

Notice of Meeting



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Overview and Scrutiny Management Commission

Tuesday, 6th July, 2021 at 6.30 pm
in Council Chamber Council Offices
Market Street Newbury

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Date of despatch of Agenda: Monday, 28 June 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

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Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 6 July 2021 (continued)

To: Councillors Jeff Brooks, James Cole, Lee Dillon (Vice-Chairman), Gareth Hurley, Alan Law (Chairman), Thomas Marino, Steve Masters, Claire Rowles, and Tony Vickers

Agenda

Part I	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	7 - 8
2. Minutes To approve as a correct record the Minutes of the meetings of the Commission held on 20 April 2021 and 4 May 2021.	9 - 22
3. Actions from previous Minutes To receive an update on actions following the previous Commission meeting.	23 - 24
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 .	25 - 26
5. Petitions Purpose: To consider any petitions requiring an Officer response.	27 - 28
6. New Ways of Working Purpose: To provide an update on and overview of the Council's New Ways of Working programme.	29 - 56
7. Covid-19 Recovery and Renewal Strategy 2021 Update Purpose: To review progress in implementing the Recovery Strategy, which was adopted in June 2020 and present the updated Covid-19 Recovery and Renewal Strategy, which was approved by Executive on 10 June 2021.	57 - 106
8. 2020/21 Performance Report Quarter Four Purpose: To provide assurance that the core business and council priorities for improvement measures in the Council Strategy 2019-2023 are being managed effectively. 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.	107 - 154



Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 6 July 2021 (continued)

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|-----|---|-----------|
| 9. | 2020/21 Revenue Financial Performance Provisional Outturn
Purpose: To report on the financial performance of the Council's revenue budgets. This report is the provisional outturn position for 2020/21. | 155 - 178 |
| 10. | Capital Financial Performance Report - Outturn 2020/21
Purpose: The financial performance report provided to Members reports on the under or over spends against the Council's approved capital budget. This report presents the provisional outturn position for financial year 2020/21. | 179 - 196 |
| 11. | Membership of Task and Finish Groups
Purpose: To agree any changes to the membership of Task and Finish Groups. | 197 - 198 |
| 12. | Task and Finish Group Updates
Purpose: To receive updates from the Chairmen of Task and Finish Groups appointed by the Overview and Scrutiny Management Commission. | 199 - 200 |
| 13. | Health Scrutiny Committee Update
Purpose: To receive an update from the Chairman of the Health Scrutiny Committee. | 201 - 202 |
| 14. | West Berkshire Council Forward Plan 6 July to 31 October 2021
Purpose: To advise the Commission of items to be considered by West Berkshire Council from 6 July to 31 October 2021 and decide whether to review any of the proposed items prior to the meeting indicated in the Plan. | 203 - 204 |
| 15. | Overview and Scrutiny Management Commission Work Programme
Purpose: To confirm the dates of future meetings, receive new items and agree and prioritise the work programme of the Commission. | 205 - 206 |

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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OSMC – 6 July 2021

Item 1 – Apologies

Verbal Item

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DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION**MINUTES OF THE MEETING HELD ON
TUESDAY, 20 APRIL 2021**

Councillors Present: Graham Bridgman, James Cole, Lee Dillon (Vice-Chairman), Lynne Doherty, Gareth Hurley, Alan Law (Chairman), Ross Mackinnon, Thomas Marino, Steve Masters, Garth Simpson, Tony Vickers and Howard Woollaston

Also Present: Catalin Bogos (Performance Research Consultation Manager), Nick Carter (Chief Executive), Shannon Coleman-Slaughter (Chief Financial Accountant), Melanie Ellis (Chief Accountant), Donna Fox (Principal Adviser for School Improvement) and Susan Powell (Safer Communities Partnership Team Manager), Zahid Aziz (Thames Valley Police) and Gordon Oliver

Apologies for inability to attend the meeting: Councillor Jeff Brooks

PART I**44. Minutes**

The Minutes of the meeting held on 26 January 2021 and the Minutes of the special meeting on 9 February 2021 were approved as true and correct records and signed by the Chairman.

45. Actions from previous Minutes

There were nine actions followed up from previous Commission meetings:

- 18 – Pending: Report scheduled to come to OSMC in July.
- 25 – Complete
- 28 – Complete
- 31 – Complete
- 32 – Complete
- 33 – Complete
- 34 – Outstanding: Catalin Bogos to investigate and report back
- 35 – Outstanding: Councillor Gareth Hurley to discuss the Terms of Reference with Matt Pearce (Service Director – Communities and Wellbeing)
- 36 – Complete

Councillor Lee Dillon noted that OSMC had asked for the number of Members on the Health Scrutiny Committee to be left blank.

Councillor Graham Bridgman confirmed that the report to full Council proposed a five member committee with three Conservative and two Liberal Democrat members.

46. Declarations of Interest

There were no declarations of interest received.

47. Petitions

There were no petitions to be received at the meeting.

48. **Crime and Disorder Committee - Community Safety Update**

Sitting as the Crime and Disorder Committee, the Commission received a presentation (Agenda Item 6) concerning the Building Communities Together Partnership.

Nick Carter explained the history of the partnership, its role, responsibilities, membership and vision. He noted that an Annual Strategic Assessment was carried out to determine the Partnership's priorities and he highlighted the Partnership Plan, which was based around four objectives.

Superintendent Zahid Aziz provided a summary of work undertaken in the previous 12 months around the priority areas of domestic abuse, county drug lines, violence and knife crime, and anti-social behaviour and orders, as well as partnership working.

He highlighted challenges and changes to working practices and changes in crime patterns associated with Covid. He noted that operations were affected by financial cuts, although five new officers had started in West Berkshire in the last year as a result of a national increase of 20,000 officers. He highlighted the strength of the partnership approach in tackling crime.

Nick Carter explained that the Partnership was being reshaped. He indicated that a new Community Alliance would take on / increase community engagement activity and allow the Building Communities Together Partnership to revert to a Community Safety Partnership.

Councillor Tony Vickers noted that there were several Public Spaces Protection Orders (PSPOs) in the district. He suggested that these clashed with planning and transport policies, since PSPOs closed routes that were useful for permeability and active travel. He highlighted a recent PSPO application where there had been no involvement of the Council's Transport Public Rights of Way Teams. He indicated that planning policy sought to ensure good access into new developments for pedestrians and cyclists and suggested that discussions on proposed closures should involve the Council's planning and transport officers.

Nick Carter indicated that there were only a few PSPOs in the district and they required extensive consultation. He noted that they were driven by safety concerns. He offered to investigate whether other parties could be involved, or if it was a statutory process dictated by legislation.

Action: Nick Carter to investigate whether planning and transport officers could be engaged as part of the PSPO process.

Councillor Lee Dillon noted that the number of reported domestic abuse incidents had fallen, but he was aware that a local support organisation had reported an increase in calls. He wondered if local organisations working in this area could provide intelligence and asked if the decrease in reporting to the Police was due to victims lacking opportunities to make reports. He also asked how ethnically diverse and deprived communities were being engaged. He noted the decrease in violent crime and asked if this was the level that had been expected in lockdown and the closure of the night-time economy. He asked if violent crime figures included domestic abuse crimes. Finally, he asked for some examples of positive outcomes that had been achieved.

Superintendent Aziz acknowledged challenges in victims reporting domestic abuse from the home. He was unable to give a definitive answer as to how this had affected local reporting. However, he highlighted that there had been an increase in reported domestic abuse incidents nationally and also elsewhere in the Thames Valley. He was confident

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

that the numbers were a true reflection, but accepted there may have been incidents where victims were unable to contact the Police or disclose incidents to colleagues at work.

He explained that a lot of work was being done to understand where 'hard to reach' communities were and how to engage with them. He stated that TVP was developing a tactical neighbourhood plan that would address this, and confirmed that it would be more of a focus in 2021/22.

He confirmed that domestic abuse crimes were not included in the violent crime statistics.

Councillor Garth Simpson asked why the outcomes from County Drug Lines operations appeared to be modest relative to the scale of the problem.

Superintendent Aziz explained that West Berkshire suffered from an influx of County Drugs Lines from all directions, which operated over very short timeframes. He stated that it was difficult to gather intelligence and execute warrants quickly enough to be able to seize drugs and cash. He noted that other operations had been carried out in the last year, one of which recovered £45,000. He highlighted problems with vulnerable individuals being exploited (i.e. children trafficking the drugs or vulnerable adults whose homes were used). He indicated that where it was not possible to carry out enforcement, the Police would seek to disrupt activity.

Councillor James Cole considered that the reports were very positive. He noted the local trend in domestic abuse incidents was contrary to the national trend and asked if that was due to the effectiveness of the Building Communities Together Partnership.

Superintendent Aziz stated that West Berkshire had a very strong partnership, with strong safeguarding processes, a positive approach to encouraging domestic abuse reporting, and enforcement or help when needed. This meant that people were able to seek support before they became victims. Also, there was a wraparound service for victims to support them and remove them from the environment, so they did not become victims again.

The Chairman reiterated Councillor Dillon's question about examples of positive outcomes.

Superintendent Aziz explained that if there was a positive charging decision at the end of an investigation, that was a positive outcome.

The Chairman indicated that Neighbourhood Action Groups (NAGs) could be helpful in providing intelligence, but felt that his local NAG had not been as engaged in recent months. He asked if they could be more engaged in future. He also asked what was happening in terms of rural crime, which had been a priority of the Police and Crime Commissioner.

Superintendent Aziz reported that crime had been limited over the last year, and Police activity had been restricted due to Covid, with the focus on addressing domestic abuse and safeguarding. He confirmed that a Rural Crime Task Force had been established with one inspector, two sergeants and a team of 18 officers. This would support the larger local Police areas with significant rural crime. This force-wide unit would provide relevant skills and expertise and would tackle cross-boundary offenders with neighbouring forces. In terms of local resources, he confirmed that there were two officers and a PCSO who undertook community engagement work. He reported that some analysis on rural crime had been undertaken and further work had been commissioned. He acknowledged that there were peaks at certain times of year, with repeat crimes at vulnerable locations. He indicated that activity would be significantly increased over the coming year.

Resolved that: the presentation be noted.

49. Traded Services

OSMC considered a report (Agenda Item 7), which provided further information in respect of the schools traded services.

Andy Sharp introduced the item and noted that additional information could be provided on other commercial activity at a future meeting if required.

Donna Fox presented the item. She noted that Traded Services were under the governance of the Commercialisation Board, which provided comment and challenge.

She highlighted Section 4 of the report, which showed the range of services provided to schools, with information on: trends in actual and forecast income; forecast for surplus / deficits; and information on viability tipping points.

She noted that the service leads were not experts in commercialisation or trading, but training had been commissioned, which would help them to look at tipping points. She indicated that the training would provide the opportunity to formulate some policy statements about the role of traded services for the Council, articulating their identity and what they intended to do.

She noted that the intention was to build the reputation of the Council through the quality of the traded services offered and that ultimately, it was for Education to look at every learner and make sure they had the best possible chance to fulfil their full potential and ambitions.

The Chairman asked about an item on the charts labelled as 'schools self-funding provision'.

Dona Fox noted explained that this was an insurance buy-back service, which schools could choose to take up, or they could source an alternative provider (e.g. DfE risk protection arrangement). She indicated that this was different to the other traded services.

Councillor Garth Simpson noted that there were 20 products within the Schools Traded Services portfolio, which were different in character and required different inputs from Council staff and external providers. He acknowledged that some services were in decline, but pointed out that there was no discussion of the unique selling proposition to schools. He recognised that service leads were not commercial experts, but suggested that marketing was common sense. He accepted that some schools converted to academies, which were more aggressively run, but highlighted the knowledge within the Education service. He noted the compromises made with respect to pricing policy, which he assumed related to smaller schools. He asked if there were account managers looking after specific schools, and if there were product specialisms. He also suggested running a Pareto analysis to see which services could be dropped where they added little value to allow other, higher value services to be introduced.

Donna Fox stated that there were individual financial managers within Melanie Ellis's team and there was one business trading account manager in School Improvement who worked with other services. This account manager worked with external groups from other local authorities and her expertise had been used across the Education service to look forensically at what traded services could do. She explained that traded services represented a small part of service leads' roles and reiterated the potential benefits of the planned commercialisation training.

Councillor James Cole noted that the Council was operating on the basis of cost plus 10 percent, but other industries operated to higher profit margins. He asked if this was the

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

limit of what the market would bear. He also asked about the self-funded schools service and why this was not comparable. He noted the decline and asked if the Council was offering less or if fewer schools were taking up the offer. Finally, he asked if the Council offered its services to the private sector.

Regarding margins, Donna Fox noted that there was a decision as to whether to maximise profit or operate at a tolerable level where schools would continue to buy back services. She highlighted the work of the School Improvement Team where the aim was for schools to achieve good Ofsted grades and noted that each service had to consider the reputation of the Council and the reputation of the schools. She stated that a range of services were provided and it was difficult to compare them. She noted that there had been discussions about whether some services were able to make the 10 percent profit, since schools would be likely to go somewhere else. However, bespoke services represented an opportunity to pursue increased margins. Regarding services offered to the private sector, she confirmed that buy-backs were secured from independent schools and a Berkshire multi-academy trust that was not part of the West Berkshire group. On the issue of insurance buy-backs, she observed that these were bought in for a nominal fee and were therefore different from the other services offered. She suggested that the reduction in buy-backs had been as a result of schools looking to the private market and finding deals that were better suited to their needs.

Councillor Cole asked if the Council was acting as a broker for insurance. Donna Fox did not think that it was.

Councillor Lee Dillon suggested that OSMC needed to look at the wider issue of commercialisation across the Council. He agreed with Councillor Simpson's comments relating to thinking about business models and strategies and suggested that Councillors would expect this to happen across all commercialisation centres, underpinned by a common strategy. In relation to the tipping point and viability for school services, he asked how many academies would the Council need to lose before it would have issues in sustaining a particular service. He also asked if services were looking likely to meet end of year forecasts. Finally, he asked about how projected income would be used (i.e. kept within the Education service or used to support other Council key performance indicators).

Donna Fox explained that tipping points varied according to the service offered. For example, Payroll looked at the number of buy-backs it received by the cut-off date and the cost charged to those schools divided by the number of staff. However, the School Improvement service had a flexible service where they used headteachers as school improvement officers that could be brought in as required. In the case of HR, if several schools were lost, this caused problems in providing sufficient work for staff. She explained that relationships with academies had been positive in recent months and traded services were offered to every school in West Berkshire. She emphasised that she believed in children rather than labels, so any school could buy back services and this had been attractive for academies. The Service had worked with all West Berkshire's academies in the last 18 months, which had not been the case previously. She observed that academies tended to pick and choose services, but they were present in meetings with headteachers, which was positive. In terms of projected income, she acknowledged that some forecasts would not be achieved due to Covid, and some services were being focused on Covid recovery. She noted that £30,000 for school improvement was funding two pupil premium champions.

Councillor Dillon asked what the remainder of the £250,000 surplus would be spent on. Also, he noted that service leads did not have specialist commercial knowledge. He suggested that Members would support recruitment of people with these skills.

Resolved that: the report be noted.

50. Covid-19 Income Risks

OSMC considered a report (Agenda Item 8), which outlined the risks and associated mitigation strategies associated with changes to parking revenues and other income streams as a result of the Covid-19 pandemic.

Melanie Ellis introduced the report. She confirmed that Central Government had provided three main sources of Covid funding:

- £9.6 million of non-ringfenced funding, which had been allocated to the Covid response;
- Specific Covid-19 grant funding;
- An income compensation scheme to provide support to Council where there had been losses due to Covid-19 (the Council had lost £4.4 million, but were expecting to secure £2.2 million of reimbursements).

She highlighted the main areas where income had been lost, with car parking being the most significant. She indicated that the Council was not allowed to claim for commercial income losses.

In terms of mitigations, she noted that non-ringfenced funding for Covid response had been made available for 2021/22. She explained that the Council had been allocated sufficient funds to mitigate against all losses.

She explained that within the Medium Term Financial Strategy, provision had been made in future years in case Covid income stream losses became more permanent, including £900,000 for car parking.

She noted that the third mitigation was through individual services with car parking and leisure services being most affected.

She highlighted that demand for some services had been suppressed as a result of Covid, which would be financially beneficial.

Councillor James Cole noted that West Berkshire Council appeared to be worse affected than other unitary authorities and asked if it was more dependent on parking revenues.

Melanie Ellis was unable to provide detail on individual income streams for other local authorities, but offered to investigate further.

Action: Melanie Ellis to provide further analysis of Covid income losses for other unitary authorities.

Councillor Lee Dillon noted the £900,000 set aside to off-set forecast parking losses and asked if a flat rate had been applied across all car parks or if different rates were applied at different sites. He also observed that Appendix A showed how losses would impact on services areas right across the Council.

Jon Winstanley noted that the car parking mitigation had been primarily informed by what was happening in the town centres, which accounted for the bulk of the Council's parking income. He acknowledged that there would be differences between car parks. He undertook to share the calculations.

Action: Jon Winstanley to provide further detail on calculations for forecast car park income losses.

Councillor Garth Simpson asked if there were assumptions about the move to online shopping and declining retail footfall on car parking and business rates, since there was a strong inter-relationship.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

Melanie Ellis stated that the Council was not that advanced in their forecasts at this point, since the UK was just starting to come out of Covid lockdown, but this would be looked at in future.

The Chairman noted that the Council was relying heavily on Central Government to cover shortfalls and highlighted the risk that this support would not be provided indefinitely.

Councillor Ross Mackinnon acknowledged that Central Government support had been extensive and had made the financial position of the Council much more benign. He highlighted that £3.2 million of non-ringfenced funding had been provided and indicated that he expected support to continue in the coming year.

Resolved that: the report be noted.

51. Leisure Strategy Task and Finish Group

OSMC considered a report (Agenda Item 9), which presented the scope for the Task and Finish Group to be set up to review the Leisure Strategy.

Gordon Oliver presented the report. He highlighted the terms of reference in Appendix A and noted that the Task Group would act as a 'critical friend', reviewing the draft strategy in the light of current guidance and best practice, as well as local evidence.

He flagged the following key focus areas for the task group:

- Ensuring that consultation and engagement had been sufficiently wide ranging;
- Ensuring there was good evidence about provision and demand for facilities locally, for different leisure services;
- Ensuring the strategy identified and addressed barriers faced by different groups wishing to access leisure services;
- Ensuring a clear rationale for any major investments in local leisure facilities.

He noted that the draft strategy may not be available for review until the summer, and so the group may not be able to report back its findings until the autumn.

The Chairman asked who was leading on the strategy.

Councillor Howard Woollaston confirmed that it was Matt Pearce (Service Director – Communities and Wellbeing).

The Chairman stated that Councillor Gareth Hurley had agreed to chair the Task and Finish Group. He asked if Councillor Hurley if he was happy with the terms of reference.

Councillor Hurley noted that the Council had a duty to ensure that leisure facilities were accessible to all, and the Task Group should consider if there were any locations where provision was significantly lower than in other areas.

The Chairman stated that the other Members of the Task Group would include Councillor Erik Pattenden (Liberal Democrat) and Councillor Steve Masters (Green). He indicated that a second Conservative Member would be allocated shortly. He confirmed that membership could be from outside OSMC and could include people co-opted from outside the Council.

Action: Chairman to confirm the fourth member of the Leisure Strategy Task and Finish Group.

The Chairman proposed that Councillor Hurley would meet with Councillor Woollaston and Matt Pearce to agree how they would work together.

Action: Councillor Hurley to meet with Councillor Woollaston and Matt Pearce.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

Councillor Woollaston indicated that he welcomed the task group's involvement, since there was a lot happening with leisure at the current time. He agreed that the east of the district was under-provided in terms of leisure facilities compared to the west, and this was a priority to be addressed.

Councillor Tony Vickers queried whether the Appendix represented a Terms of Reference, but he agreed with the questions to be answered. He stated that he was a member of the Local Access Forum, which had discussed the strategy and concluded that it was very commercially focused. Although there was mention of the rights of way network, several activities weren't mentioned. He asked if there was potential for the terms of reference to be amended to allow other individuals / groups to feed into the review.

The Chairman recommended that Councillor Vickers should brief Councillor Pattenden about his concerns.

Councillor Lee Dillon agreed with Councillor Hurley about gaps in provision. He also suggested that in addition to looking at provision of facilities, the Task Group should look to see if sports could be delivered (e.g. programmes to train coaches).

Action: Gordon Oliver to amend the Task Group's terms of reference to reflect point raised by Councillors Dillon and Hurley.

Resolved that: the scope and terms of reference for the Leisure Strategy Task and Finish Group be approved, subject to the proposed amendments being incorporated.

52. Revenue Financial Performance Report - Quarter 3 of 2021/22

The Commission considered a report (Agenda Item 10) concerning the latest revenue financial performance of the Council in Quarter 3 of 2020/21.

Melanie Ellis presented the report. She stated that the Quarter 3 forecast was a £3.4 million underspend, which took account of the Central Government support received.

She noted that nearly all of the underspend was in the People Directorate, with the largest changes being in demand services, particularly Adult Social Care, which was as a result of Covid-19.

Councillor Lee Dillon indicated that he would not be commenting on this or the next two items, since he had already commented at the Executive meetings and so his views were already on public record.

The Chairman noted that OSMC had previously requested that any changes to the budget in the last quarter should be highlighted and explained.

Melanie Ellis explained that the Quarter 3 report had already been prepared when the recommendation was made. However, she had made a note to do this for subsequent reports.

The Chairman noted that he would liaise with Councillor Dillon and revise the dates of OSMC so they were better aligned with Executive.

Action: The Chairman and Vice Chairman to review future meeting dates to better align with Executive meetings.

Councillor James Cole highlighted an issue on the Y axis of the chart entitled: 'Annualised clients for ASC Long Term Services'.

Melanie Ellis confirmed that this was an error and it should refer to client numbers rather than months.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

Councillor Cole also asked how the Council could have an under-spend in garden waste subscriptions given that this was an income stream.

Melanie Ellis confirmed that this was an over-achievement of income.

Resolved that: the report be noted.

53. **Capital Financial Performance Report - Quarter 3 2020/21**

The Commission considered a report (Agenda Item 11) concerning the latest capital financial performance of the Council in Quarter 3 of 2020/21.

Shannon Coleman-Slaughter presented the report. She stated that the forecast position was for just over £5.3 million underspend at Quarter 3. She confirmed that this was after £7.3 million of reprofiling at Quarter 2 into the 2021/22 budget build process.

She then outlined the positions for each Directorate:

- People – The Education Service had experienced delays on feasibility studies and projects;
- Place – The Development and Planning Service had experienced delays with the Four Houses Corner project;
- Resources – There were underspends in ICT relating to the Superfast Broadband project, and in Finance relating to the Corporate Maintenance budgets.

Councillor Tony Vickers asked if the delays to Four Houses Corner were related to the Covid pandemic.

Shannon Coleman-Slaughter stated that the underspend was due to historical issues with the project rather than Covid.

Resolved that: the report be noted.

54. **2020/21 Performance Report - Quarter 3**

The Commission considered a report (Agenda Item 12) concerning the performance in delivering the Council Strategy in Quarter 3.

Catalin Bogos introduced the report and highlighted four key areas:

1. External context:

- Covid-19 continued to dominate, but the district had low rates of infections and deaths compared with other local authorities (lowest quartile).
- Work with communities continued to support vulnerable residents, with the Community Hub playing a key role.
- It was important to follow measures and restrictions to maintain this relatively good position.
- Data up to Quarter 2 showed that the local economy was resilient. The Council was monitoring the impact on town centres and employment amongst young people, with work placements being secured.
- There had been a reduction in demand for Social Care and a reduction in safeguarding inquiries for Adult Social Care compared to equivalent quarters in previous years.
- The focus of Social Care Services was to ensure that safeguarding issues were not hidden as a result of lockdown.

2. Performance against core business component of the Council Strategy:

- Performance remained strong.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

- Benchmarking data showed top quartile performance.
 - Additional comparative data would be included in the Quarter 4 report.
 - Tax collection was below target as a result of supporting residents and businesses during Covid.
3. Performance against the Council Strategy priorities for improvement
- Key achievements included the accommodation offer for all rough sleepers and adoption of the Communication and Engagement Strategy.
 - Data for some performance measures was not available for Quarter 3 (e.g. exams did not taking place and traffic data was not available).
 - Where possible, services continued to provide support (e.g. keeping schools open for vulnerable pupils and children of key workers and remote learning for others).
 - Areas RAG rated as red included:
 - a. Affordable homes completions – this was dependent on developers and the Council’s requirements were above national guidance. There were 900 units with planning permission.
 - b. Rural afforestation and urban tree planting – this would be reprioritised as part of the Environment Strategy Delivery Plan
 - Exception reports were provided where measures were behind schedule. The maximum delay was 12 months, but most were 3-6 months.
4. Internal context
- There was a budget underspend as outlined in the previous agenda item.
 - The workforce was stable with reduced sickness levels.

The Chairman acknowledged that it was a difficult time to collect data.

Councillor Tony Vickers observed that the shortfall in affordable housing completions appeared to be a high proportion and asked if developers were building these units last, and was there a risk that they would seek to negotiate a reduction in affordable units. He also noted the shortfall of planning applications determined within the target dates. He stated that West Berkshire had not been as badly affected by Covid as the rest of the UK and wondered about the underlying cause.

Catalin Bogos indicated that delivery of affordable homes was dependent on when developers decided to start building. He acknowledged that, in some cases, developers would leave affordable homes until the end of their construction, but he could not confirm that they were refusing to build them. In terms of planning applications, historic benchmarking data showed that performance was below comparator groups, but the Planning and Development Service had subsequently revised its targets and procedures and recent performance was significantly better. The latest benchmarking data would be incorporated into the report once it had been released.

Councillor Lee Dillon noted that the Community Engagement Strategy and some other strategies had slipped. He acknowledged that this may be due to staff being redeployed. He asked for a one-page briefing note on all of the Council’s strategies and dates for when they would be produced / refreshed, which would go beyond the Forward Plan.

Catalin Bogos confirmed that the Community Engagement Strategy was being co-produced with partners in the community and the Council was dependent on its partners. He noted that most of the strategies had been delivered and details were provided on the Council’s website: <https://info.westberks.gov.uk/policies>. He undertook to produce a summary of when the remaining strategies would be produced / updated.

Action: Catalin Bogos to produce a summary of when remaining strategies will be produced / updated.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 20 APRIL 2021 - MINUTES

Resolved that: the progress made in delivering the Council Strategy be noted.

55. West Berkshire Council Forward Plan 15 April to 31 July 2021

The Commission considered the West Berkshire Forward Plan (Agenda Item 13) for the period covering 15 April to 31 July 2021.

The Chairman invited Members to contact him if they would like to review any of the items on the Forward Plan.

Councillor Tony Vickers noted that the Local Plan was shown as coming to Council in May, but queried if it had been delayed.

Councillor Lynne Doherty indicated that it would come to the July meeting of Council.

Resolved that the Forward Plan be noted.

56. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme and the following changes were proposed:

- In the event that the Leisure Strategy was delayed, this would require the Task Group report to slip to a later meeting.
- The new Health Scrutiny Committee should consider the Joint Health and Wellbeing Strategy and report back to OSMC.
- The Economic Development Strategy would be updated to take account of the effects of Covid and a review would be pushed back to 12 months post-adoption.
- The Equalities and Diversity Strategy would be reviewed in lieu of a separate report on inequalities.

Councillor Lee Dillon asked if the Equalities and Diversity Strategy was internal to the Council or considered wider inequalities in West Berkshire.

Nick Carter confirmed that the strategy would look internally and externally. He suggested that this would avoid unnecessary duplication.

Councillor Dillon stated that he had been discussing the scrutiny programme with a member of the public who had expressed concern that Adult Social Care was not mentioned and had not been considered in the previous year. He noted that the work programme could change to respond to events, and the Covid review would be comprehensive and would include Adult Social Care issues.

The Chairman agreed and noted that OSMC had undertaken an in-depth review of Adult Social Care about 18 months ago. This had previously been earmarked for review at this time, but Covid had meant it was not the right time to do this.

Councillor Tony Vickers suggested that the Health Scrutiny Committee might be better placed to scrutinise Adult Social Care issues.

Resolved that: work programme be approved subject to the changes discussed.

(The meeting commenced at 6.30 pm and closed at 8.34 pm)

CHAIRMAN

Date of Signature

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DRAFT

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION

**MINUTES OF THE MEETING HELD ON
TUESDAY, 4 MAY 2021**

Councillors Present: Jeff Brooks, James Cole, Lee Dillon (Vice-Chairman), Gareth Hurley, Alan Law (Chairman), Thomas Marino, Steve Masters, Claire Rowles and Tony Vickers

PART I

1. Election of Chairman

RESOLVED that Councillor Alan Law be elected Chairman of the Overview and Scrutiny Management Commission for the 2021/22 Municipal Year.

2. Election of Vice-Chairman

RESOLVED that Councillor Lee Dillon be elected Vice-Chairman of the Overview and Scrutiny Management Commission for the 2021/22 Municipal Year.

CHAIRMAN

Date of Signature

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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.	Melanie Best	Complete - Report on NWoW is on the agenda for the OSMC meeting in July 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	Complete - We are able to confirm that between March 2020 and March 2021, the overall number of business rated properties in West Berkshire has remained stable at around 7,800 properties. Similarly, the number of empty business properties remained stable too (293 in March 2020 compared to 289 in March 2021). Qualitative intelligence suggests that some chain stores have closed branches in West Berkshire high streets, but sometimes as a result of being impacted at national level (e.g. Laura Ashley, Bella Italia, Café Rouge, Debenhams). However, the independent shops seem to be more agile and more dynamic during the pandemic, many new ones opening during last year (examples include independent shops, a bridal shop, cafés, cake shops, barbers, fitness centres and beauty salons).
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	Superseded (see Action 41 below).
37	20/04/2021	Crime and Disorder Committee - Community Safety Update Investigate whether planning and transport officers could be engaged as part of the PSPO process	Nick Carter	Complete - Public Spaces Protection Orders (PSPOs) came into effect under section 59 of the Anti-Social Behaviour, Crime and Policing Act, 2014. There are statutory requirements around the application process for PSPOs. In addition to statutory consultation requirements under section 72, requirements under Section 64 relating specifically to those Orders restricting public right of way over a highway were also adhered to. The restricted access in question relates to a footway. Local councillors, the parish council, the Local Access Forum, the Ramblers Association along with departments within WBC were all consulted in line with the above statutory requirements'.

38	20/04/2021	Covid-19 Income Risks Provide further analysis of Covid related income losses for other unitary authorities.	Joseph Holmes / Melanie Ellis	Complete - Information only available for Councils as a whole: https://www.gov.uk/government/publications/local-authority-covid-19-financial-impact-monitoring-information
39	20/04/2021	Covid-19 Income Risks Provide further detail on calculations for forecast car park income losses.	Jon Winstanley	Complete - Forecasts were taken as an estimated percentage reduction across the board. This is reflective of the consistent reduction in use across the Council's car parks during the pandemic.
40	20/04/2021	Leisure Strategy Task and Finish Group Chairman to confirm the fourth member of the Leisure Strategy Task and Finish Group.	Cllr Alan Law	Pending - A standing item will be added to OSMC agendas to allow nominations for changes to memberships of Task and Finish Groups.
41	20/04/2021	Leisure Strategy Task and Finish Group Cllr Gareth Hurley to meet with Cllr Howard Woollaston and Matt Pearce to agree how they would work together.	Cllr Gareth Hurley	Complete - Meeting took place on 13 May
42	20/04/2021	Leisure Strategy Task and Finish Group Gordon Oliver to update the Task and Finish Group Terms of Reference to address points raised by Councillors Dillon and Hurley.	Gordon Oliver	Complete - Terms of reference amended and circulated.
43	20/04/2021	Revenue Financial Performance Report - Quarter 3 of 2021/22 The Chairman and Vice Chairman to review future meeting dates to better align with Executive meetings.	Cllrs Alan Law and Lee Dillon	Complete - It is proposed to have meetings two days before Executive from September 2021.

Last updated: 28 June 2021

OSMC – 6 July 2021

Item 4 – Declarations of Interest

Verbal Item

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OSMC – 6 July 2021

Item 5 – Petitions

Verbal Item

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New Ways of Working Phase 1

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	6 th July 2021
Portfolio Member:	Councillor Hilary Cole
Date Head of Service agreed report: <i>(for Corporate Board)</i>	15 th June 2021
Date Portfolio Member agreed report:	15 th June 2021
Report Author:	Melanie Best
Forward Plan Ref:	n/a (OSMC)

1 Purpose of the Report

To provide background to the New Ways of Working (NWOW) programme and to outline the value that the programme has added to the Council.

2 Recommendation(s)

There are no specific recommendations as a result of this report, but OSMC are asked to note the content of the report and comment on the outcomes delivered through Phase 1. The organisation will continue to review the output from the programme in order to transform and improve services as part of the transformation programme of work, which will be led by the Transformation, Digital & Programme Team within the Customer Engagement and Transformation unit of Strategy & Governance.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	Cost of the programme £270,474
Human Resource:	The programme was supported by in house HR team.
Legal:	n/a.
Risk Management:	n/a

Property:	n/a			
Policy:	n/a			
	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		None
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		None
Environmental Impact:		X		As above.
Health Impact:		X		As above.
ICT Impact:		X		None of the programme but the outputs have a number of digital and ICT implications for improvements.
Digital Services Impact:		X		As above.
Council Strategy Priorities:		X		As above.

Core Business:		X		As above – many of the initiatives will impact the core business of the Council and its transformation activity.
Data Impact:		X		As above.
Consultation and Engagement:	Chief Executive (and Sponsor) of the programme All Executive Directors, All Heads of Service/Service Directors and remaining Review team.			

4 Executive Summary

- 4.1 This report summarises the background and framework of the New Ways of Working programme which commenced in mid 2017 following the Financial Challenge programme of work when a deeper analysis was required around the day to day operation of Services with a view to improving service delivery and, where possible, consider the digitisation or streamlining of repetitive or time consuming processes to improve efficiency and avoid duplication.
- 4.2 Whilst the Financial Challenge process had already identified some areas of concern, it was felt appropriate to review all services in the same way to ensure a consistent and fair approach, providing opportunities for all services to offer feedback and improvement suggestions from all staff and teams through to Members, key stakeholders as well as the space to challenge data and performance. The New Ways of Working concept followed from observations of a neighbouring authority undertaking similar reviews under the banner of “21st Century Council” delivered by an external company.
- 4.2 This report sets out the detail around the programme of work, but predominantly focuses on the value added to the organisation from the initiatives identified. Fundamentally, these have been to;
- Inform management changes and service planning to achieve service improvements.
 - Provide the chance for decision makers to reflect and identify operational actions to be considered to positively impact (directly or indirectly) service users;
 - Highlight potential scope extension/outcome expansion to existing digital or transformation projects (e.g. solutions being considered for one service are in fact needed/applicable to other service areas), therefore breaking down silos and making those links.
 - Identify transformation and digitisation ideas that grouped together will have a higher level of impact and contribute to potential business cases for resource allocation and implementation.

- Inform a prioritisation process and resource allocation for transformation and digital projects which are in the process of being implemented or, at the pre-project brief stage to be considered to achieve further value from the NWOW initiative.
 - Identify opportunities for significant improvement.
- 4.3 The New Ways of Working programme is by no means the only source of transformation activity for the organisation but it has identified a number of areas where we could benefit most as an authority. It provided an opportunity for stakeholders, teams, managers and Members to contribute their ideas and feedback to inform the outcomes of the programme.
- 4.4 The outcomes of the programme are set out in more detail later in the report but there have been some fundamental interventions and changes as a result of the programme such as;
- The **Housing** Peer review which has led to huge improvements in service delivery.
 - Alignment and implementation of many of the Quincetree recommendations for the **Public Protection Partnership** – admittedly some of these are now in abeyance due to the fragmentation of PPP.
 - In **Finance & Property** – the need to clarify strategic direction and drive, more effective management accounting and improved communication.
 - **Customer Services** – concerns around communication, opportunities for digitisation and modernisation which will now be picked up through the move to Strategy & Governance.
 - **Countryside** – issues around the grounds maintenance contract and performance management issues and a further Internal Audit investigation has identified concerns with the grounds maintenance contract.
 - **Digitisation** – the NWOW programme has opened up the possibilities for major changes to the way we operate through digitisation of processes.
 - **ICT** – the lack of resource available to support transformation and how this needs to be addressed if we are going to take our transformation programme forward.
- 4.5 These are some of the more fundamental discoveries but as the report sets out, there are a large number of other management actions and smaller activities, all of which have made improvements to our services as a result of this process.
- 4.6 In terms of learning, it is fair to say that the process was not perfect and there were challenges along the way. This report examines those challenges alongside the learning. As with any programme of work, the overall success should be measured by the outcomes and the New Ways of Working programme has definitely delivered some fundamental benefits to the organisation, as well as setting out a potential transformation programme for years to come.

- 4.7 This, combined with the Council's focus on engaging with customers and transforming services, will undoubtedly ensure we continue to develop and improve services for residents through more imaginative and responsive ways in line with how the public now expect to interact with all organisations, not just Local Authorities.

5 Supporting Information

Background

- 5.1 The concept of the New Ways of Working (NWOW) reviews initially came from observation of some of the activity being carried out at a neighbouring authority under its '21st Century Council' initiative being run by the company Ignite. It followed on from the Financial Challenge programme which highlighted the need to undertake deeper reviews into how we do things differently across every service with the intention of streamlining processes to combine or avoid process duplication.
- 5.2 The original intention for the NWOW programme [when it commenced in mid-2017], was that all services in the Council would be reviewed in the period to summer 2020. In order that all reviews could be completed within the allocated time, an approach was developed that met the requirement for relatively rapid action through comparatively modest research and analysis in the first stage of the reviews. Deeper examination of apparently problem areas, or those appearing to have the scope for significant improvements, would be carried out at the second stage.
- 5.3 It soon became evident during the course of the first reviews, (for Development & Planning and Education), that members of project boards did not feel that they had sufficient information to make informed decisions and as a result, the methodology and framework was amended.
- 5.4 The need to provide decision makers with more analysis at the beginning of the review process necessitated a change in approach, with the first stage taking much longer and making significantly increased demands on a number of support services than originally envisaged.
- 5.5 In February 2018, a proposal was put together to bid for transformation funding from the Corporate Programme Board for some dedicated resource to support the programme which was approved and NWOW proper commenced at that point and the schedule reset and the methodology revised.
- 5.6 The revised methodology was based on the collation of quantitative data, including comparators from other authorities (benchmarking), and the qualitative views of stakeholders through SWOT¹ analyses and workshops. Following detailed analysis, a report containing the data and feedback, along with comments and recommendations for each of the respective areas would be presented to the project board.
- 5.7 In addition to this initial concept, there was an additional requirement for services to undergo 'health checks' as part of the reviews with consideration given to a number of corporate Performance Indicators (PIs) and a strong examination of data around

¹ Strengths Weaknesses, Opportunities & Threats

Measures of Volume (MOV), amongst other data (the latter also being used to explore the viability of specific improvement proposals).

5.8 The Terms of Reference went through a number of iterations and the final simplified version was settled as;

Aim

To improve the efficiency and effectiveness of the Council's business processes.

Objectives

1. *To identify activities for process improvement*
2. *To quantify the business benefit of these improvements*
3. *To implement improvement solutions*
4. *To obtain a broad overview of each of the authority's services*

Method

Continuation of the team by team approach taken to date.

5.9 The Terms of Reference (v14.1) are set out in Appendix A for reference.

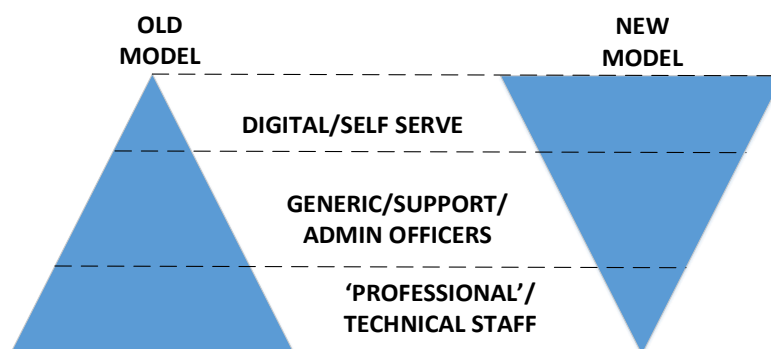
5.10 Although NWOW was separate and unrelated to the Financial Challenge review process, the requirement for supporting financial and performance data was heavily influenced by the use of it for the latter, which was in train as NWOW was in its infancy.

5.11 At the team level, the initial reports contained sections on:

- Stakeholder feedback
- Human Resources / staffing matters
- Alternative models of service delivery (ASD)
- Finance and efficiency
- Demand, activity and performance
- Information and Communications / digital
- 3Tier (3T)

5.12 For West Berkshire Council's improvement and transformation purposes the original focus was on the introduction of the Three Tier Model of work allocation (3T) shown in the diagram below, which suggests that, through making more use of digital technology (for self-service by the public and automating some decision making) and training generalist or support officers to deal with high volume/low complexity transactions, technical or 'professional' officers can be freed to work on those tasks that require the application of their specialist knowledge. This is, in effect, reversing or inverting the traditional model of workload distribution, allowing efficiencies to be realised.

Workload Distribution Model



5.13 However, the ASD and 3T sections were removed from the later reports due to lack of availability of the information needed to inform such recommendations which would have made it inequitable across services.

Resourcing

5.14 The review team was based on a mixed model with number of officers specifically allocated to this piece of work but in some areas, where resource was an issue, the work was split across the teams as was the case in Finance.

5.15 The original review team comprised officers and managers as follows;

- Chief Executive (Sponsor)
- The Corporate Programme Office (lead) – Corporate Programme Manager & Principal Policy Officer as Project Manager
- Performance, Research & Consultation Team Officers (analysts) (led by Performance, Research and Consultation Manager.
- Head of HR (subsequently departed)
- Head of ICT & Customer Services
- Human Resources Officer
- Finance & Property Officers
- Digital Services Team Officers and Manager

5.16 The approach taken was to conduct reviews service-by-service and team-by-team; a 'team' being based on activities being overseen by the management tier below Service Director/Head of Service.

5.17 The NWOW programme has been an excellent example of cross service working. Expectations of the team were clear and each had their element to contribute. As a result, the team delivered to the schedules agreed. The challenge and scrutiny brought to the process meant issues could be fully explored and relationships with services remained positive throughout.

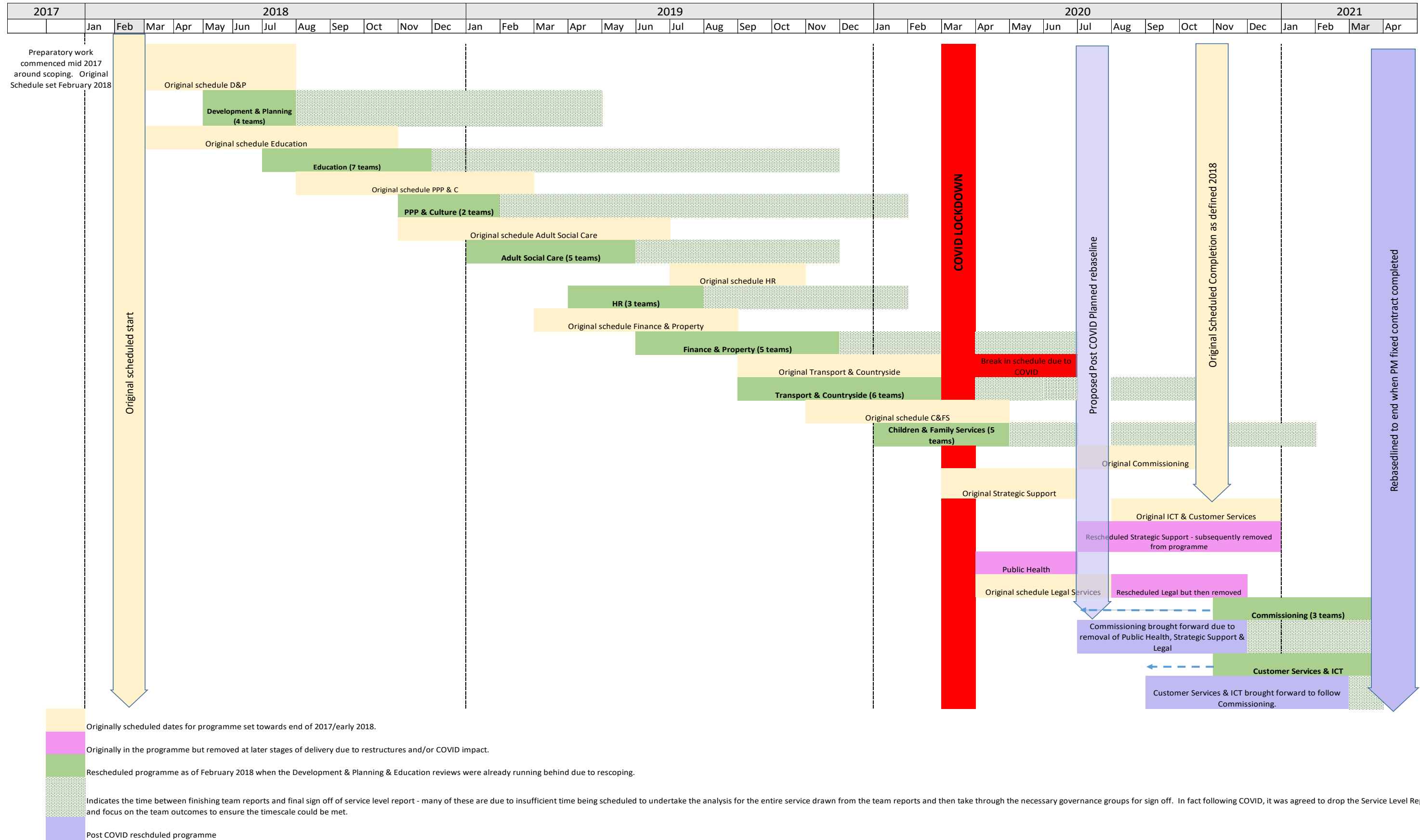
Timescale

5.18 The diagram on page 10 sets out the timeline of the original schedule which has been rebaselined twice during the course of the programme. As mentioned earlier, once the scope of the programme was amended, it was clear that the original timescale could

not have been met and therefore the revised timetable set in February 2018 offered a more realistic, although still challenging, timetable.

- 5.19 Whilst longer time was proposed for the reviews, the schedule unfortunately had still not factored in the time required to draw together the Service Level Report. This, it transpired, required further analysis and the broader strategic view of the service and once written, had to be taken through the governance structure of the authority before finally being presented at Corporate Programme Board for ratification. This lag may have given false impression that the programme was behind schedule when in actual fact the work had been completed but not been formally signed off.
- 5.20 The programme was progressing well when the Coronavirus hit in early 2020. Naturally the focus of the authority turned to critical activities and the resource supporting the reviews, both in the Programme Office (as it was at the time) and also within the services, was redirected to support critical frontline services. In April 2020, Gold agreed that the programme should be paused and then rebaselined once the immediate crisis had passed.
- 5.21 The second iteration of the timeline was then put forward in June 2020 following a three month pause in the programme. It was also during this period that the restructure in Strategic Support and Legal had commenced (subsequently Strategy and Governance) and it was agreed to remove Legal, Strategic Support and Public Health (due to their commitment to the pandemic) from the programme altogether. Similarly the Building Communities Together Team had also been removed due to an internal restructure and other priorities.
- 5.22 It should be noted that whilst these teams were removed from the NWOW process, it did not preclude them from being provided with the opportunity to offer their views as the preparatory work for the reviews had already commenced with stakeholder and team workshops taking place. In addition, staff were also encouraged to contribute ideas and process improvement suggestions as part of the consultation process during the restructure.
- 5.23 The revised timetable was produced and approved by Corporate Programme Board who agreed the programme would recommence in July 2020. At the same time, the opportunity was taken to simplify the process further by removing the need for the Service Level Reports and focus on the Team reports, thereby enabling the output to proceed through the governance process more quickly.
- 5.24 Since the programme commenced, 42 Team reviews have been undertaken across 10 services and concluded at the end of March 2021 as planned to coincide with the end of the fixed term contract of the resource supporting the programme.

NEW WAYS OF WORK TIMELINE



6 Outcomes

6.1 As referred to earlier, the success of any programme can be measured by the outcomes and achievements and for NWOW these have can be categorised into four key headings.

Fundamental Findings

- 6.2 The most fundamental findings, as mentioned in the Executive Summary, have had the most significant impact on the organisation. One of the more tangible examples being the Housing Service LGA Peer Review, the need for which emerged through the early meetings of the New Ways of Working reviews. Following the workshops with staff in the Housing Service, it became clear there were deeper issues which required investigation and resolution. The Council commissioned the peer review (June 2019) via the LGA to consider the current delivery of housing services and these two elements combined to form the Service Delivery Plan.
- 6.3 The Service Improvement Plan (SIP) Delivery plan clearly set out an initial 155 tasks that were realigned to 124 strategic and operational tasks and these were prioritised as short, medium and long term targets. The top four complex tasks on the SIP were;
1. A Housing Service Restructure
 2. A new Housing integrated ICT system
 3. Developing and adopting a new Housing Allocations Policy and;
 4. Developing and adopting a Housing Strategy.
- 6.4 These four complex tasks along with the other tasks, transformed the Housing Service as it enabled the correct level of resources to deliver this frontline service. It resulted in a highly skilled workforce (through comprehensive training and training needs assessments). The Housing Service can truly be considered as 'Good' due to reductions in complaints, reviews, back logs and an increase in satisfaction taken from the customer satisfaction survey.
- 6.5 The integrated Housing ICT System has seen a step change in true digitalisation moving from a manual, paper based system to an integrated system that will enable service delivery end to end starting with the customer journey in terms of applying for social housing or presenting as homeless to receiving assistance with accommodation and paying rent that will no longer go through three different systems separately and manually with spread sheets. Customers now have an Allocations Policy that is Plain English, with a Banding priority of A –D instead of a complex points system and the Housing Strategy is now our strategic framework for how the Housing Service will deliver services for the local residents up to 2036.

- 6.6 The Housing SIP has eliminated risk e.g. Housing Benefit subsidy claims were being processed manually and could have resulted in losses of up to £1 million in subsidy due to risk of high human error rate. SIP delivered both efficiency and cash savings overall and benefits realisation as set out in the Project Closure report².
- 6.7 Whilst the Housing Team have worked extremely hard to achieve this and credit must go to them for delivery, it is this kind of activity which has been instigated through the New Ways of Working process and can be directly attributed to those initial workshop conversations with staff which started the ball rolling on how we can improve the service delivery.
- 6.8 In Public Protection & Culture, the findings and recommendations of the Quincetree report were reviewed. The NWOW review noted that an action plan should be put in place and closely monitored to ensure that the recommendations are actioned. This has been delivered with joint management board meetings established weekly and monthly scrutiny meetings also taking place to ensure the implementation of the recommendations is achieved. As mentioned earlier though this has taken somewhat of a back seat since the fragmentation of the Partnership.
- 6.9 In Education, NWOW identified the underlying causes of dissatisfaction from Schools consistently expressed in surveys and as a result regular reviews are now in place with Schools, relationships have improved and processes have been amended.
- 6.10 In Finance & Property, indications already existed that there was a lack of strategic clarity as well as poor communication. Equally, the NWOW reviews provided an opportunity to really challenge the management accounting service in terms of analysing their role in the organisation and providing them with the time and opportunity to change their perceptions of management accounting and provide the more strategic oversight required.
- 6.11 Major concerns were highlighted following an Internal Audit review (instigated following the NWOW reviews) in Countryside with the grounds maintenance contract. This is now under review and improvements will be made. NWOW also highlighted concerns around performance management, now subsequently addressed.
- 6.12 Essentially the NWOW programme provided the opportunity to review all of our processes with a view to digitising as many as possible. Obviously there is a long way to go but this level of review has never been undertaken before and staff welcomed the opportunity to look at streamlining the way they work and, in turn, improve the services we offer to residents of West Berkshire.

Summary

- 6.13 In total from the 42 reviews, 618 recommendations were recorded. Aside from the Fundamental Findings demonstrated above, it is important to categorise the recommendations to make them more manageable going forward. Each of the recommendations therefore fall into one of three remaining categories as follows;

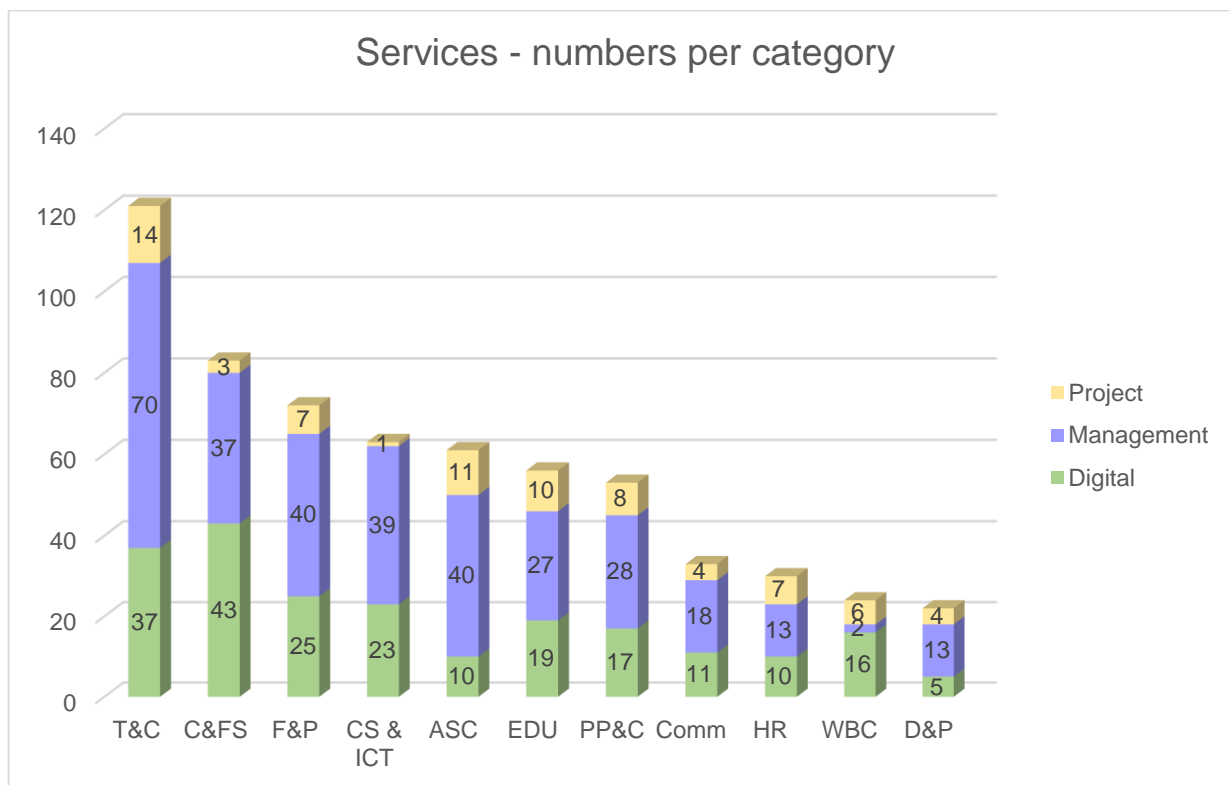
² Available on request from Janet Weekes.

- **Management Action** (that being something which should/could be handled within the senior management team for that service or Directorate) or;
- **Project** (non ICT/Digital) potentially could become a project if a business case is developed and approved or;
- **Digital** (transformational activity including ICT), as above. If, once investigated, a viable business case can be prepared, it will be approved.

6.14 The table below shows the current status of these recommendations.

Status	Management	Project	Digital
Active	150	28	138
Closed	18	13	24
Completed	93	16	13
On hold	56	20	49
Grand Total	317	77	224

6.15 The graph below shows how those categories are split across the services. It should be noted that some of the services who were reviewed early in the process will have had significantly more time to complete their management actions than those most recently reviewed.



