

Notice of Meeting



Scan here to access the public documents for this meeting

Overview and Scrutiny Management Commission

Tuesday 24th May 2022 at 6.30pm
in Council Chamber Council Offices
Market Street Newbury

This meeting will be streamed live here: <https://www.westberks.gov.uk/osmclive>

You can view all streamed Council meetings here:
<https://www.westberks.gov.uk/councilmeetingslive>

Date of despatch of Agenda: Monday, 16 May 2022

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

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



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 24
May 2022 (continued)**

- To:** Councillors Alan Law (Chairman), Adrian Abbs (Vice-Chairman), Jeff Brooks, James Cole, Tony Linden, Steve Masters, Biyi Oloko, Claire Rowles, and Tony Vickers
- Substitutes:** Councillors Dennis Benneyworth, Jeremy Cottam, Carlyne Culver, Lee Dillon, Gareth Hurley, Owen Jeffery, David Marsh and Andrew Williamson
- Other Officers & Members invited:** Councillor Thomas Marino (Executive Portfolio: Internal Governance), Supt Zahid Aziz (Thames Valley Police), Nigel Lynn (Chief Executive), Susan Halliwell (Executive Director – Place), Joseph Holmes (Executive Director – Resources), Sarah Clarke (Service Director – Strategy & Governance), Eric Owens (Service Director – Development & Regulation), Paula Goodwin (Service Lead – Human Resources), Carolyn Richardson (Service Manager – JEPUs)

Agenda

Part I	Page No.
1. Apologies for Absence To receive apologies for inability to attend the meeting (if any).	5 - 6
2. Minutes To approve as a correct record the Minutes of the meetings of the Commission held on 22 March 2022 and 10 May 2022.	7 - 16
3. Actions from previous Minutes To receive an update on actions following the previous Commission meeting.	17 - 18
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 .	19 - 20
5. Petitions To consider any petitions requiring an Officer response.	21 - 22
6. Crime and Disorder Committee - Community Safety Update Purpose: Meeting in its capacity as West Berkshire Council's Crime and Disorder Committee, to receive a presentation from the Building Communities Together Partnership.	23 - 42



**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 24
May 2022 (continued)**

7. **Effective Employee Appraisal and Management Development Update** 43 - 62
Purpose: To demonstrate a change and enhancement to our approach to supporting leadership and management development, along with a review of the appraisal that ensures connectivity to WBC values and a clear new behaviour framework. This report also connects to the current WBC Workforce Strategy.
8. **Customer Journey - Out of Hours** 63 - 122
Purpose: To present information provided to the Task and Finish group appointed by OSMC to review the customer journey, including context and background information relating to the Council's out of hours provision.
9. **Appointment of Task Groups** 123 - 126
Purpose: To agree Terms of Reference and Membership for any Task and Finish Groups that Overview and Scrutiny Management Commission may wish to appoint to undertake in-depth scrutiny reviews:
- (1) Fees and Charges Task and Finish Group - To agree Terms of Reference for a Task and Finish Group to consider further options in relation to charging for West Berkshire Council's services and the potential to increase levels of income.
 - (2) Other Task and Finish Groups.
10. **Task and Finish Groups Updates** 127 - 128
Purpose: To receive updates from the Chairmen of Task and Finish Groups appointed by the Overview and Scrutiny Management Commission.
11. **Health Scrutiny Committee Update** 129 - 130
Purpose: To receive an update from the Chairman of the Health Scrutiny Committee.
12. **West Berkshire Council Forward Plan 1 April to 31 July 2022** 131 - 142
Purpose: To advise the Commission of items to be considered by West Berkshire Council Executive from 1 April to 31 July 2022 and to decide whether to review any of the proposed items prior to the meeting indicated in the Plan.
13. **Overview and Scrutiny Management Commission Work Programme** 143 - 144
Purpose: To receive new items and agree and prioritise the work programme of the Commission.

Sarah Clarke
Service Director Strategy and Commissioning

**Agenda - Overview and Scrutiny Management Commission to be held on Tuesday, 24
May 2022 (continued)**

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

OSMC – 24 May 2022

Item 1 – Apologies

Verbal Item

This page is intentionally left blank

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, 22 MARCH 2022

Councillors Present: Alan Law (Chairman), James Cole, Thomas Marino, Steve Masters, Claire Rowles, Tony Vickers, and Adrian Abbs (Substitute) (In place of Jeff Brooks)

