation Task Group under the topic 'barriers to shared services' to be included in the list of actions.

28. Actions from previous Minutes

There were 7 actions followed up from previous Commission meetings:

- 18 - This had been re-scheduled for the April OSMC meeting.
- 25 - Councillor Marino noted the ICT / Digital Task Group would meet every 6 months
- 26 - Complete
- 27 - Councillor Law asked for a further update to the April OSMC meeting
- 28 - Ongoing
- 29 - Complete
- 30 - Complete

29. Declarations of Interest

Councillors Tony Vickers and Erik Pattenden declared an interest in Agenda Item 6, but reported that, as their interest was a personal or an other interest, but not a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.

Councillor Lee Dillon declared an interest in Agenda Item 8, and reported that, as his interest was a disclosable pecuniary interest or an other registrable interest, he would be leaving the meeting during the course of consideration of the matter.

30. Petitions

There were no petitions received at the meeting.

31. Items Called-in following the Executive on 17 December 2020

(Councillors Tony Vickers and Erik Pattenden declared a personal interest in Agenda Item 6 by virtue of the fact that they were Members of Newbury Town Council. As their interest was personal and not prejudicial or a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.)

In accordance with the Council's Constitution, five Elected Members (Councillors Lee Dillon, Alan Macro, Jeff Brooks, Tony Vickers and Erik Pattenden) called in the Executive Decision (EX3978) on the London Road Development Options.

Councillor Ross Mackinnon introduced a report that outlined the details of the objectives of development on the London Road Industrial Estate and requested funding to help achieve the objectives through successful development of the site. He noted that the project remained a priority as part of the Council Strategy, and that the report sought to provide a way forward to enable development on the site, in a phased approach, following consideration of the Development Brief, and the consultation on this, as well as the Council's objectives for the site as a whole. He noted that the Executive resolved to approve as follows:

- a) a phased approach option to the development of the site within an overall vision for the development as a whole.
- b) the objectives of the development as per paragraph 5.14.
- c) commissioning a Supplementary Planning Document (SPD) to help better align development proposals with Planning Policy, to set out estate wide design criteria and infrastructure requirements and for the cost of this work to be found out of annual funding requested in this report.
- d) a one-off budget of £45,000 to provide funding for feasibility services in the 2020-21 financial year including, as appropriate, negotiations with estate stakeholders with commercial interests.
- e) the renaming of the London Road Industrial Estate working in consultation with the public.

He also noted that the Executive recommended, for inclusion in the budget papers, a revenue budget of £100,000 per annum over the next three years to provide for specialist consultancy support during the project development where the Council does not have internal resources to provide the specific project resources.

Councillor Dillon noted that the call-in mechanism had been used sparingly in recent years. In this case, it was being used to ensure that the Executive were considering the unique set of circumstances surrounding London Road Industrial Estate (LRIE) and to secure confidence that adequate resources were being provided to help manage the project. He noted that the opposition were in favour of the re-development of LRIE and that they wanted to proceed without undue delay. He stated that there were four areas where clarification was required about how the project would be delivered. He thanked Councillors Hilary Cole and Ross Mackinnon for providing written responses in advance of the meeting.

Councillor Jeff Brooks noted that paragraph 5.11 of the report was factually incorrect, since the Liberal Democrats had been removed from the Project Board. In paragraph 5.13, he noted that there would be a dedicated lead project officer rather than project manager, and the project sponsor already had a large portfolio. He suggested that this did not equate to strong project management. He referred to the findings of the OSMC review of the first attempt to develop the LRIE, which had highlighted shortcomings with the project management methodology and experience within the Council, and with

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document control. He suggested that the Council did not have the project management expertise for a project of this size and that partners would look after their own commercial interests. He suggested more funding should be allocated for additional project management support to protect the Council's interests and that it was a great risk to do otherwise.

Councillor Vickers introduced points 2 and 3 of the call-in, relating to the need for a stronger "Chinese wall" between the Council as landowner and planning authority, and the unacceptable risks of a phased approach without first undertaking full environmental assessment of the whole site. He indicated that through an FOI request, he had seen details of conversations between the Council and Sport England. He highlighted Sport England's strong objection to the loss of the football pitch. He also noted that St Modwyn had made plans to incorporate this into its plans, funded through increased housing provision, but this had been rejected by the Planning Authority, and the Council had made it clear that regeneration of the site was not possible with the football ground in place. He referred to the National Planning Policy Framework, which required replacement and funding of facilities lost as part of development. He stated that the land under the football ground was contaminated, so an environmental assessment was needed. He also highlighted the need for green infrastructure on the site.

Councillor Law asked Councillor Vickers to stick to the points in the call-in report.

In regard to the 'Chinese Wall', Councillor Vickers stated that senior planning officers involved in pre-application discussions appeared to have a predetermined approach, despite not having a Supplementary Planning Document in place. He suggested that the Council had foregone £1 million of tax revenue every year since Faraday Plaza.

Councillor Law stated that Faraday Plaza had nothing to do with the Executive Report on the future of the LRIE project. He suggested that Councillor Vickers was trying to go back over old ground and the points were not relevant to the debate.

Councillor Vickers stated that the proposed phasing relied on re-developing the football ground first, which was the only piece of green infrastructure on the site, so the Council would immediately be in breach of planning policy. He indicated that he wanted an SPD produced and a thorough environmental impact assessment carried out in parallel to identify where the risks might be, including those relating to planning policy. He suggested that the Council should be more ambitious and have a more intensive development to pay for the football ground to stay.

Councillor Dillon spoke to point 4 of the call-in, which related to a lack of clarity of the market for offices and flats as the longer-term ramifications of the pandemic were not yet understood. He highlighted Savill's Global Sentiment Survey, which showed that home-working and video conferencing was likely to increase, with Covid-19 accelerating this trend. He also highlighted the economic downturn associated with the pandemic and pointed to the IMF's report showing that the economy was well below pre-Covid levels. He suggested that the recession would impact on future demand for office space, with a 'new normal' post-Covid with less dense office occupation, and increased home working. He suggested that flats would have to be part of the housing mix on the site, but pointed out that the value of flats had fallen during Covid, with larger properties more in demand. He stated that the report did not identify these risks and suggested that they should be considered to ensure the development was fit for the future.

Councillor Brooks noted that paragraph 5.8 did not make reference to project management.

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Councillor Mackinnon stated that the Liberal Democrats had been removed from the project board because they had undermined it. Councillor Dillon suggested that 'undermined' was an emotive word; they had simply highlighted an alternative approach.

Councillor Mackinnon noted that all points listed in paragraph 5.8 related to project management. He suggested that concerns amounted to semantics about job titles. He noted that the Council had implemented the LRIE task group's recommendations and that £100,000 would be allocated to project management support. In relation to the 'Chinese Wall' he stated that the Council had a standard structure and he had full confidence in the integrity of officers. He expressed disappointment that old ground had been recovered in relation to the football club. In terms of the phased approach, he confirmed that a full environmental assessment would be carried out as part of preparations for the outline planning application. In relation to uncertainty in the marketplace, he noted that perfect information was never available and suggested that now was the right time to invest. He highlighted that the district had performed well in previous recessions and he was confident in the future demand for office space.

Councillor Hilary Cole noted that Councillor Vickers' comments either did not align to the history of the LRIE or were irrelevant. She stated that there was a clear distinction between the Council as landowner and planning authority. She explained that Economic Development was previously part of her portfolio, but it had been passed to Councillor Mackinnon in recognition of the fact that there could be a conflict of interest. She had also stood down from the LRIE Project Board.

Councillor Steve Masters indicated that he welcomed the call-in as it showed transparency and he considered scrutiny to be healthy for democracy.

Councillor Tom Marino asked Councillor Vickers for examples of where the integrity of the planning department had been compromised previously and if he had any proposals for how this could be improved.

Councillor Vickers explained that he did not question officers' integrity, but perceptions were important, and there could be a perceived conflict of interest, particularly given the history of the site. He suggested that reporting could be through the Executive Director of Place, since she had no prior involvement in the project.

Councillor Claire Rowles asked if specialist consultancy support for project management would be bought in where needed. Councillor Mackinnon confirmed this was correct. Councillor Rowles indicated that the Corporate Programme Office had been set up in response to the recommendations of the LRIE Task Group. She asked Councillor Brooks what more he wanted the Council to do, especially in an age where consultancy fees were of public concern.

Councillor Brooks expressed surprise that Councillor Mackinnon was so dismissive of the call-in. He noted that £100,000 would only give around 50 days of consultancy support, which would be insufficient for the level of project management required. He suggested that the budget should be doubled.

Councillor James Cole noted that LRIE Task Group's comments were legitimate criticism at the time. However, the Council had put measures in place to improve project management, so he did not share Councillor Brooks' concerns. In terms of the effects of the pandemic, he suggested that many people would choose to return to work in offices. He suggested that Newbury would continue to attract technology companies and suggested that choosing not to develop LRIE now would be the wrong approach.

Councillor Gareth Hurley indicated that the project manager's job title was not as important as having an individual who knew what they were doing and having the right governance structure in place. He suggested that the budget may be reviewed in future.

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He also suggested that it was vital for West Berkshire to demonstrate that it was 'open for business', otherwise business would be attracted to more forward-thinking towns.

Councillor Alan Macro noted that several major projects had been run in the last few years, which had stretched project management expertise very thinly, and he was concerned that the Council may make the same mistake again.

Councillor Marino asked Councillor Dillon if he had raised the concerns picked out in the call-in, when he was part of the Project Board. Councillor Dillon could not recall if they had been raised.

Councillor Lynne Doherty stated that she welcomed scrutiny across the Council, but LRIE had been scrutinised repeatedly. She stressed that the priorities were focused on employment and jobs, inward investment and enabling businesses to grow. She disagreed with Councillor Dillon's comments. She noted that the LEP had put together a Recovery and Renewal Plan and the opportunities for new infrastructure were now. She highlighted the synergies with other work in the town centre and suggested that having more offices and residential development around the High Street would help it to thrive. She referred to a media article that had highlighted Newbury as a growing tech hub and suggested that now was the time to make the most of opportunities. She expressed a desire for cross-party working to make this project happen.

Councillor Vickers apologised to Councillor Mackinnon for not acknowledging his written response, but indicated that this was not available when the call-in had been made. He was pleased that an environmental impact assessment would be carried out. He noted that on page 24 of the Avison Young Masterplan, Gateway Plaza was within the red line area for which the Council was responsible. He suggested that funding may be available from the developer. In terms of going over old ground, he noted that scrutiny of the project had been on project management rather than planning policy, which had got in the way of development. He concluded by suggesting that the Council had stood in the way of economic growth and had lost Council Tax revenue and jobs.

Responding to Councillor Hurley's comments, Councillor Brooks indicated that he had been involved in developing the forerunners to the PRINCE project management methodology and so had some knowledge on the subject. He suggested that Council had not previously run a project of this scale. He wanted to see the site developed, but he also wanted to reduce the risk by spending more money to get appropriate project management expertise. He expressed disappointment that the call-in had been treated so dismissively and indicated that the call-in was not politically motivated.

Councillor Dillon noted that job titles did matter and there was a need for a central figure, but the role was not being created for LRIE. He noted that the requirements for post-Covid office accommodation would affect the economic return on the development, but this was not picked up in the brief. He also took issue with Councillor Doherty's comments about excessive scrutiny of LRIE, but indicated that this was the first time that this aspect had been scrutinised. He stated that the opposition wanted to build back better, but it was important to get the phasing right. He stated that the proposed phasing went against the Council's own planning policy, so there was a need for clear transparency and a 'Chinese Wall' between Economic Development and Planning. He did not feel that the call-in had been frivolous and felt that the written responses had been helpful and had given the opposition members some confidence.

The Chairman noted that many of the recommendations from the LRIE Task Group had been put into effect. He noted that new project management structures and processes were in place and this was the first opportunity to see them in action. He indicated that he had first-hand experience of the Council's Chinese Walls when he had been Portfolio

Holder for Planning and had confidence in them. In relation to the market uncertainties, he suggested that this was a good reason to have phased implementation.

Councillor Dillon made a proposal as per paragraph 2.2 of the call-in report: That a decision on the options should be paused until an environmental assessment of the entire site has been carried out, the fall-out of the pandemic was better understood, and the appropriate project management structure and expertise is in place. The proposal was seconded by Councillor Brooks. At the vote, the proposal was not carried.

An alternative proposal was put forward by Councillor James Cole that OSMC concurred with the Executive decision and that it could be implemented with immediate effect. This was seconded by Councillor Claire Rowles. At the vote, the proposal was carried

RESOLVED that OSMC concurred with the Executive decision and that it could be implemented with immediate effect.

32. Receive Responses of the Council, Executive or Other Committees to Reports of the Commission

Resolved that the report be noted.

33. Draft Housing Strategy

(Councillor Dillon declared a personal and prejudicial interest in Agenda item 8 by virtue of the fact that he was an employee of Sovereign Housing. As his interest was personal and prejudicial he left the meeting and took no part in the debate or voting on the matter.)

The Commission considered a report (Agenda Item 8) concerning the Draft Housing Strategy.

Councillor Hilary Cole noted that the Housing Strategy covered the period to 2036. She acknowledged concerns regarding the impact of Covid, but suggested it was not wise to delay, since the impacts were unknown and unquantifiable, and the strategy would be regularly reviewed. She noted that it linked to other key strategies, such as the Environment Strategy and the Minerals and Waste Plan. In relation to the consultation, she noted that 477 people had ignored the instruction to read the survey before completing the survey, which resulted in responses being abandoned. As a result only 271 responses were viable for data analysis purposes. She stressed the importance of adopting the strategy.

Janet Weekes made the following points in relation to the strategy:

- It would replace the current housing strategy adopted in 2010.
- It was a Corporate priority.
- A peer review had been undertaken in 2019.
- It enabled the Council to set out its future strategic plans.
- Although not a statutory requirement, it would meet a range of statutory duties.
- It was a high level strategic document linked to other strategies and operational policies.
- The Housing Strategy would run up to 2036.
- The consultation ran for 6 weeks, with 271 valid responses received and a consultation report had been produced.
- Extensive communications had been carried, including use of social media.
- Key themes from the consultation included: affordability / more affordable housing and environmental / climate considerations.
- The Strategy was scheduled to be adopted at Executive in March 2021.

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She highlighted a number of key challenges:

- How best to influence the housing market
- It would require more than just building new homes
- Mitigating the effects of welfare reform
- Understanding and addressing the housing need of residents
- Responding to ever-changing needs, including the effects of Covid-19
- Delivery of the housing strategy via a delivery plan

She concluded by highlighting the two priorities in the strategy:

- Priority 1 – Enable every resident to have access to a home that meets their needs
- Priority 2 – Reduce homelessness

Councillor Tony Vickers noted that 83% of housing was privately owned. He commented that owner-occupied housing was falling and private rented accommodation was growing. He stated that this could lead to insecurity of tenure and there was a need for stability. He was pleased to see measures to incentivise landlords to make arrangements for homeless individuals to retain their security, but asked for further information and confirmation that sufficient resources were in place to address this.

Janet Weekes explained that pressure bids had been submitted to ensure sufficient resources would be in place to implement the strategy.

Councillor Steve Masters noted good progress made in addressing homelessness and asked if there would be a continual need to ask for extra funding from outside the Council. Councillor Hilary Cole stated that the Council had been successful in securing previous Government funding and would continue to bid for available grants in future.

Councillor Masters also asked if the strategy provided the Council with the ability to secure high environmental standards from developers. Councillor Hilary Cole explained that the new Local Plan would address this. She stated that the Council was always keen to enforce high environmental standards in housing, but it was dependent on Central Government rules.

Councillor James Cole suggested that the Housing Strategy should have a third priority, reflecting the Climate Emergency declaration. Councillor Hilary Cole reiterated that the emerging Local Plan would strengthen environmental policies and that it was unnecessary to have a third priority in the strategy.

Councillor Tom Marino asked about the drop in the number of disabled facilities grant paid from 2015 to 2016. Janet Weekes explained that the Council had not achieved spend and the number of grant applications were lower in that period.

The Chairman praised the strategy and indicated that it was superior to the previous version. He suggested that further details should be included on the Council's Joint Delivery Vehicle and the proposed Council-owned housing company. Also he suggested that research should have been undertaken prior to writing the strategy to identify the level of demand for affordable rent and discounted home ownership products from young people and key workers.

RESOLVED that the report be noted and passed to the Executive for approval.

Councillor Lee Dillon rejoined the meeting. His query about the survey was answered by Councillor Hilary Cole as per the discussion earlier in the meeting.

34. Revenue Financial Performance Report - Quarter 2 of 2020/21

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The Commission considered a report (Agenda Item 9) concerning the Revenue Financial Performance Report - Quarter 2 of 2020/21.

Joseph Holmes outlined the in-year financial performance of the Council's revenue budgets and asked members to note the forecast underspend of £1.5 million, which was linked to Adult Social Care, the impact of Covid-19 and the Government funding that had been received.

Councillor Brooks noted the forecast for year-end was an underspend of £1.5 million, but suggested that the final amount would be more than this. He noted that there had been a history of under-spend increasing in Quarter 4 and that he would not be surprised to see the figure increase to £3 million, and he suggested that the Council needed to improve its forecasting.

The Chairman noted the significant funds allocated by Central Government in response to the pandemic. Also, he highlighted the net position in Appendix A of the report and queried if the £1.5 million underspend was against the revised budget, and if the figure was actually £2.5 million when considered against the original budget. Joseph Holmes confirmed this was correct. Councillor Lee Dillon suggested that this should be highlighted in future reports. Councillor Gareth Hurley suggested that information should be provided to show in which quarter the budget had changed. The Chairman suggested that future reports include a commentary to explain adjustments in the last period.

RESOLVED that the report be noted.

35. Capital Financial Performance Report - Quarter 2 of 2020/21

The Commission considered a report (Agenda Item 10) concerning Capital Financial Performance Report - Quarter 2 of 2020/21.

Councillor Ross Mackinnon outlined that the financial performance report provided to Members on a quarterly basis reported on the under or over spends against the Council's approved capital budget. He highlighted a £6 million increase in reprofiled projects from Quarter 1. He identified the effects of the Covid pandemic as the main reason for projects being delayed, but gave assurance that they were not being cancelled.

Councillor Vickers asked about paragraph 5.4b, which indicated that Newbury Station car park was not proceeding as originally planned. He asked if this was different to the Market Street project. Joseph Holmes confirmed that the Council had the opportunity to purchase floors in the new multi-storey car park, but the landowner had subsequently decided to take the option, so it was no longer available to the Council.

The Chairman asked about the project on the south side of Newbury Station. Nick Carter indicated that it was still going ahead. Councillor Mackinnon noted that it had slipped to August 2021 as a result of a GWR delay.

Councillor Gareth Hurley declared a prejudicial or a disclosable pecuniary interest by virtue of the fact that he worked for GWR and indicated that he would take no part in any further debate on this project.

RESOLVED that the report be noted.

36. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme.

The Chairman proposed that he, the Vice Chairman and Gordon Oliver should meet to discuss the programme in more detail and report back to the meeting on 9 February.

RESOLVED that the work programme be noted.

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(The meeting commenced at 6.00 pm and closed at 8.26 pm)

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

**MINUTES OF THE MEETING HELD ON
TUESDAY, 9 FEBRUARY 2021**

Councillors Present: Jeff Brooks, James Cole, Lee Dillon (Vice-Chairman), Lynne Doherty, Gareth Hurley, Alan Law (Chairman), Ross Mackinnon, Thomas Marino, Steve Masters, Joanne Stewart and Tony Vickers

Also Present: Catalin Bogos (Performance Research Consultation Manager), Nick Carter (Chief Executive) and Andy Sharp (Executive Director (People)), Gordon Oliver (Corporate Policy Support) and James Townsend

PART I

37. Declarations of Interest

Councillors Tony Vickers and Steve Masters declared an interest in Agenda Items 5 and 6, but reported that, as their interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.

38. Commercialisation Part 2: Commercial Board Update

Andy Sharp introduced the report that sought to respond to the request from the Overview and Scrutiny Management Commission for an update in respect of the Commercial Board and its work programme. He outlined that the purpose of the report was to:

- Provide an overview of the history of the Board; and
- Provide an overview of the work programme for 2021/22.

He indicated that the focus of the Board had changed in recent months and was now on the following:

- To identify and lead strategically significant commercialisation programmes;
- To provide guidance and support to cross-organisational commercialisation projects; and
- To take oversight of the traded services arrangements within the organisation, largely through the Education Service.

He reported that the project identified for further consideration through the Lions' Lair process (which encouraged staff to identify potential commercial opportunities), related to the potential development of a crematorium within West Berkshire. An initial business case outlining a proposal for the development had been considered and approved by the Board, and a consultant would be appointed to help develop a detailed business case. He indicated that the Board would also be supporting the Housing Service with the development of a new housing company. In addition, he noted that the Board had commissioned an organisation called "Keystone" to deliver commercial skills training to Council staff, targeting those who already lead traded services and those who lead services that could be delivered in a more commercial way.

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He reported that the Board had created a Steering Group for Traded Services, which was reviewing all of the Council's traded services within the Education portfolio to identify opportunities to increase income, whilst also providing better support to the schools that the Council already works with.

Councillor Jeff Brooks indicated that he wanted to see more detail in the report on traded services in Education. He noted that he would have liked to have seen the scale and scope of these services, i.e. services provided, clients, competitors and market analysis. He indicated that the report had missed the opportunity to set goals and identify actions to help the Council be more competitive. He also asked if there was a need for another crematorium in West Berkshire, since he thought that the existing facility was coping with demand.

The Chairman asked Andy Sharp if more detail and data could be provided. Andy Sharp noted that the purpose of this report was to give an overview of the work of the Commercial Board. He offered to bring a more detailed report on traded services in Education to a future meeting, including: details of the current offer, level of income, and how this has changed over time.

The Chairman asked for a short report, which listed the services with their revenues and any profits / losses.

Councillor Brooks also suggested that this also should include sales targets.

Councillor Tom Marino asked what services were traded and reiterated the need for financial information. Andy Sharp confirmed that these were mostly support services, ie. HR, ICT, finance and school improvement. He confirmed that any surpluses from traded services were put back into Council services.

Action: Andy Sharp to bring a follow-up paper on commercial services to OSMC in April.

Andy Sharp, noted that the crematorium proposal was for a sustainable facility using renewable energy. The outline business case identified a potential market, but a more detailed business case was needed to identify whether it could be operated profitably. This would require specialist consultancy support.

Councillor James Cole noted that Housing would be an important aspect of the Board's activities and asked if other Executive Portfolio Holders would be brought in. He also asked if the crematorium proposal was the only thing to come out of the 'Lions Lair'. Andy Sharp explained that the purpose of the Board was to offer advice, guidance and support to projects/programmes with a commercial emphasis rather than taking on their governance. He indicated that the Housing Board would oversee the new housing company. He highlighted the 'RouteGuard' project on safe walking routes to schools as another successful Lions' Lair project. He explained that most projects identified were either not considered viable or had insufficient income potential.

Councillor Cole asked if there were plans to repeat the Lions' Lair. Andy Sharp indicated that a proposal was going to the Board that week around generating ideas from staff about doing things differently, including commercial ventures.

Councillor Tony Vickers asked about the Lions' Lair process and suggested that involving staff in generating commercial ideas should be an ongoing initiative. He suggested that a SWOT analysis was needed to respond to developments in national education policy.

Councillor Garth Simpson indicated that death rates were steady and fairly predictable outside of the pandemic, and suggested that the crematorium market was well-covered. He did not consider that a sustainable crematorium was an easily sellable proposition if

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the electricity was cheaper than that used by the current facility. He highlighted concerns about the ownership and financing of existing crematoria across the UK.

Andy Sharp noted that researching the market in more detail was the main reason for the second phase of the business case.

Councillor Simpson questioned the aims identified in the report, particularly in relation to having a swathe of commercial activities. He suggested that the next two years would be challenging as the district recovered from Covid, and this would consume officers' time.

Councillor Gareth Hurley sought clarification about the problem statement and strategic objective for the crematorium project. He indicated that he would be interested in seeing the outline business case and initial land search.

Councillor Lee Dillon echoed other Members' calls for additional data. He asked for more detail on projected vs achieved income targets. He suggested that where a budget pressure was identified, an income target may be set, which could become the focus rather than service delivery. He asked where the balance should be in terms of income generation vs service delivery. He also asked how much commercial expertise was on the Commercial Board, and whether a specialist person could be brought in to work with the Council for a limited period. Finally, in relation to Education, he asked how much the commercialisation was underpinning the Education team, and if more academies were to deliver services in-house, what that would mean for core services to LEA schools.

Andy Sharp noted that there were colleagues on the board with commercial expertise and that external support was utilised as and when required. He acknowledged that there were tipping points in terms of the operating surplus of the Education Service, which could be incorporated into a future report.

Councillor Ross Mackinnon noted that the sustainable nature of the crematorium didn't just relate to energy usage, but there were also other environmental aspects. He noted that the commercial business case was in the early stages and it was too early to rule it out completely. He indicated that neighbouring local authorities generated significant levels of income by running their own crematoria. He agreed with Councillor Dillon's point about focusing on provision of efficient services, but where there were opportunities for commercial income, these were worth exploring.

Councillor Steve Masters agreed with Councillor Mackinnon that there were other sustainability issues relating to crematoria. He also agreed with Councillor Simpson about the challenging period of post-Covid recovery and suggested that the Board should not put too much pressure on officers to be commercial.

The Chairman concluded by asking for additional information on traded services. He echoed the concerns about the crematorium and indicated that one crematorium served the whole of Northern Ireland, but there was one in Thatcham and others in neighbouring local authorities. He also suggested that there could be additional services that could be traded.

Resolved that the report be noted and that a further report be brought to OSMC to provide more in-depth analysis on the Council's commercial activities.

39. 2020/21 Performance Report Quarter Two

Catalin Bogos introduced the report and explained that it provided assurance that the Council's core business and priorities for improvement were being managed effectively. He noted that the context remained challenging in Quarter 2, with the Council responding to the pandemic by protecting residents and supporting local businesses. He stated that in West Berkshire, many key economic indicators had maintained pre-Covid strong

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levels. However, there had been an increase in benefit claimants, and the Council was supporting young people with work placements through the Kickstart scheme. He noted that a key focus for the Council had been on distribution of grants to local businesses.

He indicated that most performance indicators relating to the Council's core business were on track to achieve end-of-year targets, with strong performance for financial assessments, timeliness of decisions on benefit claims, recycling levels, and timeliness of responses to planning applications. He highlighted some exceptions, such as Council tax and non-domestic rates collections, but noted that these were as a result of the Council's actions to support residents and businesses, and the deficit should be recovered from Central Government funding. He also highlighted a number of performance indicators where activity had paused or could not be reported due to the pandemic (e.g. care home inspections and education attainment).

In terms of priorities for improvement, the majority of measures were reported as being on target. He noted that where milestones had been achieved, new measures had been identified.

Councillor James Cole suggested that performance was good and sensible decisions had been taken in response to the pandemic.

Councillor Dillon noted that the KPIs were being achieved and that where the Council was not achieving target (e.g. rates), the reasons were understood and the opposition was supportive of the approach. He asked about the percentage of children in care who had received a visit within 6 weeks and noted that the Council was below target for statutory visits. He asked if the Council had a plan for targeting high-risk families during the pandemic. Catalin Bogos noted that Government allowed for visits to be made in different ways, but the Council was continuing to report against the normal methodology. The exceptions report mentioned that some visits were being made virtually and mitigations were being put in place to address the shortcomings of this format and some face-to-face visits were still being made.

Councillor Dillon noted that circumstances had changed as the UK had gone into lockdown in Quarter 3.

Councillor Vickers suggested the statement that 'independent shops have been better able to survive during the lockdown' was counter-intuitive. He asked if any work had been done locally to confirm whether that was the case for West Berkshire. Catalin Bogos confirmed that support grants had been allocated to local businesses. He offered to try and get a response to the question.

Action: Catalin Bogos to find out if there is any research about how local independent businesses have fared during lockdown.

Councillor Brooks asked for more detail in relation to activity around ensuring the wellbeing of older people and vulnerable adults. He highlighted the fact that only 66.7% of care homes had been inspected by the CQC. The Chairman highlighted the section in the report that confirmed the CQC had been unable to carry out the usual inspections during Covid.

The Chairman highlighted the lack of benchmarking data for 2019 and 2020. Catalin Bogos indicated that there was a significant time lag and the report would be updated as data became available.

The Chairman concluded by praising the Council's performance during unprecedented times. However, he asked for more detail on the top 10 local employers within the next quarterly report and plans for senior Members and Officers to meet with them. Catalin

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Bogos confirmed that this was linked with the Economic Development Strategy and undertook to discuss this with the service and executive portfolio holder.

Action: Catalin Bogos to review the performance indicator relating to visiting the top-10 employers in West Berkshire.

Resolved that the report be noted.

40. Health Scrutiny

(Councillor Steve Masters declared a personal interest by virtue of the fact that he was a trustee of Eight Bells for Mental Health and Councillor Tony Vickers declared a personal interest by virtue of the fact that his wife (Councillor Martha Vickers) was a non-executive Board Member of Healthwatch. As their interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.)

The Chairman provided an overview to Items 5 and 6. He stated that the Council had statutory powers to scrutinise health providers who provided services to West Berkshire residents. There had been several recent consultations about changes to health services that had to be directed to a scrutiny committee. Also, the development of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (ICS) created a requirement for joint scrutiny of their activities. He explained that the Council was proposing to set up a Health Scrutiny Committee, which would report to OSMC, and that members of that Committee would represent West Berkshire on the Joint Committee when considering activities at the ICS level.

Gordon Oliver introduced a report that sought to consider a proposal to form a new Health Overview and Scrutiny Committee to undertake scrutiny of Public Health and NHS services in West Berkshire. He noted that health scrutiny had its own legislation which required bodies to consult local authorities' health scrutiny committees on any proposals they had for substantial developments or changes in services. He highlighted that the legislation gave local authorities powers to scrutinise the planning, development and operation of the health service, and that health scrutiny committees could make recommendations to and require responses from NHS bodies. He noted that OSMC was responsible for health scrutiny, but it lacked the capacity and specialist expertise to do this in depth, so a new Health Scrutiny Committee was proposed, which would set its own work programme and set up task groups to undertake in-depth reviews. He noted that provision would be made for up to two non-voting co-opted members to provide specialist advice on particular reviews. A 0.5 FTE Scrutiny Officer post would be required to coordinate meetings and provide policy support. This had been identified as a budget pressure for 2021/22.

Councillor Dillon noted the options listed in the report and suggested that neither Full Council nor OSMC would be able to respond to health consultations in an efficient way. He supported the proposal, but wanted the number of members to be left undefined at this stage. He welcomed more health scrutiny given the level of public money spent on health. He suggested that it would be wise to also scrutinise the private healthcare providers in West Berkshire.

Councillor Cole agreed with the proposal and suggested that any issues with the meeting quorum could be addressed through substitutes.

The Chairman agreed that the number of members should be left undefined at this stage.

Resolved that OSMC:

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- (a) SUPPORT the proposal for a Health Overview and Scrutiny Committee, reporting to Overview and Scrutiny Management Commission, to undertake scrutiny of Public Health services, and the planning, development and operation of NHS services for the citizens of West Berkshire; and.
- (b) RECOMMEND that Council delegates scrutiny of Public Health and NHS services in West Berkshire to the Health Overview and Scrutiny Committee; and
- (c) RECOMMEND that Council approves the terms of reference for the Health Overview and Scrutiny Committee

41. **Health Scrutiny Arrangements Across the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System**

(Councillor Steve Masters declared a personal interest by virtue of the fact that he was a trustee of Eight Bells for Mental Health and Councillor Tony Vickers declared a personal interest by virtue of the fact that his wife (Councillor Martha Vickers) was a non-executive Board Member of Healthwatch. As their interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, they determined to remain to take part in the debate and vote on the matter.)

Gordon Oliver introduced the report. He noted that currently, the majority of health scrutiny took place at the local level, but a joint committee was needed to scrutinise activity across the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (ICS) footprint. He noted that ICSs would become statutory from April 2022 with Clinical Commissioning Groups to be restructured to become coterminous with the ICSs. He explained that the intention was for the ICS to have a single funding pot to cover primary care and commissioning of local and specialised care services, as well as sustainability and transformation funding. He stated that where proposals for substantial variations in service affected more than one local authority area, then the affected local authorities must appoint a joint health overview and scrutiny committee to consider them. He noted that it was predicted for around 80% of health scrutiny to take place at a local level, and a toolkit would be developed to help determine whether matters should be considered locally or jointly. He noted that the proposed quorum would be six members, with a minimum of one from each local authority. He also explained that it was proposed to remove restrictions on the number of non-voting co-opted members, and that discussions were ongoing regarding representation from the five Healthwatch services. In terms of the host and chairing duties, he confirmed that this would rotate every two years. He indicated that the aspiration was for the new joint committee to be established by May 2021 and that each local authority would need to sign off the terms of reference. He concluded by highlighting the report's recommendations.

The Chairman noted that some details were still evolving, but asked Members to note the report and give it their support so it could be taken to Council for approval.

Councillor Tony Vickers welcomed the proposal and noted that Councillor Martha Vickers had previously highlighted the need for more health scrutiny. He indicated that he did not think a committee of five Members with a quorum of four was sufficient, and suggested it should have seven members with representation from all three parties. Furthermore, he suggested that an Opposition member should be on the joint health scrutiny committee. The Chairman indicated that his preference was for smaller committees.

Councillor Cole noted the proposal for hosting and chairing duties to rotate and suggested that there may be IT issues that would need to be resolved. The Chairman agreed and cited the Pension Panel as a cross-authority committee that remained with one local authority as host.

Resolved that OSMC:

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 9 FEBRUARY 2021 - MINUTES

- (a) SUPPORT the proposal for a joint health overview and scrutiny committee to consider health issues at the NHS Integrated Care System level across Buckinghamshire, Oxfordshire and Berkshire West;
- (b) RECOMMEND that Full Council delegates scrutiny of health issues at the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System level to the joint health overview and scrutiny committee; and
- (c) RECOMMEND that Full Council approves the terms of reference for the joint health overview and scrutiny committee as set out in Appendix C of the report.

42. Overview and Scrutiny Management Commission Work Programme

The Chairman explained that he had met with Cllr Dillon and the Principal Policy Officer to review the programme. He highlighted that a task and finish group, chaired by Councillor Hurley, would be arranged to scrutinise the forthcoming Leisure Strategy. Councillor Dillon stated that as Shadow Portfolio Holder, Councillor Erik Pattenden would be the Liberal Democrat representative on the group. The Chairman noted that a draft Terms of Reference had been created and that Cllr Hurley would discuss this with the Head of Service.

Action: Councillor Hurley to discuss the Terms of Reference with the Head of Service.

Councillor Dillon highlighted the 'Covid-19 lessons learned' item. He noted that it was important for this scrutiny to be carried out at the appropriate time and that it may need to move again to respond to any changes in the local situation.

Resolved that the work programme be noted and agreed.

43. Overview and Scrutiny Management Commission Meeting Dates

Councillor Law noted that he would like to better align OSMC meeting dates with the Executive meeting dates to make discussions around quarterly performance and financial reports more meaningful. He stated that he would work with Councillor Dillon and the Monitoring Officer to look into how the dates for 2021 could be changed.

Action: The Chairman to work with the Vice Chairman and Monitoring Officer regarding future meeting dates.

Resolved that the dates of future meeting be noted

(The meeting commenced at 6.30 pm and closed at 7.42 pm)

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Actions arising from last OSMC Meeting

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

Ref No:	Date	Item/Action	Member/Officer	Comments/ Update
18	14/01/2020	Corporate Programme and New Ways of Working - Progress with the NWoW reviews would be discussed with Heads of Service at appropriate stages in the process.	Catalin Bogos	Pending - Report on NWoW is on the agenda for the OSMC meeting in July 2021.
25	06/10/2020	ICT Digital Transformation Task Group Report - Confirm with the Chairman how often the task group will meet and how they will report back to OSMC	Cllr Tom Marino	Complete - Councillor Tom Marino confirmed that the ICT / Digital Task Group would meet every 6 months. The most recent meeting was on 16 March 2021.
28	06/10/2020	2020/21 Performance Report Q1- Review target relating to major employers. Suggest changing target to meet with each top 10 employer at least annually / 6 monthly	Catalin Bogos	Complete - New measure to be reported in the Q3 performance report.
31	26/01/2021	Revenue Financial Performance Report Q2 - Future reports to include a commentary to explain any adjustments to budget in the latest period	Joseph Holmes	Complete - Commentary to be incorporated into all future reports.
32	26/01/2021	OSMC Work Programme - Chairman, Vice Chairman and Principal Policy Officer to discuss the OSMC work programme	Cllr Alan Law / Cllr Lee Dillon / Gordon Oliver	Complete - Programme updated following discussions on 29 January
33	09/02/2021	Commercial Board Update - Provide further details on traded services (e.g. scale of operations, internal vs external customers, surplus, performance vs targets, market analysis, viability tipping point, SWOT analysis, etc)	Andy Sharp	Complete - Report on Traded Services to be considered at the OSMC meeting in April 2021.
34	09/02/2021	2020/21 Performance Report Q2 - PWC report suggests that nationally, independent shops have been better able to survive lockdown restrictions than chain stores. Check if there is local data to support this (e.g. as part of the Town Centre Masterplan).	Catalin Bogos	

35	09/02/2021	Overview and Scrutiny Management Commission Work Programme- Terms of reference for the Leisure Strategy Task and Finish Group to be discussed with the Head of Service	Cllr Gareth Hurley	
36	09/02/2021	OSMC Meeting Dates - Chairman to review meeting dates with the Vice Chairman and Monitoring Officer to better coordinate OSMC and Executive meetings.	Cllr Alan Law	Complete - Monitoring Officer has confirmed that the Chairman can choose to cancel meetings if not required and to arrange special meetings at alternative dates.

Last updated: 12 April 2021

Building Communities Together Partnership



Overview and Scrutiny Management Commission
20th April 2021

Nick Carter (WBC Chief Executive and Partnership Chair)
Supt. Zahid Aziz (Area Commander and Partnership Vice-Chair)

Agenda Item 6.

Building Communities Together Partnership



- The Partnership
- Engaging and Enabling Local Communities
- Strategic Assessment 2020/21
- Crime Overview
- Partnership working

Building Communities Together Partnership



BCT Partnership = **Community Safety Partnership for West Berkshire**
Keeping West Berkshire a safe place to live, work and visit

Legislation

Crime and Disorder Act 1998

Counter Terrorism and Security Act 2005

Crime and Policing Act 2014

(Domestic Abuse and Safe Accommodation Bill)

(Police, Crime, Sentencing and Courts Bill)

Statutory Partners

West Berkshire Council, Thames Valley Police, Royal Berkshire Fire and Rescue Service, National Probation Service (Community Rehabilitation Company), Health (Public Health and Clinical Commissioning Groups)

Building Communities Together Partnership



- Change to BCT Partnership – **April 2017**
- Blend of Safer Communities and Brilliant West Berkshire Partnerships
- Safer Communities role + **building community resilience**
- BCT Team - **Community Support Hub** – demonstration of community resilience

- Engaging and Enabling Local Communities – Vision:

Understanding and supporting the community connections that help *everyone* in West Berkshire shape thriving communities and create local solutions to challenges

Building Communities Together Partnership



Annual Strategic Assessment

Wide range of partnership data and narratives

12 months (1/11/19 – 31/10/20)

Diagnostic Conversation (December 2020)

Partnership Issues

- Violence Reduction
- Domestic Abuse
- Hate Crime
- Community Resilience

Refresh Partnership Plan (2019 – 2022)

Dovetail with other Local Strategies and Plans

Building Communities Together Partnership



Partnership Objectives

Community Engagement

Develop and sustain effective and appropriate ways of working *with* communities, groups, networks and individuals

Early Intervention and Prevention

Protect those who are vulnerable and work in partnership to reduce risk

Empowering Communities and Individuals

Identify opportunities for communities and individuals to 'take the lead'

Integrated Working

Strengthen the Building Communities Together Partnership

Building Communities Together Partnership



The next few slides will give an overview of the following areas;

- Domestic Abuse on West Berkshire
- County Drug Lines
- Violence and Knife Crime
- Anti Social Behaviour and Orders

In general terms as an Local Policing Area we have had a very productive 12 months.

Building Communities Together Partnership



Domestic Abuse

- As an LPA we have seen a reduction in DA calls from 2019/20. In 2019/20 we had 744 Domestic related offences, making an arrest in 329 (44%) of those calls. This year; 2020/21 we had 683 Domestic related offences, making an arrest in 392 (57%) of those calls.
- Despite domestic related crime being down by 61 offences we have improved the number of offences that have had a positive outcome by 33% having 198 positive outcomes in 2020/21 compared to 149 in 2019/20.

Building Communities Together Partnership



County Drug Lines (CDL)

- The Priority Crime Team at Newbury work closely with OP VANQUISH, which is a department set up to tackle CDL in Thames Valley.
- We have run several operations in the last 12 months targeting CDL. The last one in November; OP FLIP resulted in 17 arrests, £4500.00 cash recovered, £5000.00 drugs recovered from 3 warrants that were executed.
- Currently 6 active drug lines in West Berkshire, and we have made 12 recent arrests from members of these lines for drugs supply
- There have been 3 partial house closure orders on the LPA in recent months at properties involved in Drug Supply.

Building Communities Together Partnership



Knife Crime

- Knife crime has been set as a Force priority. We work closely with the newly formed Violence Reduction Unit to monitor knife crime. The VRU enables us to access additional funding for the area just to tackle knife crime.
- We have implemented a new review system with weekly meetings and incorporated new process where all knife crime offences are reviewed by a Detective Sergeant and allocated to an appropriate investigator. Also ensure referrals are completed and necessary safeguarding is put in place for all parties.
- As an area we have the lowest number of knife offences in Thames Valley, having had 58 offences recorded in 2020/21.
- West Berkshire despite having the lowest number of offences have the highest positive outcome rate of 41% in 2020/21.

Building Communities Together Partnership



Violence Offences

- On the area we have had a reduction in violence offence in 2020/21. In 2019/20 we had 510 violent offences. This year we have had 414.
- In 2019/20 we achieved a positive outcome in 104 (20%) of the violence offences. This year we have achieved a positive outcome in 118 offences (29%).

Despite having less recorded violence on the area, we have dealt positively with more perpetrators.

Building Communities Together Partnership



Anti Social Behaviour

- Public Spaces Protection Orders – this is a new order brought into replace current legislation to tackle street drinkers. The PSPO covers Newbury Town Centre and is the 1st in West Berkshire. COVID has meant that these have not been enforced on the LPA, but with Lockdown easing this is being re-visited and Fixed Penalty Notices will be issued.
- House Closures – We have had 8 initial house closure orders on the area in 2020/21. These were for 3 months. 4 of these have been extended by another 3 months. 5 arrests and charges have been made for breaching these closure orders.
- Criminal Behaviour Orders – We have had 2 CBO's issued in 2020/21. These have resulted in 7 arrests for breaches to the order.
- Community Protection Warning / Notices – These are warning and then notices for persistent ongoing anti social behaviour. On West Berkshire we have in 2020/21 issued 9 Community Protection Warning's, 2 Notices and charged 1 person with breaching the Notice.

Building Communities Together Partnership



Partnership Working

Domestic Abuse Reduction

Campaigns/Awareness Raising, Training (Champions)

County Drugs Lines

Need To Know Sessions, intelligence submissions, MAPS

Community Conversations

Engaging with those who are 'Seldom Heard', community solutions

Enforcement

House Closures, PSPOs, CPWN

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Traded Services

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	20 th April 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Head of Service agreed report: <i>(for Corporate Board)</i>	N/A
Date Portfolio Member agreed report:	6 th April 2021
Report Author:	Donna Fox
Forward Plan Ref:	

1 Purpose of the Report

- 1.1 The purpose of this report is to provide OSMC with further information in respect of the schools traded services as requested following the update provided at the previous meeting in respect of the work of the Commercial Board. Specifically the report details information in respect of the following key areas;
- The scale of current traded operations
 - Possible future approaches to generating additional income
 - The balance of WBC vs. traded activity in the affected services
 - Levels of operating profit / surplus
 - Current and trend performance against income targets
 - Competitor / market analysis
 - Viability tipping points for traded services
 - SWOT analysis taking account of future changes in education

2 Recommendation(s)

- 2.1 That OSMC note and comment on the content of this report in respect of traded services.