Management Actions

- 6.16 Since the reviews were undertaken, progress has been made against the initiatives. The table below shows that over 35% of the Management Actions have already been completed, leaving 150 initiatives open/active. As mentioned above, these will range in size and importance from considering restructuring whole teams within a service to ensuring appraisals are up to date.
- 6.17 In terms of achievements in this category, in Development & Planning, it was recommended that discussions take place with officers in the Transport and Countryside service to ensure that the purpose and operation of each of their respective pre-planning advice services are appropriately integrated to ensure the customer receives the best and consistent service. This activity is now reviewed quarterly and the systems are now completely aligned.
- 6.18 In Adult Social Care, inconsistencies in charging in the Reablement Service were identified. This was simply due to a lack of understanding around the process. This has subsequently been rectified thereby improving efficiency, income and clarity for everyone.
- 6.19 The recommendation in HR that consideration should be given to further developing the authority's application of, and engagement with, the Apprenticeship Levy by becoming an employer/provider has now been achieved and focus also given to those hard to recruit to roles and support for succession planning. We are actively promoting the use of apprentices and have subsequently taken them on. The benefit of this being increased capacity and increased opportunities as well as the 'grow our own' culture.
- 6.20 In Commissioning a recommendation was made that operational improvements could be made to the interface between Maximising Independence and the Care Placement Team. This has now been addressed through regular liaison meetings resulting in improved team working, transparency and cross service communications.
- 6.21 These are just some of the examples of improvements that have been made which may not have been identified without the NWOV process posing the relevant questions.
- 6.22 An additional benefit of the process is that staff were able to express ideas of how improvements could be made, and Heads of Service/Service Directors³ have reported that they valued the opportunity to stand back and reflect on the practices of their service. It also gave time to consideration and debate around issues and potential improvements.
- 6.23 In addition to any transformation work, there has been value in carrying out a health check on the services and many simple operational solutions have been recommended to the Senior Management Team. The findings have also been used to inform wider management changes and service planning.

³ Following the restructure, there are a combination of Heads of Service and Service Directors in the current management structure.

Project recommendations

- 6.24 This category contains the recommendations which could, with further investigation and development, result in a business case. These are primarily items which are larger than the management actions identified above, but do not involve any ICT or digital transformation activity.
- 6.25 Of the Project recommendations first identified, 38% of those have also been closed or completed since the programme commenced. 28 of the initiatives are still actively being worked on leaving 20 requiring further investigation and resource. The range within this category is equally varied in terms of cost, potential benefit and scale.
- 6.26 In Adult Social Care, the recommendation to explore joint working between the Localities and Specialist Mental Health Team (SMHT) and local GPs was developed and picked up by the Integrated Care Partnership (ICP) as a flagship project. The latest update from the service is that they are looking to expand the multi-disciplinary teams across West Berkshire with Primary Care Networks.
- 6.27 Finance & Property the opportunity for sharing the delivery of services through the One Public Estate initiative (OPE) (or alone) was recommended. Obviously the OPE is no longer progressing however, this has prompted the project around establishing ourselves as a Corporate Landlord.
- 6.28 There was a corporate suggestion that perhaps provision of 'key worker' accommodation could assist in alleviating the recruitment issues for care workers. This has now been picked up through the Housing Strategy work.
- 6.29 Naturally, there is some duplication and similarity in some recommendations from services. Some of the most common themes include the possibility of generating efficiencies through the provision of more online training for carers and other areas as well as equality training improvements. Some also overlap with the 'Digital' category such as the roll out of Microsoft Teams and/or Zoom for meetings.
- 6.30 These have now all subsequently been picked up over the course of 2020. Many of the 'themed' ideas around workforce, training and accommodation have now been picked up through the Timelord 2 project which is a major project for the organisation. This will address a high proportion of the 'project' recommendations category and those which touch on some digital improvements.

Digital Recommendations

- 6.31 By far the largest category is Digital with 138 active initiatives and 49 pending. In terms of governance, these sit within the Customer First Projects' Group (CFPG) who have already undertaken a first filter of the recommendations. This has sifted out those already attributed to existing projects and are therefore already being delivered.
- 6.32 In terms of current progress against the digital initiatives in particular, the diagram overleaf shows that 62% of the digital initiatives can be attributed to this group of projects already underway or being scoped. 16% have already been delivered and closed off since the reviews commenced leaving 22% for the focus of the transformation team to develop and prepare business cases, if appropriate.

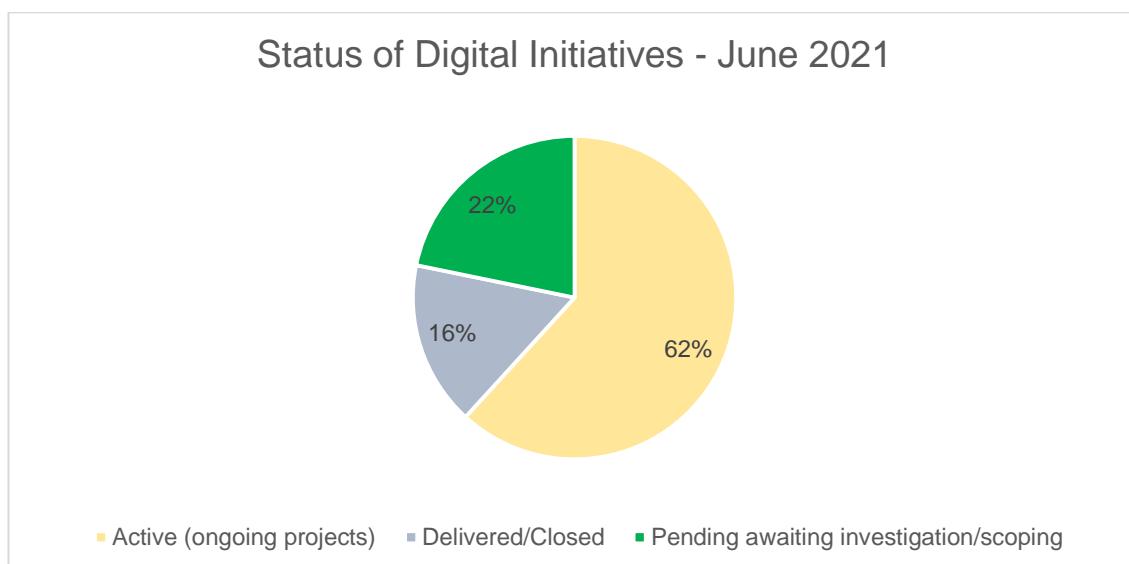
6.33 One considerable benefit of the programme is that it has enabled the organisation to look at the benefits of implementing digital solutions on a wider scale. For instance, the creation of a Bookings System - whilst there was already a Bookings project underway, the additional suggestions which came from NWOW have helped broaden the scope and ensure that the facility can be implemented across other services to benefit more service users. A number of digital projects have already been implemented and some notable achievements include;

- Zoom/Teams
- Chatbot (implemented and now onto Phase 2)
- CareDirector upgrade (ongoing)
- Agresso Upgrade (ongoing)
- Website content review (ongoing)
- Waste
- Timelord 2 (due for sign off at Executive in July)

6.34 Having a central team look at how we may roll out applications across more than one team or service will ultimately help us to reduce the number of different applications in use, some of which are only used by one or two teams but all requiring support and maintenance from ICT or Digital Teams. These streamlining opportunities are now clearer as a result of the New Ways of Working recommendations.

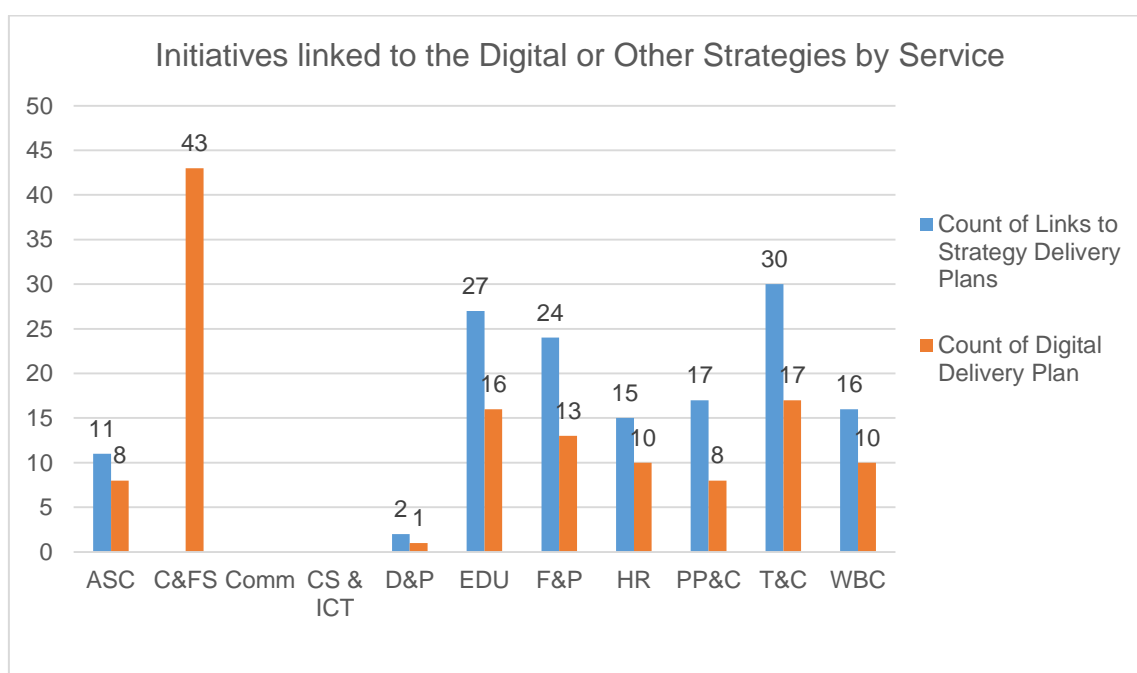
6.35 Another distinct advantage of reviewing the recommendations is to identify whether the organisation has systemic issues across management or whether they are more localised and can be easily addressed. Thankfully the findings do not identify any such widespread concerns, largely due to the performance mechanisms in place monitoring indicators and Measures of Volume (MOVs) through Corporate Board.

6.36 There are of course many 'active' or 'on hold' initiatives under both the 'Project' and 'Digital' categories which will require analysis and if appropriate, development into full business cases to be prioritised against the Council's strategies and resources. This is part of the remit of the Transformation, Digital and Programme Team going forward when the business analysis can be fully undertaken and the initiatives are properly resourced. The diagram below shows the current status of these initiatives.



New Ways of Working Phase 1 v1.2

- 6.37 Prioritisation of the initiatives requires greater detail and in summer of 2020 the Corporate Programme Board approved a process around filtering the initiatives designed by the Programme Office. This was termed Phase 2 of NWOW and was carried out concurrently with Phase 1 as the recommendations were published.
- 6.38 Obviously it is for Heads of Service/Service Directors and Executive Directors to prioritise their own management actions and in-service activity but this prioritisation process is applied to the Digital initiatives. The approach to prioritisation is threefold.
- 6.39 Firstly the original prioritisation score given at the time of the review is considered (this is done by looking at the Priority + Impact which was allocated to all recommendations). Secondly, we have cross referenced these recommendations with the Council's Digital Strategy and Delivery Plan as well as Customer and Engagement Strategy and Delivery Plan. The graph below shows the split across the services in relation to their alignment with the Digital and other strategies;



Please note at the time of writing, this mapping exercise against Commissioning and Customer Services & ICT has yet to be completed.

- 6.40 A more sophisticated prioritisation tool has been designed by the Transformation, Digital and Programme Team which can only be applied once more detailed work has been undertaken and the recommendation has been developed into a more refined business case. At that point, alongside the sizing calculator and project brief, the prioritisation tool will provide greater challenge to the business case around the following criteria;
- **REACH** – There are two elements to measuring Reach. The first being *how many people/customers/residents will this project affect (in terms of % of will it impact the marginalised or disadvantaged customers/residents)*. The second relates to *the number of strategic or council delivery plans the project contributes to*.

- **IMPACT** – we then consider the impact, will it enable us to deliver things *better, faster, cheaper or more together (i.e empowering customers, partner organisations etc).*
- **CONFIDENCE** – the third part of the equation relates to confidence levels around delivery. *Is it realistic? Is it achievable? Does it require specialist ICT skills etc.*
- **EFFORT** – finally the negative element of the equation considers the effort required to implement the project.

6.41 These questions help to inform the outcome and provide a prioritisation score by using this well tested project prioritisation methodology called RICE;

$$\frac{\text{REACH} \times \text{IMPACT} \times \text{CONFIDENCE}}{\text{EFFORT}} = \text{RICE SCORE}$$

6.42 More information on this process is available upon request but this is a high level overview for the purposes of this report.

Cost

6.43 The table below sets out the actual project costs against the estimated/defined costs at the various points in the project lifecycle;

Project Budget/Cost	Amount
Project Brief	n/a
Project Initiation Document	£215,605
Approved Amendment additional transformation funding approved for a Principal Policy Officer	£52,930
Actual Cost	£270,474
Cost Variation at Project End (Approved Budget – Actual Cost)	£0

6.44 It was clearly stated at the start, that the New Ways of Working programme was not about financial savings; this was addressed through the Financial Challenge which took place just prior to the commencement of NWOW. The process was focused on improving efficiencies resulting from transformation of processes, alongside a health check of the service.

6.45 Financial monitoring was fundamentally around the resource supporting the project and therefore there were no more allocated costs to track. However, the

transformation funding allocated has been used fully and it can be stated that the bid has met the 'definition of use' as intended.

- 6.46 It is also worth noting the sizeable benefits brought to the organisation following the fundamental findings and subsequent improvements set out in section 6.2 and the Executive Summary which may not have been specified but undoubtedly have improved services. These could be viewed more as cost avoidance particularly in terms of the new Housing Benefit system and the risk around potentially high losses due to human error.
- 6.47 It is anticipated that over time, some of these initiatives will result in projects which will yield savings and efficiencies which will offset the expenditure which was predominantly for the resource required to deliver the project. This will be monitored through project delivery mechanisms supported by the Transformation, Digital and Programme Team.

7 Lessons Learned

7.1 As with all projects and programmes, there are lessons to be learned and for this programme in particular, the key issues to note are;

- **Changing scope** – as set out in the Background section, there was a realisation after the first few that scale of programme became clearly unrealistic with the data and team size available and therefore, the scope was reviewed to something more akin to a Service Review. In addition, with each report produced, additional requirements were asked of the team and this accounted for some delays in the early months until the set report format was agreed and accepted.
- **Limitations of the Team** - when the programme was first launched, it included two Heads of Service/Service Directors and two Service Managers. Over time, as priorities evolved and staff left (Head of HR and Corporate Programme Manager), the senior representation diminished and the project team included only one Service Manager. This change in seniority of the team impacted in two ways; the corporate overview was reduced resulting in a lack of awareness of current initiatives and priorities across the organisation but this was counter balanced by the continued involvement of the Chief Executive, Portfolio Holders and the relevant Heads of Service/Service Directors and Service Managers being reviewed, to mitigate the impact on the quality of the analysis.

In addition, some officers may not have been particularly confident at analysing the data and making suggestions for improvements to more senior officers. This was further compounded by the fact some team members changed and with each change, a slightly different perspective and approach was taken, this was certainly the case in Finance. Whilst this is not necessarily a negative point and in some cases, 'fresh eyes' brought a different view - it could have impacted the consistency and the rhythm of the process. In general, the team seemed to work most effectively when a dedicated resource remained in place for all reviews. This also meant quality remained high and the process became quicker as individuals understood their roles.

- **Limited Challenge** – In addition to the team composition, it was also apparent that some officers were less confident at challenging Heads of Service/Service Directors which, with hindsight, may have affected the output. Having said that, this was not the case with the Digital Services Team who were extremely proactive and confident in their knowledge and recommendations. This is no criticism of the wider team but is an honest reflection on the process and in future, there would need to be sufficient seniority across the team to ensure consistency in approach. That having been said, the challenge was provided at the appropriate stages through the Chief Executive and Member involvement at the meetings where the reports were presented for discussion.
- **Scheduling** – Another key lesson relates to the initial scheduling which was optimistic where reviews which took 6 to 8 weeks often overlapped, resulting in up to 6 active reports underway at one time (on occasion). There was no contingency around holiday or sickness throughout the period, creating additional pressure. Add to this the fact that all team reports were then drawn into a service level report which was not been built into the timetable, this resulted in a significant time lag between the completion of the team reviews, particularly the earlier ones, and the presentation of the final report as shown on the timeline on page 10. This was rectified in latter reports post COVID when further adjustments were made and the service level report was dropped from the process and the schedule revised, thereby creating a much quicker turnaround. However, this initial scheduling issue may have led to frustration on the part of stakeholders, teams, senior management and Members.

7.2 One important point is that not all lessons learned are negative. The following examples demonstrate some the positive lessons learned from the programme;

- **Teamwork** - The review team demonstrated excellent cross service working and relationships between officers, Members and those making the recommendations and the review team, remained largely positive and constructive, despite some challenging conversations around service delivery.
- **Communication** - Another strength of this programme was the communication, not only between the project managers and the review team in challenging and drawing out through analysis the key focal points, but also between the review team and senior stakeholders and service managers. The outcomes and objectives were well understood by all involved and regular updates to the governance boards, particularly Corporate Programme Board, ensured progress was understood.
- **Innovation** – the process elicited a new approach for the organisation where no idea or suggestion was too extreme. All things were considered and this allowed people to look at their roles differently and think of innovative solutions. Whilst this may have set expectations quite high that every suggestion will be implemented, it has encouraged people to think about possibilities on every level to improve their job and their service.
- **Collaboration** – the process encouraged feedback from every level of the organisation and the workshops proved a popular and successful way of coaxing

staff to come forward with their suggestions. Staff felt fully involved, listened to and empowered to make changes to their own roles. It is particularly important that this engagement is not lost going forward and that they have the opportunity to see their suggestions come to fruition, wherever possible. It also helped to reflect on the perceptions of their service from external third parties and Members' perspectives. Whilst perceptions are not always correct, understanding different perspectives on the same service helped to improve communication and learning for everyone involved and in some cases, change those perceptions.

- 7.3 Overall, as stated in the objectives of the Terms of Reference, data has been used to identify potential service improvements through structures, systems and processes, exploiting the use of digital technologies and increasing financial astuteness. The extent to which these have been developed differs for each service, depending on their current state and service requirements, but the objectives have been central to the analysis. The programme was a key piece of work for the Council and involved research and analysis of 10 services and 42 teams which despite the challenges, delivered the requirements.

8 Next Steps

- 8.1 The closure of the New Ways of Working programme now enables us to focus on continuing to deliver real change as has happened in the Housing Team and other areas outlined earlier in this report.
- 8.2 The restructure of Strategy & Governance and the newly appointed Team within the Customer Engagement and Transformation unit has brought together the Digital and Programme Office teams to work together more closely which in turn will provide opportunities for synergy and business analysis to be undertaken collaboratively.
- 8.3 New permanent Project/Programme managers will be assigned to further investigate these active and pending recommendations, working with the originating service, business analysts and the team will develop business cases for those with the highest priority to come forward to the Customer First Projects' Group (CFPG) for further prioritisation. Ultimately the CFPG will allocate resource if the business case is proven and Corporate Programme Board will be able to allocate transformation funding, with support from the Transformation, Digital and Programme Team.
- 8.4 The intention is to develop a transformation programme for the next 3 to 4 years, incorporating as many of these relevant NWOW initiatives as possible whilst retaining focus on the priorities for West Berkshire Council such as the Many Channels, One Service goal redesigning our front line services and working on data integration and rationalisation which is key to moving forward.

- 8.5 In terms of managing expectations, it is fair to say that the 49 pending initiatives in the Digital category are unlikely to translate into 49 projects as we move to the business development phase. Equally the 138 initiatives already underway will not all be incorporated into the existing projects, particularly where scope has already been agreed. However, they may well form additional phases to these projects. These are essentially suggestions and will require further work, research and development to assess their viability. Inevitably some will be discarded if no business case can be proven - this has already happened in some cases after a service has further investigated a recommendation and found it to be unworkable.
- 8.6 It is also important, and linked to managing expectations, to feedback to all teams who took part in the process and provide them with an update on progress to date. Some Heads of Service have been actively communicating this but we need to ensure a consistent approach to communicating these messages so that teams feel they have been listened to and can see the positive changes which have been implemented as a direct result of the process, even if it is not their own suggestion. This may be more apparent in some services than others.
- 8.7 The benefit of having this central team helping to develop these initiatives means services cannot 'cherry pick' their favourite or simplest solutions and digital and transformation projects will benefit many services and many residents. Development will involve the whole organisation as we implement our Digital and Customer & Engagement Strategies, focusing on the relevant themes such as;
- Making Better Use of existing systems
 - Making Better Use of Data
 - Creating a Modern workplace and workforce
 - Transforming Council Services
 - Creating a digital district as well as work streams such as;
 - *Payment Channels (online, telephone, direct debit, contactless card etc)*
 - *Wifi coverage*
 - *Website spatial data*
 - *Address Rationalisation*
 - *Single Sign on*
 - *Corporate Replacement*

9 Conclusion

- 9.1 As previously stated, you can trace the origins of the New Ways of Working programme to the Council's earlier Financial Challenge programme that took place during 2017 and 2018. There was a desire from the Financial Challenge Panel to undertake deeper reviews so that there could be a greater understanding of how services were operating with the aim of identifying improvements and reducing duplication. The start of the programme also coincided with a neighbouring authority commencing its own transformation programme which internally here became badged initially as the Three Tier Workforce.
- 9.2 The neighbouring authority invested large amounts of resource into their work employing consultants to undertake a fundamental redesign of the Organisation. This was followed by extensive restructuring.
- 9.3 West Berkshire Council took a different approach. Internal resources were seconded from across the Authority and a project manager was appointed to coordinate the programme. It is testament to the review team that they were able to achieve so much without external consultants.
- 9.4 It became clear at an early stage that it would be difficult to progress with the work on the Three Tier Workforce without a significant injection of external resource and expertise. Given the work in the neighbouring authority was still experimental and therefore carried a degree of risk, it was decided instead to reshape the approach here to something more akin to a service review, thereby reflecting the earlier intentions of the Financial Challenge Panel. This change of approach led in part to a delay in completing the programme.
- 9.5 In terms of outputs, as outlined previously, the NWOW process has identified a number of areas where significant improvement has been seen as necessary. Much of this work has now been addressed as set out previously and the improvements either realised, or are on their way to being delivered.
- 9.6 It should also be highlighted that the NWOW Reviews also revealed a great deal of good practice and as such provided assurance to the wider organisation that service delivery was sound and in many cases, that there was a strong and effective programme of transformation in place.
- 9.7 Aside from these key areas of improvement, the NWOW process has also shone a particularly strong light on the potential benefits of further digitisation both within services, and more widely across the Council. The result is that around 50% of all NWOW recommendations cover this area of activity.
- 9.8 A number of the NWOW recommendations have already been implemented but it has also been necessary to sift them to ensure those that will bring greatest benefit and also have a greater corporate impact, are given priority in the Council's Corporate Programme.

- 9.9 It is possible to see something of a pattern in terms of where the improvement focus has fallen during the NWOW process. It has been on those services and functions that generally had already been highlighted as facing challenges. The point could be made that the Council already knew there were issues in these areas. In some cases this may be true but there is no doubt that the corporate and independent focus of the NWOW programme has helped clarify what was needed and driven the subsequent pace of change.
- 9.10 There should always be a place for challenge, evaluation and review in any organisation. The NWOW programme has sought to bring an 'independent' perspective to this work, something that had rarely been done previously at the Council outside of internal programmes set up to find savings, and external inspections and peer challenges that will often have a particular focus.
- 9.11 Bringing together an internal team to provide that independent review and challenge has been very cost effective but it has not been without its challenges. Analytical skills have been patchy and not all staff feel comfortable challenging senior colleagues from another part of the Council. That said, the approach has worked particularly well for digitisation where in the main services saw the engagement and challenge as helpful in terms of identifying future opportunities for investment. If a similar approach was to be adopted in the future then the selection of the Team needs to be given greater consideration. In particular the Team needs to have the requisite skills and experience to undertake the task and have credibility with those who are the subject of the review.
- 9.12 The focus of the NWOW programme is now on Phase 2 – prioritisation and implementation. Many recommendations have already been implemented as outlined in this Report. It will be important that the impetus with reviewing and implementing the recommendations is not lost. Some will be superseded by events such as Timelord 2 and the introduction of remote and hybrid meetings. Others may not create a viable business case. Others will however deliver further improvement and therefore need to be pursued. This work will be picked up through the Transformation, Digital & Programme Team within the Customer Engagement and Transformation Unit.
- 9.13 The global pandemic has forced many organisations to revisit the way in which they deliver services to customers and local authorities are no exception. Many have seen their digital and transformation plans accelerated in the past 12 months and West Berkshire Council has also had to reconsider and adapt appropriately to ensure we can keep in touch with our service users during this period.
- 9.14 This 'revolution' in the way the world communicates will only continue to grow and develop and West Berkshire Council has demonstrated the willingness to embrace this change with the growing agendas in the Customer First Projects' Group and Customer First Programme Board and the transformation work arising from the NWOW process will help guide us in transforming our service delivery for years to come.

10 Appendices

10.1 Appendix A – Terms of Reference 14.1

Corporate Board's recommendation

Accepted

Background Papers:

Full list of 618 Recommendations (available on request - large document)

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

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Author:	Melanie Best		
Owning Service	Strategy & Governance		

Change History

Version	Date	Description	Change ID
1	24.05.21	First draft circulated to Gabrielle Mancini, Phil Rumens, Catalin Bogos	
2	28.05.21	Circulated to all Heads of Service, Service Directors, Executive Directors, Portfolio Holder, CEO and review team.	
3	15.06.21	Corporate Board sign off. Slight amendments.	

Terms of Reference – NWOW v14.1

TERMS OF REFERENCE FOR NEW WAYS OF WORKING REVIEWS

Aim

To improve the efficiency and effectiveness of the Council's business processes.

Objectives

5. To identify activities for process improvement
6. To quantify the business benefit of these improvements
7. To implement improvement solutions
8. To obtain a broad overview of each of the authority's services

Method

Continuation of the team by team approach taken to date, following the process steps outlined below.

Step 1 Information gathering and longlisting

- Activity: obtaining
 - The views of the service's management team
 - The views of staff (workshops and brainstorming)
 - Clients / customer
 - A broad but shallow understanding of systems (including technological) and processes in operation
 - A broad over view of the service:
 - Activity demand and volume
 - The revenue budget and comparative Value for Money information (where it exists)
 - The service structure chart
 - Existing performance targets and attainment against them in year and historically
- Outputs:
 - A longlist of candidates for process improvement
 - A view of the wider perceived strengths, weaknesses, opportunities and threats of the team under review
 - Data on the team's wider performance and use of financial and staffing resources

Step 2 Analysis and shortlisting

- Activity: Undertake a high level process review, with stakeholders, of the highest value activities as determined by customer demand

- Outputs:
 - A report showing
 - The shortlist of areas for process improvement and re-engineering
 - Areas that require further efficiency review
 - Where interactions with other services and systems can be improved
 - A health check of the unit under review

Decision Viability assessment [PMM Gate 1]

- Activity: Project Board [EM, CEO, ED, HOS / SD, team manager] decision on release of business analysis resources for in-depth analysis [matches with Gate 1 PMM]

Step 3 Business analysis

- Activity: determination of the viability of improvement projects based on
 - Process improvement
 - Identified solutions
- Outputs:
 - Project Briefs [as per the PMM] for business improvement projects

Decision Corporate Priority / Use of Resources [PMM Gate 2]

- Activity: Project Board [EM, CEO, ED, HOS / SD, team manager] decision on match with corporate priorities and approval on the release of corporate resources for implementation

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Covid-19 Recovery and Renewal Strategy 2021 Update

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	6 th July 2021
Portfolio Member:	Cllr Lynne Doherty
Date Head of Service agreed report:	N/A
Date Portfolio Member agreed report:	18 th May 2021
Report Author:	Nick Carter
Forward Plan Ref:	EX4054

1 Purpose of the Report

To set out the updated Covid-19 Recovery and Renewal Strategy, which was approved by Executive on 10th June 2021.

2 Recommendations

- 2.1 To note and comment upon the approved Strategy set out at Appendix B.
- 2.2 To note that the Strategy has been reflected within the Council Strategy Refresh (2019-2023) which was approved by Council on May 4th.
- 2.3 To note that any Recovery funding that is made available will be focused on implementing the actions set out in the attached Strategy.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	<p>£500,000 of funding for the delivery of the Recovery Strategy has been allocated from the following sources:</p> <ul style="list-style-type: none"> • £250,000 from the Contain Outbreak Management Fund – this fund is for public health measures to support ‘proactive containment and intervention measures.’ Many of the Recovery Strategy actions would fit within this remit, especially in respect of reducing inequalities (priority 1), active travel (priority 4), and enhancing our

	<p>communications and community engagement (priority 5).</p> <ul style="list-style-type: none"> • £200,000 from the non-ringfenced Government Grant of £9.6m in 2020-21 and £3.2m in 2021-22 to support all elements of the Recovery Strategy. • £50,000 from the new burdens funding already received (and where this has been unspent for 2020-21 will be added to the overall non-ringfenced Covid funds) to support the delivery of business grants to support priority 2 (Ensuring Economic Recovery and Renewal)
<p>Human Resources:</p>	<p>This Paper is not proposing the recruitment of additional staff. This may at some point be considered by the Recovery Group if it is felt necessary to fulfil the actions set out in the Strategy.</p> <p>The point is made in the Strategy that staff fatigue and the possibility of further Covid-19 responsibilities being placed on Local Government will have a potential impact on the pace that can be set against this work.</p>
<p>Legal:</p>	<p>None.</p>
<p>Risk Management:</p>	<p>The proposals outlined in this Paper do not create significant negative risks for the Council. The proposals are geared at delivering a set of priorities that have been developed to assist local communities' recover from the impact of Covid-19. Where risks exist they are probably largely associated with the pace with which they can be delivered given remaining uncertainties regarding the future path of the Pandemic.</p>
<p>Property:</p>	<p>No specific property implications are associated with the attached Strategy although specific actions may have an impact and will be considered separately where appropriate.</p>
<p>Policy:</p>	<p>The Strategy supports the implementation of many aspects of the Council Strategy (2019-2023). This updated Recovery and Renewal Strategy has also been used to help shape the Council Strategy Refresh (2019-2023) which has already been approved by Council.</p>

	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			Covid-19 has raised a large number of equality issues. The virus itself has affected some groups more than others. The economic impact of the virus has again not affected everyone equally. Children and young people have also not been impacted in the same way. As a result this updated Recovery and Renewal Strategy focuses heavily on addressing some significant issues that have been disproportionately felt by different groups. It is vulnerable groups that have been most impacted by Covid-19.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			See above.
Environmental Impact:	X			One of the priorities set out in the updated Strategy is 'Taking the opportunity to accelerate delivery of our environmental objectives'. A number of specific themes are explored within the attached Paper which are focused around trying to utilise the positive aspects of the Pandemic to generate further impetus into delivery.

Health Impact:	X			Inevitably a Strategy aimed at responding to Covid-19 is going to have a clear focus on health and a range of actions are set out in the attached documents including actions aimed at enhancing mental and physical health and working to preserve some of the benefits seen around health and social care integration during the Pandemic.
ICT Impact:	X			The Recovery and Renewal Strategy will have significant impacts on ICT both from a community perspective and internally. Much of that future strategic direction has already been set. The biggest challenges are going to be around finding the capacity to deliver at pace.
Digital Services Impact:	X			As above but probably with an even greater impact in terms of focusing the Council's activities on an even greater level of digital enablement with its customers.
Council Strategy Priorities:	X			The proposals in the Strategy should assist in helping deliver many of the Council's priorities. They have also been used to help reshape the Council Strategy Refresh (2019-2023) which is also on tonight's agenda.
Core Business:	X			The opportunities to further enhance our digital and ICT infrastructure alongside the potential implementation of Timelord2 could both bring positive benefits to many areas of the Council's core business.
Data Impact:		X		None.
Consultation and Engagement:	Recovery Group: Corporate Board.			

4 Executive Summary

- 4.1 The purpose of the attached Strategy is to update the Council's Recovery Strategy which was approved by the Executive in June 2020 last year. At that time the expectation was that the Council, and the rest of the country, would enter a period of Covid-19 recovery. In reality, by the autumn the second wave had started to develop and we moved back into response. The national vaccination programme coupled with further Lockdowns have led to a reduction in case numbers. The Government has published a roadmap out of the current Covid-19 restrictions and so whilst there is talk of a potential third wave the focus is now returning back to recovery. It therefore felt appropriate and timely to review the Strategy.
- 4.2 The Pandemic has had a profound impact on the lives of many in West Berkshire and it remains unclear what impact Covid-19 will have over the coming years. The Council will need to remain alert to this and respond as appropriate. Despite this challenge the District does have many strengths and we should therefore look to the future with a sense that we are well placed to respond to the challenges that lie ahead.
- 4.3 The Council's response has not however been one of complacency. The earlier Strategy has been the catalyst for a range of actions which are already in place and as can be seen from the attached document much has already been achieved.
- 4.4 In reviewing the current position, the original Vision has been slightly amended to strengthen the focus on addressing inequalities. It is now:
- 4.5 *To recover three of the core elements that make West Berkshire a great place to live; health, education and the economy, and to ensure a renewed and enhanced focus on our community, environment and engagement. Our Strategy is for everyone but in particular those most affected, now, and into the future, by the Covid-19 Pandemic.*
- 4.6 Seven priorities have been established, largely based on the earlier Strategy. Within these are a range of themes each aimed at focusing the Council's response on specific areas. The priorities in abbreviated form are:
1. Recovering West Berkshire's health and social wellbeing.
 2. Ensuring economic recovery and renewal.
 3. Supporting our children and young people and our schools.
 4. Taking the opportunity to work with our local communities to accelerate the delivery of our environmental objectives.
 5. Enhancing our communications and community engagement.
 6. Improving our customers' experience of us.
 7. Seizing the positives from the Pandemic but not forgetting those we have lost.
- 4.7 The attached Strategy sets out in greater detail what we plan to do. Some actions have already been completed, some are well underway, and others are yet to start.
- 4.8 The future path of the Pandemic remains unclear and so the balance between the Council needing to respond to future challenges and plan for recovery remains equally unclear. For example the impact of 'long Covid-19' is not fully understood and it may well be that the Council will need to reshape some of its services in the future to reflect any ongoing impact of Covid-19. As a result, we will need to come back once more to

the Recovery and Renewal Strategy. However, at this point, we have some understanding of the challenges and opportunities that lie ahead and this Strategy seeks to clarify how we will respond.

5 Supporting Information

The updated Strategy has been written as a self-standing document and is set out at Appendix B.

6 Other options considered

None.

7 Conclusions

- 7.1 The Country and the Council have swung between periods of response and recovery over the past 12 months or so as we have sought to manage the impact of the Covid-19 Pandemic. The first Recovery Strategy was written and approved at a time when it appeared we were moving into a period of prolonged recovery. This proved short lived and response has subsequently become the theme since last autumn. Once again as spring 2021 approaches it appears recovery is coming to the fore and we have therefore sought to update our Strategy.
- 7.2 Whilst the Council may have had to return to response during the autumn of 2020 a great deal of recovery work has already been undertaken or is underway. Some of this has been strategic. The Council's Economic Development Strategy has been refreshed and a new Communications and Engagement Strategy has been approved. Both are a response, at least in part, to the Pandemic. The Council's Recovery Group has also instigated and funded a range of new initiatives and programmes to assist with recovery work and many of these are referenced in this updated Strategy.
- 7.3 This new Recovery and Renewal Strategy has sought to reflect on three issues:
1. The progress with recovery work that we have already made over the course of the past year.
 2. The learning that we have taken with regard to the impacts of Covid-19 on our local communities and the things that are important to them going forward.
 3. The need to focus our activities on what will be most impactful, mindful that our own capacity is limited.
- 7.4 This updated Strategy also coincides with the refresh of our Council Strategy (2019-2023). We have sought to align both so that the key elements of our Covid-19 recovery and renewal are built into the Council Strategy Refresh.
- 7.5 No one yet knows how the Pandemic will develop from this point. It is however already clear what some of the main impacts have already been and also what some of the opportunities are that the Pandemic might present. It is important that we do not delay in implementing our proposed actions otherwise challenges will be left unresolved and opportunities for beneficial change lost. It may well be that we will need to come back once more to this Strategy in the months ahead. The Pandemic is not over but we recognise that we must continue to respond to the challenges that we face whilst also

recognising that the road to recovery and renewal will be a long and potentially uncertain one. Over the medium to long term it may well be that Council Services will need to be reshaped to reflect the ongoing impact Covid-19 may have on our communities and on the demand for services.

8 Appendices

8.1 Appendix A – Equalities Impact Assessment

8.2 Appendix B – Updated West Berkshire Council Covid-19 Recovery and Renewal Strategy

Background Papers:

West Berkshire Council Recovery Strategy – June 2021

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: All

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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			

Appendix A

Equality Impact Assessment - Stage One

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

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

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

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

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

What is the proposed decision that you are asking the Executive to make:	To support approval and implementation of the updated Covid-19 Recovery and Renewal Strategy.
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	No.
Name of assessor:	Nick Carter
Date of assessment:	17 th March 2021

Is this a:		Is this:	
Policy	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	New or proposed	Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Strategy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Already exists and is being reviewed	Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Is changing	Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		

What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To respond to the challenges posed by the Covid-19 Pandemic both on the Council and its communities.
Objectives:	Several as set out in the Strategy
Outcomes:	Several as set out in the Strategy
Benefits:	Communities are able to recover more quickly from the negative impacts of the Pandemic and the Council is able to capitalise on the potential opportunities that the Pandemic has created.

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

Gender Reassignment	across our communities. Older age groups, ethnic minorities and those defined a clinically extremely vulnerable have been the most adversely impacted by the virus itself and it is in these groups that the majority of deaths have taken place. The economic impact of the Pandemic has hit younger age groups, women and poorer households. Lockdown has had an impact across a range of groups with a notable impact on children and young people who have been unable to attend school.
Marriage and Civil Partnership	
Pregnancy and Maternity	
Race	
Religion or Belief	
Sex	
Sexual Orientation	
Further Comments relating to the item:	

Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Please provide an explanation for your answer: The Strategy is specifically focused on addressing inequality not contributing to it.	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Please provide an explanation for your answer: As above. The Recovery and Renewal Strategy is specifically focused on mitigating the adverse impact of the Covid-19 Pandemic.	

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

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

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

Timescale for Stage Two assessment:	
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Name: Nick Carter

Date: 16th March 2021

Please now forward this completed form to Pamela Voss, Equality & Diversity Officer (pamela.voss@westberks.gov.uk), for publication on the WBC website.

Recovery and Renewal Strategy

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Contents

1. Introduction	3
2. Background.....	3
3. Vision	4
4. Our Priorities for Recovery and Renewal.....	4
5. Delivering our Priorities.....	5
6. Conclusions	12
Appendices	14

1. Introduction

- 1.1 The Council's Recovery Strategy was agreed by the Executive in June 2020. Since then the country has seen a second wave of the Covid-19 Pandemic with an expectation that there may be a third. There have been two further national (and local) Lockdowns, and more positively the commencement of a national vaccination programme. On February 22nd the Prime Minister announced a Roadmap to reducing Covid-19 restrictions with a hope that all current social restrictions would end by June 2021.
- 1.2 Since June 2020 the Council has taken a range of actions to implement its first Recovery Strategy. In addition, the Economic Development Strategy (2019-2036) has been revised to ensure it reflects the challenges and opportunities that Covid-19 present, and a new Communications and Engagement Strategy (2020-2023) has also been approved which embraces key elements of the original Recovery Strategy. Another year has also provided the opportunity to reflect more on Covid-19, its impact, and on our local communities' response to it.
- 1.3 It is also relevant to note that the Council is now approaching the mid-point in its Council Strategy (2019- 2023). The Strategy reflects the Council's ambitions for West Berkshire over the medium term and the associated Delivery Plan articulates how those ambitions will be delivered and progress measured.
- 1.4 It is usual to both refresh the Strategy and Delivery Plan half way through the planning cycle and that is what we will be doing in May 2021. This is the subject of a separate paper but this Recovery and Renewal Strategy has been updated to ensure that the key actions reflected within it are included, where appropriate, within the revised Council Strategy Delivery Plan.

2. Background

- 2.1 The original Recovery Strategy set out some of the key challenges and opportunities that West Berkshire and the Council have faced during the Covid-19 Pandemic. These have been updated and are set out in Appendix 1 under the headings of health and social; economic; environmental and organisational impacts.
- 2.2 The key challenges that drive this updated Recovery and Renewal Strategy include:
- Covid-19 has had a disproportionate health impact on vulnerable groups, namely older people, those with disabilities and ethnic minorities.
 - Economically, the impact has been most felt by younger age groups, women, and poorer households.
 - Socially, the impact has probably been more widespread but with those living alone, those with mental health and emotional wellbeing issues, and children and young people appear to have been most impacted.
 - Lockdown has created a range of concerns amongst children and young people with schools having been closed for a prolonged period of time.
 - Lockdown has also meant that some services have not been provided and some issues and concerns have probably been hidden from view.
 - Acute hospitals have had to cope with an unprecedented number of Covid-19 inpatients. This has led to a large number of planned operations and screenings being cancelled. This is likely to bring further health issues.

- The West Berkshire economy has not been as impacted as elsewhere. Hospitality, leisure, wholesale and retail have been the worst affected.
- The economic sectors that are set to expand in West Berkshire over the medium term have generally not been as badly impacted during the Pandemic.
- Town centres have been particularly adversely affected.
- More broadly, the economic impact of an ongoing recession needs to be considered including its potential impact on future public finances.
- The 'inequality gap' in West Berkshire is likely to have grown as a result of the Pandemic and this is perhaps the biggest overriding concern.

2.3 Not everything has been negative. Some of the opportunities to be seized include:

- Given reducing labour supply, high job density and anticipated strong demand for labour, the general prospects for the local labour market coming out of the Pandemic look relatively positive.
- The Pandemic has promoted effective partnership working across a range of agencies. This has perhaps been most noticeable between health and adult social care.
- There has been a digital revolution that has taken a lot of interaction on line. Much of this is likely to remain in some form.
- There has been a noticeable resurgence in community spirit.
- The Pandemic has seen a reduction in travel and an increase in air quality. There has also been a shift towards active travel with walking and cycling coming to the fore. There also appears to have been a renewed interest in the environment and countryside.

3. **Vision**

3.1 The Vision set out in the original Strategy remains largely unchanged although the final sentence has been redrafted to place a greater emphasis on addressing inequalities:

To recover three of the core elements that make West Berkshire a great place to live; health, education and the economy, and to ensure a renewed and enhanced focus on our community, environment and engagement. Our Strategy is for everyone but in particular those most affected, now, and into the future by the Covid-19 Pandemic.

4. **Our Priorities for Recovery and Renewal**

4.1 The original Strategy identified six priorities and a number of associated critical success factors. Given developments over the past year, and the work that has already been completed, the opportunity has been taken to bring these together and to refocus them into seven priorities. The original themes have been retained. The seven priorities are:

1. Recovering West Berkshire's health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities.
2. Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those

sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing our Town Centres for the future.

3. Supporting our children and young people and our schools with a focus on the most vulnerable.
4. Taking the opportunity to work with our local communities to accelerate the delivery of our environmental objectives.
5. Enhancing our communications and community engagement.
6. Improving our customers' experience of us with an enhanced efficiency and openness in how we work and share information.
7. Seizing the positives from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have supported our local communities during the Pandemic, including our own staff.

5. Delivering our Priorities

5.1 Our seven priorities cover both recovery and renewal. Recovery can perhaps be described as getting back to where we were before the Pandemic struck. Renewal is creating something better, through focusing on the good things that have come out of the past year or so.

5.2 In this chapter the key actions that we intend to take in support of our seven priorities, in some cases with our partners, are set out. These actions seek to ensure that we place our communities in the best possible position to recover from the Pandemic but also build on the new opportunities that Covid-19 has brought. Appendix 2 sets out the actions in detail. In some cases work is already well underway and is encompassed within existing strategies. In other instances further work is still required because we do not yet fully understand all the implications of the Pandemic.

1) Recovering West Berkshire's health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities.

5.3 There are six key themes that underpin our approach within this Priority:

- *Closing the inequality gap.* This existed prior to Covid-19 and was highlighted both in West Berkshire 2036 and the Council Strategy 2019-2023. The Pandemic seems likely to have created an even wider gap. In moving forward it is important that we have a full understanding of the issues that need to be addressed, ensure there is effective engagement with the affected communities and that the impact is measured and learning taken from that. The Council's new Equality and Diversity Strategy will underpin our proposed approach.
- *Supporting our colleagues in the NHS.* Covid-19 has had a significant impact on the NHS who are now in the process of trying to catch up on other work that has been delayed. There has also been a significant impact on staff. The long term impacts on the NHS are still not clear. The Council will continue to work with the NHS to support its own recovery planning.
- *Seeking to maintain the benefits of health and social care integration.* Whilst the Pandemic has brought challenges it has also demonstrated the art of the

possible. The most obvious example is perhaps the discharge of patients from hospital into the community. Over the past year Delayed Transfers of Care have disappeared as the resources have been found to move people out of hospital very quickly. Digitisation and virtual working has also brought many benefits. There is a desire to hold onto these achievements and it is hoped that the funding can be found to achieve this. Much of this work will be taken forward through the Berkshire West Integrated Care Partnership.

- *Promoting good mental health and wellbeing.* This has been a major issue over the past year with clear evidence of increased referrals both for adults and children and young people. The negative impacts of Lockdown has been widely commented on but it is also important to consider the impact created by unemployment and in some cases by having to manage grief. Funding for programmes to support mental health and emotional wellbeing have already been put in place but it is widely recognised that longer term support will be needed.
- *Supporting Adult Social Care.* Adult social care has been adversely affected by the Pandemic in many ways, most notably the residential sector. There is still more to do to ensure that those dependent on adult social care get the support they need but there are also a number of concerns regarding the state of the residential care market both now and into the future.
- *Promoting active lifestyles* – The Pandemic, and the Lockdown in particular, have brought challenges and opportunities in terms of physical activity. The Government has also responded with a move towards promoting active travel with the focus in particular on walking and cycling. Much of West Berkshire is designated as an Area of Outstanding Beauty. Funding has already been provided to support increased activity in our parks and this Strategy seeks to promote this even further recognising the benefits it can bring to both personal physical and mental health as well as wider environmental benefits which are touched on later.

2) Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing our Town Centres for the future.

5.4 The Council has recently refreshed its Economic Development Strategy (2019-2036) to take into account the impacts of Covid-19. The Strategy embraces both existing medium and long term commitments set before Covid-19 and more recent objectives that are seen as important in the context of recovery and renewal. Six themes have been identified which in the main reflect that revised Strategy:

- *Increasing our efforts to empower everyone to enter the workforce.* This is an existing priority within the Council Strategy 2019-2023. The Council recognises that West Berkshire has notable underemployment in some of the most vulnerable groups. Given the earlier comments regarding the inequality gap this underemployment is likely to have been exacerbated through the Pandemic.

This Strategy recognises that more needs to be done and that additional funding and resources will be needed to address this imbalance.

- *Putting in place employment support for the newly unemployed and underemployed.* Reference has already been made to the young, women and vulnerable groups being particularly vulnerable to the economic impact of Covid-19. The Council has responded by acting as a sponsor for the Government's Kickstart Scheme, subscribing to Berkshire Opportunities and continuing to progress its own Apprenticeship Strategy that includes work with partners. The Economic Development Board will continue to keep this work under review whilst at the same time working with the Thames Valley Berkshire Local Enterprise Partnership (TVBLEP) to determine what further opportunities can be developed.
- *Supporting businesses that have been affected by Covid-19 to reopen and trade resiliently.* The Council has worked quickly to administer a wide range of Business Support Grants that have been provided by the Government. The Additional Restrictions Grant (ARG) will continue to run until the end of March 2022 and the Council will also now roll out the new Restart Grant to ensure that this is effectively utilised to support local businesses. The Council will also continue to support the implementation of the national Routemap and will respond, where appropriate, to requests for further assistance and will seek to respond proactively to any further unforeseen Covid-19 developments.
- *Reshaping our Town Centres.* There is growing evidence that Town Centres could be particularly badly affected by the fallout from the Pandemic. Prior to Covid-19 the retail sector had been under prolonged pressure. A further continuation towards e-commerce and more working from home will create further pressures. The Council has already responded to this by commissioning a master planning exercise in Newbury and financial commitments have also been made to supporting work in Thatcham and Hungerford. The expectation is that these will be followed through with longer term commitments to bring about renewal through a variety of regeneration schemes.
- *Promoting digital infrastructure focusing on 'Full Fibre' and 5G coverage and help grow digital skills.* Information and communications technology has played a fundamental role in supporting both the economy and wider social infrastructure of the District during the Pandemic. The Council has joined forces with partners in Berkshire to produce a new Digital Investment Strategy. This is focused on installing full fibre across the County, promoting 5G and seeking to fill in gaps in the existing 4G coverage. The Pandemic has only increased the urgency that needs to be given to this work.
- *Reviewing whether the Council, with its Partners, should seek to invest more in tourism if there is a change in travel patterns.* Over the past decade the Council has disinvested in local tourism. It is one of a number of areas that were deemed to be a lower priority when financial savings had to be made. The degree to which Covid-19 will create a change in travel patterns is still unclear but if there is to be an increase in 'staycations' then the District's attractive

environment may provide an opportunity to create further economic growth.

- *Supporting residents to develop and utilise their digital skills.* The Pandemic has accelerated a move towards home working and the digitisation of services in the public, private and voluntary sectors. Although the majority of West Berkshire residents have the digital skills required to work from home or access the services they need online, with statistics suggesting that around a third of the population was able to work remotely during the Pandemic, there still remains a large group who do not have either the skills to do so or the equipment to use even if they did. As many employers and service providers look to rationalise their estates and make long term plans for increased levels of remote working, we must ensure all residents of all generations have the opportunity to access employment and other opportunities which require digital skills.

3) Supporting our children and young people and our schools with a focus on the most vulnerable

5.5 The closure of schools during most of the Lockdowns has understandably had a major impact not only on the education of pupils but also on their social and emotional development. A range of measures have already been put in place to try and help address this but there is no doubt that medium and even long term support will also be required. The Council's approach will be particularly focused around the most vulnerable pupils where the impact is thought to have been most pronounced.

5.6 Financially, the Early Years sector has been particularly badly hit and again measures have been taken to provide support. It will be necessary to monitor how the sector responds coming out of the Pandemic.

5.7 There have however been positive impacts and opportunities for Renewal going forward. These include further remote learning and more inter school collaboration. Seven specific themes have been identified:

- *Ensuring that programmes and support are put in place so that pupils of all ages are able to catch up on the time lost during the Covid-19 Lockdowns.* It is proposed that this is primarily achieved through a range of reading and tutorial programmes.
- *Closing what may well have become a greater education attainment gap.* This will be taken forward through progressing the Disadvantaged Strategy.
- *Improving the transition experience – from primary to secondary schools.* This will be supported through holiday programmes and a specially commissioned transition project.
- *Addressing increased mental health and emotional wellbeing concerns amongst children and young people.* This will be implemented through the deployment of additional staffing resources and new programmes.
- *Responding to an increased demand on our services for support, notably for more vulnerable children.* This will require further assessment as the Lockdown

is relaxed but the response is likely to involve deploying additional resources to where they are most needed.

- *Supporting a fragile Early Years sector.* A range of measures are proposed here including potential financial support.
- *Embracing new technology and the opportunities for remote and shared learning.* The focus here is on a range of family based projects but also on ensuring the required security and safeguards are put in place.

4) Taking the opportunity to work with our local communities to accelerate delivery of our environmental objectives

5.8 The Pandemic has led to a range of behavioural changes, many enforced, some arguably voluntary. Travel has been significantly affected as many residents have been forced to stay at home during Lockdown. This has had a resulting positive impact on air quality. At the same time Lockdown would appear to have resulted in a greater appreciation of the countryside and wider environment. The degree to which the Pandemic has created a greater impetus around Climate Change is perhaps less clear but three specific themes are picked up under this Priority which are further reflected in Appendix 2.

- *Greater promotion of Active Travel.* As mentioned earlier the Government has already provided the Council with funding to support active travel through an Active Travel Grant. The focus is on promoting cycling and walking as a mode of travel. The Council already supports active travel through its own capital funding and it is proposed that Active Travel is now developed further through the delivery of the Council's Environment Strategy and the preparation of the forthcoming Local Transport Plan 2.
- *Promoting sustainable forms of transport.* Public transport is a key focus within this theme. Many of West Berkshire's bus routes are already subsidised by the Council and providers have continued to be supported financially during the Pandemic. The Government has also recently announced funding aimed at attracting people back into using public transport and encouraging cleaner vehicles. The Council has also recently agreed its Ultra Low Emission Vehicle (ULEV) Strategy and an increased focus will be put on promoting and supporting the use of non-hydrocarbon fuelled vehicles.
- *Investing more in our parks, open spaces and public rights of way.* This theme aligns closely with the promotion of physical activity. The aim here is to seek to increase the attractiveness of our parks and open spaces and also to more actively promote our public rights of way through the introduction of designated trails. The provision of more dog bins is another issue that will need to be considered.

5) Enhancing our communications and community engagement

- 5.9 Prior to Covid-19 the Council recognised that it needed to do more to enhance its communication and engagement with its local communities. The Local Government Association reflected this in its recommendations as part of the Council's second Corporate Peer Challenge in November 2019. The Pandemic has provided the opportunity to implement these recommendations - and more, and with the benefit of additional funding we have now greatly expanded the reach of our communication activities.
- 5.10 The Pandemic has also brought a renewed sense of community spirit. Some 90 community groups have emerged to support those affected in some way by Covid-19 and the Council also established a Community Support Hub to coordinate its own community response to the Covid-19 challenge.
- 5.11 Over the past year the Council has prepared a Communications and Engagement Strategy and within that a community engagement programme. The Council has also sought to create the new Communities and Wellbeing Department over the same period to ensure that there is sufficient focus and ambition on this important area. Appendix 2 contains a summary of what is within the Communications and Engagement Strategy recognising that the Pandemic has been the catalyst for much of what lies within it:
- *Developing and strengthening even further our relationships with local partners and those at a sub-regional level reflecting on the good collaborative work that has been achieved through the Pandemic.* This will involve seeking to take a system based approach to recovery. This has already begun to emerge. Economic recovery is being taken forward in part at a County level with the assistance of the TVLEP. Recovery work is also being taken forward with Health partners through the Integrated Care Partnership (ICP).
 - *Working to help build a more sustainable voluntary, community and social enterprise sector.* This will involve the establishment of new community alliance and the commissioning of a number of advocacy organisations.
 - *Sustain the dynamic relationships with community groups and local councils that have emerged during the Pandemic.* This is an ongoing area of work that involves the creation of a Community Engagement and Enablement Framework.
 - *Capture what was achieved by the creation of the Community Support Hub and take that learning into future work.* This work will follow later in 2021.
 - *Becoming better at informing our local communities about what we are doing and about the issues that are relevant to them.* Much of this work has already been completed through implementation of the Communication and Engagement Strategy although there is some further work to be done around enhancing the Council's presence on social media.
 - *Enhancing our approach to how we involve residents, businesses and local communities in what we are doing.* This work is less advanced and will again involve the further development of social media.

6) Improving our customers' experience of us with an enhanced efficiency and openness in how we work and share information

5.12 Whilst the Council has kept its Offices open throughout the Pandemic there have been relatively few visitors. Lockdown rules have driven that but that does not take away from the fact that the Council has managed to continue much of its business very effectively without the need to have face to face contact. The proliferation of Zoom and Teams meetings highlight the change, but also potentially a longer term trend towards interacting virtually and in doing so saving time and potential carbon production.

5.13 That said not all interaction can or should be done virtually. For an Organisation that has a particular focus on the most vulnerable, and a Recovery and Renewal Strategy that recognises that it is often these groups that have been most adversely effected by the Pandemic, it is important that we do not close the door to other means of communication that some will find easier to manage. Social interaction is vital for human health and wellbeing and the Council has no desire to gain a reputation for being remote and mechanistic.