Councillors Attending Remotely: Councillor Lee Dillon

Also Present: Councillor Tony Linden, Councillor Howard Woollaston (Portfolio Holder for Internal Governance, Leisure and Culture), Nigel Lynn (Chief Executive), Jon Winstanley (Service Director (Environment)) and Paul Hendry (Countryside Manager), Rob Coles (Canal & River Trust), Mark Evans (Canal & River Trust), Luke Dawson (Sustrans), Claire Poulton (Sustrans), Paul Martindill, Vicky Phoenix (Principal Policy Officer - Scrutiny) and Gordon Oliver (Democratic Services)

Apologies for inability to attend the meeting: Councillor Jeff Brooks, Councillor Lynne Doherty, Susan Halliwell, Andy Sharp and Sarah Clarke

Councillor(s) Absent: Councillor Gareth Hurley

PART I

44. Minutes

The Minutes of the meeting held on 25 January 2022 were approved as a true and correct record and signed by the Chairman.

45. Actions from previous Minutes

The following comments were made:

- Action 50 – Since there was no further update from Councillor Lee Dillon, it was agreed this action should be removed from the list.
- Action 54 – It was agreed that this action should be retained pending consultation with Councillors Alan Law and Tony Vickers.
- Action 55 – It was noted that there had been a recent change in legislation that may be relevant to British Sign Language and the action should be retained pending further investigation.
- Action 56 – It was agreed this action should be retained pending confirmation of alternative means of access for Members to the Council's intranet.

46. Declarations of Interest

Councillor Steve Masters declared an interest in Agenda Item 6, and reported that, as his interest was a disclosable pecuniary interest or an other registrable interest, he would remain to take part in the debate, but would not vote on the matter.

Councillor Tony Vickers declared an interest in Agenda Items 6 and 7, but reported that, as his interest was a personal or an other registrable interest, but not a disclosable pecuniary interest, he determined to remain to take part in the debate and vote on the matters.

47. Petitions

There were no petitions to be received at the meeting.

48. Securing Effective Management of the Kennet and Avon Canal

(Councillor Steve Masters declared a personal and prejudicial interest in Agenda item 6 by virtue of the fact that he lived on the canal and paid a licence to the Canal and River Trust. As his interest was personal and prejudicial he elected to take part in the debate, but to not to vote on the matter).

(Councillor Tony Vickers declared a personal interest in Agenda item 6 by virtue of the fact that he was a Member of Newbury Town Council which was engaged in activities around the canal, and he was also a Member of the Local Access Forum, which considered use of the public rights of way network. As his interest was personal and not prejudicial he was permitted to take part in the debate and vote on the matter).

Paul Hendry presented a report (Agenda Item 6) on Securing Effective Management of the Kennet and Avon Canal. The report covered: the history of the canal; issues affecting use and management of the canal and its towpath; and the key stakeholders involved. It was noted that the Kennet and Avon Canal Partnership was due to come to an end in March 2023, when West Berkshire Council's funding contribution of £25,000 per annum would also end. Discussions were needed regarding the future management of the canal and particularly its towpath. In terms of funding, Section 106 funds had been secured improvements in Newbury, but there was a risk that opportunities may be missed to secure funds from other sources. Also, concerns were expressed about local authorities acting in isolation.

Councillor Tony Vickers noted that the canal was a potential source of flooding, particularly in Central Newbury, and there was a lack of clarity as to who was responsible for elements of the canal. This aspect had not been addressed in the report, but it was of interest to West Berkshire Council as the local Flood Authority. Councillor Vickers recognised the value of the towpath for walkers and cyclists, and also the conflicts that could occur. He agreed that the Kennet and Avon Canal Partnership should be resurrected. It had been established to oversee expenditure of a substantial external grant. He expressed concern about potential loss of funding from 2023 onwards and agreed that stakeholders should work in partnership to secure funding for essential maintenance.

Jon Winstanley stated that the Environment Agency was the flood authority for the Kennet & Avon Canal and River Kennet. He also noted that a significant amount had been spent on flood defences in Newbury, and the Environment Agency and riparian owners had a responsibility to maintain these.

Councillor James Cole highlighted issues with: cyclists travelling too fast / too close to walkers; walkers with dogs not on leads; walkers with headphones who were oblivious to approaching cyclists; and lock breakages. He also noted that some people lived on the canal and it was important to represent their needs.

Councillor Claire Rowles asked how the canal supported sustainable transport and net zero carbon targets. She also stressed the importance of mental health and wellbeing benefits of accessing the canal.

Councillor Adrian Abbs had used the towpath for 20 years, but had never seen any active management / enforcement.