Implications and Impact Assessment

Implication	Commentary			
Financial:	There are no direct financial implications as a result of this report as it reflects existing activity.			
Human Resource:	There are no direct HR implications as a result of this report as it reflects existing activity.			
Legal:	There are no direct financial implications as a result of this report as it reflects existing activity. It is however important to note that traded services operate within a legal framework which does impact upon models of delivery and activity.			
Risk Management:	There are no direct risk management implications as a result of this report as it reflects existing activity.			
Property:	There are no direct property implications as a result of this report as it reflects existing activity.			
Policy:	There are no direct policy implications as a result of this report as it reflects existing activity.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		

B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Environmental Impact:		x		
Health Impact:		x		
ICT Impact:		x		
Digital Services Impact:		x		
Council Strategy Priorities:	X			The work of our traded services positively supports the Council Strategy priorities related to “Support everyone to reach their full potential” and “Ensure sustainable services through innovation & partnerships”.
Core Business:		x		
Data Impact:		x		There are no data impacts as a result of this report.
Consultation and Engagement:	<p>In producing this report the following Members, officers and groups have been consulted:</p> <p>Cllr Ross Mackinnon, Portfolio Holder, Andy Sharp, Chair of the Commercial Board and the Traded Services Sub Group of the Commercial Board.</p>			

3 Executive Summary

3.1 This paper seeks to answer questions about the operation of the council’s traded services. In answering these questions the report identifies the current position of traded services and future ambition. The Governance of traded services rests with the Commercialisation Board. The Board meets every month and the membership of this board is as follows;

Ross Mackinnon	Portfolio Holder, Finance & Economic Development
Dominic Boeck	Portfolio Holder, Children, Young People & Education
Andy Sharp	Executive Director, People
Sarah Clarke	Service Director, Strategy and Governance
Paul Anstey	Head of Public Protection and Culture
Joseph Holmes	Executive Director, Resources
June Graves	Head of Commissioning

Other attendees as project leads are John Carpenter (Sustainable Crematorium), Vicky Holland (Commercial Training) Donna Fox (Traded Services).

- 3.2 Traded services are not subsidised by the council. There are some services who receive income from the council as their service is also provided to the council. Examples of these services include Human Resources and Legal Services. The detail of the percentage of this income remains with individual services.

4 Supporting Information

Introduction

This report is intended to provide clarity around school traded services with specific reference to the issues highlighted at paragraph 1.1.

Background

- 4.1 The Council offers West Berkshire schools and academies the opportunity to buy a wide range of services. These are:

Tree Management

Educational Visits

Human Resources

Health & Safety

Schools Kitchen Help Desk

Insurance

Parental Leave Insurance (ended March 31st 2021)

Legal Services

Accountancy

Payroll

Buildings Maintenance (included in this report but no longer trading with schools)

ICT EMIS Support (Education Management Information Support)

ICT Technical Support

Educational Psychology

Emotional Health & Early Intervention

Educational Welfare

Free School Meals

Schools WAN (Wide area network)

School Improvement and Governor Services

Learning Support Team (Cognition and learning team known as CALT)

- 4.2 The Council has a great deal of experience and expertise in providing/selling support and services to schools through a well-established trading model, also known as 'buy back'. Schools recognise and value the quality of the services provided, however, over time the model and the trading environment has changed and is now challenged by the changing nature of funding into education and the need for schools to focus more on cost. The pandemic has had a negative impact on schools finances. As we enter the recovery stage it will be important to carefully assess this impact on traded services.
- 4.3 The conversion of schools to academies and the federation of maintained schools has been a key factor in changing the trading environment in recent years. This has created challenges for the Council in continuing to provide services and maintain income as the number of alternative providers in the external market has increased, often offering cheaper options.
- 4.4 Across the Council there are a range of trading services such as Finance, Legal and education support services such as School Improvement.
- 4.5 There is an element of interdependency between these services which can make a decision to withdraw a trading offer complex in terms of the 'knock on' effect on other trading areas.
- 4.6 **Current and trend performance against income targets and past /Levels of operating profit / surplus /, including the balance of WBC and traded activity.**

As a default, traded services should be aiming to generate income which is 10% higher than the direct costs of delivering the service. The additional income is a contribution to the overheads of the Council (i.e. support service recharges for building costs, central HR, accountancy, ICT etc). You can see from the tables at Fig. 1-3 whether different services are achieving this or not.

The operating models for traded services differ according to the service delivered. For example Schools accountancy are fully traded. This means that schools are charged a rate that reflects the buyback position relative to the number of staff required to deliver the service. Some services are part traded and part council funded. An example here is Human Resources who are funded by the council for corporate work and operate a traded service with schools. All details of the council expenditure for services is held centrally and not with the traded group.

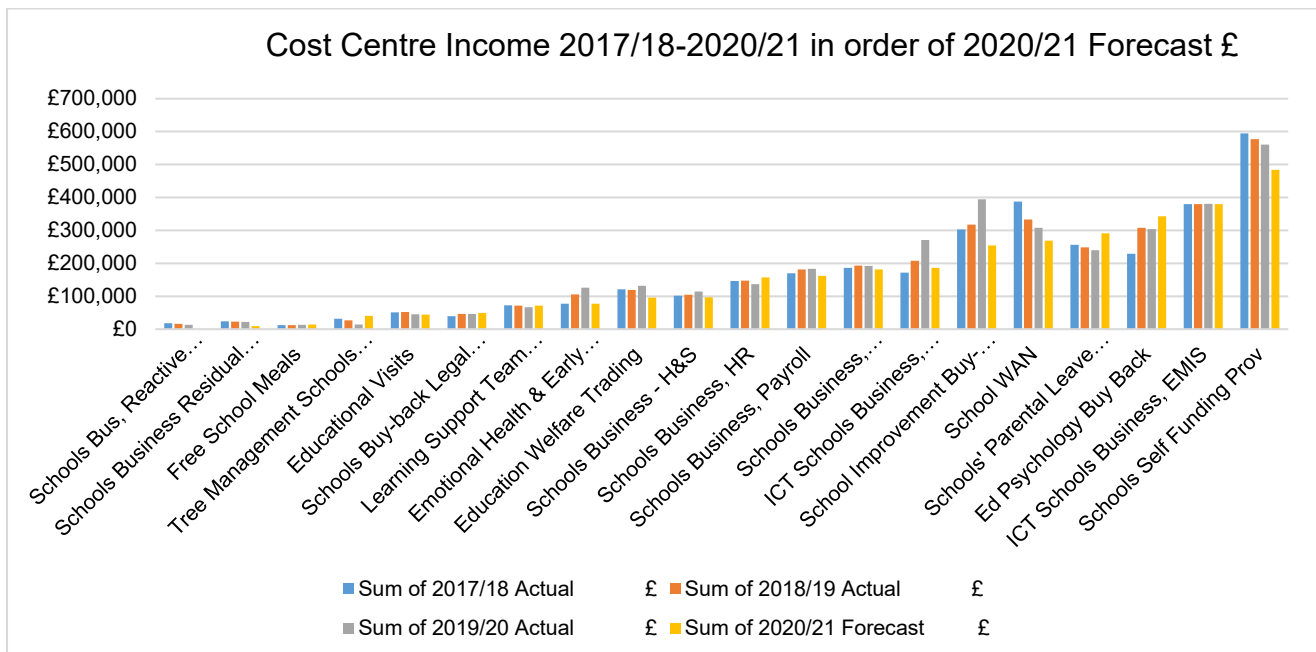
The graphs below show the data around income, surplus and deficits and forecasts for 2020/2021.

Please note: Schools self-funding provisions relate to insurance to schools. This area is not comparable in profit terms.

School Business reactive maintenance do not trade with schools.

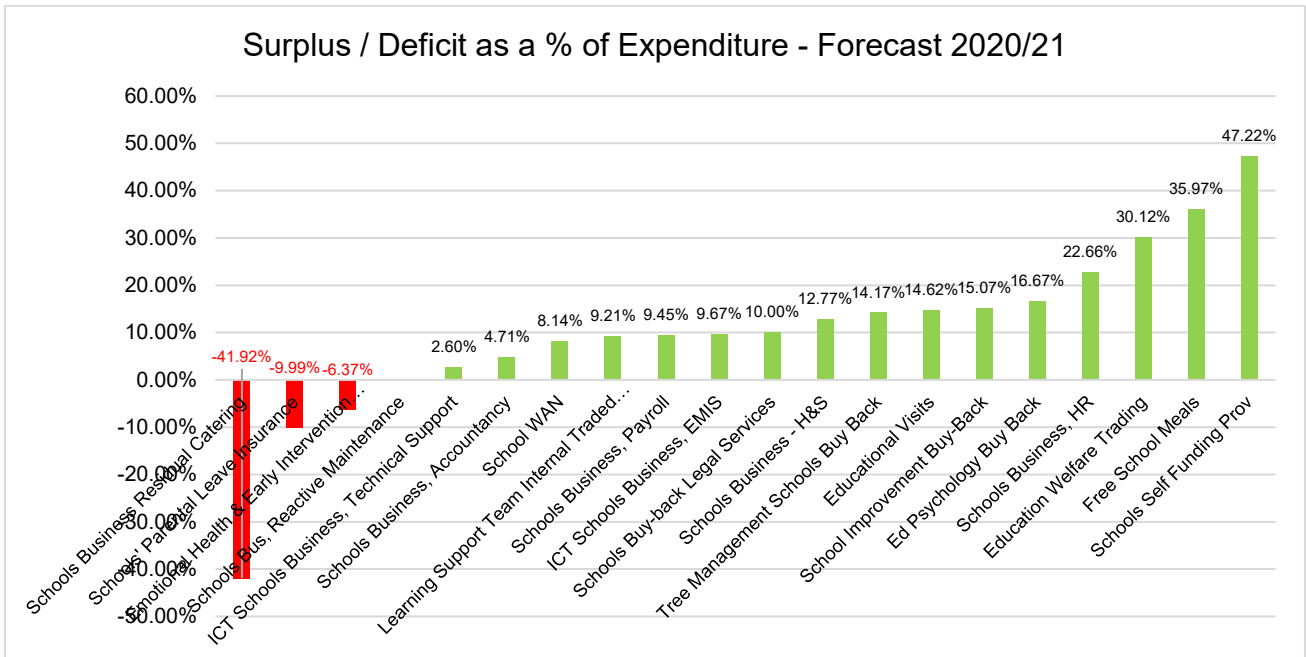
The data below relates to and is accurate as of February 2021.

Fig. 1



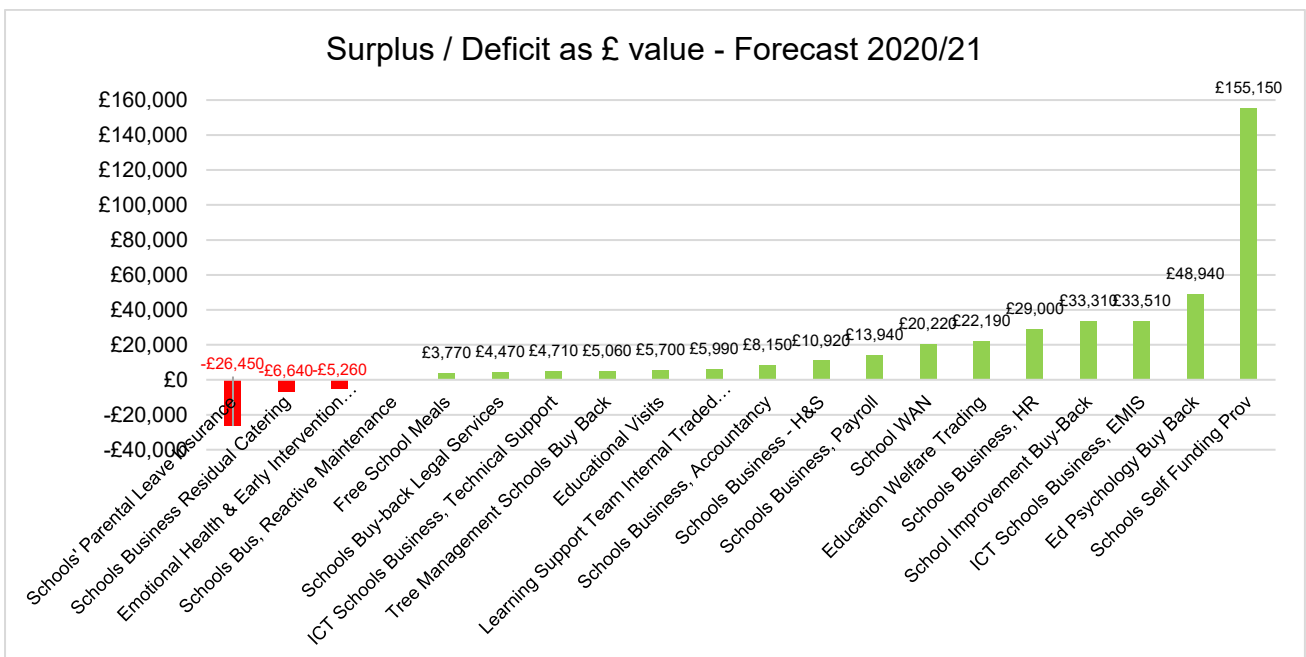
The amount of change in income is less variable, but is forecast to be reduced in most cases in 2020/21, with the notable exceptions of Schools' Parental Leave Insurance and Ed Psychology Buy Back. The cost centre with the largest value of income, Schools Self-Funding Provision (Insurances), has shown a reduction in income year on year. The reason for this is the reduction in the offer of insurance buy backs to schools. The income shown on this graphs includes grants from the Department for Education. Such grants are intended for specific purposes for example supporting schools who have an Ofsted rating of, 'requires improvement.'

Fig. 2



Only three cost centres are showing a deficit in terms of income as a percentage of expenditure. However, these are comparatively smaller in terms of £ value as the table below. Schools Business Residual Catering, in particular, is showing the largest deficit as a percentage (-41.92%), but this is comparatively small as a £ value. Catering buy backs have reduced considerably over the last 2 years due to schools seeking their own contracts.

Fig. 3



The three cost centres highlighted above as showing a deficit are comparatively small in terms of financial value. It is important to recognise that this is not the year end position. All

services operate a traded model around cost recovery. Therefore any surplus indicates costs are fully recovered for the service. Surplus balances are used to invest in the buyback provision or meet demanding targets associated with key performance indicators. An example of this is the investment the School Improvement service are making to address the attainment gap.

The projected income for 2020/2021 is £249,432.

4.7 Competitor / market analysis

All services recognise that they are not experts in market analysis. The commercial board have commissioned training support in this area to be provided for all service leads.

4.8 Expansion ambitions and Viability tipping points for traded services

Our ambition is to protect the council's reputation by providing high quality services. In doing so, careful risk analysis is necessary so that profit is not the single driver for activity. In order to achieve high quality outcomes some services offer free advice and support. An example of this is the 'Flying visit,' to schools who are due an Ofsted inspection. The purpose of this visit is to ensure preparedness and ultimately a positive outcome for the school.

In addition to this ambition is the reality that we need to protect and increase council finances through traded activity. With this in mind we aim to increase trading income by;

- a. Expanding the take up of existing products and services within the current market (market penetration)
- b. Taking existing products and services to new markets (market development)
- c. Developing new products and services for existing markets (product development)
- d. Developing new products and services for new markets (diversification)

There are a number of factors that help the traded services ambition but also some viability tipping points (barriers). These are outlined below.

Service	What Will help Expansion?	Viability tipping points
Human Resources	<p>Completion of the Learning Time project</p> <p>Maintaining staff levels in HR</p> <p>Testimonials from schools to explain value of joined up WBC trading between services</p>	<p>School budget restrictions</p> <p>IT support for projects</p> <p>Cost savings in services</p>
School Improvement and Governance	<p>Easily accessed funding to run projects in schools.</p> <p>Flexibility in trading account to save to invest in projects.</p>	<p>Funding pressures</p> <p>Any potential Service restructure - fewer people to do the work</p>

	Strengthening further the reputation for high quality service built upon ambition for pupils and young people in West Berkshire.	Any risk to reputation.
Legal	<p>More staff to undertake the work</p> <p>More help with marketing and selling services</p> <p>A more centralised approach on the part of WBC and dedicated liaison support with schools</p>	<p>Lack of capacity</p> <p>Competing demands from other services and clients (including maintained schools)</p> <p>Delay –We are at risk from private providers in this market if we do not act</p>
ICT	<p>Marketing expertise including a knowledge of schools business</p> <p>Time, additional resources and agility to develop new business</p> <p>Leeway to fail</p>	<p>Trying to achieve expansion as part of business as usual within West Berks. Market saturated and schools strapped for cash.</p> <p>Pressure to achieve savings and reduce expenditure</p> <p>Being uncompetitive</p>
Commissioning	Assistance with marketing.	Commissioning are currently carrying out a general procurement for schools cleaning and catering – need to wait for the outcome before we can move forward.
Payroll	Commercialisation Training	Current situation is a threat to expansion. High staff turnover (3/7) and working remotely.
Emotional Health Academy	<p>Marketing training</p> <p>Increased worker capacity</p> <p>Looking beyond West Berks and out of area schools for trading opportunities</p>	<p>Lack of capacity with workers and the Traded lead</p> <p>Other services offering similar support out of area</p>

While it is positive to see the ambition to expand, a sensible assessment needs to be made for each service around the potential for expansion. This expansion assessment needs to include the processes by which expansion can remain sustainable.

4.9 Current SWOT analysis taking account of *future changes* in education

<p>STRENGTHS Adaptive Leadership in services Stable, knowledgeable staff Good reputation among schools</p>	<p>WEAKNESSES High staff turnover in some services Competition – school budget restrictions mean schools look for price not value</p>
<p>OPPORTUNITIES Independent sector Neighbouring boroughs and large academies Linking services where sensible to do so to offer a bundle package of services.</p>	<p>THREATS Loss of income Reputational Risk Emphasis on profit v's quality School Budget restrictions – Covid costs De-delegation changes – National Funding Formula Government grants clawback / removal</p>

5 Other options considered

- 5.1 Over time consideration has been given to withdrawing from traded services within the education environment but this has been rejected on the basis that the current offer is valuable to schools and provides income to the Council that can be invested in enhanced delivery.

6 Conclusion

- 6.1 The traded services offer through education continues to provide good value for money to schools and operates in a model which provides a surplus for investment by the Council. It is recognised that the market for these traded services continues to become more challenging and for this reason a sub group of the Commercial Board is actively managing our position. On this basis it is recommended that OSMC note and comment of the content of this report.

7 Appendices

N/A

Corporate Board's recommendation

*(add text)

Background Papers:

*(add text)

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 Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Wards affected: *(add text)

The activity of the traded services covered within this report is cross District.

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Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
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Covid-19 income risks

Committee considering report:	Overview and Scrutiny Management Commission 20 April 2021
Portfolio Member:	Councillor Ross Mackinnon
Report Author:	
Forward Plan Ref:	N/A

1 Purpose of the Report

- 1.1 This report has been requested by the Overview & Scrutiny Management Commission (OSMC) to include “an item on Covid-19 related income risks. This should consider risks and associated mitigation strategies associated with changes to parking revenues and other income streams as a result of the Covid-19 pandemic”.
- 1.2 The purpose of the report is to respond to the request and set out the income pressures experienced by the Council due to Covid-19 and some of the mitigation strategies in place in the Medium Term Financial Strategy as well as those that may be required by service areas.

2 Recommendation

For the Committee to comment on and note the report and provide any recommendations to the Executive.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The financial implications are included within this report. In summary, the Council has experienced income losses estimated at £4.4m for the 20-21 financial year, with Government funding covering these losses through the income compensation scheme or non-ringfenced funding. There are potential longer term income implications from Covid that this paper sets out.

Covid-19 income risks

Human Resource:	None directly – if in the long term there will be changes to the Council's income then there could be HR implications in any potential responses to income losses or gains			
Legal:	None			
Risk Management:	None			
Property:	None			
Policy:	None			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		n/a as no specific proposals are included
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?				
Environmental Impact:		X		None specifically in this report
Health Impact:		X		None specifically in this report
ICT Impact:		X		None specifically in this report

Digital Services Impact:		x		None specifically in this report
Council Strategy Priorities:		x		None specifically in this report
Core Business:		X		The exact impact on core business is unknown but there could be additional income losses or gains for the coming financial years
Data Impact:		X		None
Consultation and Engagement:	Portfolio holder			

4 Executive Summary

4.1 This report is being brought to the OSMC at their request for further information on income losses due to Covid and the longer term implications of these.

5 Supporting Information

Introduction

5.1 The Covid-19 pandemic has had a significant impact on the Council's income. The Council is not alone in being in this position and the Government have recognised these pressures.

5.2 The Government have provided three main sources of Covid-19 related funding:

- (a) Non ring-fenced funding to be spent on the Covid-19 pandemic response – in 2020-21 the Council has received £9.6m of funding
- (b) Specific Covid-19 grant funding for schemes the Government set out, for example business grants, self-isolation support payments, infection control in care settings, re-opening high streets etc
- (c) An income compensation scheme to provide funding to Councils where they have suffered income losses due to Covid-19. This schemes works by the Council funding the first 5% of specific income losses against budgets by type e.g. planning income, and then the Council funding 25% of the remaining loss and Central Government 75% of the remaining loss. This schemes specifically excludes losses from commercial income.
- (d) Support has also been in place in respect of Council Tax and Business Rates income – this has been excluded from this report as the request was specifically

Covid-19 income risks

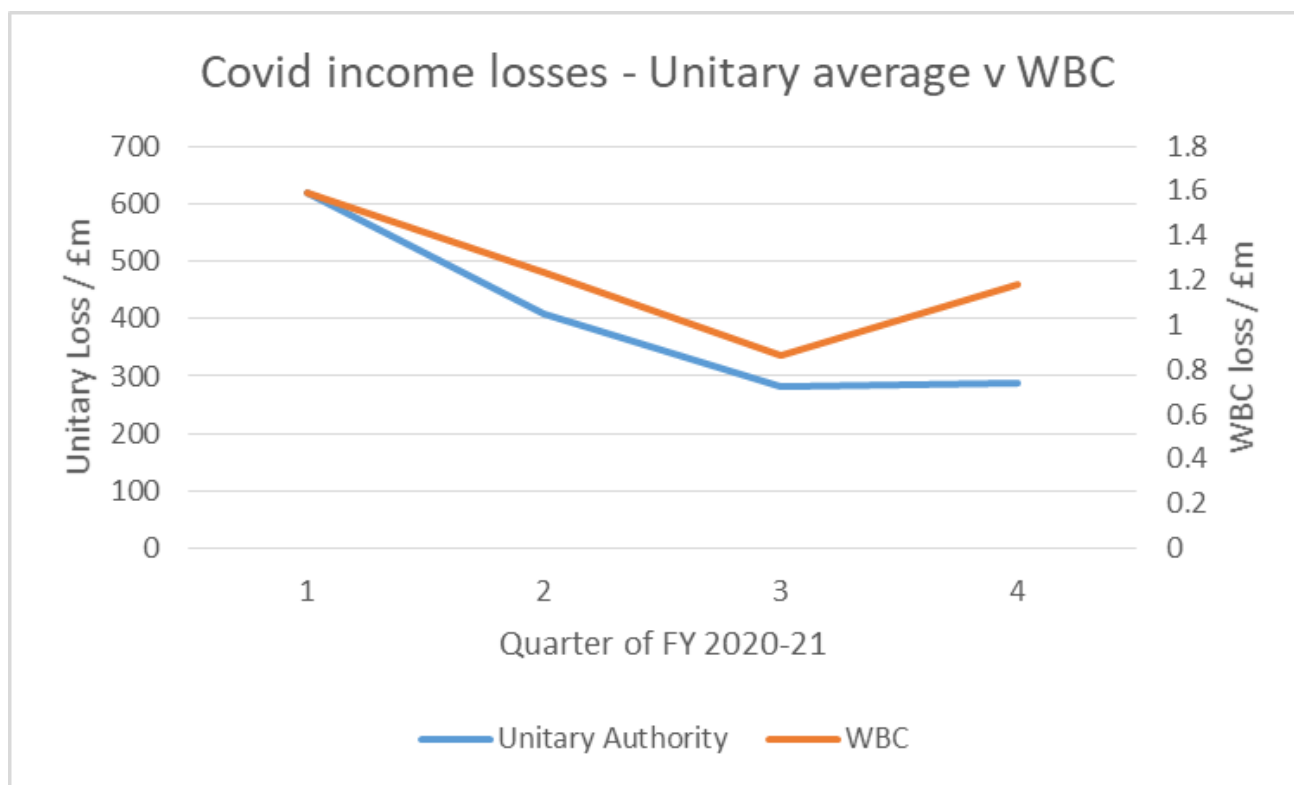
around car parking revenues and income streams rather than taxation received. Further information on this was also included in the 2021-22 revenue budget paper.

The impact for West Berkshire Council

5.3 The main areas of estimated losses for the year are included in the bullet points below by specific area, and in appendix A is a list of full estimated losses. The overall estimated loss is £4.4m (excluding Commercial income losses), of which an estimate £2.7m is expected to be funded through the income compensations scheme. The residual loss will be funded through the non-ringfenced funding provided by Government.

- Adult Social Care income £335k
- Car Parking £2,403k
- Licensing £147k
- Streetworks and traffic regulation £316k
- Leisure £448k
- Registrars £209k

5.4 It is difficult to compare income losses versus other councils as every council has a different setup and income streams, for example many others have far greater car parking or commercial income than West Berkshire, but the chart below shows the income losses from Covid versus other unitary councils. This highlights that the impact has been felt in a similar way to others on a timing basis, though not necessarily on an absolute amount of funding basis due to other council's different income streams.



Mitigations against income losses

- 5.5 The first mitigation included is in the revenue budget for 2021-22. Government have continued the income compensation schemes for the first quarter of 2021-22 which will assist the pressures the Council faces. Assuming the move from lockdown happens in accordance with the earliest Government gateways, ie a much greater return to normal economic and social activity from the 21st June, this should mean that income losses are significantly reduced. The Council has also been provided with £3.2m of non-ringfenced Government funding for Covid pressures, of which some of this can be used on income pressures that are not funded through the Government income compensation scheme.
- 5.6 The second mitigation is in the Medium Term Financial Strategy (MTFS). It has been recognised that there will be an on-going drop in some income, mainly car parking, due to changes in behaviour post Covid. In the MTFS, there is an assumed impact of **£0.9m** in 2022-23 in respect of Covid losses becoming an ongoing loss.
- 5.7 The third mitigation is through individual service areas. These are being considered at present, though it is anticipated that many of the key areas outlined in the impact for West Berkshire Council section above will return to pre Covid levels, especially in respect of Adult Social Care, licensing, registrars, street works and planning income. The two areas of greatest uncertainty are in respect of car parking income and leisure services. The impact on the latter will be further complicated by the upcoming Leisure Strategy as this may well seek changes to the leisure offering across the district as well as the procurement of a new leisure provider, so a like for like comparison will be difficult. The Council has been assisted on leisure pressure through having a contract where there is not a substantial rebate in income coming back to the Council, and this income stream forming a significant chunk of expected income.

Covid-19 income risks

- 5.8 It is also important to note that there may be some income gains from the Covid pandemic. For example, demand for certain services e.g. planning, licensing, registrars may well have been suppressed through Covid and so there could be some short term gain in income through these services being used and paid for more by the public in the 2021-22 financial year. As residents have been more engaged with the Council during the pandemic there could also be an increase in income to the Council through greater awareness of some of the services that the Council offers, especially as part of the recovery.

6 Other options considered

- 6.1 This report is to note only.

7 Conclusion

- 7.1 The Council has been pro-active in managing its financial position during Covid and has been supported with significant funds from Central Government. There remain many unknowns on the future impact of certain income streams to the Council but the Council has attempted to recognise some of this pressure in the MTFS and ensure there is longer term planning in place to mitigate these income losses.

8 Appendices

- 8.1 Appendix A – Estimated income losses for 2020-21

Table 5: Lost income against COVID-19 grant as at 05.03.2021	20/21 budget	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	2020/21 Total	Grand total
Description		£	£	£	£		£
Loss of income							
Loss of income (client contributions, lettings and catering sales across homecare, day opps, resource centres, fixed penalty notices not being issued as children not in school)	522,820	95,501	93,772	73,012	72,843	335,128	335,128
Emotional Health Academy - reduction in training income, buy back and parenting workshops	87,430	4,827	3,220	-	3,600	11,647	11,647
Thatcham (Central) Family Hubs - external room hires	55,910	9,612	6,060	4,790	7,849	28,311	28,311
Calcot (East) Family Hubs - external room hires	9,600	2,507	2,377	2,326	2,458	9,668	9,668
Education Psychology - Schools Buy Back. Unused hours of current buy back arrangement.	264,290	66,339	44,226	44,226	-	66,339	66,339
Learning Support Team Buy Back	66,000	3,718	-	-	-	3,718	3,718
Loss of income virtual school - training courses	6,460	250	-	-	-	250	250
Loss of Buy Back income safeguarding training courses	141,500	-	-	9,415	-	9,415	9,415
Loss of income from schools for Medical Home Tuition	78,000	-	16,094	830	1,878	18,802	18,802
Loss of Income Early Years subscriptions	30,320	16,341	720	-	-	17,061	17,061
Licensing	949,890	-	125,928	21,471	-	147,399	147,399
Land charges	261,900	37,700	3,400	11,200	4,615	27,715	27,715
Legal.	175,370	29,000	19,000	13,600	7,700	69,300	69,300
Free car parking/reduced parking inc lost PCN income	4,064,980	701,417	365,753	467,533	633,586	2,168,289	2,168,289
Car Parking Season Tickets		31,462	155,920	28,006	19,104	234,492	234,492
Streetworks licences	365,670	-	56,897	32,432	93,270	182,600	182,600
Streetworks permits	177,480	-	25,460	20,089	8,773	36,776	36,776
Tables and chairs licences	6,000	2,861	714	285	-	2,432	2,432
Traffic Regulation orders processing fees	98,900	-	33,695	9,952	52,293	95,941	95,941

Covid-19 income risks

In House Bus Services - loss of income	34,200	7,125	-	-	-	7,125	7,125
Loss of concessionary fares reimbursements from other LAs on in house services	16,000	-	1,500	-	-	1,500	1,500
Loss of income from third parties towards in house service	44,000	28,590	19,060	-	-	47,650	47,650
Loss of income on from Newbury College Student Tickets	228,480	-	2,451	-	-	2,451	2,451
Loss of income from departure charges from Newbury Wharf	14,330	2,400	1,400	-	-	3,800	3,800
Loss of income from replacement bus passes	5,560	1,350	400	-	-	1,750	1,750
Grounds Maintenance loss of income	6,720	3,956	5,009	274	-	3,782	5,458
Leisure Centre fees & refunds from Parkwood	265,000	86,157	86,550	86,550	86,550	345,806	345,806
Leisure centres, parish and school contributions (see Covid workings folder)	165,970	15,690	41,080	22,708	22,708	102,186	102,186
Henwick Worthy loss of income.	69,890	5,676	14,099	-	7,542	26,157	38,390
Shaw House	169,270	17,941	24,151	25,329	28,235	95,655	95,655
Libraries Parish Contributions	92,900	23,400	-	23,400	15,132	6,239	21,371
Libraries Fee Income	63,900	11,300	16,150	12,870	12,123	52,443	52,443
Libraries expenditure savings offset against income loss					-	11,418	-
Museum	24,600	2,354	8,405	2,639	10,347	23,745	23,745
Museum Expenditure savings offset against income loss					-	17,699	-
Registrar's Service - weddings	10,800	1,600	-	-	-	1,600	1,600
Registrar's Service - weddings.	340,170	45,220	43,384	67,399	53,550	209,552	209,552
Registrars expenditure savings offset against income loss					-	10,240	-
Shaw House Weddings (Exclusive Weddings)	22,200	-	7,888	2,833	2,000	12,721	12,721
Planning app income	1,485,890	57,600	25,450	12,650	-	77,300	18,400
	10,788,630	1,314,533	1,239,335	860,863	1,020,261	4,434,992	4,434,992

Leisure Strategy Task Group Scoping

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	20 April
Portfolio Member:	Councillor Howard Woollaston
Date Head of Service agreed report: <i>(for Corporate Board)</i>	06 April 2021
Date Portfolio Member agreed report:	11 April 2021
Report Author:	Gordon Oliver
Forward Plan Ref:	N/A

1 Purpose of the Report

This report sets out a proposal for a task group, which would be established by the Overview and Scrutiny Management Commission to review the draft Leisure Strategy, once it has been prepared.

2 Recommendation(s)

To approve the proposed scope and terms of reference for a task and finish group to review the Council’s draft Leisure Strategy.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	There are no direct financial implications associated with setting up the Task Group.
Human Resource:	There are no direct human resources implications associated with setting up the Task Group.
Legal:	There are no direct legal implications associated with setting up the Task Group.
Risk Management:	There are no risks inherent to setting up the Task Group.

Leisure Strategy Task Group Scoping

Property:	There are no direct property implications associated with setting up the Task Group.			
Policy:	The Task Group will review the Council’s draft Leisure Strategy and may make such recommendations as it considers appropriate.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		There are no direct equalities implications associated with setting up the Task Group.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		There are no direct environmental implications associated with setting up the Task Group.
Health Impact:		X		There are no direct health implications associated with setting up the Task Group.
ICT Impact:		X		There are no direct ICT impacts associated with setting up the Task Group.

Leisure Strategy Task Group Scoping

Digital Services Impact:		X		There are no direct Digital Services impacts associated with setting up the Task Group.
Council Strategy Priorities:		X		There are no direct implications for the Council Strategy Priorities or Core Business associated with setting up the Task Group.
Core Business:		X		
Data Impact:		X		There are no impacts on the rights of data subjects associated with setting up the Task Group.
Consultation and Engagement:	Sarah Clarke – Service Director Strategy & Governance Catalin Bogos – Performance, Research & Consultation Manager			

4 Executive Summary

- 4.1 At its meeting on 9 February 2021, the Overview and Scrutiny Management Commission (OSMC) agreed to set up a task and finish group to review the draft Leisure Strategy.
- 4.2 The intention is for the task and finish group to review the draft Leisure Strategy in the light of current guidance and best practice, and evidence to be gathered through a series of meetings with officers and other key stakeholders.
- 4.3 A draft scope and terms of reference for the task and finish group is set out in Appendix A for which approval is sought.
- 4.4 It is proposed that the task and finish group will report its findings and recommendations to a future OSMC meeting (provisionally programmed for 6 July 2021). Once agreed, these recommendations will be reported to the Council's Executive.

5 Supporting Information

Introduction

- 5.1 This report sets out a proposed scope and terms of reference for a task and finish group which would be created by the Overview and Scrutiny Management Commission for the purposes of reviewing West Berkshire Council's draft Leisure Strategy.

Background

- 5.2 The draft Leisure Strategy went out to public consultation between 8 October and 19 November 2020. It was initially due to be considered by Executive on 14 January, but this has been pushed back to allow for further development of the strategy in response to the feedback received.
- 5.3 At its meeting on 9 February 2021, OSMC indicated that they wanted to support the development of this key strategy by engaging in pre-decision scrutiny. OSMC resolved to set up a task and finish group for this purpose.

Proposals

- 5.4 A scope and terms of reference for the task and finish group has been drafted and is included in Appendix A.
- 5.5 It is proposed that the group will act as a 'critical friend', reviewing the draft Leisure Strategy, taking account of current guidance and best practice case studies, as well as evidence gathered through a series of meetings with key stakeholders.
- 5.6 Particular areas of interest include:
- Checking that the consultation and engagement processes have been sufficiently wide-ranging and that the responses are representative of the full range of sports and leisure activities and of the wider community;
 - Ensuring that the draft strategy and subsequent delivery plan are based on high quality, local evidence about: provision and demand for local leisure services, now and in the future; and any barriers to local citizens participating in sports and leisure activities;
 - Ensuring that there is a clear rationale and business case for proposed major investments in sports and leisure facilities and key contracts to be tendered within the lifetime of the strategy.
- 5.7 The Task Group will report its findings and recommendations to a future OSMC meeting.

6 Other options considered

- 6.1 Alternative options considered include:
- (a) For OSMC not to review the strategy – this option was discounted because:
- the Strategy is of particular interest to local residents and stakeholders; and
 - the Strategy will incur substantial expenditure relating to key contracts and capital investments.
- (b) For OSMC to review the strategy as part of the normal business of a future meeting – this option was discounted on the grounds that a more in-depth review is required than could be achieved at a single meeting.

7 Conclusion

7.1 Setting up a task and finish group would allow for robust scrutiny of the draft Leisure Strategy before it goes to the Executive for approval.

8 Appendices

8.1 Appendix A – Draft Scope and Terms of Reference

Corporate Board's recommendation

- The timescales for preparation of the Leisure Strategy are still to be agreed, so timescales should not be specified in the report.
- The Task Group needs clear objectives for their review.

Background Papers:

[Leisure Strategy 2021-2031 \(Pre-Consultation Version\)](#)

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 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"/>

Wards affected: All wards

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Document Control

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Appendix A

Overview and Scrutiny Review Matrix

Review Topic: Leisure Strategy

Timescale:
Start: TBC
Finish: TBC

Review Rationale:

1. The draft Leisure Strategy went out to consultation in autumn 2020 and is due to be adopted in 2021 – the Task and Finish Group will undertake pre-decision scrutiny.
2. The Task and Finish Group will review the consultation and its responses to ensure the Council has looked sufficiently broadly across the District.
3. The draft strategy needs to be reviewed, ensuring that it and the subsequent delivery plan are based on high quality, local evidence about the provision of and demand for local leisure facilities, now and in the future.
4. There are proposals for major investments in sports and leisure facilities (e.g. Newbury Lido) and tendering of key contracts within the lifetime of the strategy, which must have a clear rationale and business case.
5. The Task and Finish Group will make comments / recommendations for further work and / or changes to the strategy prior to going to Executive for adoption.

Key Questions:

1. Does the Draft Leisure Strategy achieve all of its objectives?
2. Has the Council consulted widely enough in preparing the strategy, including community groups and seldom heard communities?
3. Do we have a clear picture of current and future demand for / usage of / satisfaction with local leisure facilities across the full spectrum of sports and leisure activities, based on high quality, local evidence?
4. Do we have a clear picture of any barriers to local citizens participating in sports and leisure activities and will the strategy be effective in addressing these?
5. How popular / well-used are local leisure assets such as the Newbury Lido and the Dolphin Centre in Pangbourne?
6. How effective has local stakeholder engagement been in informing the development of the strategy and associated major investment proposals (e.g. Newbury Lido), and is there a clear business case for these investments?

Review Membership:
TBC (4 members)

Chairman: TBC

Vice-Chairman: TBC

Lead Officer: Gordon Oliver

Information Required:

- Draft Leisure Strategy
- Consultation Report
- Evidence Base
- Leisure Programme

Witnesses:

- Matt Pearce (Service Director – Communities and Wellbeing)
- Jim Sweeting (Sports and Leisure Manager)
- Others TBC

2020/21 Revenue Financial Performance Quarter Three

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	20 April 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed report:	21 January 2021
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3911

1 Purpose of the Report

- 1.1 To report on the in-year financial performance of the Council's revenue budgets.

2 Recommendation

- 1.1 To note the Quarter Three forecast of £3.4m under spend.

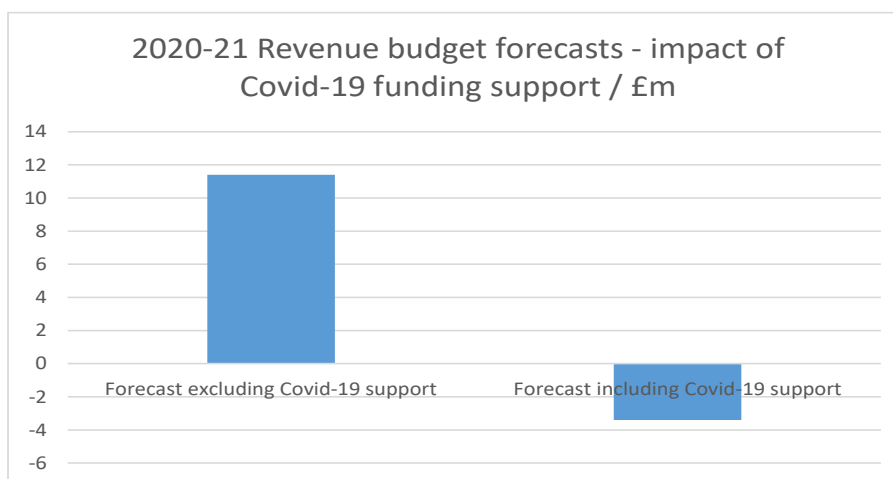
3 Implications and Impact Assessment

Implication	Commentary
Financial:	The Quarter Three forecast is an under spend of £3.4m. Any under spend at year end will be added to the Council's reserves. Any under spend arising from the Covid grant funding will be set off against the Collection Fund deficit.
Human Resource:	None
Legal:	None
Risk Management:	Risks to next years' budget are included where relevant in the report. Where identified these will form part of the budget build process for 2021/22.
Property:	Impact on income due to an unlet commercial property.
Policy:	No

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		Y		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		Y		
Environmental Impact:		Y		
Health Impact:		Y		
ICT Impact:		Y		
Digital Services Impact:		y		
Council Strategy Priorities:		y		Business as usual
Core Business:		y		
Data Impact:		y		
Consultation and Engagement:	Budget holders, Heads of Service and Directors.			

4 Executive Summary

- 4.1 The current financial year continues to present a significant number of financial challenges for the Council in supporting our residents and business. The overall forecast under spend is interlinked to the use of covid resources provided by central government and allows for the protection of the Council’s financial position in the midst of the current Covid-19 pandemic enabling Council services to deliver their key areas of responsibility.
- 4.2 It is important to recognise that this underlying forecast under spend is due to the large level of Government financial support. The Council is forecasting almost £6m of additional Covid-19 expenditure pressures which the Council has received funding for from Central Government, as well as income pressures of over £4m which the Government has funded over half of this loss. Adult Social Care (ASC) costs have also been supported with additional funding from the Clinical Commissioning Group (CCG) of almost £5m. Without this level of support, the Council would be facing a significant over spend of approximately £11m that would likely have put the Council far below its minimum level of reserves resulting in some immediate ceasing of service activity. As referenced further in this report, funds of £84m have been received from Government for other Covid-19 schemes and grants which are supporting a range of activities within our district.

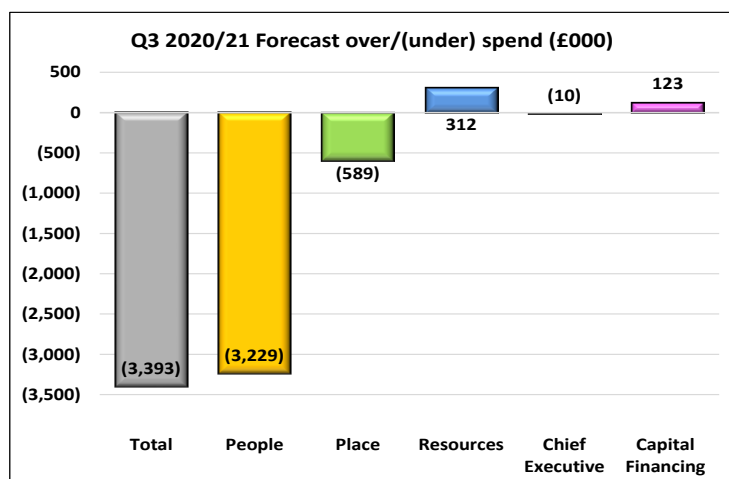


- 4.3 There has been a significant increase in the under spend from Quarter Two to Quarter Three. This has been driven primarily from the People directorate and by two main factors. Firstly, in respect of both Adult and Children Social Care, the Quarter Two forecast was made before the second wave of the pandemic; there was an expectation that there would be an increase in demand to both service areas that had been suppressed due to the 1st wave of the pandemic. The 2nd wave has however delayed this demand and, unfortunately as in the 1st wave, there have been a number of deaths amongst the residents supported by ASC which has reduced in-year costs within adult social care. The second factor is the preventative work that has taken place within children social care to reduce demand by intervening earlier and providing support to reduce longer term costs. There has also been a decrease in demand related costs, for example in respect of Unaccompanied Asylum Seeking Children (UASC).
- 4.4 There will be further volatility in the financial position during the rest of the financial year. The pandemic will continue to place financial pressure on the Council but the funding provided by Government has supported the Council to continue delivering its services,

2020/21 Revenue Financial Performance Quarter Three

often in a different way, to support our residents. At year end there will be a further reconciliation between the Covid-19 non-ringfenced Government grant where the Council will apportion as much cost and income losses to the Government funding as appropriate which will then mean any under spend flows in the Council's general reserve.