5.14 This is an area of work that is currently relatively undeveloped. The Council has sought to maintain communication channels during the Pandemic and has successfully enabled remote working for its staff but quite what the Council aspires to in the future is not yet clear. This Strategy will help drive this forward at greater pace.

- *Responding to the changing needs of our customers in a post Covid-19 world.* Further work is required but the focus here will be on transforming the Council's work to ensure that customers who want it are able to access the Council's digitally enabled services 24/7 and engage with the Council's staff virtually, in addition to face to face contact where required.
- *Responding to an increasing demand to work virtually and in a more digitally enabled world.* As above but with the wider application to how we work with communities and partners in a similar way.

7) Seizing the positives from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have supported our local communities during the Pandemic, including our own staff.

This section is something of a catch all. It seeks to bring together important activities that fall outside of the other six priorities. It includes proposals to remember those in West Berkshire who have been lost to the Pandemic and also embraces a major piece of work that is underway within the Council to change the way we work as an organisation.

- *Take the opportunity to embed the positive aspects of the working practices that we have had to be put in place during the Covid-19 Pandemic.* As mentioned earlier the Council has introduced new working practices during the Pandemic as the vast majority of staff have had to work from home and engage remotely. The Council has now initiated a project entitled Timelord 2 that seeks to take the

learning from the Pandemic and translate it into a set of permanent new working practices.

- *Using Outcome Based Budgeting to help direct resources to support Recovery and Renewal priorities.* The Council will be using the Outcomes Based Budgeting to support the development of its 2022/23 Budget and will ensure that its recovery and renewal priorities are reflected in that. This will be in addition to other direct sources of Council and Government recovery funding. Funding has already been provided to support activities such as enhancing public rights of way. Financial support for enhancing the Council's engagement work including CIL and further capital schemes will also be considered.
- *Remembering those we have lost, and those whose lives have been adversely impacted, by the Pandemic.* A special project entitled 'A Blossom in to Spring' is proposed to mark the 235 West Berkshire residents who have died as a result of Covid-19. In addition to this the Council also proposes to mark the start of the first Lockdown in the spring of 2020 on an annual basis.

6. Conclusions

- 6.1 The Country and the Council have swung between periods of response and recovery over the past 12 months or so as we have sought to manage the impact of the Covid-19 Pandemic. The first Recovery Strategy was written and approved at a time when it appeared we were moving into a period of prolonged recovery. This proved short lived and response has now been the theme since last autumn. Once again as we move into spring 2021 it appears recovery is coming to the fore and we have therefore sought to update our Strategy.
- 6.2 Whilst the Council may have had to return to response during the autumn of 2020 a great deal of recovery work has been undertaken. Some of this has been strategic. The Council's Economic Development Strategy has been written and a new Communications and Engagement Strategy has been approved. Both are a response, at least in part, to the Pandemic. The Council's Recovery Group has also instigated and funded a range of new initiatives and programmes to assist with recovery work and many of these are referenced in this updated Strategy.
- 6.3 This new Recovery and Renewal Strategy has sought to reflect on three issues:
- The progress with recovery work that we have already made over the course of the past year.
 - The learning that we have taken with regard to the impacts of Covid-19 on our local communities and the things that are important to them.
 - The need to focus our activities on what will be most impactful, mindful that our own capacity is limited.
- 6.4 This updated Strategy also coincides with the refresh of our Council Strategy (2019-2023). We have sought to align both so that the key elements of our Covid-19 recovery and renewal are built into the Council Strategy Refresh.
- 6.5 No one yet knows how the Pandemic will develop from this point. It is however already clear what some of the main impacts have already been and also some of

the opportunities that the Pandemic might present. It is important that we do not delay in implementing our proposed actions otherwise challenges will be left unresolved and opportunities for beneficial change lost. It may well be that we will need to come back once more to this Strategy in the months ahead. The Pandemic is not over but we recognise that we must continue to respond to the challenges that we face whilst also recognising that the road to recovery and renewal will be a long and potentially uncertain one.

Appendices

Appendix 1 – What are we recovering from and what are we seeking to renew?

Appendix 2 – Recovery and Renewal Strategy 2021 Update – Delivery Plan

What are we recovering from and what are we seeking to renew?

Health and other social impacts

Overview

- West Berkshire had 6,489 Covid-19 cases as at 16th May 2021. This places West Berkshire in the lowest quartile compared with the other 152 upper tier local authorities in England.
- There were 252 deaths in West Berkshire to 16th May 2021. This is a rate of 156.5 deaths per 100,000 population in West Berkshire compared to a rate of 230.7 nationally and 226 regionally.
- West Berkshire had 7,225 shielded patients (on 26th February 2021), 4.6% of the population (compared to 6.1% for SE region and 6.8% for England)
- It is estimated that nationally between 6.7% and 14.7% of infected people have Long Covid-19 symptoms after 12 weeks, the median duration of symptoms is around 40 days.
- West Berkshire is ranked 5th on the national Health Index suggesting strong resilience in terms of population health.
- From a health perspective Covid-19 has had a disproportionate impact on vulnerable groups, including older people, people with disabilities, ethnic minorities and those living in deprived areas. This will have potentially increased the inequality gap in West Berkshire even further.
- The longer term health impacts of Covid-19 are as yet unclear but delayed medical treatment is set to increase the incidence of long term illness and mortality. Lockdown has had an impact on mental health of many, including children and young people. The longer term impacts of this are as yet unclear.
- Mental health referrals have increased during the Pandemic.
- A range of services have not been able to be provided during the Lockdown largely because the NHS has been focused on Covid-19 or because Lockdown has prevented consultations and meetings taking place. Health visiting and sexual health services are but two examples. In some instances some groups may have found it more difficult to remain in treatment during the Pandemic.

- Safeguarding, particularly for the under 5s, has been a concern during the Pandemic.
- Underlying illnesses e.g. hearing and vision problems may not have been picked up.
- The longer term impact on the residential care sector is not yet known. Demand is currently suppressed. This will need to be considered alongside the existing work regarding the Council's future place in the residential care market.
- Visiting arrangements in Care Homes need to be carefully considered moving forward as do the arrangements for reopening Resource Centres.
- Lockdown is also likely to have led to an increase in unhealthy behaviours such as physical inactivity, an increase in alcohol consumption and poor diet.
- The Pandemic has brought about a notable increase in community resilience and spirit. Individuals and communities have demonstrated a desire to go the extra mile. 90 local community groups have emerged during the Pandemic.
- Crime rates have fallen during the Pandemic. This replicates an underlying trend in crime reduction that has been seen for a number of years. The reduction has been notably greater in West Berkshire than elsewhere.
- Local communities have generally been compliant in adhering to Covid-19 restrictions.
- Vaccine immunisation has been high in West Berkshire to date but it is likely to be lower in some ethnic groups and potentially amongst younger people.
- The national increase in domestic abuse during the Pandemic has been less evident locally.
- Lockdown has had a major impact on education. Learning has moved online but it is widely accepted that pupils have fallen behind. The wider longer term health and social impacts on children and young people are not fully understood but personal, social and emotional development is thought to have been particularly badly affected.
- Achievement rates in reading and maths are thought to have reduced and speech, language and communication development are also thought to have been particularly badly impacted.
- Anxiety has been created around examination disruption and also the impact of parental stress.
- Levels of social development are thought to be lower especially amongst poorer children highlighting again the particular impact the Pandemic has had on potentially more vulnerable children including children with Special Educational Needs and Disabilities (SEND).

- The impact of bereavement trauma during the Pandemic is not fully understood.
- The Early Years sector has been particularly badly impacted financially during the Pandemic raising concerns about long term financial viability.
- Lockdown has catalysed a further increase in e commerce and 'all things digital'. Some of this shift will undoubtedly stick going forward and create new patterns in how residents live their lives.
- The Government's 'Everyone In' programme has led to a notable reduction in rough sleeping. In January there were 9 individuals sleeping rough locally.
- The longer term generational impact of Covid-19 and its impact on children and young people are not fully understood yet. There are feelings of resentment amongst the younger generation regarding missed life events and opportunities.
- The degree to which any behavioural change has become embedded is also unclear.

Implications

- A potentially widening inequality gap must be seen as a major concern given it was already an issue pre Covid-19. More will need to be done and the issue will need to be tackled in a holistic manner.
- NHS Recovery may have a 'knock on' impact on local government most notably Adult Social Care and the provision of preventative services.
- Holding onto some of the positives in terms of the integration of health and social care services are likely to come at a cost with little clarity yet as to whether that funding will be forthcoming.
- There are a range of impacts regarding children and young people that will need to be considered. These include catching up on learning, addressing what is likely to have become an increased attainment gap, addressing mental health and wellbeing issues, supporting a fragile Early Years sector and on a positive footing embracing the opportunities that technology and shared learning have brought through the Pandemic.
- More extensive and longer term mental health and wellbeing programmes are likely to be needed. There is also an opportunity to build on promoting greater social interaction through the planned work on community engagement.
- There is an opportunity to harness and promote an increased interest in more active lifestyles.
- There is a real opportunity to consolidate on the community spirit that has emerged and thereby enhance engagement further.
- The digital world is now truly here. Expectations have changed as a result of the Pandemic and some of these are likely to become norms in the post Covid-19 world.

The Council will need to adapt to meet these expectations.

- Partnership working has been enhanced as a result of the challenges that Covid-19 has brought. This is evident in a number of areas e.g. hospital discharges, NEETS etc. Can this be built on?
- Time and space needs to be set aside to reflect and remember what local communities have gone through over the past year – and also to celebrate what is hoped will be a brighter future.

Economic Impacts

Overview

- The Government now expects GDP to reach pre Covid-19 GDP levels by the middle of 2022. The national economy is expected to be 3% smaller in five years' time than it would have been had the Pandemic not occurred.
- The most impacted sectors are those dependent on social consumption (e.g. hospitality and leisure) in addition to wholesale and retail. These are not overly dominant in the West Berkshire economy.
- The sectors most adversely affected tend to be dominated by young workers and females who are often unable to work from home.
- That said West Berkshire has a large proportion of industries where there is a high propensity to be able to work from home.
- There has been a significant rise in the past year in vacancies which are seeking staff to work remotely.
- 4,900 jobs in West Berkshire have been furloughed (6% of all jobs).
- 3,755 people are claiming unemployment benefit in West Berkshire (March 2021). The number has tripled in a year although the qualifying criteria have been broadened.
- It is worth reflecting on pre Covid-19 forecast trends which will remain relevant in recovery planning alongside predictions relating to the current recession:
 - Locally labour supply will continue to fall as the population ages rapidly (this started in 2018). This is at odds with other areas where the workforce is set to increase.
 - Future forecast growth sectors have been less impacted by Covid-19.
 - Growth is expected in employees – self-employment is forecast to remain static. Part time employment is expected to grow more rapidly than full time.

- Job density (number of jobs per economically active person) remains very high in West Berks (1.17 compared to 0.88 for the South-East and 0.87 nationally). Looking ahead comparatively strong demand and a shrinking workforce would see this ratio increase further. Reduced in migration from Europe and the impact of increased remote working also need to be considered.
- Despite known challenges in terms of vulnerable groups being able to access the labour market, West Berkshire's NEET figures in January 2021 were very positive.
- West Berkshire's working population remains very highly qualified.

Implications

- Recession will reduce consumer spend and is likely to have an impact on public finances.
- West Berkshire has generally proved fairly resilient economically during the Pandemic as it has during earlier economic shocks. This comparatively positive position would seem set to remain moving forward.
- Some sectors such as retail are likely to decline further in terms of employment. Others such as hospitality may recover more quickly.
- There is a need to rethink the District's town centres as destinations. They have a high proportion of sectors that have been vulnerable during Covid-19, are sensitive to the rapid growth in e-commerce and are also vulnerable to changing work patterns which may well see more 'office workers' working from home.
- The forecast shift out of major urban centres such as London to suburban or more rural areas such as West Berkshire could lead to an increase in housing demand and pressure on house prices.
- Reskilling, particularly for badly impacted sectors may be important. Job support will need to focus on younger age groups and women as well as those groups that are traditionally underrepresented in the local workforce.
- Demand for office accommodation may shrink as new working patterns potentially form. Future regeneration plans will need to reflect this if it materialises.
- Digital investment seems set to become an even more important driver.

Environmental Impacts

Overview

- At a global level the negative impacts of the Pandemic are seen to be an increased use of single use plastics and lower oil prices. Positive influences, at least in the short term, are reduced emissions and improved air quality. The latter could become more lasting if work locations and there are widespread changes in human behaviour.
- There may be longer impacts on international trade and travel if strategies are introduced to reduce exposure to Pandemic risks.
- Locally, travel has been impacted by the Lockdown (April 2020 saw reductions between 59% and 73%, then 7% - 26% during September and reduced again to between 11% and 55% in December compared to previous year). Fewer journeys have led to reduced congestion. At the same time there has been a move towards more active forms of travel most notably cycling and walking.
- There is a sense that there is now a greater appreciation of the environment.
- As with the economic impacts it is worth reflecting on those wider trends / decisions that were in place prior to Covid-19 and which will have an influence on recovery and renewal planning:
 - Nationally, legally binding targets to reduce emissions by 2030 noting that West Berkshire has committed to being 'Carbon Zero' by the same date; reducing water abstraction and leakage by 2025; enhancing biodiversity with long term targets for tree planting and woodland cover; better management of environmental risks e.g. flooding; better natural resource management namely soils, timber fish and food; enhancing the natural environment; mitigating and adapting to climate change; and, minimising waste, managing exposure to chemicals.
 - On November 18th the Prime Minister set out a ten point plan for a green industrial revolution. This included the promotion of greener forms of energy, greener homes and buildings, carbon capture, protecting the natural environment, promoting innovation and providing financial support. The Council's Environment Strategy reflects much of this.

Implications

- The Council has an Environment Strategy Delivery Plan and this will be used as the vehicle to enshrine any recovery and renewal targets emanating from Covid-19. Areas where it would appear there is a notable opportunity to do more are:
 - The promotion of community engagement since much of what the Council is seeking to deliver can only be done with local communities.

- Promotion of active travel which could be further supported by residents choosing to travel less or in a different way.
- An even greater opportunity to promote the expansion of EV charging points.
- Encouraging customers back to using public transport.
- Better promotion and use of our open spaces for leisure activities.
- Enhanced tree planting and other initiatives aimed at enhancing biodiversity and responding to a greater appreciation of the countryside and local environment. This could be particularly positive with the younger generations.
- Longer term opportunities in this area will be driven by the degree to which the Pandemic has created long lasting behaviour change. This is not yet clear.
- If traditional road travel is going to decline then should resources be diverted away from road maintenance into supporting the themes in the Environment Strategy?
- If 'Staycations' are going to become more popular should the Council consider investing more in tourism promotion?

Organisational Impacts

Overview

- As this Recovery and Renewal Plan is being written there is an emerging expectation that Local Government is set to play a prominent role in supporting the national Covid-19 response going forward. It has been suggested that councils are likely to take on responsibilities for Test and Trace, outbreak management, surge testing, community support and even vaccinations. If additional responsibilities are allocated then these will need to be managed alongside recovery and renewal expectations
- The country is currently experiencing an economic recession driven by Covid-19. This will have an adverse impact on the community but also potentially on the Council in terms of both future Government funding and the Council's own income levels. Covid-19 may well have a more direct impact on Council income in terms of town centre parking.
- Covid-19 recovery and renewal provides an opportunity for the Council to lead by example in the measures it takes following the Pandemic.
- The ability to do a lot more digitally has transformed the way that the Council works both internally and with its customers. This will undoubtedly be one of the most lasting areas of renewal post Covid-19. There are a range of issues to consider in this regard:
 - Progressing new channels of communication such as chat bots
 - Continuing to engage more residents in Council meetings through remote access.

- Meetings and surgeries all being held on line. This could be extended to the resolution of service queries, complaints etc. That said an understanding needs to be reached as to what is best done online and what is better done face to face.
 - Moving further away from paper and written recording.
 - Opportunities to engage the traditionally 'hard to reach' through more innovative digital methods.
 - With a greater emphasis on digital working there is a fresh opportunity to enhance our capture of data and using it to better understand our customers' needs in the planning of services.
 - Staff training becoming increasingly virtual and extended into areas such as coaching and mentoring.
 - Operating under urgency procedures has enabled much speedier decision making and there is an appetite for looking at whether this could be retained at least in part moving forward.
- New ways of working which are likely to involve more home working on a permanent basis will bring both opportunities and challenges. Opportunities will include being able to recruit from a larger employment pool, improved retention and work life balance, reduced carbon emissions and reduced costs. Challenges include managing remote staff, training, supporting new starters and maintaining a team ethos and support structure.
 - There is an expectation that the demand for services may well increase following the Pandemic notably for those areas which are focused on supporting the vulnerable, safeguarding and providing mental health and wellbeing services.
 - The Pandemic has now been with us for over a year. The vast majority of Council staff have continued to work during this time sometimes in difficult circumstances. Others have had to directly support the Covid-19 response. Fatigue is now a noticeable problem and this needs to be recognised in setting an appropriate pace for any Recovery and Renewal Programme.
 - The long term impact of Covid-19 on staff recruitment most notably in Adult Social Care is as yet unclear. In the NHS there is a fear that there may be a significant exit of staff post Covid-19 particularly from those who came into the country to work.

Implications

- Recovery and renewal need to be set at an appropriate pace. Some staff are very tired and the 'day job' has not gone away. Expectations need to be managed particularly if coming out of Lockdown demand for services increases in some areas.
- This will become even more important if local government is given on going responsibilities for Covid-19 management.

- The Council needs to 'lead by example' thereby further strengthening its community leadership role through the Pandemic.
- There are significant opportunities to enhance our own efficiency and our relationship with customers through the more rapid enablement of ICT. Capacity and perhaps capability are likely to be the main restraints here. A comprehensive training programme will be essential.
- Whilst there is great potential in the enablement of further ICT we need to reach an understanding as to what is best done virtually and what should be done through face to face contact.
- New approaches to working are there to be realised and could bring a wide range of potential benefits. An early start has been made on this with Timelord 2.

Recovery and Renewal Strategy 2021 Update – Delivery Plan

Priority 1 - Recovering West Berkshire's health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities.	
Theme	Actions
1. Closing the inequality gap.	<p>Ensure that our Equality and Diversity Strategy is prepared with key partners and effectively consulted on to ensure it addresses post Covid-19 issues - and that it is championed within the Council.</p> <p>Address these concerns through the upcoming Equalities and Diversity Strategy basing actions on what evidence is available. There will need to be an emphasis on:</p> <ul style="list-style-type: none"> • Improving the collection of ethnicity and other protected characteristics data. • Developing 'culturally competent' programmes for engagement and service delivery. • Measuring the impact of interventions and learning from what that tells us. • From our learning create actions that can be delivered at a local level to reduce inequalities. <p>Ensure that there is meaningful consultation on the strategy; that it is co-produced and that it clearly demonstrates the Council as being a 'champion of equality'.</p> <p>Reinforcing the Council's role as a placemaker buy using our own Establishment to influence change e.g. positive hiring practices, offering work opportunities, influencing appropriately in our role as a major employer in the District and by ensuring we bring social value into our policy making.</p> <p><i>(Strategy and Governance to lead – All Departments)</i></p>

<i>Theme</i>	<i>Actions</i>
1. Closing the inequality gap.	<p>Address the inequality gap through implementing new healthy planning considerations and procedures, such as health impact assessments, in West Berkshire developments. The built environment is a wider determinant of health and COVID-19 has exemplified to what extent people's physical living conditions play a part in determining health across the life course. Public Health will work with all relevant departments and Berkshire West CCG to ensure that health is at the forefront of new designs as part of the effort to close the inequalities gap.</p> <p><i>(Communities & Wellbeing)</i></p>
2. Supporting our colleagues in the NHS.	<p>NHS Recovery priorities are based around continuing to support the Covid-19 response, returning to BAU as soon as possible, and ensuring that staff are supported and the required staffing resources are in place. The Council will continue to work with Health colleagues through the Integrated Care Partnership (BW ICP) to support this.</p> <p><i>(Berkshire West Integrated Care Partnership)</i></p> <p>Seek to continue the very positive improvements that have been seen in hospital discharge times during the Pandemic. This will be subject to sufficient funding coming forward.</p> <p><i>(Adult Social Care)</i></p> <p>Place an increased focus on prevention to help reduce the demand on the NHS.</p> <p><i>(Communities & Wellbeing)</i></p>
3. Seeking to maintain the benefits of health and social care integration.	<p>The BW ICP is currently reviewing its flagship priorities for 2021/22 and these will include a number of programmes which will seek to further develop health and social care integration both at a Place (Berkshire West) and Locality (West Berkshire) level.</p> <p><i>(BW ICP)</i></p>
4. Promoting good mental health and wellbeing.	<p>A £200k programme has already been put in place to cover additional mental health support co funded with Greenham Trust.</p>

<i>Theme</i>	<i>Actions</i>
<p>4. Promoting good mental health and wellbeing.</p>	<p>Carry out an exercise with partners to map mental health needs across West Berkshire post Covid -19. The BOB ICS is undertaking a review of CAMHS services across the wider area.</p> <p><i>(Communities and Wellbeing; Children and Family Services; Adult Social Care; BW ICP)</i></p> <p>Ensure that arrangements are in place to raise the profile of mental health services to effectively manage the increase in mental health and wellbeing in rough sleepers and homelessness.</p> <p><i>(Development & Planning)</i></p> <p>Carry out an exercise with parnters to map mental health needs across West Berkshire post Covid-19. The BOB ICS is undertaking a review of CAMHS services across the wider area.</p> <p><i>(Communities & Wellbeing)</i></p> <p>Promoting positive mental health as well as mental health services for those that need it.</p> <p><i>(Communities & Wellbeing)</i></p>
<p>5. Supporting Adult Social Care.</p>	<p>Ensure that visiting arrangements are reviewed and updated as required.</p> <p>Ensuring the Resource Centres open as soon as they are able.</p> <p>Continue to monitor the residential care market and our position within it.</p> <p>Support initiatives aimed at improving outdoor spaces in our 'in house' care homes.</p> <p>Ensure that certain key functions e.g. the review of care packages are brought back to 'business as usual' as soon as possible.</p> <p><i>(Adult Social Care)</i></p>
<p>6. Promoting active lifestyles.</p>	<p>Continue to support the roll out of 'Berkshire West Can'.</p> <p><i>(Berkshire West Integrated Care Partnership)</i></p>

Theme	Actions
6. Promoting active lifestyles.	<p>Establish an ongoing promotional campaign focused on promoting physical activity locally in the context of coming out of Covid-19 including the restart of previously popular programmes e.g. West Berkshire Run Together and West Berkshire Park Run.</p> <p><i>(Communities and Wellbeing; Strategy and Governance)</i></p> <p>Establish bespoke programmes to support those who have lost mobility during the Pandemic or are potentially vulnerable to low levels of physical activity e.g. older people.</p> <p>Consider promoting on line fitness programmes.</p> <p>Refocus and relaunch the Community Physical Activity Fund in partnership with Greenham Trust with health inequalities and COVID-19 recovery in mind. The fund will give local organisations the opportunity to apply for funding to enable them to develop or enhance a physical activity initiative, and will prioritise those applications that will best serve members of the community most impacted by the Pandemic.</p> <p><i>(Communities and Wellbeing)</i></p>
<p>Priority 2 - Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing out Town Centres for the future.</p>	
Theme	Actions
1. Increasing our efforts to empower everyone to enter the workplace.	<p>Target skills development and employment guidance at women, young people and other groups impacted by the Covid-19 Pandemic.</p> <p><i>(Planning and Development : Education)</i></p> <p>Reinforcing the Council's role as a placemaker buy using our own Establishment to influence change e.g. positive hiring practices, offering work opportunities, influencing appropriately in our role as a major employer in the District and ensuring we bring social value into our policy making.</p> <p><i>(Strategy & Governance)</i></p> <p>Promote local government more effectively as a career path for local residents</p> <p><i>(Strategy and Governance: All Departments)</i></p>

<i>Theme</i>	<i>Actions</i>
<p>1. Increasing our efforts to empower everyone to enter the workplace.</p>	<p>Adopt a Social Value Policy to maximise the use of public money in public contracts and make positive changes for the good of the District as a whole by creating jobs for local people, supporting young people into apprenticeships, using local suppliers, and supporting a local supply chain and investing in SME businesses. The Policy will support opportunities to innovate and generate environmental benefits in such areas as the delivery of the new Environment Strategy 2020- 2030.</p> <p><i>(Commissioning)</i></p> <p>Help residents to develop their digital skills at every stage and to facilitate access to equipment among communities where there is deprivation, including through out community hubs such as libraries.</p> <p><i>(Strategy & Governance)</i></p>
<p>2. Putting in place employment support for the newly unemployed and underemployed.</p>	<p>Promote Berkshire Opportunities as a first port of call for the recently unemployed.</p> <p>Through the Jobcentre, identify and refer young people to the Kickstart Scheme, delivering this message through other Council services.</p> <p>Utilise the Kickstart scheme to create temporary roles at the Council and in schools.</p> <p>Work with the Local Enterprise Partnership to influence employers to offer value- added jobs to a wider range of employers.</p> <p><i>(Planning and Development)</i></p>
<p>3. Supporting businesses that have been affected by Covid-19 to reopen and trade resiliently.</p>	<p>Continue to administer Business Support Grants including the ARG</p> <p>Support businesses to adapt and diversify by referring them to the Berkshire Business Growth Hub for bespoke advice.</p> <p><i>(Finance and Property : Planning and Development)</i></p> <p>Redesign and relaunch a Mental Health First Aid initiative for local businesses, so that they may reopen with staff health and wellbeing at the forefront of their operations.</p> <p><i>(Communities and Wellbeing)</i></p>

Theme	Actions
<p>4 Reshaping our Town Centres.</p>	<p>Through the Berkshire Place Making Board identify projects which will contribute to sustainable, inclusive growth and seek funding for them from Government through the Levelling Up Fund and similar revenue streams. The redevelopment of the Newbury Lido has been identified as the first project to be put forward to Government.</p> <p>We will support our High Streets across the District to deliver the new uses that are needed by local residents and businesses.</p> <p>Use the Government’s Welcome Back Fund and Council funded Welcome Back business grants to drive footfall in high streets and town centres, including Newbury, Thatcham, Hungerford and others. Develop ‘Shop Local’ branding and marketing activity to encourage more ethical, impactful shopping and purchase of services.</p> <p>Seek funding for capital spend arising from masterplanning for Newbury, Thatcham, Hungerford and other West Berkshire towns in order to improve the public realm and the spaces available to residents and businesses.</p> <p><i>(Development and Planning; Environment)</i></p> <p>Develop formalised working relationships between Planning and Public Health, so that the health needs of the West Berkshire population are considered in the reshaping of our town centres.</p> <p><i>(Development and Planning, Communities and Wellbeing)</i></p>
<p>5. Promoting digital infrastructure focusing on ‘full fibre’ and 5G coverage and help grow digital skills.</p>	<p>Seek to facilitate and fund projects that enable the provision of full fibre and 5G across Berkshire and West Berkshire.</p> <p><i>(Berkshire Digital Infrastructure Group)</i></p> <p>Partnering with schools, and our teams involved with schools, to deliver targeted digital skills training such as coding – initially through online classes.</p> <p>Prioritise digital skills within opportunities offered by the Council; including apprenticeships, work experience and potential Kickstarter roles.</p>

<i>Theme</i>	<i>Actions</i>
5 Promoting digital infrastructure focusing on 'full fibre' and 5G coverage and help grow digital skills.	We will support the LEP's proposed Digital Skills Partnership to boost the availability of vital skills locally. <i>(ICT; Planning and Development; Strategy and Governance; Education; Berkshire Digital Infrastructure Group)</i>
6 Reviewing whether the Council, with its Partners, should seek to encourage further rural diversification through investing more in tourism if there is a sustained change in holiday travel patterns.	Will require a review of potential investment opportunities if it becomes clear that over the medium term there has been a move towards domestic holidays. <i>(Planning and Development)</i>
7 Support the most vulnerable and disadvantaged groups in the district to recover from financial hardship and poverty.	Adopt a financial inclusion policy to support local vulnerable and disadvantaged groups such as homeless, experiencing financial hardship and poverty due to the impact of Covid 19. The policy will enable issues such as, loss of income through furlough, job losses and affordability to be minimised and contribute towards sustainable communities. <i>(Strategy & Governance; Finance & Property)</i>

Priority 3 – Supporting our children and young people and our schools with a focus on the most vulnerable.

<i>Theme</i>	<i>Actions</i>
1. Ensuring that programmes and support are in place for pupils of all ages and that they are able to catch up on the time lost during the Covid-19 Lockdowns.	A range of programmes are in or being put in place: <ul style="list-style-type: none"> • Early Reading Year 1 • General Reading Programme (18 schools) • National Tutoring Programme • Full potential (1:1) tuition for any pupil (GT Partnership) • Oracy programme • Mathematics programmes. <i>(Education)</i>
2. Closing what may well have become a greater education attainment gap.	Introduce the 'Ready to Progress' criteria to schools for mathematics. Ensure the curriculum is highly ambitious for all by: <ul style="list-style-type: none"> • Continuing to raise the profile of subsidised subject leader training • Flying visits to schools • Staff meetings to schools.

<i>Theme</i>	<i>Actions</i>
2. Closing what may well have become a greater education attainment gap.	<p>Widen career choices for disadvantaged pupils by ensuring PP champions in secondary schools engage through network meetings.</p> <p><i>(Education)</i></p>
3. Improving the transition experience.	<p>Holiday and activities and food programme will include secondary involvement and complete some transition work.</p> <p>Schools transition project.</p> <p>Year 6 / 7 schools' transition project – voluntary project between schools to share outcomes of any assessments taken.</p> <p><i>(Education)</i></p>
4. Addressing increased mental health and emotional wellbeing concerns amongst children and young people.	<p>A range of programmes are in or being put in place:</p> <ul style="list-style-type: none"> • Extra Primary Mental Health worker in EHA (potential extension for 2 years). • Deliver PPEP Care Training • Emotionally Based School Avoiders (EBSA) support (bid has already gone to Schools Forum). • Potential early intervention from Ed Psychs (screening for one year). • Video Interaction Guidance (VIG) being made available for parents to improve parent wellbeing and child behaviour intervention increases parenting sensitivity. • Consider subsidising training for ELSAs (Emotional Literacy Support Assistants) for Early Years setting to support the wellbeing of pre-schoolers. • Pilot the role of Wellbeing Governors in schools. <p><i>(Education)</i></p>
5. Responding to an increased demand on our services for support, notably for more vulnerable children and young people including those Not in Employment, Education or Training (NEETs).	<p>The following actions are being considered:</p> <ul style="list-style-type: none"> • Reduce our traded services costs for 1 year to subsidise costs to schools. • Increase the amount of free days provided on SLAs. • Extend Assistant SEN case officer post. • Roll out the Oracy project to schools. • Use assessments and school intelligence to select core schools to receive support • Implement the Phonics Early Reading Strategy. • Pupil premium champions to work in nominated schools. Create a Recovery based 'Diminishing the Difference' schedule.

	<ul style="list-style-type: none"> Continue to support opportunities for NEET individuals and invest time in seeking out apprenticeship options with employers. <p><i>(Education)</i></p>
6. Supporting a fragile Early Years sector.	<ul style="list-style-type: none"> Consider providing a central Early Years central training bursary fund. Extend the Imagination Library (book gifting) to specific targeted groups Family Hub work to focus of developing parenting with a focus on socialisation and using outdoor spaces to develop motor skills Consider the recruitment of Family Support Workers OR active play workers to encourage parents and their children to get active, interact and connect and help alleviate anxiety, loneliness and raise mental health resilience. <p><i>(Education)</i></p>
7. Embracing new technology and the opportunities for remote and shared learning.	<p>Awareness and training for parents.</p> <p>Designing projects completed as a family.</p> <p>Parental control guidance for devices to keep children safe online.</p> <p><i>(Education)</i></p>

Priority 4 - Taking the opportunity to accelerate delivery of our environmental objectives

<i>Theme</i>	<i>Actions</i>
1. Greater promotion of Active Travel.	<p>Implement the local Cycling and Walking Infrastructure Plan and enclose this within a new post Covid-19 Local Transport Plan.</p> <p>Expand the Council's cycle training offering.</p> <p><i>(Environment)</i></p> <p>Promote active travel modes in all relevant planning consultations with a particular focus on active commuter travel.</p> <p>Contribute to the LEP's Berkshire Connected Travel Plan.</p> <p><i>(Development and Planning)</i></p> <p>Explore commissioning an active travel behaviour change study, as part of the Capabilities Fund Grant, to research the barriers and facilitators to adults in West Berkshire choosing active modes of travel.</p> <p><i>(Communities and Wellbeing)</i></p>

<i>Theme</i>	<i>Actions</i>
2. Promoting more sustainable forms of transport.	<p>Seek to find additional resources to implement EV charging at greater pace.</p> <p><i>(Environment)</i></p> <p>Establish a promotional campaign to encourage people back onto public transport.</p> <p><i>(Environment)</i></p>
Priority 4 - Taking the opportunity to accelerate delivery of our environmental objectives	
<i>Theme</i>	<i>Actions</i>
3. Investing more in our parks, open spaces and public rights of way.	<p>Implement further initiatives to increase physical activity.</p> <p>Assess what investment may be needed to protect current parks and open spaces in the face of increased demand.</p> <p><i>(Environment)</i></p>
Priority 5 - Enhancing our communications and our community engagement	
<i>Theme</i>	<i>Action</i>
1. Developing and strengthening even further our relationships with local partners and those at a sub-regional level reflecting on the good collaborative work that has been achieved through the Pandemic.	<p>Establish system level approaches to Recovery e.g. through Integrated Care Partnership, Community Safety Partnership etc.</p> <p><i>(Communities and Wellbeing, Strategy and Governance – others?)</i></p> <p>Through the Health and Wellbeing Board look to establish a more system based approach to communications and community engagement.</p> <p><i>(Communities and Wellbeing, Strategy and Governance)</i></p>
2. Working to help build a more sustainable voluntary, community and social enterprise sector.	<p>Conduct engagement to establish and address the needs of the Voluntary and Community Sector Support in West Berkshire.</p> <p>Commission a Diverse Ethnic Communities Advocacy Service to support our ethnically diverse communities in West Berkshire.</p> <p>Create a Community Alliance to bring together community leaders as equal partners to support community capacity building.</p> <p><i>(Communities and Wellbeing)</i></p>

<i>Theme</i>	<i>Action</i>
3. Sustaining the dynamic relationships with community groups and local councils that have emerged during the Pandemic.	Develop a Community Engagement Framework to strengthen relationships with our local communities – seeking engagement and opportunities to co-produce local solutions. <i>(Communities and Wellbeing)</i>
4. Capturing what was achieved by the creation of the Community Support Hub and take that learning into future work – both under emergency scenarios and ‘normal’ service delivery across the Council.	A specific paper will be produced for discussion later in 2021. <i>(Communities and Wellbeing)</i>
5. Becoming better at informing our local communities about what we are doing and about issues that are relevant to them.	The publication of a digital residents newsletter which is already in place. The use of the Gov.Delivery framework to enhance our delivery of information to local communities including the publication of a newsletter to local businesses. The production of a weeknote from the Leader and Chief Executive to local residents. This is already in place. The introduction of ‘think pieces’ to reflect on the implications of the global on the local emphasis of WBC’s role in something wider. Social media – look to further enhance the opportunities provided by social media and to ensure that it is effectively managed. The establishment of an internal Communications Steering Group to enhance the flow of information across the Council and out to the local community. The establishment of a weekly briefing for the local media. <i>(Strategy and Governance)</i>
6. Enhancing our approach to how we involve residents, businesses and local communities in what we are doing.	Start using social media to establish more effective means of creating a two way dialogue. <i>(Strategy and Governance)</i>

Priority 6 - Improving the customers' experience of us with an enhanced efficiency and openness with an enhanced openness in how we work and share information

<i>Theme</i>	<i>Action</i>
<p>1. Responding to the changing needs of our customers in a post Covid-19 world.</p>	<p>This area of work is significantly less developed and will require further attention of we are to sustain the behaviour changes that have been seen in Lockdown. Key issues to be addressed are:</p> <ul style="list-style-type: none"> • Digital Democracy is as important as the Digital Strategy – viz one service, many channels. • Should we consider some form of Customer Charter – highlighting the need for two way communication, participation and our responsibilities to each other as we deliver and use local services. • What approach are we going to take to face to face meetings with customers – are we moving to 'virtual by default?' • Do we remove all walk in face to face contact and move to appointments only • What suite of performance indicators do we use to ensure that a more digitally enabled customer experience is delivering what the customer should expect and needs? • What additional resources do we require to make this more efficiency digitally enabled work a reality – and by the same measure what do we need to disinvest from? <p><i>(Strategy and Governance)</i></p> <p>The Council will create a modern workplace by improving the connectivity of its workforce and by providing better facilities to aid remote working.</p> <p>The Council will provide training to officers and Members to ensure that they are proficient at performing digital transactions.</p> <p>The Council will produce a Customer Charter – two way communication, participation and our responsibilities to each other as we deliver and use local services.</p> <p>The Council will seek to achieve Many Channels – One Service. The Council will review options to increase channel choice for customers, whilst ensuring consistent customer service standards.</p> <p>The Council will ensure that its public meetings remain accessible to all, including access via digital means.</p>

<i>Theme</i>	<i>Action</i>
1. Responding to the changing needs of our customers in a post Covid-19 world.	The Council will explore opportunities to further enhance accessibility by the use of technology. <i>(Strategy & Governance)</i>
2. Responding to an increasing demand to work virtually and in a more digitally enabled world	There are two elements to this: 1. What we do within the wider West Berkshire community. 2. What we do as a Council. On the former there is a Digital Strategy which is being developed for Berkshire through the Digital Infrastructure Group. This has only just been completed and focuses on the themes of full fibre, 5g and filling gaps in existing 4g coverage.
Priority 7 – Seizing the positives that has emerged from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have supported our local communities during the Pandemic, including our own staff.	
<i>Theme</i>	<i>Action</i>
1. Taking the opportunity to embed the positive aspects of the working practices that have had to be put in place during the Covid-19 Pandemic.	This is being embraced within the Workforce Strategy and the Timelord 2 Programme. <i>(Accommodation Group : Workforce Board)</i> Public Health will lead on implementing ICP funded workplace physical activity initiatives through 2020-21. The Council will seek to learn from these and engage with staff in order to establish best healthy workplace practices for West Berkshire Council employees moving forwards. <i>(Communities and Wellbeing)</i>
2. Using Outcome Based Budgeting to help redirect resources to help support recovery and renewal priorities.	This will be built into budget build process this year. <i>(Finance and Property)</i>
3. Remembering those we have lost and those whose lives had been adversely impact on by the Pandemic.	<i>'Blooming into Spring'</i> remembering those who has died by planting circa 250 white flowering cherry trees across the District in a number of groves to mark the start of the first Lockdown in the Spring of 2020. <i>(Environment)</i> Remembering those who have lost their life to Covid-19 or been adversely affected by it holding an annual event which could also be potentially linked to the Celebrating suggestion below.

<i>Theme</i>	<i>Action</i>
3. Remembering those we have lost and those whose lives had been adversely impact on by the Pandemic.	Celebrating a better future through embedding the achievements relating to our renewal priorities in our communications. <i>(Strategy and Governance)</i>

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2020/21 Performance Report Quarter Four

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	6 July 2021
Portfolio Member:	Councillor Howard Woollaston
Date Service Director agreed report: (for Corporate Board)	18 May 2021
Date Portfolio Member agreed report:	27 May 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 in the [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 Delivery Plan 2019-2023, 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.

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 2019-2023:

- Non-targeted influencer measures for context.
- Targeted measures for each core business area.
- Targeted measures for each priority for improvement.
- Corporate health measures for internal context.

4.2 The **influencer measures** indicate that the district has coped better in response to Covid-19 challenges compared with other parts of the country. The Covid-19 infections

peaked in January but, compared with other local authorities in England, the cumulative rate remained in the [lowest \(best\) quartile](#). In addition, the district has achieved a [high percentage of Covid-19 vaccinations](#) for those age groups due to receive the vaccines by the end of the quarter.

- 4.3 The economic indicators (economic activity, employment rate, business rated properties) continued to show a strong resilience. The effect of lockdown restrictions, at the start of the quarter, is reflected by reduced town centre footfall and car parking tickets sales.
- 4.4 Work with our communities to support local residents has continued. Social Care measures show that the adult social care cases managed through interim, short-term solutions due to Covid-19, have started to move to long term support services. In addition, Covid-19 restrictions are a key factor in children social care cases being identified at a more critical stage, and requiring safeguarding and child protection plans. Nevertheless, services are carefully monitoring the situation and adapting service delivery to ensure vulnerable residents are identified and supported.
- 4.5 The council focused on responding to the Covid-19 challenges, ensuring **core business** service delivery. This area achieved strong performance during quarter four, in particular with regards to waste management, timeliness of decisions on new housing benefit claims and planning determinations. The notable exception remains the collection of Council Tax and Non domestic rates (which are impacted by a conscious decision made in support of local residents and businesses during Covid-19); the cleanliness of our streets (impacted by diverting operational resource to frontline collection services due to Covid-19 challenges) and the principal road network requiring repairs due to inclement weather, which has been addressed by securing £4.5m Challenge Fund resources for resurfacing work. New benchmarking data released this quarter places the district in the top quartile nationally for the amount of household waste it recycles, composts and reuses, and for school places allocations. Timeliness of decisions for Housing Benefit claims improved from last year's level, which was in the third quartile in England.
- 4.6 Improvement activity through the Council Strategy **priorities for improvement** continued to progress. The majority of measures remained on track and delivery of outcomes continued this quarter (e.g. approval of a framework to improve employment opportunities of vulnerable people, accommodation offered to all rough sleepers, and Adult Social Care clients who have feel safe and secure because of the service they have received). There are some measures not reported upon due to lack of data availability impacted by Covid-19 (e.g. educational attainment, and 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 have been at the forefront of the response to Covid-19.
- 4.7 The council's **corporate health indicators** highlight sound resource management, a budget underspend, reducing sickness absence and stable workforce.
- 4.8 In conclusion, the influencer 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 have 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 influential factor during quarter four remained the work to mitigate the **impact of the second wave of Covid-19 infections**. The strong economy and more favourable social characteristics, placed the district in a stronger position and the work with our local communities protected lives and livelihoods (West Berkshire Community Hub). The cumulative rates of infections remained in the best (lowest) quartile nationally. In addition, work to promote vaccinations, including by engaging with groups and communities at greater risk, resulted in reaching top quartile vaccination rates compared to other districts in England.
- 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.
- 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 level (charts 9 & 10).
- 5.6 The local **social indicators** are following the national trends. The latest data available at the time of publication (quarter three) show a reduction in volume for crime (chart 15) and domestic abuse incidents (charts 16 & 17). Through coproduction work with voluntary sector organisations, and the Housing Strategy Group, the extensive work carried out by the Rough Sleeping and Housing Operations Teams resulted in no rough sleepers at the end of quarter four (chart 36).
- 5.7 Arrangements have continued to ensure that vulnerable children, young people and adults are 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. However, the increase in child protection enquiries initiated, and a higher number child protection plans would suggest that some of the cases are identified at a stage requiring more critical intervention, rather than more early help support.

- 5.8 In adult social care, the number of long terms service cases (chart 31), and the number of new adult safeguarding enquiries (chart 30) have increased during quarter four, after being lower than normal due to Covid-19 in the previous quarters, as those clients in interim Short Term solutions transitioned to long term support.
- 5.9 The number of flytips reported is 35% higher than quarter four 2019/20 (chart 46). The council continues to raise awareness and increase enforcement activity.

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 D for technical conventions

Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
Protecting our children	Ofsted rating of at least Good for our Children and Family Service	G	Good - pending outcome of next inspection	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)	R	60.3%	≥95%	YE: 88 / 146
Supporting education	% of maintained schools judged good or better by Ofsted	G	93.7%	≥93%	YE: 74 / 79

2020/21 Performance Report Quarter Four

Category	Measure	RAG	2020/21		Notes
			YE Outturn	Target	
	% 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%	
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	80.0%	100%	Walnut Close Care Home has now closed (March 2021). See exception Report
	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	R	96.0%	≥98%	Performance has dropped due to staff vacancy from October 2020 to January 2021. See exception report for details.
Maintaining our roads	% of the principal road network (A roads) in need of repair	R	3.0%	Top 25% nationally	The inclement weather during the winter of 2019/20 caused higher than expected rates of deterioration. The main areas of deterioration are in the surface texture of the A4 between Thatcham and Aldermaston. See exception report for details
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	G	51.1%	≥49.5% (≥2018/19 outturn)	Q4: 8,388 / 17,456 YE: 38,031 / 74,373 Q3 data has been updated, and Q4 2020/21 data is provisional. All results are subject to change once validated by DEFRA after Q4

2020/21 Performance Report Quarter Four

Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	R	Satisfactory	Good	See exception report for details.
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	G	Av. 18.27	≤20 days	Q4: 18.32
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	R	95.9%	≥98.8%	For comparison, Q4 2019/20 = 98.5% The effects of Covid-19 have reduced the amount of Council Tax being paid. Over 2000 accounts requested payment holidays. See exception report for details
	Non domestic rates collected as a percentage of non domestic rates due	R	95.2%	≥99%	For comparison, Q4 2019/20 = 98.9% Covid-19 has had a massive effect on collection. Many businesses were closed between March and July and some have remained so. See exception report for details
Planning and housing	% of planning appeals won	G	65.0%	≥65% (England average)	Q4: 21 / 30 YE: 46 / 70
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	G	98.6%	≥90% (England average)	Q4: 12 / 12 YE: 70 / 71

2020/21 Performance Report Quarter Four

Category	Measure	2020/21			Notes
		RAG	YE Outturn	Target	
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	G	89.5%	≥86% (England average)	Q4: 73 / 80 YE: 281 / 314
Supporting local employers	Number of virtual business engagement events held	G	4	≥4	

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 D 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. Collection is at 95.9%.

5.13 The amount of non-domestic rates or "Business Tax" collected is still well below the norm, as many business closed during the first lockdown and have remained so. At year end, collection is at 95.21%.

5.14 A more formal debt recovery timetable will be formulated over the next few weeks with action commencing in May 2021.

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

5.15 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.

2020/21 Performance Report Quarter Four

Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	YE Outturn
Supporting education	% of maintained schools judged good or better by Ofsted	1st Qtile Rank 17/152 (August) (YE: 95.7%)	1st Qtile Rank 22/152 (YE: 95.7%)	≥93%	G	93.7%
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	2nd Qtile Rank 51/152 (YE: 98.4%)	1st Qtile Rank 12/152 (YE: 99.1%)	≥95%	G	Complete in Q1
	% 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 36/152 (YE: 96.6%)	≥95%	G	Complete in Q1
Maintaining our roads	% of the principal road network (A roads) in need of repair	1st Qtile Rank 17/146 (YE: 2%)	Data not available	Top 25% nationally	R	3.%
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	1st Qtile Rank 31/148 (YE: 50.7%)	1st Qtile Rank 32/149 (YE: 50.2%)	≥49.5% (≥2018/19 outturn)	G	51.1%
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	3rd Qtile Rank 66/122 (YE Av 20.27)	3rd Qtile Rank 85/124 (YE Av 19.04)	≤20 days	G	Av. 18.27
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	1st Qtile Rank 8/151 (YE: 98.5%)	1st Qtile Rank 8/151 (YE: 98.5%)	≥98.8%	R	95.9%
	Non domestic rates collected as a percentage of non domestic rates due	3rd Qtile Rank 82/151 (YE: 98.4%)	1st Qtile Rank 20/151 (YE: 98.9%)	≥99%	R	95.2%
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	4th Qtile Rank 108/122 (YE: 78.1%)	2nd Qtile Rank 36/125 (YE: 98.8%)	≥90% (England average)	G	98.6%

Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 Target	2020/21	
					RAG	YE Outturn
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	4th Qtile Rank 102/123 (YE: 77.5%)	2nd Qtile Rank 49/125 (YE: 90.4%)	≥86% (England average)	G	89.5%

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	1	0	6	1
Support everyone to reach their full potential	1	0	4	4
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	3
Maintain a green district	2	0	4	1
Ensure sustainable services through innovation and partnerships	1	0	3	0
	10	0	25	9

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

- 5.16 Overall good results have continued to be achieved for this priority for improvement. Sound intervention, combined with preventive support, maintained the repeat referrals to Children's services within the expected thresholds and Adult safeguarding enquiries achieved the outcomes expected by the service users. Notably, 91.2% of people who had used Adult Social Care services, said that it had made them feel safe and secure.
- 5.17 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 pandemic (target December 2020, but approved in February 2021). The restrictions also impacted the number of disadvantaged people aged 16-25 who have enrolled in apprenticeship training. The council is providing 13 placements across various services as part of the Kickstart Scheme, and is working with a new local apprenticeship employer to bring new opportunities to young people.

Support everyone to reach their full potential

- 5.18 Attainment outturns for the academic year 2019/20 are not available due to Covid-19. Support is being provided to pupils and schools to minimise the impact of school closures.
- 5.19 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 has been appointed and commenced in post during quarter four. 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.
- 5.20 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.
- 5.21 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

- 5.22 Activities are on track to deliver the Newbury Town Centre Masterplan study by December 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, which closed in January 2021, with public focus group sessions planned for later in the year.

- 5.23 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.
- 5.24 The Economic Recovery Board has amended the target date for the delivery of the Economic Development Strategy refresh, from December 2020 to June 2021, due to the prolonged Covid-19 response period, and 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

- 5.25 The Regulation 19 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.
- 5.26 Due to staff being diverted to focus on the response and recovery relating to Covid-19, the West Berkshire Housing Strategy (Strategic Goal) was approved later than originally planned in March 2021.
- 5.27 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 additional affordable homes completed was below target by 5 homes, due to delays in supply, ground work completion and staff sickness. The remaining units will be built during 2021/22.
- 5.28 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 improve broadband connectivity for schools, fire services and GPs in rural areas.
- 5.29 The consultation on the West Berkshire Leisure Strategy was carried out between 8 October and 19 November 2020. A revised timetable has been agreed and it is expected to be submitted to the Executive Committee for approval by December 2021.
- 5.30 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

- 5.31 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.

- 5.32 The first draft of the Environment Strategy Delivery Plan (Strategic Goal) was approved by the Environment Advisory Group during quarter two. Appropriate performance measures will be forthcoming as part of the planning process for 2021/22.
- 5.33 The adoption of the Local Transport Plan (Strategic Goal) is on track. As additional funding has been approved, initial discussions on delivery have begun.
- 5.34 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 public consultations have begun.
- 5.35 Work towards generating energy from council renewable sources is progressing with an initial six council buildings having solar panels installed. Further projects are being planned and appropriate performance measures will be forthcoming as part of the planning process for 2021/22. A development partner is being sought.
- 5.36 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.

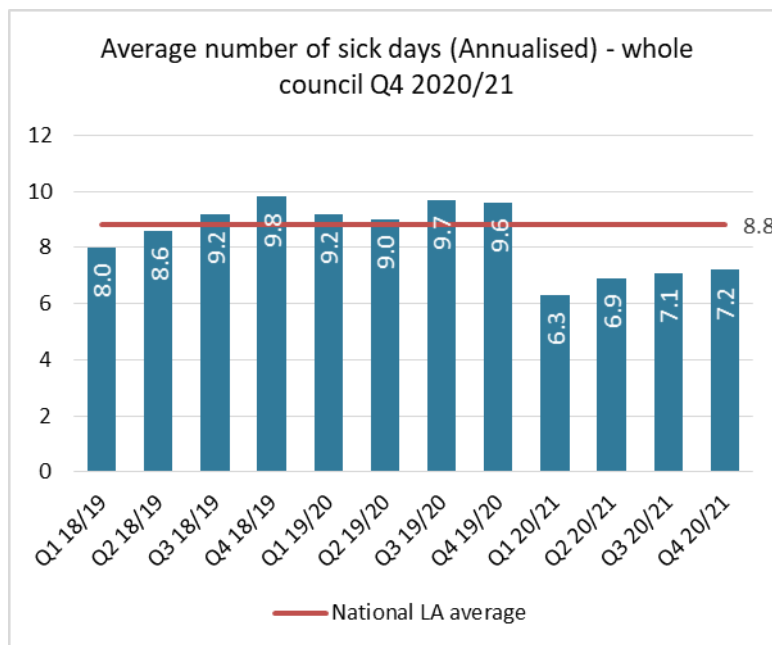
Ensure sustainable services through innovation and partnerships

- 5.37 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.
- 5.38 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 and a repository of consultation findings, to commence in quarter one 2021/22, under the governance of the Customer First Programme Board.
- 5.39 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 one and the need to source additional staff during subsequent quarters. The delivery of this work has been re-profiled to March 2022.

Corporate Health

- 5.40 The quarter four financial position shows a provisional under spend of £4.6m. Further details are available from the quarterly financial monitoring reports.
- 5.41 Absence levels have been below the norm since quarter one. Quarters three and four 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 also kept the usual winter bugs at bay.

5.42 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 can not 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

5.43 To note the progress made in delivering the Council Strategy Delivery Plan, 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 four 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 Covid-19 cases peaked during this quarter but the overall rate of infections in the district was better than in other parts of the country. West Berkshire Council has supported the vaccination process achieving high rates of vaccinations.
- 7.3 The economy remains strong. Town centres have been impacted again by the lockdown measures still in place at the start of the quarter.
- 7.4 Services have continued with mitigation actions where Covid-19 impacted the normal service delivery. The focus remains on supporting our residents and in particular that

vulnerable, service users are identified and supported. The adult social care service users supported previously through interim, short term solutions have started to transition to long term services. The efforts to identify vulnerable children are successful, however these cases seems to be identified at more critical points, and require more formal safeguarding interventions.