Paul Hendry acknowledged the focus of the report had been on the towpath and the cessation of funding, but recognised that there were wider implications. In terms of

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 22 MARCH 2022 - MINUTES

sustainable transport, the towpath offered an easy-to-use, traffic-free route walking and cycling route into the main towns of Newbury and Thatcham. Some people used the path for longer commuting trips by bike. Further work was needed to establish how many people used the towpath who would otherwise drive. In terms of managing conflict, a code of conduct had been drafted with the emphasis on encouraging considerate behaviour.

Councillor Cole had heard that vegetation had been cut back at inappropriate times. He noted that the Council had reduced the amount it cut back vegetation on highway verges and asked if there was scope to do the same on the towpath to promote wildlife habitats.

Councillor Rowles asked who the Council's representative was on the Kennet and Avon Partnership. It was confirmed that West Berkshire Council was not currently represented, but there was not a requirement to send someone.

The Chairman praised the report in terms of setting out the background and issues, but noted that there were few solutions proposed.

Mark Evans sought to address points raised by Members as follows:

- The Canal and River Trust (CRT) undertook a lot of water control activity and information could be made available as required.
- Campaigns were regularly run to address the issue of speeding cyclists, with slogans such as 'share the space – drop the pace'.
- Many owners lived on their boats – some moved along the canal network, but some remained in West Berkshire.
- Lock gates had a life expectancy of 20 years and were maintained at considerable cost.
- The Kennet and Avon Canal Partnership was set up in response to the Heritage Lottery grant - local contributions were match-funding for that grant. The Partnership, which ceased to meet during the pandemic, had been a good mechanism for discussing issues and funding. A report was produced annually which outlined the CRT's work.
- Health and wellbeing was key to the CRT and there had been a significant increase in towpath users during Covid.
- Byelaws were in force on the canal and towpath, but most enforcement activity was in relation to boats, since it was difficult to police the towpath.
- The CRT had an Environment Team that strictly controlled where and when vegetation was cut back.

The Chairman noted that the match funding would cease in 2023 and asked where funding would come from in future. He also asked who would take the lead on putting together the new partnership.

Mark Evans indicated that CRT would be happy to lead on the partnership - strengthening this was crucial. He confirmed that £2 million was spent on the canal in West Berkshire each year, so £25,000 was a small proportion. Other sources of funding were available, including S106 funding. The Water Safety Partnership was cited as a good example of joint working, and had resulted in additional safety cabinets being installed. Having a link into the local authority was important to help identify appropriate officers in other departments.

Councillor Abbs indicated that meetings should resume and if additional funding would be required then this should be identified as soon as possible to aid budget planning. He

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 22 MARCH 2022 - MINUTES

recognised that it was difficult to police the towpath, but suggested that conflicts may only be at certain times. He suggested that monitoring should be carried out to better understand the extent of the problem.

Councillor Vickers declared an interest in that he was a Member of the Canal and River Trust. He felt that the CRT was key to levering in additional funding. He highlighted that the canal was worth up to £30 million to the District in tourism. Newbury Town Council saw the canal as a unique selling point and he suggested that the Business Improvement District should be represented on the Partnership. He suggested that the Partnership should be reconvened and review its terms of reference, with additional partners invited to participate. It was noted that anglers were often responsible for clearing vegetation on the banks, which led to erosion problems - information was sought as to how much angling contributed in terms of revenue.

Councillor Rowles noted that appointments to outside bodies would be agreed at the Annual General Meeting in May.

Paul Hendry noted that the Kennet and Avon Canal Trust was not represented at the meeting – they had been the catalyst for bringing the local authorities together and should be involved in future arrangements.

Claire Poulton noted that Sustrans were doing a number of projects along the Kennet and Avon canal and they were keen to work in partnership with the Council as well as the CRT. Councillor Richard Somner had been contacted as portfolio holder for Transport, Planning and Countryside and invited to a meeting on site so he was clear about their aspirations. The [Paths for Everyone Strategy](#) set out the vision for the National Cycle Network (NCN) and how Sustrans would work with its partners to run the NCN. There was a 20 year plan to fix and grow the NCN. A series of 15 recommendations were included in the Strategy, which would help to make the path accessible for all. The aim was to make the path 3m wide and to have a hard surface where possible, and to remove barriers along the route. Local communities would be invited to help design, develop and maintain the network. The aspiration was to have 67% of the NCN traffic-free with the remainder as quiet ways by 2040. This would increase usage amongst cyclists, walkers and wheelchair / pushchair users. A Three-Year Review Report had been produced in 2021, which showed how the network had been improved. Plans for improvements to a 10km section of NCN4 between Aldermaston Wharf and Calcot were shown.

Action: Gordon Oliver to circulate the Sustrans presentation.