- 4.5 The Quarter Three forecast is an under spend of £3.4m, which is 2.7% of the Council's 2020/21 net revenue budget of £131m.



- 4.6 The People Directorate is forecasting an under spend of £3.2m, with the main under spends arising from ASC £1.8m, CFS £1m and Education £360k.

- In ASC, long term services (LTS) are forecast to be £2.2m under spent. ASC continues to see excess deaths when compared to the same period last year. The majority have been in over 65's in care homes. The increased number of deaths will have been largely, but not solely, due to Covid-19.

Short term services (STS) are forecasting a £304k over spend at Quarter Three as a number of short term placements have been extended due to Covid-19.

Council owned care homes have been impacted by Covid-19 with occupancy falling significantly leading to income pressures of £238k. The Quarter Two forecast assumed a staggered increase in occupancy returning to budgeted levels by December. Due to Covid-19 this has not been possible. The care home pressure is offset by under spends which have arisen across staffing and other budgets.

A number of assumptions have been made regarding the impact of Covid-19 on budgets and these are detailed in the report.

- In CFS, the forecast under spend of £1m is largely in placements, where since the end of the financial year 2019/20, there has been a decrease in the number of clients. Decreases have mainly been in UASC and In-house fostering. There has been a conscious effort by the service to provide effective support and earlier help to prevent entry to care and the signs are very positive. However there is evidence among neighbouring authorities of increases in children entering care as a result of Covid-19 disruption.

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- Education is forecasting an under spend of £361k, an increase of £164k from last quarter. Home to School Transport is the largest area of under spend at £206k, due to previously suspended services and routes being retendered and renegotiated.
- 4.7 The Place Directorate is forecasting an under spend of £589k. The main variances are:
- In Development & Planning, a forecast under spend of £318 arising mainly from savings in the Housing service for bed and breakfast accommodation.
 - In Transport & Countryside, a forecast under spend of £320k mainly from landfill usage and garden waste subscriptions.
- 4.8 The Resources Directorate has a £312k forecast over spend. The main areas are under achievement of income from commercial property in Finance and Property and staffing costs to complete the Statement of Accounts, and in Human Resources from staff and training savings.
- 4.9 The Capital Financing Quarter Three forecast position is a £123k over spend. £100k relates to a corporate commercialisation target and £23k to under recovery of write back targets. Neither are achievable and will be reviewed as part of the 2021/22 budget build.
- 4.10 The 2020/21 savings and income generation programme of £3.2m, is 89% Green, 4% Amber and 7% Red.

Covid-19 impact on the 2020/21 budget

- 4.11 There continues to be significant impact on the 2020/21 budget due to Covid-19. To date, the Council has been awarded four tranches of un-ringfenced emergency expenditure grant from Central Government to mitigate the impact of Covid-19 totalling £9.56m. There is also an emergency grant for lost income, with an estimated total of £2.27m. In addition, there have been a number of specific grants received.
- 4.12 The latest assessment is that the funding provided by Government and the income scheme below are sufficient for the 2020/21 Financial Year based on current estimates. Clearly, these can fluctuate, and will in light of further impacts from the Covid-19 outbreak. The Council also has general reserves to support further impacts and these are above the minimum level set by the s151 officer.
- 4.13 The COVID emergency grants will fund Covid related expenditure, lost income and unmet savings. These are being estimated, recorded and reported to GOLD. The latest forecast through to March 2021 is that these pressures amount to £10.1m which the emergency grant funding will offset. The assumption in budget monitoring is that there will be enough grant to cover all expenditure losses but that income may not be fully compensated. The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the impact on 2021/22 and beyond is known.
- 4.14 The Council has now submitted eight forecasts to Central Government on the Covid-19 financial impact and claimed against the income guarantee scheme for April to November.

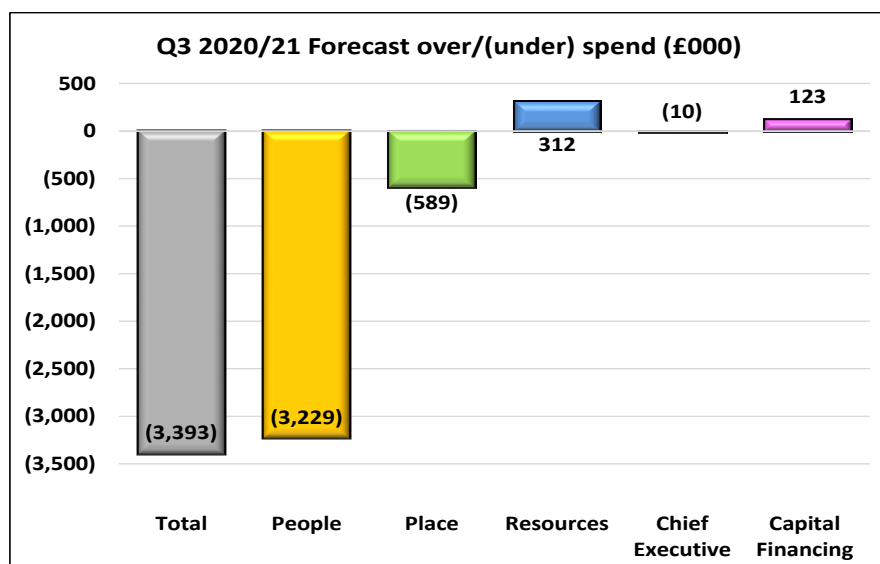
Conclusion

4.15 The Council is forecasting an under spend of £3.4m, which is a positive reflection on the management of adult and children social care. The £3.2m savings and income generation programme is forecasting 89% achieved at Quarter Three. The Covid-19 grant funding received from Government to date, and the Council’s level of general fund reserves mean that the Council is well placed to focus its efforts on response and recovery from the Covid-19 into next financial year. Any Covid-19 grant under spend will be used to offset Collection Fund deficit.

5 Supporting Information

Introduction

5.1 The Quarter Three overall forecast is an under spend of £3.4m. This is 2.7% of the Council’s 2020/21 net revenue budget of £131m.



5.2 The Directorate forecasts are shown in the chart below, showing the forecast under spend increasing by £1.9m since last quarter.

Directorate Summary	Current Net Budget	Net Forecast	Forecast (under)/over spend				Change to Service Forecast from Last Quarter	Current Quarter % over / (under) spend
			Quarter One	Quarter Two	Quarter Three	Quarter Four		
			Service Forecast	Service Forecast	Service Forecast	Service Over/ (under)		
	£000	£000	£000	£000	£000	£000	£000	%
People	76,149	72,921	(810)	(1,859)	(3,229)	0	(1,370)	(4.2)%
Place	31,053	30,464	(101)	(57)	(589)	0	(532)	(1.9)%
Resources	11,649	11,960	230	244	312	0	68	2.7%
Chief Executive	758	748	(10)	(10)	(10)	0	0	(1.3)%
Capital Financing	11,197	11,320	100	193	123	0	(70)	1.1%
Total	130,806	127,412	(590)	(1,489)	(3,393)	0	(1,904)	(2.6)%

5.3 The Service forecasts are shown in the following chart:

2020/21 Revenue Financial Performance Quarter Three

	Current Net Budget	Net Forecast	Forecast over/ (under) spend				Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Quarter Three	Quarter Four	
			Service Forecast	Service Forecast	Service Forecast	Over/ (under) spend	
	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	50,355	48,549	(588)	(1,026)	(1,806)	0	(780)
Children & Family Services	17,167	16,121	(247)	(639)	(1,046)	0	(407)
Executive Director	321	306	3	4	(15)	0	(19)
Education DSG funded	(444)	(444)	0	0	0	0	0
Education	8,830	8,468	22	(197)	(361)	0	(164)
Public Health & Wellbeing	(80)	(80)	0	0	0	0	0
People	76,149	72,921	(810)	(1,859)	(3,229)	0	(1,370)
Executive Director	187	187	0	0	0	0	0
Development & Planning	3,055	2,737	(76)	(14)	(318)	0	(304)
Public Protection & Culture	3,930	3,979	75	61	49	0	(12)
Transport & Countryside	23,881	23,561	(99)	(104)	(320)	0	(216)
Place	31,053	30,464	(101)	(57)	(589)	0	(532)
Executive Director	281	301	0	20	20	0	0
Commissioning	769	708	(58)	(38)	(61)	0	(23)
Customer Services & ICT	2,983	2,982	59	60	(1)	0	(61)
Finance & Property	2,714	3,121	123	138	407	0	269
Human Resources	1,658	1,553	(10)	(23)	(105)	0	(82)
Legal and Strategic Support	3,244	3,296	115	87	52	0	(36)
Resources	11,649	11,960	230	244	312	0	68
Chief Executive	758	748	(10)	(10)	(10)	0	0
Capital Financing	11,197	11,320	100	193	123	0	(70)
Capital Financing	11,197	11,320	100	193	123	0	(70)
Total	130,806	127,412	(590)	(1,489)	(3,393)	0	(1,904)

NB: Rounding differences may apply to the nearest £k.

People Directorate

5.4 The Directorate is forecasting an under spend of £3.2m, against a budget of £76m. The under spend has increased by £1.37m from last quarter.

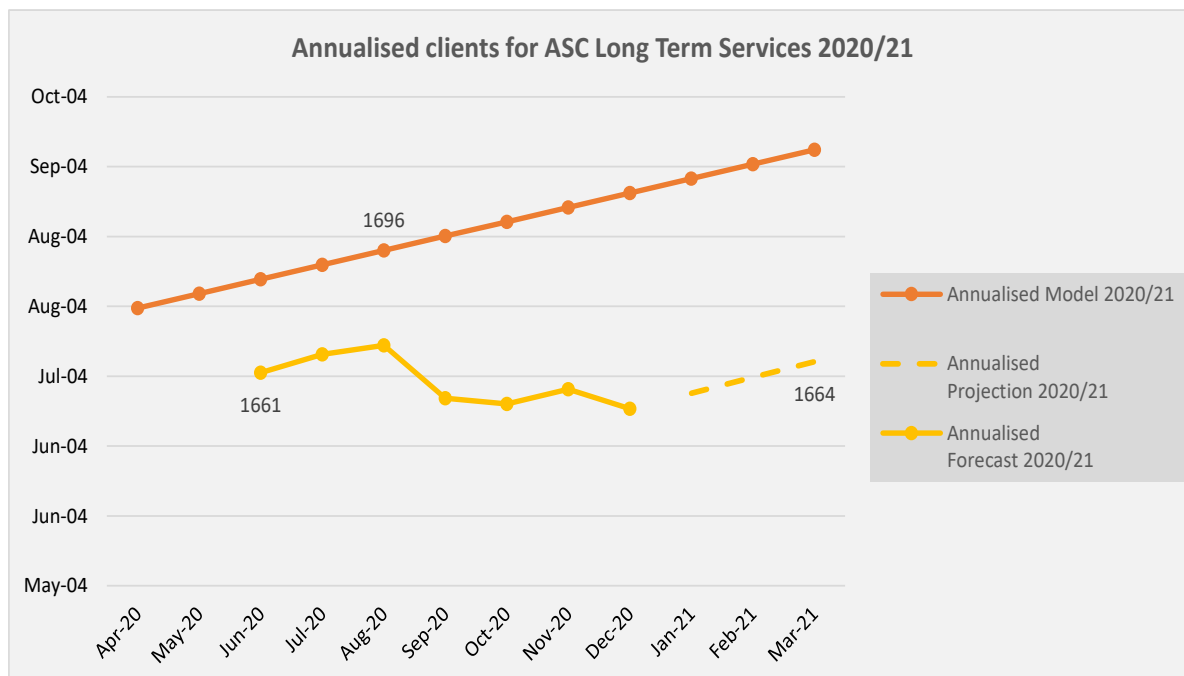
- In ASC, the forecast under spend of £1.8m, has increased by £1.8m since last quarter. The under spend is 3.6% of net budget.

Long term services (LTS) are forecast to be £2.2m under spent. ASC continues to see excess deaths when compared to the same period last year. There has been 57 excess deaths in Quarter Three. The majority have been in over 65's in care homes.

The increased number of deaths will have been largely driven, but not solely, due to Covid-19 and may have been a combination of both direct and indirect impacts. Covid-19 will also have had further impacts, such as on the circumstances, behaviours and choices of service users and their families.

2020/21 Revenue Financial Performance Quarter Three

There are 57 clients in step down placements and the forecast assumes that half of them will require a LTS. The service has taken action to suppress demand including use of technology enabled care wherever possible, reinforcing the 3 conversations model, maximising external funding streams and ensuring supply and demand are better aligned.



Assumptions have been made regarding the impact of Covid-19 on budgets. It is assumed that the second wave of Covid will not have the same impact as the first wave, as a result of the additional measures put in place such as testing, infection control and heightened awareness. It is assumed that services that are currently unavailable will not be operational for the second half of the financial year.

Short term services (STS) are forecasting a £304k over spend at Quarter Three. Within this area there is a forecast under spend in Maximising Independence budgets, due to costs being covered by Health Covid-19 funding. Other STS are over spending, after accounting for health and grant funding. A number of short term placements have been extended due to Covid-19, leading to increased short term costs.

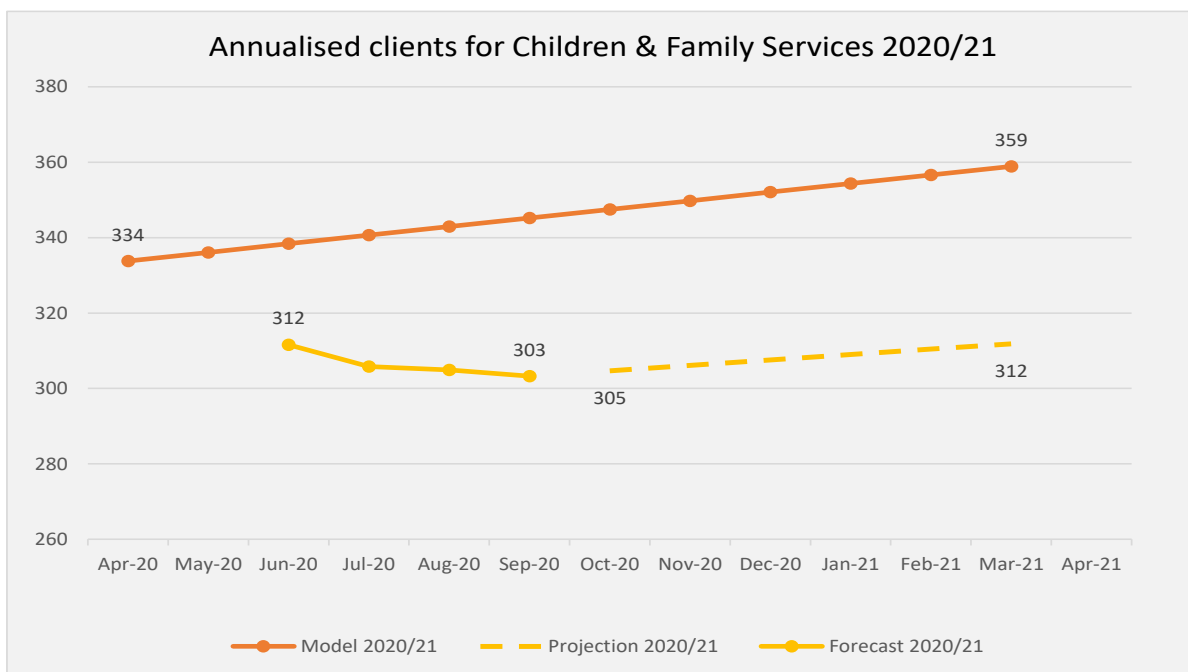
In Provider Services, Council owned care homes have been impacted by Covid-19 with occupancy falling significantly in Birchwood and Walnut Close leading to an income pressure of £238k. The Quarter Two forecast assumed a staggered increase in occupancy returning to budgeted levels by December. Due to Covid-19 cases this has not been possible. The care home pressure is offset by under spends which have arisen across staffing and other budgets.

- In CFS, the forecast under spend of £1m is largely in placements, where since the end of the financial year 2019/20, there has been a decrease in the number of clients. Decreases have mainly been in Unaccompanied Asylum Seeking Children (UASC) and In-house fostering. There has been a conscious effort by the service to provide effective support and earlier help to prevent entry to care and the signs are

very positive. However there is evidence among neighbouring authorities of increases in children entering care as a result of Covid-19 disruption.

Additional placement costs are also forecast to be under budget due to reduced demand of complex support when placements are at risk of ending. This has arisen through careful planning and matching and delivering good support leading to less need for urgent intervention and support.

The remaining under spend has arisen in adoption advisory, child care lawyers, and vacancy and mileage savings across the teams.



- Education is forecasting an under spend of £361k, an increase of £164k from last quarter. Home to School Transport has a forecast under spend of £206k, partly due to previously suspended services and partly due to routes being retendered and renegotiated. External funding has been received towards the Mental Health School team project and LAC Mental Health project resulting in a £38k under spend. Other small under spends make up the balance.
- Education DSG is reported on line for the Council as any over or under spends are ring-fenced within the grant. However, in 2020/21 funding was lower than expenditure requirements and there is a £1.3m in-year shortfall. This is in addition to the £1.7m brought forward deficit, taking the total forecast DSG deficit at year end to £3m. The pressures are mostly in High Needs but also in Early Years.

The Department for Education recognises the position that many authorities are in, and are expecting to work with authorities during 2020 to 2022 to agree a plan of action to recover the deficits.

- The Public Health grant budget is on line, however the longer term implications of Covid-19 are not yet known. Any pressures in this area are dependent on increases to the grant and what additional commitments are placed on Public Health.

Place Directorate

5.5 The Place Directorate is forecasting an under spend of £589k against a budget of £31m. The under spend has increased by £532k since last quarter.

- In Development and Planning, the forecast under spend of £318k, has increased from £14k last quarter. The forecast under spend for the Housing service has increased by £241k from last quarter to £294k. This is mainly due to the continued temporary suspension of evictions of private tenants due to Covid-19, leading to reduced need for bed and breakfast accommodation. Development Control is still forecasting an under achievement of planning income. There are under spends from vacant posts, consultancy and supplies and services.
- In Public Protection & Culture, there is a forecast over spend of £49k, a minor change from last quarter. There are income pressures in Shaw House and building control and these areas are being reviewed for 2021/22 implications.
- In Transport & Countryside, there is a forecast under spend of £320k, an increase of £216k from last quarter. Forecast savings in the waste service are now at £314k, an increase of £64k from last quarter reflecting the latest data on landfill usage and garden waste subscriptions. There is a shortfall of £100k in parking income mainly due to the closure of Market Street car park but this is expected to be offset by savings on running costs. Budget pressures have been submitted in respect of ongoing car park income losses, and the continuing work to address Ash Die Back disease. Savings planned for 2020/21 from the implementation of solar panels are now expected to be achieved in 2021/22.

Resources Directorate

5.6 The Directorate has a £312k forecast over spend against a budget of £12m. This is a similar position to last quarter. The main variances are:

- In Finance and Property, there is an overall over spend of £407k largely due to staffing costs for the preparation and audit of the Statement of Accounts and an income shortfall from a vacant commercial property.
- Human Resources are forecasting an under spend of £105k due to vacant posts and staff training savings.
- Other services are forecasting minor over and under spends.

Chief Executive

5.7 An under spend of £10k is being forecast in the contingency budget, unchanged from last quarter.

Capital Financing

5.8 The Capital Financing Quarter Three forecast position is a £123k over spend against a £11m budget. The overspend consists of

- a £100k corporate commercialisation target that is not achievable and will be removed as part of the 2021/22 budget build,

2020/21 Revenue Financial Performance Quarter Three

- a £23k under recovery of write back targets, partly attributable to Covid economic conditions and partly related to new payment arrangements. This target will be reviewed as part of budget build.

Covid-19 impact on the 2020/21 budget

5.9 There continues to be a significant impact on the 2020/21 budget due to Covid-19. To date, the Council has been awarded four tranches of un-ringfenced emergency expenditure grant from Central Government to mitigate the impact of Covid-19 totalling £9.56m. There is also emergency grant funding for lost income, with an estimated total of £2.28m. In addition, there have been a number of specific grants received. All grants are summarised in the table below.

Covid grant funding	Q1	Q2	Q3	Q4 est	2020/21 Total
	2020/21	2020/21	2020/21	2020/21	
	£k	£k	£k	£k	£k
Non-ringfenced emergency expenditure grant	7.56	1.04	0.96	-	9.56
Income compensation scheme for lost sales, fees & charges	-	0.86	0.94	0.47	2.28
Business grants and discretionary grants	29.31	0.17	2.72	-	32.20
Additional restrictions grant*			3.17		3.17
Council tax support	0.55	-	0.02	0.84	1.41
Bus services support grant	0.11	-	-	-	0.11
Reopening High streets safely fund	0.14	-	-	-	0.14
Home to school transport	-	0.13	-	-	0.13
Emergency active travel fund	-	0.12	0.50	-	0.62
Infection control fund	0.70	0.70	1.41	-	2.81
Support to Clinically Extremely Vulnerable individuals fund	-	-	0.06	-	0.06
Test and trace service support grant	0.54	-	-	-	0.54
Test and trace support payment scheme	-	-	0.11	-	0.11
Contain outbreak mgt fund	-	-	1.27	0.44	1.71
Emergency assistance grant for food and essential supplies	-	0.10	-	-	0.10
Winter grant scheme	-	-	0.14	0.14	0.28
Additional support for rough sleepers	-	-	0.19	-	0.19
Wellbeing for Education return grant	-	0.03	-	-	0.03
Surge funding compliance and enforcement	-	-	0.06	-	0.06
Support funding for leisure sector	-	-	0.30	-	0.30
Business Rates relief distributed		37.80			37.80
TOTAL GRANT FUNDING	38.91	40.96	11.85	1.89	93.61

* [https://info.westberks.gov.uk/article/37669/Additional-Restrictions-Grant-ARG-scheme-launched-for-West-Berkshire-Businesses#:~:text=The%20Additional%20Restrictions%20Grant%20\(ARG,November%20until%20%20December%202020.](https://info.westberks.gov.uk/article/37669/Additional-Restrictions-Grant-ARG-scheme-launched-for-West-Berkshire-Businesses#:~:text=The%20Additional%20Restrictions%20Grant%20(ARG,November%20until%20%20December%202020.)

5.9 The COVID emergency grants will fund service Covid related expenditure, lost income and unmet savings. These are being estimated, recorded and reported to GOLD. The latest forecast through to March 2021 is that these pressures amount to £10.1m for 2020/21 which the emergency expenditure and income grant will offset.

2020/21 Revenue Financial Performance Quarter Three

Emergency grant funding	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 est 2020/21	2020/21 Total
	£m	£m	£m	£m	£m
Covid emergency expenditure grant	7.56	1.04	0.96	-	9.56
Covid emergency income grant	-	0.86	0.94	0.47	2.28
TOTAL EMERGENCY GRANT	7.56	1.90	1.91	0.47	11.84
Expenditure	1.59	1.57	1.29	1.37	5.83
Income losses	1.62	1.28	0.87	0.55	4.31
TOTAL FUNDING REQUIRED	3.21	2.85	2.16	1.92	10.14
NET SURPLUS					1.70

5.10 Surplus funds that are non-ringfenced will be held against collection fund deficits and future covid costs in 2021/22.

5.11 Funds will be transferred to services on a quarterly basis. The assumptions in budget monitoring is that there will be enough grant to cover all expenditure losses and most income losses. The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the impact on 2021/22 and beyond is known.

5.12 All other grants are being spent in line with their specific conditions.

5.13 The funding received from Government to date, and the Council's level of general fund reserves mean that the Council is well placed to focus its efforts on response and recovery from the Covid-19 in the current financial year.

5.14 The table below sets out some of the key items raised during Covid-19 and the response provided through the Council.

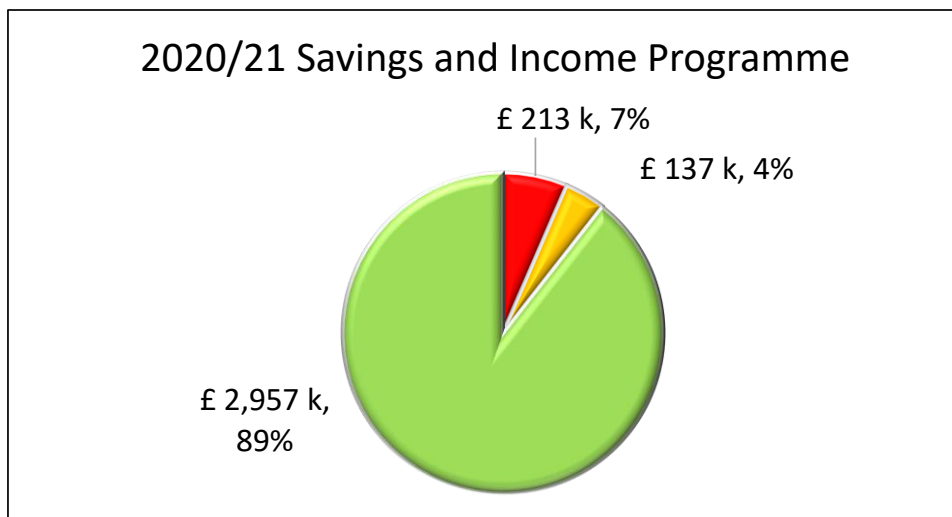
Item	Response
<p>Additional expenditure pressures – especially:</p> <ul style="list-style-type: none"> - Adult Social Care - Leisure services - Community Hub - Housing 	<p>Government have provided non ring-fenced funding of £9.6m to support the Council in its response to Covid-19. This figure has been received in four separate tranches and the Council monitors this on a weekly basis.</p> <p>The latest assessment is that the funding provided by Government and the income scheme below are sufficient for the 2020/21 Financial Year based on current estimates. Clearly, these can fluctuate, and will in light of further impacts from the Covid-19 outbreak. The Council also has general reserves to support further impacts and these are above the minimum level set by the s151 officer.</p>

Item	Response
<p>Income pressures, the most significant being:</p> <ul style="list-style-type: none"> - Car parking income - Adult Social Care - Other Sales, fees and charges 	<p>Government have provided an income share scheme.</p> <ul style="list-style-type: none"> - The Council funds the first 5% of losses - The Council shares 25% and Government 75% of all further losses.
Cashflow risks	Government provided up front funding of, for example, business grants and paused the payment required for business rates
Specific grants provided by Government for key areas of activity, as shown above	These funds are being applied to support service specific pressures and/or to provide services through the grant.
Losses on Council Tax and Business Rates	<p>The Council Tax collection rate has held up well to date; collection is marginally down, but the Council did offer the ability to amend the two months of non Council Tax payment to early in the financial year.</p> <p>The Council made a quick early decision in March to suppress business rates recovery and the initial direct debit to support businesses. The Government have also provided a significant amount of business rates reliefs.</p> <p>The Government have announced that the collection fund deficit can be spread across a three year period rather than one year. This option will be considered as part of the budget setting process for the March Council.</p>
Impact on 2021/22 budget setting	<p>The long term flow of changed costs and lost income is difficult to estimate in detail. However, the budget for the year ahead is being prepared with adjustments for Covid-19.</p> <p>The Government has also paused the roll out of the fair funding review and further retention of business rates which reduces by just over £1m the savings requirement for 2021/22 on the assumption that all changes are paused, including the rest of business rates baselines.</p>

5.15 The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the impact on 2021/22 and beyond is known. The Government have announced a pause to the fair funding review for 2021/22 and so the Council is planning for a similar financial settlement for 2021/22 as it received in 2020/21.

2020/21 Savings and income generation programme

5.16 In order to meet the funding available, the 2020/21 revenue budget was built with a £3.2m savings and income generation programme. The programme is monitored using the RAG traffic light system. The status of the programme is shown in the following charts:



5.17 Unachieved red savings are as follows:

- £40k in Development & Planning was planned to be capitalised but this is no longer possible. The target has been offset in year through other Housing under spends, and it is planned to fund this post from S106 in 2021/22.
- £68k in Planning & Public Protection from phase 2 solar panels on Council buildings. This work has been delayed but is expected to be achieved in 2021/22.
- A £40k VAT saving from mileage claims has not yet been put in place, but this has been offset by a general reduction in mileage claims. The VAT process will be investigated in 2021/22.
- £65k in Strategy & Governance: £45k from income generation in legal will not be achieved due to Covid-19 and £20k from training income.

5.18 Amber savings are as follows:

- £27k in ASC. This represents 3% of a range of savings that are otherwise met. Work is ongoing to achieve the remainder of the savings but has been slowed due to Covid-19.
- £100k in CFS. This saving was expected to be achieved as a result of increased income. In May 2019 the Home Office announced an increase in the daily sum that can be claimed per asylum seeker child in local authority care. We calculated that £100k could be released from the existing UASC budget because of this additional income. This has not been possible due to the decrease in UASC cases.
- £10k in HR relating to an efficiency target yet to be achieved.

Proposals

5.19 To note the Quarter Three forecast.

6 Other options considered

6.1 None.

7 Conclusion

7.1 The Council is forecasting an under spend of £3.4m, which is a positive reflection on the management of adult and children social care. The £3.2m savings and income generation programme is forecasting 89% achieved at Quarter Three. The Covid-19 grant funding received from Government to date, and the Council's level of general fund reserves mean that the Council is well placed to focus its efforts on response and recovery from the Covid-19 into next financial year. Any Covid-19 grant under spend will be used to offset Collection Fund deficit.

8 Appendices

8.1 Appendix A – Forecast position

8.2 Appendix B – Budget changes

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 Committee or associated Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

Document Control

Document Ref:		Date Created:	
Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Appendix A – Forecast position

	Budget				Forecasted Performance						
	Original Budget 2020/21 £	Changes in year 2020/21 £	Funding Released from Reserves 2020/21 £	Revised Budget 2020/21 £	Expenditure			Income			Net
					Annual Expenditure Budget for 2020/21 £	Annual Expenditure Forecast for 2020/21 £	Expenditure Variance for 2020/21 £	Annual Income Budget for 2020/21 £	Annual Income Forecast for 2020/21 £	Income Variance for 2020/21 £	Net Variance £
Adult Social Care	50,220,510	0	134,920	50,355,430	75,846,670	73,189,560	-2,657,110	-25,491,240	-24,640,370	850,870	-1,806,240
Childrens and Family Services	17,102,250	-11,660	76,260	17,166,850	19,239,320	18,044,970	-1,194,350	-2,072,470	-1,924,470	148,000	-1,046,350
Executive Director - People	249,440	0	72,000	321,440	321,440	331,490	10,050	0	-25,000	-25,000	-14,950
Education (DSG Funded)	-444,000	0	0	-444,000	108,097,950	110,280,410	2,182,460	-108,541,950	-110,724,410	-2,182,460	0
Education	8,829,540	0	0	8,829,540	12,261,300	11,689,170	-572,130	-3,431,760	-3,220,890	210,870	-361,260
Public Health & Wellbeing	-80,000	0	0	-80,000	5,951,590	7,776,680	1,825,090	-6,031,590	-7,856,680	-1,825,090	0
People	75,877,740	-11,660	283,180	76,149,260	221,718,270	221,312,280	-405,990	-145,569,010	-148,391,820	-2,822,810	-3,228,800
Executive Director - Place	197,080	-10,000	0	187,080	187,080	187,080	0	0	0	0	0
Development and Planning	3,070,650	32,820	-48,730	3,054,740	6,467,540	6,100,440	-367,100	-3,412,800	-3,363,600	49,200	-317,900
Public Protection and Culture	3,903,550	-8,400	35,000	3,930,150	9,296,680	9,202,270	-94,410	-5,366,530	-5,222,680	143,850	49,440
Transport and Countryside	23,795,330	-41,840	127,700	23,881,190	34,815,930	30,747,390	-4,068,540	-10,934,740	-7,187,010	3,747,730	-320,810
Place	30,966,610	-27,420	113,970	31,053,160	50,767,230	46,237,180	-4,530,050	-19,714,070	-15,773,290	3,940,780	-589,270
Executive Director - Resources	120,870	159,880	0	280,750	280,750	300,750	20,000	0	0	0	20,000
Commissioning	814,420	-48,800	3,820	769,440	10,270,470	10,260,090	-10,380	-9,501,030	-9,551,850	-50,820	-61,200
Customer Services and ICT	2,970,540	0	12,380	2,982,920	3,837,330	3,782,670	-54,660	-854,410	-800,930	53,480	-1,180
Chief Executive	0	0	0	0	0	103,350	103,350	0	-103,350	-103,350	0
Finance and Property	2,823,670	-150,020	40,000	2,713,650	47,491,680	46,996,440	-495,240	-44,778,030	-43,875,570	902,460	407,220
Human Resources	1,723,870	-66,200	0	1,657,670	2,057,600	1,951,580	-106,020	-399,930	-399,330	600	-105,420
Legal and Strategic Support	3,004,900	103,040	136,460	3,244,400	3,930,040	3,897,520	-32,520	-685,640	-601,890	83,750	51,230
Resources	11,458,270	-2,100	192,660	11,648,830	67,867,870	67,292,400	-575,470	-56,219,040	-55,332,920	886,120	310,650
Chief Executive	833,510	-75,820	0	757,690	767,690	755,440	-12,250	-10,000	-7,750	2,250	-10,000
Chief Executive	833,510	-75,820	0	757,690	767,690	755,440	-12,250	-10,000	-7,750	2,250	-10,000
Capital Financing & Management	11,196,770	0	0	11,196,770	11,974,340	11,672,340	-302,000	-777,570	-352,570	425,000	123,000
Movement Through Reserves	-117,000	117,000	0	0	0	0	0	0	0	0	0
Risk Management	0	0	0	0	0	0	0	0	0	0	0
Capital Financing and Risk Management	11,079,770	117,000	0	11,196,770	11,974,340	11,672,340	-302,000	-777,570	-352,570	425,000	123,000
Total	130,215,900	0	589,810	130,805,710	353,095,400	347,269,640	-5,825,760	-222,289,690	-219,858,350	2,431,340	-3,394,420

Appendix B – Budget Changes

Service	Original Net Budget	Budget changes not requiring approval	Approved Budget B/F from 2019/20	Other budget release from reserves	Approved by S151 & Portfolio Holder	Requiring Executive Approval	Proposed Budget C/F to 2021/22	Current Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	50,221		288				(153)	50,355
Children and Family Services	17,102	(12)	76					17,167
Executive Director	249		87				(15)	321
Education DSG funded	(444)							(444)
Education	8,830							8,830
Public Health & Wellbeing	(80)							(80)
People	75,878	(12)	451	0	0	0	(168)	76,149
Executive Director	197	(10)						187
Development & Planning	3,071	33	76				(125)	3,055
Public Protection & Culture	3,904	26						3,930
Transport & Countryside	23,795	15	71					23,881
Place	30,967	64	147	0	0	0	(125)	31,053
Executive Director	121	160						281
Commissioning	814	(49)	4					769
Customer Services & ICT	2,971		12					2,983
Finance & Property	2,824	(89)					(21)	2,714
Human Resources	1,724	(66)						1,658
Legal and Strategic Support	3,005	95	85	131			(72)	3,244
Resources	11,459	51	101	131	0	0	(93)	11,649
Chief Executive	834	(76)						758
Capital Financing & Management	11,197							11,197
Movement through Reserves	(117)	117						0
Capital Financing	11,080	117	0	0	0	0	0	11,197
Total	130,217	144	699	131	0	0	(386)	130,806

Capital Financial Performance Report Quarter Three 2020/21

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	20 April 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Portfolio Member agreed sent:	25 February 2021
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	EX3912

1 Purpose of the Report

The financial performance report provided to Members on a quarterly basis reports on the under or over spends against the Council's approved capital budget. This report presents the Quarter Three financial position.

2 Recommendation(s)

No recommendations have been made within this report. Members are to note the forecast financial position as at Quarter Three.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	At the end of Quarter Three, expenditure of £42.9 million has been forecast against a revised budget of £48.3 million, an overall forecast underspend of £5.4 million.
Human Resource:	Not applicable
Legal:	Not applicable
Risk Management:	Any further significant delays in project delivery impact on the provisional budget for 2021/22 and subsequent years.

Property:	Not applicable			
Policy:	Not applicable			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		
Environmental Impact:		X		
Health Impact:		X		
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:		X		
Core Business:		X		

Data Impact:		X		
Consultation and Engagement:	Joseph Holmes, Executive Director for Resources, s151 Officer Capital Strategy Group (CSG)			

4 Executive Summary

4.1 At the end of Quarter Three, expenditure of £42.9 million has been forecast against a revised budget of £48.3 million, an overall forecast underspend of £5.4 million.

Directorate Summary	Quarter Two			Quarter Three		
	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend
	£'000	£'000	£'000	£'000	£'000	£'000
People	£18,136	£14,681	(£3,455)	£15,778	£14,023	(£1,755)
Place	£31,162	£24,459	(£6,703)	£25,396	£23,237	(£2,159)
Resources	£7,592	£5,404	(£2,188)	£7,093	£5,625	(£1,468)
Chief Executive	£0	£0	£0	£0	£0	£0
Totals	£56,890	£44,544	(£12,346)	£48,267	£42,885	(£5,382)

4.2 The main contributing factors to the forecast position are:

- (a) Education Services is forecasting a £1.4 million underspend driven primarily by a delay in the i-College (formally Eastern Area PRU) project (£493k) through delays in agreeing new lease terms with the Parish Council, and delays to the Speenhamland project through redesign and re procuring a contractor (£427k). The planned maintenance budgets have been impacted by the COVID pandemic with delays in feasibility studies and commencement of works.
- (b) Development and Planning are forecasting a £1.7 million underspend consisting of delays in delivering the Four Houses Corner redevelopment (£1.6 million), and underspends against the demand led Disabled Facilities Grant (£368k), offset by an overspend against the purchases of temporary accommodation budget (£282k).
- (c) Public Protection & Culture are forecast an underspend of £768k, attributable to delays in undertaking maintenance across key sites including Shaw House, Museum and Libraries (£448k), delays in commencing projects relating to leisure centre modernisations (£285k) and underspends against the renewal of library books budget (£35k).

4.3 A future risk identified relating to the COVID pandemic is the potential for engaged suppliers to default on contractual obligations through financial difficulties. Budget managers and CSG are closely monitoring these risks to highlight projects with potential suppliers of concern and where there is a risk of default and/or the potential to retender agreed contracts at potentially higher cost.

5 Supporting Information

Introduction

- 5.1 A capital budget for 2020/21 of £42.5 million was set by Council in March 2020 with funding of £21.4 million from external grants, £6.2 million of section 106 contributions (s106) and Community Infrastructure Levy (CIL), with £14.8 million of expenditure planned to be funded from external borrowing. The repayment of principal sums and interest on loans used to fund capital expenditure are met from the revenue budget for capital financing and risk management. Forecast spend against this budget is reported in the Revenue Financial Performance Report.
- 5.2 During the financial year budget changes may occur, mainly as a result of budgets brought forward from prior financial years, additional grants, s106 and CIL allocations received in year and expenditure re-profiled in future financial years. Changes of less than £250k can be approved by the s151 Officer in conjunction with the portfolio holder, all other changes must be approved by Capital Strategy Group (CSG) and reported to Executive as set out in the Council's Financial Regulations. As part of the budget monitoring process, the forecast year end position of the capital projects is reviewed and proposals for unutilised budgets to be re-profiled into subsequent financial years is reviewed by Capital Strategy Group (CSG). Appendix A provides a breakdown of budget changes as at Quarter Three.

Background

- 5.3 Total forecast capital expenditure for financial year 2020/21 as at Quarter Three is £42.9 million against a revised capital programme of £48.3 million, generating a forecast underspend position of £5.4 million.

Directorate Summary	Quarter Two			Quarter Three		
	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend
	£'000	£'000	£'000	£'000	£'000	£'000
People	£18,136	£14,681	(£3,455)	£15,778	£14,023	(£1,755)
Place	£31,162	£24,459	(£6,703)	£25,396	£23,237	(£2,159)
Resources	£7,592	£5,404	(£2,188)	£7,093	£5,625	(£1,468)
Chief Executive	£0	£0	£0	£0	£0	£0
Totals	£56,890	£44,544	(£12,346)	£48,267	£42,885	(£5,382)

- 5.4 £7.3 million of expenditure was agreed by Capital Strategy Group and reprofiled into future financial years at Quarter Two. Projects across the directorates, most notably in Education Services have been impacted by the COVID pandemic resulting in reprofiling. Impacts have been through delays to the commencement of works due to access issues and via an ongoing risk relating of the potential for engaged suppliers to default on contractual obligations through financial difficulties. Budget managers and CSG are closely monitoring these risks to highlight projects with potential suppliers of concern and where there is a risk of default and/or the potential to retender agreed contracts at potentially higher cost.

The People Directorate

People	Quarter Two			Quarter Three		
	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	£2,190	£1,895	(£295)	£2,273	£1,915	(£358)
Children & Family Services	£20	£20	£0	£20	£0	(£20)
Education Services	£15,926	£12,766	(£3,160)	£13,485	£12,108	(£1,377)
Totals	£18,136	£14,681	(£3,455)	£15,778	£14,023	(£1,755)

5.5 The directorate is forecasting capital expenditure of £14 million against a £15.8 million budget. Delays in the commencement and completion of planned maintenance works at residential care homes (£212k) as a result of the Covid pandemic and reprofiling of milestone payments relating to the Care Director upgrade project (£146k) have generated the forecast underspend in Adult Social Care. The forecast underspend position across the directorate is mainly attributable to Education Services. The Education Services forecast position is being driven by key underspends against:

- (a) Delays in the i-College (formally Eastern Area PRU) development (£493k) as lease negotiations with the Parish Council remain ongoing.
- (b) Delays in the Speenhamland development (£427k) as a result of changes in the project scope and having to reprocur a design team and contractor.
- (c) Delays in feasibility studies and commencement of works across a number of projects due to the current construction industry market environment.

The Place Directorate

Place	Quarter Two			Quarter Three		
	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend
	£'000	£'000	£'000	£'000	£'000	£'000
Development & Planning	£4,478	£3,403	(£1,075)	£4,640	£2,952	(£1,688)
Public Protection & Culture	£2,458	£2,472	£14	£1,858	£1,090	(£768)
Environment	£24,226	£18,584	(£5,642)	£18,898	£19,195	£297
Totals	£31,162	£24,459	(£6,703)	£25,396	£23,237	(£2,159)

5.6 The directorate is forecasting capital expenditure of £23.2 million against a budget of £25.4 million. The forecast underspend position is the result of:

- (a) Development and Planning are forecasting a £1.7 million underspend consisting of delays in delivering the Four Houses Corner redevelopment (£1.6 million), and underspends against the demand led Disabled Facilities Grant (£368k), offset by an overspend against the purchases of temporary accommodation budget (£282k).
- (b) Public Protection & Culture are forecast an underspend of £768k, attributable to delays in undertaking maintenance across key sites including Shaw House, Museum and Libraries (£448k), delays in commencing projects relating to leisure

centre modernisations (£285k) and underspends against the renewal of library books budget (£35k).

- (c) Environment is forecasting a £297k overspend. The net overspend position is mainly attributable to overspends against flood alleviation works and drainage works across the district (£352k), highways structure improvements including carriage patching (£479k), cycle way improvements (£260k) and an overspend against the Newbury Rail Station Improvement project (£480k). Current overspends are offset through underspends against delays in the solar panel project phase 2 (£600k), bridge maintenance (£375k), footways improvements (£220k) and upgrade of the transport fleet (£100k).

The Resources Directorate

Resources	Quarter Two			Quarter Three		
	Budget at Q2	Forecast Spend in Year	Forecast (under)/Over Spend	Budget at Q3	Forecast Spend in Year	Forecast (under)/Over Spend
	£'000	£'000	£'000	£'000	£'000	£'000
Customer Services & ICT	£4,877	£3,116	(£1,761)	£4,183	£3,489	(£694)
Finance & Property	£2,312	£1,886	(£426)	£2,507	£1,854	(£653)
Human Resources	£32	£32	(£0)	£32	£8	(£25)
Strategy & Governance	£371	£371	(£1)	£371	£275	(£97)
Totals	£7,592	£5,404	(£2,188)	£7,093	£5,625	(£1,468)

5.7 The directorate is forecasting capital expenditure of £5.6 million against a budget of £7 million. The forecast underspend position is the result of:

- (a) Customer Services & ICT are forecasting a £694k underspend which is driven by underspends against a range of projects requiring to be re-visited due to the office accommodation review which is underway along with a forecast underspend in delivering Superfast Broadband Infrastructure (£588k).
- (b) The forecast underspend in Finance & Property of £653k mainly relates to COVID restrictions in delivering the corporate buildings capital maintenance programme.
- (c) The forecast underspend in Strategy & Governance is attributable to members' bids.