- 7.5 The council has continued to prioritise the need to respond quickly to Covid-19. However, improvement work and key outcomes continue to be delivered, e.g. accommodation offered to all rough sleepers, Adult Social Care clients who have feel safe and secure because of the service they have received etc., and only a few measures, mainly relating to approval of strategies and frameworks, have be delayed by a few months.
- 7.6 Action plans are in place to address performance measures rated “Red” and the Executive is asked to note 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 – 2020/21 in infographics
- 8.4 Appendix D – Technical Conventions

Background Papers:

None

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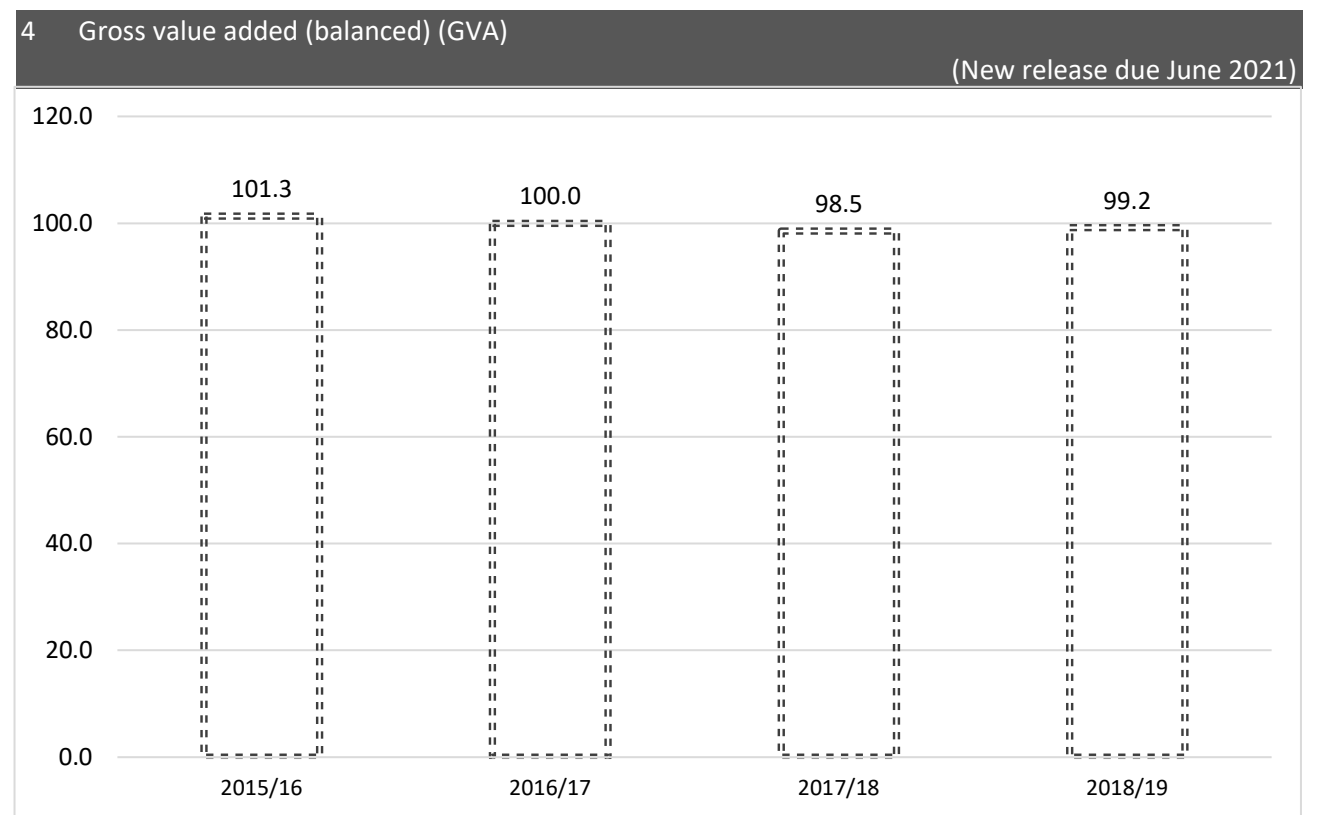
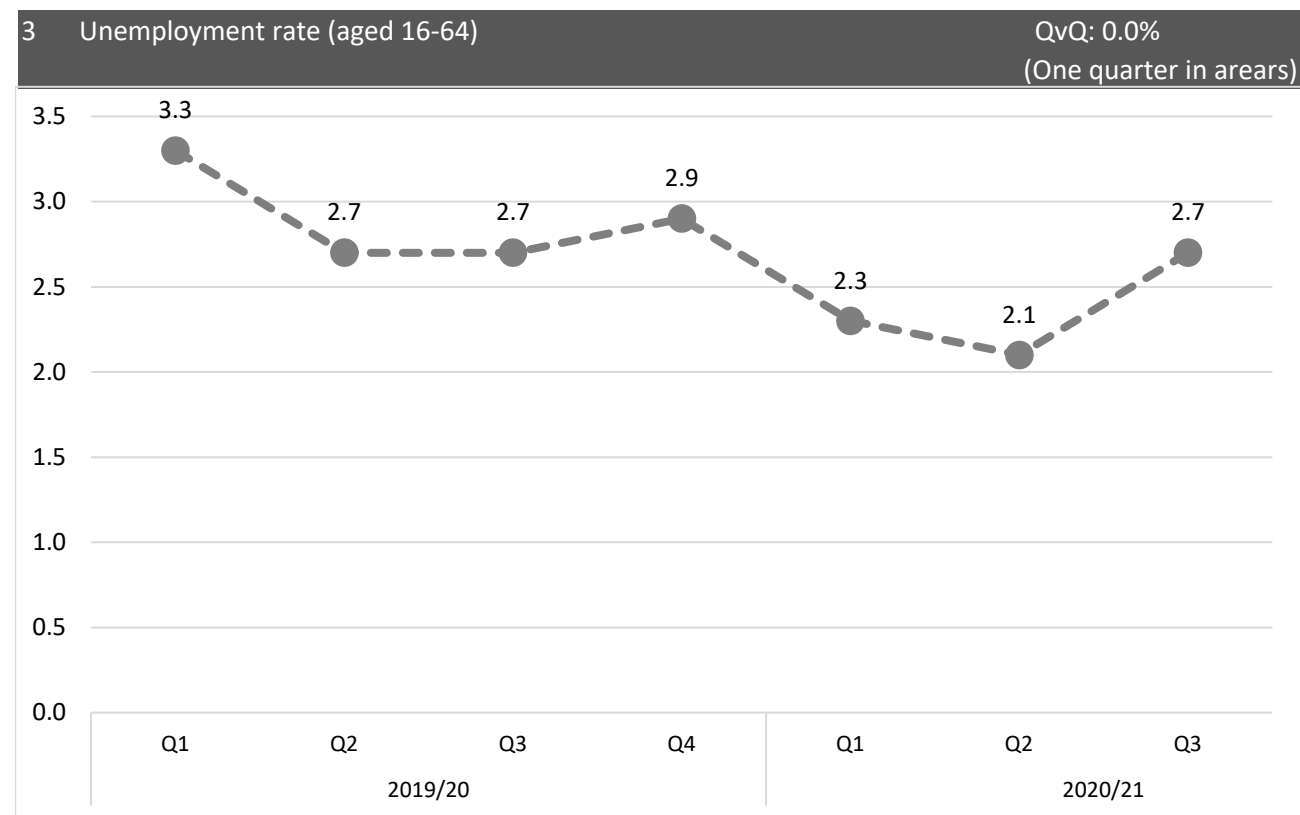
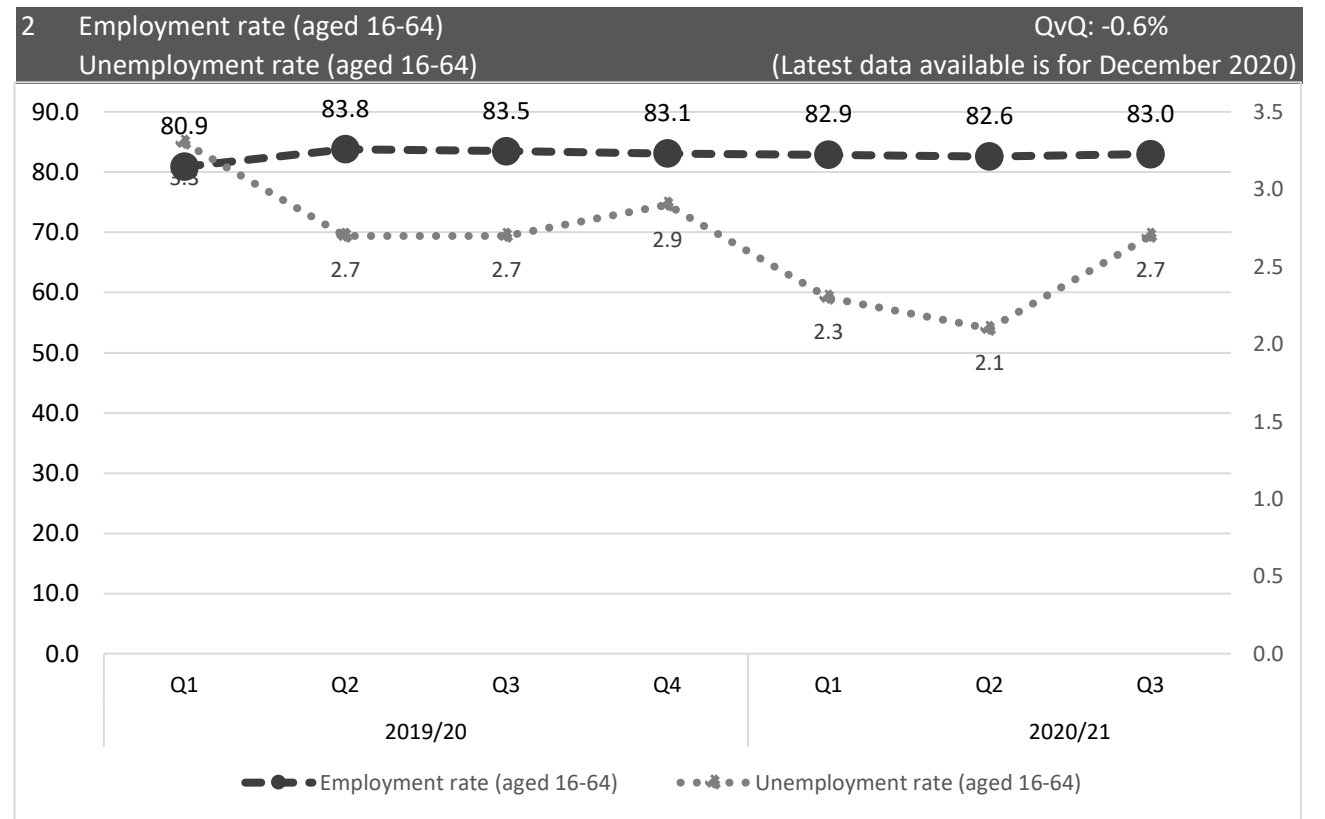
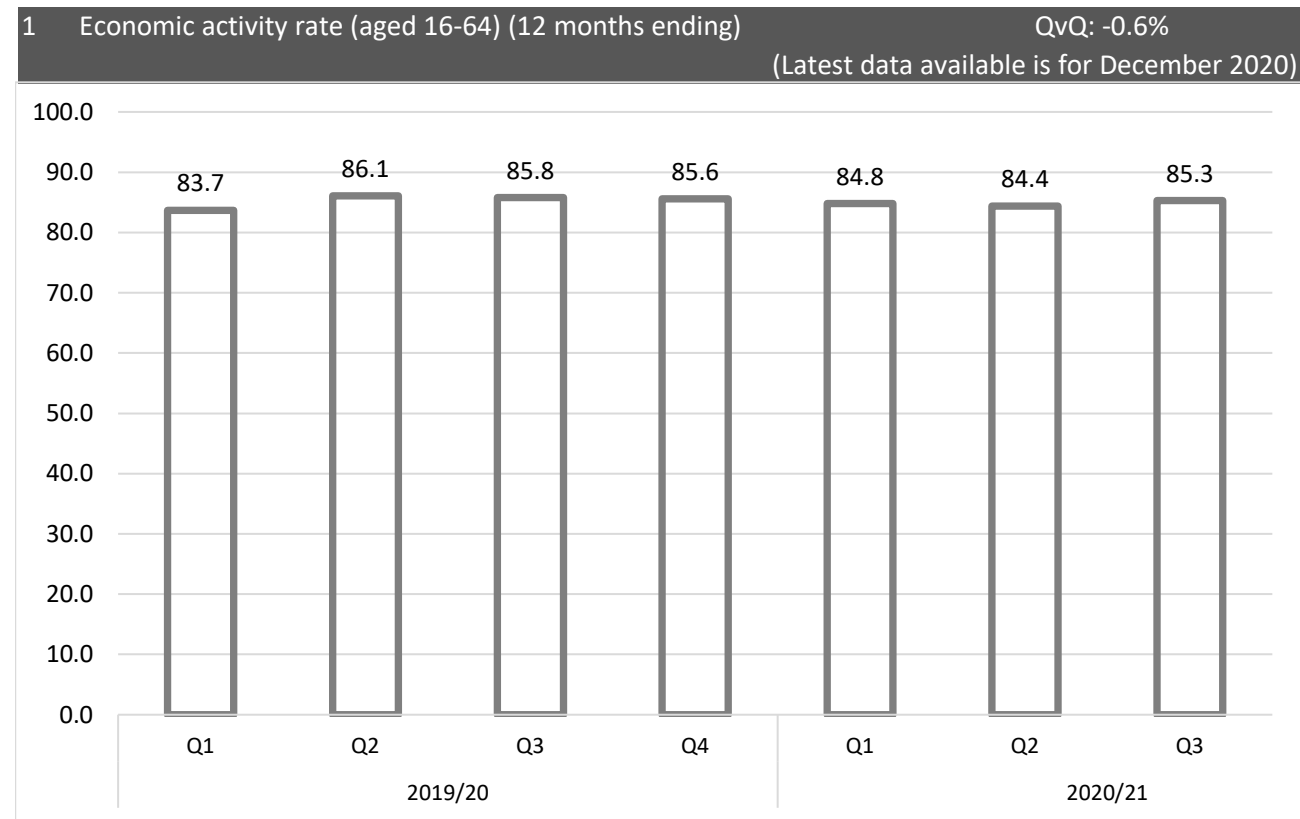
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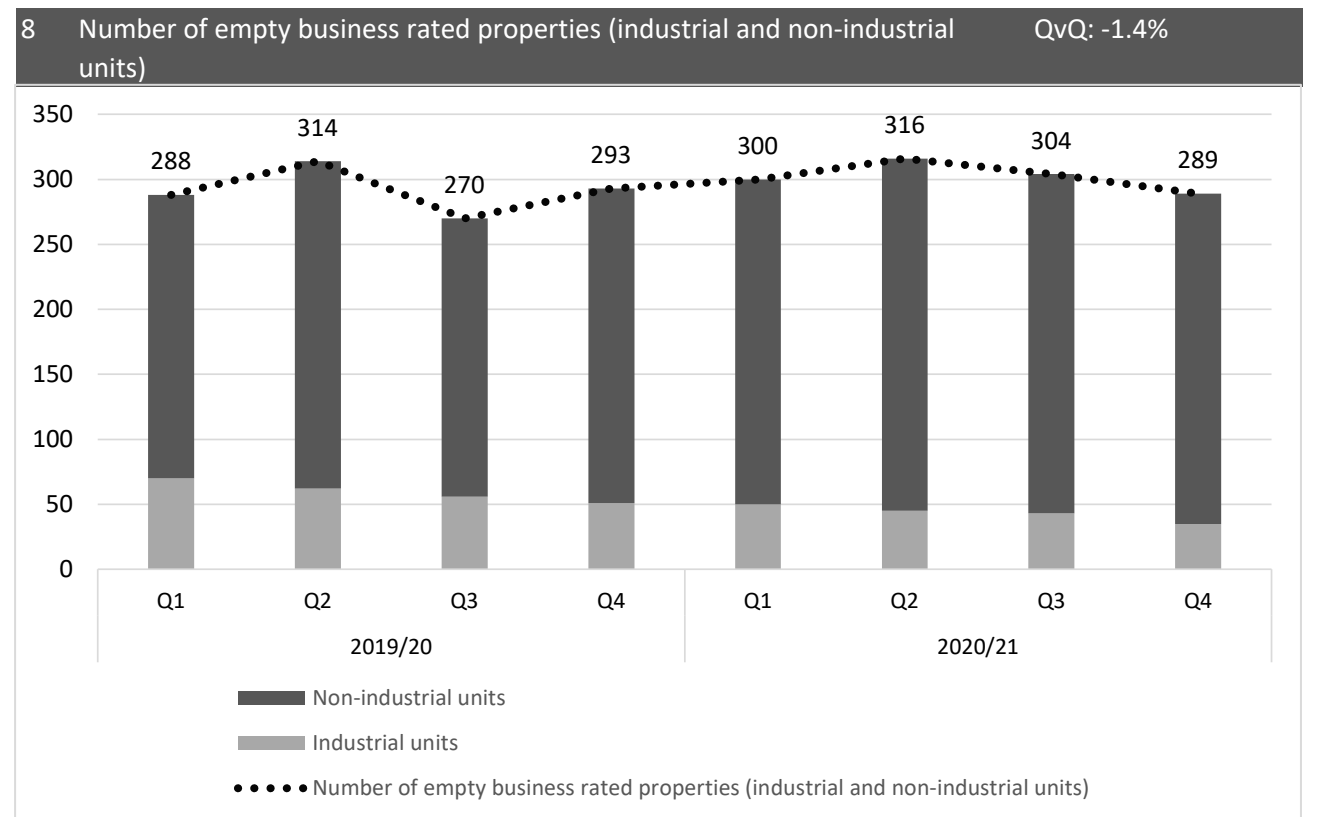
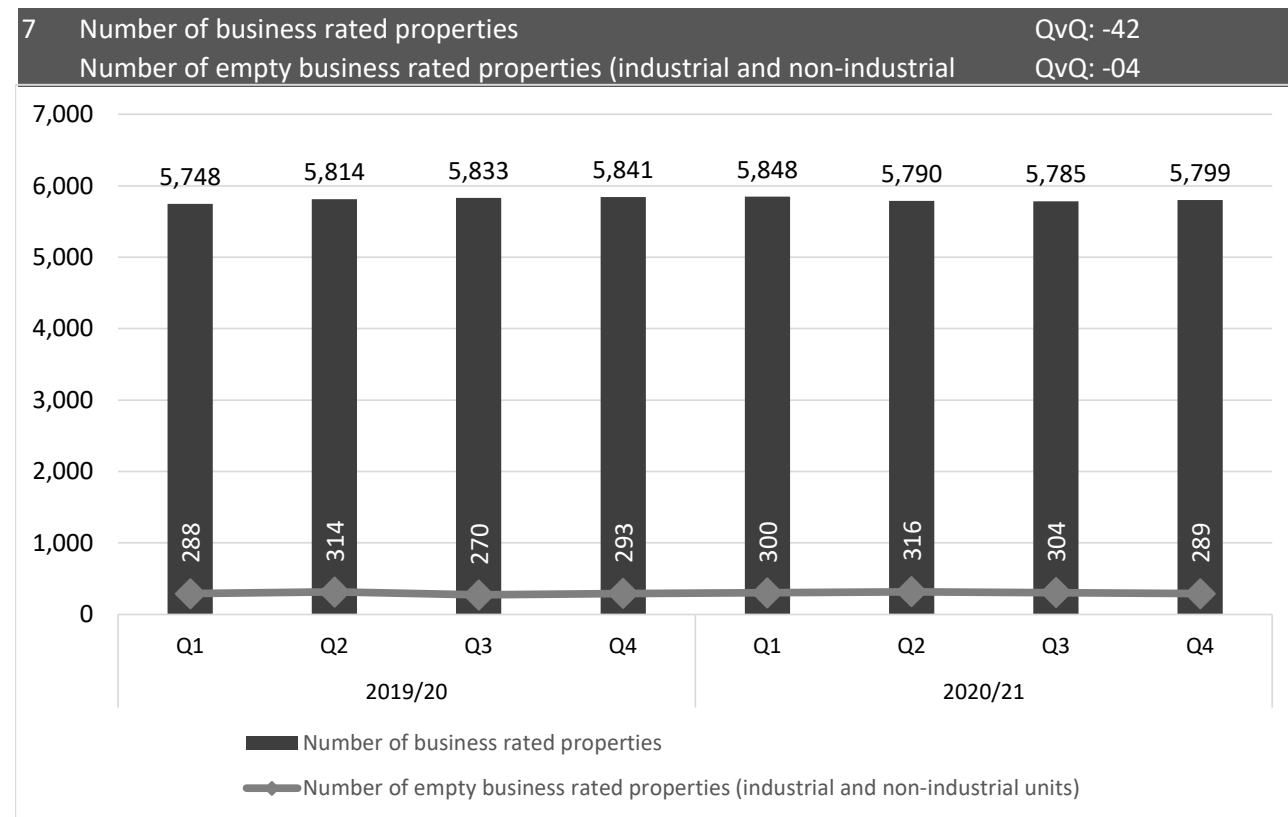
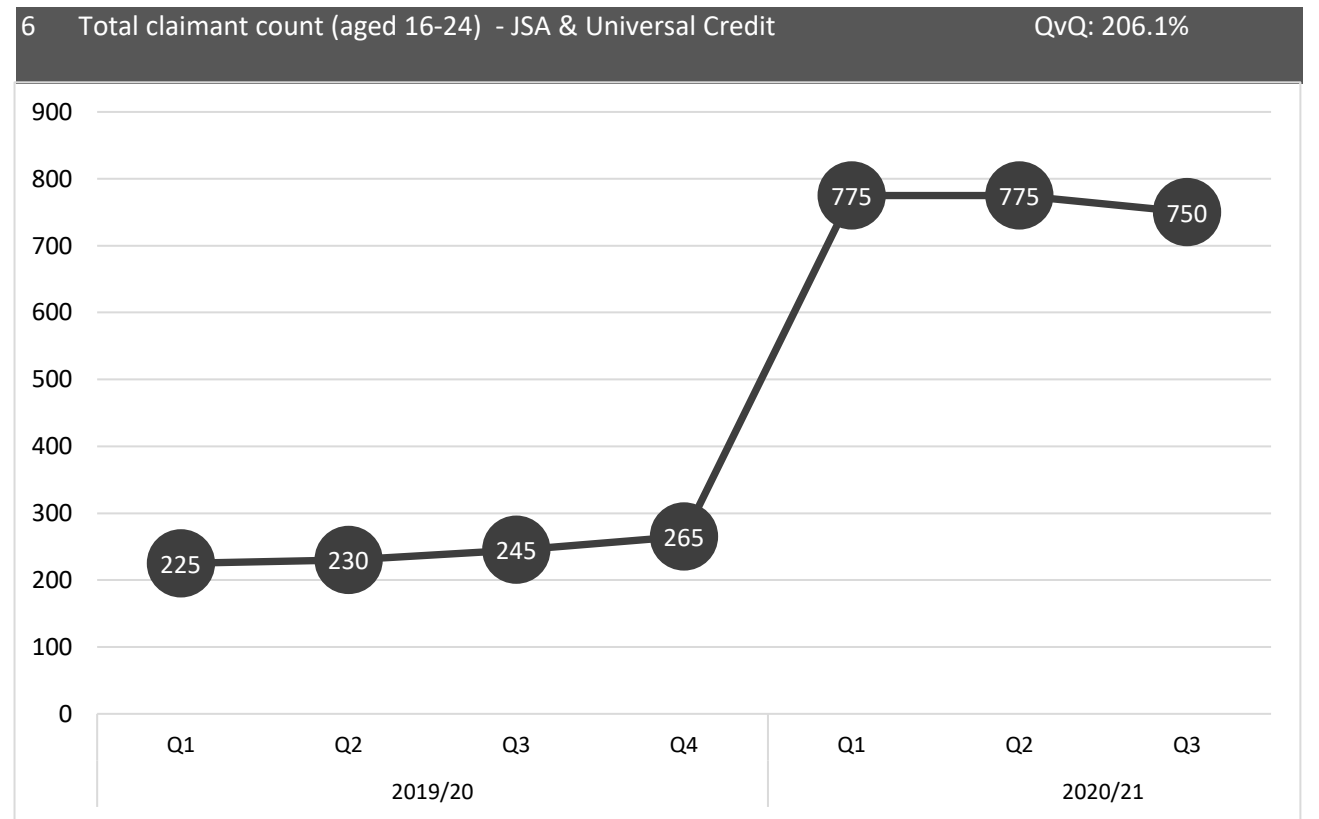
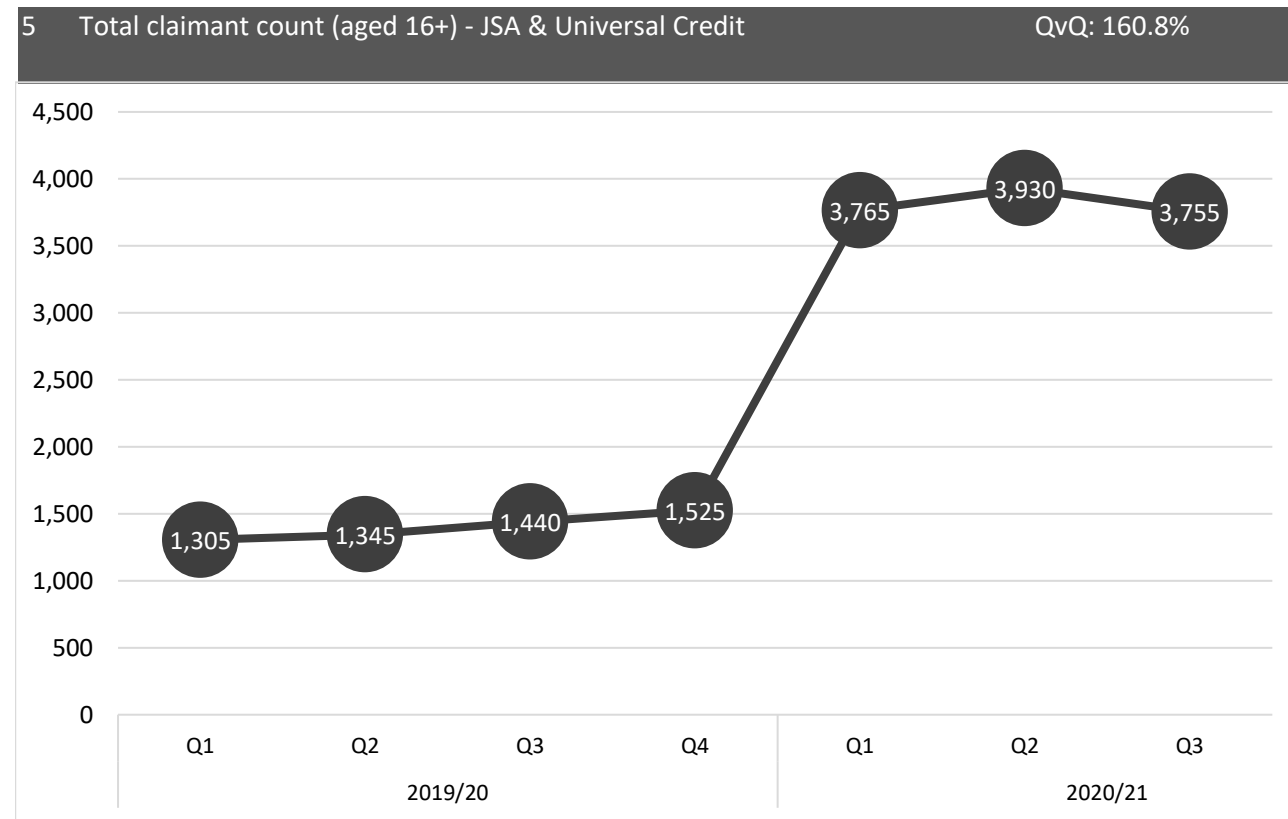
Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)

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



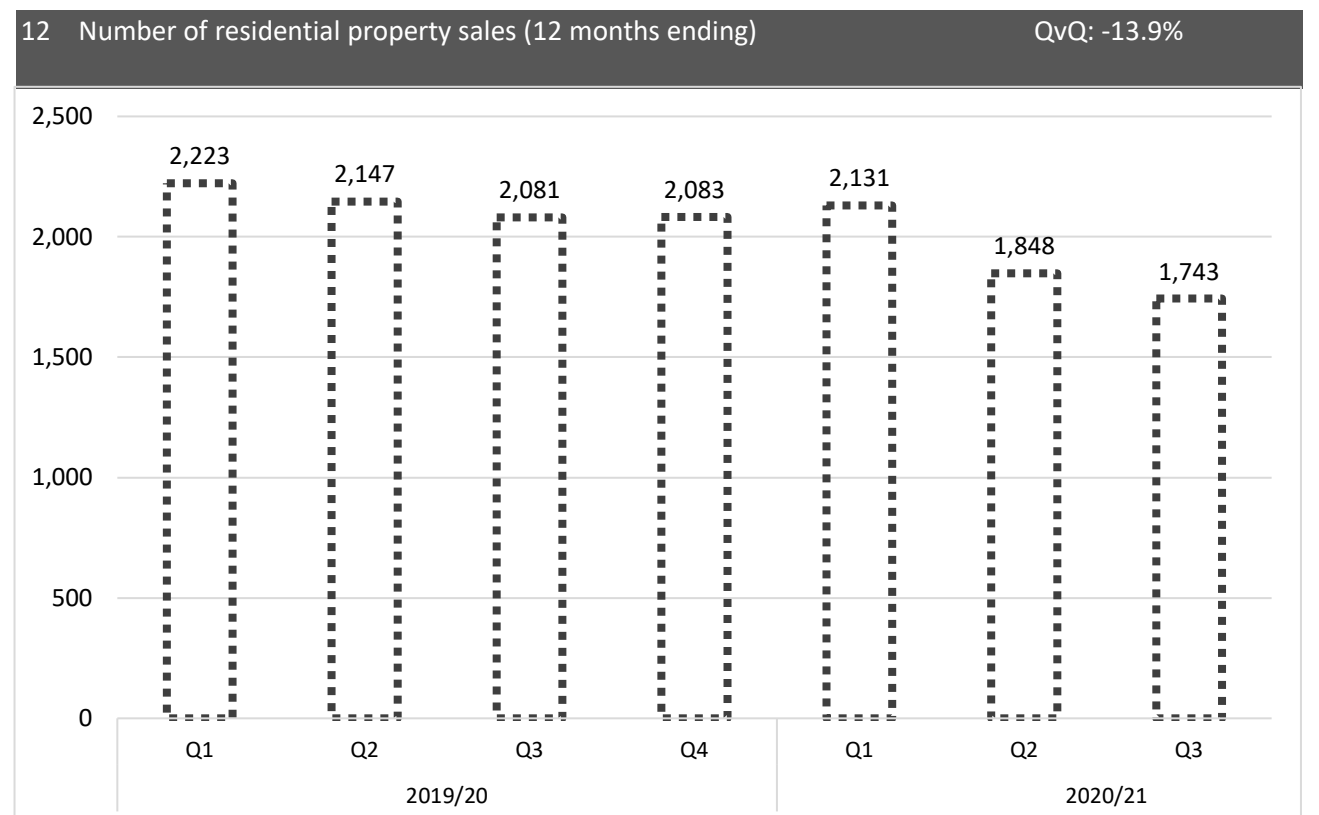
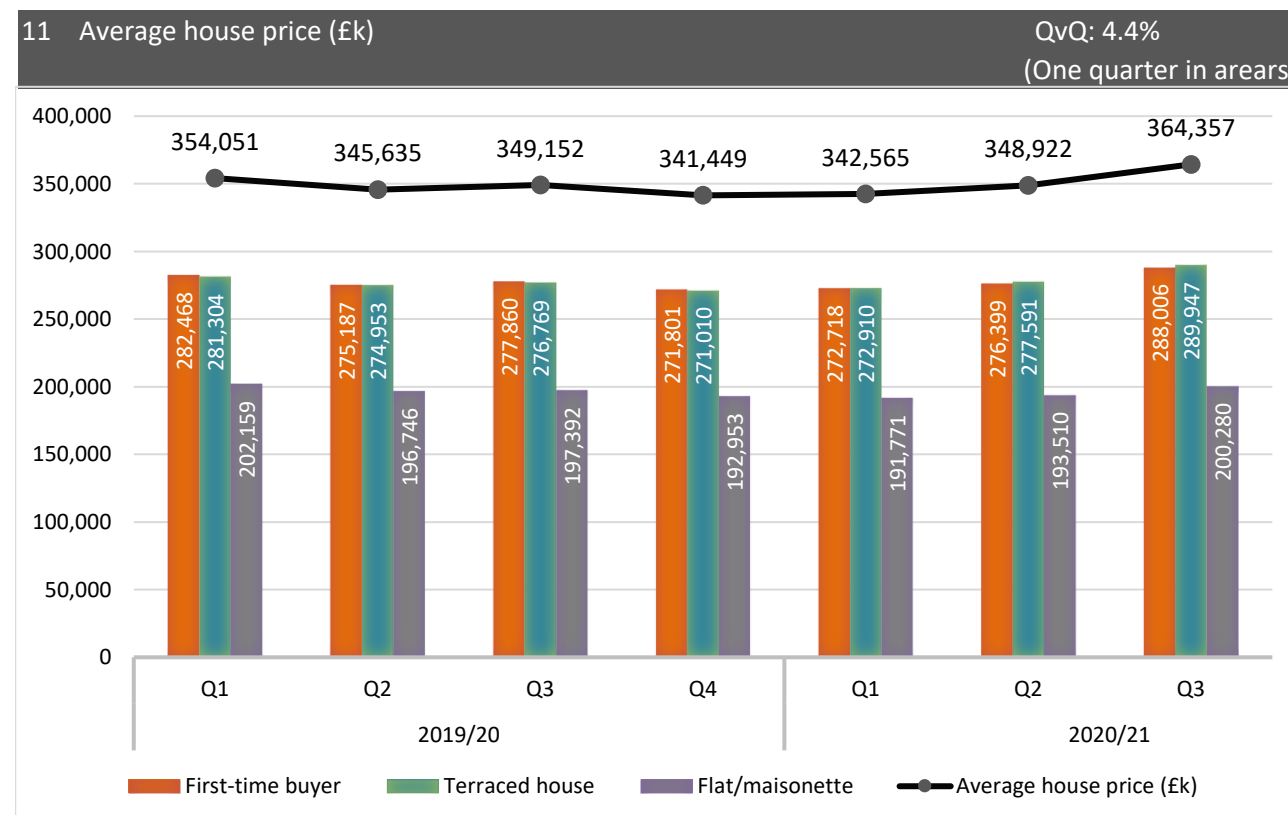
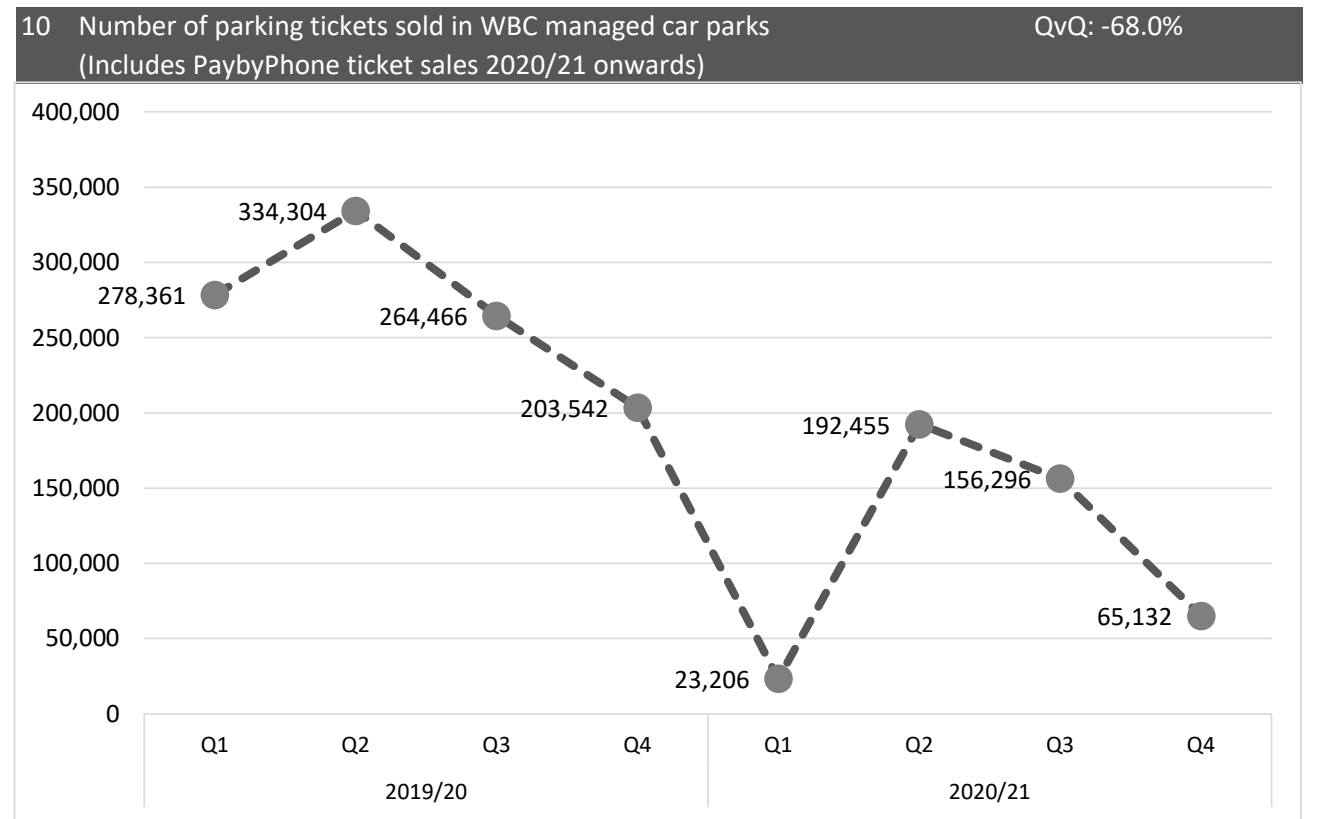
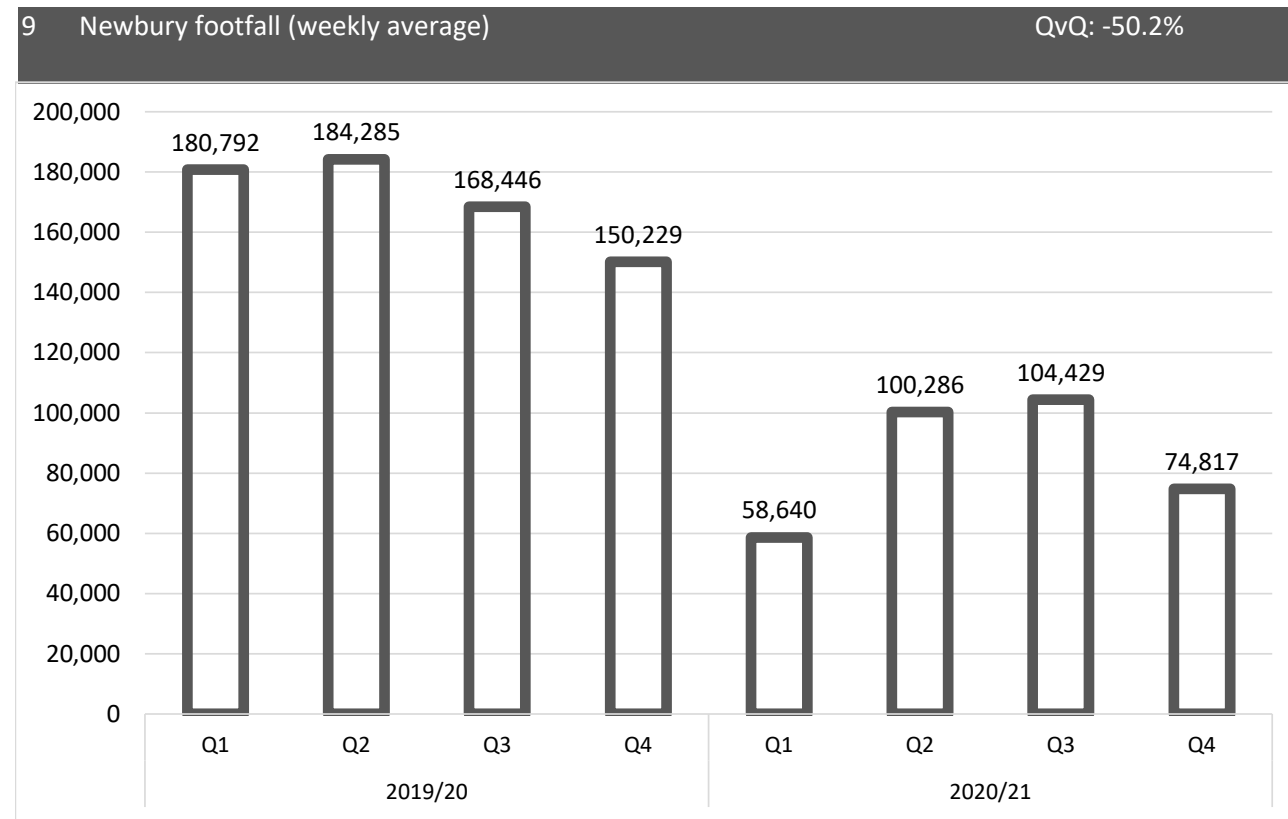
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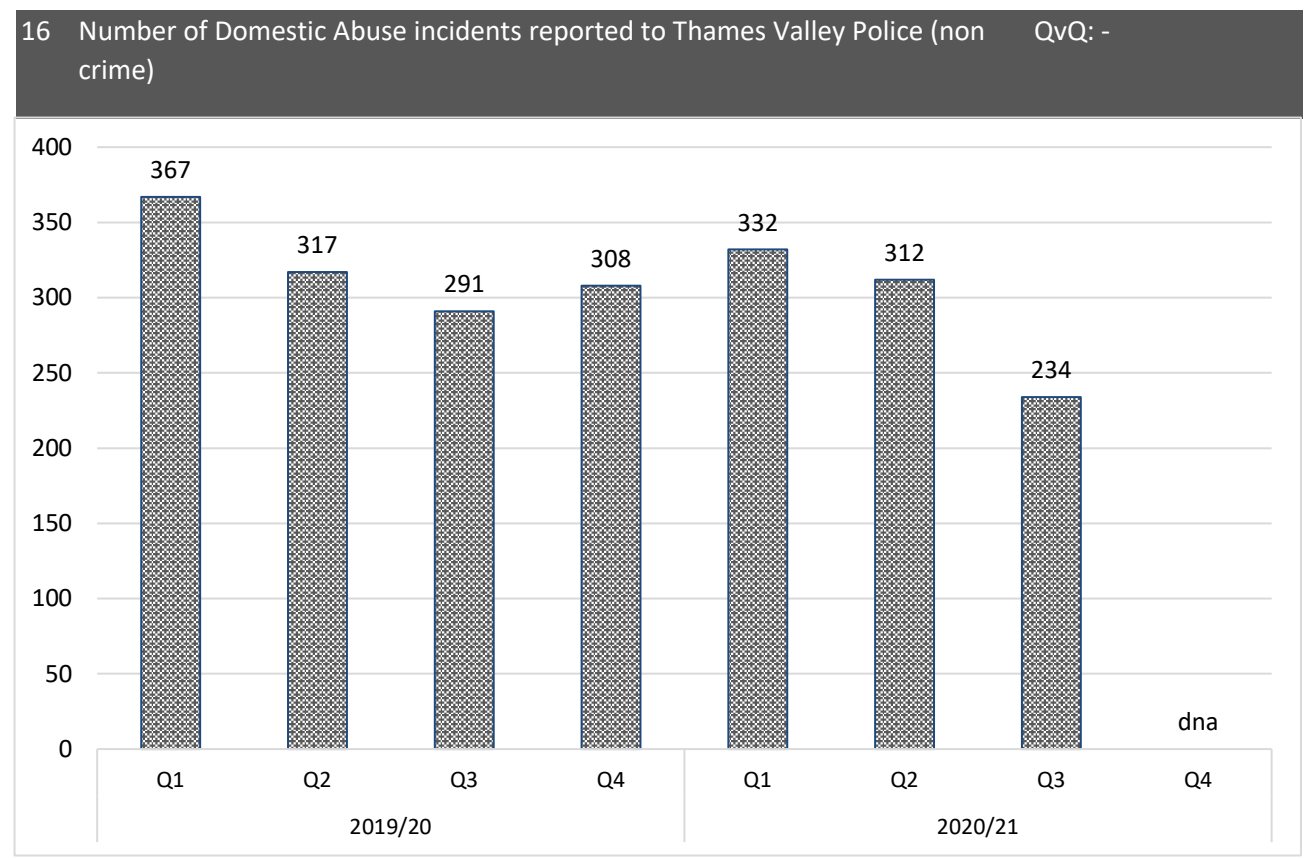
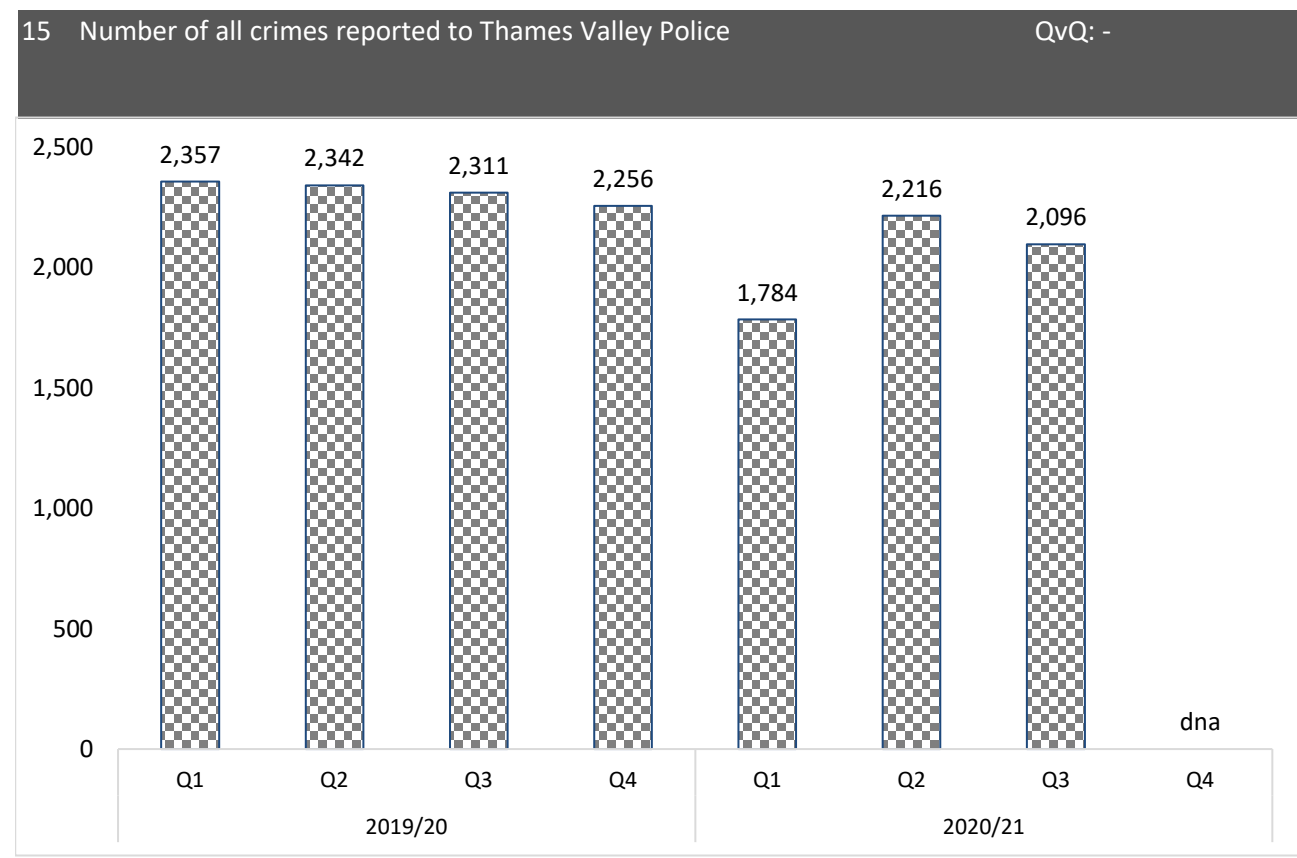
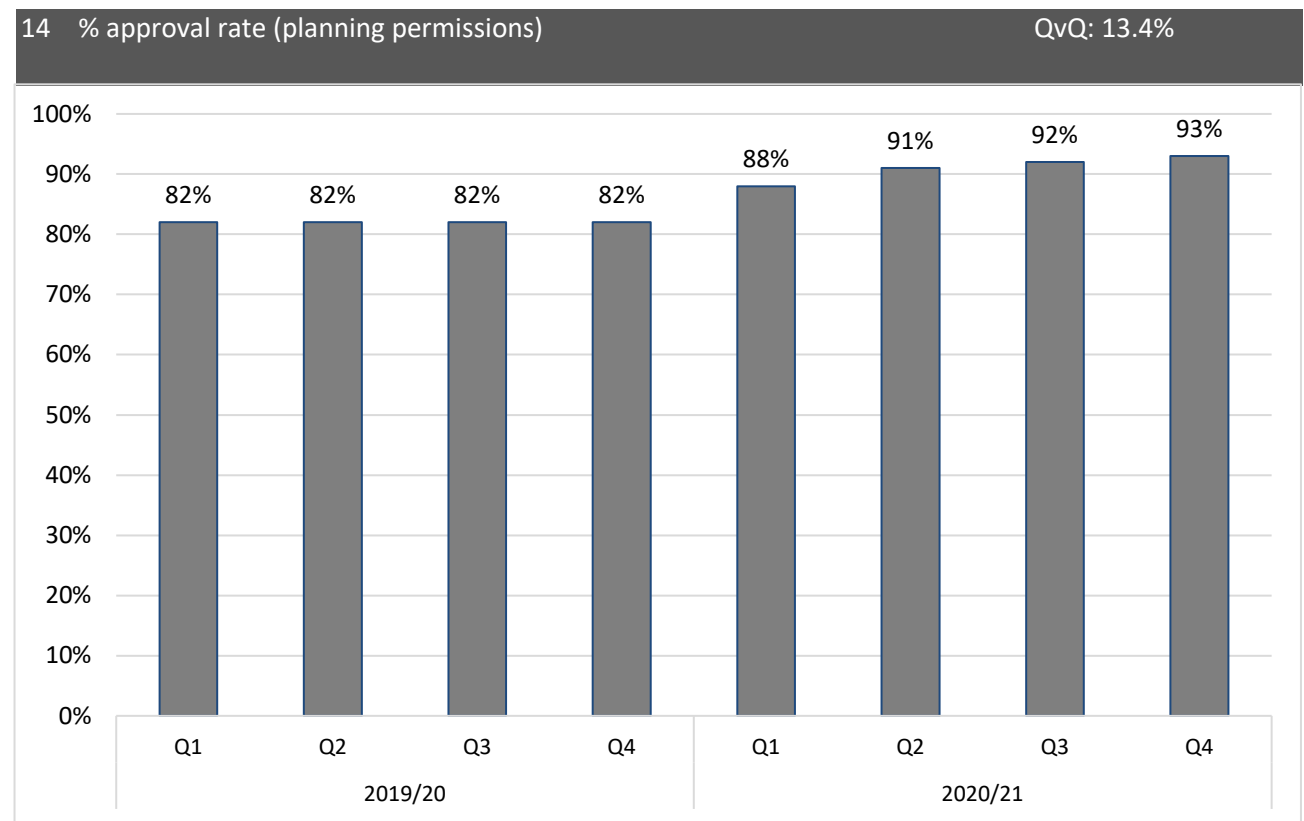
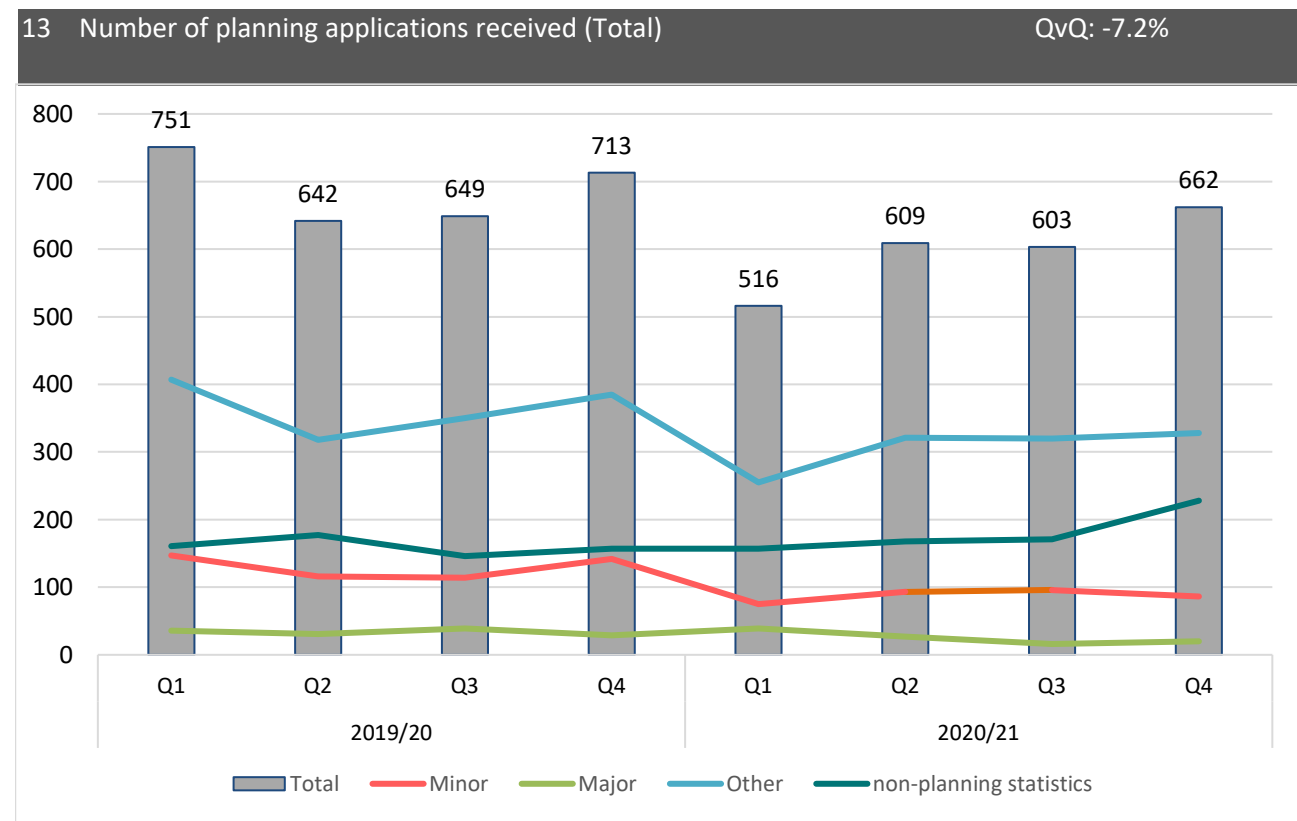
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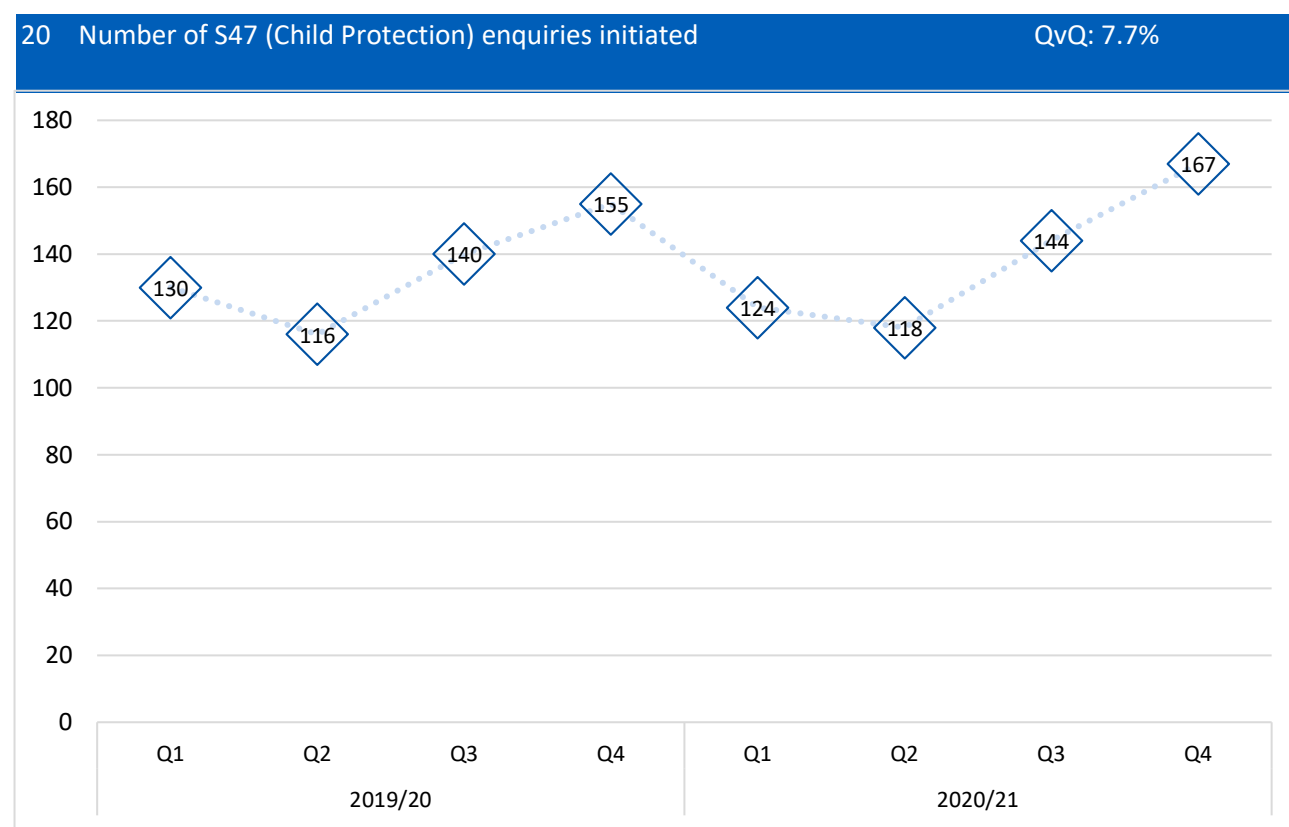
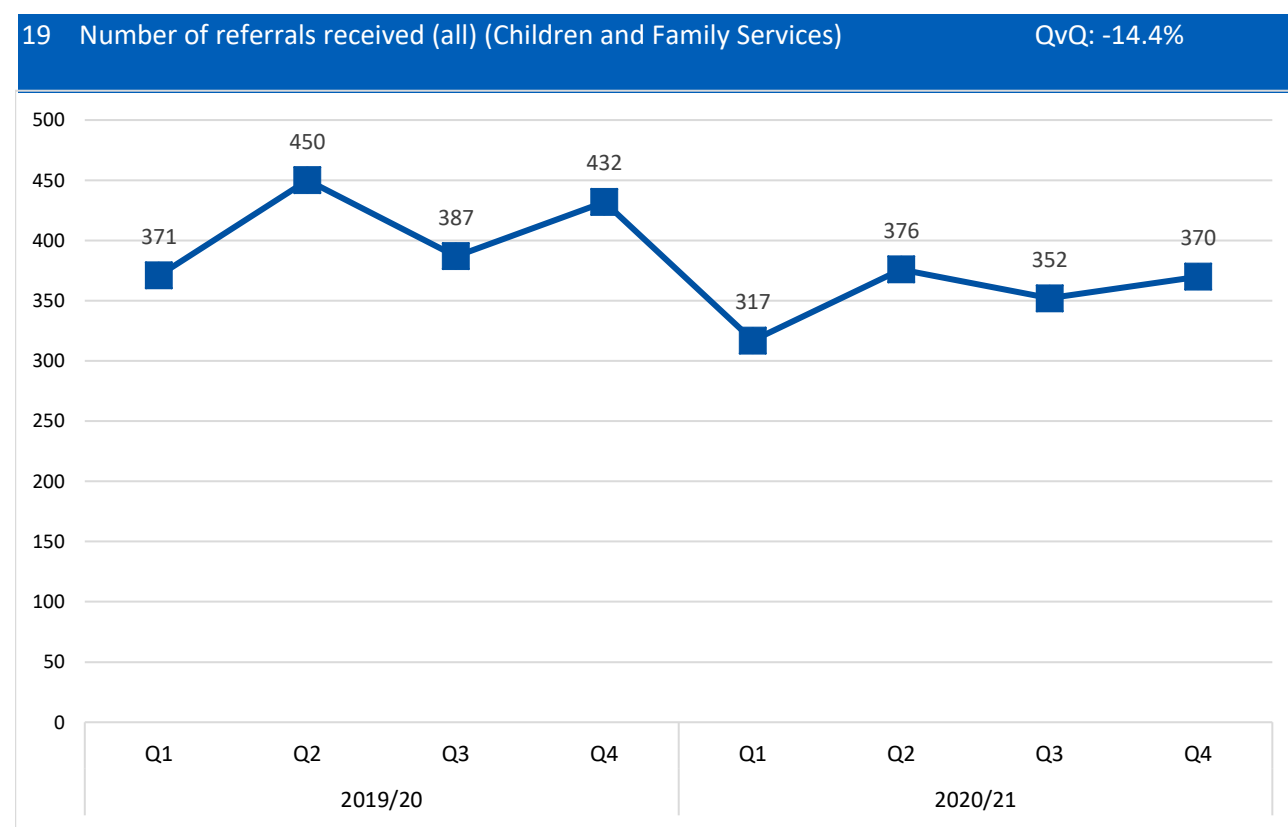
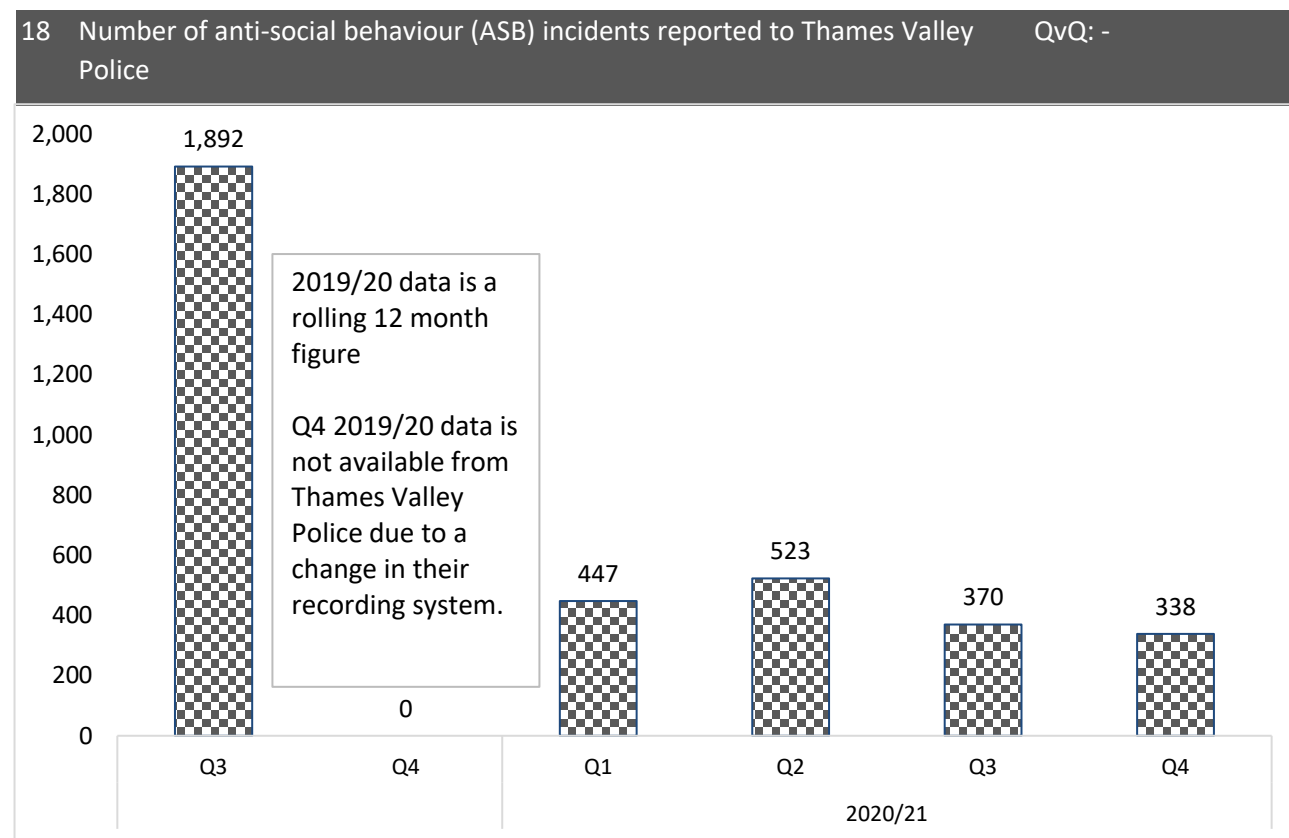
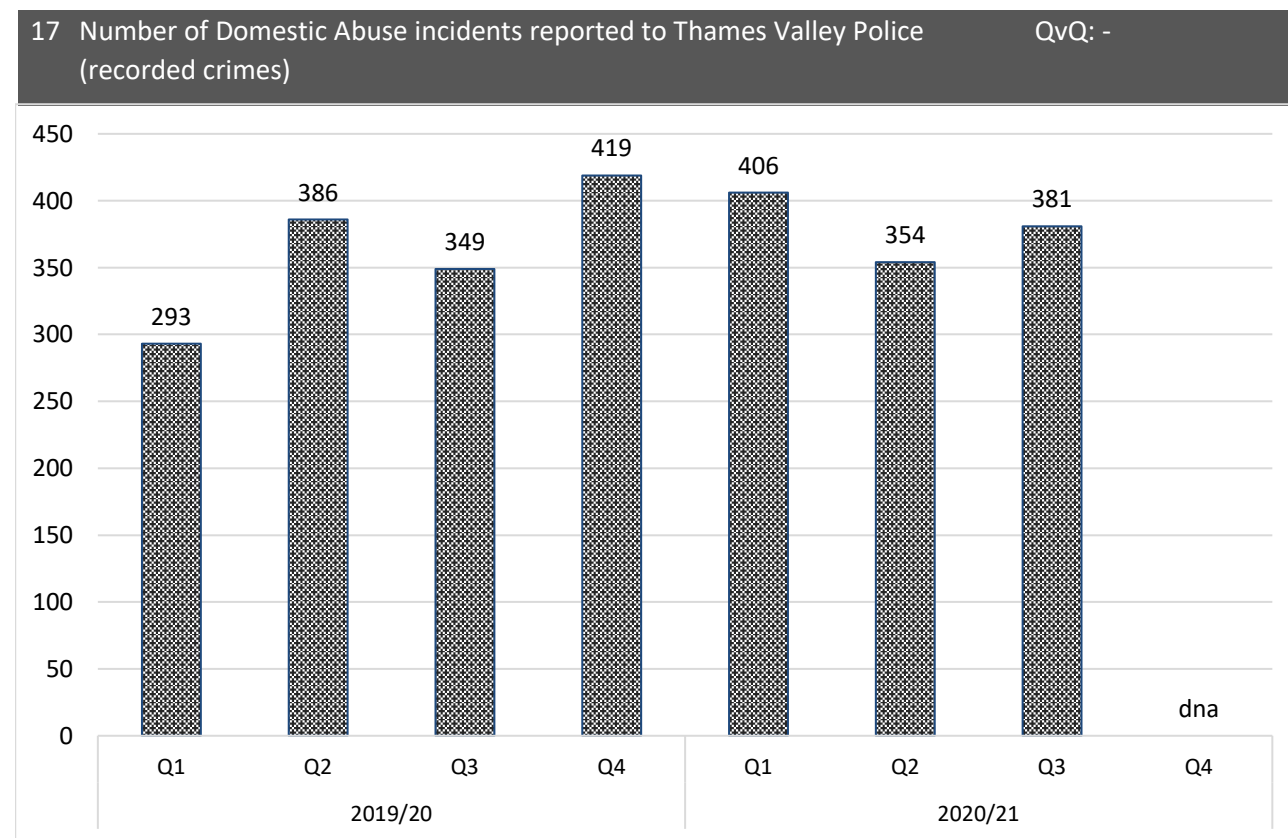
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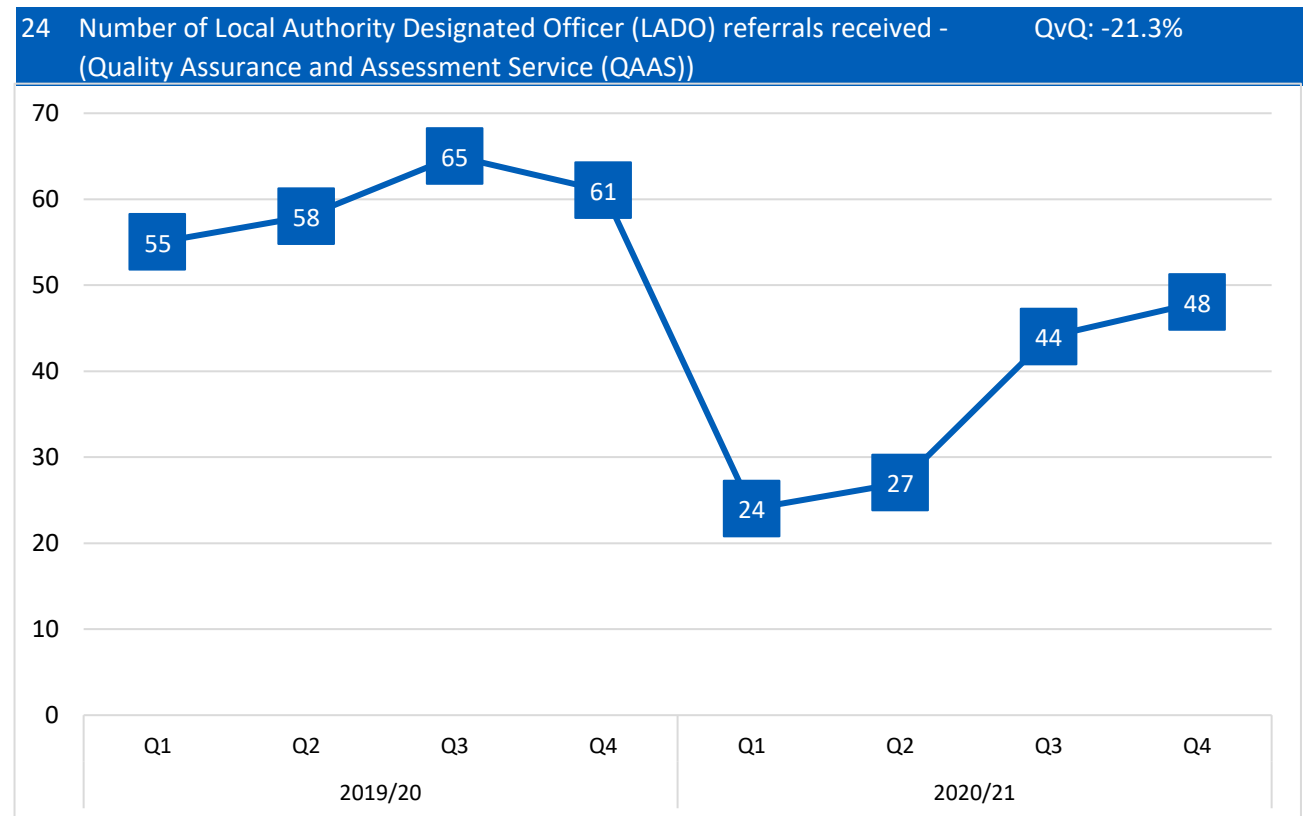
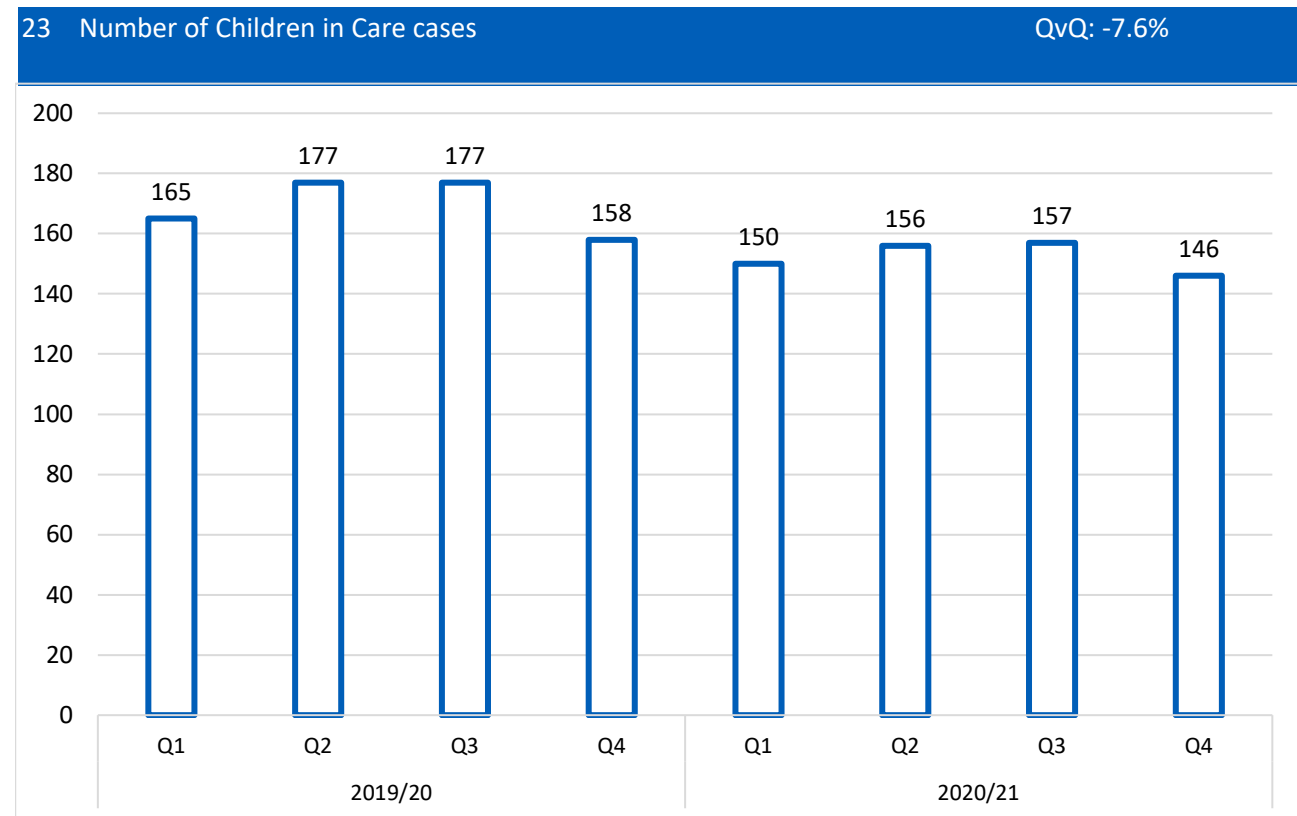
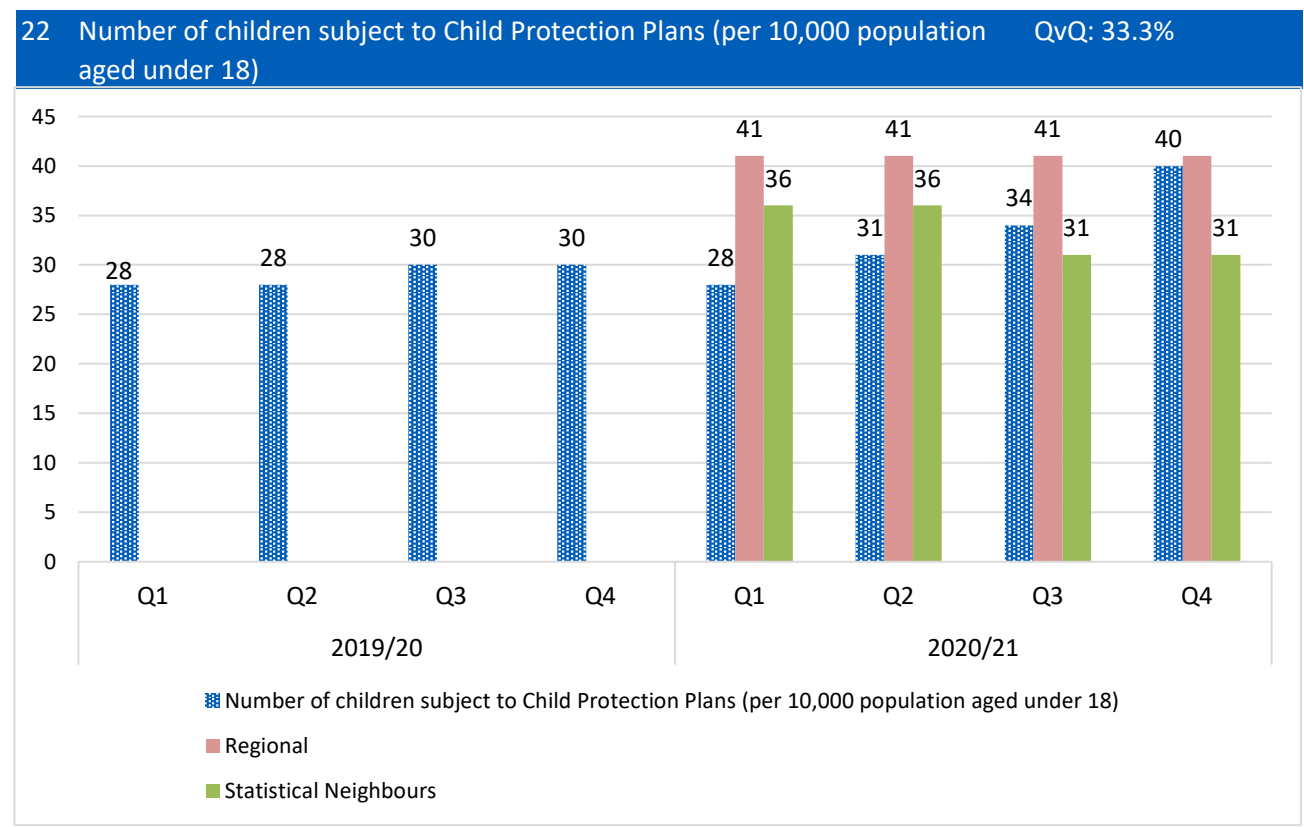
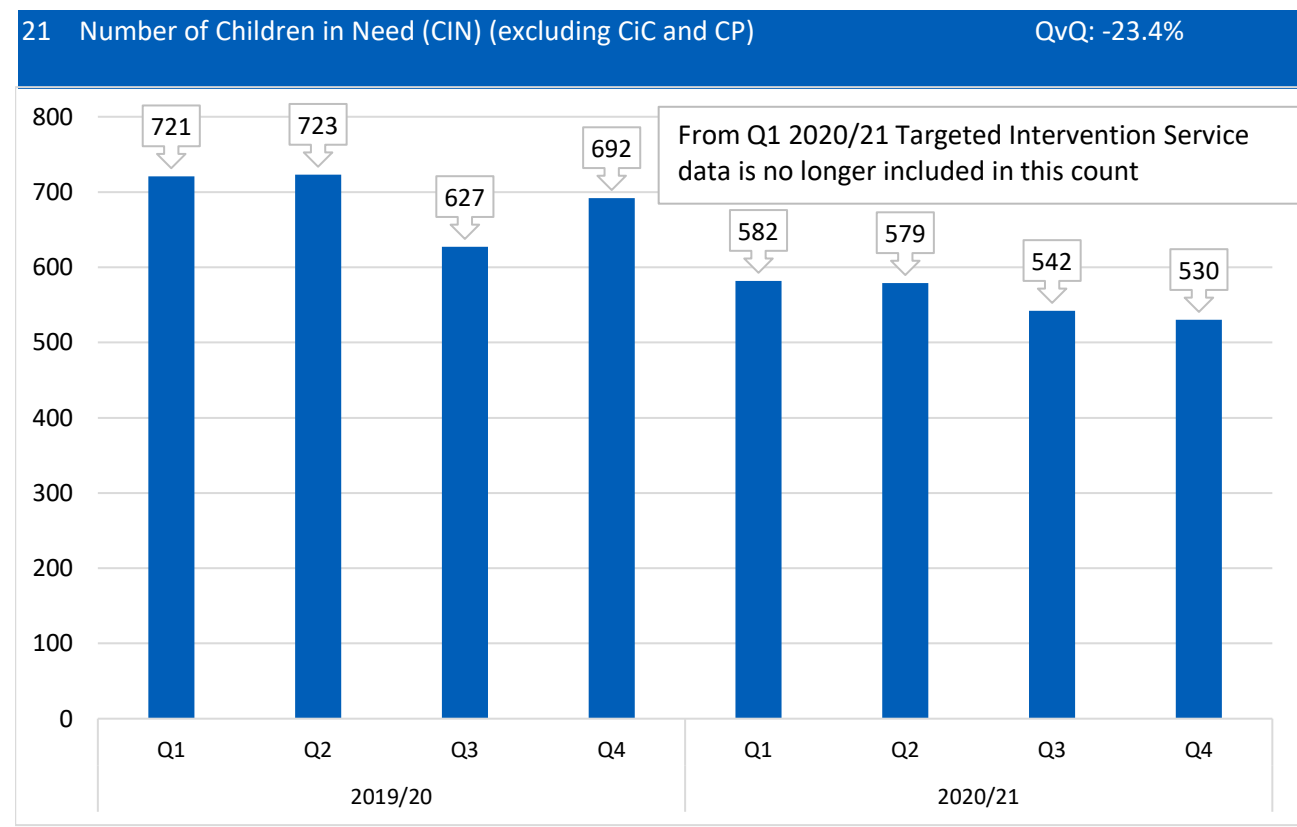
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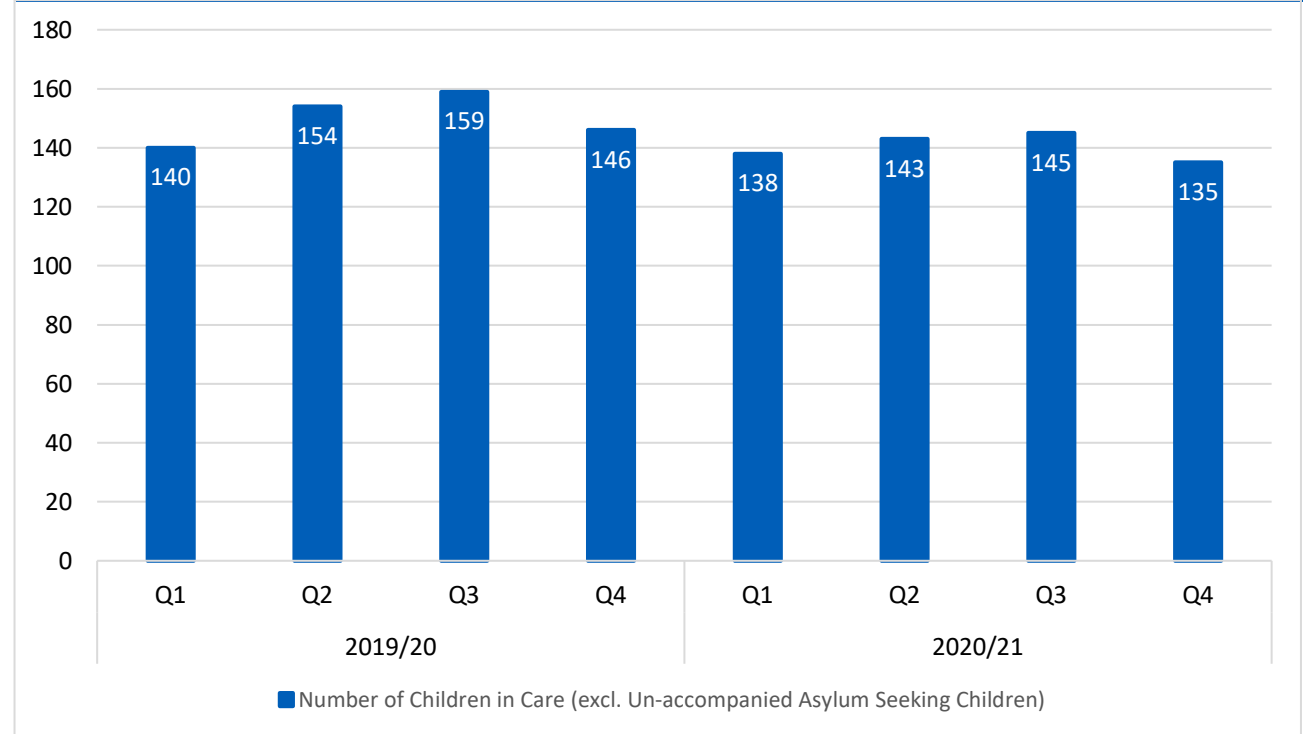
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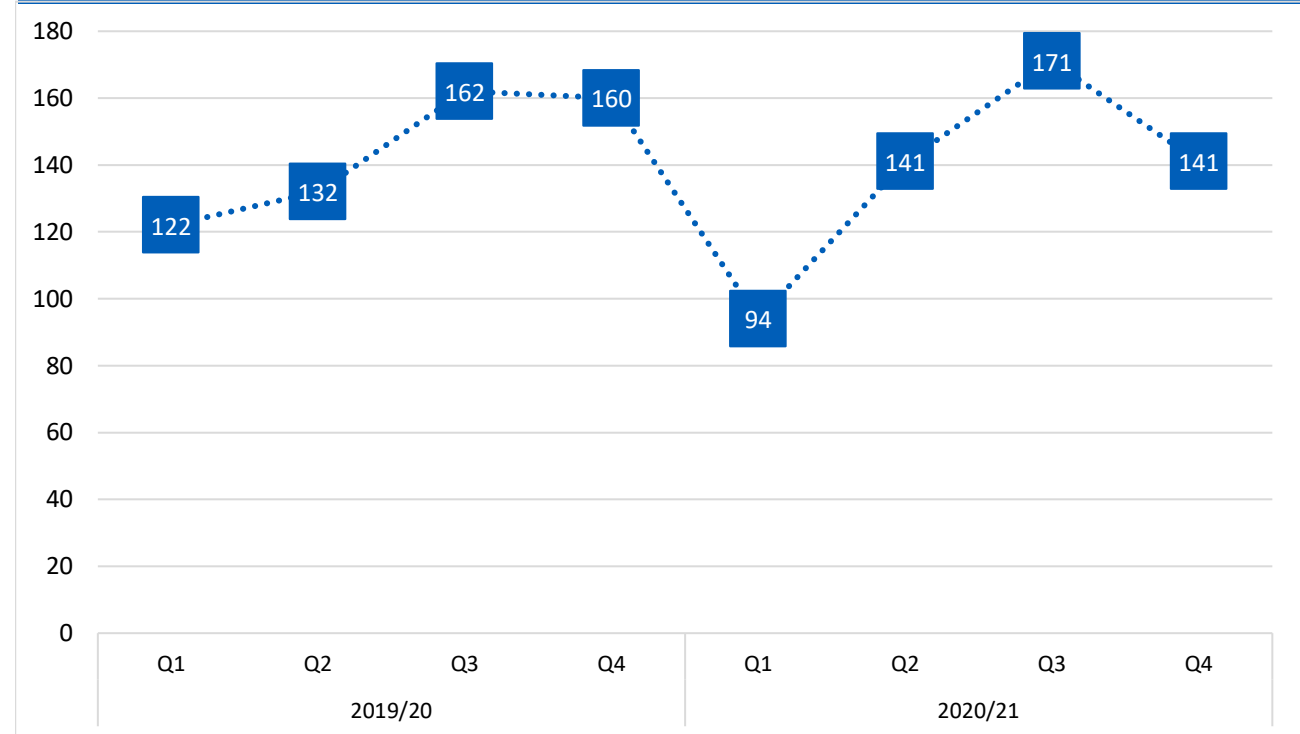
25 Level of first time entrants into the Youth Justice System (per 100,000 under 10 to 17 year olds) (12 month rolling) QvQ: -