The Chairman asked who Sustrans contacted if they needed to arrange for repairs on the towpath. Luke Dawson confirmed that most of the contact was with the CRT, but Clive Tombs was the main contact at West Berkshire Council.

Paul Hendry suggested that all interested parties needed to be involved in initial discussions.

Action: Paul Hendry to initiate discussions regarding resurrecting the Kennet & Avon Partnership

The Chairman suggested that the Leader of the Council be asked to appoint an elected Member as a representative on the Kennet and Avon Canal Partnership and that the Newbury Business Improvement District also be invited to take part.

Action: Councillor Alan Law to recommend to the Leader of the Council on behalf of OSMC that an elected Member be appointed as a representative on the Kennet and Avon Canal Partnership.

Action: Paul Hendry to invite the Newbury Business Improvement District to be part of the Kennet and Avon Canal Partnership.

49. Scrutiny Review of the Draft West Berkshire Leisure Strategy

Councillor Tony Linden presented the Scrutiny Review of the Draft Leisure Strategy (Agenda Item 7). Thanks were given to Members and Officers for their contributions. The Task Group had made a number of recommendations, which were listed on pages 86-87 of the agenda papers. While there were no major shortcomings in the Strategy or supporting public engagement exercises, a number of areas were identified where improvements could be made. The Newbury Lido was considered to be an excellent project that would attract people from a wide area including those living outside the District and, with a longer operating window, there was a strong likelihood of turning a profit. The project would also address issues relating to the water table. The Executive Portfolio Holder, Councillor Howard Woollaston, had significant property experience which he could bring to bear with the project.

The Chairman expressed his thanks to Councillor Tony Linden for taking over as Chairman of the Task Group.

Councillor Woollaston congratulated Paul Martindill and his team for producing a very good Leisure Strategy, which was tied in with the Playing Pitch Strategy that would be renewed every three years. He felt the Lido scheme would be a fantastic solution. However, he agreed that there was need to look at leisure facilities in the east of the district in the medium to long-term.

Councillor Adrian Abbs noted that there was widespread support for an improved lido. However, he expressed concern that the public consultation response for the Leisure Strategy was still very low, and there was no detail about the number of people who had attended the workshops. This meant that decisions could be taken without sufficient data.

Councillor Tony Vickers felt that the new Strategy was a significant improvement, and acknowledged that there had been challenges as a result of Covid. He indicated that there was no reason for the Executive to not adopt the Strategy, but there were still some unanswered questions. He expressed surprise that access to transport was not raised as an issue in the consultation. Also, with many leisure centres based in schools, this restricted opening times, which may deter elderly residents who would not want to go out in the evenings. In addition, he noted that there was no data for privately run leisure facilities.

Councillor James Cole queried whether the Strategy was looking widely enough, since the strategy was focused on organised sports, and did not consider activities such as walking. Also, he questioned whether culture and heritage activities should be considered in the Leisure Strategy or kept separate.

Councillor Tom Marino agreed on the need for additional leisure facilities in the east of the District. He questioned why it had taken so long to appoint a new Chairman of the Task Group.

Councillor Steve Masters noted that the Task Group had expressed concerns about access from rural areas and sustainable transport issues, but there had not been time to go into these in depth. He confirmed that he had raised concerns about the lack of leisure facilities in the east of the District. He commended Councillor Linden for his chairmanship.

Councillor Claire Rowles was pleased to see that individual charities working with disabled people had been engaged, but suggested that the Learning Disabilities Partnership Board could have been used to further widen engagement.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 22 MARCH 2022 - MINUTES

The Chairman noted the proposals in the report. These picked up on Members' concerns regarding the quality and quantity of data on which the Strategy was based. He suggested that rural communities would like to have leisure activities in village halls rather than travelling to leisure centres and agreed with the recommendation to reinstate the outreach programme. He agreed that the Strategy was focused on organised sports, but many people engaged in other leisure activities (e.g. visiting stately homes, gardens, etc).

Councillor Linden agreed about widening the scope of the Strategy and suggested that this and the other recommendations could be picked up in the Delivery Plan.

Paul Martindill agreed that the detailed responses could be captured in the Delivery Plan. While he recognised the value of cultural leisure activities, the scope of the Strategy had been on leisure activities with health benefits (i.e. physical activities). He confirmed that future research would capture the postcodes of respondents. Also, he confirmed that the new leisure contract would include provision for outreach services, with a focus on the most inactive and deprived wards.