Proposals

No proposals are made within this report. Report is to note only.

6 Other options considered

No other options were considered.

7 Conclusion

7.1 At Quarter Three expenditure of £42.9 million has been forecast against the revised budget of £48.3 million, resulting in a forecast underspend of £5.4 million.

8 Appendices

Appendix A – Budget Changes as at Quarter Three

Subject to Call-In:

Yes: No: X

- 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 Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only X

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Document Control

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Version:		Date Modified:	
Author:			
Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

2020/21 Budget Changes as at Quarter Three

Service Area	Original Budget 2020/21 £000	Budget Agreed by CSG to be Re-profiled from 2019/20 £000	Agreed Re-profiling at Q2 £000	Agreed Re-profiling at Q3 £000	Other Changes to 2020/21 Budget £000	Revised Budget for 2020/21 £000	Explanation of Other Agreed Changes	Approved by CSG
PEOPLE DIRECTORATE								
Adult Social Care	£1,388	£226	£0		£660	£2,273	Revenue contribution to capital (RCCO) ref Modernising ASC - £84k/ Notrees Heating - £170k. Care director V6 - £323k, £83k additional DFG grant received 21.12.20	30.04.20
Children & Family Services	£20	£0	£0		£0	£20		
Education Services	£14,375	£1,551	(£2,508)		£67	£13,485	Increase in grant and school funding £67k	
Total for Communities Directorate	£15,783	£1,777	(£2,508)	-	£726	£15,778		
PLACE DIRECTORATE								
Development and Planning	£1,703	£2,664	£0		£273	£4,640	Housing ICT System - £111k, £162k additional DFG received 21.12.20	27.02.20
Public Protection & Culture	£1,160	£1,094	£0		£204	£2,458	PPP One System - £204k	27.02.20
Environment	£19,499	£1,556	(£4,120)		£1,363	£18,298	New DFT Challenge Funding (£3.048)/ Local Cycling and Walking Infrastructure Delivery Plan (£124k). Removal of projects (£1.8m)	16.07.20
Total for Environment Directorate	£22,362	£5,313	(£4,120)		£1,840	£25,396		
RESOURCES DIRECTORATE								
Customer Services and ICT	£2,041	£2,836	(£694)		(£0)	£4,183		
Finance & Property	£2,108	£135	£0		£264	£2,507	RCCO for Income Manager - £70k, £195k 4, The Sector works	30.04.20 / 15.10.20
Human Resources	£0	£32	£0		£0	£32		
Strategic Support & Legal	£237	£134	£0		£0	£371		
Chief Exec	£0	£0	£0		£0	£0		
Total for Resource Directorate	£4,386	£3,136	(£694)		£265	£7,093		
Totals	£42,531	£10,226	-£7,322	£0	£2,831	£48,267		

2020/21 Performance Report Quarter Three

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	20 April 2021
Portfolio Member:	Councillor Howard Woollaston
Date Head of Service agreed report: (for Corporate Board)	01 March 2021
Date Portfolio Member agreed report:	04 March 2021
Report Author:	Jenny Legge/Catalin Bogos
Forward Plan Ref:	Ex.3885

1 Purpose of the Report

- 1.1 To provide assurance that the core business and council priorities for improvement measures ([Council Strategy 2019-2023](#)) are being managed effectively.
- 1.2 To highlight successes and where performance has fallen below the expected level, present information on the remedial action taken, and the impact of that action.

2 Recommendation(s)

To note the progress made in delivering the Council Strategy, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the Council's priorities for improvement and remedial actions taken where performance is below target, which is mostly due to Covid-19.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	To be highlighted and managed by individual services.
Human Resource:	To be highlighted and managed by individual services.
Legal:	To be highlighted and managed by individual services.
Risk Management:	To be highlighted and managed by individual services.
Property:	To be highlighted and managed by individual services.

Policy:	To be highlighted and managed by individual services.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		x		
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		
Environmental Impact:		x		
Health Impact:		x		
ICT or Digital Services Impact:		x		
Council Strategy Priorities or Business as Usual:	x x			Supports all priorities and core business of the Council Strategy 2019-2023.
Data Impact:		x		
Consultation and Engagement:	The information provided for this report, has been signed off by the relevant Head of Service / Service Director and Portfolio Holder.			

4 Executive Summary

4.1 This paper provides updates for each component of the Council Strategy Delivery Plan:

- The influencer (external context) measures,
- Targeted measures for each core business area,
- Targeted measures for each priority for improvement and
- Corporate health (internal context) measures.

- 4.2 The **contextual measures** indicate that the District is not as badly impacted by Covid-19 as other parts of the country. The infection and death rates are in the lowest (best) quartile of local authorities in England. The key economic indicators (economic activity, employment rate, business rated properties) are strongly resilient. Although, town centres seem more vulnerable to changing working patterns. Proactive solutions have been adopted to mitigate the disproportionate impact of Covid-19 on the employment opportunities of young people (e.g. by securing work placements for young people through the implementation of the Kick Start scheme).
- 4.3 Work with our communities to support local residents continued. The increase in benefits claimant count is mainly as a result of changes to the eligibility criteria so that more people can access support. Social Care measures have also been impacted, showing a reduction in safeguarding enquiries in adult social care. An enhanced preventive approach ensures lower rates of children in care and child protection plans (compared to other councils) and these remained relatively stable this year. Council's services are carefully monitoring the contextual measures and adapting service delivery to ensure vulnerable residents are identified and supported.
- 4.4 The Council's resources have been focused to respond to the Covid-19 challenges and to ensure **core business** service delivery. This area maintained strong performance during Q3. Furthermore, exceptional results have been achieved for promptly deciding on benefit claims, timely responding to major and minor planning applications or timely assessments of children at risk. New benchmarking data released this quarter placed the District in the top quartile nationally. The notable exception is the collection of Council Tax and Non domestic rates which are impacted by the Council's conscious decision for payment holidays, made in support of local residents and businesses during Covid-19.
- 4.5 Improvement activity through the Council Strategy **priorities for improvement** continued to be progressed. The majority of measures remained on track and delivery of outcomes continued this quarter (e.g. offered accommodation to all rough sleepers, produced the Environment Strategy Delivery Plan and adopted the Communication and Engagement Strategy). There are some measures not reporting due to data availability impacted by Covid (e.g. educational attainment, average traffic time). A few measures, mostly relating to the approval of other specific strategies and frameworks, are being re-profiled by a few months, as the services responsible for their delivery are at the forefront of the response to Covid-19. The ones highlighted to the Executive include:
- affordable homes completions is 22 units below target (125), however there are currently over 900 affordable housing units with planning permission yet to be built,
 - rural afforestation and urban tree planting feasibility studies are behind schedule and will be reconsidered as part of the Environment Strategy Delivery Plan.
- 4.6 The Council's **corporate health indicators** highlight sound resources management, a budget underspend, reducing sickness absence and stable workforce.
- 4.7 In conclusion, the contextual measures evidence the socio-economic resilience of the District. The Council contributed to this by focusing resources to support the Covid-19 response and recovery activity, and to maintain strong core business delivery. Most of the priorities for improvement are progressed too, but a few actions in this area are re-

profiled to ensure sufficient capacity for Covid-19 response and continuity of service delivery.

5 Supporting Information

Influencer measures

Refer to Appendix A for more detail

- 5.1 Non-targeted measures of volume are monitored to provide context to the work being carried out across council services.
- 5.2 The major contextual factors during Q3 remained the challenges due to the ongoing work to mitigate the **impact of Covid-19**. Against a background of a strong economy and more favourable social characteristics, the Council worked with local communities to protect lives and livelihoods ([West Berkshire Community Hub](#)). Data on the cumulative rates of infections and deaths place the District in the best (lowest) quartile nationally, evidencing a resilient West Berkshire.
- 5.3 Overall, **the local economy maintained** the strong pre-Covid-19 levels. Key indicators such as the economic activity rate (chart 1), unemployment rate (chart 2), business rated properties (chart 7), and planning applications and their approval rates (chart 13) remained stable.
- 5.4 Areas impacted more by the pandemic are being tackled through local measures which include the implementation of national solutions. Enhancements to Universal Credit, as part of the UK government's response to Covid-19, mean that an increasing number of people (charts 5 & 6) became eligible for unemployment-related benefit support, although still employed. As part of the Kick Start work placement scheme, over 70 young people have been placed, primarily in the business sector but also within the Council.
- 5.5 Town centres are likely to be more vulnerable to changing working patterns than elsewhere. As would be expected for another lockdown, footfall and the number of parking tickets sold were substantially below normal levels (charts 9 & 10).
- 5.6 The **local social indicators** are following the national trends. In some areas, such as crime (chart 15) and domestic abuse incidents (charts 16 & 17), they show a reduction in volume. The number of households prevented from becoming homeless (chart 34) and rough sleepers (chart 36) is lower than usual, due to the Council's part in the national drive to get '[Everyone in](#)' during the pandemic.
- 5.7 Arrangements have been put in place to ensure that vulnerable children, young people and adults continue to be identified and to receive support. Such arrangements include enhanced screening, closer joint working between different services, face to face visits for all child protection and high level child in need referrals. As reassurance, the number of safeguarding (Section 47) enquiries, have remained in line with previous year's level.
- 5.8 In adult social care, the number of cases receiving long term services (chart 31), and the number of new adult safeguarding enquiries (chart 30) have increased during Q3,

after being lower than normal due to Covid-19 in the previous two quarters. There are still a number of clients in interim Short Term solutions that are likely to become long term, so this number may increase by year end.

- 5.9 The number of flytips reported is 13% higher than Q3 2019/20 (chart 46). An awareness campaign and an increase in enforcement activity appear to have had an effect in stalling the steep rise seen in Q2 experienced by many other councils in the region.

Core Business Activities

Refer to Appendix B for Exception Reports

Please note:

R (red): year-end target will not be met

A (amber): behind schedule, but expected to achieve year-end target

G (green): year-end target will be met.

DNA: Data not available

DNP: Data not provided

Refer to Appendix C for technical conventions

Category	Measure	2020/21			Notes
		RAG	Q3 (YTD) Outturn	Target	
Protecting our children	Ofsted rating of at least Good for our Children and Family Service	G	Good	Good	Latest available inspection result. OFSTED Inspections are currently on hold due to Covid-19.
	% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)	A	83.4%	≥95%	YTD: 131 / 157 Classing a visit as 'statutory' if it is carried out face to face. If we include visits in all formats, we are at 96%.
Supporting education	% of maintained schools judged good or better by Ofsted	G	95.7%	≥93%	YTD: 66 / 69 No inspections have taken place since March 2020 due to COVID 19.
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	G	Complete in Q1	≥95%	
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	G	Complete in Q1	≥95%	

2020/21 Performance Report Quarter Three

Category	Measure	RAG	2020/21		Notes
			Q3 (YTD) Outturn	Target	
Ensuring the wellbeing of older people and vulnerable adults	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	R	66.7%	100%	YTD: 4 / 6 January 2021 update: Birchwood not inspected yet as CQC are not completing inspections. Walnut Close has been closed from 25 Jan 2021. See exception report for details.
	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	A	95.8%	≥98%	YTD: 1,435 / 1,498 Vacant post from October 2020 to January 2021. New officer to commence in role from January 2021.
Maintaining our roads	% of the principal road network (A roads) in need of repair	DNA	Annual - Reports in Q4	Top 25% nationally	
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	G	51.8% (P)	≥49.5% (≥2018/19 outturn)	Q3: 8,253 / 15,736 YTD: 28,356 / 54,764 Data is provisional and subject to change once validated by DEFRA after Q4
	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	G	Good	Good	
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	G	Av. 18.26	≤20 days	
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	R	81.3%	≥98.8%	For comparison, Q3 2019/20 = 84.1 Result of conscious decision. Over 2000 accounts requested payment holidays.

2020/21 Performance Report Quarter Three

Category	Measure	RAG	2020/21		Notes
			Q3 (YTD) Outturn	Target	
	Non domestic rates collected as a percentage of non domestic rates due	R	74.4%	≥99%	For comparison, Q3 2019/20 = 85.1% Result of conscious decision. Many businesses were closed between March and July and some have remained so.
Planning and housing	% of planning appeals won	A	61.3%	≥65% (England average)	YTD: 25 /40 There is no particular change in circumstances within the Service. Appeals submitted and appeals decisions, are outside the control of the Service. Low numbers result in greater percentage swings. Should balance out over the year.
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	G	98.3%	≥90% (England average)	Q3: 20 / 21 YTD: 58 / 59
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	G	88.9%	≥86% (England average)	Q3: 67 / 77 YTD: 208 / 234
Supporting local employers	Number of top 10 business sector employers in 2018/19 retained in the district	G	10	≥10	

Please note:

R (red): year-end target will not be met

A (amber): behind schedule, but expected to achieve year-end target

G (green): year-end target will be met.

DNA: Data not available

DNP: Data not provided

Refer to Appendix C for technical conventions

5.10 Performance for the majority of core business activities reported has been on target.

5.11 Where Covid-19 restrictions have hindered statutory, face-to-face visits, teams have offered the service in a different way e.g. closer partnership and interdisciplinary team working, video meetings or telephone calls, to ensure the safety of clients and staff.

5.12 As in previous quarters, the amount of Council Tax collected has been affected by residents accessing payment holidays during Covid-19. As of 20 January 2021, statutory debt recovery has restarted and court dates have been provided for legal action to take place where appropriate. Collection is at 89.13%.

5.13 The amount of non-domestic rates or “Business Tax” collected is still well below the norm, as many businesses closed during the first lockdown and have remained so. As of 20 January 2021, collection is at 80.71%, however where industries such as hospitality and events do not meet the criteria of other relief, extended flexibility can be given.

National Benchmarking for Core Business Measures (April 2018- March 2020)

5.14 Benchmarking data for 2019/20 has been published for some areas. In the majority of services, we compare favourably with our peers and continue to maintain our position. More data is due to be released in time for Q4.

Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	Q3 RAG Outturn
Supporting education	% of maintained schools judged good or better by Ofsted	2nd Qtile Rank 38/152 (August) (YE: 95.7%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥93%	-	95.7%
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	2nd Qtile Rank 51/152 (YE: 98.4%)	Awaiting national data	≥95%	G	Q1: 98%
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	1st Qtile Rank 27/152 (YE: 97.9%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥95%	G	Q1: 98%
Maintaining our roads	% of the principal road network (A roads) in need of repair	1st Qtile Rank 17/146 (YE: 2%)	1st Qtile Rank 22/152 (YE: 95.7%)	Top 25% nationally	Annual	Annual - reports at Q4

2020/21 Performance Report Quarter Three

Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	Q3 RAG Outturn
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	1st Qtile Rank 31/148 (YE: 50.7%)	Awaiting national data	≥49.5% (≥ 2018/19 outturn)	G	51.8% (E)
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	2nd Qtile Rank 54/122 (YE: 19.54)	Awaiting national data	≤20 days	G	18.26
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	1st Qtile Rank 6/123 (YE: 98.5%)	Awaiting national data	≥98.8%	R	81.3%
	Non domestic rates collected as percentage non domestic rates due	3rd Qtile Rank 82/151 (YE: 98.4%)	Awaiting national data	≥99%	R	74.4%
Ensuring the wellbeing of older people and vulnerable adults	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	England overall = 84%	Awaiting national data	100%	R	66.7%
Planning and housing	% of 'major' planning applications determined within 13 weeks or the agreed extended time	4th Qtile Rank 108/122 (YE: 78.1%)	Awaiting national data	≥90% (England average)	G	98.3%
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	4th Qtile Rank 102/123 (YE: 77.5%)	Awaiting national data	≥86% (England average)	G	88.9%

Council Strategy Priorities for Improvement:

Refer to Appendix B for Exception Reports

Table 1. Number of measures by priority of improvement and performance status

Priority for Improvement	RAG Status			
	Red	Amber	Green	Other
Ensure our vulnerable children and adults achieve better outcomes	2	0	4	2
Support everyone to reach their full potential	1	0	4	6
Support businesses to start develop and thrive in West Berkshire	2	0	2	0
Develop local infrastructure including housing to support and grow the local economy	3	0	6	6
Maintain a green district	2	0	5	0
Ensure sustainable services through innovation and partnerships	1	0	2	1
	11	0	23	15

Note:

Red: year-end target will not be met

Amber: behind schedule, but expected to achieve year-end target

Green: year-end target will be met.

Other: includes Annual (reported once a year), data not available, data not provided and targets to be confirmed

Ensure our vulnerable children and adults achieve better outcomes

5.15 Overall good results have continued to be achieved for this priority for improvement. Sound intervention, combined with preventative support, maintained the repeat referrals to Children's services within the expected thresholds and a high percentage of care leavers in employment, education and training. Adult safeguarding enquiries achieved the outcomes expected by the service users. Particularly high performance to note in the area of preventing homelessness and rough sleepers being offered accommodation.

5.16 Covid-19 delayed the Strategic Goal of publishing a strategic framework to improve employment opportunities of vulnerable people, due to Adult Social Care service having to prioritise the response to the pandemic (target December 2020 is re-profiled to March 2021). The restrictions also impacted the number of disadvantaged people aged 16-25 who have enrolled in apprenticeship training. Work continues with Council services and schools to instigate work experience days, which may lead to apprenticeships.

Support everyone to reach their full potential

5.17 Attainment outturns for the academic year 2019/20 are not available due to Covid-19. Support is provided to pupils and schools to minimise the impact of school closures.

5.18 The development and adoption of a community resilience index (Strategic Goal) has been delayed from March 2021 to December 2021, as the officer responsible was

abstracted from normal duties to work in the Community Support Hub as part of West Berkshire Council's Covid-19 response. An additional officer was appointed and will commence during Q4. Covid-19 restrictions affected the number of volunteer hours for cultural services, however it is envisaged that once lockdown has eased, the volunteers will return.

- 5.19 Measures resulting from the approved Community Wellbeing Model (Strategic Goal) regarding active Befrienders and those who have been supported by the Befriender scheme have already exceeded the annual target. The scheme, which aims to prevent and reduce social isolation and loneliness in West Berkshire, provides social and emotional support to residents aged 50 and over from a volunteer befriender or buddy. Due to Covid-19 the scheme is currently running as a telephone befriending service and face to face befriending and buddying will be introduced when it is safe to do so and in line with government guidance.
- 5.20 The Communications and Engagement Strategy (Strategic Goal) has been developed and was approved by the Executive Committee on 15 October 2020. The delivery plan was approved by the Customer First Programme Board on 15 December 2020.

Support businesses to start develop and thrive in West Berkshire

- 5.21 Activities are on track to deliver the [Newbury Town Centre Masterplan](#) study by the end of 2021. West Berkshire Council has appointed a multi-disciplinary team to undertake this major new study into the future uses of Newbury Town Centre. The work started with a public consultation due to close in January 2021. The number of responses has been very encouraging.
- 5.22 The Newbury West Berkshire Economic Development Company which was responsible for delivering the Inward Investment Brochure has been dissolved. This piece of work will now be absorbed by the Economic Development team and expected to be completed by December 2021 instead of the initial target of December 2020.
- 5.23 The Economic Recovery Board has amended the target date for the delivery of the Economic Development Strategy refresh, from December 2020 to February 2021, in order to align with the Local Enterprise Partnership's Recovery and Renewal plan.

Develop local infrastructure including housing to support and grow the local economy

- 5.24 The Regulation 18 consultation to inform the submission of a New Local Plan for examination (Strategic Goal) is on track and in line with the Local Development Scheme agreed in April 2020. The infrastructure delivery plan (Strategic Goal), which is aligned with the schedule for the submission of the Local Plan for examination, is also underway.
- 5.25 Data is not available regarding a traffic model for an average journey time in the District, due to staff being diverted to focus on the response and recovery relating to Covid-19. Due to similar reasons, following the consultation on the West Berkshire Housing Strategy (Strategic Goal) during Q3, this strategy cannot be approved as originally planned in February 2021 but will be delayed by one month.

- 5.26 Targets have been exceeded for residential units granted planning permission (582), the number of additional residential units completed (609) and the number of affordable homes granted planning permission (216). The number of affordable homes completed during 2019/20 is below target by 22 homes, however there are currently over 900 affordable housing units with planning permission that are yet to be built.
- 5.27 The project to make Superfast Broadband available in West Berkshire has been completed. As part of the Government's 'Getting Building fund' the [Thames Valley Berkshire Local Enterprise Partnership \(LEP\) has successfully bid for funding and secured £7.5m](#), £1.7m of which will be used by West Berkshire Council to implement Full Fibre and improve broadband connectivity for schools, fire services and GPs in rural areas.
- 5.28 The consultation on the West Berkshire Cultural Heritage Strategy (Strategic Goal) took place between 7 September and 18 October 2020 and was approved by the Executive meeting on 14 January 2021.

Maintain a green district

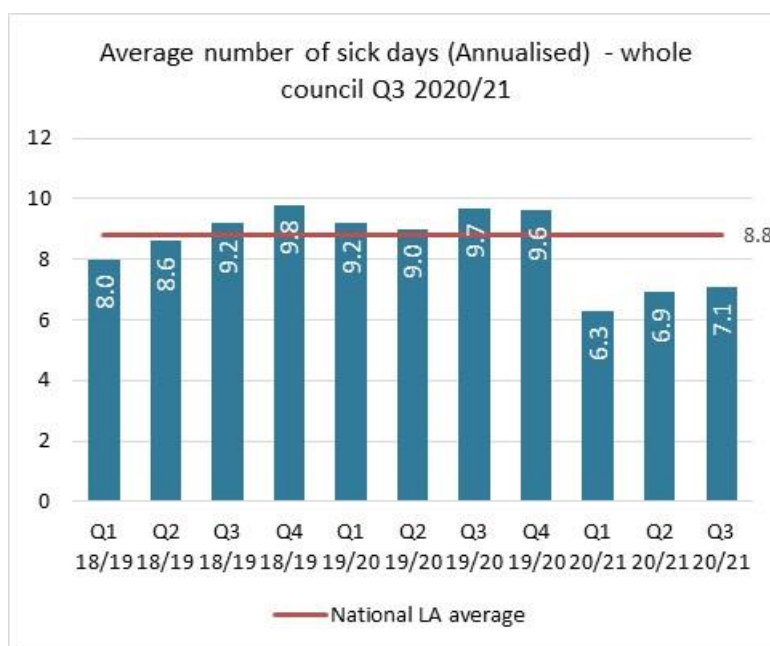
- 5.29 The Strategic Goal of studying the feasibility, the cost and journey time benefits of installing infrastructure in Thatcham is on track. Air quality sensors have been deployed on a trial basis and capital funds have been requested for variable message signs to influence drivers' route choices.
- 5.30 The first draft of the Environment Strategy Delivery Plan (Strategic Goal) has been approved by the Environment Advisory Group. Appropriate performance measures will be forthcoming as part of the planning process for 2021/22.
- 5.31 The adoption of the Local Transport Plan (Strategic Goal) is on track, subject to a successful funding bid.
- 5.32 The Department for Transport has awarded additional funding for a phase 2 of Emergency Active Travel schemes. Various schemes are being designed to encourage cycling and walking and will be going out for consultation at the end of February 2021.
- 5.33 Work towards generating energy from council renewable sources is progressing with an initial six council buildings having solar panels installed. Subject to funding and planning permission [a solar farm could be built near Grazeley](#) that could generate enough electricity a year to power approximately 4,400 homes.
- 5.34 The Strategic Goals of studying the feasibility of and carrying out cost benefit analysis for large scale afforestation and natural regeneration in the rural area and urban tree planting, are behind schedule. Recruitment to the team occurred during quarter 3, with one vacant position being filled and two others commencing during quarter 4. The Economic Delivery Plan is being developed and priorities that arise from this process will inform measures and targets which will be considered for inclusion through service planning for 2021/22.

Ensure sustainable services through innovation and partnerships

- 5.35 The Strategic Goal to develop a strategic positioning statement on commercialisation and the implementation of a confidential Employee Assistance Programme have already been completed in previous quarters.
- 5.36 Work is progressing to develop and adopt a corporate approach to capture and respond to customer feedback, in particular progress has been made around better coordination of consultation exercises. A repository of consultation findings is to be implemented starting in Q1 next year under the governance of the Customer First Programme Board.
- 5.37 The development of a community engagement framework has been incorporated into a broader programme of Engaging and Enabling Communities due to staff responsible for delivery of this framework being diverted to respond to Covid-19 during quarter 1 and the need to source additional staff during subsequent quarters. The delivery of this work is re-profiled to March 2022.

Corporate Health

- 5.38 The Q3 financial position shows a forecast under spend of £3.4m. Further details are available from the quarterly financial monitoring reports.
- 5.39 Absence levels are much lower than usual, but slightly higher than Q2. Quarters 3 and 4 are usually higher due to the increase in coughs, colds and stomach bugs, however as many staff are working from home due to Covid-19, this has potentially kept the usual winter bugs at bay.
- 5.40 Covid-19 self-isolation days lost are not included in the sickness figures. These are days where staff are not working due to self-isolation and cannot be recorded as sickness as this would trigger sick pay entitlements, which is not permissible under the Green Book and National Joint Council (NJC) for local government services guidance during Covid-19.



Proposals

To note the progress made in delivering the Council Strategy, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the Council's priorities for improvement and remedial actions taken where performance is below target, which is mostly due to Covid-19.

6 Other options considered

None considered.

7 Conclusion

- 7.1 Quarter three results show that strong performance levels have been maintained and key services delivered to residents as part of the activities in the Core Business category.
- 7.2 The District is not as badly impacted by Covid-19 as other parts of the country. The economy is inherently more resilient. An immediate impact on Town Centres is evident due to changes in working patterns. Research conducted at national level, suggests that the inequality gap is likely to have widened.
- 7.3 Services have continued with mitigation actions where Covid-19 impacted the normal service delivery, e.g. ensured telephone and video contacts in cases where face to face statutory visits were not possible and more partnership and interdisciplinary working, to ensure that, in particular, vulnerable service users are identified and supported.
- 7.4 The Council has continued to prioritise the need to respond quickly to Covid-19. However, improvement work and key outcomes continued to be delivered, e.g. offered accommodation to all rough sleepers, developed a Communications and Engagement Strategy, produced an Environment Strategy Delivery Plan etc. and only a few measures, mainly relating to approval of strategies and frameworks, have been delayed by a few months.
- 7.5 Action plans are in place to address performance measures rated Amber and Red and the Executive noted these actions and the overall performance reported.

8 Appendices

- 8.1 Appendix A – Influencer Measures
- 8.2 Appendix B – Exception Reports
- 8.3 Appendix C – Technical Conventions

Corporate Board's recommendation

*(add text)

Background Papers:

*(add text)

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 Committee or associated Task Groups within preceding six months
- Item is Urgent Key Decision
- Report is to note only

Wards affected: *(add text)

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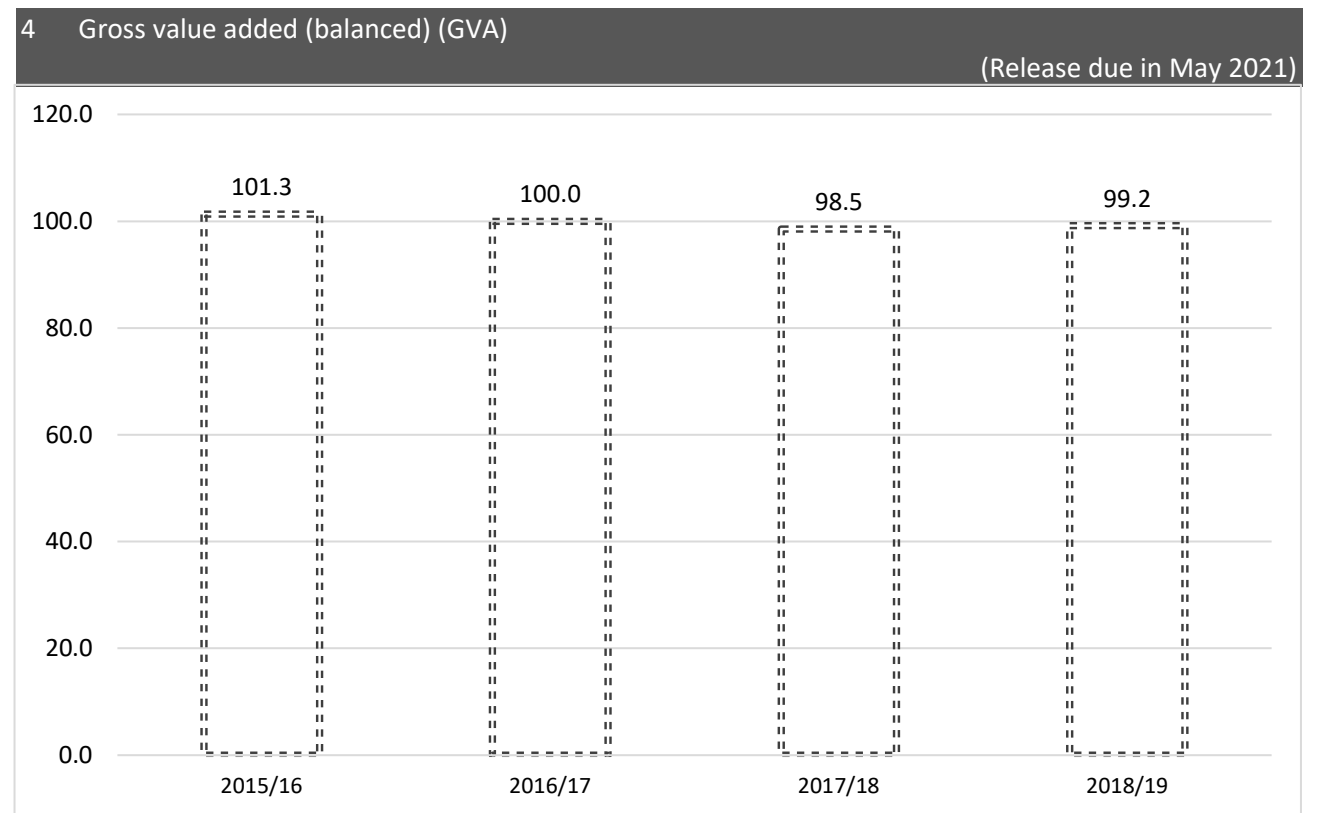
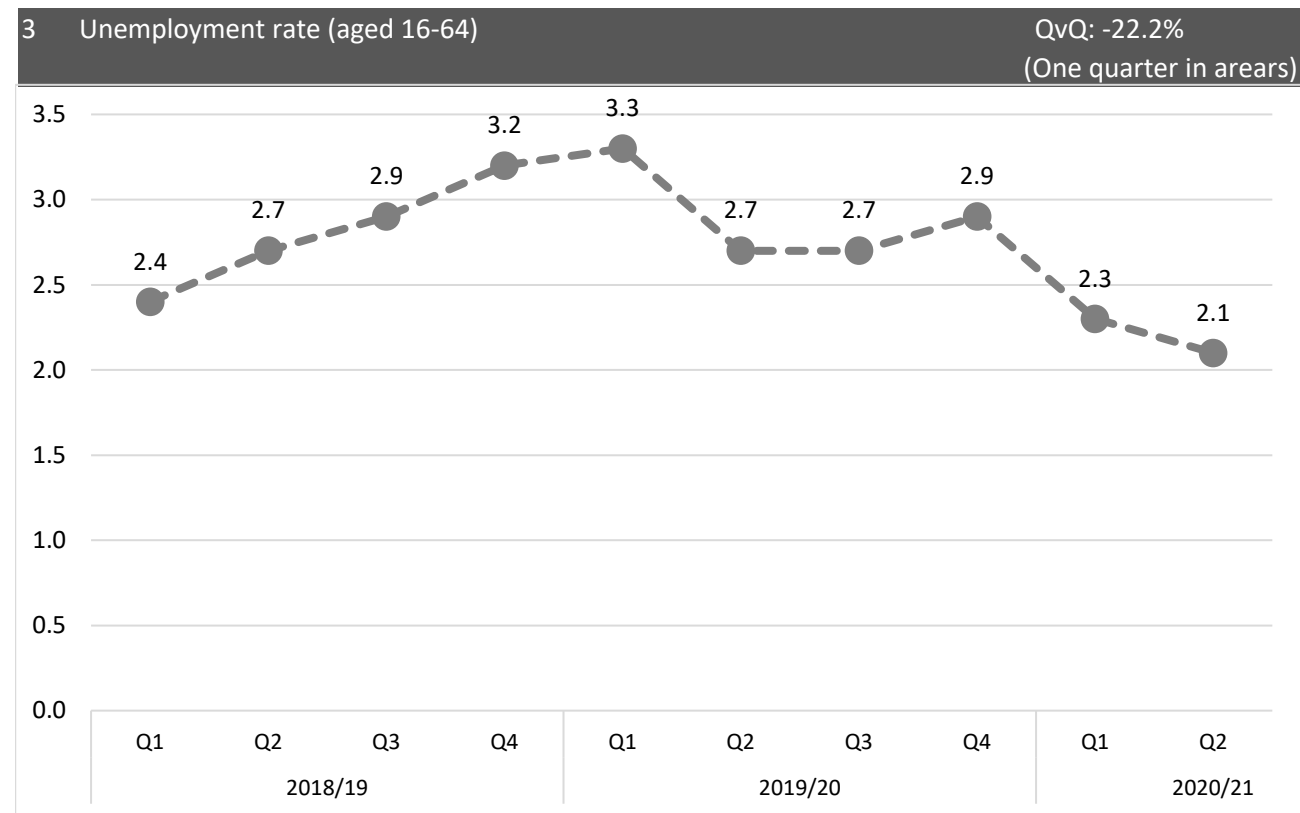
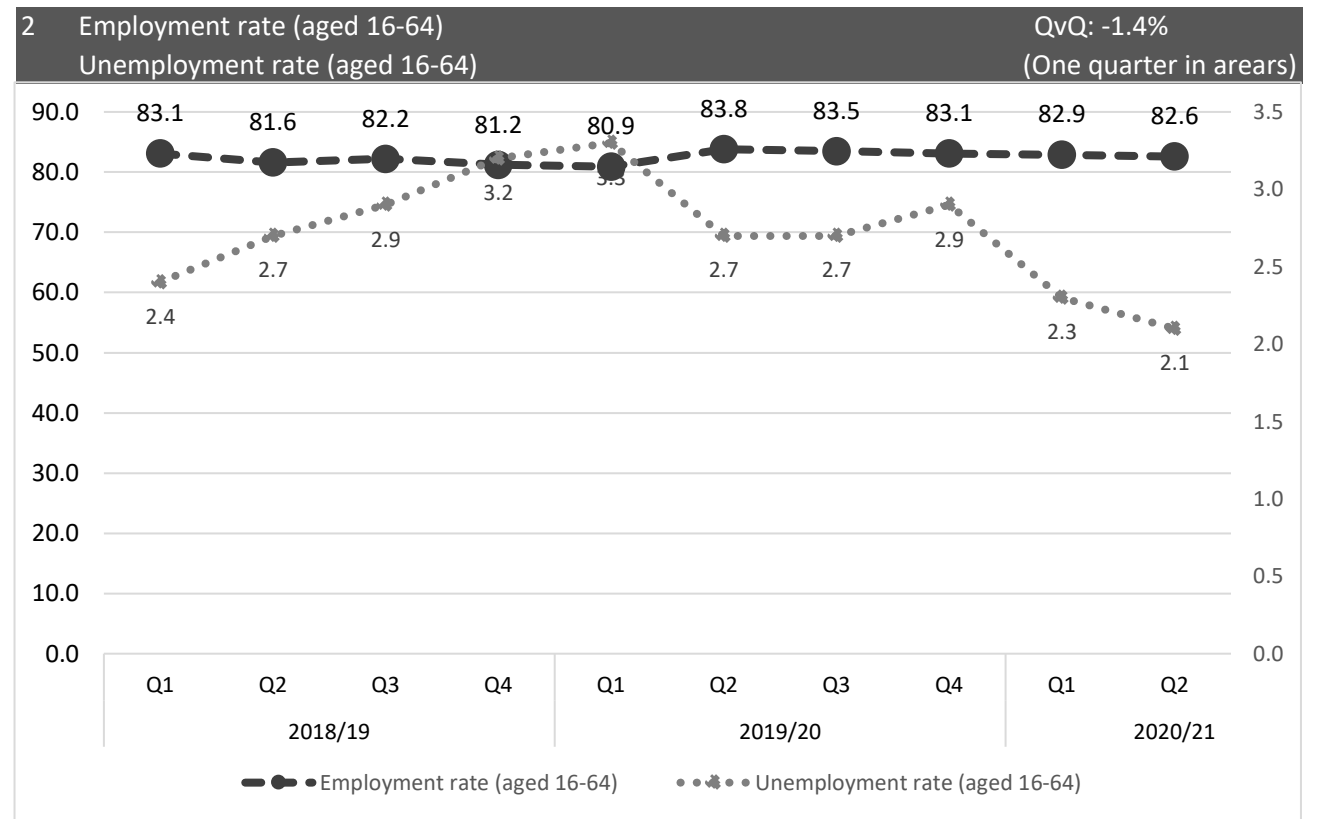
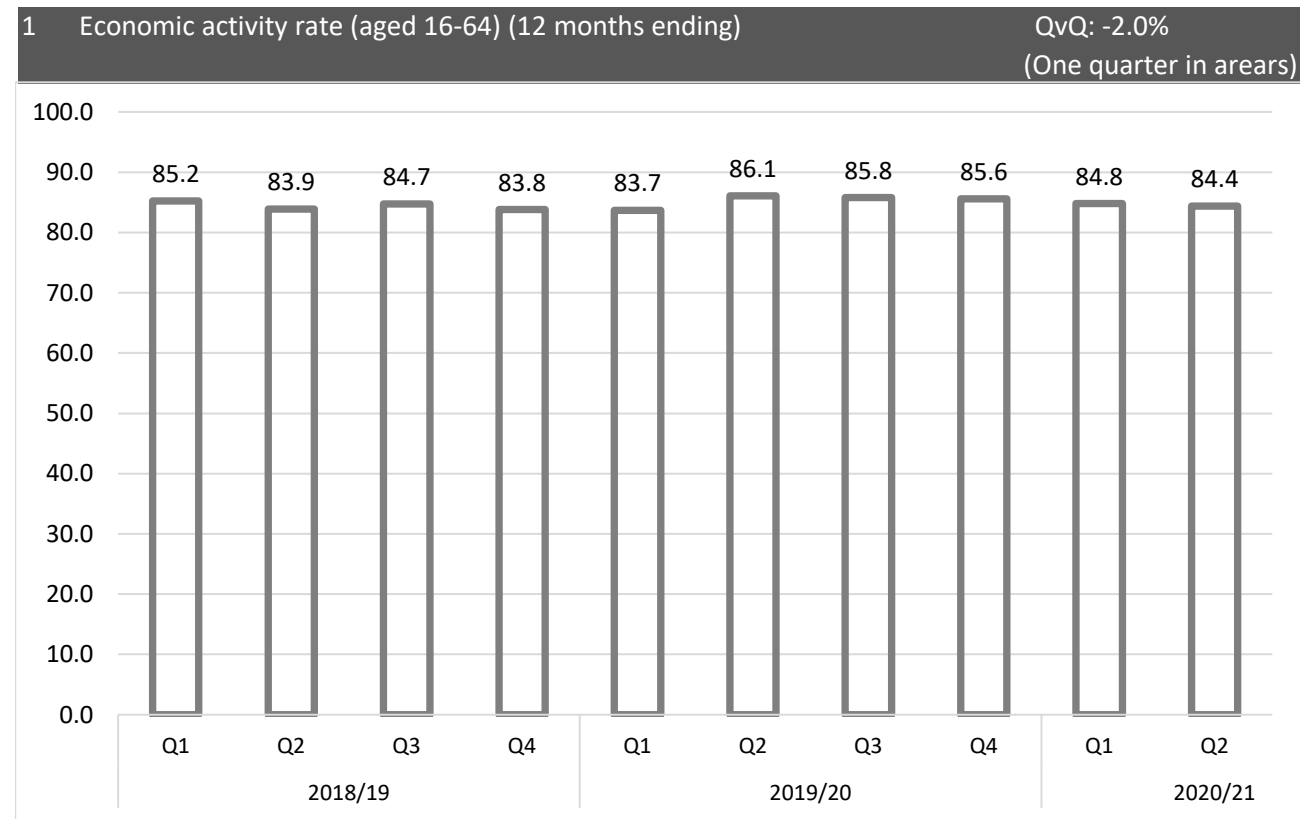
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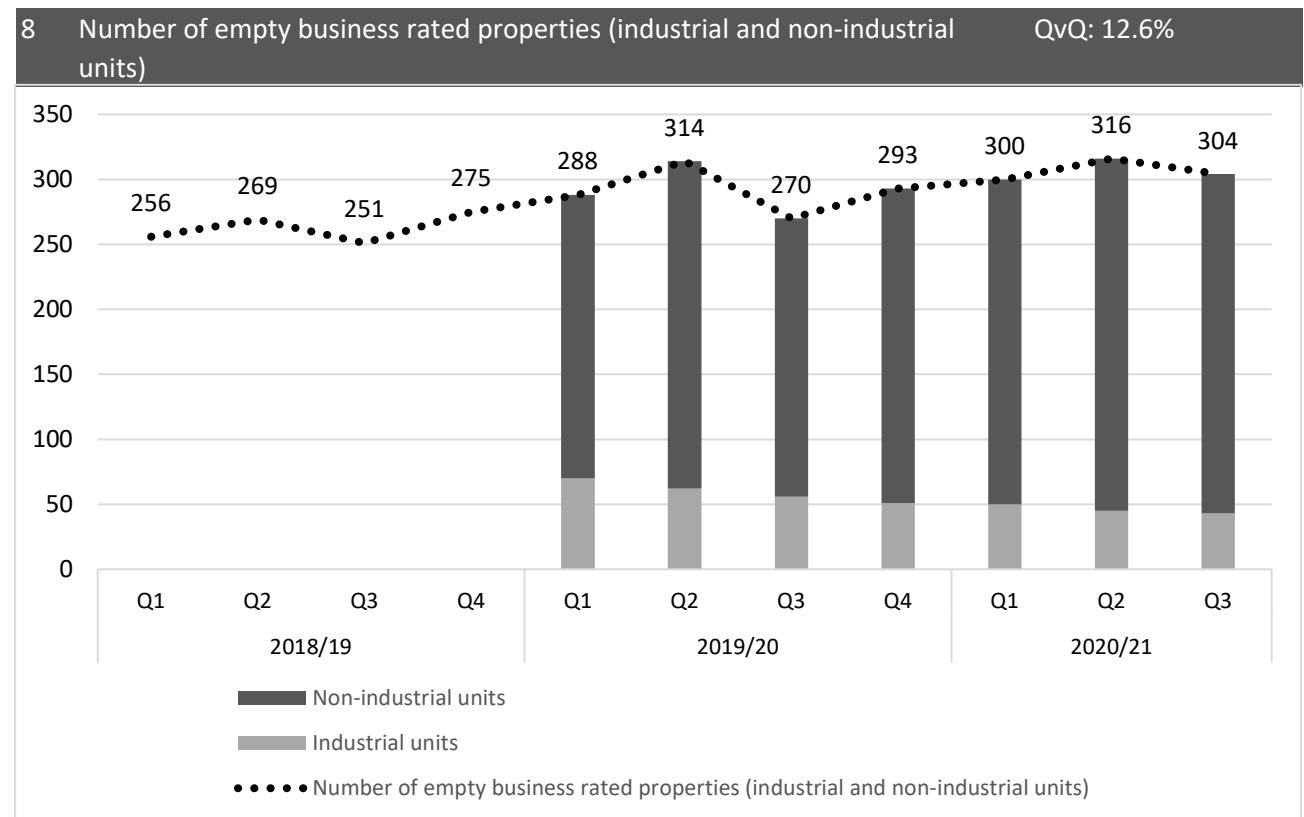
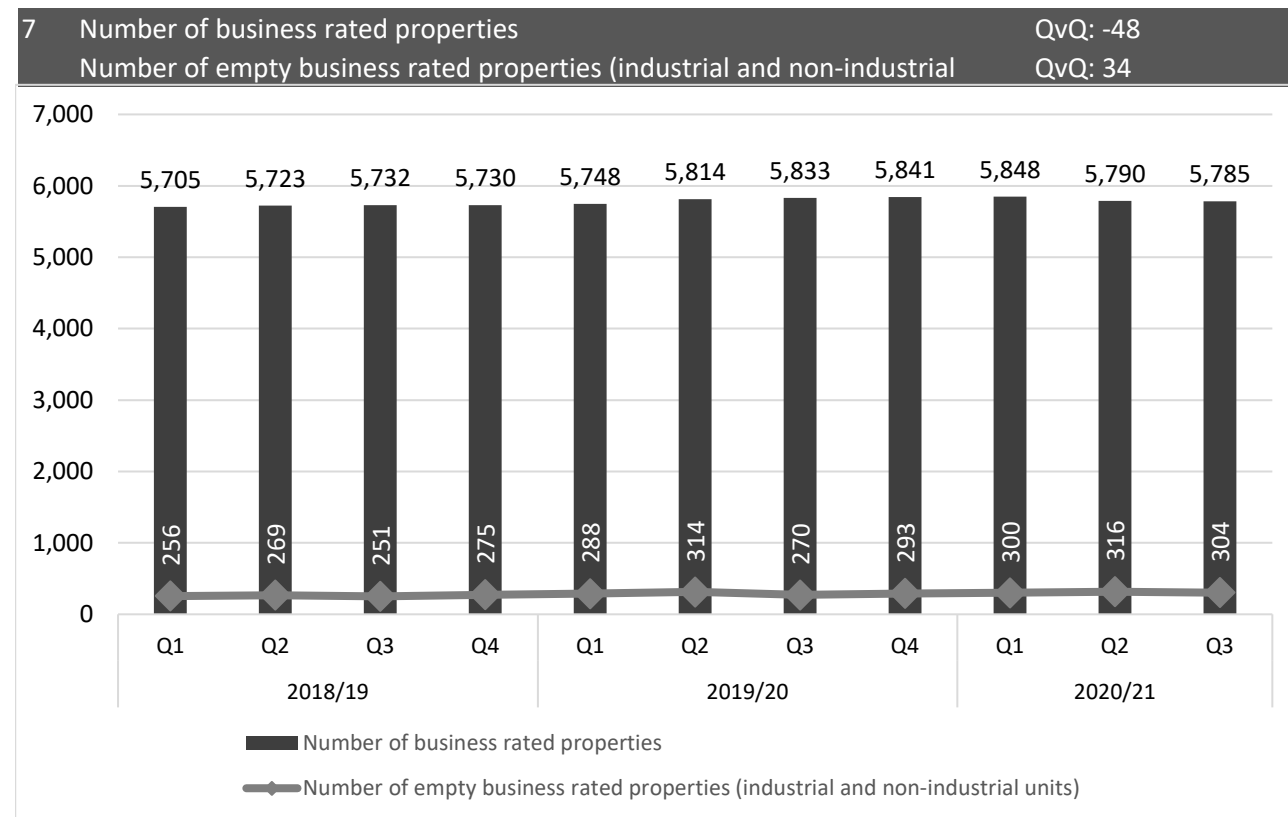
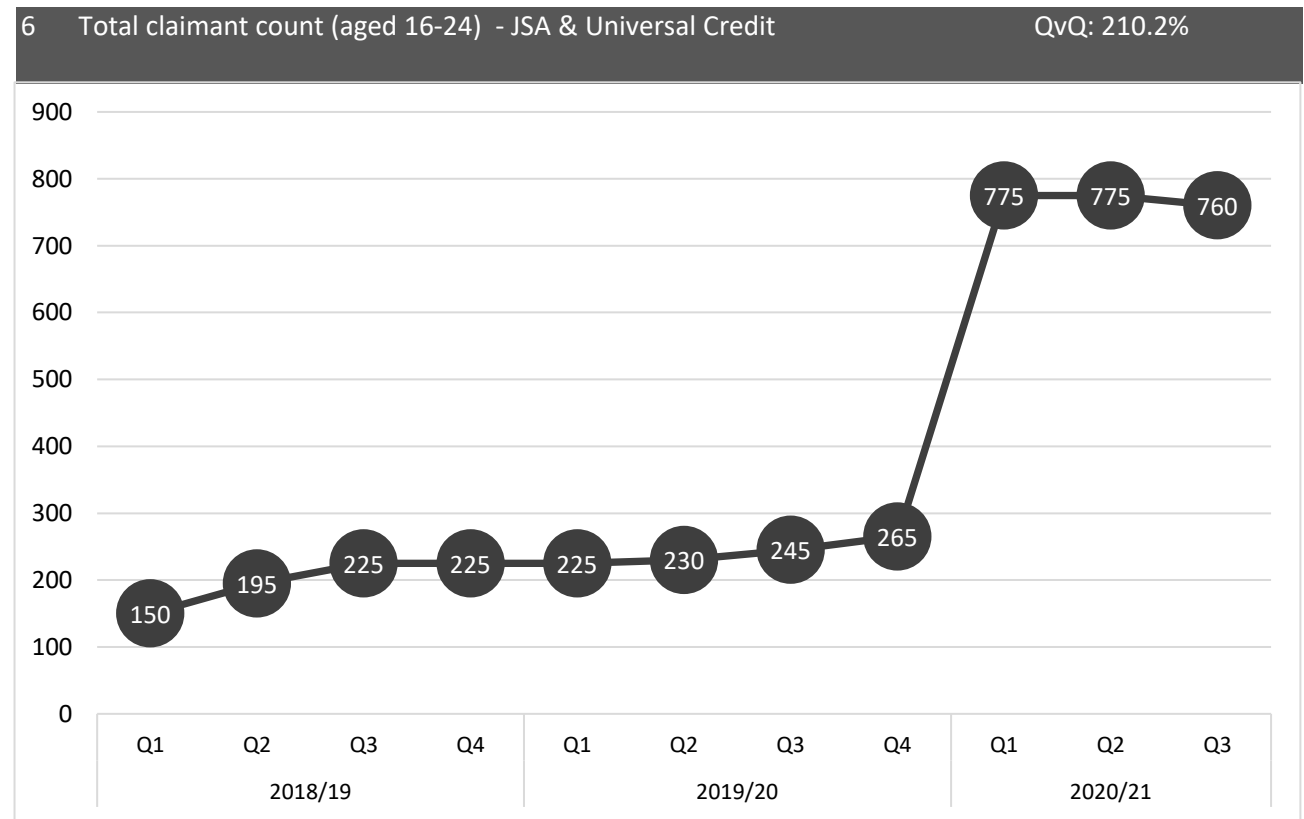
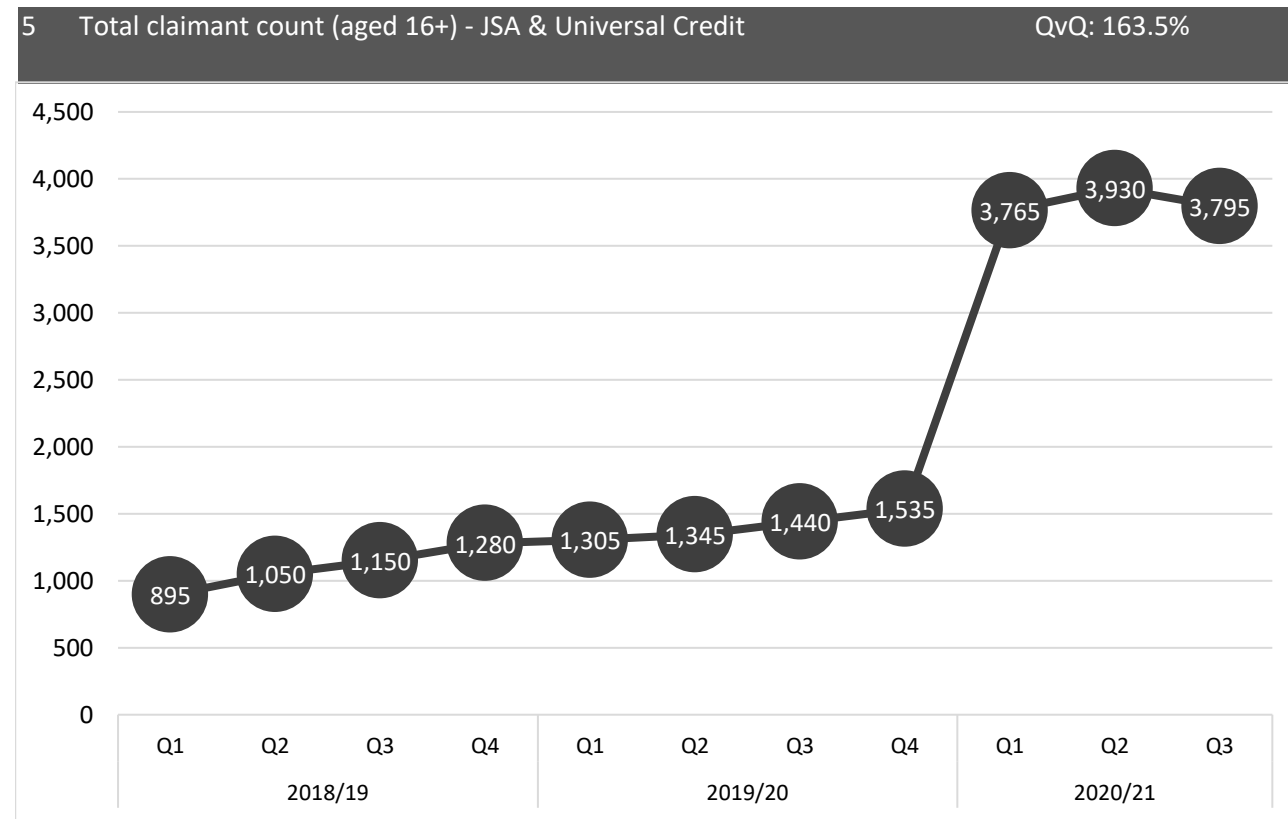
Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