**No data currently available as the PNC computers are not currently accessible at the Ministry of Justice.
Last available data was 139 for January 2019 - December 2019.

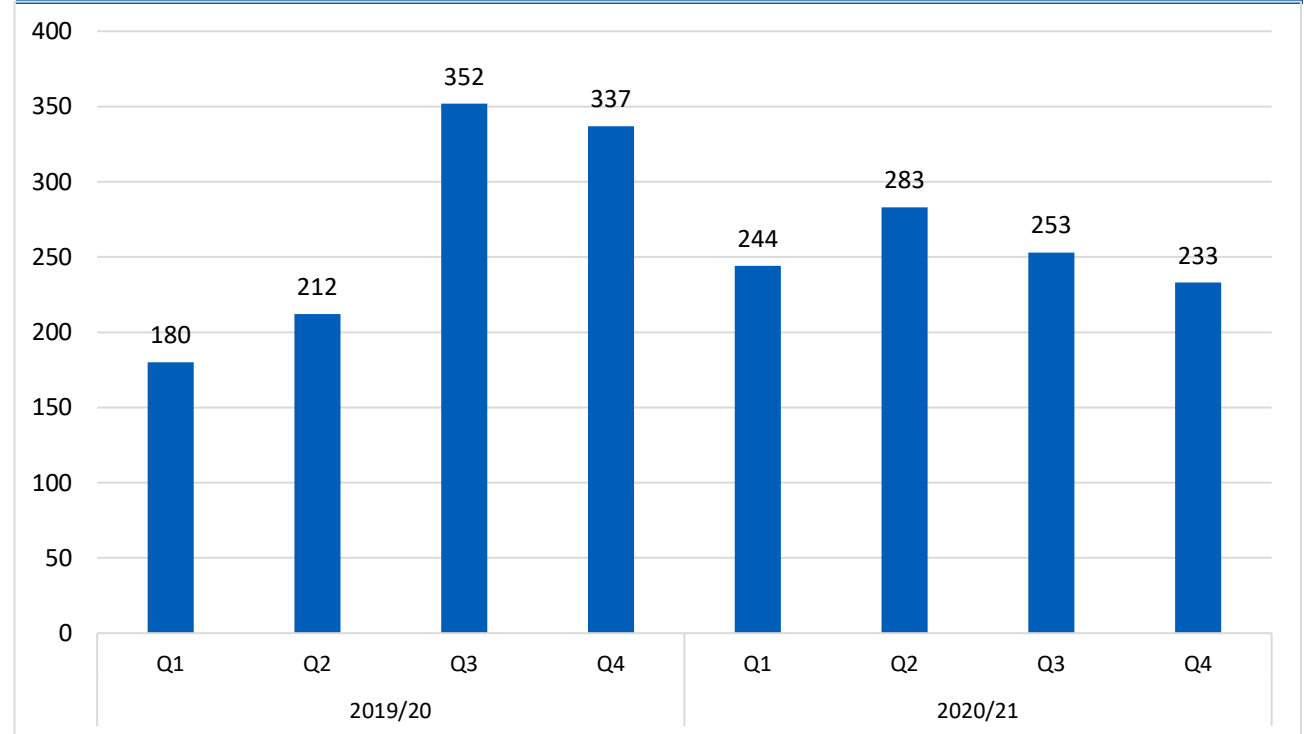
26 Number of Children in Care (excl. Un-accompanied Asylum Seeking Children) QvQ: -7.5%



27 Number of referrals to the Emotional Health Triage (EHT) QvQ: -11.9%

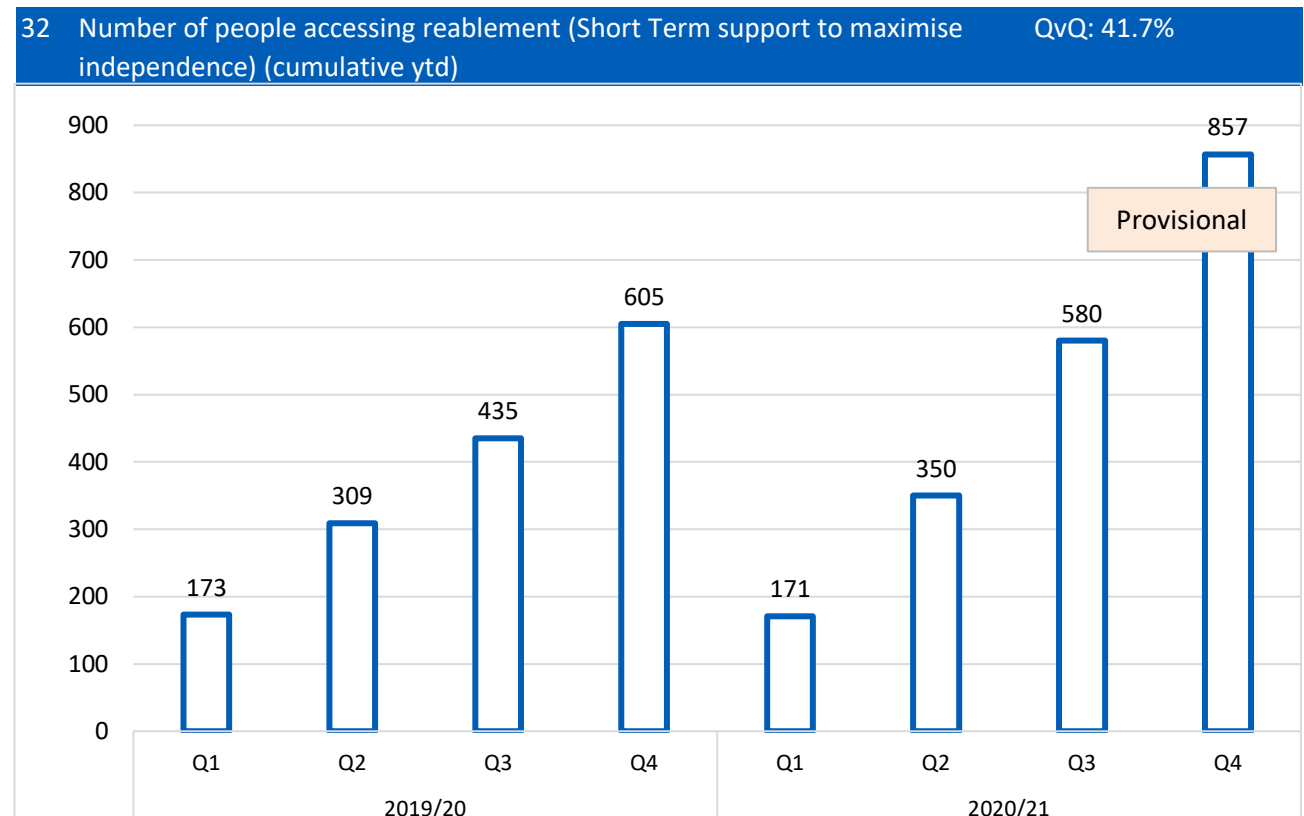
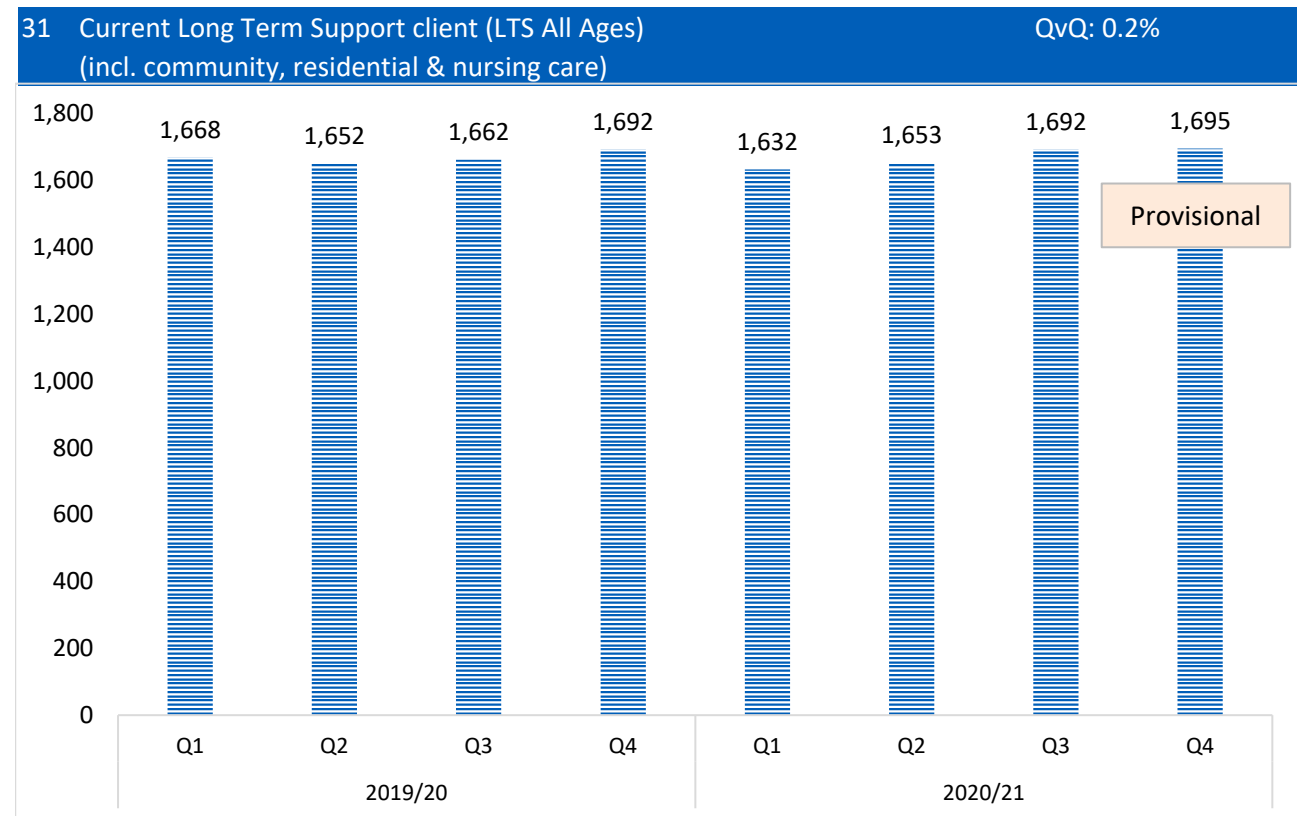
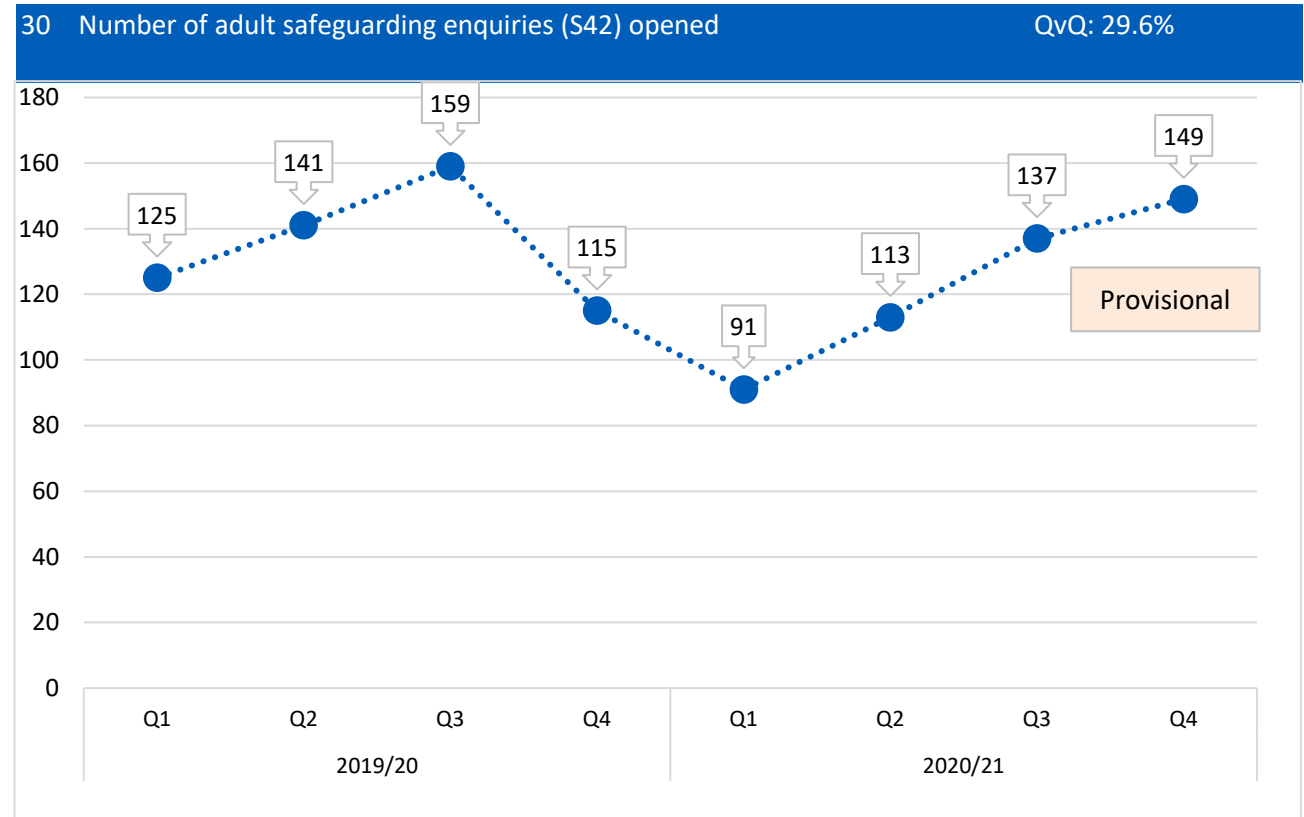
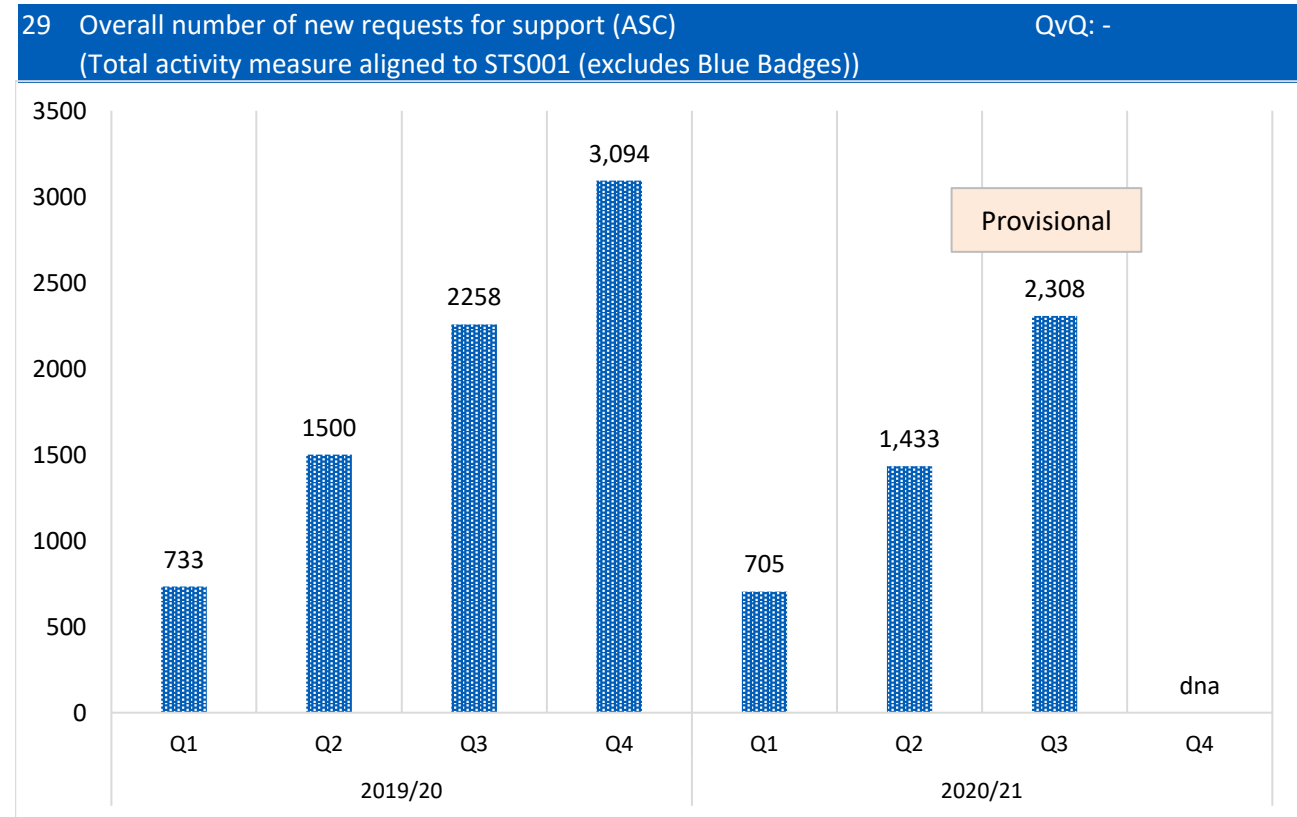