Councillor Woollaston felt that the consultation response was good and it was difficult to get residents to respond. Efforts had been made to engage with key stakeholders and maximise the response. He agreed that rural communities needed to have their own leisure activities, but larger facilities such as swimming pools required economies of scale and had to be located in major urban areas. He accepted there were challenges in basing leisure facilities in schools, but there were opportunities for access in the holidays and at weekends. He highlighted that section 5.4 of the draft Strategy referred to enhancing access to, and utilisation of greenspace and bluespace, through improving accessibility to open water, waterways, parks, commons and Public Rights of Way.

Councillor Vickers was pleased that there would be investment in the Lido and felt that the consultation had come up with the right options. He noted that this drew people from a wide area and while he acknowledged the lack of facilities in the east of the District, he noted that residents were able to use pools in neighbouring areas.

The Chairman noted that Members had been campaigning for a new pool in the east of the District for around 25 years and expressed the hope that this would be achieved in the near future.

50. Appointment of Task Groups

The Commission considered matters relating to the Appointment of Task Groups (Agenda Item 9).

The Commission considered the terms of reference for the Customer Journey Task and Finish Group. Councillor Tony Vickers supported the terms of reference as written.

Councillor Adrian Abbs indicated that he was a user experience expert and would be happy to be involved.

Councillor Claire Rowles asked that the needs of people with disabilities be explicitly referenced in the terms of reference.

The Chairman noted that the out of hours reviews had been incorporated into this review. He proposed that there be an interim report on the out of hours aspect. It was noted that the Terms of Reference had this aspect listed as Part 3, but this would be brought forward to be considered first.

The Terms of Reference were agreed by Members of the Commission subject to the above amendments.

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 22 MARCH 2022 - MINUTES

The Chairman proposed that Councillor James Cole be appointed as Chairman. This was agreed by Members of the Commission.

It was noted that Councillor Cole had previously been proposed as Chairman of the Fees and Charges Task and Finish Group. However, he did not have capacity to do both, so the Chairman proposed that Councillor Linden be appointed as Chairman of the Fees and Charges Task Group. This was agreed by Members of the Commission.

It was agreed that Councillor Carlyne Culver should represent the Green Party on the Customer Journey Task and Finish Group, with the Liberal Democrat representative to be confirmed following the meeting. Councillor Biyi Oloko was suggested as the second Conservative Member.

Action: Councillor James Cole to confirm the Liberal Democrat Member and the second Conservative Member.

51. Health Scrutiny Committee Update

Councillor Claire Rowles presented the update on the work of the Health Scrutiny Committee (Agenda Item 9). The next meeting was planned for 5 April, with a pre-meeting arranged for 30 March. Thanks were expressed to officer for work undertaken in preparation for the meeting. Agenda items would include:

- Continuing Health Care
- Basingstoke and North Hampshire Hospitals Maternity Service
- Children and Young People's Mental Health Services
- Updates from Berkshire West Clinical Commissioning Group and Healthwatch

It was noted that Councillor Alan Macro had submitted a motion to Council regarding the redevelopment of the Royal Berkshire Hospital. This would not be considered at the April meeting due to existing pressure on the agenda, but a special meeting may be called to consider the motion and the hospital redevelopment.

The Committee continued to use its scoring system to prioritise scrutiny topics and develop a work programme for the coming year.

The Chairman indicated that he had previously been on the Board of Governors for the Royal Berkshire Hospital NHS Foundation Trust, and was aware of the issues associated with the physical asset of the hospital estate. He indicated that he would like to address the Committee on this point.

Cllr Rowles noted that the Committee would make a recommendation back to Full Council on the motion.

52. West Berkshire Council Forward Plan 01 February to 31 May 2022

The Commission considered the West Berkshire Forward Plan (Agenda Item 10) for the period covering 1 February to 31 May 2022.

The new format was noted and was generally considered to be clearer.

Councillor Tony Vickers noted the item on the Three Year Highway Improvement Plan, and highlighted that that this was supposed to be consistent with the approved Highways Asset Management Plan, but this was now out of date.

53. Overview and Scrutiny Management Commission Work Programme

The Commission considered its work programme (Agenda Item 11).

OVERVIEW AND SCRUTINY MANAGEMENT COMMISSION - 22 MARCH 2022 - MINUTES

In addition to the items shown, it was proposed that the Customer Journey Task Group would seek to bring an interim report on the Out of Hours Service to the 24 May meeting, and a final report to the September meeting.

Councillor Tony Vickers noted that the Local Flood Risk Strategy had only just been approved and suggested that it be slipped to a later meeting.

Councillor Claire Rowles asked if the Equalities and Diversity Strategy could be brought forward as it was such an important issue. It was noted that it had slipped due to staff resource issues.