Economy (Grey) | Social Care (blue) | Environment (Green)



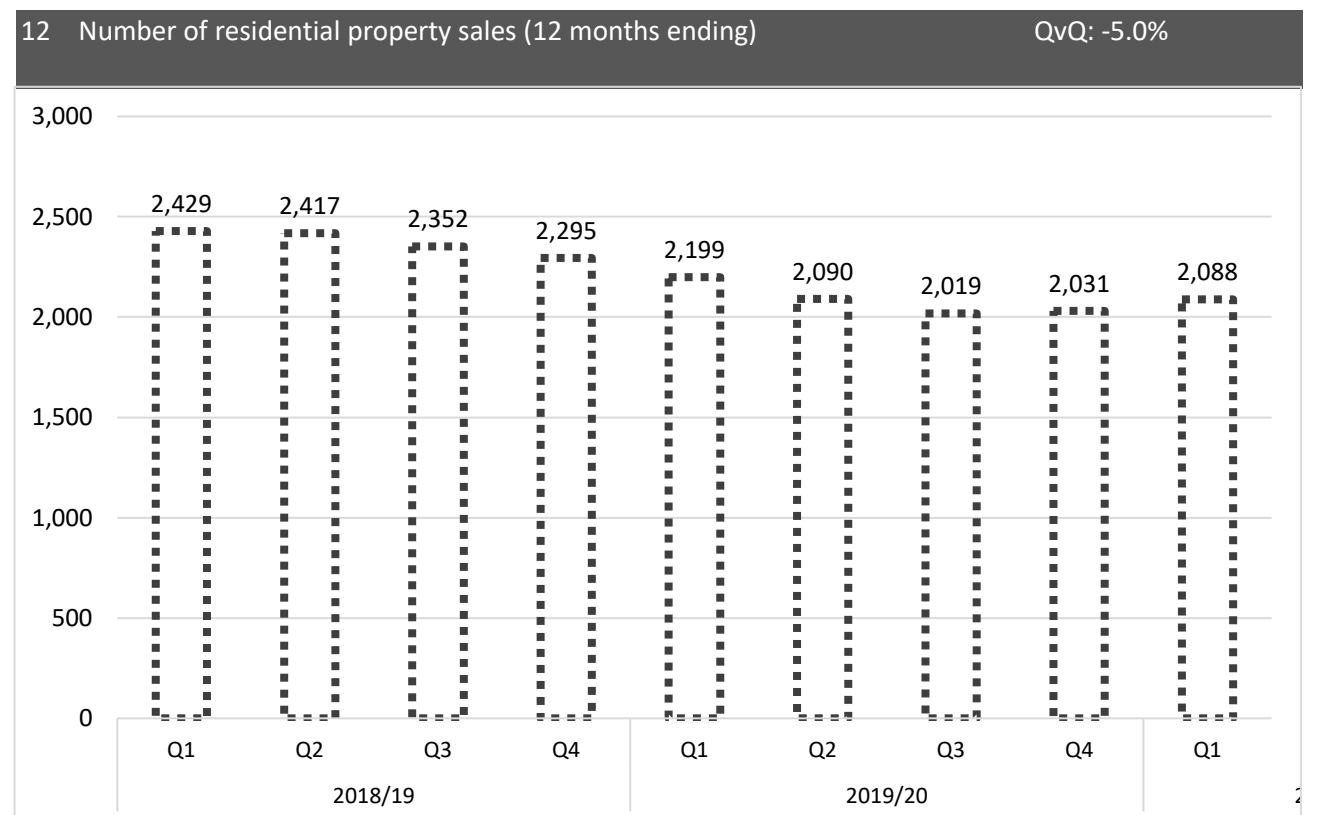
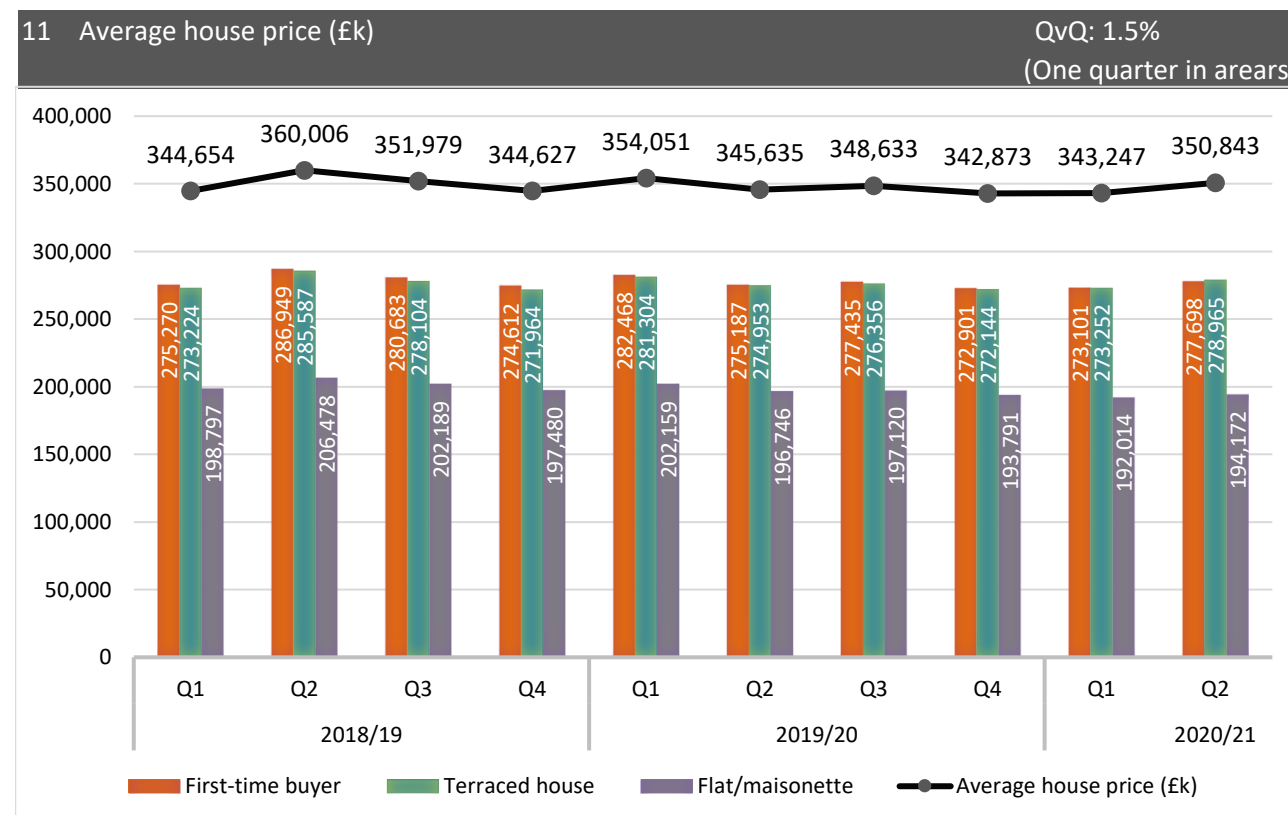
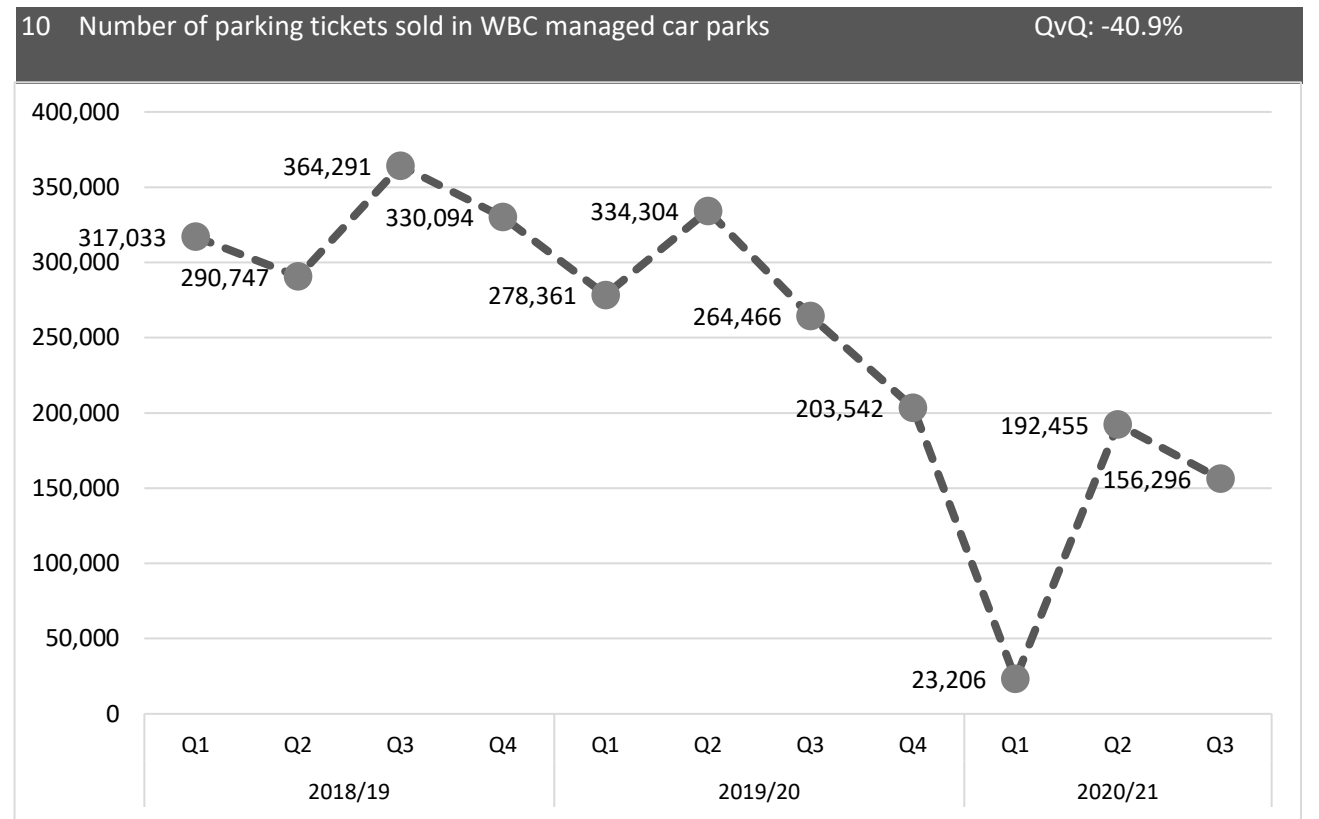
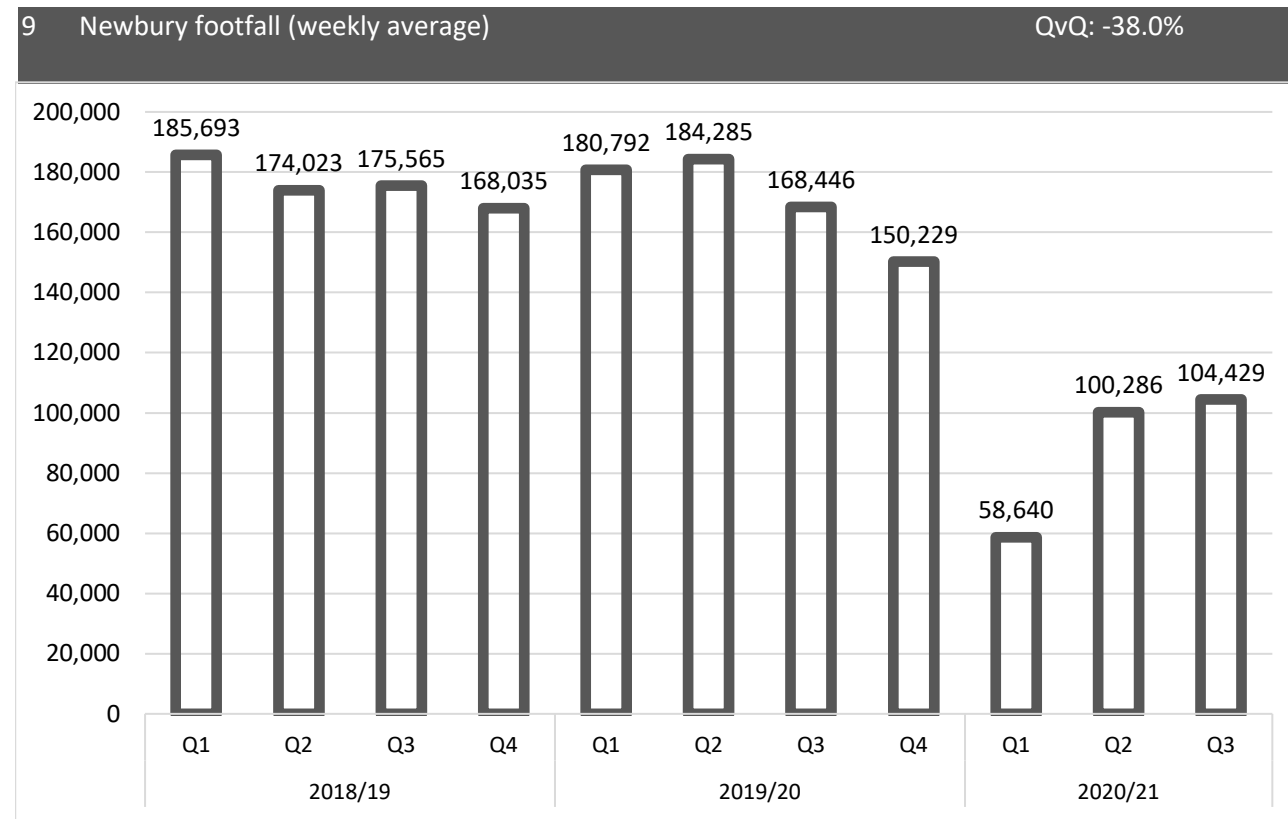
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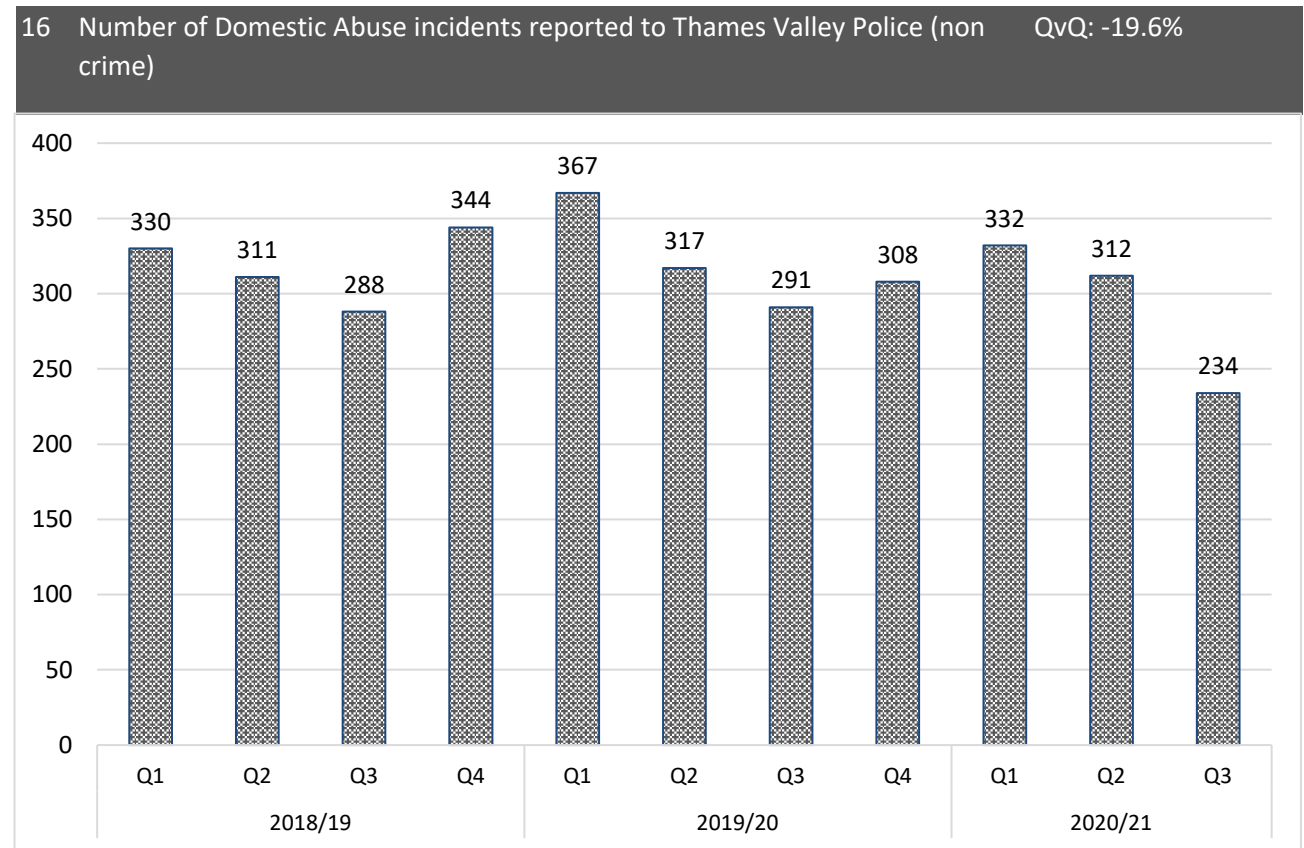
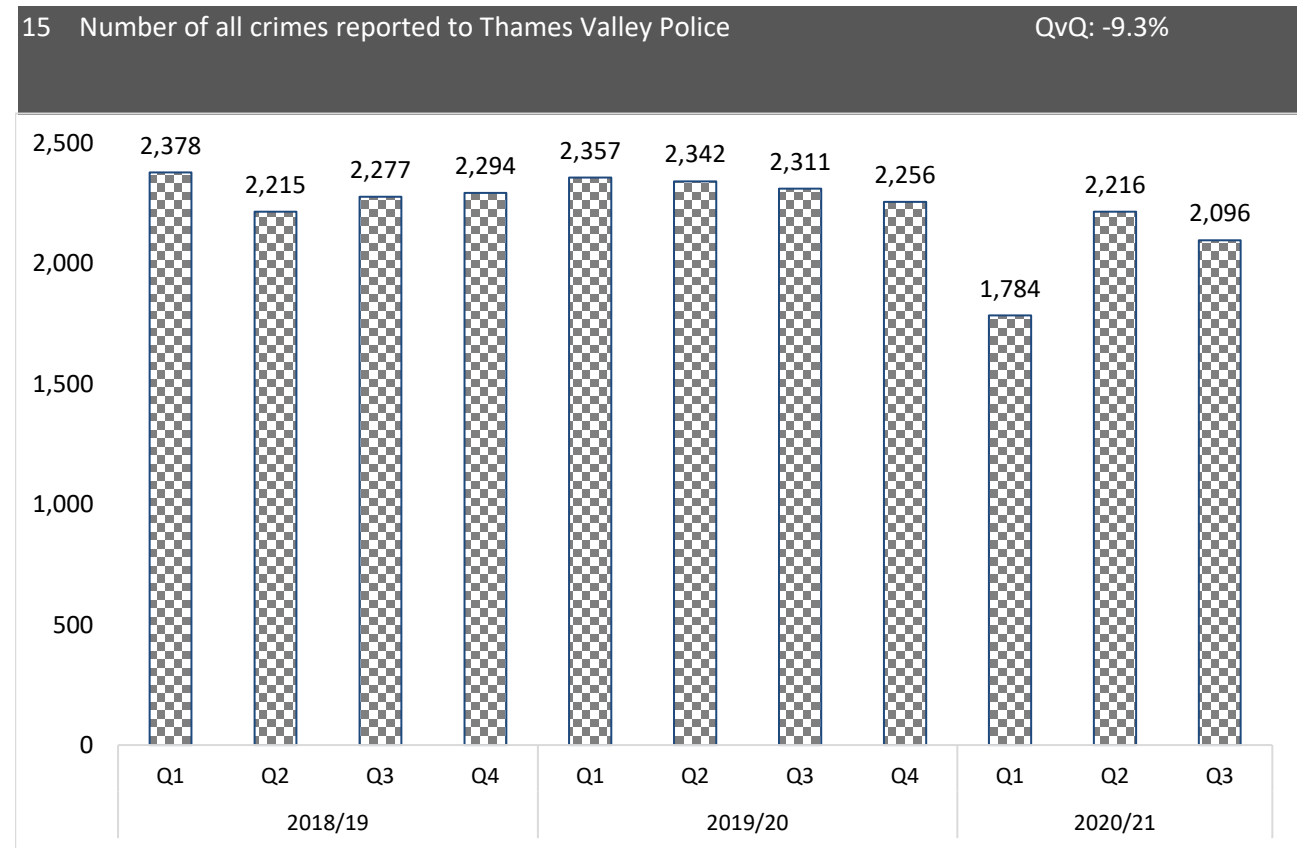
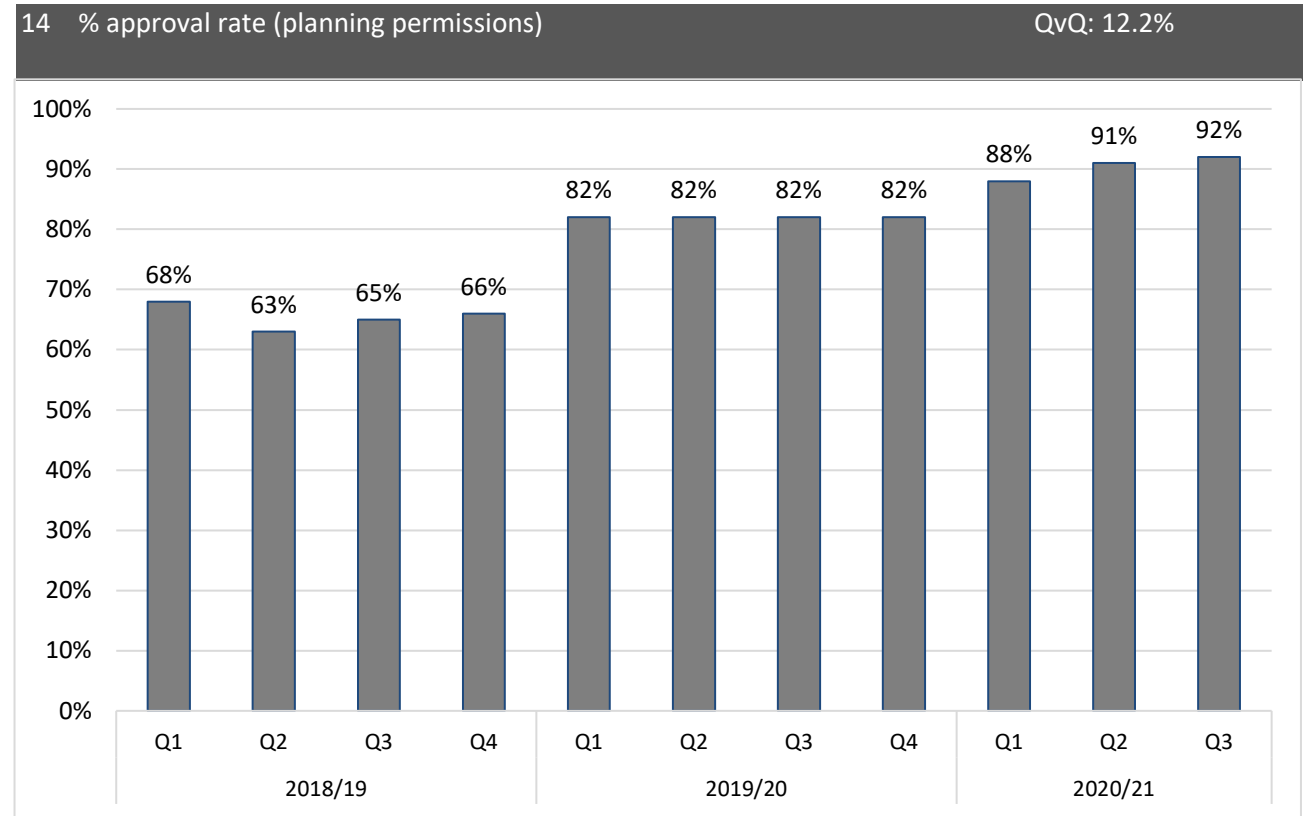
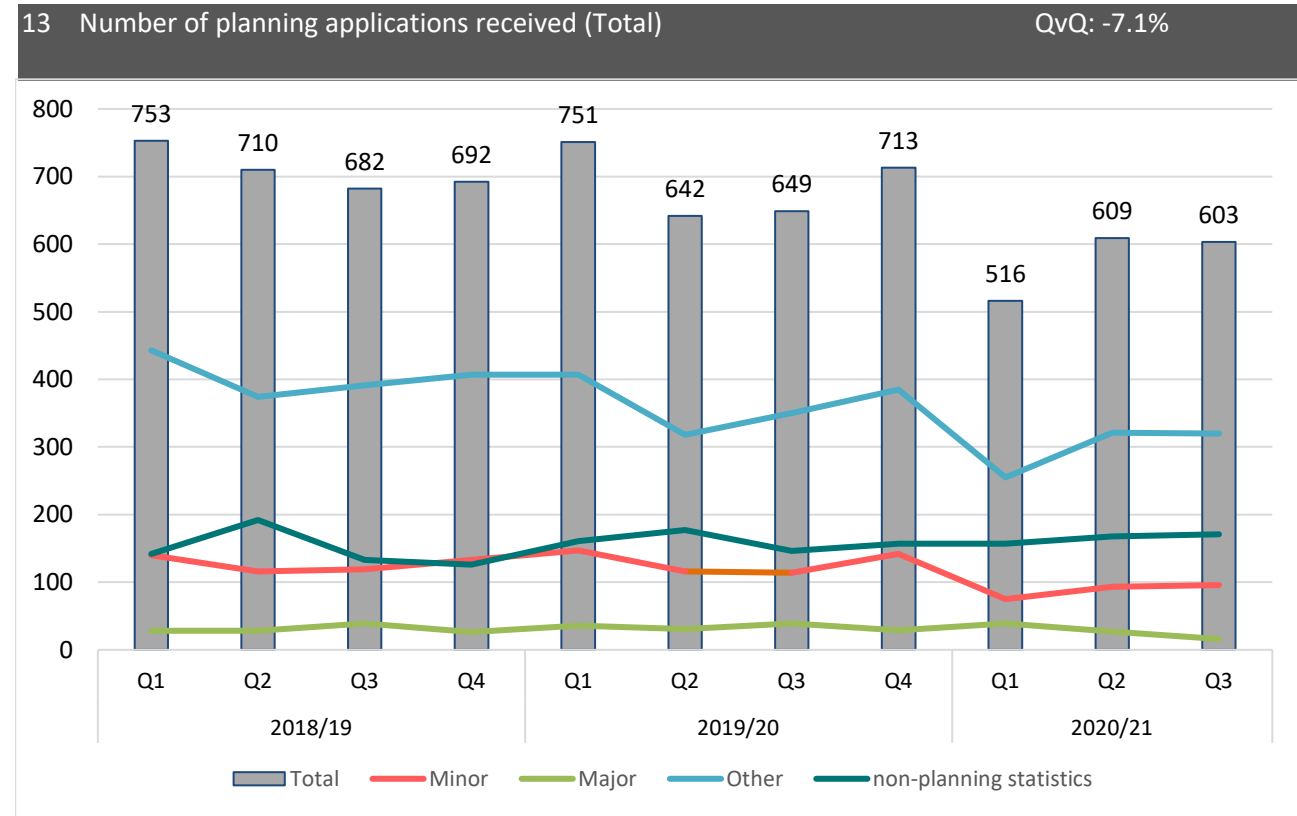
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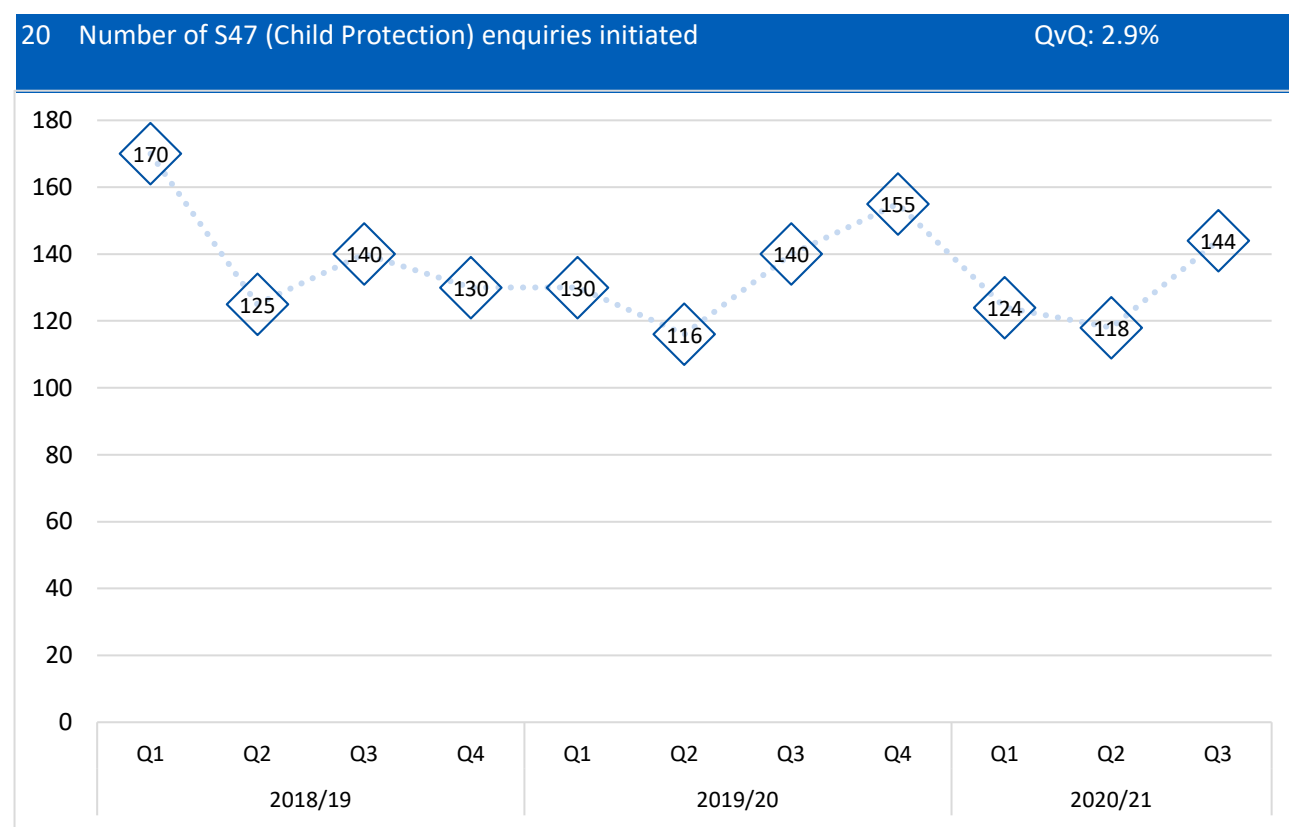
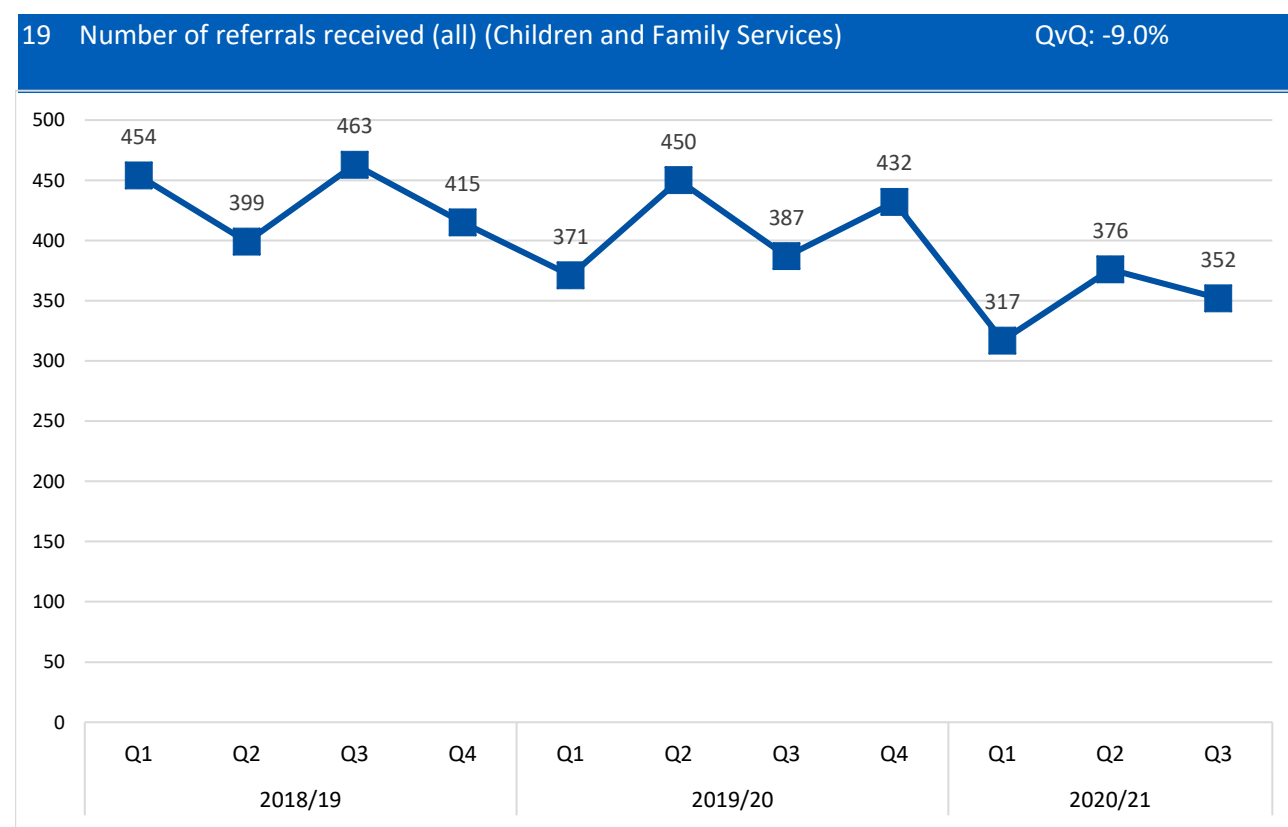
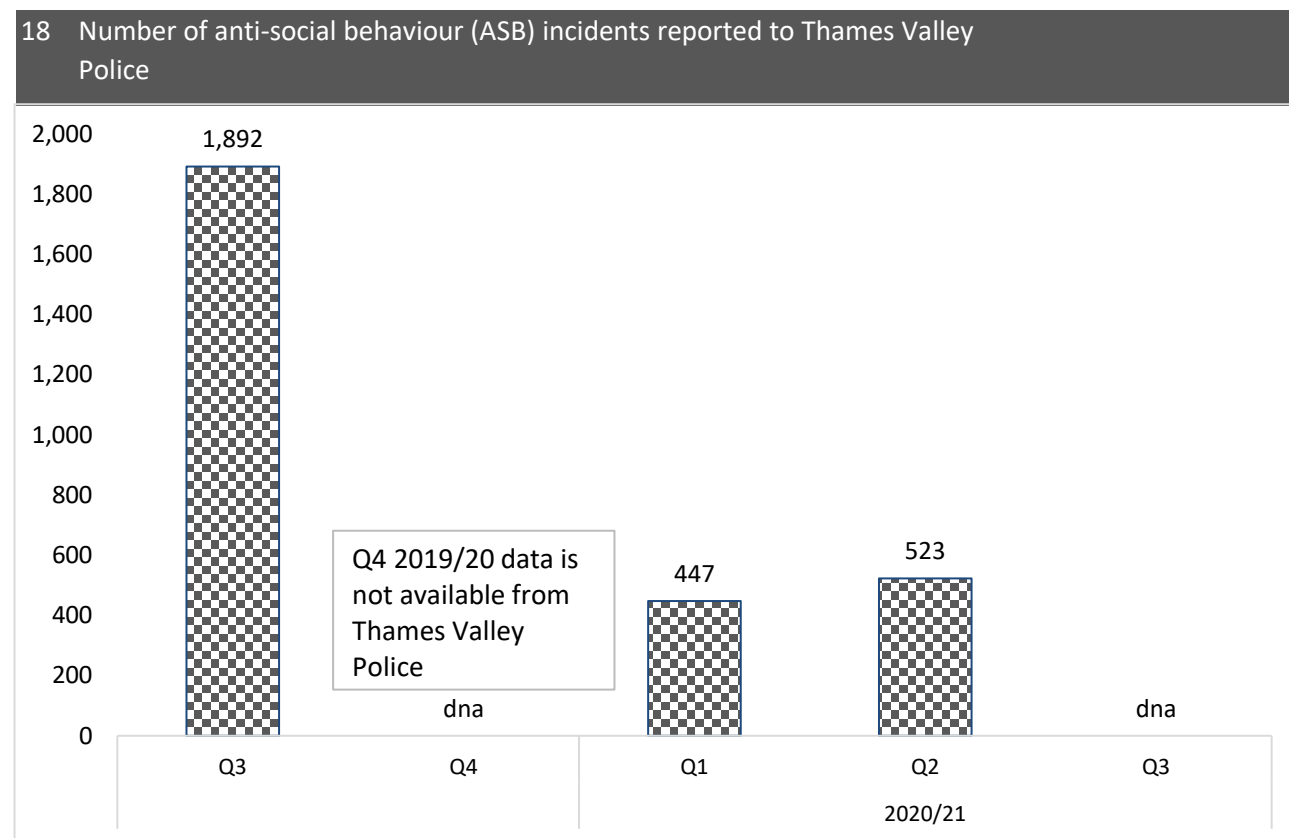
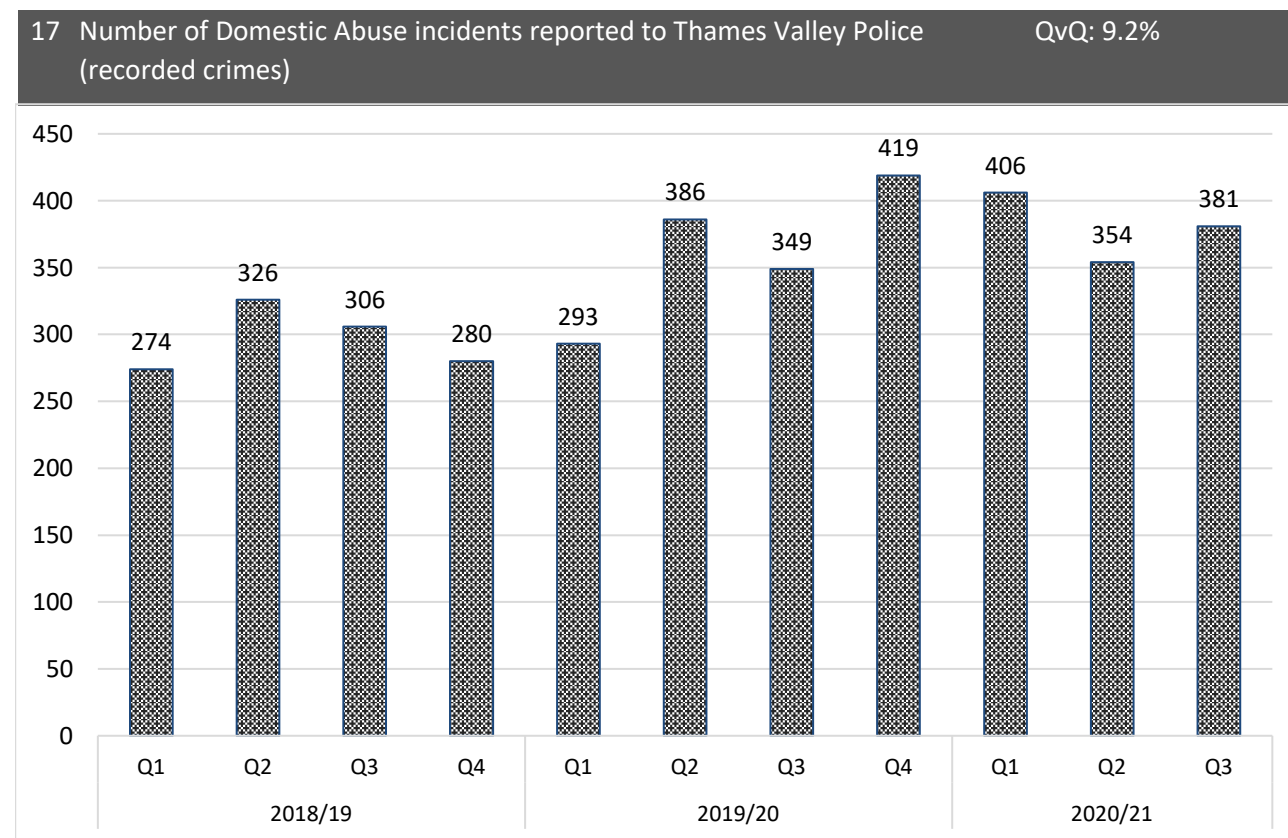
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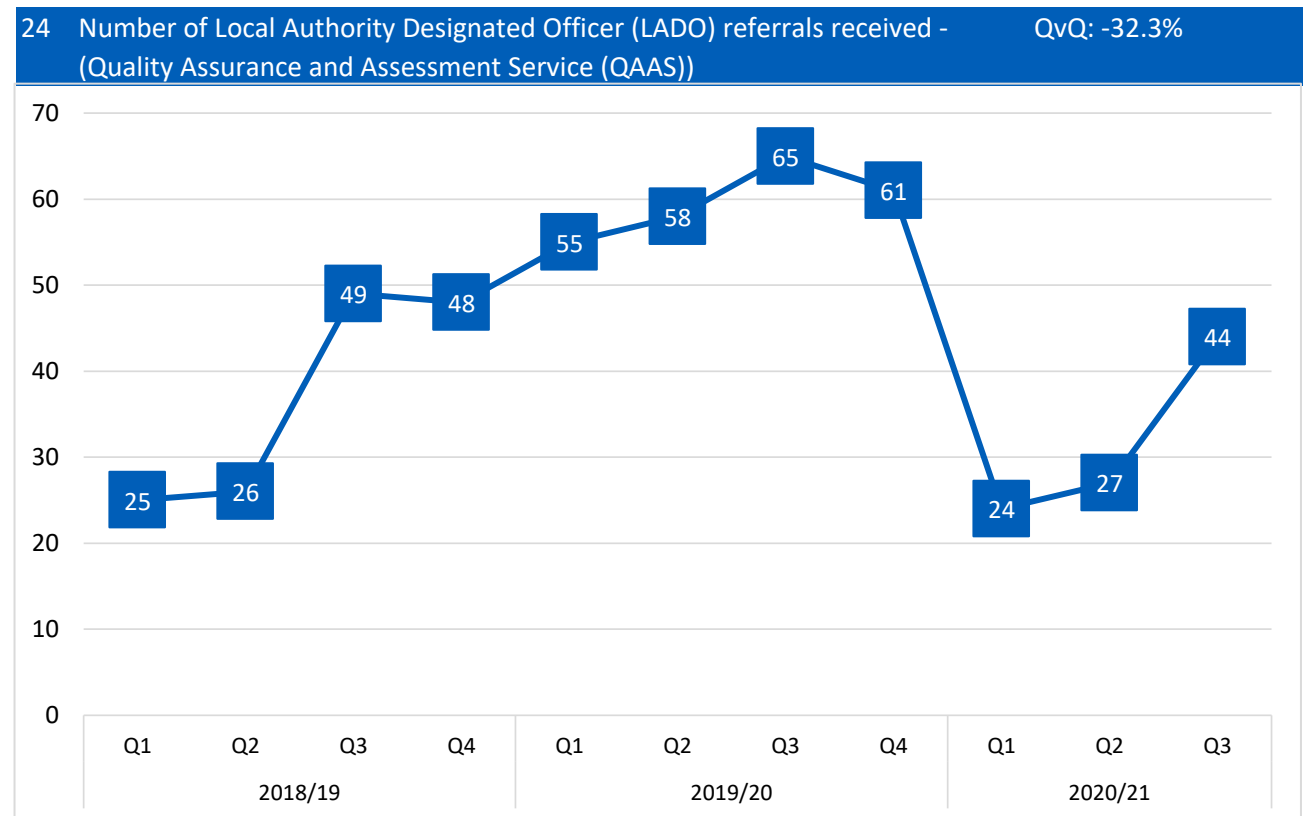
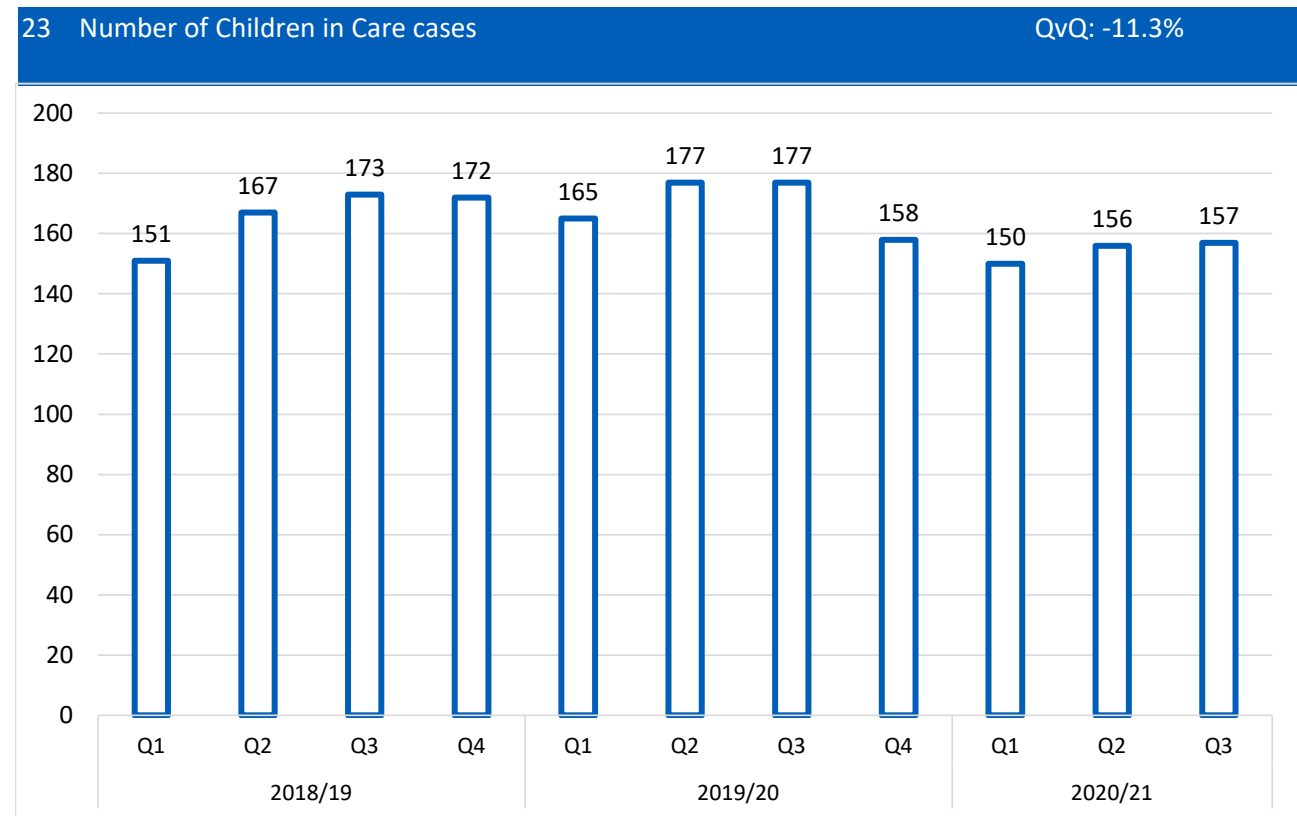
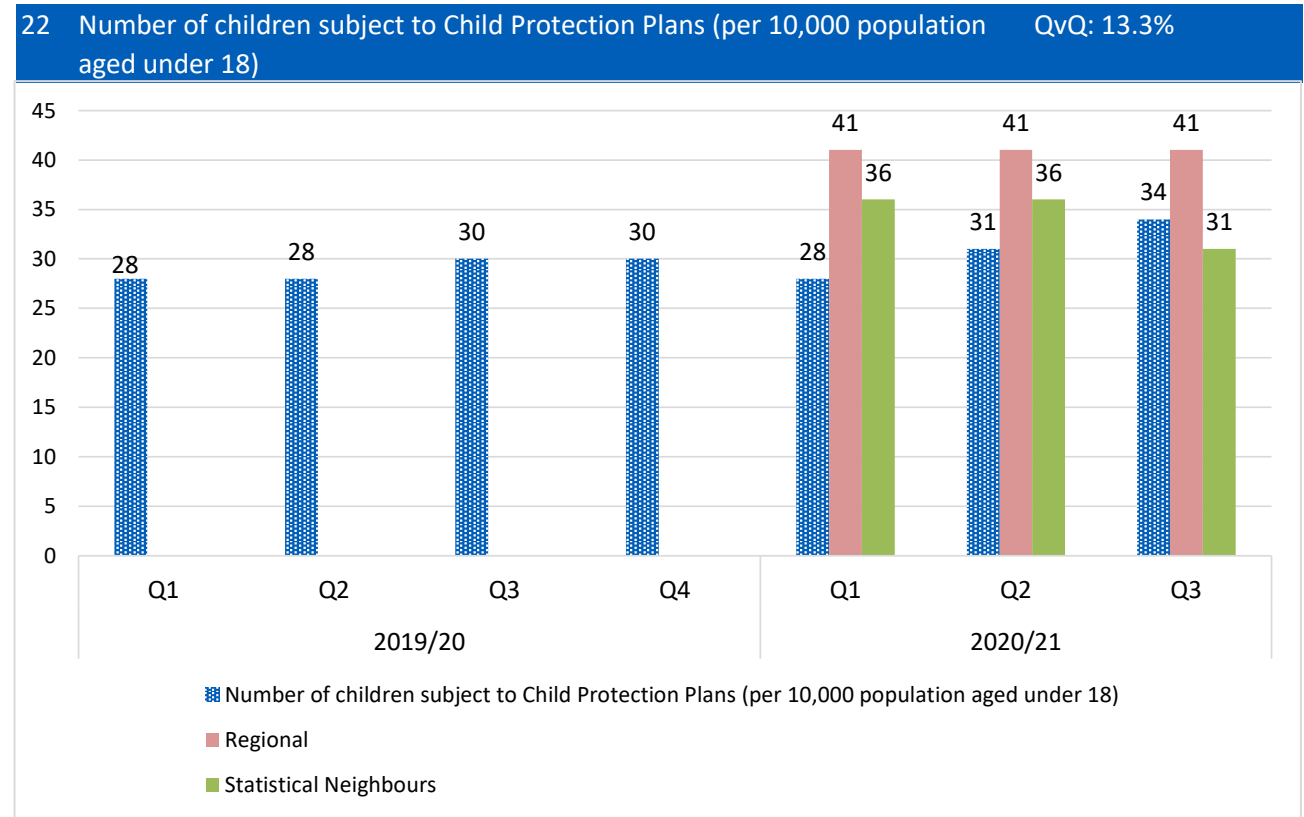
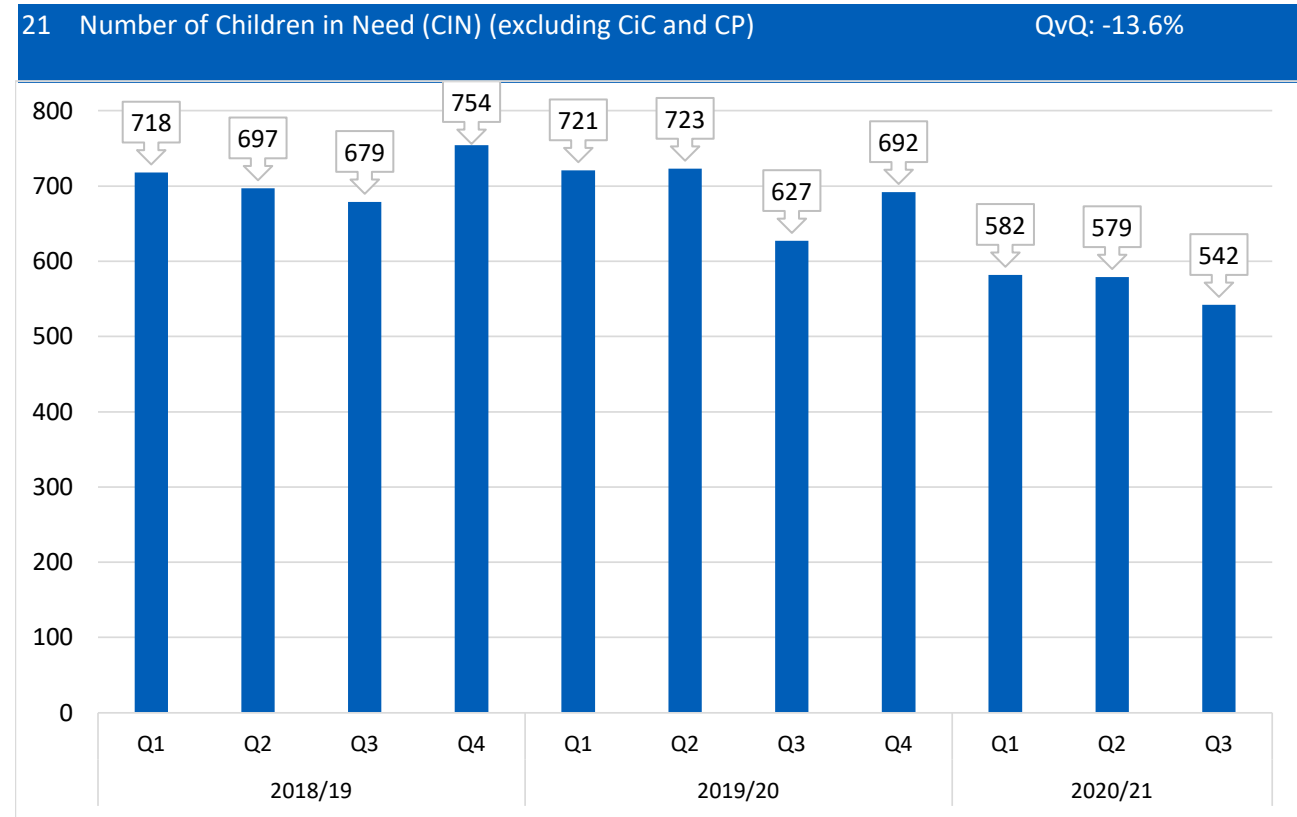
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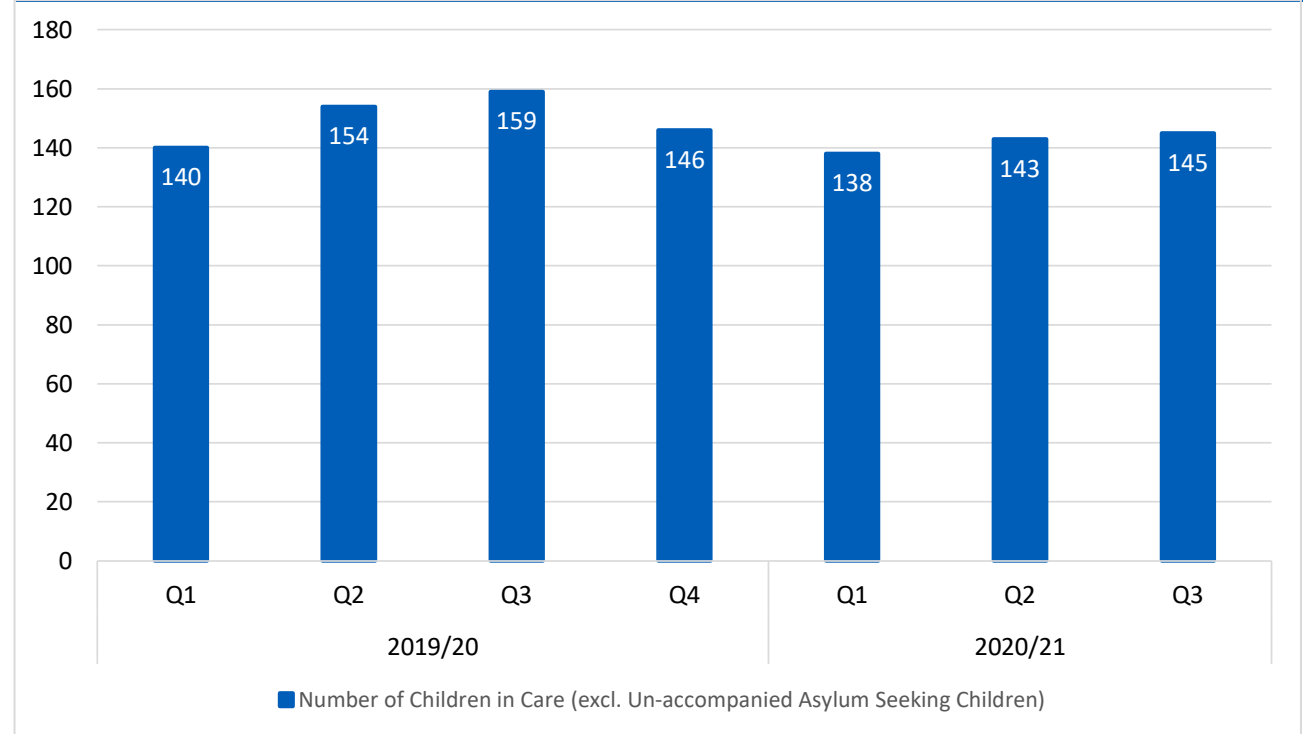
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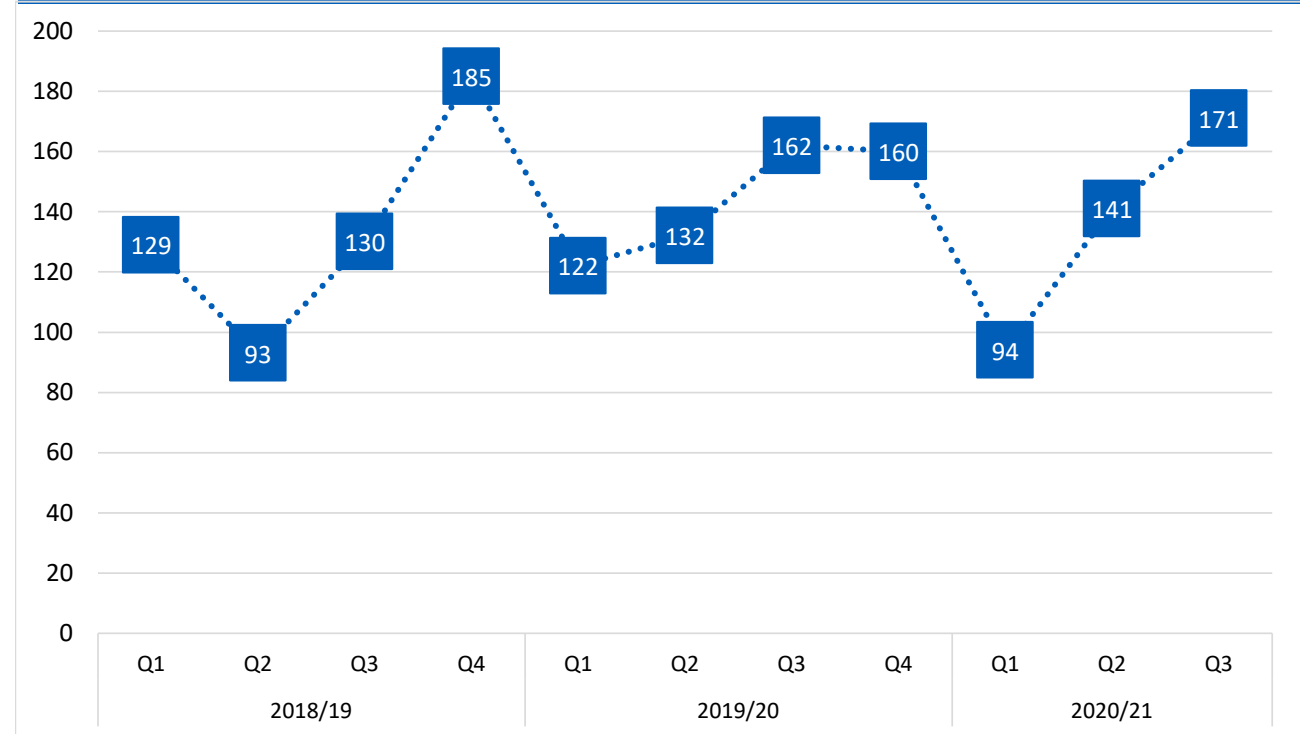
25 Level of first time entrants into the Youth Justice System (per 100,000 under 10 to 17 year olds) (12 month rolling) QvQ: -