28 Number of active involvements receiving intervention from the Emotional health Academy (EHA)(Total CYP) QvQ: -30.9%



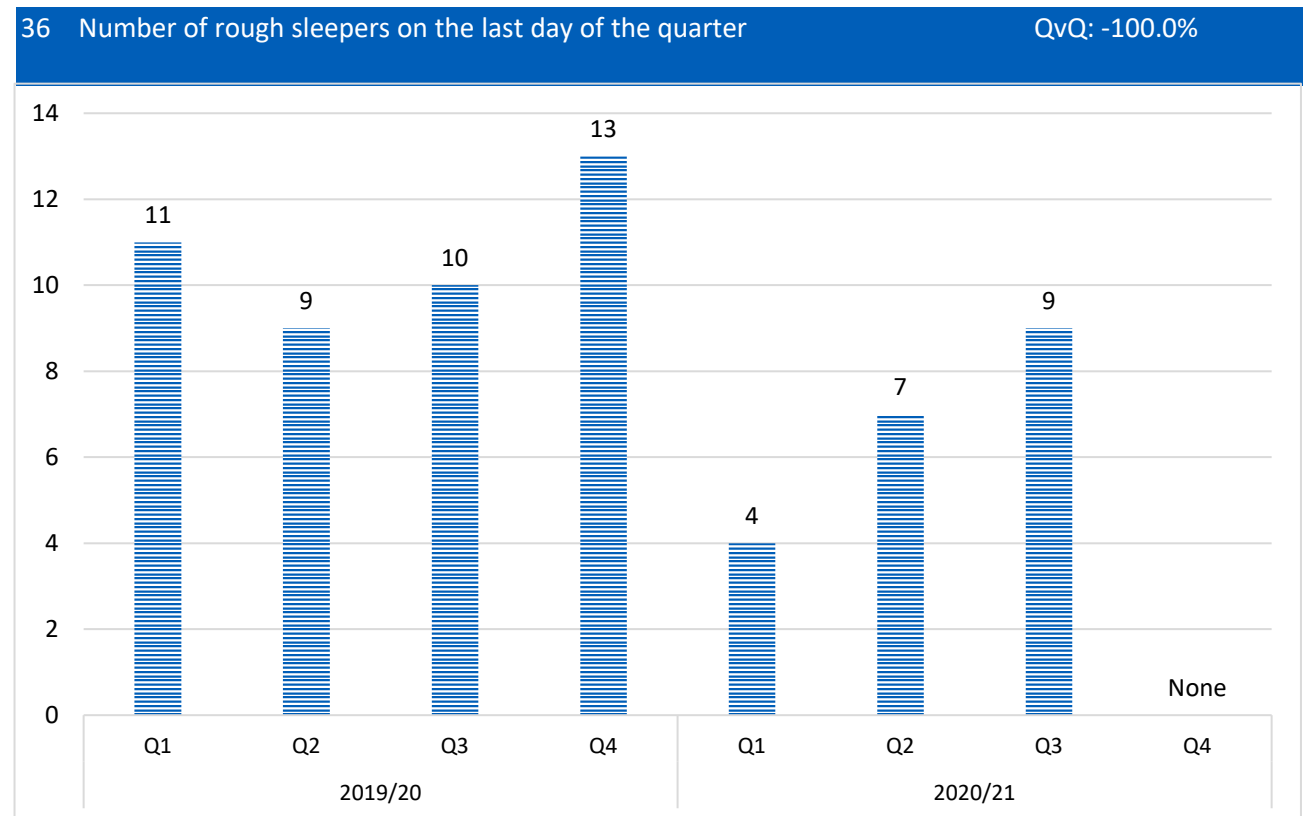
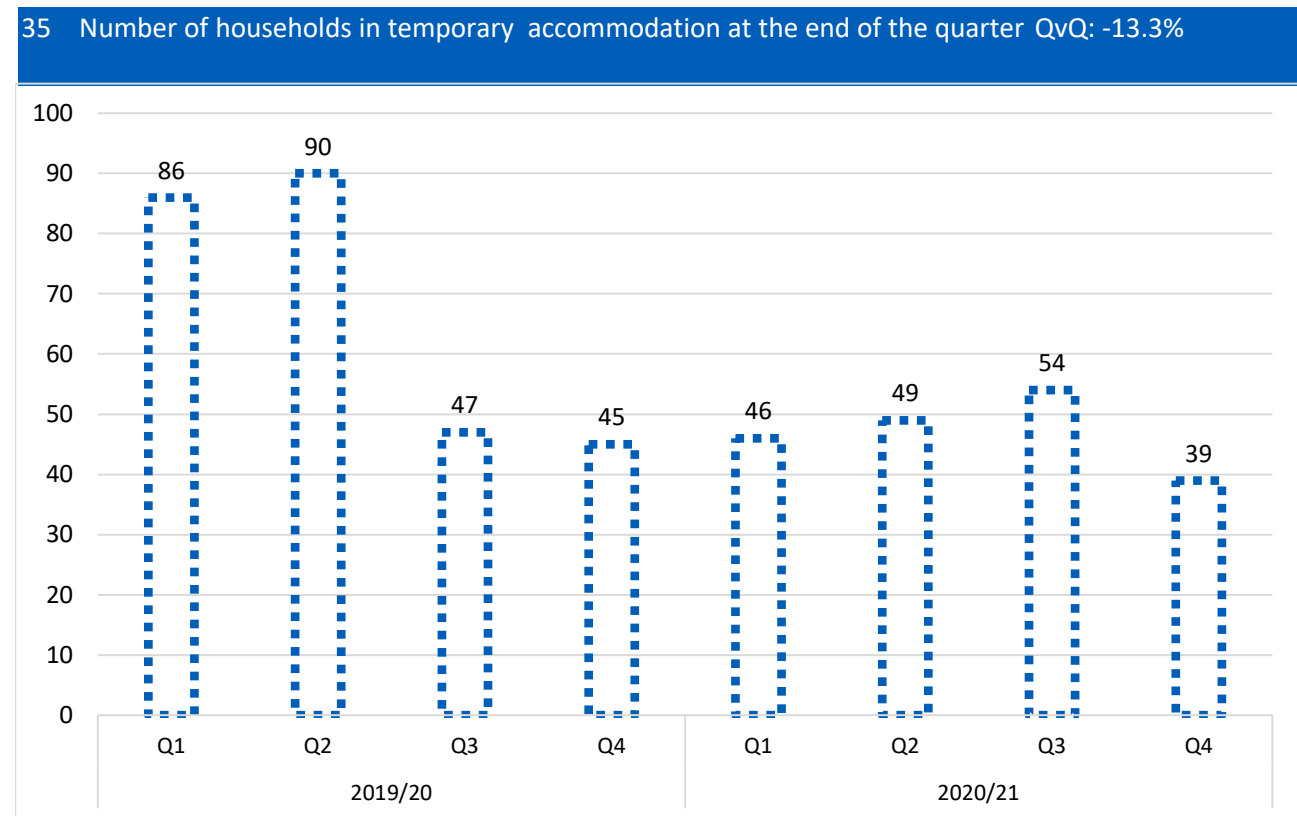
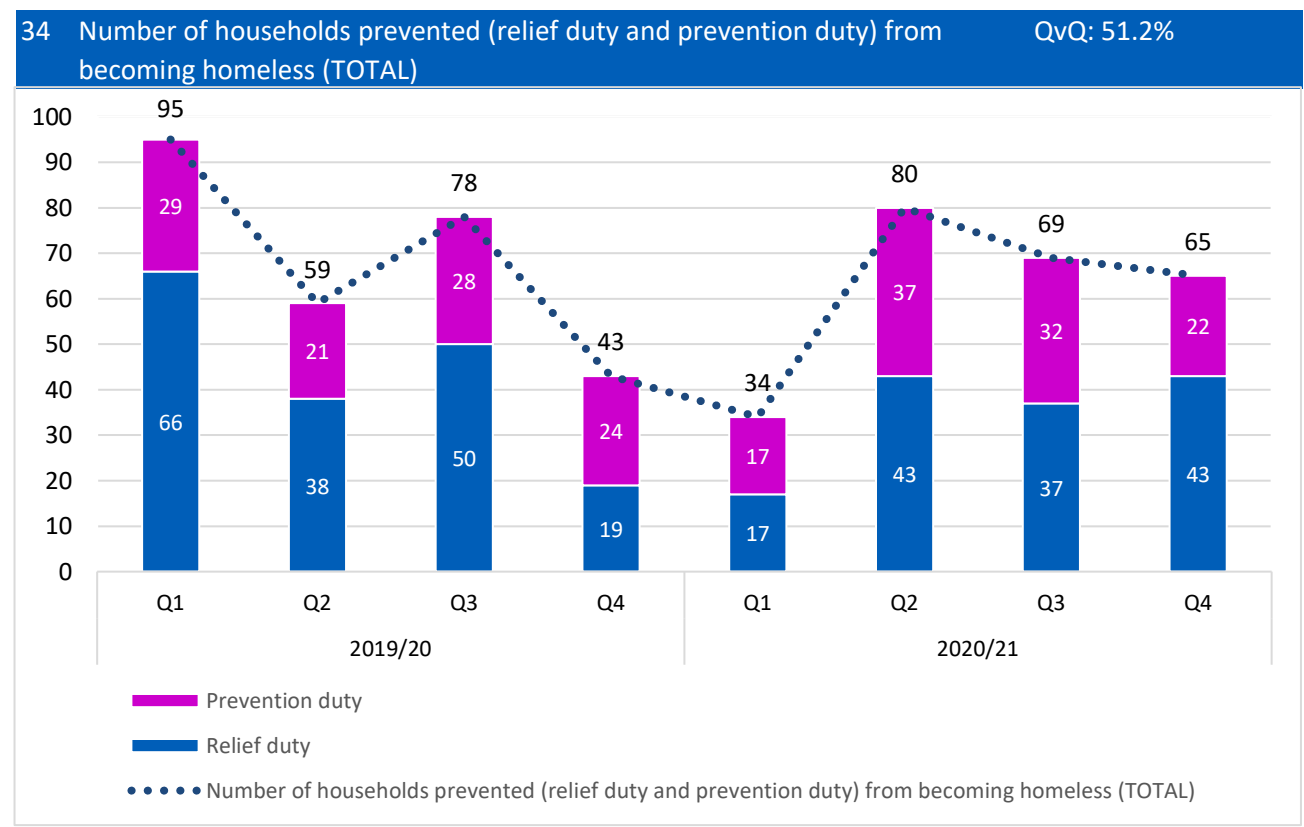
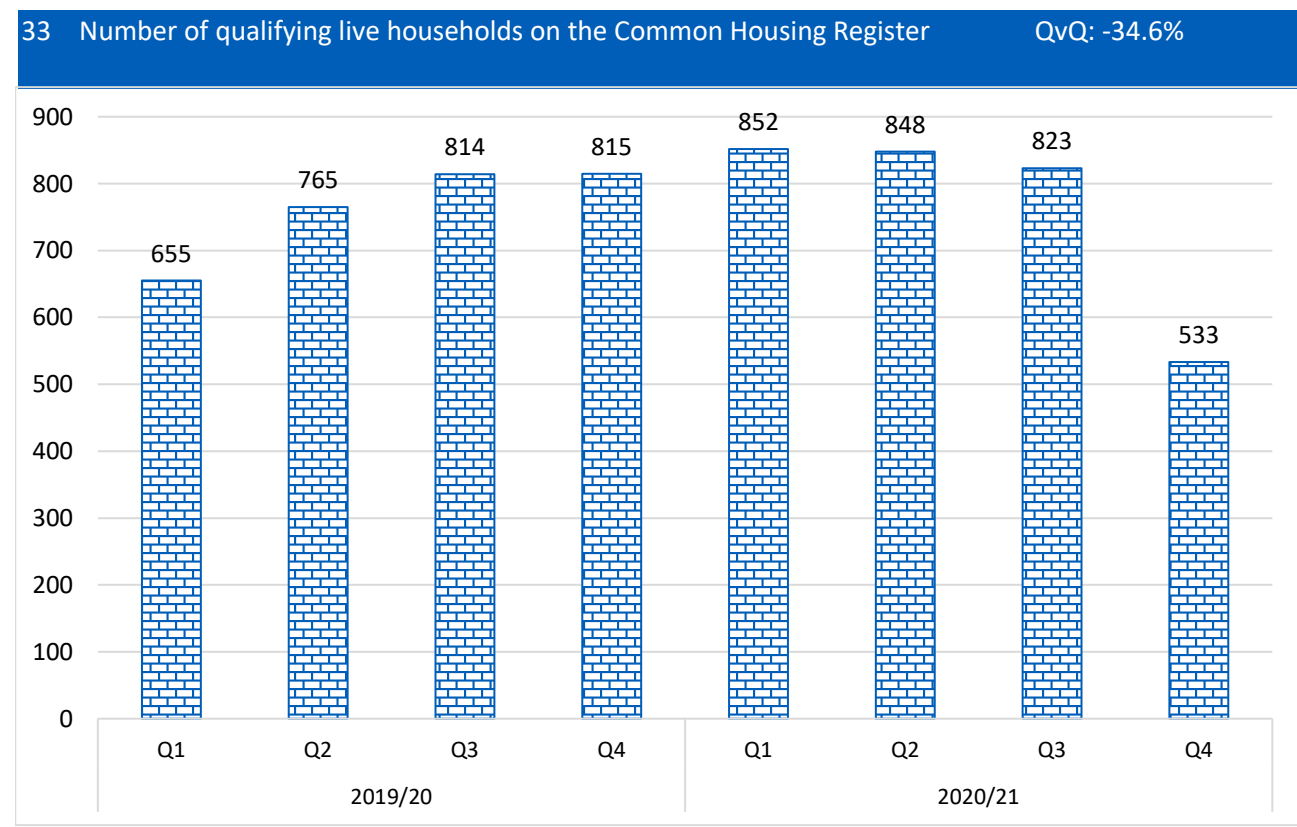
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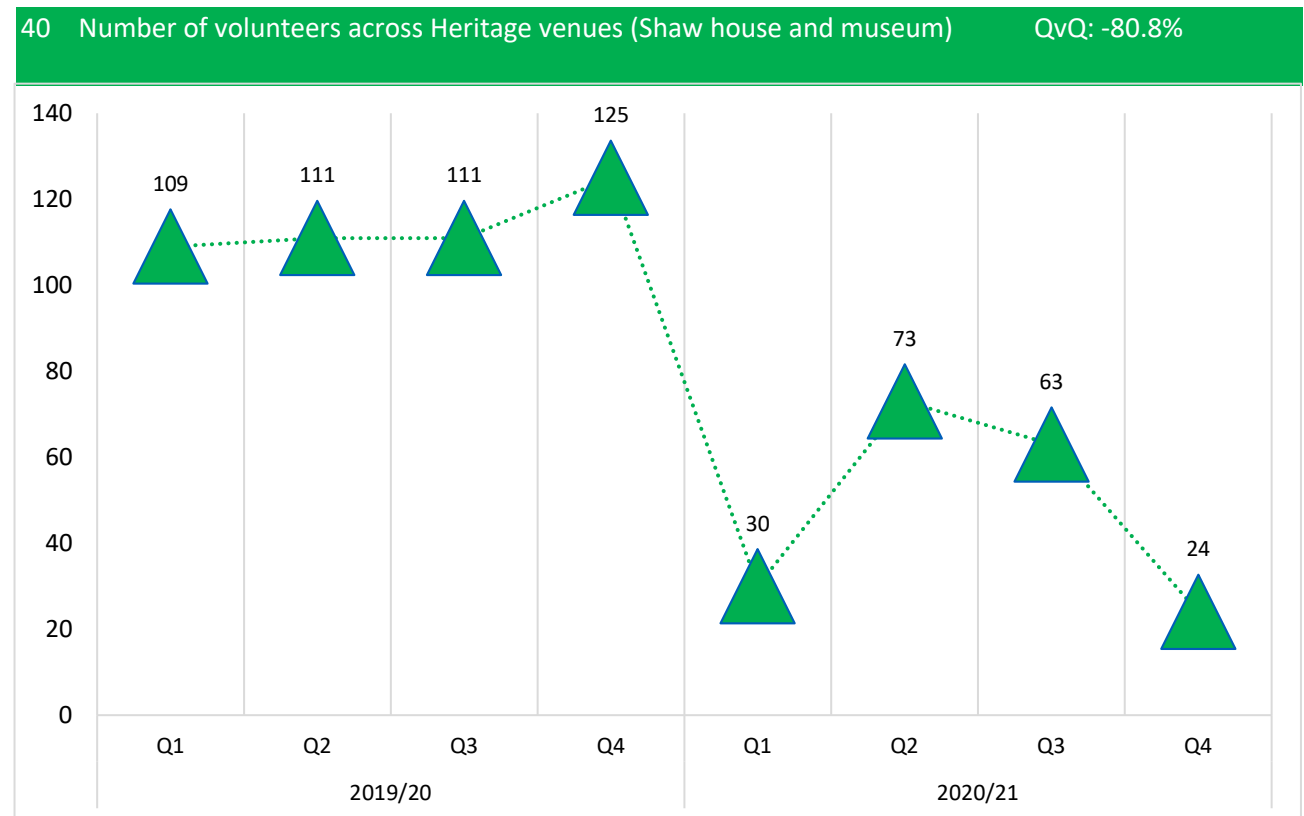
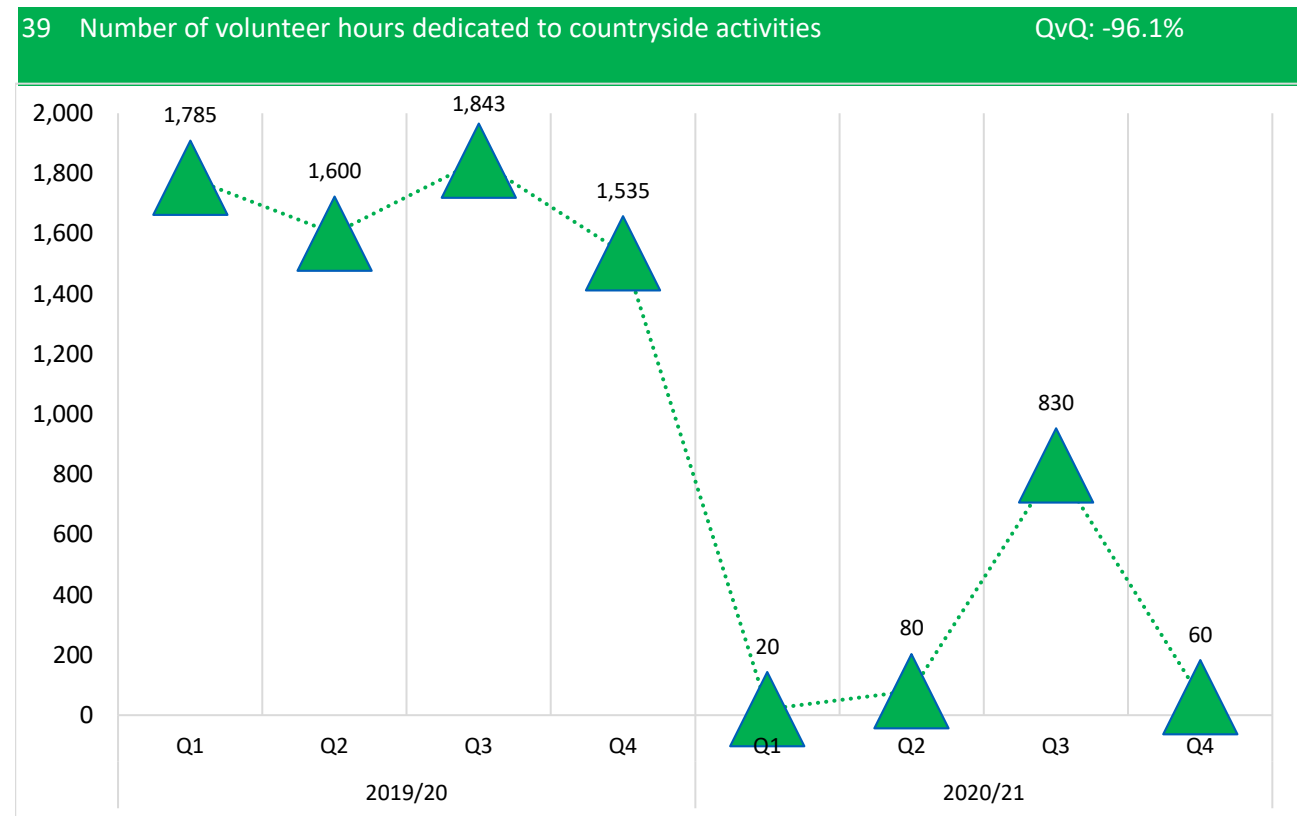
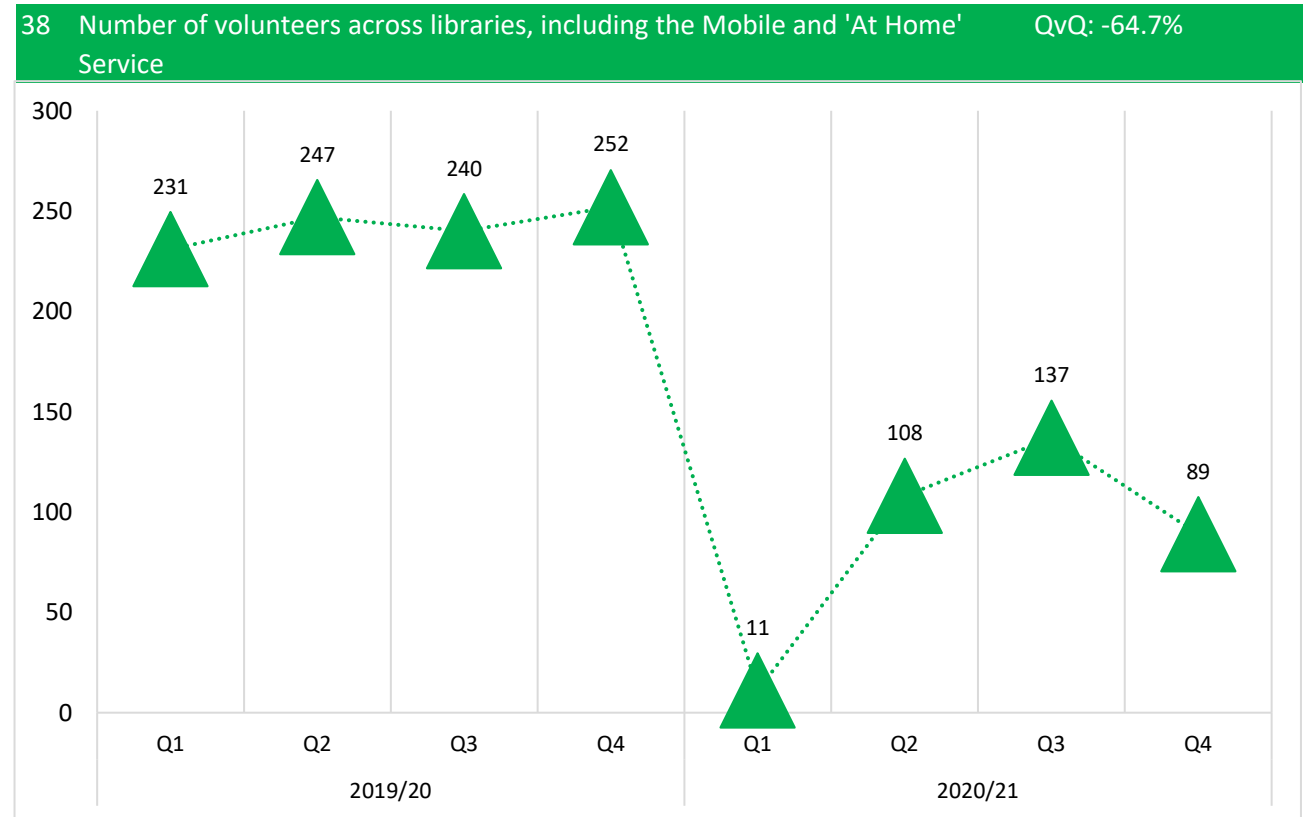
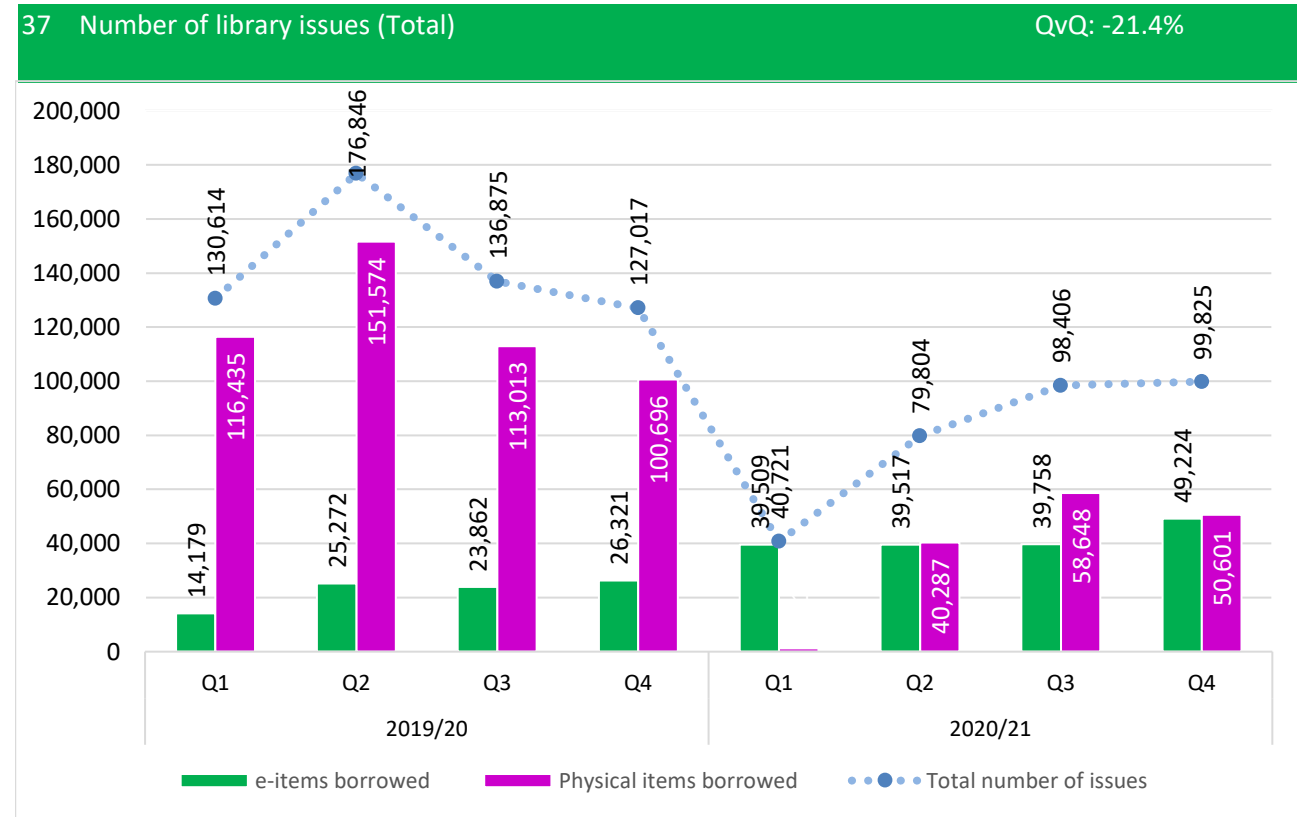
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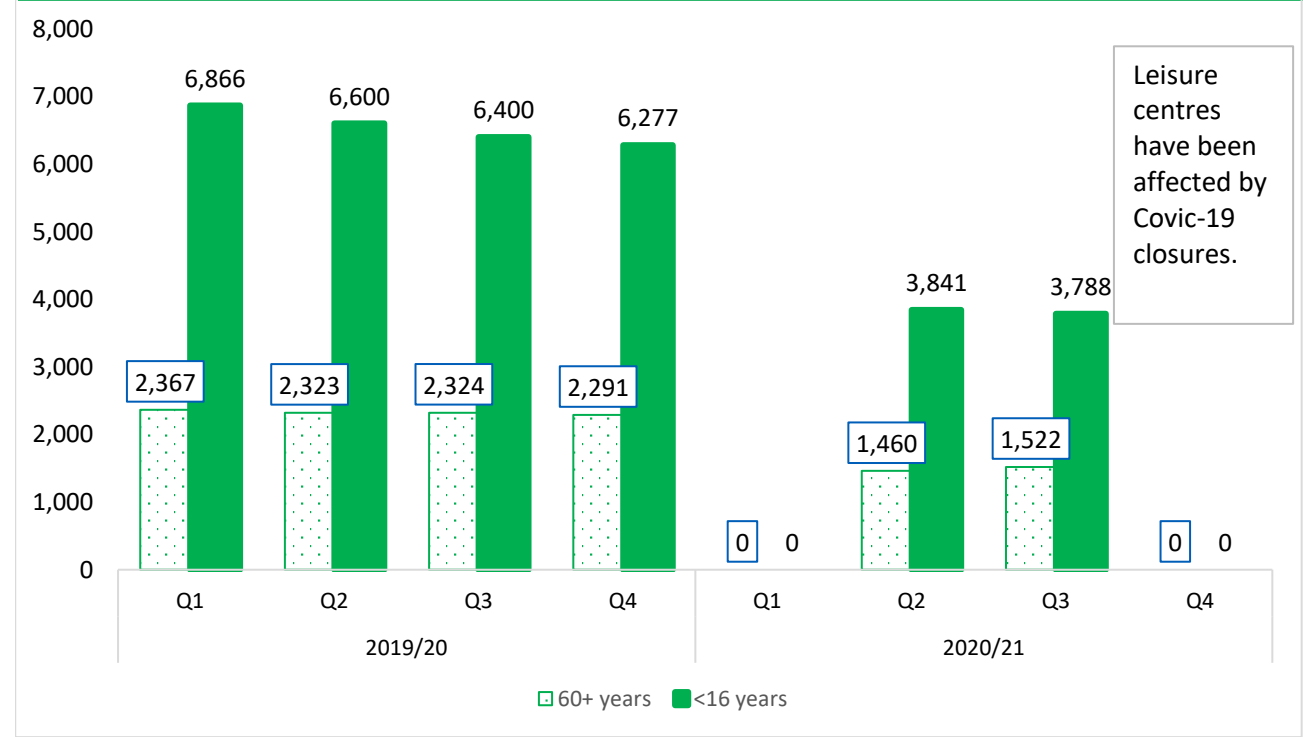
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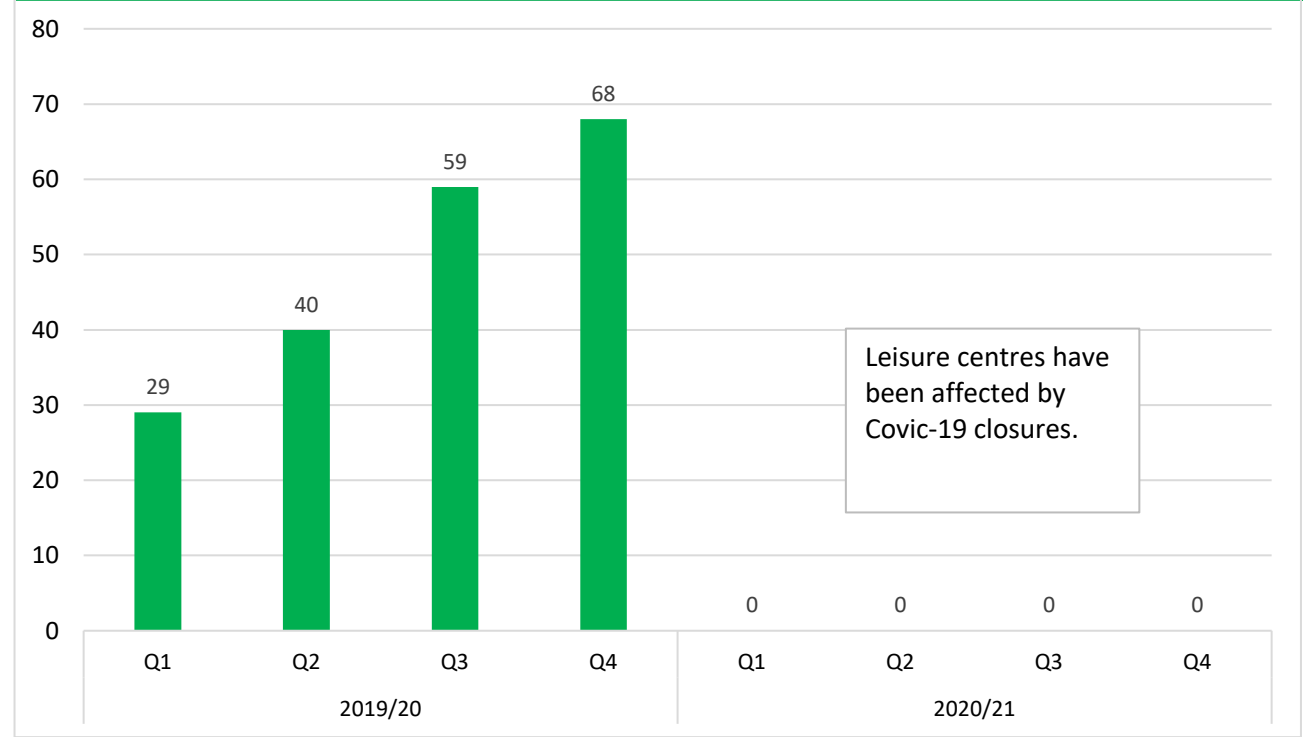
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41 Number of individuals aged 60 years and over who have used a sports or leisure centre in previous 12 months QvQ: -100.0%
 Number of individuals aged under 16 years who have used a sports or leisure centre in previous 12 months QvQ: -100.0%

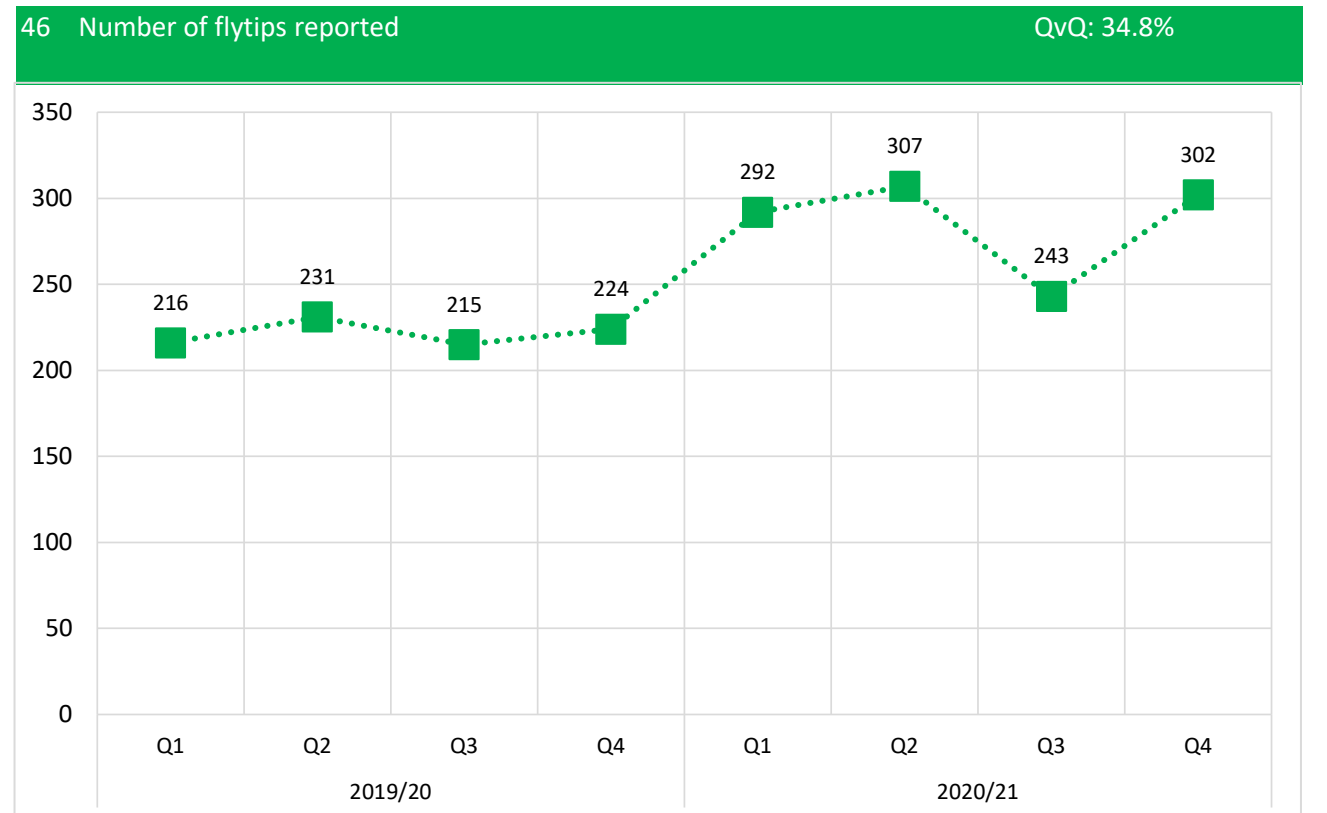
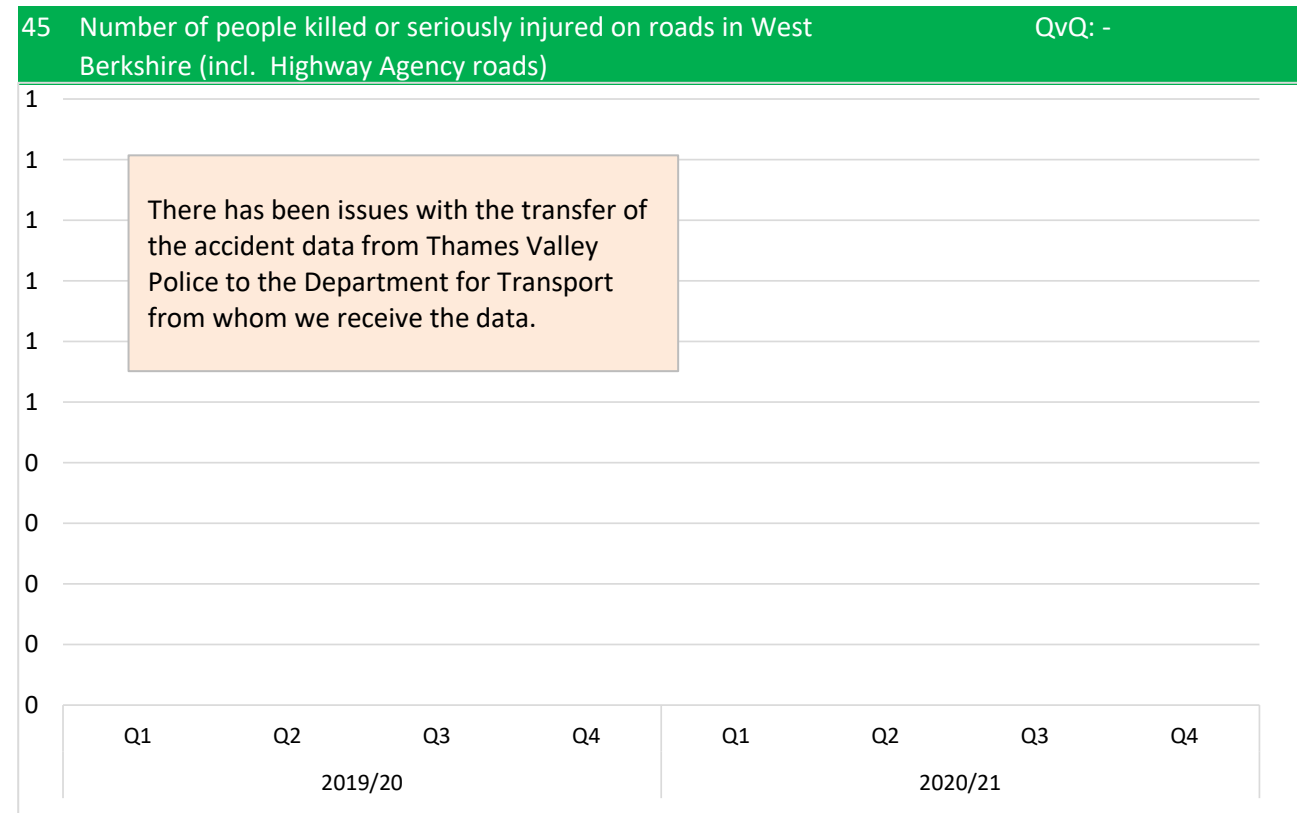
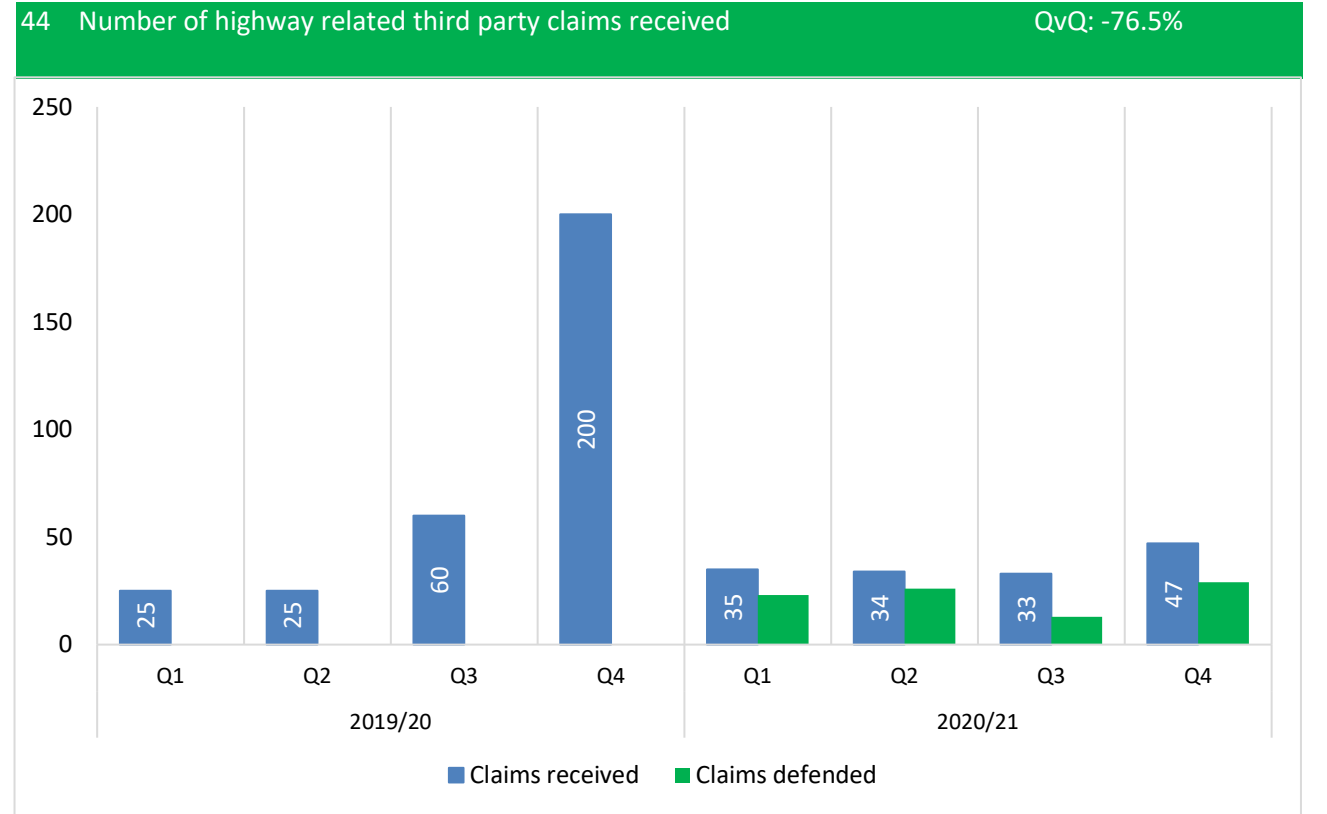
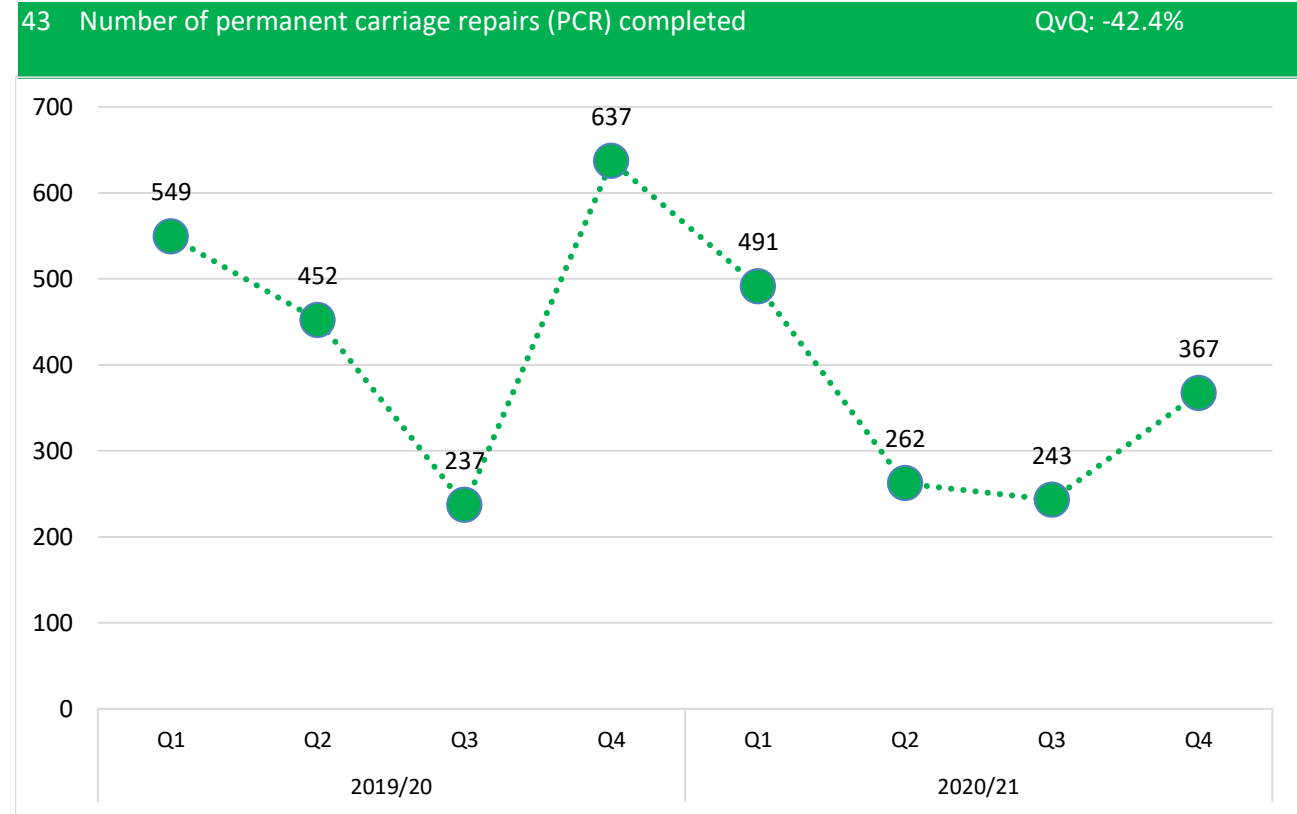


42 Number of Children in Care (and those care leavers aged 18 to 25 who left care due to age) who access a leisure centre QvQ: -100.0%



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Andy Sharp / Pete Campbell			Children and Family Service				Q4 2020/21	RED
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)	60.3% (88/146)		
<p>REASON FOR AMBER:</p> <p>We are only classing a visit as ‘statutory’ if it is carried out face to face. Whilst the 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>FINANCIAL IMPLICATIONS: None</p> <p>IMPACT ON OTHER MEASURES: Not applicable</p> <p>STRATEGIC ACTIONS REQUIRED: None Required.</p>								

Andy Sharp / Paul Coe			Adult Social Care				Q4 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%	4/5 80%		

REASON FOR RED:

Birchwood Nursing Home was re-inspected in July 2019 and achieved an overall rating of Requires Improvement (RI); the report was 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 was expected in November 2020 but has not taken place due to Covid and the CQC suspending inspections.

Update March 2021 – Walnut Close is now closed so we 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 was 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 inspected (Feb 2020) and the overall outcome achieved was good in all 5 areas. It is clear that some of this work is having a positive impact.

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.

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

FINANCIAL IMPLICATIONS: None

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				Q4 2020/21	RED
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)	98% (2,181/2,228)	100%)441/441)	100% (1,081/1,081)	95.8% (1,435/1,498)	96.0% (1,949/2,031)		
REASON FOR AMBER:								
Reviewing Officer vacancy from October 2020 – January 2021								
Performance drop in Q3 was due to staff vacancy, and unable to fully recover KPI from this								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
New reviewing officer recruited, started role 11.01.2021 so improvement expected								
FINANCIAL IMPLICATIONS: None								
IMPACT ON OTHER MEASURES: None								
STRATEGIC ACTIONS REQUIRED: None								

Susan Halliwell / Jon Winstanley			Environment Department				Q4 2020/21	RED
Indicator Ref: CBdenv34			% of the principal road network (A roads) in need of repair				Type: %Snapshot	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	⊙	⊙	⊙	■	<2%	Lower is better
YTD outturn	2% (Target 5%)	2% (Target 2%)	Annual – reports Q4	Annual – reports Q4	Annual – reports Q4	3%	(Top 25% nationally – 18/19)	
REASON FOR RED:								
Condition surveys for our principal roads are undertaken in the summer of each year, the latest survey results being from July 2020. Despite good investment over the previous years this shows that the inclement weather during the winter of 2019/20 caused higher than expected rates of deterioration. The surveys indicated that the main areas of deterioration are in the surface texture of the A4 between Thatcham and Aldermaston.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
In 2020 the council was successful with a £4.5m Challenge Fund bid for the resurfacing of the A4, in anticipation this work would be needed in the coming years. £3.5m of this was spent at the latter end of 2020 and a further £1m is programmed for early summer 2021. This investment will remedy the defective areas and surveys will be revisited to evidence success.								
FINANCIAL IMPLICATIONS:								
None								
IMPACT ON OTHER MEASURES:								
None								
SERVICE PLAN UPDATES REQUIRED:								
None								
STRATEGIC ACTIONS REQUIRED:								
None								

Susan Halliwell / Jon Winstanley			Environment Department				Q4 2020/21	RED
Indicator Ref: CBeenv41			Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)				Type: Text	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	-	⌚	★	■	Good	n/a
Qrtly	-	-	-	dna	Good	Satisfactory		
YTD outturn	Good	Good	Reports from Q2	Reports from Q3	Good	Satisfactory		
<p>REASON FOR RED:</p> <p>Failed to meet YE target of 'Good'. Waste officers' street inspections priority downgraded and street cleansing operational resource (provided by Veolia) was deployed to maintain key frontline collection services during peak periods of the covid-19 response. Increased level of littering and fly-tipping seen in the district and across the country during the covid pandemic period.</p> <p>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</p> <p>Waste officers' street inspections priority is back to normal (High) and the street cleansing operational resource is back to full strength while we experience minimal impact during the covid-19 response. If no further restrictions or pressure are experienced due to covid-19, we expect a full return to the target service quality levels during 2021/22.</p> <p>FINANCIAL IMPLICATIONS: None</p> <p>IMPACT ON OTHER MEASURES: None</p> <p>SERVICE PLAN UPDATES REQUIRED: A service request will be made to reduce the target to "Satisfactory" as part of service planning for 2021/22. This is due to the impact of Covid-19, but also contract rationalisation, which has reduced operational resource.</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Joseph Holmes / Andy Walker			Finance & Property				Q4 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% (67,700,626 / 123,748,322)	81.32% (100,591,752 / 123,700,342)	95.88% 118,441,582 / 123,532,276		
REASON FOR RED:								
<p>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 2020. We were therefore playing 'catch up' with these accounts for most of last year.</p> <p>The Council also decided not to issue any 'arrear' letters or to use any enforcement action between April and August 2020.</p> <p>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.</p> <p>Throughout this period payment by Direct Debit has remained stable at around 70%.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Over the Autumn 2020, 2,500 'soft' reminder letters were issued. This had little effect on the level of payments.</p> <p>Statutory debt recovery action restarted in January 2021, with 2,100 reminders being issued. Court dates have been provided so legal action can also commence.</p> <p>Formal debt recovery timetable to be produced shortly with the process starting in May 2021.</p>								
FINANCIAL IMPLICATIONS: Reduced cashflow and loss of income								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATE: Not required at present								
STRATEGIC ACTIONS REQUIRED: We will continue to monitor level of payment to ensure all reasonable action being taken.								

Joseph Holmes / Andy Walker			Finance & Property				Q4 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	95.21% 49,817,739 / 52,323,642		
REASON FOR RED:								
<p>Covid-19 has had a massive effect on collection. Many businesses were closed between March and July 2020 and some have remained so. Further national restrictions from November 2020, have meant many businesses have been mandated to close for additional periods of time up to and beyond 31 March 2021.</p> <p>Direct Debits payments were not collected in April and May 2020 and were therefore rescheduled to start in June or July 2020. Additional relief has subsequently been awarded to those eligible retail businesses.</p> <p>The Council had decided not to issue any 'arrears' letters, or to use any enforcement action between April and August 2020. Some 'soft' reminders were issued September and October 2020, before further 'national restrictions' were announced.</p>								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
<p>Debt recovery action started again in January 2021, despite the ongoing national restrictions. Court dates have been booked in order to start legal action. Going forward whilst action involving Bailiffs etc. is dependent upon the Covid-19 situation, these types of enforcement action may have to be reviewed.</p> <p>A more formal debt recovery timetable will be formulated over the next few weeks with action commencing in May 2021.</p> <p>In many instances those businesses with arrears for 2019/20 have been asked to pay those arrears over 2021/22.</p>								
FINANCIAL IMPLICATIONS: Reduced income and cash flow.								
IMPACT ON OTHER MEASURES: None								
SERVICE PLAN UPDATES REQUIRED: None								
STRATEGIC ACTIONS REQUIRED: None								

Joseph Holmes / Sarah Clarke			Strategy and Governance				Q4 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	0		
REASON FOR RED:								
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.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
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 Q3 of 21/22.								
We continue to train staff to be job mentors (2 cohorts ran in Q4) so we are in a good place for when we can open our doors again.								
Human Resources team are working closely with Special Educational Needs and Disabilities (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.								
Where possible we are supporting requests for meetings to with pupils interested in working for the council.								
We have forged a link with another company who we may be able to work with to provide opportunities for apprenticeships via levy transfer and are in the process of agreeing an transfer which will complete in Q1 21/22								
FINANCIAL IMPLICATIONS: Unused funds – we are looking to ask Finance and Governance Group (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				Q4 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	Delayed		
REASON FOR RED:								
<p>This was a new measure for 2020/21.</p> <p>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.</p> <p>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.</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 - 'Programme 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. It is suggested that this target is moved to 3rd quarter 2021/22.</p> <p>In quarter 4 the post holder Programme Manager Engaging & Enabling Communities came into post. A re-start meeting has been held to progress a CRI and it is agreed that the work will align with the measurement of health inequalities and community emergency planning to provide a holistic picture around community well-being. This work will roll over and be progressed as part of the Engaging and Enabling Communities Programme for 2021/22.</p>								

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.

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 - Timescales will be reset if this is to remain.

There are concerns that communities will need to engage and want the support. WBC cannot enforce this.

% of communities identified and supported through the Community Resilience Index who have improved their Index score - Timescales will be reset if this is to remain. There are concerns that communities will need to engage and want the support. WBC cannot enforce this.

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				Q4 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	Not achieved		

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				Q4 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	-	-	-	★	■	■		
YTD outturn	-	-	New measure added at Q2	On track	Behind schedule	Not achieved	Dec 2020	n/a
<p>REASON FOR RED:</p> <p>Economic Development Board took the decision to push this work back to June 2021 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 June 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				Q4 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
<p>REASON FOR RED: Developers did not build out their permitted sites as expected.</p> <p>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).</p> <p>FINANCIAL IMPLICATIONS: None as affordable housing does not pay the Community Infrastructure Levy</p> <p>IMPACT ON OTHER MEASURES: None</p> <p>SERVICE PLAN UPDATES REQUIRED: None</p> <p>STRATEGIC ACTIONS REQUIRED: None</p>								

Nick Carter			Building Communities Together				Q4 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	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 was appointed but due to a delay in them being released from their previous employer they are not due to join WBC until 22 February 2021. This work will be progressed within this project manager role - 'Programme 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> <p>In quarter 4 Service request was made to amend target to March 2022. Programme Manager Engaging & Enabling Communities commenced on 22nd February 2021 with the work progressing within that role. The title of this project is to be amended as the 'community engagement framework' is being referred to under three different headings and this needs to be clarified. The timescale for this project will be set by the Customer First Programme Board as this is an action within the Comms & Engagement Delivery Plan.</p>								

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

Updates will be provided as the project progresses and reported on as part of the BCT Team KPI and MoV quarterly return. Updates from the Customer First Programme Board will also be included.

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

Joseph Holmes/Kevin Griffin			Customer Service and ICT				Q4 2020/21	RED
Indicator Ref: GP1csict			Number of West Berkshire premises able to receive Superfast Broadband services 24Mb/s or above				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	◆	★	■	■	■	72,897 (99.7%) Sept 2020	Higher is better
Qrtly outturn		-	-	-	-	-		
YTD outturn	70,689 (96.7%) (P)	71,032 (97.16%)	71,197 (97.40%)	72,182 (98.75%)	Complete in Q2	Complete in Q2		
REASON FOR RED:								
The project is complete with Q2 ending with 72,182 (98.75%) against overall target of 72,897 (99.7%). The difference between the target and what has been achieved is due to properties being descoped for various issues, for example due to wayleaves not being signed, customers already having Next Generation Access (NGA), and properties no longer existing.								
REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:								
The gap in delivery will be managed by looking at other delivery options as part of the superfast complete project.								
FINANCIAL IMPLICATIONS:								
No additional costs incurred.								
IMPACT ON OTHER MEASURES: None.								
SERVICE PLAN UPDATES REQUIRED: None.								
STRATEGIC ACTIONS REQUIRED: None.								

Susan Halliwell / Jon Winstanley			Environment Department				Q4 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	N/A
YTD outturn	-	On track	On track	On track	Behind schedule	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.

2020/21

98%



of rough sleepers offered accommodation when first identified

99% of major and

90% of minor planning applications determined on time



Latest Ofsted rating of our Children and Family Service is

Good



582



residential units granted planning~ permission

609

additional residential units completed



94% of maintained schools judged good or better by Ofsted

Adopted a new ten-year West Berkshire Cultural Heritage Strategy



91% of Adult Social Care service users said their services made them feel safe and secure



51% of household waste recycled, composted and reused



72%



of our Care Leavers (aged 19-21) were in employment, education or training

(low levels) of repeat referrals to Children's Services

19%



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2020/21 Revenue Financial Performance Provisional Outturn

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	6 th July 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Head of Service agreed report: <i>(for Corporate Board)</i>	12.5.21
Date Portfolio Member agreed report:	12.5.21
Report Author:	Melanie Ellis
Forward Plan Ref:	EX3914

1 Purpose of the Report

- 1.1 To report on the financial performance of the Council's revenue budgets. This report is the provisional outturn position for 2020/21.

2 Recommendations

- 2.1 To note the provisional outturn position of £4.6m under spend. The under spend is 3.5% of the Council's 2020/21 net revenue budget of £131m. From the £4.6m under spend, the impact of Covid on spend against budgets accounts for £3.6m, with business as usual (BAU) accounting for the remaining £1m.
- 2.2 To note that the under spend will be added to the Council's general reserves, of which £2.8m has already been allocated to support the 2021/22 budget and balance the financial impact of the pandemic on residents with the cost pressures the Council faces. The increase to reserves from the outturn will therefore be £1.8m.
- 2.3 To note the ongoing impact that Covid will have on the 2021/22 budget, particularly in Quarter One, as the Council continues to be supported by external funding and see reduced demand for some services.
- 2.4 To note that a budget movement of £400k from Finance & Property to Capital Financing was approved by Executive on 10 June 2021. The capital financing and investment income budgets have been reviewed and realigned to reflect market conditions. The move reflects savings against capital financing costs and pressures against investment income.

3 Implications and Impact Assessment

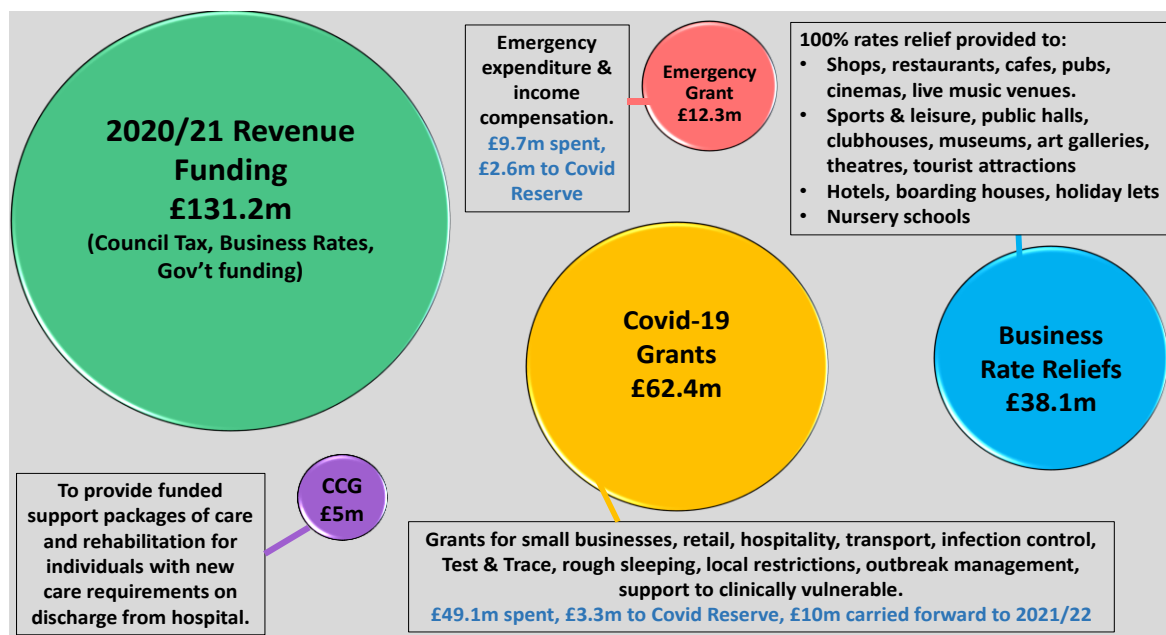
Implication	Commentary			
Financial:	The provisional under spend of £4.6m will be added to the Council's general reserves, of which £2.8m has already been allocated to support the 2021/22 budget. The increase to reserves from the outturn will be £1.8m.			
Human Resource:	None			
Legal:	None			
Risk Management:	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.			