Nigel Lynn explained that the Quality and Diversity Strategy was part of the Workforce Strategy. While it was recognised as important, the member of staff who would be progressing it had only just been appointed, and there was little scope to accelerate the process.

(The meeting commenced at 6.30 pm and closed at 8.05 pm)

CHAIRMAN

Date of Signature

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, 10 MAY 2022

Councillors Present: Alan Law (Chairman), Adrian Abbs (Vice-Chairman), James Cole, Owen Jeffery (substitute), Tony Linden, Steve Masters, Biyi Oloko, Claire Rowles and Tony Vickers

Apologies for inability to attend the meeting: Councillor Jeff Brooks

PART I

1. Election of the Chairman

RESOLVED that Councillor Alan Law be elected Chairman of the Overview and Scrutiny Management Commission for the 2022/2023 Municipal Year.

2. Appointment of the Vice-Chairman

RESOLVED that Councillor Adrian Abbs was appointed as Vice-Chairman of the Overview and Scrutiny Management Commission for the 2022/2023 Municipal Year.

(The meeting commenced at 8.32 pm and closed at 8.34 pm)

CHAIRMAN

Date of Signature

This page is intentionally left blank

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
52	12/10/2021	Review of the Council's Response to the Covid-19 Pandemic To look at the Scrutiny programme to schedule some task groups, to look at the response from the perspective of residents, service users and then businesses	Cllr Alan Law & Cllr Lee Dillon	In Progress - This has been included on the OSMC work programme for later in the 2022/23 municipal year.
53	25/01/2022	Operational Review of the Communications and Engagement Strategy Consider adding a weighting of actions by resource / time requirement	Gabrielle Mancini	Complete - This will be incorporated into the next review.
54	25/01/2022	Operational Review of the Communications and Engagement Strategy Feedback concerns about the search engine on the Council's website to the Digital Team	Gabrielle Mancini	Complete - Concerns have been fed back to the Digital Team. Councillors Law and Vickers were consulted about their concerns following the March OSMC meeting. This is also being addressed by the Customer Journey Task Group, and was discussed at a meeting on 17 May 2022.
55	25/01/2022	Operational Review of the Communications and Engagement Strategy Discuss the possibility of British Sign Language interpretation for public meetings with the Executive Portfolio Holder	Shiraz Sheikh / Stephen Chard	In Progress - An officer working group has been set up to look at this issue in more detail. The Association of Sign Language Interpreters has provided advice on what would be required to provide real-time interpretation. Inquiries have been made as to what other local authorities are doing, and investigations undertaken as to likely costs. Local advocacy groups will be consulted to better understand user needs. While the BSL Act 2022 recognises BSL as an official language, it does not impose additional obligations to provide BSL interpretation above that required by existing legislation, e.g. the Equalities Act 2010. However, it does require Central Government to produce 'guidance' on the promotion and facilitation of BSL and for Government departments to report back on their use of BSL by 30 April 2023.
56	25/01/2022	Operational Review of the Communications and Engagement Strategy Ask the ICT Team about ongoing use of Microsoft Internet Explorer from Members' laptops.	Gabrielle Mancini	Complete - ICT has advised that Microsoft Explorer has been superseded and will be removed from Members' laptops. Members should use Microsoft Edge or Google Chrome instead. Both will open on the Council's intranet by default, so there will be no loss of functionality.

57	22/03/2022	Securing Effective Management of the Kennet and Avon Canal Circulate the Sustrans presentation to OSMC Members	Gordon Oliver	Complete - This was sent to all Members on 30 March. There has since been positive engagement which will facilitate Sustrans to carry out improvement works around Dewe Lane.
58	22/03/2022	Securing Effective Management of the Kennet and Avon Canal Initiate discussions regarding resurrecting the Kennet & Avon Canal Partnership	Paul Hendry	Outstanding
59	22/03/2022	Securing Effective Management of the Kennet and Avon Canal Recommend to the Leader of West Berkshire Council on behalf of OSMC that an elected Member be appointed as a representative on the Kennet & Avon Canal Partnership.	Councillor Alan Law	Complete - The appointment will be made once it has been confirmed that the Partnership has been reconvened.
60	22/03/2022	Securing Effective Management of the Kennet and Avon Canal Invite Newbury Business Improvement District to be part of the Kennet & Avon Canal Partnership.	Paul Hendry	Outstanding - This will be actioned once it has been confirmed that the Partnership has been reconvened.
61	22/03/2022	Appointment of Task Groups Confirm the Liberal Democrat Member and the second Conservative Member of the Customer Journey Task & Finish Group.	Councillor James Cole	Complete - Councillor Lee Dillon confirmed as the Liberal Democrat representative.