**No data currently available as the PNC computers are not currently accessible at the Ministry of Justice

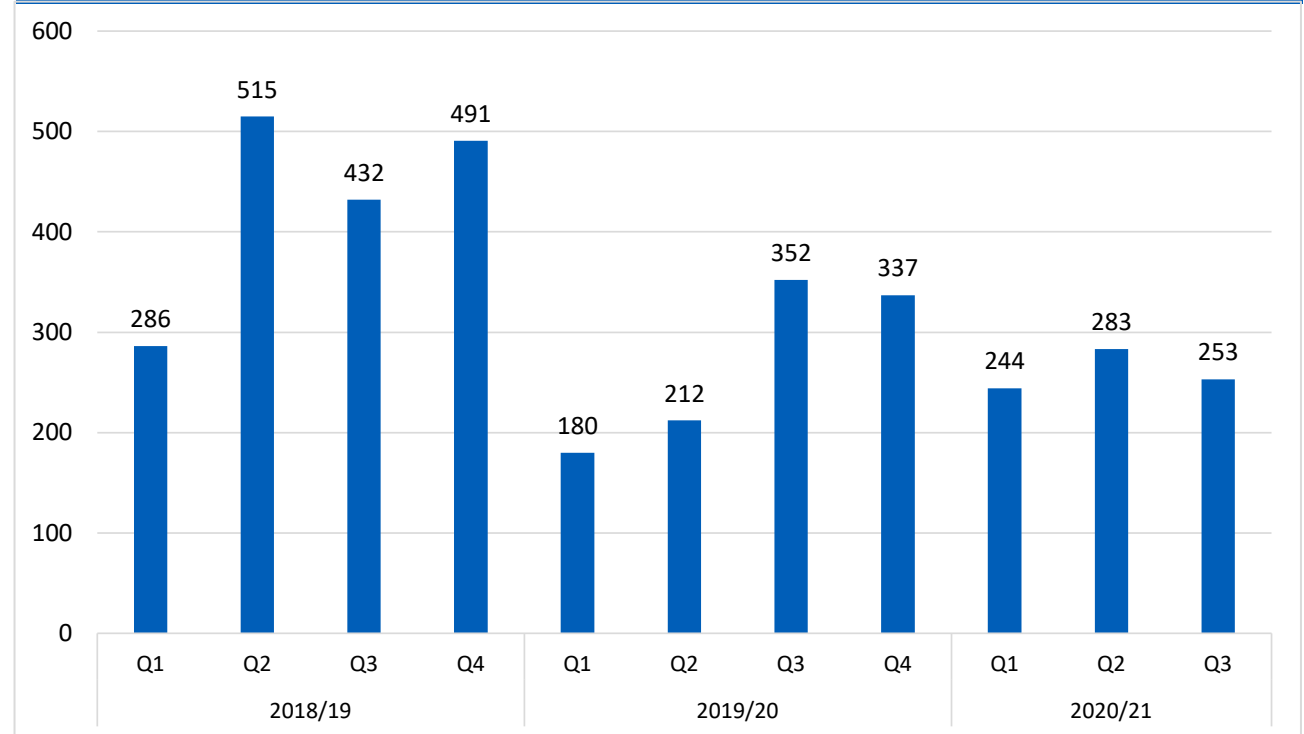
26 Number of Children in Care (excl. Un-accompanied Asylum Seeking Children) QvQ: -8.8%



27 Number of referrals to the Emotional Health Triage (EHT) QvQ: 5.6%

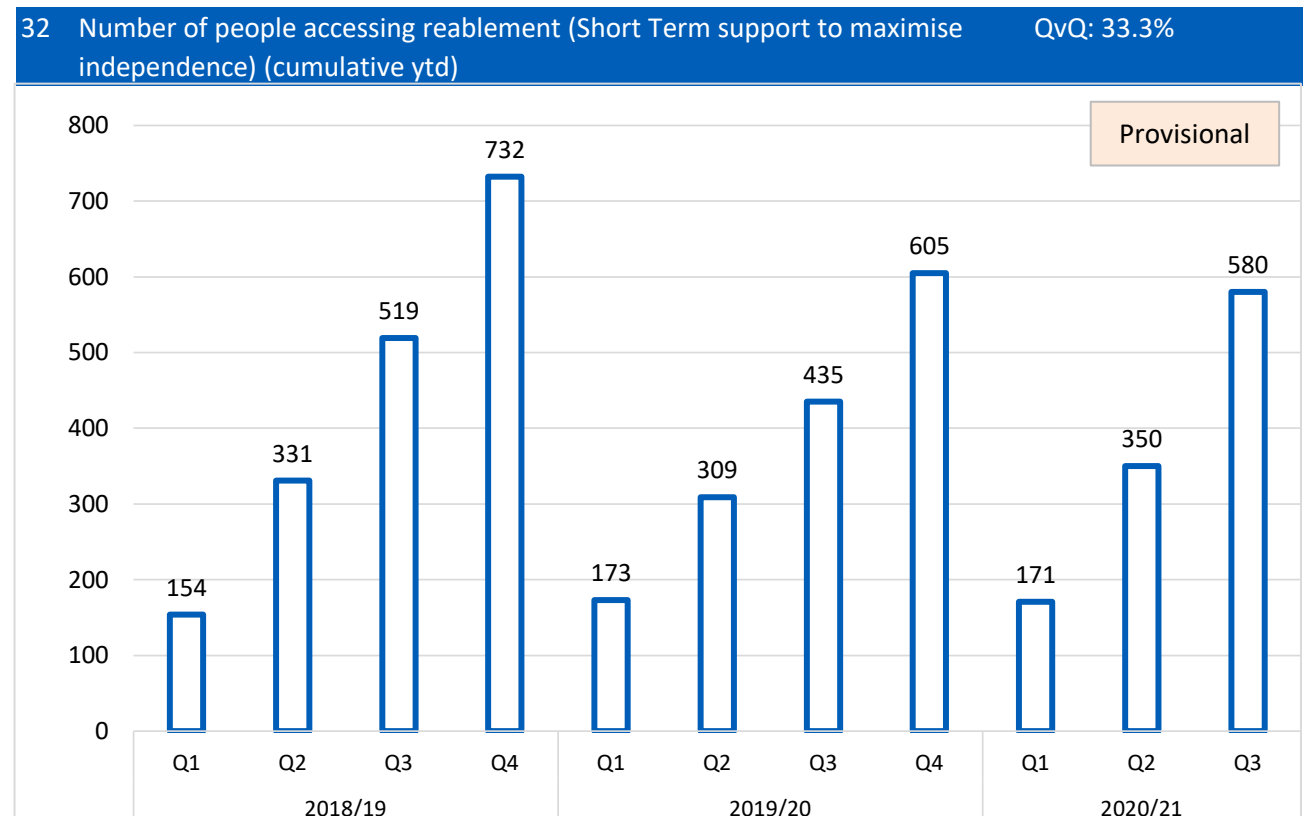
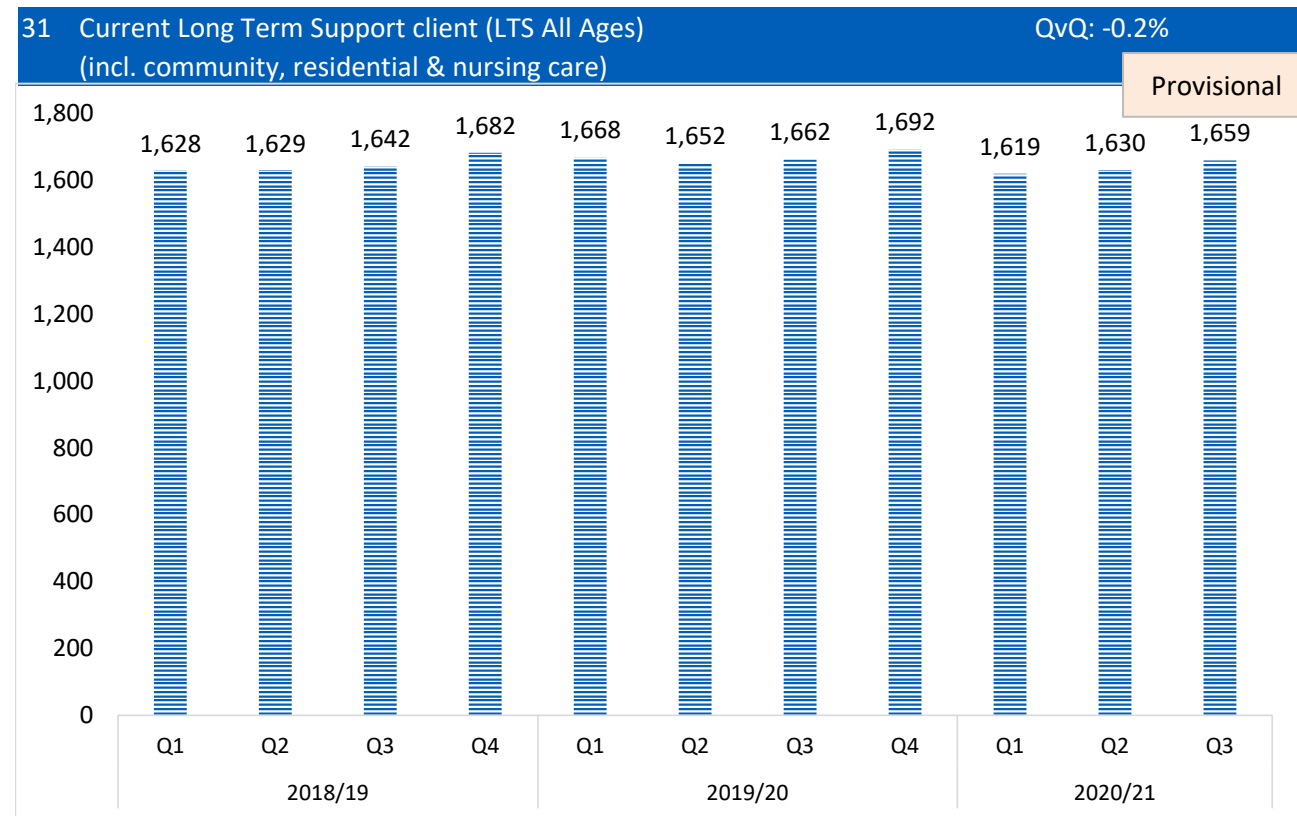
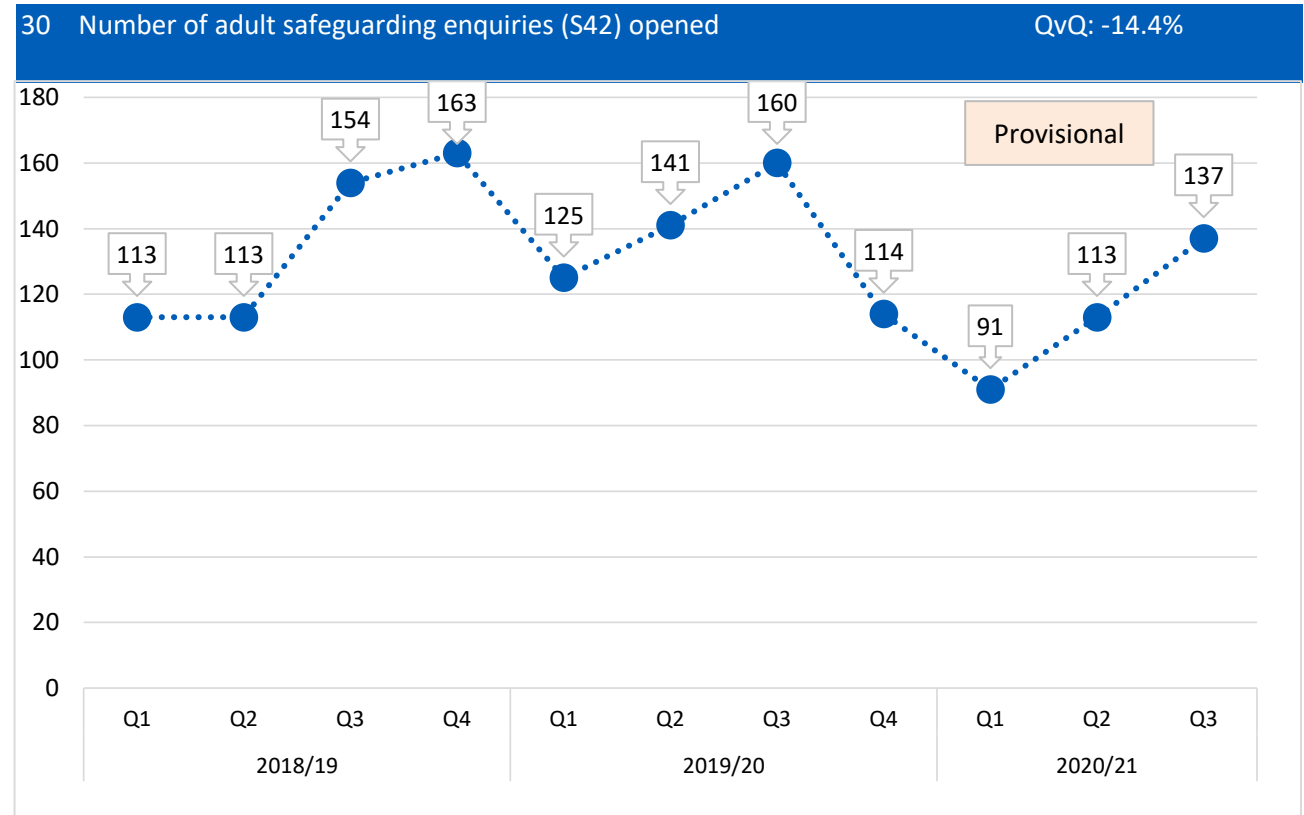
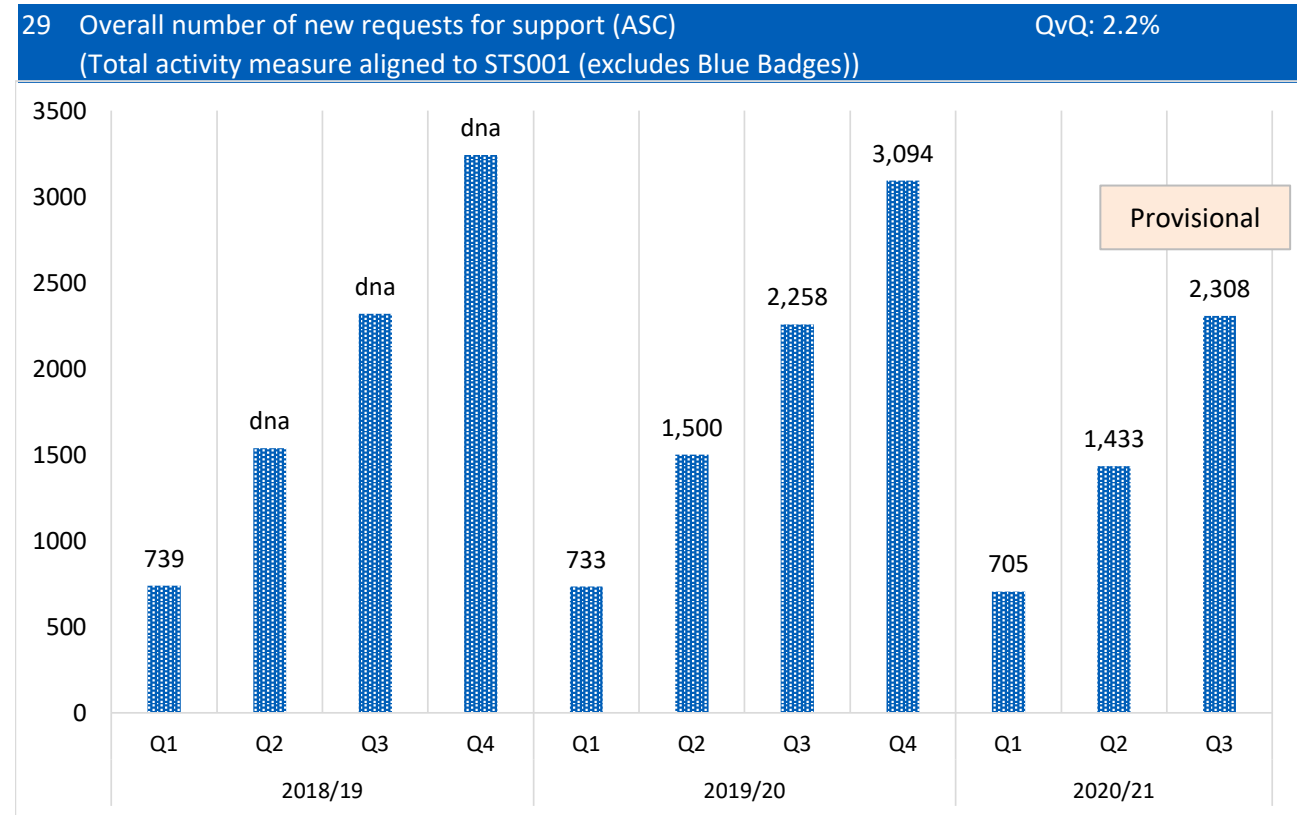