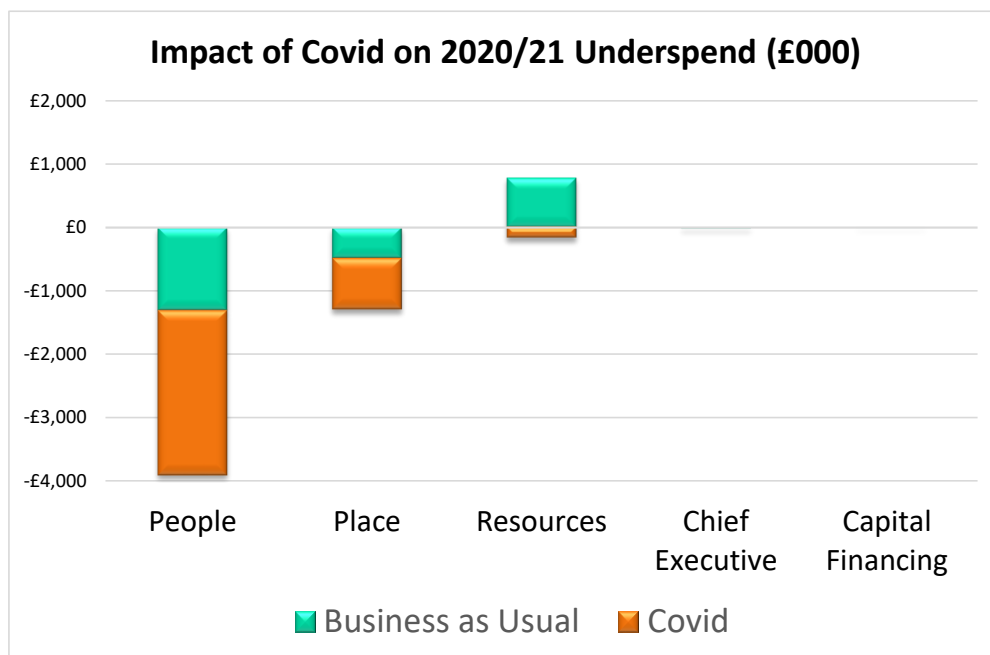
4 Executive Summary

- 4.1 This report is to inform members of the financial performance of the Council's revenue budgets. This report is the provisional outturn position for 2020/21.
- 4.2 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business. The 2020/21 net revenue budget of £131m was set in March 2020, however, before the start of the financial year, the country was in national lockdown due to the Covid-19 global pandemic.
- 4.3 The Council has played a significant part in responding to the pandemic, supported by Central Government grant funding of £113m and £5m CCG funding, enabling us to support a range of activities within our district and distribute business rate reliefs. £101m has been spent or distributed, £6m put to a Covid reserve and £10m carried forward to 2021/22. Grant funding compared to our revenue budget is shown in the chart below:

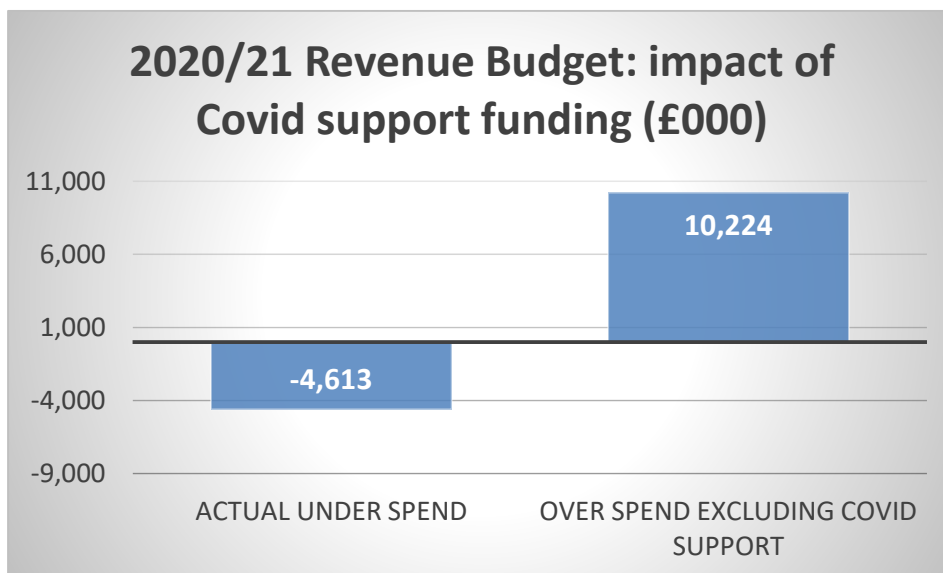
2020/21 Revenue Financial Performance Provisional Outturn



4.4 The provisional revenue outturn position is an under spend of £4.6m. The under spend is 3.5% of the Council's 2020/21 net revenue budget of £131m. From the £4.6m under spend, the impact of Covid on budgets accounts for £3.6m, with business as usual (BAU) accounting for the remaining £1m. The under spend will be added to the Council's general reserves, of which £2.8m has already been allocated to support the 2021/22 budget and balance the financial impact of the pandemic on residents with the cost pressures the Council faces. The increase to reserves from the outturn will therefore be £1.8m, which will protect the Council's financial position in the midst of the current Covid-19 pandemic, enabling Council services to deliver their key areas of responsibility.



4.5 The overall under spend is interlinked to the impact of the pandemic and the use of Covid support funding. Without the Emergency Grant funding for expenditure and income compensation, and Adult Social Care funding from the Clinical Commissioning Group, the Council would be facing an over spend of £10m, which would likely have put the Council far below the minimum level of reserves resulting in some immediate ceasing of service activity.



4.6 The People Directorate under spend is £3.9m, with the main under spends arising from ASC £2m, CFS £1.2m and Education £0.6m.

- In ASC, there have been 58 excess deaths compared to 2019/20, with client numbers 84 lower than modelled. Fewer clients received a long term service due to Covid, as clients in step down placements were funded by Health. There was a reduction in the take up of respite services and direct payments as service users were unable or unwilling to access services.
- In CFS, the under spend 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. However there is evidence among neighbouring authorities of increases in children entering care as a result of Covid-19 disruption.
- The Education under spend largely relates to savings in Home to School Transport, due to suspended services during school closures.

4.7 The Place Directorate under spend is £1.3m. The main under spends are:

- Homelessness prevention, predominantly due to lower expenditure on rent incentives and pause on evictions of private tenants due to Covid-19.
- Sports and leisure, partly as a result of lower spend on repairs and maintenance during Covid, and partly from the leisure management contract. Shaw House saw unachieved income from room hire and catering.

2020/21 Revenue Financial Performance Provisional Outturn

- Waste management had a reduction in commercial waste going to landfill and an opportunity to send more general refuse to 'energy from waste' facilities instead.
 - Traffic network income streams have been greater than anticipated. These budgets are demand led and difficult to accurately forecast, but will be reviewed as part of Outcomes Based Budgeting for 2022/23. Car park income was significantly impacted by Covid, however, as lost income has been compensated for by grant funding, it has not impacted on the outturn position.
- 4.8 The Resources Directorate/Chief Executive over spent by £588k due to loss of income in vacant commercial property. Capital Financing was £516k under spent due to lower payments on annuity loans, and this has been set aside for financing of prior capital expenditure (Minimum Revenue Provision).
- 4.9 The under spend increased significantly in the final two quarters of 2020/21. 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 led services that had been suppressed due to the 1st wave. The 2nd wave however, further delayed this demand and, unfortunately as in the 1st wave, there were a number of deaths amongst the residents supported by Adult Social Care which reduced in-year costs. In the Waste service, there was a reduction in commercial waste going to landfill and an opportunity to send more general refuse to 'energy from waste' facilities instead.
- 4.10 The 2020/21 savings and income generation programme of £3.2m was 95% Green.

Conclusion

- 4.11 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business and the Council has played a significant part in responding to the pandemic. Grants of £113m were received from Government for Covid-19 to support additional costs and lost income and to enable us to support a range of activities within our district.
- 4.12 The provisional revenue under spend of £4.6m is interlinked to the impact of the pandemic and the use of Covid resources provided by central government. The £3.2m savings and income generation programme was 95% achieved. 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.
- 4.13 The Covid-19 grant under spend will be used in 2021/22 to fund the ongoing pandemic response. The Council continues to be supported by external funding and see reduced demand for some services which will have an impact on 2021/22, particularly on Quarter One. The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the full impact on 2021/22 and beyond is known.

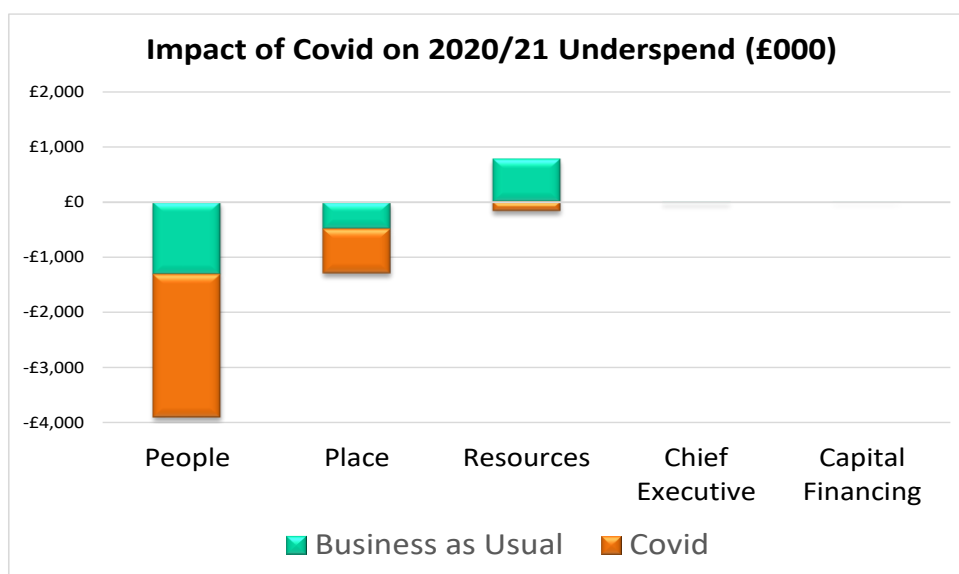
5 Supporting Information

Introduction

- 5.1 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business. The 2020/21 net revenue budget of £131m was set in March 2020, however, before the start of the financial year, the country was in national lockdown due to the Covid-19 global pandemic.
- 5.2 The Council has played a significant part in responding to the pandemic, from helping to coordinate the community response, supporting local businesses and working with schools in delivering online learning. As referenced further in this report, grants of £113m have been received from Government for Covid-19 to support additional costs and lost income and to enable us to support a range of activities within our district and distribute business rate reliefs.
- 5.3 The overall under spend is interlinked to the impact of the pandemic and the use of Covid resources provided by central government. The under spend allows for an increase to reserves which will protect the Council’s financial position in the midst of the current Covid-19 pandemic, enabling Council services to deliver their key areas of responsibility.
- 5.4 This financial outturn report shows the under spend against budget, after taking account of any funds carried forward to 2021/22. The report also shows the impact Covid-19 has had on the outturn, in order to try to provide a meaningful comparison to budget and to previous years.

2020/21 Outturn

- 5.5 The provisional revenue outturn is an under spend of £4.6m. The under spend is 3.5% of the Council’s 2020/21 net revenue budget of £131m. From the £4.6m under spend, the impact of Covid on spend against budgets accounts for £3.6m, with business as usual (BAU) accounting for the remaining £1m as shown below by Directorate.

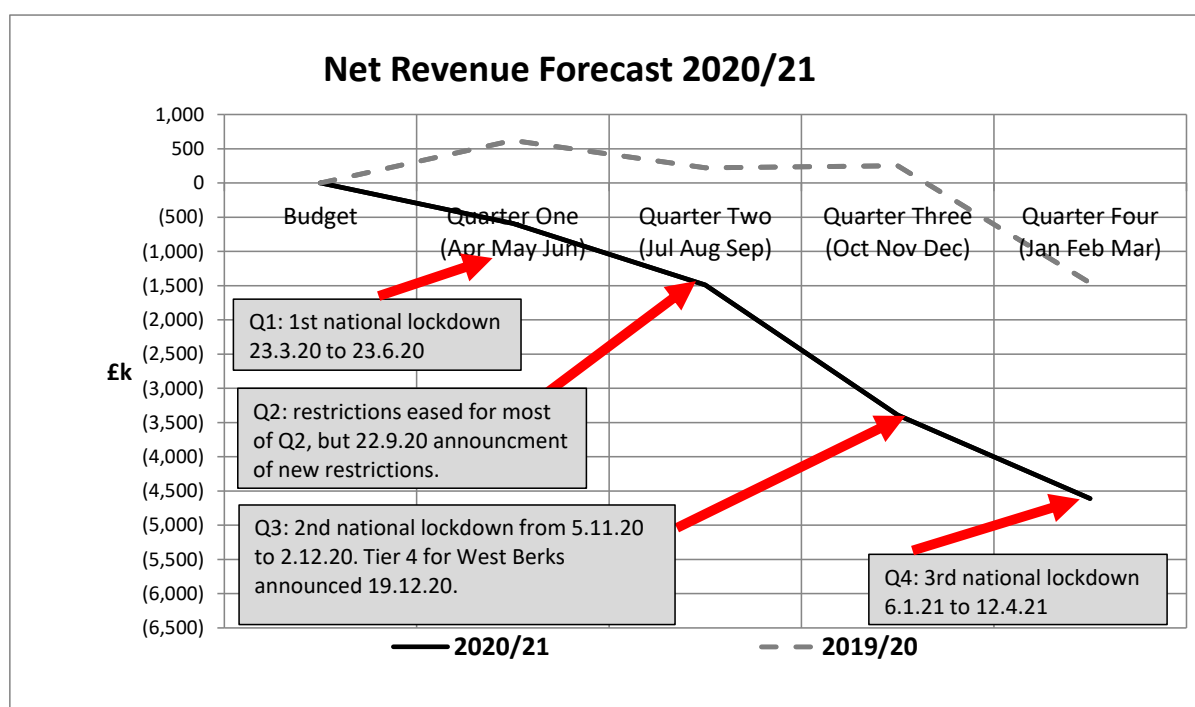


2020/21 Revenue Financial Performance Provisional Outturn

5.6 The table below shows the quarterly forecasts and year end position, after net funds carried forward to 2021/22. These comprise of moving unspent funding into earmarked reserves to spend in 2021/22, including the Public Health grant, general Covid grants and specific Covid grants such as the Contain Outbreak Management Fund (COMF), net of any drawdowns from earmarked reserves to support services in 2020/21.

Directorate Summary	Final Net Budget	Actual Outturn	(Under)/over spend						Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Quarter Three	Quarter Four			
			Forecast	Forecast	Forecast	Actual	Carried forward to 2021/22	Final	
	£000	£000	£000	£000	£000	£000	£000	£000	£000
People	76,244	68,632	(810)	(1,859)	(3,229)	(7,612)	3,711	(3,900)	(672)
Place	31,203	29,503	(101)	(57)	(589)	(1,700)	400	(1,300)	(711)
Resources	11,388	12,484	230	244	312	1,096	(489)	607	295
Chief Executive	764	46	(10)	(10)	(10)	(718)	699	(19)	(9)
Capital Financing	11,597	10,703	100	193	123	(894)	894	(0)	(123)
Total	131,196	121,368	(590)	(1,489)	(3,393)	(9,828)	5,215	(4,613)	(1,220)
Allocated to 2021/22 Budget								2,775	
Net increase in Reserves								(1,838)	

5.7 Forecasting has been challenging this year due to the ongoing impact of Covid-19. At the end of Q1, the national lockdown had just lifted and so forecasts were largely based on a return to normal for the remainder of the year. However, the second and third lockdowns further increased the Council's under spend as a result of savings made on activities and government funding received in compensation for losses. The overall forecasts and outturn are shown in the following chart:



- 5.8 There was a £1.9m increase in the under spend from Quarter Two to Quarter Three. This was 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 further delayed this demand and, unfortunately as in the 1st wave, there were 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 was also a decrease in demand related costs, for example in respect of Unaccompanied Asylum Seeking Children (UASC).
- 5.9 During the final quarter, the under spend increased by a further £1.2m, reflecting the impact of the continuing pandemic.
- In People, £253k was in ASC with clients spending longer than forecast in beds funded by Health, low take up of respite provision and delays to packages of care starting. CFS under spend increased by £153k in placements, legal and specialist assessments. Education under spend increased by £239k largely attributable to home to school transport further savings in the Spring Term 2021.
 - In Place, Environment's under spend increased by £708k in the final quarter. Car parks outturn was affected by receipt of £161k Covid support funding which was not forecast in the previous quarter. Traffic network management saw an unanticipated rise in works applications in the final quarter resulting in increased income of £281k. The Waste service costs were £100k lower than previously forecast, mainly due to the opportunity to divert more general refuse to energy from waste initiatives. This was created by capacity created by a fall in commercial waste incineration due to a reduction in economic activity linked to Covid.

5.10 Outturn by service is shown in the following table:

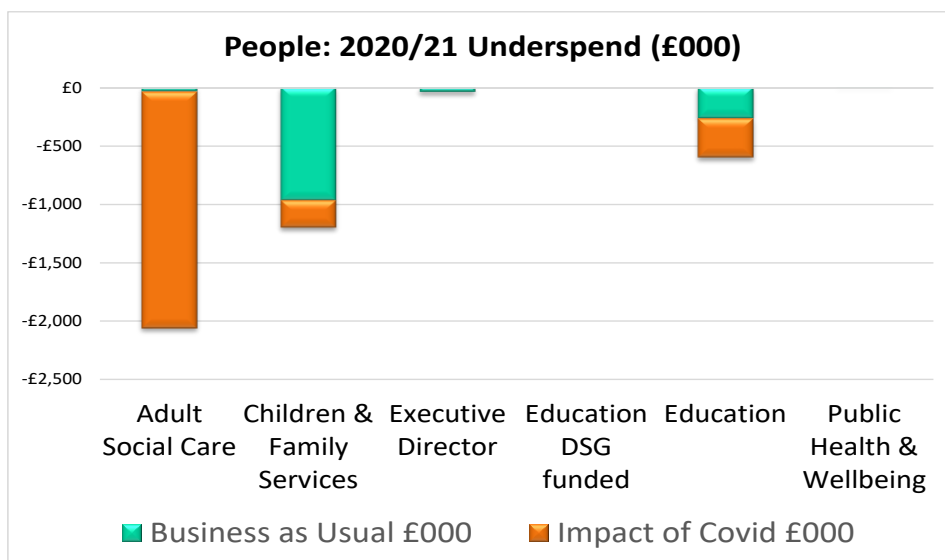
2020/21 Revenue Financial Performance Provisional Outturn

	Current Net Budget	Net Forecast	(Under)/over spend						Change to Service Forecast from Last Quarter
			Quarter One	Quarter Two	Quarter Three	Quarter Four			
			Forecast	Forecast	Forecast	Actual	Carried forward to 2021/22	Final	
£000	£000	£000	£000	£000	£000	£000	£000	£000	
Adult Social Care	50,294	48,235	(588)	(1,026)	(1,806)	(2,059)	0	(2,059)	(253)
Children & Family Services	17,244	16,007	(247)	(639)	(1,046)	(1,236)	37	(1,199)	(153)
Executive Director	322	280	3	4	(15)	(42)	0	(42)	(27)
Education DSG funded	(444)	(444)	0	0	0	0	0	0	0
Education	8,852	8,117	22	(197)	(361)	(735)	135	(600)	(239)
Public Health & Wellbeing	(24)	(3,563)	0	0	0	(3,539)	3,539	(0)	(0)
People	76,244	68,632	(810)	(1,859)	(3,229)	(7,612)	3,711	(3,900)	(672)
Executive Director	187	190	0	0	0	3	0	3	3
Development & Planning	3,249	2,951	(76)	(14)	(318)	(298)	145	(153)	165
Public Protection & Culture	3,852	3,622	75	61	49	(230)	108	(122)	(171)
Environment	23,915	22,740	(99)	(104)	(320)	(1,175)	147	(1,028)	(708)
Place	31,203	29,503	(101)	(57)	(589)	(1,700)	400	(1,300)	(711)
Executive Director	270	296	0	20	20	26	0	26	6
Commissioning	772	656	(58)	(38)	(61)	(116)	0	(116)	(55)
Customer Services & ICT	2,987	2,978	59	60	(1)	(9)	0	(9)	(8)
Finance & Property	2,382	3,799	123	138	407	1,417	(683)	734	327
Strategy & Governance	4,976	4,754	105	64	(54)	(222)	194	(28)	26
Resources	11,388	12,484	230	244	312	1,096	(489)	607	295
Chief Executive	764	46	(10)	(10)	(10)	(718)	699	(19)	(9)
Capital Financing	11,597	10,703	100	193	123	(894)	894	(0)	(123)
Movement through Reserves	0	0	0	0	0	0	0	0	0
Capital Financing	11,597	10,703	100	193	123	(894)	894	(0)	(123)
Total	131,196	121,368	(590)	(1,489)	(3,393)	(9,828)	5,215	(4,613)	(1,220)
Allocated to 2021/22 Budget								2,775	
Net increase in Reserves								(1,838)	

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

People Directorate

5.11 The Directorate outturn is an under spend of £3.9m, which is 5.1% against a budget of £76m. The under spend has increased by £0.7m from last quarter.



	Business as Usual	Impact of Covid	Total Under Spend
	£000	£000	£000
Adult Social Care	(37)	(2,022)	(2,059)
Children & Family Services	(964)	(235)	(1,199)
Executive Director	(42)	0	(42)
Education DSG funded	0	0	0
Education	(266)	(334)	(600)
Public Health & Wellbeing	(0)	0	(0)
People	(1,309)	(2,591)	(3,900)

5.12 In ASC, the under spend of £2m has increased by £250k since last quarter.

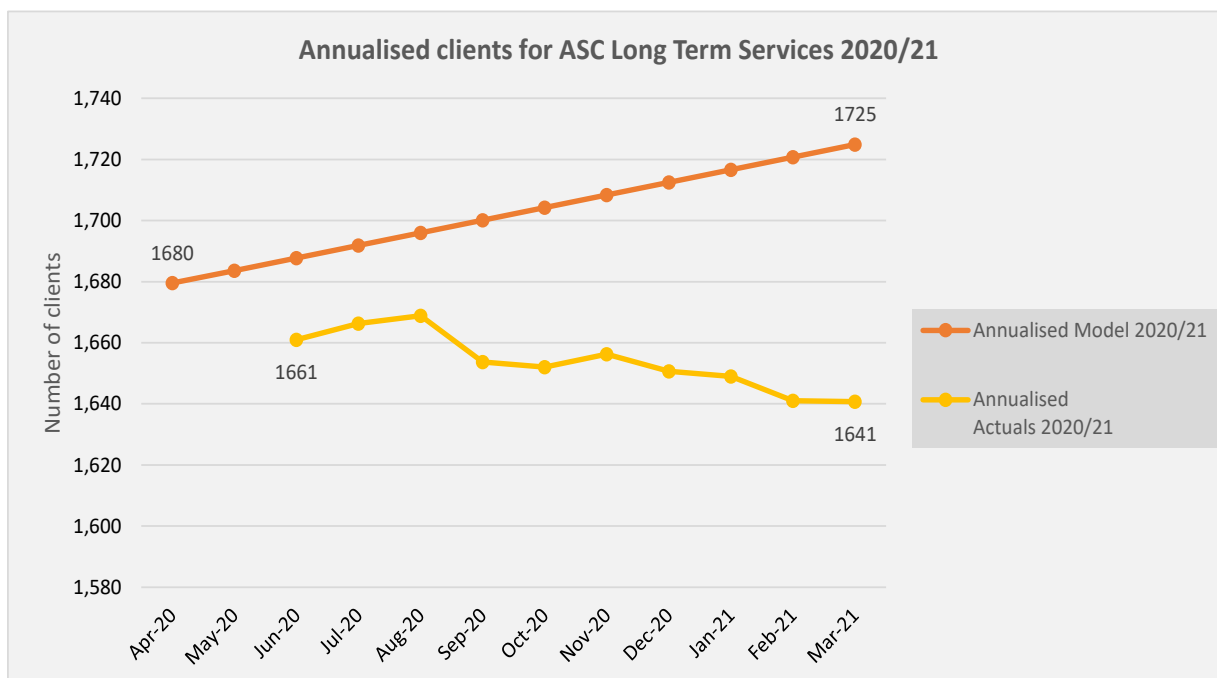
Long term services (LTS) are £2.9m under spent. There has been 58 excess deaths compared to 2019/20, with client numbers 84 lower than modelled. The majority have been in over 65's in care homes.

The number of clients receiving a long term service was also impacted by Covid, as clients in step down placements were funded by Health as part of the rapid community discharge during the pandemic. There has been a reduction in the take up of respite services due to Covid restrictions. Direct payments were also underutilised as service users were unable or unwilling to access services.

The service has also taken action to suppress market demand such as use of technology enabled care, reinforcing the three conversations model suppressing the need for long term services, use of market management to offer better value for money, and maximising external funding streams.

2020/21 Revenue Financial Performance Provisional Outturn

Short term services are £442k over spent largely as a result of some short term services being extended due to Covid, instead of transferring to long term. Care homes are £471k over budget due to lost income and additional staffing costs.

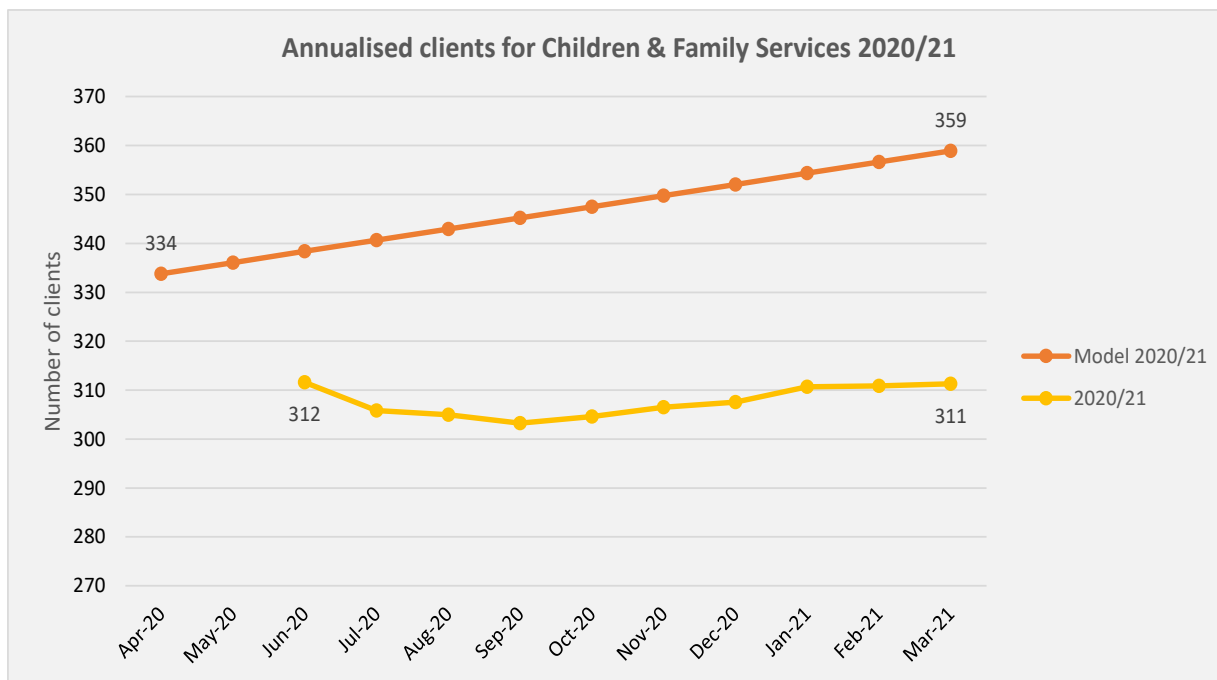


5.13 The full impact of Covid on ASC budgets is not completely clear, particularly around future demand, transitional periods and funding. The ASC model for long term services has continued to be updated monthly to inform the 2021/22 budget.

5.14 In CFS, of the £1.2m under spend, £857k is in placements, and is due to an overall decrease in the number of clients. There are 17 fewer clients than 2019/20 and 48 fewer than budgeted. The main reductions are within 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, or at least promote the less costly forms of intervention, and currently the signs are very positive. However, there is evidence among neighbouring authorities of a noticeable increase in children entering care as a result of Covid-19 disruption and the increasing stresses on households. The presentation and demand for UASC placements remains impossible to predict. UASC presentation in the UK has not declined overall and it may be that as cross channel freight traffic increases we will see increasing demand once again. The remaining under spend has arisen in adoption advisory, child care lawyers, and vacancy and mileage savings across the teams.

5.15 Demand is increasing and there is the possibility of increased demand as services navigate through the Covid-19 recovery period. There are delays in the court process and signs of the extra pressures accumulating in households (finance, employment and housing security), some of which will manifest into safeguarding issues. There has been a 35% increase in child protection plans between January and March 2021, so there are tangible signs of increasing need and demand.

2020/21 Revenue Financial Performance Provisional Outturn

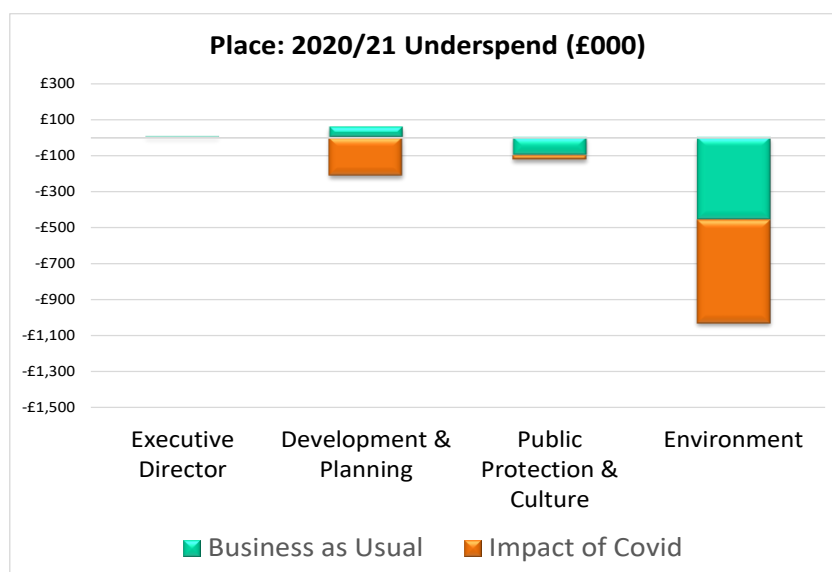


- 5.16 Education has an under spend of £600k, an increase of £239k from last quarter. Home to School Transport has under spent by £310k, partly due to suspended services during school closures and partly due to routes being retendered and renegotiated. The under spend increased in Quarter Four as a result of Covid impacts in the Spring Term. Other under spends include Castlegate and Family Wellbeing hubs due to periods of closure, and over achievement of income in traded services.
- 5.17 Education DSG is reported on line for the Council as any over or under spends are ring-fenced within the grant. There was a brought forward deficit on the DSG of £1.7m. At outturn, the DSG has a cumulative deficit of £1.5m. There were in-year pressures relating to demand led top up funding in the High Needs Block, but these have been offset against under spends on the growth fund, as a result of a delay in the opening of a new primary school. The Department for Education recognises the position that many authorities are in, and are expecting to work with authorities during 2021/22 to agree a plan of action to recover the deficits.
- 5.18 The Public Health grant outturn is on line, after carrying forwards £3.5m of grant funding to 2021/22; £600k against the Public Health Grant and £2.6m against the Contain Outbreak Management Fund (COMF). The COMF grant has supported the Council in its local response to the pandemic, which has included a number of ongoing projects to support the community including contact tracing, testing, enforcement, health & safety support to schools, mental health support for children and young people, monitoring of community transmissions and providing support to local businesses. Much of the underspend against the Public Health Grant has been due to offsetting staffing costs against COMF to ensure future funds are protected to support health and wellbeing programmes as part of the recovery.

Place Directorate

- 5.19 The Place Directorate provisional outturn is an under spend of £1.3m against a budget of £31m. The under spend has increased by £711k since last quarter.

2020/21 Revenue Financial Performance Provisional Outturn



	Business as Usual	Impact of Covid	Total Under Spend
	£000	£000	£000
Executive Director	3	0	3
Development & Planning	58	(211)	(153)
Public Protection & Culture	(99)	(23)	(122)
Environment	(453)	(575)	(1,028)
Place	(491)	(809)	(1,300)

5.20 In Development and Planning, homelessness prevention was under spent by £240k due to lower expenditure on rent incentives and pause on evictions of private tenants due to Covid-19. Other housing services, temporary accommodation and Gypsy sites, were over spent. There was an under spend due to delay in consultancy spend in support of the Minerals and Waste Service Plan.

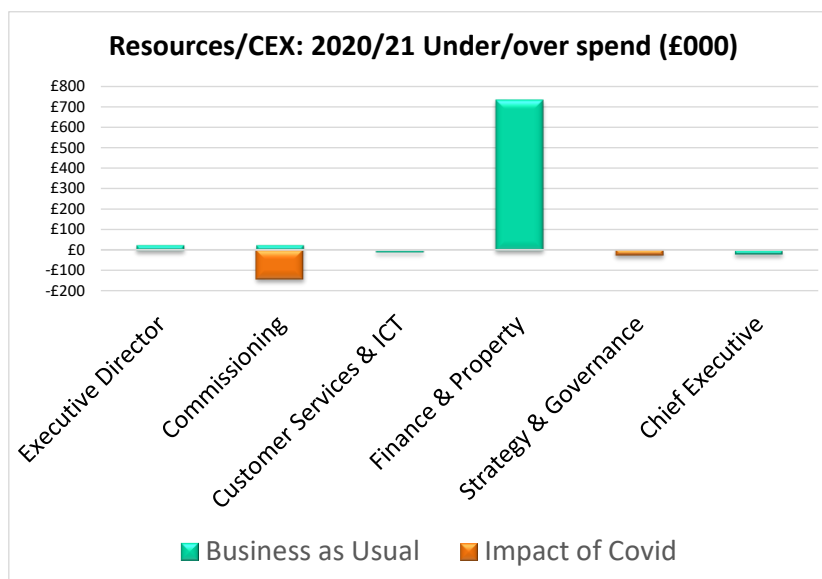
5.21 Public Protection & Culture had under spends in sports and leisure, due to lower spend on repairs and maintenance during Covid, and from the leisure management contract. Shaw House underachieved income from room hire and catering.

5.22 In Environment, waste management costs were £554k lower than budget, of which £147k has been carried forward to 2021/22. There has been a reduction in commercial waste going to landfill and an opportunity to send more general refuse to 'energy from waste' facilities instead. Traffic network income is £459k higher than budget; these budgets are demand led and difficult to accurately forecast. Although some works were postponed due to Covid, overall these income streams have been greater than anticipated, and budgets will be reviewed as part of Outcomes Based Budgeting for 2022/23. Car park income was significantly impacted by Covid, however, as lost income has been compensated for by grant funding, it has not impacted on the outturn position.

Resources Directorate/Chief Executive

5.23 The Directorate outturn is an over spend of £588k against a budget of £12m. This is a £286k change from the over spend forecast last quarter.

2020/21 Revenue Financial Performance Provisional Outturn



	Business as Usual	Impact of Covid	Total Under Spend
	£000	£000	£000
Executive Director	26	0	26
Commissioning	26	(142)	(116)
Customer Services & ICT	(9)	0	(9)
Finance & Property	734	0	734
Strategy & Governance	1	(29)	(28)
Resources	778	(171)	607
Chief Executive	(19)	0	(19)

5.24 Commissioning under spend relates to a rebate from the agency framework agreement, which has increased in line with increased agency staff demand during 2020/21.

5.25 In Finance and Property, the £734k over spend is after year end carry forwards and reserve movements. Grant funding of £3.2m received in 2019/20 was drawn down from the Covid Reserve. During 2020/21, further grants were received and at year end, £2.6m remained and was transferred back to the Covid Reserve. £280k has been allocated into reserves towards provision for financing of prior capital expenditure (Minimum Revenue Provision). £587k was drawn from earmarked reserves for Housing Benefit claims not eligible for full subsidy, and to allow for an increase in provision for possible non-recovery of overpayments. The service saw over spends in commercial property as a result of a vacant property. There were over spends in agency costs covering staff absence and implementation of the new Agresso financial system, and an increase in the general bad debt provision.

5.26 In Strategy and Governance, the under spend arose from not running a number of training courses during Covid, and additional buyback income in payroll.

Capital Financing

5.27 The Capital Financing outturn was an under spend of £516k, which has been set aside for financing of prior capital expenditure (Minimum Revenue Provision). The surplus has

2020/21 Revenue Financial Performance Provisional Outturn

arisen from lower than expected principle and interest payments on annuity loans. Further detail is provided in the Treasury Management outturn report.

Covid-19 impact on the 2020/21 budget

5.28 There has been a significant impact on the 2020/21 budget due to Covid-19. The Council was awarded four tranches of un-ringfenced emergency expenditure grant from Central Government totalling £9.6m and has spent £5m to date. The Council has faced income losses of £4.7m, and has claimed £2.8m of emergency grant funding against this. Overall emergency grant funding totalled £12.3m and losses totalled £9.7m, so the balance of £2.6m has been put to an earmarked Covid reserve to use during 2021/22.

5.29 Further non-ringfenced grants were received of £4.5m for New Burdens, Control Outbreak Management Fund (COMF), Clinically Extremely Vulnerable (CEV) and Test & Trace. £1.1m has been spent and the remaining £3.3m put to the Covid reserve. The reserve balance is £5.9m. The table below shows how the split across services.

Allocation of Covid Funding	Emergency Grant Funding			Non-Ringfenced Grants				Total Non-Ringfenced Grants	Total Emergency/ Non-Ringfenced Grants
	Additional General Expenditure	Lost Income	Total General Grant	New Burdens	COMF	CEV	Test & Trace		
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	2,325	345	2,670					0	2,670
Children & Family Services	188		188					0	188
Education DSG funded	73		73					0	73
Education	355	184	540					0	540
Public Health & Wellbeing			0		779			779	779
People	2,942	529	3,471	0	779	0	0	779	4,251
Development & Planning	701	107	808					0	808
Public Protection & Culture	792	801	1,593					0	1,593
Transport & Countryside	174	2,772	2,946					0	2,946
Place	1,666	3,680	5,347	0	0	0	0	0	5,347
Commissioning	7		7					0	7
Customer Services & ICT	41		41					0	41
Finance & Property	56	400	457	89			64	153	610
Human Resources	16		16					0	16
Legal and Strategic Support	191	82	273					0	273
Resources	312	483	795	89	0	0	64	153	948
CEX			0		30	193		223	223
Recovery	124		124					0	124
Total	5,045	4,692	9,737	89	810	193	64	1,156	10,893
Grant Received	(9,562)	(2,791)	(12,353)	(247)	(3,791)	(266)	(151)	(4,455)	(16,808)
Grant Remaining	(4,517)	1,901	(2,616)	(157)	(2,982)	(73)	(86)	(3,299)	(5,915)

5.9 In addition, specific ring-fenced grants and business rate relief funding was received totalling a further £96m of which £86m has been spent and £10m carried forward to 2021/22. This brings the total grant funding to £113m. All grants are summarised below:

2020/21 Revenue Financial Performance Provisional Outturn

Allocation of Covid Funding	Total Emergency/ Non- Ringfenced Grants	Ringfenced Grants								Total Ringfenced Grants	Total Grant Funding
		SBGF/ RHLGF	ARG/ LRSRG	Transport	Infection Control	Test & Trace	Rough Sleeping	Business Rate Relief	Other		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	2,670				2,370				444	2,814	5,484
Children & Family Services	188									0	188
Education DSG funded	73									0	73
Education	540								796	796	1,335
Public Health & Wellbeing	779					347			433	780	1,559
People	4,251	0	0	0	2,370	347	0	0	1,673	4,390	8,640
Development & Planning	808			75			477		10	562	1,370
Public Protection & Culture	1,593								59	59	1,652
Transport & Countryside	2,946			505						505	3,451
Place	5,347	0	0	580	0	0	477	0	69	1,126	6,473
Commissioning	7									0	7
Customer Services & ICT	41									0	41
Finance & Property	610	29,361	12,978			90		38,146		80,576	81,186
Human Resources	16									0	16
Legal and Strategic Support	273									0	273
Resources	948	29,361	12,978	0	0	90	0	38,146	0	80,576	81,524
CEX	223									0	223
Recovery	124									0	124
Total	10,893	29,361	12,978	580	2,370	437	477	38,146	1,742	86,091	96,985
Grant Received	(16,808)	(29,361)	(21,936)	(1,066)	(2,595)	(665)	(393)	(38,146)	(1,865)	(96,029)	(112,837)
Grant Remaining	(5,915)	0	(8,958)	(487)	(225)	(229)	84	0	(123)	(9,937)	(15,853)

5.30 Other grants listed above include Wellbeing for Education, Surge funding, Support for leisure, ASC workforce capacity, ASC Rapid testing, Holiday and food programme, Pupil premium catch up, and Community testing. Adult Social Care (ASC) costs have also been supported with additional funding from the Clinical Commissioning Group (CCG) of £5.2m.

5.31 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. 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. The funding provided by Government and the income scheme below were sufficient for the 2020/21 Financial Year, with the surplus being put to reserves.</p> <p>The Council also has general reserves to support further impacts and these are above the minimum level set by the s151 officer.</p>

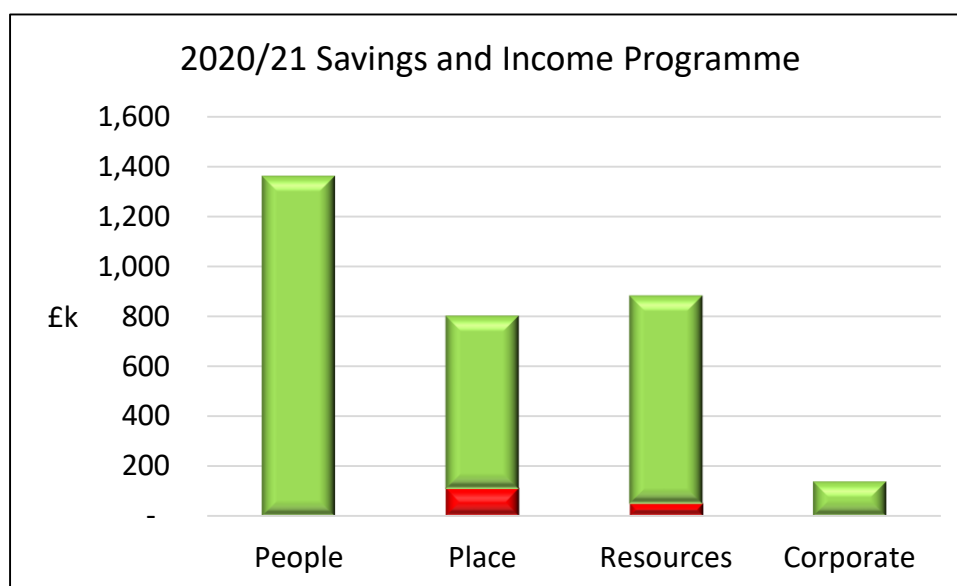
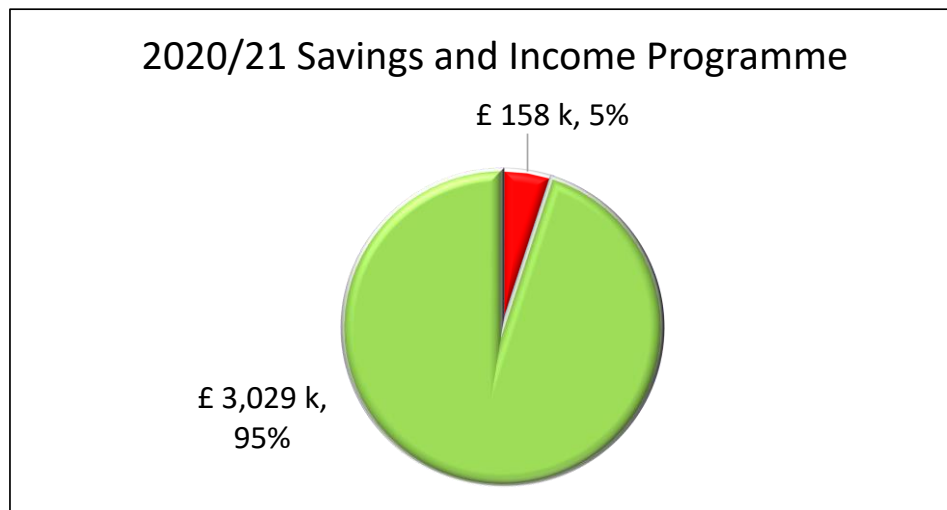
2020/21 Revenue Financial Performance Provisional Outturn

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, and the Council has claimed £2.8m against losses of £4.7m.</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.
<p>Cashflow risks</p>	<p>Government provided up front funding of, for example, business grants and paused the payment required for business rates</p>
<p>Specific grants provided by Government for key areas of activity, as shown above</p>	<p>These funds have been applied to support service specific pressures and/or to provide services through the grant.</p>
<p>Losses on Council Tax and Business Rates</p>	<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.</p>
<p>Impact on 2021/22 budget setting</p>	<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>

5.32 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 planned for a similar financial settlement for 2021/22 as it received in 2020/21.

2020/21 Savings and income generation programme

5.33 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 is shown in the following charts:



5.34 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, £10k from training income and £10k staffing savings not met.

Proposals

5.35 To note the provisional outturn.

6 Other options considered

6.1 None.

7 Conclusion

7.1 The 2020/21 financial year presented a significant number of financial challenges for the Council in supporting our residents and business and the Council has played a significant part in responding to the pandemic. Grants of £113m were received from Government for Covid-19 to support additional costs and lost income and to enable us to support a range of activities within our district.

7.2 The provisional revenue under spend of £4.6m is interlinked to the impact of the pandemic and the use of Covid resources provided by central government. The £3.2m savings and income generation programme was 95% achieved. 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.

7.3 The Covid-19 grant under spend will be used in 2021/22 to fund the ongoing pandemic response. The Council continues to be supported by external funding and see reduced demand for some services which will have an impact on 2021/22, particularly on Quarter One. The longer term position will require further analysis and announcements from Central Government on the funding position for Local Government, before the full impact on 2021/22 and beyond is known.

8 Appendices

8.1 Appendix A – Outturn position

8.2 Appendix B – Budget changes

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)

Officer details:

Name: *(add text)
 Job Title: *(add text)
 Tel No: *(add text)
 E-mail: *(add text)

Document Control

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

Change History

Version	Date	Description	Change ID
1			
2			

Appendix A – Outturn position

Consolidated outturn report 2020/21

	Budget			Gross Performance						Net Outturn			
	Original Budget £	Budget Changes £	Revised Budget £	Expenditure			Income			Net Exp/Inc to 31/03/2021 £	Actual Variance to 31/03/2021 £	Carried Forward to 2021/22 £	Final Variance to 31/03/2021 £
				Annual Expenditure Budget £	Actual Expenditure £	Expenditure Variance £	Annual Income Budget £	Actual Income £	Income Variance £				
Adult Social Care	50,220,510	73,530	50,294,040	78,257,790	74,042,676	-4,215,114	-27,963,750	-25,808,098	2,155,652	48,234,577	-2,059,463	0	-2,059,463
Children & Family Services	17,102,250	141,650	17,243,900	19,394,120	17,810,157	-1,583,963	-2,150,220	-1,802,709	347,511	16,007,448	-1,236,452	37,460	-1,198,992
Executive Director - People	249,440	72,380	321,820	321,820	305,108	-16,712	0	-25,000	-25,000	280,108	-41,712	0	-41,712
Education (DSG Funded)	-444,000	0	-444,000	108,150,910	111,424,015	3,273,105	-108,594,910	-111,868,015	-3,273,105	-444,000	0	0	0
Education	8,829,540	22,600	8,852,140	12,283,900	11,505,595	-778,305	-3,431,760	-3,389,359	42,401	8,116,236	-735,904	135,000	-600,904
Public Health & Wellbeing	-80,000	55,980	-24,020	6,007,570	7,009,878	1,002,308	-6,031,590	-10,572,860	-4,541,270	-3,562,982	-3,538,962	3,538,962	0
People	75,877,740	366,140	76,243,880	224,416,110	222,097,428	-2,318,682	-148,172,230	-153,466,042	-5,293,812	68,631,386	-7,612,494	3,711,422	-3,901,072
Executive Director - Place	197,080	-10,000	187,080	187,080	190,062	2,982	0	0	0	190,062	2,982	0	2,982
Development & Planning	3,165,740	83,020	3,248,760	6,736,160	6,413,710	-322,450	-3,487,400	-3,462,610	24,790	2,951,100	-297,660	145,000	-152,660
Public Protection & Culture	3,808,460	43,400	3,851,860	9,215,790	9,227,140	11,350	-5,363,930	-5,605,380	-241,450	3,621,761	-230,099	108,000	-122,099
Environment	23,795,330	119,790	23,915,120	34,850,540	34,405,338	-445,202	-10,935,420	-11,665,434	-730,014	22,739,904	-1,175,216	147,000	-1,028,216
Place	30,966,610	236,210	31,202,820	50,989,570	50,236,251	-753,319	-19,786,750	-20,733,424	-946,674	29,502,827	-1,699,993	400,000	-1,299,993
Executive Director - Resources	120,870	149,510	270,380	270,380	305,870	35,490	0	-9,000	-9,000	296,870	26,490	0	26,490
Commissioning	814,420	-42,060	772,360	10,273,390	10,921,917	648,527	-9,501,030	-10,265,829	-764,799	656,089	-116,271	0	-116,271
Customer Services & ICT	2,970,540	16,330	2,986,870	3,841,280	3,831,011	-10,269	-854,410	-853,865	545	2,977,146	-9,724	0	-9,724
Finance & Property	2,823,670	-441,410	2,382,260	47,160,290	83,048,024	35,887,734	-44,778,030	-79,248,845	-34,470,815	3,799,179	1,416,919	-683,000	733,919
Strategy & Governance	4,728,770	247,510	4,976,280	6,061,850	5,904,434	-157,416	-1,085,570	-1,149,820	-64,250	4,754,614	-221,666	194,000	-27,666
Resources	11,458,270	-70,120	11,388,150	67,607,190	104,011,256	36,404,066	-56,219,040	-91,527,358	-35,308,318	12,483,898	1,095,748	-489,000	606,748
Chief Executive	833,510	-69,220	764,290	774,290	866,659	92,369	-10,000	-819,996	-809,996	46,663	-717,627	699,000	-18,627
Chief Executive	833,510	-69,220	764,290	774,290	866,659	92,369	-10,000	-819,996	-809,996	46,663	-717,627	699,000	-18,627
Capital Financing & Management	11,196,770	400,000	11,596,770	11,974,340	12,609,290	634,950	-377,570	-1,913,572	-1,536,002	10,695,718	-901,052	901,052	0
Movement Through Reserves	-117,000	117,000	0	0	7,948	7,948	0	-762	-762	7,185	7,185	-7,185	0
Capital Financing	11,079,770	517,000	11,596,770	11,974,340	12,617,237	642,897	-377,570	-1,914,334	-1,536,764	10,702,903	-893,867	893,867	0
Total	130,215,900	980,010	131,195,910	355,761,500	389,828,831	34,067,331	-224,565,590	-268,461,154	-43,895,564	121,367,677	-9,828,233	5,215,289	-4,612,944

Appendix B – Budget Changes

Service	Original Net Budget	Approved Budget B/F from 2019/20	Budget changes not requiring approval	Budget released from reserves	Approved by S151 & Portfolio Holder	Requiring Executive Approval	Budget C/F to 2021/22	Final Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care	50,221	288					(214)	50,294
Children and Family Services	17,102	76	(12)	78				17,244
Executive Director	249	87					(15)	322
Education DSG funded	(444)							(444)
Education	8,830			23				8,852
Public Health & Wellbeing	(80)			56				(24)
People	75,878	451	(12)	157	0	0	(229)	76,244
Executive Director	197		(10)					187
Development & Planning	3,166	76	33				(26)	3,249
Public Protection & Culture	3,808		26				17	3,852
Environment	23,795	89	15				16	23,915
Place	30,967	165	64	0	0	0	6	31,203
Executive Director	121		150					270
Commissioning	814	4	(47)					772
Customer Services & ICT	2,971	16	3					2,987
Finance & Property	2,824		(89)			(400)	47	2,382
Strategy & Governance	4,729	134	35	131			(53)	4,976
Resources	11,458	154	51	131	0	(400)	(6)	11,388
Chief Executive	834		(70)					764
Capital Financing & Management	11,197					400		11,597
Movement through Reserves	(117)		117					0
Capital Financing	11,080	0	117	0	0	400	0	11,597
Total	130,216	771	150	288	0	0	(228)	131,196
Quarter One		699	50	131				
Quarter Two								
Quarter Three			96				(386)	
Quarter Four		72	4	157			158	
Total	130,216	771	150	288	0	0	(228)	131,196

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Capital Financial Performance Report Outturn 2020/21

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	6 th July 2021
Portfolio Member:	Councillor Ross Mackinnon
Date Head of Service agreed report: <i>(for Corporate Board)</i>	11.5.2021
Date Portfolio Member agreed sent:	14.5.2021
Report Author:	Shannon Coleman-Slaughter
Forward Plan Ref:	EX3915

1 Purpose of the Report

The financial performance report provided to Members reports on the under or over spends against the Council's approved capital budget. This report presents the provisional outturn position for financial year 2020/21.

2 Recommendations

2.1 The following recommendations are made to members:

- (a) Note that the re-profiling of £9.9 million of expenditure from 2020/21 into financial year 2021/22 as recommended and agreed by Capital Strategy Group (CSG) was approved by Executive on 10 June 2021.
- (b) Note that the inclusion of the LEP, Local Growth Fund, funded project Theale Rail Station Improvements into the previously approved 2021/22 Capital Programme was approved at Executive on 10 June 2021.
- (c) Note that the approved capital programme for 2021/22 has been revised to include the confirmed funding allocations issued by the Department for Transport in April 2021.
- (d) Note the allocation of £250,000 to the Waterside project funded by Community Infrastructure Levy was approved by Executive on 10 June 2021.

3 Implications and Impact Assessment

Implication	Commentary			
Financial:	<p>The outturn position against the approved capital programme is an incurred underspend of £11 million. £9.9 million of expenditure has been proposed by Capital Strategy Group to be re-profiled into financial year 2021/22 in support of the approved 2021/22 – 2023/24 Capital Strategy and complete delivery of ongoing projects.</p> <p>An additional allocation of £250k from CIL for the Waterside project to support the Council Strategy in 2021-22. This funding will have no financial impact on the Council’s overall budget, though does utilise £250k of CIL funding and so reduces the overall funding for CIL related schemes in future years</p>			
Human Resource:	Not applicable			
Legal:	Not applicable			
Risk Management:	<p>A key ongoing risk is the potential impact of engaged suppliers to default on contractual obligations through financial difficulties. Budget Managers and Capital Strategy Group are closely monitoring these risks to highlight projects with potential suppliers of concern and where there is an ongoing risk of default and/or the potential to retender agreed contracts at potentially higher cost.</p>			
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 In financial year 2020/21 expenditure of £37.2 million has been incurred against the approved capital programme of £48.3 million.

Capital Financial Performance Report Outturn 2020/21

Directorate	Quarter One Forecast Expenditure	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under / Overspend)	Proposed Expenditure Re-profiling
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
People	£15,476	£14,681	£14,023	£15,778	£10,989	(£4,790)	£2,994
Place	£27,882	£24,459	£23,237	£25,395	£21,141	(£4,254)	£5,529
Resources	£7,556	£5,404	£5,625	£7,093	£5,006	(£2,088)	£1,418
Chief Executive	£	£	£	£	£87	£87	£
Total Council	£50,914	£44,544	£42,885	£48,267	£37,223	(£11,044)	£9,941

4.2 During the course of the financial year key projects that have been successfully delivered/commenced are:

- (a) Completion of Highwood Copse Primary School. Although not opened in September 2020 due to the pandemic, the build stage of the project is complete. Purchase of specialist school furniture is to be undertaken in financial year 2021/22 to prepare the school for a September 2021 opening.
- (b) A number of LEP Local Growth Fund, funded projects focused on improvements to Newbury Rail Station, accessibility at Sandford and Theale Rail Station are all ahead of schedule.
- (c) Phase One of the Solar Photovoltaics project has been completed with six sites having panels installed.

4.3 The main contributing factors to the underspend position at outturn are:

- (a) Education Services is forecasting a £3.8 million underspend driven primarily by a delay in the i-College (formally Eastern Area PRU) project (£512k) through delays in agreeing new lease terms with the Parish Council, and delays to the Speenhamland project through redesign and re procuring a contractor (£431k). £1.5 million of the underspend position relates to the Trinity Basic Need project which was delivered under budget.
- (b) Development and Planning are forecasting a £2 million underspend consisting of delays in delivering the Four Houses Corner redevelopment (£1.8 million), and underspends against the demand led Disabled Facilities Grant (£415k), offset by an overspend against the purchases of temporary accommodation budget (£285k).
- (c) Public Protection & Culture are forecast an underspend of £1.4 million, attributable to delays in undertaking maintenance across key sites including Shaw House, Museum and Libraries (£239k), and delays in commencing projects relating to leisure centre modernisations (£505k). A £600k budget provision for Phase Two of the Solar Photovoltaics was unutilised during the financial year.

4.4 As part of the outturn position it is proposed that £9.9 million of the £11 million underspend is re-profiled into financial year 2021/22, Appendix B provides a detailed breakdown of proposed re-profiling by project. Total re-profiling of expenditure from 2020/21 into financial years 2021/22 and beyond amounts to £17.2 million (£7.3 million

re-profiled at Quarter Two and £9.9 million proposed at outturn). Service Heads and budget managers have confirmed that there is capacity in 2021/22 to deliver slipped projects in addition to the approved Capital Programme for 2021/22. CSG will closely monitor expenditure incurred against the re-profiled expenditure and approved programme in 2021/22.