Last updated: 13 May 2022

OSMC – 24 May 2022

Item 4 – Declarations of interest

Verbal Item

This page is intentionally left blank

OSMC – 24 May 2022

Item 5 – Petitions

Verbal Item

This page is intentionally left blank

Building Communities Together Partnership



Overview and Scrutiny Management Commission
24th May 2022

Nigel Lynn (WBC Chief Executive and Partnership Chair)

Supt. Zahid Aziz (Area Commander and Partnership Vice-Chair)

Building Communities Together Partnership



- The Partnership
- Strategic Assessment 2021/22
- Crime Overview
- Partnership working

Building Communities Together Partnership



The BCT Partnership is the **Community Safety Partnership** for West Berkshire

Ensuring West Berkshire is a safe place to live, learn, work and visit

Legislation

Crime and Disorder Act 1998

Counter Terrorism and Security Act 2005

Crime and Policing Act 2014

Domestic Abuse and Safe Accommodation Act 2021

(Police, Crime, Sentencing and Courts Bill – awaiting Royal Assent)

Statutory Partners

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

Building Communities Together Partnership



- Review of Terms of Reference – Spring 2021
- Focus on Core CSP duties
- New Serious Violence Duties anticipated
- Partnership also fulfils the role of:
 - West Berkshire Prevent Partnership Board
 - Youth Offending Team Steering Group

In addition to Statutory Partners the BCT Partnership also has representatives from:

Community and Voluntary Sector, Healthwatch, Registered Housing Providers, Education, Faith Sector and the Office of the Police and Crime Commissioner

Building Communities Together Partnership



The BCT Partnership is accountable to:

The Communities of West Berkshire - in respect of Community Safety

The Home Secretary - for all areas of planning and performance in relation to crime, anti-social behaviour, substance misuse, reoffending

The Home Office – in respect of statutory duties under the Contest Strategy (e.g. Prevent and ‘Channel’)

The Ministry of Justice – in relation to the work of the Youth Offending Team

Safeguarding Partnerships for Children and Adults – in respect of the functions of a Community Safety Partnership

Building Communities Together Partnership



Partnership Objectives

1. Reduce and Prevent Crime
2. Ensure that Statutory responsibilities are fulfilled
3. Identify and respond to changes in the nature, incidence and severity of crime within West Berkshire
4. Safeguard those who are vulnerable
5. Help people and communities to help each other and to engage with community safety related initiatives

Building Communities Together Partnership



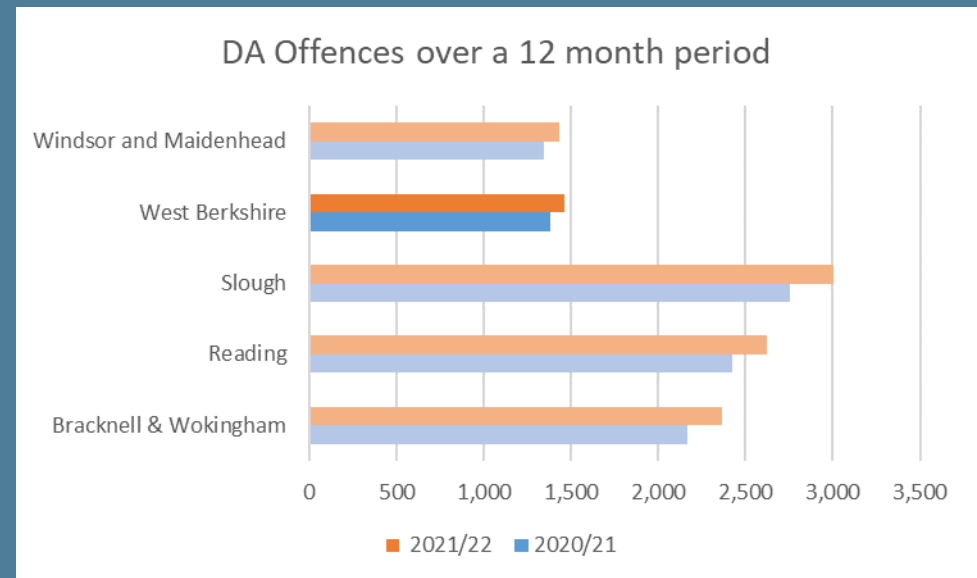
Annual Strategic Assessment

- Wide range of partnership data and supporting narratives on:
‘what has changed, what is emerging, issues of concern’
- Data period – 1st September 2020 – 31st August 2021
- Analysis – November/December 2021
- Partnership Diagnostic Conversation – January 2022
- Further analysis being undertaken to inform setting of Partnership Priorities
- Partnership Plan – to be refreshed
- Partnership Plan to take into account other Local Strategies and Plans

Domestic Abuse

- As an LPA we have seen an increase in DA Offences.
- In 2020/21 we had 1,383 Domestic related offences.
- This year; 2021/22 we had 1,465 Domestic related offences, representing a 6% increase.
- West Berkshire have had the smallest increase in the county.