28 Number of active involvements receiving intervention from the Emotional health Academy (EHA)(Total CYP) QvQ: -28.1%



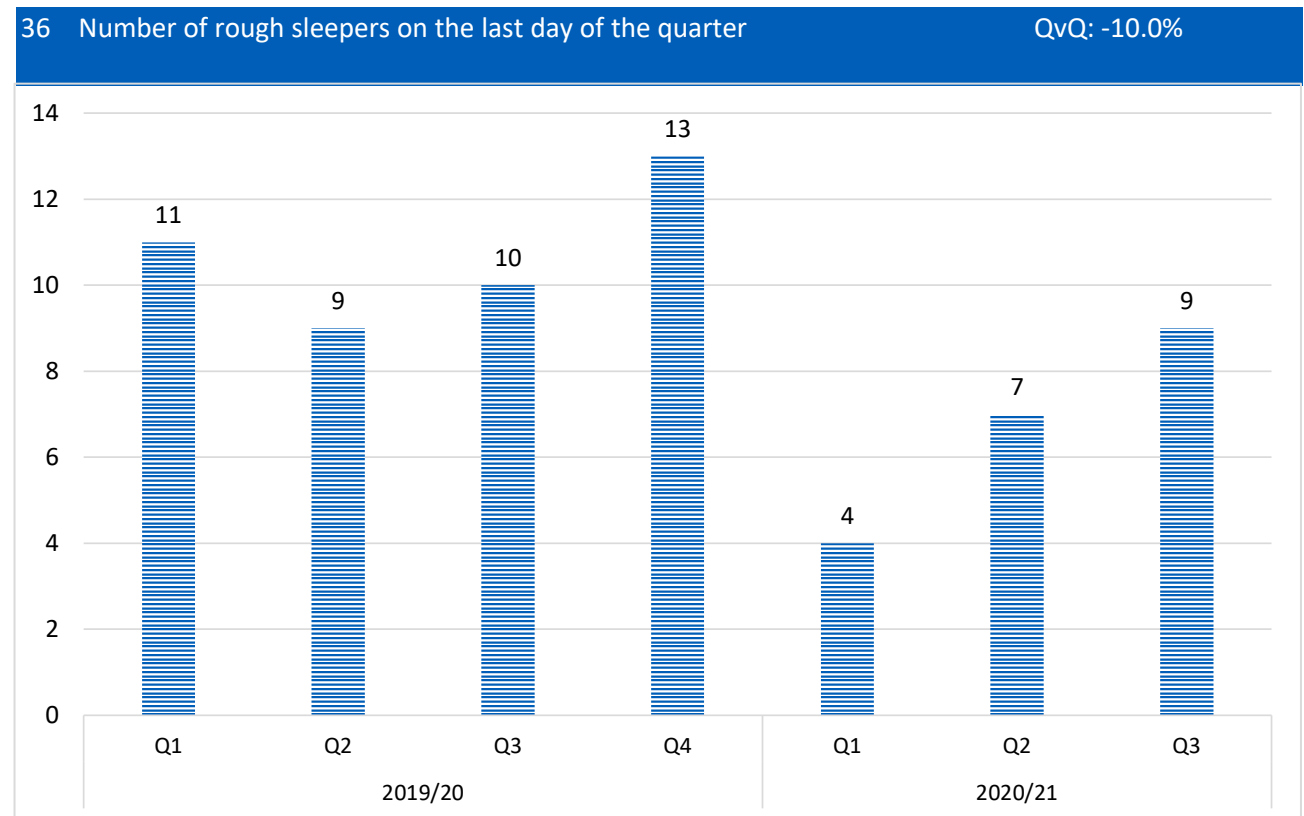
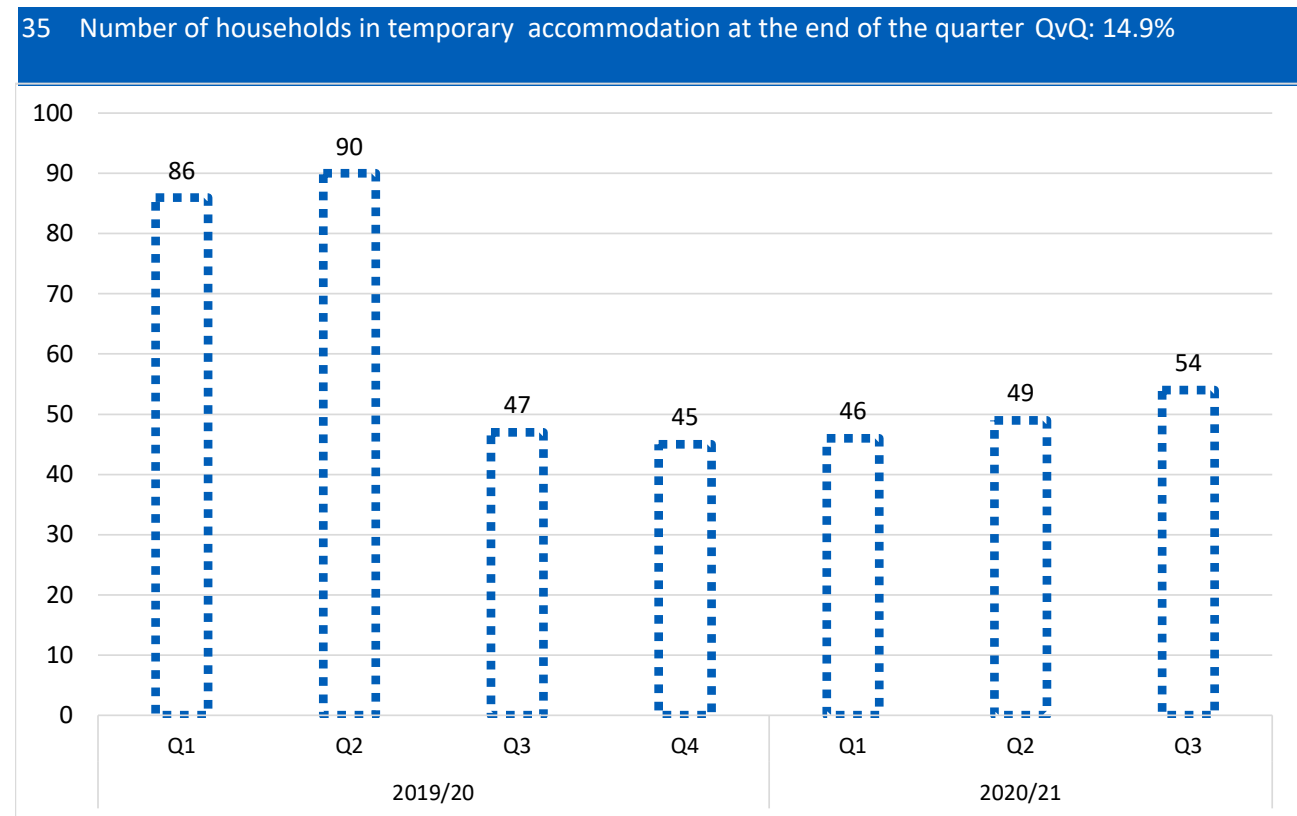
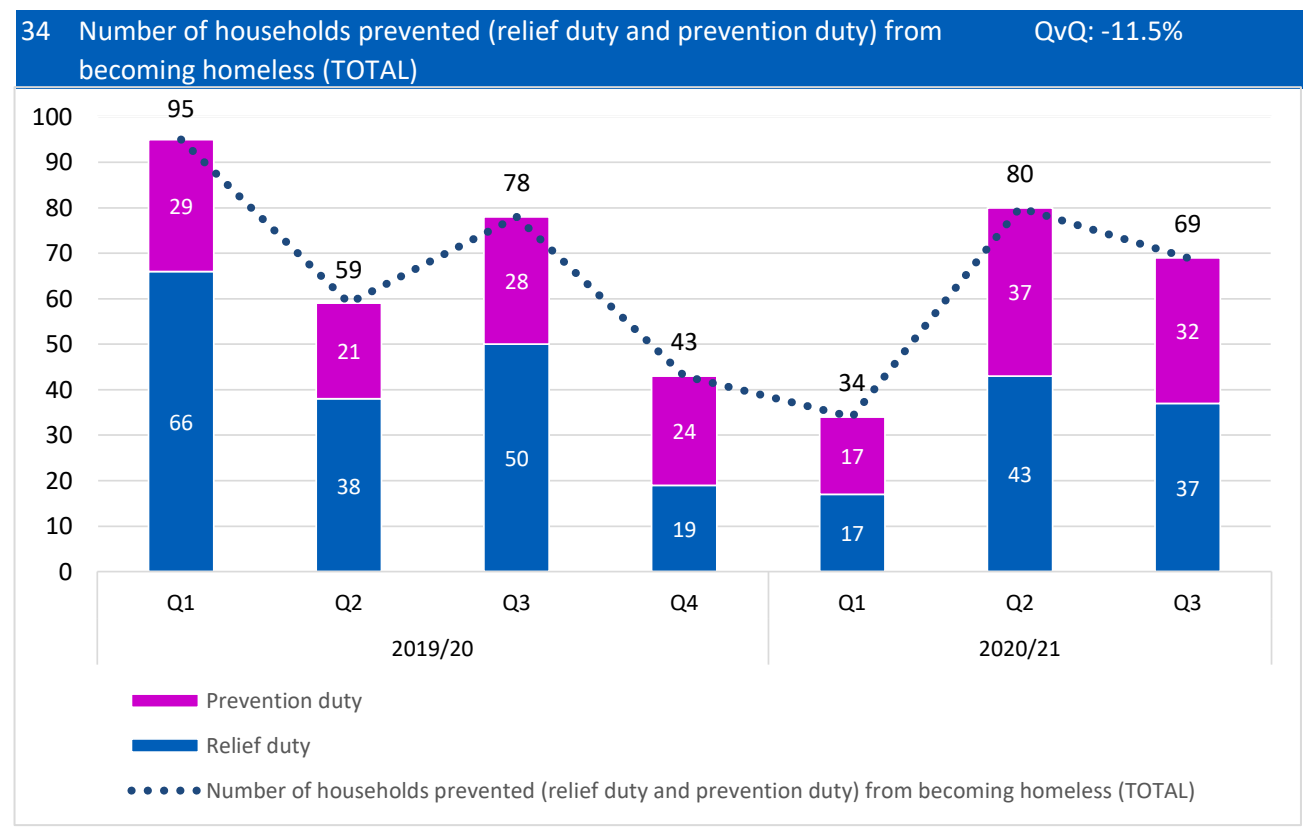
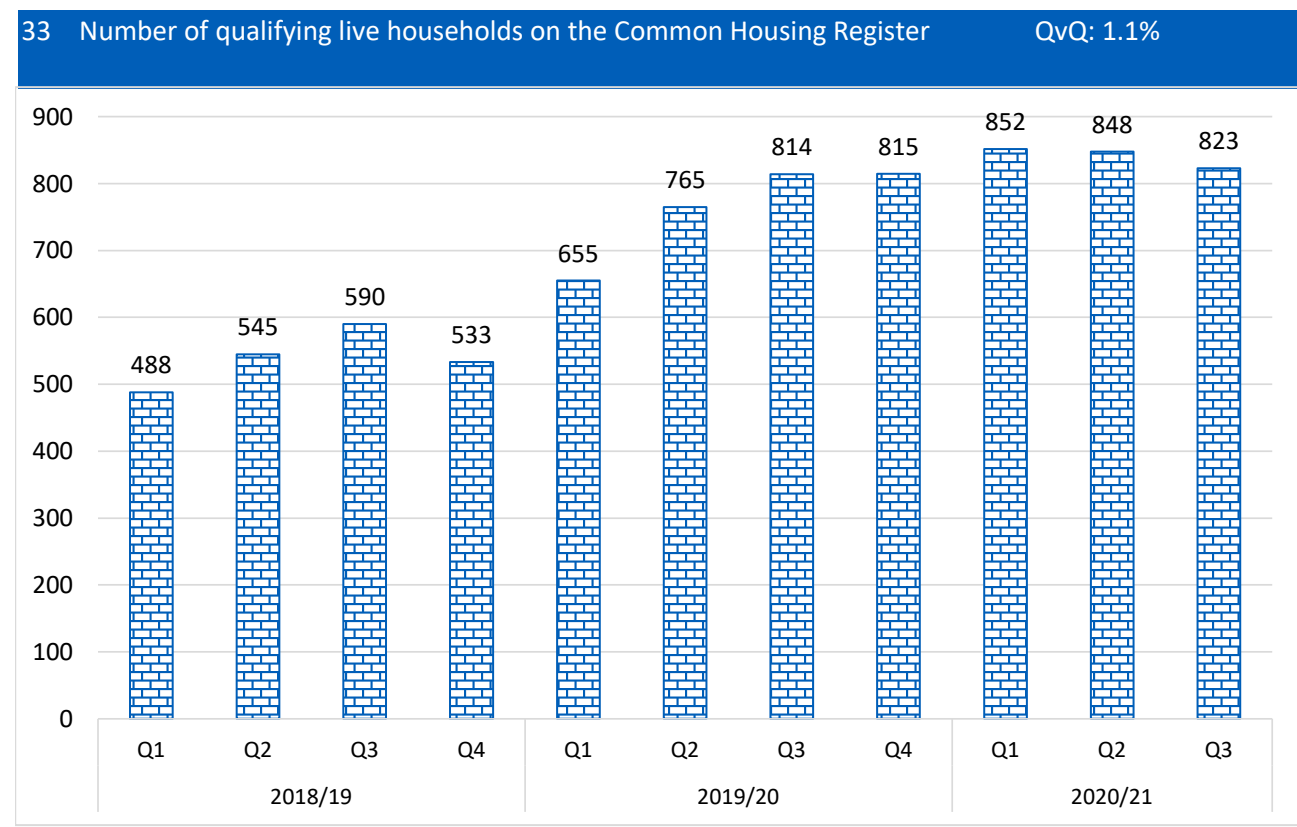
Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

Economy (Grey) | Social Care (blue) | Environment (Green)



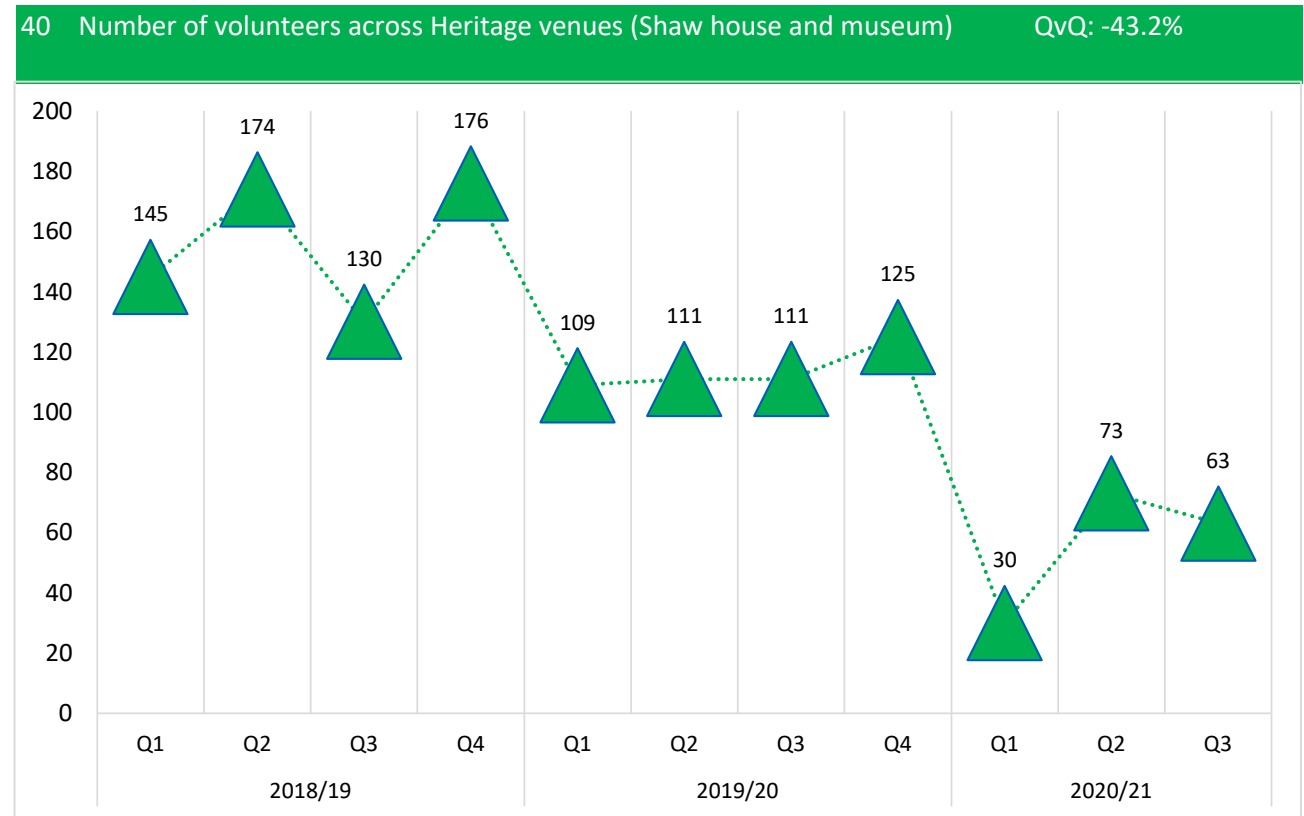
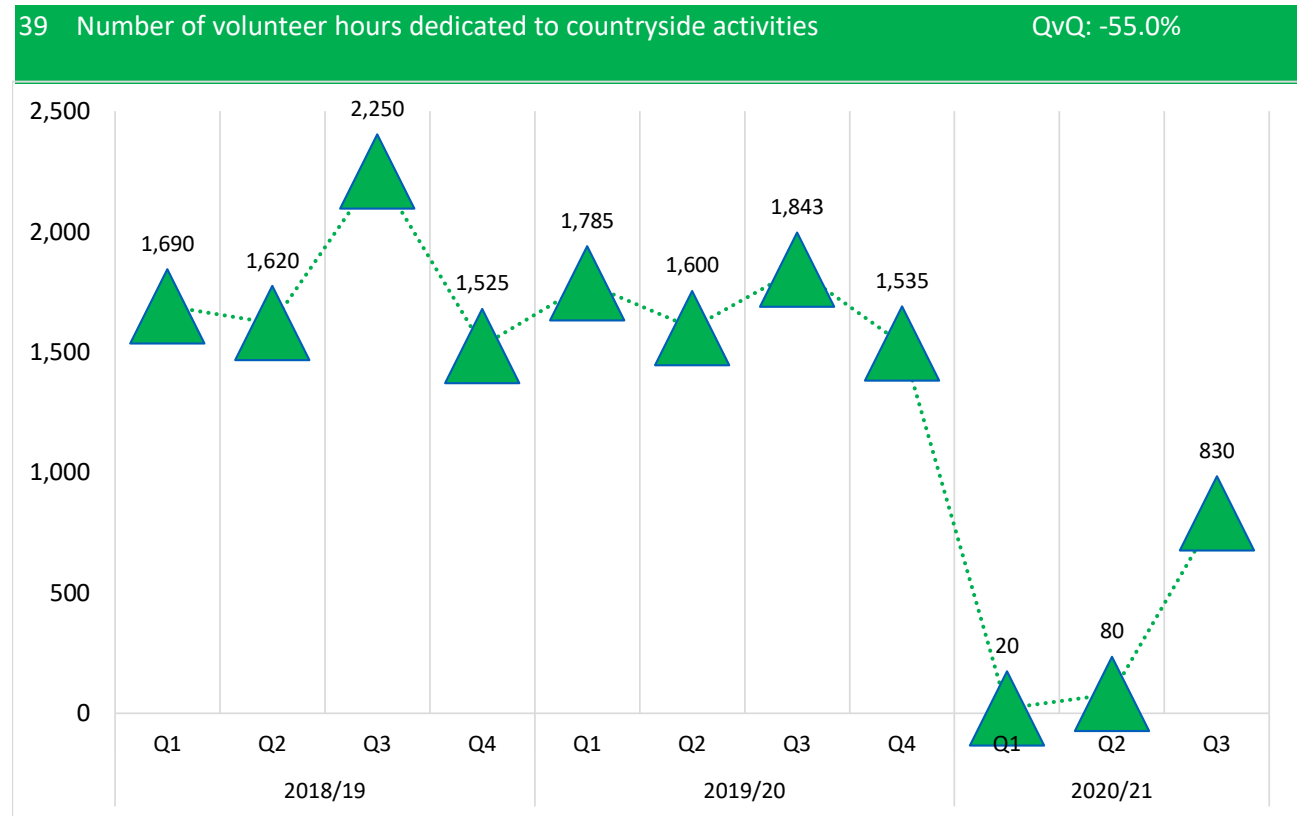
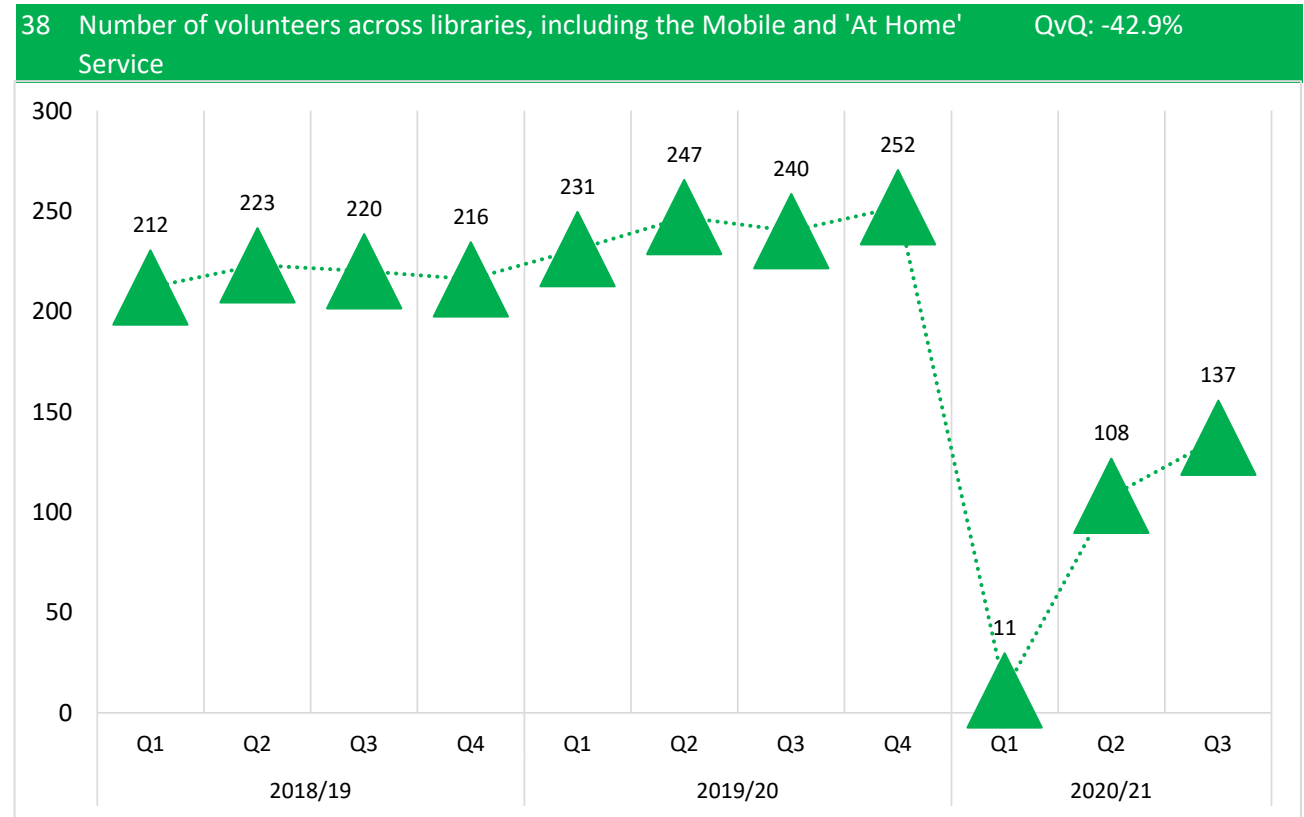
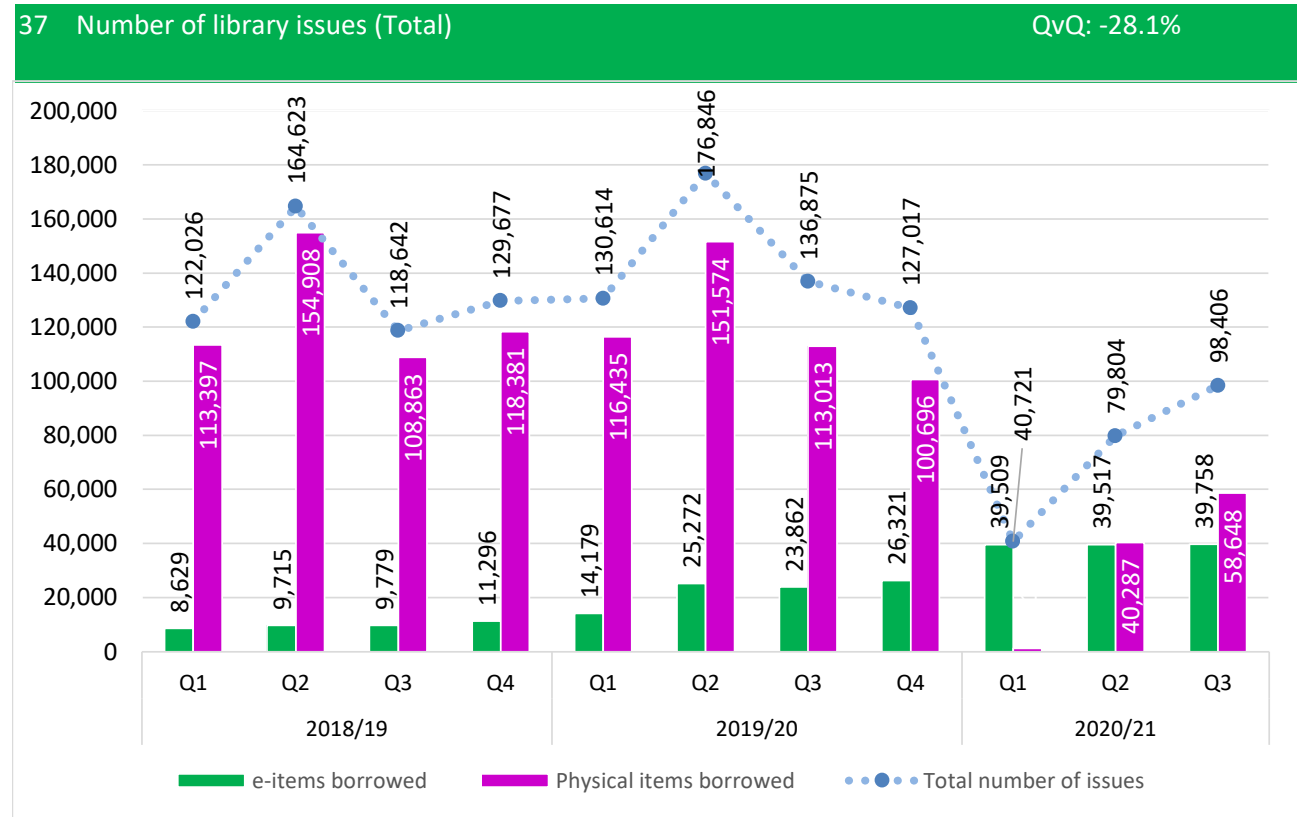
Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

Economy (Grey) | Social Care (blue) | Environment (Green)



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Economy (Grey) | Social Care (blue) | Environment (Green)

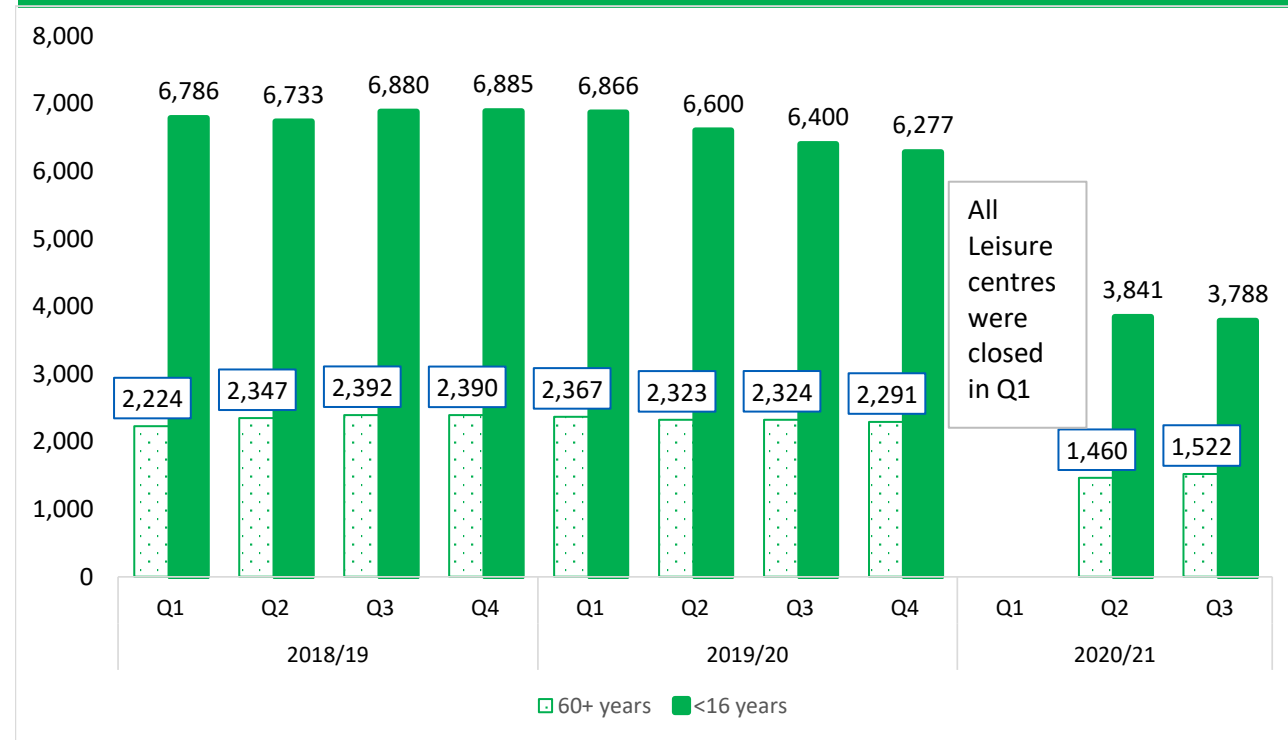


Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

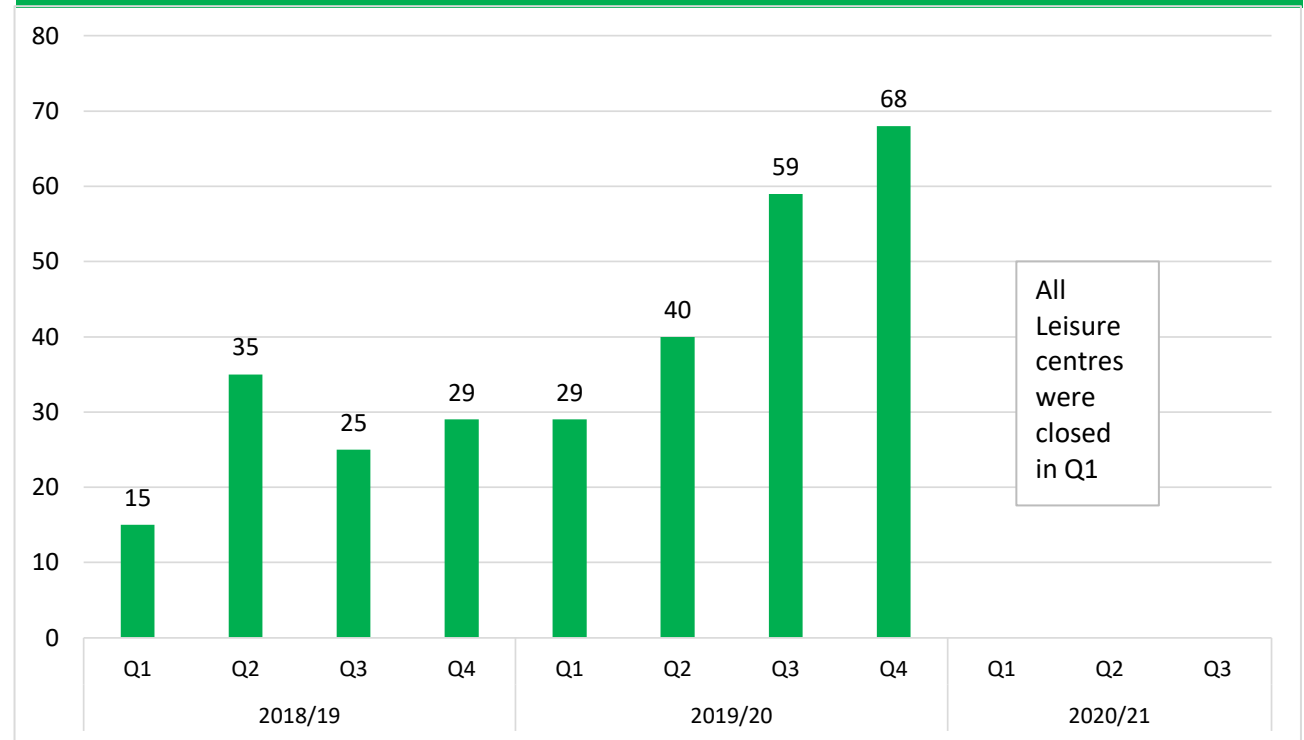
Economy (Grey) | Social Care (blue) | Environment (Green)

41 Number of individuals aged 60 years and over who have used a sports or leisure centre in previous 12 months QvQ: -34.5%

Number of individuals aged under 16 years who have used a sports or leisure centre in previous 12 months QvQ: -40.8%

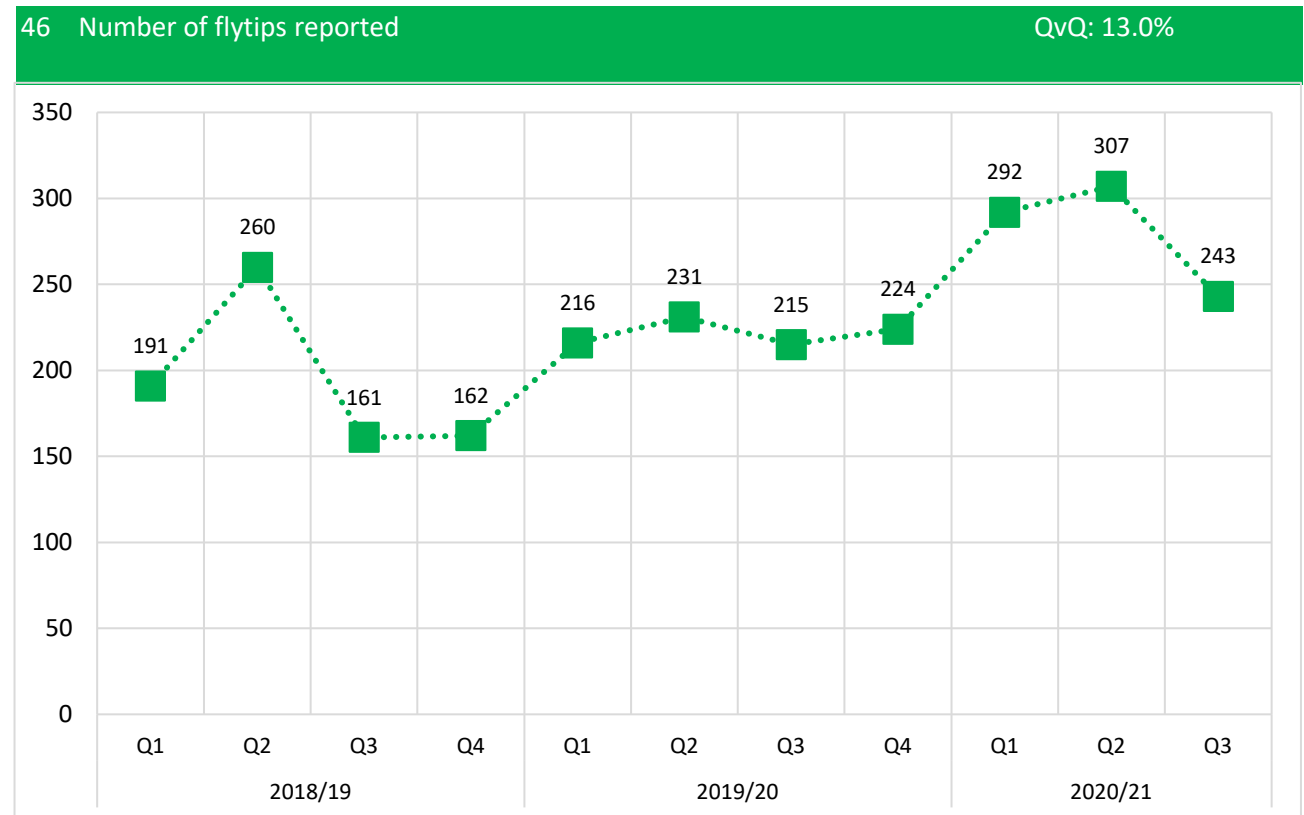
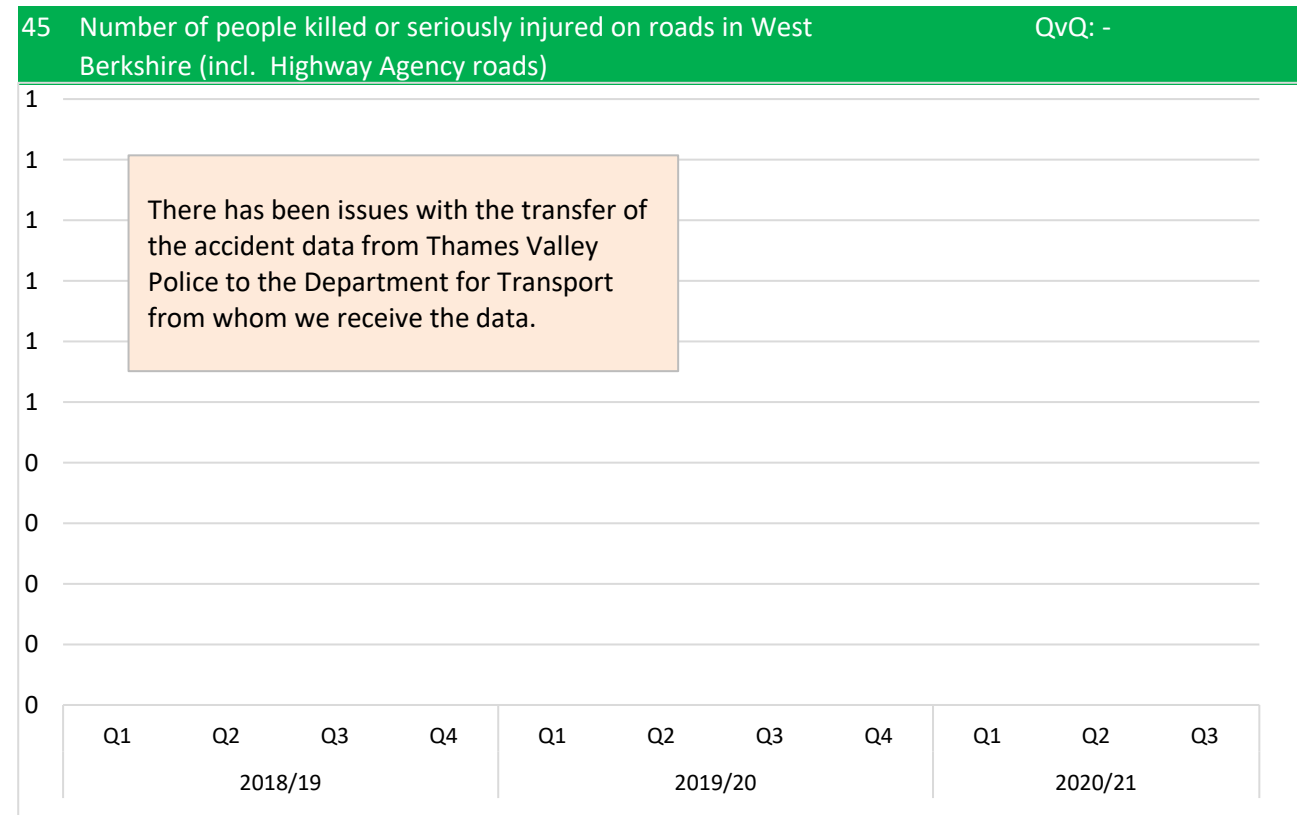
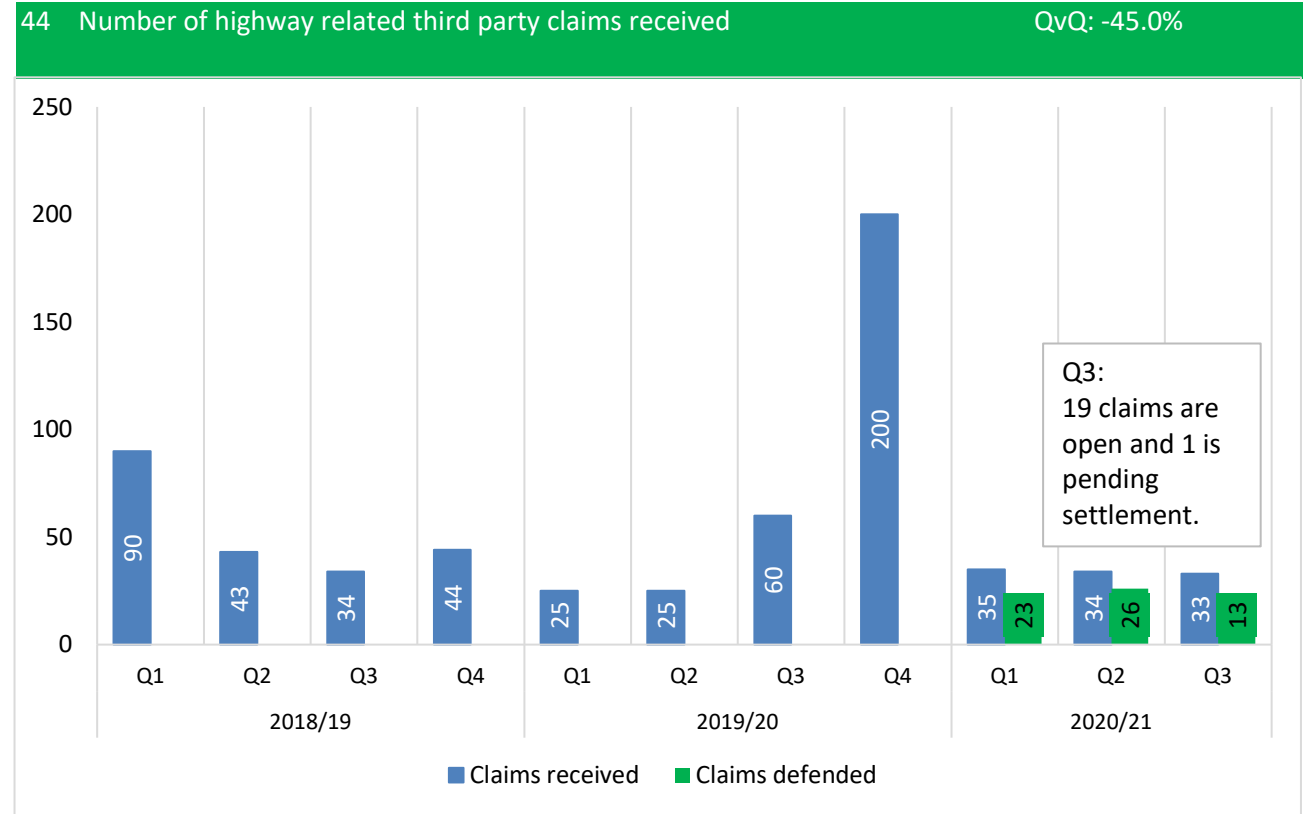
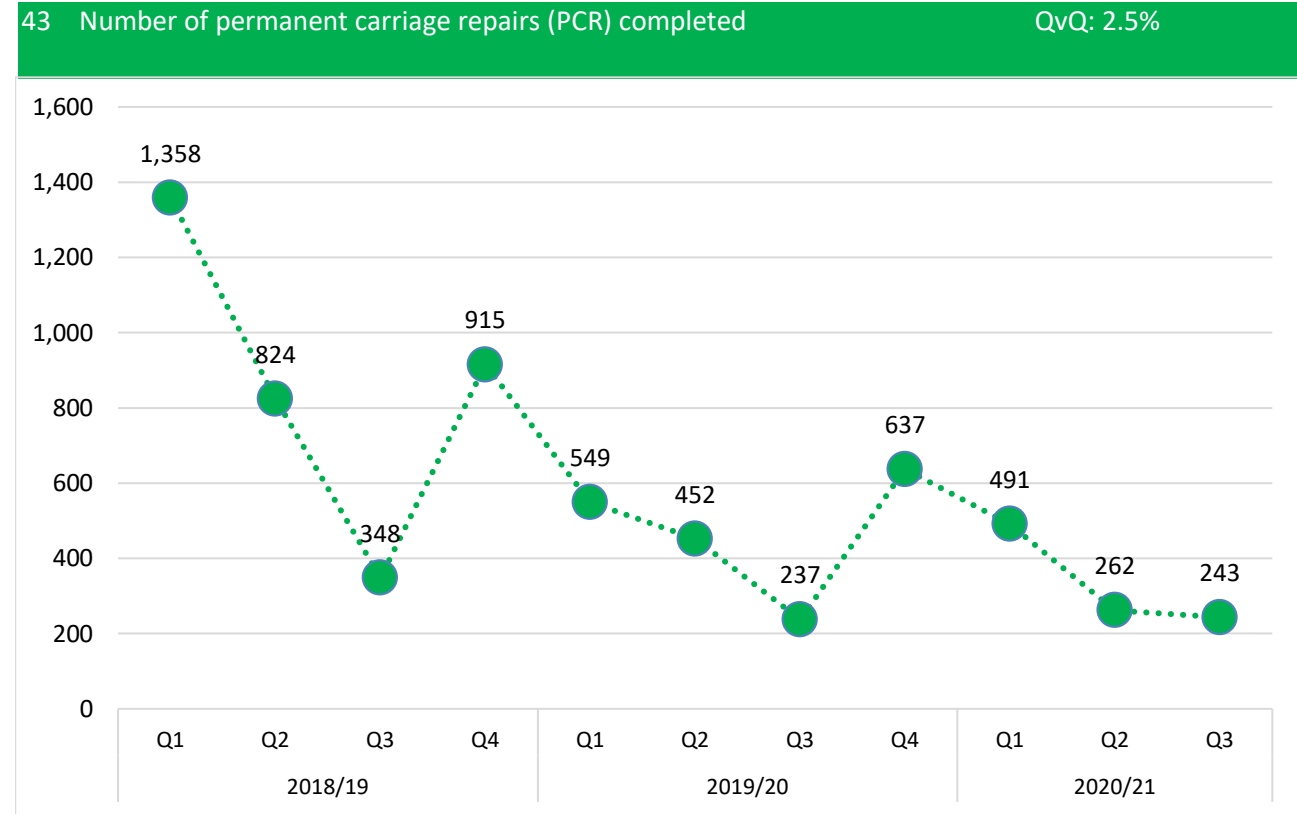


42 Number of Children in Care (and those care leavers aged 18 to 25 who left care due to age) who access a leisure centre QvQ: -100.0%



Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

Economy (Grey) | Social Care (blue) | Environment (Green)



Andy Sharp / Pete Campbell			Children and Family Service				Q3 2020/21	AMBER
Indicator Ref: CBacfs14			% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	◆	◆		≥95%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	94.8% (164/173)	91.8% (145/158)	42.0% (63/150)	84.6% (132/156)	83.4% (131/157)			
<p>REASON FOR AMBER:</p> <p>We are only classing a visit as 'statutory' if it is carried out face to face. Whilst the vast majority of visits are now being carried out 'face to face', there are some that are being conducted via video/telephone. This is therefore the reason that our performance is below the target set for the year. We have chosen not to exercise the 'easements' that have been afforded by the Coronavirus Act 2020, preferring to value 'stat visits' to those virtually. Where we include visits in all formats we are at 96%.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>Visits are increasingly being carried out face to face and, provided that this can continue, performance against this indicator will improve.</p> <p>IMPACT ON OTHER MEASURES: Not applicable</p> <p>STRATEGIC ACTIONS REQUIRED: None Required.</p>								

Andy Sharp / Paul Coe			Adult Social Care				Q3 2020/21	RED
Indicator Ref: CBgasc2			% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better by CQC in the area of "safe"				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	■	■	■		100%	Higher is better
Qrtly outturn	-	-	-					
YTD outturn	5/6 83.3%	4/6 66.7%	4/6 66.7%	4/6 66.7%	4/6 66.7%			

REASON FOR RED:

Birchwood Nursing Home was re-inspected in July 2019 and achieved an overall rating of Requires Improvement (RI); published in September 2019. There were improvements within the 5 domains and 2 achieved a rating of Good, but this did not change the overall rating. The next Inspection is expected in November 2020.