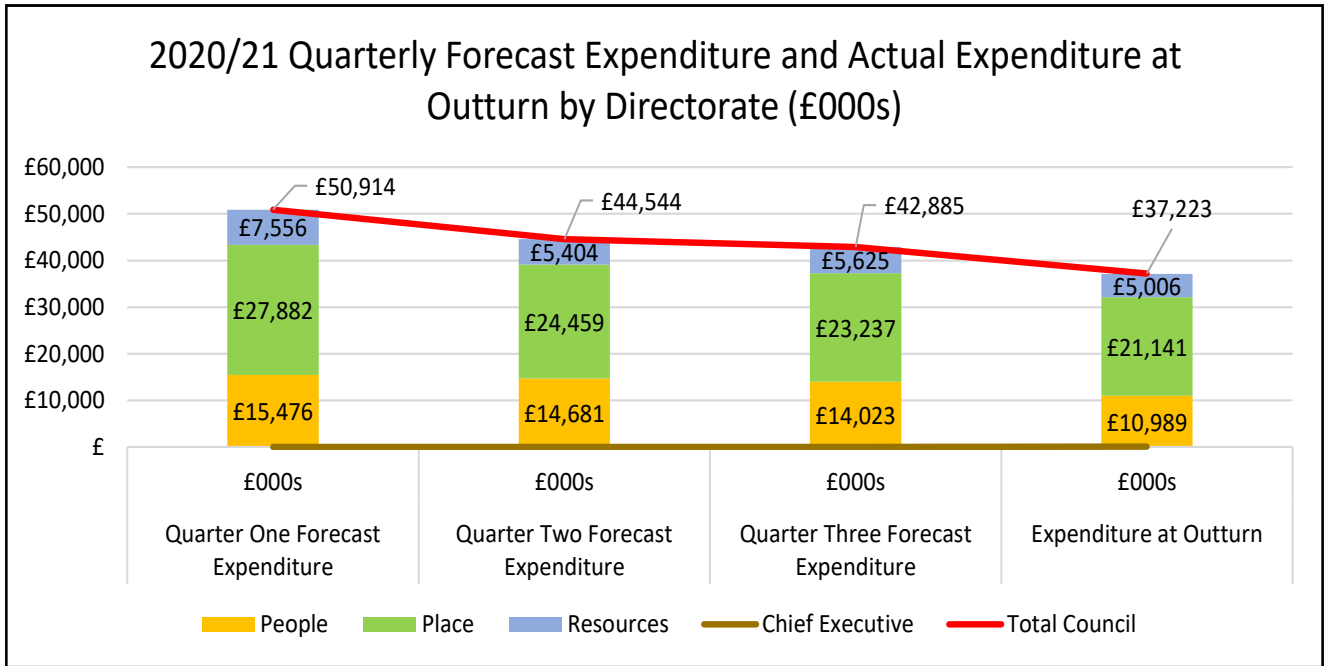
5 Supporting Information

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 the year end.

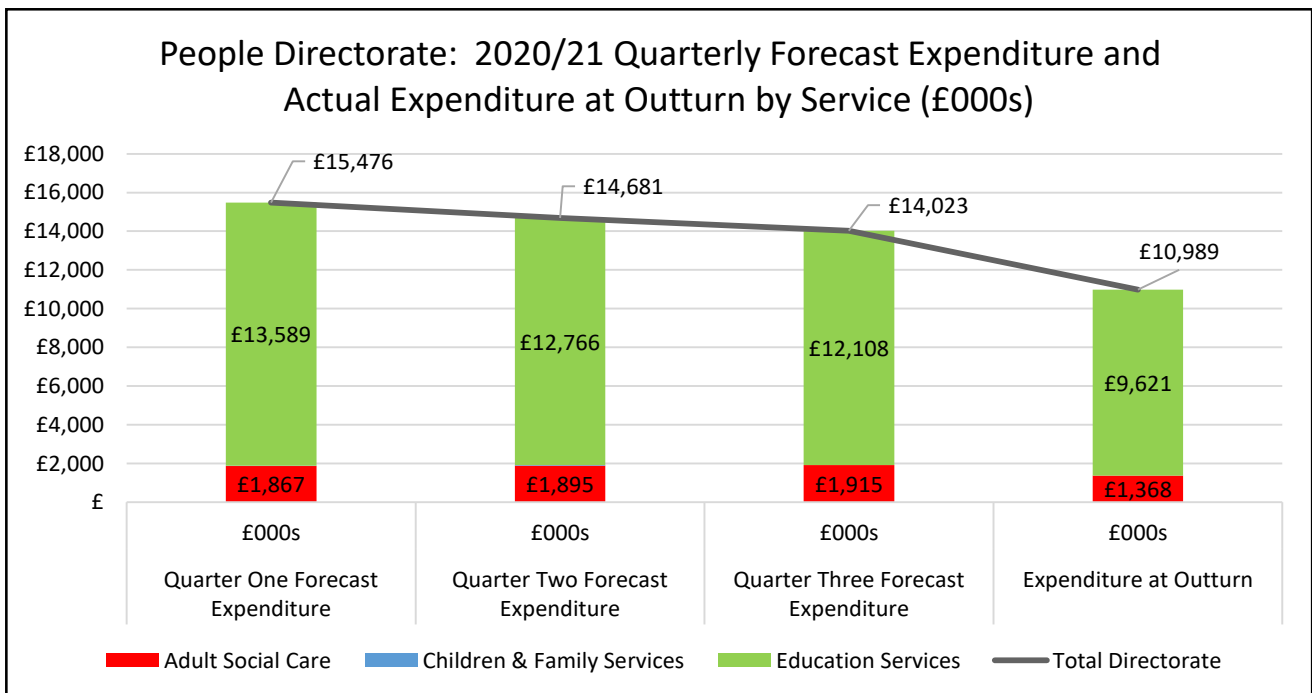
Background

- 5.3 Total expenditure incurred against the approved capital programme of £48.2 million for financial year 2020/21 amounts to £37.2 million. The graph below details the forecast expenditure position and actual outturn position by directorate during the financial year.



The People Directorate

5.4 During financial year 2020/21 the directorate incurred total expenditure of £11 million against a budget of £15.8 million. The chart below details forecast expenditure and actual expenditure by service during the financial year.



5.5 During the course of the financial year the directorate successfully delivered the following key projects:

- (a) Education Services: Completion of Highwood Copse Primary School. Although not opened in September 2020 due to the pandemic, the build stage of the project is complete. Purchase of specialist school furniture is to be undertaken in financial

year 2021/22 to prepare the school for a September 2021 opening. The project budget in 2020/21 was £3.4 million, expenditure incurred in year was £2.7 million. The unspent allocation is proposed to be slipped into 2021/22 to enable purchase of school furniture.

- (b) Education Services: Trinity School (basic need) project was completed in year. The 2020/21 project budget was £3 million, expenditure incurred in year was £1.5 million.
- (c) Education Services: Planned maintenance, whilst the Covid pandemic has presented access problems for a number of Council sites impacting on ability to undertake planned maintenance, in respect of schools it has allowed a focused approach to schools where access has been achievable ensuring the budget of £2.2 million has been utilised during the financial year.

5.6 The table below summaries actual expenditure for the People Directorate against budget as at the year end.

People Directorate	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under / Overspend)
	£000s	£000s	£000s	£000s	£000s
Adult Social Care	£1,895	£1,915	£2,273	£1,368	(£906)
Children & Family Services	£20	£	£20	£	(£20)
Education Services	£12,766	£12,108	£13,485	£9,621	(£3,864)
Total Directorate	£14,681	£14,023	£15,778	£10,989	(£4,790)

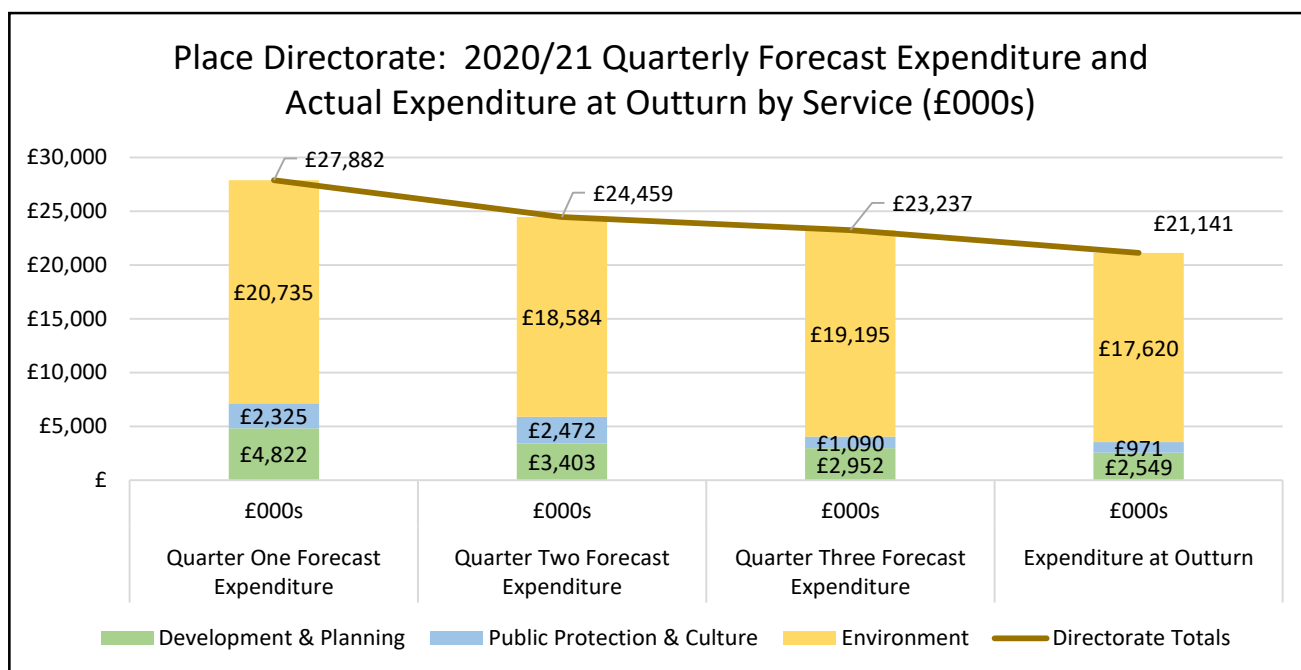
5.7 In respect of the incurred underspend at the year end, the main contributing factors have been:

- (a) Adult Social Care: Delays in the commencement and completion of planned maintenance works at residential care homes (£219k) as a result of the Covid pandemic preventing access to the buildings.
- (b) Adult Social Care: Re-profiling of milestone payments relating to the Care Director upgrade project (£195k).
- (c) Adult Social Care: Lower than anticipated demand against the Occupational Therapists equipment budget (£408k).
- (d) Education Services: Delays in the i-College (formally Eastern Area PRU) development (£512k) as lease negotiations with the Parish Council remain ongoing.
- (e) Education Services: Delays in the Speenhamland development (£431k) as a result of changes in the project scope and having to reprocure a design team and contractor.

- (f) Education Services: Delays in feasibility studies and commencement of works across a number of projects due to the current construction industry market environment.

The Place Directorate

5.8 During financial year 2020/21 the directorate incurred total expenditure of £21.1 million against a budget of £25.4 million. The chart below details forecast expenditure and actual expenditure by service during the financial year.



5.9 During the course of the financial year the directorate successfully delivered/commenced the following key projects:

- (a) Environment: The LEP Local Growth Fund, funded project to undertake improvements at Newbury Rail Station is ahead of schedule. Work commenced earlier than anticipated with expenditure incurred of £1 million. No budget provision was included within the 2020/21 programme, however the project was approved as part of the 2021/22 Capital Programme as work was not expected to commence until April 2021.
- (b) Environment: The LEP Local Growth Fund, funded project relating to access at Sandford is ahead of schedule. £1.4 million of expenditure was incurred against a budget of £700k. External funding has therefore been brought forward from future years to offset the in year overspend.
- (c) Environment: The LEP Local Growth Fund, funded project relating to improvements at Theale Rail Station for which approval was received in March 2021, commenced in year. £28k of expenditure was incurred, no budget provision was made in 2020/21 or in the 2021/22 approved Capital Programme due to the lateness of the schemes approval. A recommendation is made in this report to formalise the projects inclusion in the 2021/22 approved Capital Programme.

Capital Financial Performance Report Outturn 2020/21

- (d) Environment: Phase One of the Solar Photovoltaics project has been completed with six sites having panels installed. £455k of expenditure was incurred against a £519k approved budget for 2020/21.

5.10 The table below summaries actual expenditure for the Place Directorate against budget as at the year end.

Place Directorate	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under) / Overspend
	£000s	£000s	£000s	£000s	£000s
Development & Planning	£3,403	£2,952	£4,640	£2,549	(£2,090)
Public Protection & Culture	£2,472	£1,090	£2,458	£971	(£1,486)
Environment	£18,584	£19,195	£18,298	£17,620	(£677)
Directorate Totals	£24,459	£23,237	£25,395	£21,141	(£4,254)

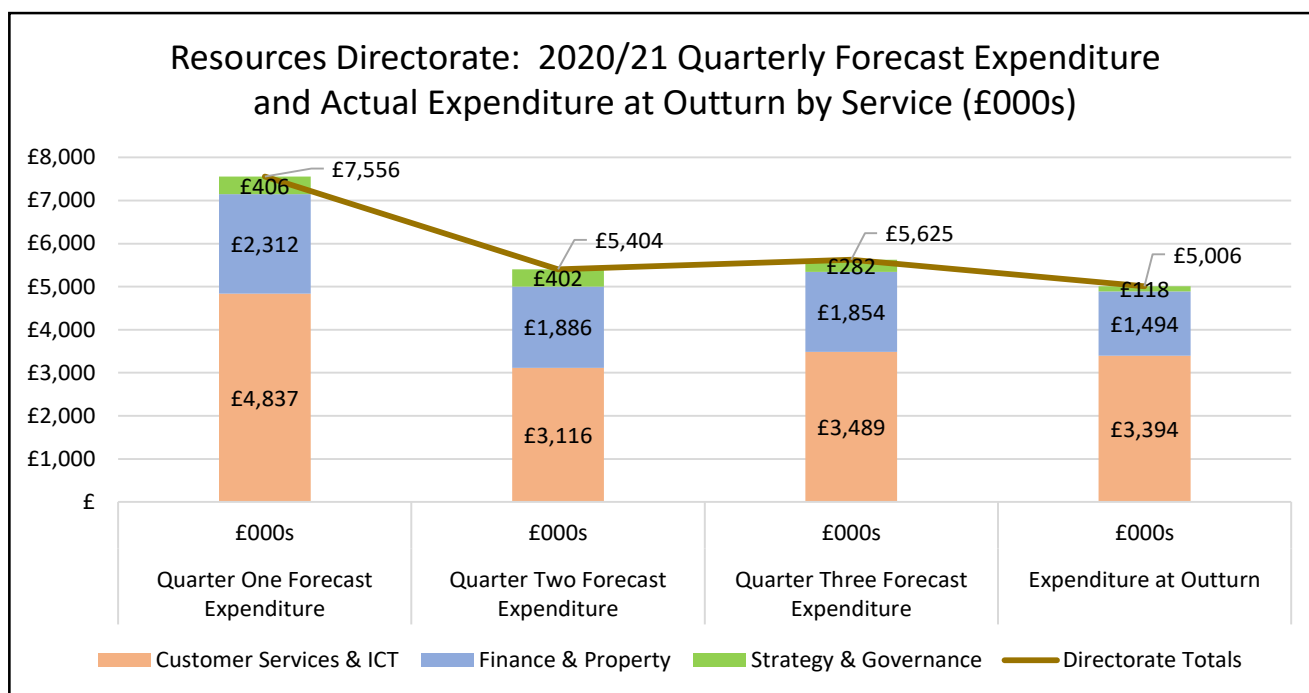
5.11 In respect of the incurred underspend at the year end, the main contributing factors have been:

- (a) Development and Planning: Delays in delivering the Four Houses Corner redevelopment project, £200k has been incurred against a £2 million project budget. Vacant possession was achieved on 12th February 2021. The project has been reset for completion on 31st March 2023. The Project Officer has been on site and has requested quotes for hoarding and site clearance. Hoarding work is due to commence in May 2021. Lower than expected demand against the Disabled Facilities Grant, £1.3 million of expenditure has been incurred against a £1.8 million budget. Underspends against Four Houses Corner and the Disabled Facilities Grant have been offset by an overspend against the temporary accommodation budget of approximately £300k.
- (b) Public Protection & Culture: Delays in undertaking maintenance across key sites including Shaw House, Museum and Libraries. Expenditure of £200k was incurred against a budget of £439k across the sites. In respect of Shaw House, there is a list of planned works to the mansion identified in the Condition Survey that experienced some delays in year due to procurement of specialist contractors.
- (c) Public Protection & Culture: Delays in commencing projects relating to leisure centre modernisations. Expenditure of £482k was incurred against a budget of £987k. The pandemic has slowed down the development of works and projects required under the current contract leisure centre contract due to availability of contractors.
- (d) Public Protection & Culture: Phase Two Solar Photovoltaics, no expenditure was incurred against an approved £600k budget provision. Phase One of the project was successfully completed in 2020/21. Phase two of the project has been included within the 2021/22 Capital Programme within the Environment Service.
- (e) Environment: The net position is mainly attributable to overspends against the LEP, Local Growth Fund projects commenced in year without budget provision

(£1.7 million), offset through underspends against the main highways improvement programme (£949k), resurfacing of the A4 between Newbury and Reading (£1.2 million) and the Kings Road Link project (£147k).

The Resources Directorate

5.12 During financial year 2020/21 the directorate incurred total expenditure of £5 million against a budget of £7 million. The chart below details forecast expenditure and actual expenditure by service during the financial year.



5.13 During the course of the financial year the directorate successfully delivered/commenced the following key projects:

- (a) Customer Services & ICT were at the forefront of responding to the COVID pandemic with an organisational shift to a home working environment. Whilst the organisation successfully transitioned across to a home working environment this resulted in a number of delays to previously planned projects across the approved service program.
- (b) Finance & Property: The Council's key financial system Agresso was upgraded from Milestone 4 to Business World Seven and successfully migrated to a cloud based platform. £117k of expenditure was incurred against a £180k approved budget provision.

5.14 The table below summaries actual expenditure for the Resources Directorate against budget as at the year end.

Capital Financial Performance Report Outturn 2020/21

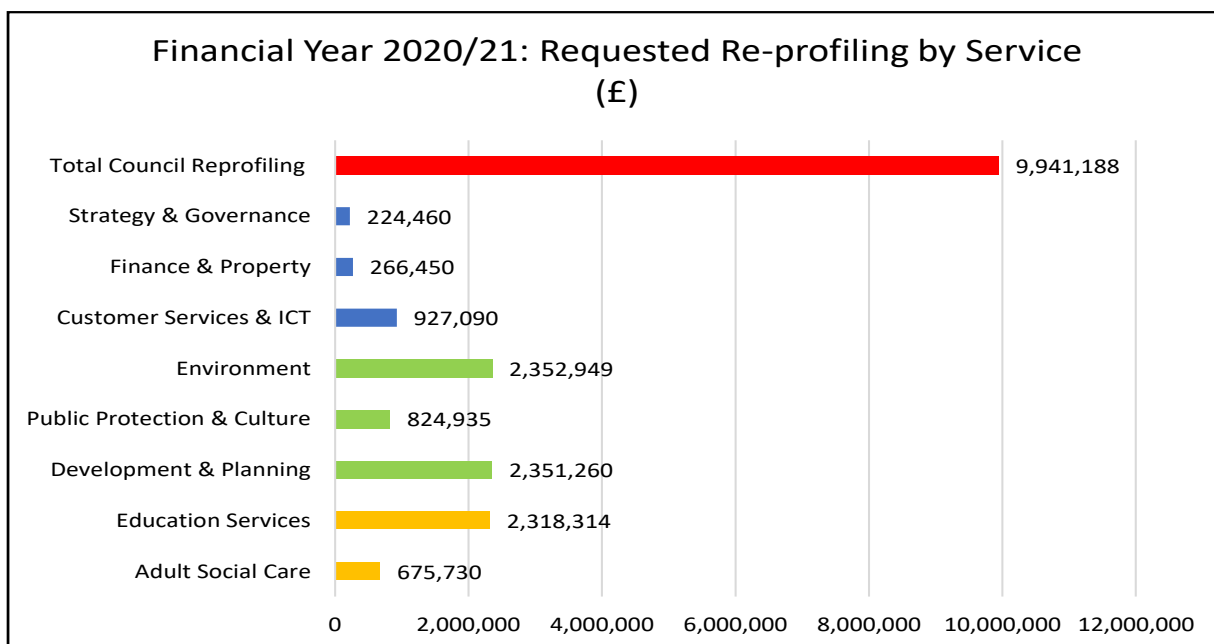
Resources Directorate	Quarter Two Forecast Expenditure	Quarter Three Forecast Expenditure	Budget at Outturn	Expenditure at Outturn	Expenditure Variance to Budget at Outturn (Under) / Overspend
	£000s	£000s	£000s	£000s	£000s
Customer Services & ICT	£3,116	£3,489	£4,183	£3,394	(£789)
Finance & Property	£1,886	£1,854	£2,507	£1,494	(£1,014)
Strategy & Governance	£402	£282	£402	£118	(£285)
Directorate Totals	£5,404	£5,625	£7,093	£5,006	(£2,088)

5.15 In respect of the incurred underspend at the year end, the main contributing factors have been:

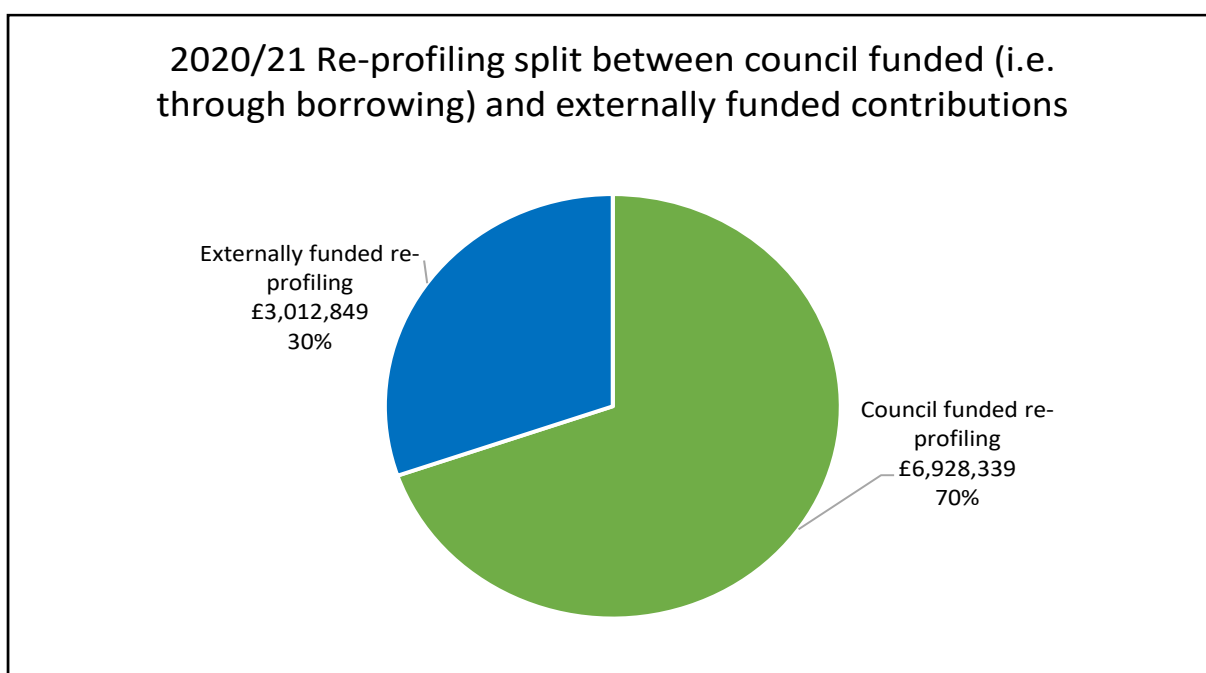
- (a) Customer Services & ICT: Delays in the delivery of the Superfast Broadband project. £2 million of expenditure has been incurred against a budget of £2.6 million. Underspends incurred against a range of projects due to capacity issues as a result of responding to the Covid pandemic, namely delays in the Disaster Recovery Project (£135k), and the Collaboration & Video conferencing pilot (£70k).
- (b) Finance & Property: Cancellation of the Grazeley Garden Settlement project £417k. Underspends of £403k against planned maintenance and condition survey budgets through a combination of Covid restrictions creating access delays and lower than expected demand on furniture replacement budgets.
- (c) Strategy & Governance: Low demand for schemes to be funded from the members' bids budget, expenditure of £28k was incurred against a budget provision of £197k.

Proposals

5.16 During the course of the financial year, where a service has identified expenditure will not be incurred, the expenditure has been re-profiled into future financial years. At Quarter Two £7.3 million of expenditure was re-profiled with the approval of Capital Strategy Group and included within the Capital Programme for financial years 2021/22 – 2023/24 approved by Council on 2nd March 2021. As part of the outturn process, a further £9.9 million of expenditure is proposed to be re-profiled into financial year 2021/22. The graph below details the cumulative level of re-profiling in financial year 2020/21 by service and the Council as a whole:



5.17 The majority of re-profiling is across the Environment, Development & Planning and Education Services budgets. The chart below provides a breakdown between internally council funded re-profiling and externally funded re-profiling.



5.18 Appendix B provides a detailed breakdown of the project expenditure proposed to be re-profiled into financial year 2021/22. The majority of expenditure proposed for re-profiling relates to projects already commenced or have been delayed due to access issues posed by the Covid pandemic.

5.19 Included within the re-profiling proposals is £1.7 million of LEP, Local Growth Fund, funded projects where either there was no approved project allocation or there was insufficient budget allocation in financial year 2020/21. In order to accommodate projects which are effectively ahead of schedule resulting in a budget shortfall:

- (a) £1.7 million of approved budget in financial year 2021/22 will be reduced to accommodate expenditure incurred in 2020/21. The projects (Newbury Rail Station Improvements and Sandford Access Improvements), are fully funded via external contributions. The re-profiling of expenditure budgets has not impact on the overall project budgets.
- (b) A £4.45 million budget for Theale Rail Station Improvements is included within the approved capital Programme for 2021/22. The budget funding will be split with £4 million funded externally by the LEP and £450k funded by the Council.

5.20 On 22nd April 2021 the Department for Transport (DfT) confirmed the capital funding allocation for financial year 2021/22. The approved capital programme for 2021/22 includes a budget provision of £4.4 million covering various schemes, for example land drainage works, footway improvements, carriage treatments and essential planned bridge maintenance. The DfT have confirmed a total allocation for 2021/22 of £6.3 million. It is proposed that the 2021/22 capital programme is increased by the additional funding allocation to cover increased carriage way treatments (patching and resurfacing), and improvements to footways and cycle routes.

6 Other options considered

No other options were considered.

7 Conclusion

In respect of the full programme, the total re-profiling of expenditure from 2020/21 into financial years 2021/22 and beyond amounts to £17.2 million (£7.3 million re-profiled at Quarter Two and £9.9 million proposed at outturn). Re-profiling in year equates to 41% of the original 2020/21 capital programme and 33% of the revised programme (original programme £42.5 million plus £10.2 million of re-profiling from financial year 2019/20). Budget managers have confirmed that there is capacity in 2021/22 to deliver slipped projects in addition to the approved capital programme for 2021/22. CSG will closely monitor expenditure incurred against the re-profiled expenditure and approved programme in 2021/22.

8 Appendices

Appendix A – Budget Changes as at Quarter Three

Appendix B – Re-profiling Proposal

Corporate Board's recommendation

*(add text)

Background Papers:

*(add text)

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

Wards affected: *(add text)

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Document Control

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Version:		Date Modified:	
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Owning Service			

Change History

Version	Date	Description	Change ID
1			
2			

Budget Changes: Financial Year 2020/21

Service Area	Original Budget 2020/21 £000	Budget Agreed by CSG to be Re-profiled from 2019/20 £000	Agreed Reprofiling at Q2 £000	Agreed Reprofiling 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		

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
People	Adult Social Care	O/T Equipment	£1,461,670	£1,053,208	(£408,462)	£167,000	£	£167,000	£1,096,030	£1,263,030
People	Adult Social Care	Notrees Care Home Imps	£170,500	£	(£170,500)	£170,500	£	£170,500	£	£170,500
People	Adult Social Care	Modernising ASC	£83,000	£	(£83,000)	£83,000	£	£83,000	£	£83,000
People	Adult Social Care	Care Director V6	£323,020	£128,099	(£194,921)	£194,920	£	£194,920	£523,930	£718,850
People	Adult Social Care	Social Services - Pmp	£235,000	£174,683	(£60,317)	£60,310	£	£60,310	£150,000	£210,310
People	Totals: Adult Social Care		£2,273,190	£1,355,990	(£917,200)	£675,730	£	£675,730		
People	Education Services	Education Council Funded Programme	£111,730	£	(£111,730)	£111,730	£111,730	£	£	£111,730
People	Education Services	Broadband Transition	£8,020	£	(£8,020)	£8,020	£	£8,020	£	£8,020
People	Education Services	Theale Primary Basic Need Project	£573,780	£507,694	(£66,086)	£66,090	£	£66,090	£107,960	£174,050
People	Education Services	Highwood Copse	£3,410,040	£2,867,714	(£542,326)	£542,330	£542,326	£4	£99,500	£641,830
People	Education Services	Park House - Impact of new housing	£109,790	£40,684	(£69,106)	£69,110	£69,106	£4	£871,160	£940,270
People	Education Services	The Winchcombe Primary - Basic Need Bulge	£97,160	£93,802	(£3,358)	£3,360	£	£3,360	£4,880	£8,240
People	Education Services	Schools Statutory Compliance Surveys	£25,850	£6,745	(£19,105)	£19,110	£	£19,110	£15,000	£34,110
People	Education Services	Hungerford Primary - UIFSM	£419,560	£313,137	(£106,423)	£106,420	£	£106,420	£9,020	£115,440
People	Education Services	The Willink - Feasibility	£1,700,000	£1,458,897	(£241,103)	£241,100	£114,553	£126,547	£914,630	£1,155,730
People	Education Services	Speenhamland - 2FE Project	£469,810	£39,131	(£430,679)	£430,680	£	£430,680	£324,270	£754,950
People	Education Services	i-college Alternative Education - East of Area	£512,610	£1,000	(£511,610)	£511,610	£511,610	£	£1,226,890	£1,738,500
People	Education Services	Hermitage Modular Building - S106	£4,150	£	(£4,150)	£4,150	£	£4,150	£	£4,150
People	Education Services	Trinity School Basic Need	£3,071,700	£1,508,560	(£1,563,140)	£63,140	£	£63,140	£25,860	£89,000
People	Education Services	Special Provision Fund Allocation - Intervention	£36,240	£33,706	(£2,534)	£2,534	£2,534	£	£	£2,534
People	Education Services	Westwood Farm Infant - Library and Store	£34,690	£8,351	(£26,339)	£26,340	£	£26,340	£810	£27,150
People	Education Services	St Joseph's Nursery Provision	£16,480	£7,744	(£8,736)	£8,740	£	£8,740	£	£8,740
People	Education Services	Garland School - Nurture Provision	£66,440	£8,577	(£57,863)	£57,860	£15,653	£42,207	£208,590	£266,450
People	Education Services	Calcot Schools Remodelling	£21,350	£16,800	(£4,550)	£4,550	£	£4,550	£93,640	£98,190
People	Education Services	Downlands Sport Centre - replacement and expansion	£30,000	£13,824	(£16,176)	£16,180	£	£16,180	£221,770	£237,950
People	Education Services	Falkland Primary School - Classroom Replacement	£30,000	£15,464	(£14,536)	£14,540	£	£14,540	£	£14,540
People	Education Services	Education - Pmp	£2,260,750	£2,250,030	(£10,720)	£10,720	£	£10,720	£2,508,720	£2,519,440
People	Totals: Education Services		£13,010,150	£9,191,861	(£3,818,289)	£2,318,314	£1,367,512	£950,802		
People	Totals: People Directorate		£15,283,340	£10,547,851	(£4,735,489)	£2,994,044	£1,367,512	£1,626,532		
Place	Development & Planning	Home Repair Assist Grt	£74,120	£1,000	(£73,120)	£73,120	£	£73,120	£50,000	£123,120
Place	Development & Planning	Disabled Facilities Gr	£1,768,220	£1,352,990	(£415,230)	£415,230	£	£415,230	£1,679,830	£2,095,060
Place	Development & Planning	Four Houses Corner	£2,062,300	£199,391	(£1,862,909)	£1,862,910	£	£1,862,910	£	£1,862,910
Place	Totals: Development & Planning		£3,904,640	£1,553,380	(£2,351,260)	£2,351,260	£	£2,351,260		
Place	Public Protection & Culture	Libraries Public PC Replacement	£22,600	£6,025	(£16,575)	£16,575	£16,575	£	£	£16,575
Place	Public Protection & Culture	Planned maintenance of library buildings	£65,000	£16,106	(£48,894)	£48,890	£	£48,890	£25,000	£73,890
Place	Public Protection & Culture	PPP One System	£203,750	£127,928	(£75,822)	£75,820	£	£75,820	£	£75,820
Place	Public Protection & Culture	Shawhouse Mansion Mtce	£149,000	£80,910	(£68,090)	£68,090	£	£68,090	£70,000	£138,090
Place	Public Protection & Culture	Museum Maint & Repair	£138,500	£4,319	(£134,181)	£134,180	£	£134,180	£20,000	£154,180
Place	Public Protection & Culture	Core Sites Essential Investment	£86,470	£83,406	(£3,064)	£3,060	£	£3,060	£	£3,060
Place	Public Protection & Culture	Leisure Centre Compliance & Modernisation	£429,900	£138,050	(£291,850)	£285,000	£	£285,000	£94,030	£379,030
Place	Public Protection & Culture	Northcroft Lido	£34,000	£25,678	(£8,323)	£8,320	£	£8,320	£100,000	£108,320
Place	Public Protection & Culture	Cultural Services - Pmp	£522,590	£318,265	(£204,325)	£185,000	£	£185,000	£120,000	£305,000
Place	Totals: Public Protection & Culture		£1,651,810	£800,686	(£851,124)	£824,935	£16,575	£808,360		
Place	Environment	Ftwy Imp Existing & New	£320,000	£200,447	(£119,553)	£119,553	£119,553	£	£	£119,553
Place	Environment	Street Lighting	£400,000	£383,230	(£16,770)	£16,770	£16,770	£	£100,000	£116,770
Place	Environment	Land Drainage	£200,000	£111,965	(£88,035)	£15,830	£15,830	£	£200,000	£215,830
Place	Environment	Future Programme Development	£50,000	£20,520	(£29,480)	£29,480	£29,480	£	£100,000	£129,480
Place	Environment	Essential Maintenance - Bridges	£575,000	£458,377	(£116,623)	£92,990	£92,990	£	£300,000	£392,990
Place	Environment	Robin Hood Roundabout & A4	£5,000	£	(£5,000)	£5,000	£5,000	£	£1,495,000	£1,500,000
Place	Environment	Highway Improved Programme	£4,916,530	£3,966,795	(£949,735)	£949,740	£	£949,740	£3,877,540	£4,827,280

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
Place	Environment	Kings Road Link, Newbury	£250,000	£102,398	(£147,602)	£147,602	£147,602	(£)	£950,000	£1,097,602
Place	Environment	Aldermaston Footways	£50,000	£439	(£49,561)	£49,561	£49,561	£	£237,210	£286,771
Place	Environment	On Street Electrical Charge Point	£50,000	£7,920	(£42,080)	£42,080	£42,080	£	£272,590	£314,670
Place	Environment	Station Road Hungerford	£19,490	£	(£19,490)	£19,490	£19,490	£	£	£19,490
Place	Environment	Theale Bypass Noise Investigation Feasibility	£15,000	£	(£15,000)	£15,000	£15,000	£	£	£15,000
Place	Environment	Reactive Maintenance	£132,000	£73,966	(£58,034)	£58,034	£58,034	(£)	£132,000	£190,034
Place	Environment	Resurfacing of A4 between Newbury and Reading	£4,000,000	£2,804,001	(£1,195,999)	£435,260	£435,260	£	£	£435,260
Place	Environment	Replacement Enforcement Camera on Parkway Bridge	£38,000	£	(£38,000)	£38,000	£	£38,000	£	£38,000
Place	Environment	Local S106 Highway Improvements	£50,000	£16,841	(£33,159)	£33,159	£33,159	£	£150,000	£183,159
Place	Environment	Transport Services Fleet Upgrade	£100,000	£	(£100,000)	£100,000	£	£100,000	£100,000	£200,000
Place	Environment	Waste Mgt Site Provisn	£31,000	£16,420	(£14,580)	£14,580	£	£14,580	£	£14,580
Place	Environment	Council Carbon Management Plan	£101,330	£56,813	(£44,517)	£44,520	£	£44,520	£50,950	£95,470
Place	Environment	Solar PV Initiative	£519,740	£455,549	(£64,191)	£64,190	£	£64,190	£150,000	£214,190
Place	Environment	Machine Patching	£450,000	£375,467	(£74,533)	£62,110	£	£62,110	£	£62,110
Place	Totals: Environment		£12,273,090	£9,051,150	(£3,221,940)	£2,352,949	£1,079,807	£1,273,142		
Place	Totals: Place Directorate		£17,829,540	£11,405,216	(£6,424,324)	£5,529,144	£1,096,382	£4,432,762		
Resources	Customer Services & ICT	Geographic Info.System	£81,000	£79,192	(£1,808)	£1,810	£	£1,810	£71,830	£73,640
Resources	Customer Services & ICT	VMWare Hardware Refresh	£10,000	£	(£10,000)	£10,000	£	£10,000	£15,000	£25,000
Resources	Customer Services & ICT	Superfast Broadband Infrastructure	£2,588,920	£2,039,965	(£548,955)	£548,960	£548,955	£5	£1,700,000	£2,248,960
Resources	Customer Services & ICT	Upgrade Backup Infrastructure	£5,000	£	(£5,000)	£5,000	£	£5,000	£30,000	£35,000
Resources	Customer Services & ICT	Corporate SAN	£65,000	£	(£65,000)	£65,000	£	£65,000	£20,000	£85,000
Resources	Customer Services & ICT	Maintenance of DR Facility	£130,000	£	(£130,000)	£130,000	£	£130,000	£	£130,000
Resources	Customer Services & ICT	Transition to Office 365	£78,120	£3,750	(£74,370)	£74,370	£	£74,370	£40,000	£114,370
Resources	Customer Services & ICT	Collaboration and Videoconferencing tools pilot	£80,000	£9,850	(£70,150)	£70,150	£	£70,150	£	£70,150
Resources	Customer Services & ICT	Perimeter Firewall	£65,000	£43,200	(£21,800)	£21,800	£	£21,800	£	£21,800
Resources	Totals: Customer Services & ICT		£3,103,040	£2,175,957	(£927,083)	£927,090	£548,955	£378,135		
Resources	Finance & Property	Cond/Asb/Meas Surveys	£41,000	£21,245	(£19,755)	£19,755	£	£19,755	£42,000	£61,755
Resources	Finance & Property	Asbestos - Pmp	£14,000	£4,865	(£9,135)	£2,165	£	£2,165	£27,000	£29,165
Resources	Finance & Property	Agresso Upgrade	£110,220	£37,139	(£73,081)	£63,560	£	£63,560	£150,000	£213,560
Resources	Finance & Property	Acquisitions & Development	£195,000	£14,030	(£180,970)	£180,970	£	£180,970	£150,000	£330,970
Resources	Totals: Finance & Property		£360,220	£77,280	(£282,940)	£266,450		£266,450		
Resources	Strategy & Governance	Digitalisation Infrastructure/ ICT Allocation	£50,000	£25,865	(£24,135)	£24,140	£	£24,140	£100,000	£124,140
Resources	Strategy & Governance	Members Bids	£197,600	£28,793	(£168,807)	£168,810	£	£168,810	£70,000	£238,810
Resources	Strategy & Governance	HR/Payroll System	£31,920	£407	(£31,513)	£31,510	£	£31,510	£	£31,510
Resources	Totals: Strategy & Governance		£279,520	£55,065	(£224,455)	£224,460		£224,460		
Resources	Totals: Resources Directorate		£3,742,780	£2,308,302	(£1,434,478)	£1,418,000	£548,955	£869,045		
Council	Totals: Council		£36,855,660	£24,261,368	(£12,594,292)	£9,941,188	£3,012,849	£6,928,339		

Re-profiling of Funding from 2021/22 into 2020/21 (i.e. budget reduction in 2021/22)

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
Place	Environment	Sandleford Access Improvements	£700,000	£1,400,110	£700,110	(£700,110)	(£700,110)	£	£2,550,000	£1,849,890
Place	Environment	Newbury Rail Station Improvements	£	£1,013,343	£1,013,343	(£1,013,343)	(£1,013,343)	£	£2,400,000	£1,386,657
			£700,000	£2,413,453	£1,713,453	(£1,713,453)	(£1,713,453)	£		

Project Funding Incurred - not included in the approved programme 20/21 or 21/22

Directorate	Service	Project	Expenditure Budget	Expenditure at Outturn	Underspend at Outturn	Re-profiling Request	Externally Funded Re-profiling	Council Funded Value	Approved 2021/22 Budget	2021/22 Budget inc Re-profiling
Place	Environment	Theale Station Improvements		£27,939	£27,939	£27,939	£27,939	£	£	£

OSMC – 6 July 2021

Item 11 – Membership of Task & Finish Groups

Verbal Item

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OSMC – 6 July 2021

Item 12 –Task & Finish Group Updates

Verbal Item

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OSMC – 6 July 2021

Item 13 – Health Scrutiny Committee Update

Verbal Item

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**West Berkshire Council Forward Plan
6 July 2021 - 31 October 2021**

Key:	C = Council
	DOD = Delegated Officer Decision
	EX = Executive
	GE = Governance and Ethics Committee
	HWB = Health and Wellbeing Board
	ID = Individual Decision
	PC = Personnel Committee
	JPPC = Joint Public Protection Committee
	LC = Licensing Committee
	OSMC = Overview & Scrutiny Management Commission

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
C3959	West Berkshire Local Plan Revised Timetable 2036	To set out the revised timetable for consultation on the West Berkshire Local Plan.	C	July 2021			30/06/2021	08/07/21	C			Bryan Lyttle	Place	Planning and Transport		No	No
C4086	Chief Executive Appointment Sign-off	To sign off the appointment of the Chief Executive.	C	July 2021			30/06/2021	08/07/21	C			Abi Witting	Resources	Internal Governance, Leisure and Culture		No	No
C4104	Changes to the Constitution	To agree amendments to the Council's Constitution.	C	July 2021			30/06/2021	08/07/21	C			Sarah Clarke	Resources	Internal Governance, Leisure and Culture		No	No
C3972	Response to the Fireworks Motion	To present a response to the Motion presented to the 10 September Council meeting.	C	July 2021			30/06/2021	08/07/21	C		08/02/21 - Lic	Sean Murphy	Place	Housing, Strategic Partnerships and Transformation		No	No
EX4099	Treasury Management Annual Report 2020/21	This report summarises the results of the Council's management of cash-flow, borrowing and investments in the financial year 2020/21.	EX	July 2021	15/07/21	EX	07/07/2021					Shannon Coleman-Slaughter	Resources	Finance and Economic Development		No	Yes
EX4053	Environment Strategy Delivery Plan	To provide an update on the progress made on the Environment Strategy Delivery Plan and to outline the next steps.	EX	July 2021	15/07/21	EX	07/07/2021					Jenny Graham	Place	Environment & Waste		No	Yes
EX4011	Timelord 2 Final Report	To agree the Timelord 2 Final report.	EX	July 2021	15/07/21	EX	07/07/2021					Nick Carter	Resources	Leader, District Strategy and Communications	Staff	No	Yes
EX4089	Establishment of Secondary Provision for Pupils with SEMH/Autism	To seek agreement to the use of the old Theale Primary School site for the development of this provision	EX	July 2021	15/07/21	EX	07/07/2021					Jane Seymour	People	Children, Young People & Education		Yes	Yes
EX4090	Former Primary School Site, Theale	To propose the future of the currently vacant site.	EX	July 2021	15/07/21	EX	07/07/2021					Richard Turner	Resources	Finance and Economic Development		Yes	Yes
EX4105	Equalities and Diversity Strategy	To agree the Equalities and Diversity Strategy.	EX	July 2021	15/07/21	EX	07/07/2021					Catalin Bogos	Resources	Internal Governance, Leisure and Culture		No	Yes
EX4107	West Berkshire Water Safety Parnership	To gain approval for West Berkshire Council to enter into a Water Safety Partnership with the Emergency Services and the Canal and River Trust.	EX	July 2021	15/07/21	EX	07/07/2021					Jon Winstanley	Place	Environment and Countryside		No	Yes
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	July 2021			16/07/2021		26/07/21	GE		Shannon Coleman-Slaughter	Resources	Internal Governance, Leisure and Culture		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	July 2021			16/07/2021		26/07/21	GE		Catalin Bogos	Resources	Internal Governance, Leisure and Culture		No	Yes
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	July 2021			16/07/2021		26/07/21	GE		Julie Gillhespey	Resources	Internal Governance, Leisure and Culture		No	Yes
GE4031	Annual Governance Statement 2020-21	To approve the Annual Governance Statement 2020-21	GE	July 2021			16/07/2021		26/07/21	GE		Joseph Holmes	Resources	Internal Governance, Leisure and Culture		No	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	July 2021			16/07/2021		26/07/21	GE		Shannon Coleman-Slaughter	Resources	Finance and Economic Development		No	Yes
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	July 2021			16/07/2021		26/07/21	GE		Shannon Coleman-Slaughter	Resources	Finance and Economic Development		No	Yes
ID4037	Placement Policy	To update the current Placement Policy	ID	July 2021		21/07/2021	13/07/2021					Janet Weekes	Place	Planning and Transport		No	No
ID4077	West Berkshire Council Forward Plan 24 August 2021 - 30 November 2021	To agree the Forward Plan for the next four months.	ID	July 2021		22/07/2021	14/07/2021					Stephen Chard	Resources	Leader, District Strategy and Communications		No	No
ID4108	West Berkshire Minerals and Waste Local Plan Statement of Common Ground	To present the Statement of Common Ground relating to the preparation of the West Berkshire Minerals and Waste Local Plan for signing by the Executive Member for Planning and Transport	ID	July 2021		15/07/2021	07/07/2021					Rachael Lancaster	Place	Planning and Transport		No	Yes
ID4109	South East Waste Planning Advisory Group and Joint Central and Eastern Berkshire Statements of Common Ground	To present the specified Statements of Common Ground relating to the preparation of the West Berkshire Minerals and Waste Local Plan for signing by the Executive Member for Planning and Transport	ID	July 2021		15/07/2021	07/07/2021					Elise Kinderman	Place	Planning and Transport		No	Yes
OSMC	New Ways of Working	To provide an update on and overview of the Council's New Ways of Working programme.	OSMC	July 2021			28/06/2021			06/07/2021		Melanie Best	Resources	Internal Governance, Leisure and Culture		No	No
OSMC	Recovery Strategy	To review progress in implementing the Recovery Strategy	OSMC	July 2021			28/06/2021			06/07/2021		Joseph Holmes	Resources	This report applies to all Portfolios		No	No
PC4020	Workforce Strategy 2019-23: Refreshed 2021	To seek approval for the refreshed Workforce Strategy 2021 and delivery plan from Personnel Committee.	PC	July 2021			28/06/2021			06/07/2021	16/07/21	Rebecca Bird	Resources	Internal Governance, Leisure and Culture		No	No

West Berkshire Council Forward Plan 6 July 2021 - 31 October 2021

Key:	C = Council
	DOD = Delegated Officer Decision
	EX = Executive
	GE = Governance and Ethics Committee
	HWB = Health and Wellbeing Board
	ID = Individual Decision
	JPC = Personnel Committee
	JPPC = Joint Public Protection Committee
	LC = Licensing Committee
	OSMC = Overview & Scrutiny Management Commission

ID4114	Local Flood Risk Management Strategy 2021-2026	To establish local flood risk management objectives for West Berkshire and measures to be implemented in accordance with Section 9 of the Flood and Water management Act 2010.	ID	July 2021		12/07/2021	21/07/2021				Stuart Clark	Place	Planning and Transport			
EX4009	Separate Food Waste Collection <i>(Paragraph 3 - information relating to financial/business affairs of a particular person)</i>	To agree a way forward in relation to separation of food waste	EX	September 2021	02/09/21 EX		24/08/2021				Kofi Adu-Gyamfi	Place	Environment & Waste	Residents and local stakeholders	Yes	Yes
EX4012	Revenue Financial Performance Report - Q1 of 2021/22	To inform Members of the latest financial performance of the Council.	EX	September 2021	02/09/21 EX		24/08/2021				Melanie Ellis	Resources	Finance and Economic Development		No	No
EX4013	Capital Financial Performance Report - Q1 of 2021/22	To present the Q1 capital financial performance for Members to note.	EX	September 2021	02/09/21 EX		24/08/2021				Shannon Coleman-Slaughter	Resources	Finance and Economic Development		No	No
EX4000	Key Accountable Performance 2021/22: Quarter One	To report Q1 outturns for the Key Accountable Measures which monitor performance against the 2021/22 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	September 2021	02/09/21 EX		24/08/2021		12/10/2021		Catalin Bogos	Resources	Internal Governance, Leisure and Culture		No	Yes
EX4048	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	September 2021	02/09/21 EX		24/08/2021				Andrew Reynolds	Place	Planning and Transport		No	Yes
EX4115	Public Protection Partnership - Re-organisation and Restructure	To consider the revised structure that will be adopted following the departure of Wokingham from the Partnership	EX	September 2021	02/09/21 EX						Paul Anstey	People	Internal Governance, Leisure and Culture		No	No
GE3891	Annual Audit Letter	To present the Annual Audit Letter.	GE	September 2021			17/09/2021		27/09/21 GE		Joseph Holmes	Resources	Finance and Economic Development		No	Yes
GE4091	Internal Audit Interim Report 2021/22 Q2	To update the Committee on the outcome of Internal Audit work	GE	September 2021			17/09/2021		27/09/21 GE		Julie Gillhespey	Resources	Internal Governance, Leisure and Culture		No	Yes
ID4078	West Berkshire Council Forward Plan 5 October 2021 - 31 January 2022	To agree the Forward Plan for the next four months.	ID	September 2021		02/09/2021	24/08/2021				Stephen Chard	Resources	Leader, District Strategy and Communications		No	No
JPPC4060	Public Protection Partnership - Food and Feed Plan	To agree the PPP Food and Feed Plan	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Rosalynd Gater	People	Housing, Strategic Partnerships and Transformation			
JPPC4063	Noise Policy - Annual Review	To note any changes to the Policy	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Anna Smy	People	Housing, Strategic Partnerships and Transformation			
JPPC4067	Fee Policy for Relevant Protected Sites under Caravan Sites and Mobile Homes Legislation	Fee Policy for Relevant Protected Sites under Caravan Sites and Mobile Homes Legislation	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Rosalynd Gater	People	Housing, Strategic Partnerships and Transformation			
JPPC4066	PPP list of Fees and Charges 2022/23	To approve the PPP list of Fees and Charges to be submitted to each LA budget setting cycle	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Sean Murphy	People	Housing, Strategic Partnerships and Transformation			
JPPC4064	Annual Air Quality Report	For information to the Committee to update on the PPP Position for 2020 with Air Quality across all 3 areas	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Anna Smy	People	Internal Governance, Leisure and Culture			
JPPC4065	Vehicle Emissions Policy	To agree a policy.	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Anna Smy	People	Internal Governance, Leisure and Culture			
JPPC4068	PPP Private Sector Housing Policy		JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Rosalynd Gater	People	Internal Governance, Leisure and Culture			
JPPC4069	Public Protection Partnership Q1 2021/22 Performance Report	To consider the Quarter 1 Performance Report	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Moir Fraser	People	Internal Governance, Leisure and Culture			
	Training and Development Plan	To agree the plan for the forthcoming year.	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Toby Green	People	Internal Governance, Leisure and Culture			
LC4043	Fireworks Operational Approach	To agree the operational approach that will be taken in respect of the management of fireworks.	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Anna Smy	People	Internal Governance, Leisure and Culture			
JPPC4063	Noise Policy - Annual Review	To note any changes to the Policy	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Anna Smy	People	Internal Governance, Leisure and Culture			
	Review of the Contaminated Land Strategies	To consider and where appropriate update the Contaminated Land Strategies for all three authorities	JPPC	September 2021			03/09/2021		13/09/2021 JPPC		Susanne McLaughlin	People	Internal Governance, Leisure and Culture			
EX3888	Leisure Strategy	To adopt the Council's Leisure Strategy post the consultation exercise.	EX	October 2021	14/10/21 EX		06/10/2021				Paul Anstey/Jim Sweeting	Place	Internal Governance, Leisure and Culture		No	Yes
EX4111	Berkshire West Public Health Nursing 0-19 (25) Contract Award	Approval for award of the Berkshire West Public Health 0-19 (25) Contract	EX	October 2021	14/10/21 EX		06/10/2021				Zoe Campbell	Resources	Health and Wellbeing		No	No
ID4079	West Berkshire Council Forward Plan 9 November 2021 - 28 February 2022	To agree the Forward Plan for the next four months.	ID	October 2021		07/10/2021	29/09/2021				Stephen Chard	Resources	Leader, District Strategy and Communications		No	No
OSMC	Covid-19 Lessons Learnt	To report on lessons learnt during the Covid-19 pandemic and changes put in place as a consequence	OSMC	October 2021			04/10/2021		12/10/2021		Matthew Pearce	People	Health and Wellbeing		No	No
OSMC	Environment Strategy - Operational Review	To review progress in implementing the Environment Strategy.	OSMC	October 2021			04/10/2021		12/10/2021		Jenny Graham	Place	Environment & Waste		No	No
OSMC	Communications and Engagement Strategy - Operational Review	To review progress in implementing the Communications and Engagement Strategy.	OSMC	October 2021			04/10/2021		12/10/2021		Martin Dunscombe	Resources	Leader, District Strategy and Communications		No	No
OSMC	Leisure Strategy	To report the findings of the Scrutiny Review into the draft Leisure Strategy	OSMC	October 2021			04/10/2021		12/10/2021		Paul Anstey	People	Internal Governance, Leisure and Culture		No	No
OSMC	Equalities and Diversity Strategy	To review the draft Equalities and Diversity Strategy	OSMC	October 2021			04/10/2021		12/10/2021		Catalin Bogos	Resources	This report applies to all Portfolios		No	No

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:
28 Jun 2021

Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?	
Special Meeting 31 August 2021 (Report Deadline 20 August)						
19	Equalities and Diversity Strategy	<i>Policy Effectiveness</i>	To review the draft Equalities and Diversity Strategy	Catalin Bogos	This report applies to all portfolios	Pre decision
20	Environment Strategy - Operational Review	<i>Corporate Effectiveness</i>	To review progress in implementing the Environmental Strategy, including a review of the Delivery Strategy.	Jenny Graham	Environment	OSMC decision
12 October 2021 (Report Deadline 1 October)						
21	Covid-19: Lessons Learned	<i>Corporate Effectiveness</i>	To report on what was exposed by the Covid-19 pandemic, lessons learned, and changes put in place / planned as a result.	Matt Pearce	Health and Wellbeing	OSMC decision
Special Meeting 14 December 2021 (Report Deadline 3 December)						
22	Leisure Strategy	<i>Policy Effectiveness</i>	To report the findings of the scrutiny review into the draft Leisure Strategy	Matt Pearce	Internal Governance, Leisure and Culture	Pre decision
23	Communications and Engagement Strategy - Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Communications and Engagement Strategy	Gabrielle Mancini	District Strategy and Communications	Post decision
24	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, Leisure and Culture	OSMC decision
25	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
Special Meeting 22 March 2022 (Report Deadline 11 March)						
26	Economic Development Strategy - Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Economic Development Strategy	Katharine Makant	Economic Development and Planning	Post decision
27	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