***Update Jan 2021** – Birchwood Inspection has not taken place yet due to Covid and CQC not completing inspections yet.

Walnut Close was inspected in September 2019 with a published report in December 2019. The Home achieved a rating of RI overall and in all domains with the exception of Caring. One issue for Walnut, causing breaches in regulation leading to an RI rating, related to the fabric of the building and internal maintenance which was deemed to be poor.

***Update Jan 2021** – Walnut Close is being closed w/c 25th January 2021

When Walnut Close closes we will have 5 CQC Inspected services with 4 at Good or above

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

An external consultant was commissioned to review environment and practice in Birchwood and work directly with the home on specific areas of activity to improve the rating for 2020. This work began towards the end of 2019 and is ongoing during 2020. Further action plans have been developed and implemented.

Similarities in practice apply across all our homes and it is reasonable to assume all will benefit from actions drawn from this work.

Positively; Willows Edge was recently inspected (Feb 2020) and the overall outcome achieved was good in all 5 areas. It is clear that some of the recent

work is having a positive impact.

Focus in Q1 has been on adapting to and supporting the Coronavirus Pandemic.

During the Covid pandemic, the CQC has been undertaking virtual assurance checks because site visits are not considered appropriate. These checks have taken place for all four homes during the last two months and no concerns have been raised.

***Update Jan 2021** – Willows Edge has had a full CQC Infection Control Inspection in January 2021, and feedback from the inspector was very positive.

FINANCIAL IMPLICATIONS:

Both Birchwood and Walnut Close had a high number of COVID infections. 2 impacts - closed to new admissions and high number of deaths means occupancy decreased during Q1

***Update Jan 2021** – Moving Walnut Close residents into Birchwood will improve the financial position for Birchwood.

All homes currently closed to visitors and awaiting vaccinations for as many staff and residents as possible so that we can look at restarting safe admissions into the three remaining homes in February 2021.

IMPACT ON OTHER MEASURES: None

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: None

Andy Sharp / Paul Coe			Adult Social Care				Q3 2020/21	AMBER
Indicator Ref: CBcasc14			% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team				Type: %snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	★	◆		≥98%	Higher is better
Qrtly outturn	-	-						
YTD outturn	100% (2,003/2,008)	97.9% (2,181/2,228)	100% (441/441)	100% (1,080/1,081)	95.8% (1,435/1,498)			
REASON FOR AMBER: Reviewing Officer vacancy from October 2020 – January 2021								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT: New reviewing officer recruited, started role 11/01/2021 so improvement expected.								
IMPACT ON OTHER MEASURES: None								
STRATEGIC ACTIONS REQUIRED: None								

Joseph Holmes / Andy Walker			Finance & Property				Q3 2020/21	RED
Indicator Ref: CBgfp13			Council Tax collected as a percentage of Council Tax due				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	★	◆	■		≥ 98.8%	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	98.55% (111,577,534 / 113,220,427)	98.5% (116,717,237 / 118,541,476)	27.9% (34,483,678 / 123,527,421)	54.71% (6700,626 / 123,748,322)	81.32% (100,591,752 / 123,700,342)			

REASON FOR RED:

Figures for comparison Q3 2019/20 (99,715,801 / 118,600,712) = 84.08%

The effects of Covid-19 have reduced the amount of Council Tax being paid. Over 2,000 accounts requested payment holidays and therefore many customers did not start paying until June or July. As we are playing 'catch up' with these accounts over time collection should improve.

The Council also decided not to issue any 'arrears' letters or to use any enforcement action between April and August.

We are also not fully aware of people's income in terms of the furlough scheme and possible changes in income. I.e., we have seen a slight increase in benefit caseload but not to a degree that was perhaps expected.

Throughout this period payment by Direct Debit has remained stable at around 70%.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

Over the Autumn 2500 'soft' reminder letters have been issued. This had little effect on the level of payments.

Statutory debt recovery will restart this month and as court dates have been provided legal action can also take place.

FINANCIAL IMPLICATIONS: Loss of income / cash flow

IMPACT ON OTHER MEASURES: As of 20 January 2021 collection is 89.13% (110,237,047 / 123,671,760). Would appear to be more resilient than Business Rates.

SERVICE PLAN UPDATES REQUIRED: None

STRATEGIC ACTIONS REQUIRED: Monitor level of payment to ensure all reasonable action being taken in a timely manner.

Joseph Holmes / Andy Walker			Finance & Property				Q3 2020/21	RED
Indicator Ref: CBgfp14			Non domestic rates collected as percentage non domestic rates due				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	■	■	■		≥ 98.9%	Higher is better
Qrtly outturn								
YTD outturn	98.43% (89,938,381/ 88,326,834)	98.9% (88,068,975/ 89,028,134)	27.27% (15,038,824/ 55,154,964)	50.75% (27,154,565/ 53,506,113)	74.38% (39,604,357 /53,247,198)			

REASON FOR RED:

Q3 comparison 2019/2020 = 85.05% (76,075,269/89,449,221)

Covid-19 has had a massive effect on collection. Many businesses were closed between March and July and some have remained so. Further national restrictions for have meant businesses have been mandated to close for additional periods of time. At the time of writing this report many hundreds of businesses have been asked to close.

Direct Debits payments were not collected in April and May and were therefore rescheduled to start in June or July. Additional relief has subsequently been awarded to those eligible retail businesses but other assistance for non-retail businesses is limited

The Council had decided not to issue any 'arrears' letters or to use any enforcement action between April and August. Some 'soft' reminders were issued September and October before further 'national restrictions' were announced.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

Debt recovery action is due to start again this month despite the ongoing national restrictions. Court dates have been booked in March to start legal action.

This is very much dependent upon the Covid-19 situation, should further restrictions apply elements of recovery may have to be reviewed.

Businesses hardest hit appear to be those in the hospitality and events industry where no relief can be awarded and therefore extended flexibility can be given in such circumstances

FINANCIAL IMPLICATIONS: Reduced income and cash flow. As of 20th January collection is at 80.71% (42,863,550/53,107,064)

IMPACT ON OTHER MEASURES: None

SERVICE PLAN UPDATES REQUIRED: None

STRATEGIC ACTIONS REQUIRED: None

Susan Halliwell / Gary Lugg			Development and Planning				Q3 2020/21	AMBER
Indicator Ref: CBhdp32			% of planning appeals won				Type: %+	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	◆	★	◆		65% (England Average)	Higher is better
Qrtly outturn	-	-	5/9 55.6%	12.5/17 73.5%	7/14 50%			
YTD outturn	-	51/63 81%	5/9 55.6%	17.5/26 67.3%	24.5/40 61.3%			

REASON FOR AMBER:

There is no particular change in circumstances within the Service that has caused this outcome for Q3. Which appeals are submitted, when those appeals are made, and also when those appeals are determined, are outside the control of the Service. These decisions within Q3 all relate to appeals lodged between July 2019 and July 2020. Throughout the year, the number of appeals is relatively low overall and therefore greater percentage swings are likely over the short Quarterly reporting periods as opposed to the full Year End outcome. It is expected that appeal decisions can balance out over the Year.

In order to provide some context and accountability for the appeal decisions in Q3:

- Of the 7 appeals won (appeals dismissed): 5 of these were following a delegated decision of refusal; 1 was following refusal at DPC in line with officers' recommendation (following a WAPC resolution to approve) and 1 was following a WAPC resolution to refuse in line with officers' recommendation.
- Of the 7 appeals lost (appeals allowed): 4 of these were following a delegated decision of refusal and 3 were following refusal at EAPC against officers recommendations.

The appeal decisions have been clearly justified in all cases by the relative Inspectors having looked at the specific merits of the particular cases. Decisions are monitored and there is no repetitive or predominant aspect to the decisions at this time.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

Monitoring of the Inspectorate's appeal decisions and the comments made in them about the original decisions made (which lead to the need to appeal) are monitored after the receipt of each decision. A Quarterly report is prepared within the Service to summarise the appeal decisions and provide feedback on some of the key findings. This report is presented at the Portfolio Holder Briefings. There is currently no identifiable adverse pattern in respect of appeal decisions. If such a pattern was to emerge, any necessary remedial management action would be identified and implemented.

IMPACT ON OTHER MEASURES: None

STRATEGIC ACTIONS REQUIRED: None

Andy Sharp / Paul Coe			Adult Social Care				Q3 2020/21	RED
Indicator Ref: PC1asc21			Agree and publish a strategic framework to improve the employment opportunities of vulnerable people				Type: text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG					■		December 2020	-
Qrtly outturn	-	-						
YTD outturn	-	-			Not yet published			
<p>REASON FOR RED:</p> <p>There was a delay in progressing this piece of work during Q1 due to competing priorities and the challenge of engaging with other partners during a time of change and uncertainty.</p> <p>However work has progressed and the strategy has now been developed; it has been reviewed by Skills and Enterprise partnership and will go for consideration at Strategy Board on 9th February.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>An alternative date of March 2021 to publish the strategy is required.</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>IMPACT ON OTHER MEASURES: None</p> <p>SERVICE PLAN UPDATES REQUIRED: New target date of end of March 2021.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Joseph Holmes / Sarah Clarke			Strategy and Governance				Q3 2020/21	RED
Indicator Ref: PC1hr2			Number of Corporate and School and those who have been facilitated via levy transfer, who are disadvantaged and aged 16-25 enrolled onto training which is funded through the apprenticeship levy				Type: Nos+	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG		Baseline	★	★	■		3	Higher is better
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	1	0	0	0			
REASON FOR RED:								
<p>During the pandemic it is extremely challenging to support a new apprentice who has additional needs when working remotely. Businesses have been closed due to Government restrictions, schools have been closed and staff have been redirected to respond to the pandemic.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>We continue to support apprenticeships where possible and have taken on a number of new providers for new areas this year. We have also signed up to the Kickstart scheme for 13 internal placements and we are hopeful some of this will convert to apprenticeship posts in Q2 of 21/22.</p> <p>We continue to train staff to be job mentors (2 cohorts of training running in Q4) so we are in a good place for when we can open our doors again.</p> <p>HR are working closely with SEND coordinators in secondary and special schools to run pilots work experience programmes for SEND pupils which hopefully will lead to apprenticeships in the future. We have also agreed to part fund 8 Job Coaches in schools to support disadvantaged pupils.</p> <p>Where possible we are supporting requests for meetings to with pupils interested in working for the council.</p> <p>In addition we have found a Fixed term Contract role for a previous disadvantaged apprentice and part funded a complaints apprenticeship role which we hope to have a disadvantaged young person in post as well. We also tried to recruit to a substance misuse role but were unable to find a candidate who met the disadvantaged criteria in full hence have not included these posts in the figures as they are not confirmed.</p>								
FINANCIAL IMPLICATIONS: Unused funds – we are looking to ask FAGG to carry these forward to 21/22 financial year								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Nick Carter			Building Communities Together				Q3 2020/21	RED
Indicator Ref: PC2bct2			Develop and adopt a community resilience index (based on proxy indicators) (Strategic Goal)				Type: Text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			◆	◆	■		March 2021	Project
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	-	Behind schedule	On hold	Delayed			
REASON FOR RED:								
This was a new measure for 2020/21.								
In quarter 1 until early June 2020, the officer responsible for the community resilience index work was abstracted from normal duties to work in The Community Support Hub as part of West Berkshire Council's COVID19 response, from then on the post has been vacant.								
In quarter 2 the 'Engaging and Enabling our Communities' project, being led by Matt Pearce and which went to the Exec on 15 October 2020, was initiated. A project manager was to be appointed. The community resilience index work will form part of this project.								
In quarter 3 a post holder has been appointed but due to a delay in them being released from their previous employer they will not be joining WBC until 22 February 2021. This work will be progressed within this project manager role - 'Program Manager Engaging & Enabling Communities' but it is unlikely that the work will be completed by year-end given that the new employee will only be in post for just over month before year-end								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
Updates will be provided as this project progresses and reported on as part of the BCT Team KPI and MoV quarterly return.								
It is suggested that this target is moved to 3 rd quarter 2021/22.								

FINANCIAL IMPLICATIONS: None

IMPACT ON OTHER MEASURES:

Other KPIs are dependent on the development of the community resilience index:-

Pilot the Community Resilience Index to identify areas of low resilience and most in need

% of communities supported, who have been identified through the Community Resilience Index

% of communities identified and supported through the Community Resilience Index who have improved their Index score

These are not due to be reported on until 2021/22 but they cannot be progressed until the 'Development of the Community Resilience Index' KPI has been completed.

SERVICE PLAN UPDATES REQUIRED:

The service request a new target date of December 2021 be put forward for approval.

STRATEGIC ACTIONS REQUIRED: None

Susan Halliwell / Gary Lugg			Development and Planning				Q3 2020/21	RED
Indicator Ref: OFB1dp44			Deliver the Inward Investment Brochure				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	-	★	■		Dec 2020	n/a
YTD outturn	-	-	New measure added at Q2	On track	Behind schedule			

REASON FOR RED:

Newbury West Berkshire Economic Development Company, which was to be responsible for this work, has been dissolved. The work had not been started while the company was active.

REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:

The work will now be absorbed into the internal Economic Development Team following a restructure in 2021/22. The brochure will be included in the Recovery Strategy as a key action for encouraging local growth post-Covid and will be prioritised in the ED Strategy Refresh delivery plan.

FINANCIAL IMPLICATIONS

None

IMPACT ON OTHER MEASURES:

None

SERVICE PLAN UPDATES REQUIRED:

The deadline for this work should be amended to December 2021 to reflect the need to recruit officers to complete the work and begin from scratch.

STRATEGIC ACTIONS REQUIRED:

None

Susan Halliwell / Gary Lugg			Development and Planning				Q3 2020/21	RED
Indicator Ref: OFB1dp43			Deliver the Economic Development Strategy refresh to reflect Covid-19 impact				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	-	★	■		Dec 2020	n/a
YTD outturn	-	-	New measure added at Q2	On track	Behind schedule			
<p>REASON FOR RED:</p> <p>Economic Development Board took the decision to push this work back to the end of February due to the prolonged Covid response period, and the need to ensure it is aligned with the Thames Valley Berkshire Local Enterprise Partnership's (LEP) Recovery Plan, which has not yet been published.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>Not applicable as the delay is outside of the council's control.</p> <p>FINANCIAL IMPLICATIONS:</p> <p>None</p> <p>IMPACT ON OTHER MEASURES:</p> <p>Some actions in the Strategy will be delayed due to the need to prioritise initiatives which contribute to the mitigation of the immediate impact of Covid on the local economy.</p> <p>SERVICE PLAN UPDATES REQUIRED:</p> <p>The deadline for this work should be amended to early March 2021 to reflect the need to wait for the LEP's Recovery Plan to be published, and to allow time for it to be embedded into the council's local plan.</p> <p>STRATEGIC ACTIONS REQUIRED:</p> <p>None</p>								

Susan Halliwell / Gary Lugg			Development and Planning				Q3 2020/21	RED
Indicator Ref: GP1dp21			Develop and adopt a new West Berkshire Housing Strategy				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	★	★	■			
YTD outturn	-	Behind schedule (Target: Jul 2020)	On track	On track	Behind schedule		Feb 2021	n/a
<p>REASON FOR RED:</p> <p>Due to a reduction in staffing and the continued impact of Covid 19, the housing strategy had to be slipped one Executive Cycle to March 2021.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>Recruitment process was undertaken immediately along with updating members, senior managers and key stakeholders. Relevant documents i.e. the forward plan and corporate project plan were amended to reflect the change.</p> <p>FINANCIAL IMPLICATIONS:</p> <p>None</p> <p>IMPACT ON OTHER MEASURES:</p> <p>None</p> <p>SERVICE PLAN UPDATES REQUIRED:</p> <p>No permanent change is required to the service plan.</p> <p>STRATEGIC ACTIONS REQUIRED:</p> <p>Already noted in remedial management above.</p>								

Susan Halliwell / Gary Lugg			Development and Planning				Q3 2020/21	RED
Indicator Ref: GP1dp25			Number of affordable homes completed				Type: Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	■	⊙	⊙	⊙	⊙		
YTD outturn	75	103 (Target: 125)	Reports Q3 - 2021/22	Reports Q3 - 2021/22	Reports Q3 - 2021/22	Reports Q3 - 2021/22	125	Higher is better
REASON FOR RED:								
Developers did not build out their permitted sites as expected.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
The council already has an affordable housing policy which seeks units on smaller sites than suggested in the National Planning Policy Framework (NPPF) and the National Planning Practice Guidance (NPPG). There are currently over 900 affordable housing units with planning permission that have not been built. (This includes 170 at the Racecourse).								
FINANCIAL IMPLICATIONS:								
None as affordable housing does not pay the Community Infrastructure Levy								
IMPACT ON OTHER MEASURES:								
None								
SERVICE PLAN UPDATES REQUIRED:								
None								
STRATEGIC ACTIONS REQUIRED:								
None								

Susan Halliwell / Jon Winstanley			Environment Department				Q3 2020/21	RED
Indicator Ref: GP2env30 & GP2env31			<p>Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area</p> <p>Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district</p>				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	★	★	■		March 2021	Project
YTD outturn	-	On track	On track	On track	Behind schedule			
<p>REASON FOR RED:</p> <p>Main reason for this not being achieved is lack of capacity within the team. Recruitment to the Environment Delivery Team occurred during Q3 resulting in the filling of a vacant position in Q3 and two new team members starting in Q4. Whilst these two KPIs relate to important actions in the delivery plan, the team has had to focus on other priorities and does not have the capacity currently to engage in these feasibility studies.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>The Environment Delivery Plan is being developed in more detail ready for consultation. This work will help to prioritise the range of measures included in the plan. This will in turn inform new KPIs and assist in setting appropriate timescales. These projects are required and a bid for additional funding for the team has been put forward to increase capacity. This area of work is specifically mentioned in the funding bid.</p> <p>FINANCIAL IMPLICATIONS:</p> <p>There are no financial implications as a result of not being able to achieve these KPIs within the target timescales.</p> <p>IMPACT ON OTHER MEASURES:</p> <p>Due to the nature of these projects, they need to be started in the early part of the Environment Delivery Plan. Further delays in progressing this work will have an impact on the carbon reduction results they could deliver and an impact on our overall target of carbon neutrality by 2030.</p> <p>SERVICE PLAN UPDATES REQUIRED:</p> <p>These two projects will need to progress as described and only the timescales need to change.</p> <p>It is recommended that the process of updating the Service Plan will consider which projects and actions from the Environment Delivery Plan are</p>								

appropriate to have as KPIs.

STRATEGIC ACTIONS REQUIRED:

Consideration of team capacity alongside Environment Delivery Plan. Decision on funding bid seeking additional resource.

Nick Carter			Building Communities Together				Q3 2020/21	RED
Indicator Ref: SITbct8			Develop a Community Engagement Framework with our statutory partners and community and voluntary organisations				Type: Text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			◆	◆	■		March 2021	Project
Qrtly outturn	-	-	-	-	-			
YTD outturn	-	-	Behind schedule	Behind schedule	Behind schedule			
REASON FOR RED:								
<p>This was a new measure for 2020/21.</p> <p>In quarter 1 and until early June the officer was abstracted from normal duties to work in The Community Support Hub as part of West Berkshire Council's COVID19 response.</p> <p>In quarter 2 the work was delayed due to the officer going on maternity leave; an officer is expected to be in post early November. The work is now to be subsumed into the 'Engaging and Enabling our Communities' project which is being led by Matt Pearce and which went to Exec on 15 October 2020. A project manager is to be appointed.</p> <p>In quarter 3 a post holder has been appointed but due to a delay in them being released from their previous employer they will not be joining WBC until 22 February 2021. This work will be progressed within this project manager role - 'Program Manager Engaging & Enabling Communities'. Given that the post holder will only have a month in the role before year-end this KPI will not be completed. Any progression is also reliant on what work is able to be undertaken given the current COVID19 restrictions.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Updates will be provided as the project progresses and reported on as part of the BCT Team KPI and MoV quarterly return.</p> <p>It is suggested that this target is moved to year end 2021/22.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT: None								

FINANCIAL IMPLICATIONS: None

IMPACT ON OTHER MEASURES:

The outcome of this KPI will have an impact on other work that the Council is currently undertaking on Community Engagement.

SERVICE PLAN UPDATES REQUIRED:

The service request a new target date of March 2022 be put forward for approval.

STRATEGIC ACTIONS REQUIRED: None

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Technical Conventions

This report sets out the Council's progress against its Priorities for Improvement set out in the [Council Strategy](#). Performance is presented by priority and augmented with Influencer 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):

Red (R)	Indicates that we have either not achieved (or do not expect to achieve) the activity or target by year end, or the specified target date.
Amber (A)	Means we are behind schedule, but still expect to achieve or complete the measure or activity by year end, or the specified target date.
Green (G)	Means we have either achieved or exceeded (or expect to achieve or exceed) what we set out to do.
Annual	Indicates that the measure that can only be reported against at a particular point in time e.g. at quarter 4.
Baseline	Means that the measure is not targeted and the results are provided as a baseline for future monitoring.
Data not available (dna)	Indicates that the quarterly data is not yet available and will be updated at a later date, usually the following quarter.
Data not provided (dnp)	Means that data has not been provided and will be updated at a later date, usually the following quarter
(E)	Indicates a result is an estimate and will be updated during the year, as and when data becomes available.
(P)	Means a result is provisional and subject to further validation e.g. from an external body, and will be updated during the year, as and when data becomes available.

Where a measure 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.

Benchmarking

Where possible our progress is compared to all English single tier and county councils, where available, by quartile and rank. Due to the timescales involved in central government publication these are usually available 6-12 months in arrears.

Influencer Measures

Non-targeted measures are reported to either illustrate the demand on a service or provide context for the demand, e.g. economic activity.

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**West Berkshire Council Forward Plan
15 April 2021 - 31 July 2021**

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Reference	Item	Purpose	Decision Body	Month/Year	Executive	ID	Date Report Published	Council	Governance and Ethics Committee	OSMC	Other	Officer and Contact No	Directorate	Lead Member	Consultee(s)	Part II	Call In
EX3952	Risk Management Strategy	To set out the overarching framework for managing risk at the Council, the Council's risk appetite and latest Corporate Risk Register.	EX	01 April 2021	29/04/21 EX		21/04/21		19/04/21 GE			Joseph Holmes	Resources	Internal Governance		No	Yes
EX4006	Devolution of Hermitage Green	To consider Hermitage Parish Council's request for the leasehold transfer, and all future maintenance responsibility, of Hermitage Green open space including the playground.	EX	01 April 2021	29/04/21 EX		17/03/21					Paul Hendry	Place	Transport and Countryside		No	Yes
EX3985	Review of Library Services	To review the provision of library services.	EX	01 April 2021	29/04/21 EX		21/04/21					Paul James	Place	Public Health and Community Wellbeing, Leisure and Culture		No	Yes
EX4010	Newbury Sports Ground - Update on Negotiations	To provide an update on negotiations in relation to the Newbury Sports Ground.	EX	01 April 2021	29/04/21 EX		21/04/21					Paul Anstey	Place	Public Health and Community Wellbeing, Leisure and Culture			
EX4011	Timelord 2 Final Report	To present the Timelord 2 final report.	EX	01 April 2021	29/04/21 EX		21/04/21					Nick Carter	Resources	Leader, District Strategy and Communications			
GE3894	Internal Audit – Interim Report 2020-21	To update the Committee on the outcome of Internal Audit work carried out during 2020/21	GE	01 April 2021			09/04/21		19/04/21 GE			Julie Gilhespey	Resources	Internal Governance		No	No
GE3895	Internal Audit Plan 2021/22	This report sets out the proposed Internal Audit Work for the three year period from 2021/22 to 2023/24.	GE	01 April 2021			09/04/21		19/04/21 GE			Julie Gilhespey	Resources	Internal Governance		No	No
GE3955	Local Code of Corporate Governance	To provide a Code of corporate governance to the Governance & Ethics Committee to approve. The code is part of the overall system of internal control at the Council and supports the provision of the Annual Governance Statement (AGS) which is approved annually by the Governance and Ethics Committee.	GE	01 April 2021			09/04/21		19/04/21 GE			Joseph Holmes	Resources	Internal Governance		No	Yes
GE3986	Update on Progress with Constitution Review	To provide the Governance and Ethics Committee with an update on progress being made with the review of the Constitution including a response to the Motion brought to the March 2020 Council meeting.	GE	01 April 2021			09/04/21		19/04/21 GE			Moira Fraser	Resources	Internal Governance		No	No
EX3911	Revenue Financial Performance Report - Q3 of 2020/21	Quarter three revenue report for 2020/21.	EX	01 February 2021	11/02/21 EX		05/02/21					Melanie Ellis	Resources	Finance and Economic Development		No	No
GE4032	Action Plan to Respond to the Audit Review of the Governance and Ethics Committee	To set out an action plan with associated timescales, including revised terms of reference and a training programme to respond to the issues identified by the review of the Committee.	GE	01 April 2021			09/04/21		19/04/21 GE			Julie Gilhespey	Resources	Internal Governance			
OSMC	Covid-19 Related Income Risks	To consider risks and associated mitigation strategies associated with changes to parking revenues and other income streams as a result of the Covid-19 pandemic.	OSMC	01 April 2021						20/04/21		Joseph Holmes	Resources	Finance and Economic Development		No	
OSMC	Leisure Strategy	To agree Terms of Reference for the Task and Finish Group.	OSMC	01 April 2021						20/04/21		Gordon Oliver	People	Public Health and Community Wellbeing, Leisure and Culture		No	
OSMC	Community Safety	Meeting as Crime and Disorder Committee, to receive presentations on and consider: performance of the Building Communities Together Partnership in 2020/21 and their priorities for 2021/22	OSMC	01 April 2021						20/04/21		Susan Powell	People	This report applies to all Portfolios		No	
OSMC	Traded Services	To provide further detail on the performance of the Council's traded services and the operation of the Commercial Board.	OSMC	01 April 2021						20/04/21		Andy Sharp	People	Finance and Economic Development		No	
PC4020	Workforce Strategy		PC	01 April 2021			15/04/21				23/04/21 PC	Rebecca Bird	Resources	Internal Governance			
C3933	Health Scrutiny arrangements across Buckinghamshire, Oxfordshire and Berkshire West (BOB)	To consider the proposal to form a new mandatory committee with health scrutiny powers to consider matters affecting patient flow across the whole Buckinghamshire, Oxfordshire and Berkshire West integrated care system geography.	C	01 May 2021			23/04/21	04/05/21 C		09/02/21		Gordon Oliver	People	Public Health & Community Wellbeing, Leisure and Culture		No	Yes
C3959	West Berkshire Local Plan Review 2036	Formal approval of Council to go out to Regulation 19 Consultation	C	01 May 2021			23/04/21	04/05/21 C				Bryan Lyttle	Place	Planning and Housing		No	No
C3992	Monitoring Officer's Annual Report to the Governance and Ethics Committee –2020/2021	To provide an update on local and national issues relating to ethical standards and to bring to the attention of the Committee any complaints or other problems within West Berkshire.	C	01 May 2021			23/04/21	04/05/21 C				Sarah Clarke	Resources	Chairman of the Governance and Ethics Committee		No	No

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C3993	Appointments to Outside Bodies	To consider and agree West Berkshire Council's nominations to the following Outside Bodies: Royal Berkshire Fire Authority, Thames Valley Police and Crime Panel and the Local Government Association General Assembly.	C	01 May 2021			23/04/21	04/05/21 C			Moira Fraser	Resources	Leader, District Strategy and Communications		No	No
C3997	Appointment of and Allocation of Seats on Committees for the 2021/22 Municipal Year	To consider the appointment and allocation of seats on Committees for the next Municipal Year in accordance with the duty under Section 15 of the Local Government Housing Act 1989. To agree the Council's Policy Framework for 2021/22 To agree the terms of reference of the Council's Committees.	C	01 May 2021			23/04/21	04/05/21 C			Moira Fraser	Resources	Leader, District Strategy and Communications		No	No
C4008	Health Scrutiny	To consider a proposal to form a new Health Overview and Scrutiny Committee, reporting to the Overview and Scrutiny Management Commission, which would be responsible for scrutiny of NHS services in West Berkshire.	C	01 May 2021			23/04/21	04/05/21 C	09/02/21		Gordon Oliver	People	Public Health & Community Wellbeing, Leisure and Culture		No	No
C3994	Election of the Chairman for the Municipal Year 2021/22	To elect the Chairman for the 2021/22 Municipal Year.	C	01 May 2021				04/05/21 C			Moira Fraser	Resources	Leader, District Strategy and Communications		No	No
C3995	Appointment of Vice-Chairman for the Municipal Year 2021/22	To appoint the Vice Chairman for the 2021/22 Municipal Year.	C	01 May 2021				04/05/21 C			Moira Fraser	Resources	Leader, District Strategy and Communications		No	No
C3996	Appointment of the Executive by the Leader for the 2021/22 Municipal Year	The Leader to announce the composition of the Executive for the 2021/22 Municipal Year.	C	01 May 2021				04/05/21 C			Moira Fraser	Resources	Leader, District Strategy and Communications		No	No
C4054	Recovery and Renewal Strategy 2021 Update	To present the 2021 Update of the Recovery and Renewal Strategy.	C	01 May 2021				04/05/21 C			Nick Carter/Joseph Holmes	Resources	Leader, District Strategy and Communications			
HWBB	Delivery of Health & Wellbeing Strategy - Q4	To provide the performance dashboard for the delivery of the health and wellbeing strategy and highlight any emerging issues.	HWBB	01 May 2021					20/05/21		Gordon Oliver	People	Public Health and Community Wellbeing, Leisure and Culture			
HWBB	Joint Health and Wellbeing Strategy	Presentation of final document.	HWBB	01 May 2021					20/05/21		Matt Pearce/Sarah Rayfield	People	Public Health and Community Wellbeing, Leisure and Culture			
HWBB	Voice of Disability	Report back on the recommendations made in relation to the Healthwatch VoD report.	HWBB	01 May 2021					20/05/21		Andrew Sharp					
HWBB	Housing Strategy	To present the Housing Strategy, which is due to be adopted in February 2021.	HWBB	01 May 2021					20/05/21		Gary Lugg	Place	Planning and Housing			
HWBB	Local Outbreak Control Plan	Updates on COVID in West Berkshire and measures put in place to manage local outbreaks	HWBB	01 May 2021					20/05/21		Matthew Pearce	People	Public Health and Community Wellbeing, Leisure and Culture			
HWBB	Covid Recovery	Update on development and implementation of the Recovery Strategy	HWBB	01 May 2021					20/05/21		Nick Carter/Joseph Holmes	Resources				
HWBB	Tackling Health Inequalities	Update on work to tackle health inequalities in West Berkshire particularly for diverse communities	HWBB	01 May 2021					20/05/21		Matthew Pearce	People	Public Health and Community Wellbeing, Leisure and Culture			
HWBB	ICP Transformation Programme	To provide an update on current activity	HWBB	01 May 2021					20/05/21		Andy Sharpe					
HWBB	Review of Health and Wellbeing Board Sub-Groups	To consider options for the structure of the Health and Wellbeing Board Sub-Groups to reflect the priorities identified in the Joint Health & Wellbeing Strategy.	HWBB	01 May 2021					20/05/21		Gordon Oliver	Resources				
HWBB	Review of Terms of Reference	To consider how the terms of reference for the Health and Wellbeing Board and Steering Group should change to reflect the new Strategy.	HWBB	01 May 2021					20/05/21		Gordon Oliver	Resources				
ID4025	Local Cycling & Walking Infrastructure Plan	Network plan for future active travel investment	ID	01 May 2021		01/05/21	TBC				Josh Kerry	Place	Transport and Countryside		no	yes
ID4049	Environment Delivery Strategy	To set out the strategy for the delivery of the Environment Strategy.	ID	01 May 2021		06/05/21					Jenny Graham	Place	Environment			
EX3914	Revenue Financial Performance Report - Q4 of 2020/21	To inform Members of the latest financial performance of the Council.	EX	01 June 2021	10/06/21 EX						Melanie Ellis	Resources	Finance and Economic Development			
EX3915	Capital Financial Performance Report - Q4 of 2020/21	To present the Q4 capital financial performance for Members to note.	EX	01 June 2021	10/06/21 EX						Shannon Coleman-Slaughter	Resources	Finance and Economic Development			
EX3973	Highway Asset Management Plan Refresh	To approve the adoption of an updated Highways Asset Management Plan taking on board the latest national guidance and best practice.	EX	01 June 2021	Jun-21						Andrew Reynolds	Place	Transport and Countryside			
EX3886	Key Accountable Performance 2020/21: Quarter Four	To report Q4 outturns for the Key Accountable Measures which monitor performance against the 2020/21 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 are predicted to be 'amber' or '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.	EX	01 June 2021	10/06/21 EX		02/06/21		06/07/21		Catalin Bogos	Resources	Internal Governance		No	

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GE3689	External Audit Fee and Plan for financial year 2021/22	To present to members the Audit Fee Letter for 2021/22 from Grant Thornton. The letter sets out the fee for the audit in line with the prescribed scale fee set by the Public Sector Audit Appointments Ltd (PSAA). To provide Members with a copy of the External Audit Plan for 2021-22	GE	01 June 2021		04/06/21		14/06/21 GE		Shannon Coleman-Slaughter	Resources	Internal Governance		No	Yes
GE3891	Annual Audit Letter	To present the Annual Audit Letter.	GE	01 June 2021		04/06/21		14/06/21 GE		Joseph Holmes	Resources	Finance and Economic Development		No	Yes
ID4053	Environment Strategy Delivery Plan	To get formal approval for the first public version of the Environment Strategy Delivery Plan and the process for its ongoing revision and updating	ID	01 June 2021		10/06/21	02/06/21			Jenny Graham	Place	Environment		no	yes
LC4041	Draft Hackney Carriage and Private Hire Vehicle Driver and Operator Policy	To consider the draft policy arising from the Statutory Taxi and Private Hire Vehicles Standards Report prior to it going out to the trade for consultation.	LC	01 June 2021					21/06/21 LC	Sean Murphy	Place	Planning and Housing			
LC4043	Fireworks Policy	To agree the policy.	LC	01 June 2021						Anna Smy	Place	Planning and Housing			
	Draft Statement of Gambling Principles	To give initial consideration to the document prior to it being finalised at the November meeting before adoption by full Council in December 2021.	LC	01 June 2021						Sean Murphy	Place	Planning and Housing			
	Update Following Discussions at the Taxi and Private Hire West Berkshire Council Liaison Group	To provide the Committee with an update and raise any issues emanating from the Liaison Group meetings.	LC	01 June 2021						Sean Murphy	Place	Planning and Housing			
EX4009	Separate Food Waste Collection (Paragraph 3 - information relating to financial/business affairs of a particular person)	To agree a way forward in relation to separation of food waste	EX	01 July 2021	15/07/21 EX		07/07/21			Kofi Adu-Gyamfi	Place	Environment	Residents and local stakeholders via online public consultation	Yes	Yes
GE3820	Draft Financial Statements Highlight Report including Directors Narrative Statement and Going Concern Assessment 2020/21	To present the draft West Berkshire Council Financial Statements 2020/21.	GE	01 July 2021			16/07/21		26/07/21 GE	Shannon Coleman-Slaughter	Resources	Finance and Economic Development		No	Yes
GE4028	Risk Register Update Q4 2020/21	To provide an update on the Strategic Risk Register as at Q4 of 2020/21.	GE	01 July 2021			16/07/21		26/07/21 GE	Catalin Bogos	Resources	Internal Governance			
GE4029	Internal Audit Annual Assurance Report 2020/21	The Public Sector Internal Audit Standards (PSIAS) require the Audit Manager to make a formal annual report to those charged with governance within the Council.	GE	01 July 2021			16/07/21		26/07/21 GE	Julie Gillhespey	Resources	Internal Governance			
GE4030	Draft Financial Year 2020/21 Going Concern Assessment	This report summarises the management assessment of the Council continuing to operate as a going concern for the purposes of producing the Statement of Accounts for 2019/20.	GE	01 July 2021			16/07/21		26/07/21 GE	Shannon Coleman-Slaughter	Resources	Finance and Economic Development			
GE4031	Draft Annual Governance Statement	To allow the committee to review the Annual Governance Statement before it is signed by the Leader and Chief Executive	GE	01 July 2021			16/07/21		26/07/21 GE	Joseph Holmes	Resources	Internal Governance			
OSMC	Joint Health and Wellbeing Strategy	To consider the draft Health and Wellbeing Strategy.	OSMC	01 July 2021				06/07/21		Matt Pearce/Sarah Rayfield	People	Public Health and Community Wellbeing, Leisure and Culture		No	
OSMC	New Ways of Working	To provide an update on and overview of the Council's New Ways of Working programme.	OSMC	01 July 2021				06/07/21		Melanie Best	Resources	Internal Governance			
OSMC	Recovery Strategy	To review progress in implementing the Recovery Strategy	OSMC	01 July 2021				06/07/21		Joseph Holmes	Resources	This report applies to all Portfolios			
OSMC	Leisure Strategy	To report the findings of the Scrutiny Review into the draft Leisure Strategy	OSMC	01 July 2021				06/07/21		Paul Anstey	People	Public Health and Community Wellbeing, Leisure and Culture			
OSMC	Inequalities in West Berkshire	To present a research report to the Commission outlining inequalities in West Berkshire, actions to address these and benchmarking data against comparable local authorities.	OSMC	01 July 2021				06/07/21		Matthew Pearce	People	This report applies to all Portfolios			
PC4050	Recruitment and Pay Scales	To consider a sample of current recruitment activity in order to analyse where employees are being recruited to on the banding within pay scales.	PC	01 July 2021					16/07/21 PC	Abi Witting	Resources	Internal Governance			

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Overview and Scrutiny Management Commission Work Programme

The following items will be considered in addition to Standing Items (Financial Performance (Quarterly), Key Accountable Performance (Quarterly), New Ways of Working Reviews (ad hoc) and Corporate Programme (annually/ on request))

Last Updated:
12 April 2021

Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?	
06 July 2021 (Report Deadline 28 June)						
17	New Ways of Working	<i>Corporate Effectiveness</i>	To provide an update on and overview of the Council's New Ways of Working programme	Melanie Best	Internal Governance	OSMC decision
18	Recovery Strategy	<i>Corporate Effectiveness</i>	To review progress in implementing the Recovery Strategy	Joseph Holmes	This report applies to all portfolios	OSMC decision
19	Leisure Strategy	<i>Policy Effectiveness</i>	To report the findings of the scrutiny review into the draft Leisure Strategy	Paul Anstey	Public Health and Community Wellbeing, Leisure and Culture	Pre decision
20	Joint Health and Wellbeing Strategy	<i>Policy Effectiveness</i>	To consider the draft Health and Wellbeing Strategy	Matt Pearce / Sarah Rayfield	Public Health and Community Wellbeing, Leisure and Culture	Pre decision
12 October 2021 (Report Deadline 04 October)						
21	Inequalities in West Berkshire	<i>Policy Effectiveness</i>	To present a research report to the Commission outlining inequalities in West Berkshire, actions to address these and benchmarking data against comparable local authorities.	Matt Pearce	This report applies to all portfolios	OSMC decision
22	Covid-19: Lessons Learned(?)	<i>Corporate Effectiveness</i>	To report on lessons learned during the Covid-19 pandemic and changes put in place as a consequence.	Matt Pearce	Public Health and Community Wellbeing	OSMC decision
23	Environment Strategy - Operational Review	<i>Corporate Effectiveness</i>	To review progress in implementing the Environmental Strategy	Jenny Graham	Environment	OSMC decision
24	Communications and Engagement Strategy - Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Communications and Engagement Strategy	Martin Dunscombe	District Strategy and Communications	Post decision
25 January 2022 (Report Deadline 17 January)						
25	Effective employee appraisal and the management training and development programme	<i>Corporate Effectiveness</i>	To review the Council's current employee appraisal system and management training and development program	Sarah Clarke	Internal Governance	OSMC decision
26	Kennet and Avon Towpath / Thames Path	<i>Partnership Effectiveness</i>	To consider how West Berkshire Council can work with the Canal and River Trust, Sustrans Environment Agency and other partners to repair / enhance the Kennet and Avon Canal Towpath and Thames Path	Paul Hendry	Transport and Countryside	OSMC decision
19 April 2022 (Report Deadline 11 April)						

27	Economic Development Strategy Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Economic Development Strategy	Gabrielle Mancini	Economic Development and Planning	Post decision
28	Thames Water activities	<i>Partnership Effectiveness</i>	To review Thames Water's investment priorities within West Berkshire for the next five year period	Stuart Clark	Transport and Countryside	OSMC decision

Key:

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