LPA	2020/21	2021/22
Bracknell & Wokingham	2,166	2,364
Reading	2,421	2,623
Slough	2,752	3,007
West Berkshire	1,383	1,465
Windsor and Maidenhead	1,347	1,431



Domestic Abuse

West Berkshire LPA is running two trials for the support of DA victims.

These are being run by two different shifts of officers.

Team Two Trial

Firstly there is an initiative that means once officers attend an incident where domestic abuse is involved, if any arrests are required, instead of making that arrest themselves they will call up for another unit to attend and arrest the suspect, allowing the original officers to remain with the victim and take statements and offer support. This allows a continuity of care for the victim and attempts to reduce the time between the offence and taking statements. This will lead to a reduce of withdrawal of support and feeling of isolation.

Team One Trial

The second trial is a dedicated DA support officer, who will attend to speak to the victim. This will allow them to have one main contact, a recognisable face throughout the course of any incident, follow-up action and support that is provided afterwards. In the first month of the trial for this initiative the outcome for incidents that were filed because there were evidential difficulties due to the victim not supporting went from 54% to 8.8% for the team that had that dedicated officer.

County Drug Lines (CDL)



CURRENTLY NO ACTIVE SCORED CDLS IN WEST BERKSHIRE. LOCAL DRUGS LINES REGULARLY INTERCEPTED BY STRONGHOLD AND TARGETED OPS.



THE PRIORITY CRIME TEAM AT NEWBURY WORK CLOSELY WITH OP VANQUISH, WHICH IS A DEPARTMENT SET UP TO TACKLE CDL IN THAMES VALLEY.

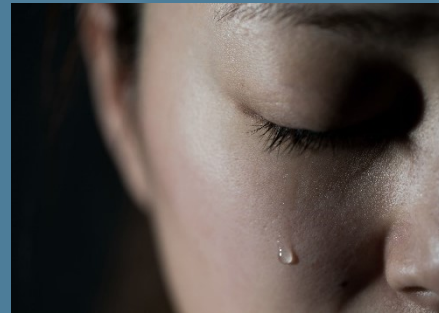


SEVERAL OPERATIONS IN THE LAST 12 MONTHS TARGETING DRUGS SUPPLY. LAST ONE IN MARCH; OP FLIP RESULTED IN 7 VEHICLES STOPPED & SEARCHED, 4 ARRESTS, CLASS A DRUGS AND CASH SEIZED

Violence against Women and Girls (VAWG)



There is now a group of officers committed to focusing on VAWG and responding to StreetSafe reports.



21st March 2022 was a week of action on VAWG. West Berkshire held 12 public engagement events across hotels, children's homes and licensed premises

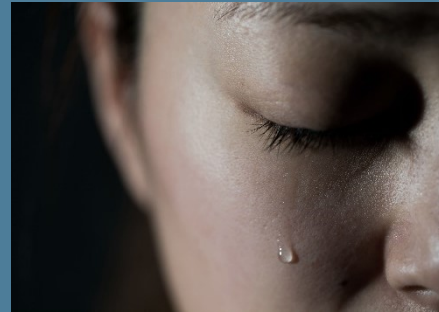


Project Vigilant; an initiative where men displaying predatory behaviour during the night-time economy are stopped and spoken to.

**TACKLING
VIOLENCE
AGAINST
WOMEN & GIRLS**

Violence against Women and Girls (VAWG)

- We are scrutinising our Investigative processes for VAWG offences
- Through better Crime Management we are prioritising and responding to precursor offences
- Identifying and managing prolific perpetrators
- Seeking to improve our utilisation of Domestic Violence protection Orders
- Engaging with local advocate groups and stakeholders to identify victim needs
- Using partnership data to direct police resources to public spaces and offenders



**TACKLING
VIOLENCE
AGAINST
WOMEN & GIRLS**

Knife Crime



KNIFE CRIME HAS BEEN SET AS A FORCE PRIORITY. WE WORK CLOSELY WITH THE VIOLENCE REDUCTION UNIT TO MONITOR KNIFE CRIME.

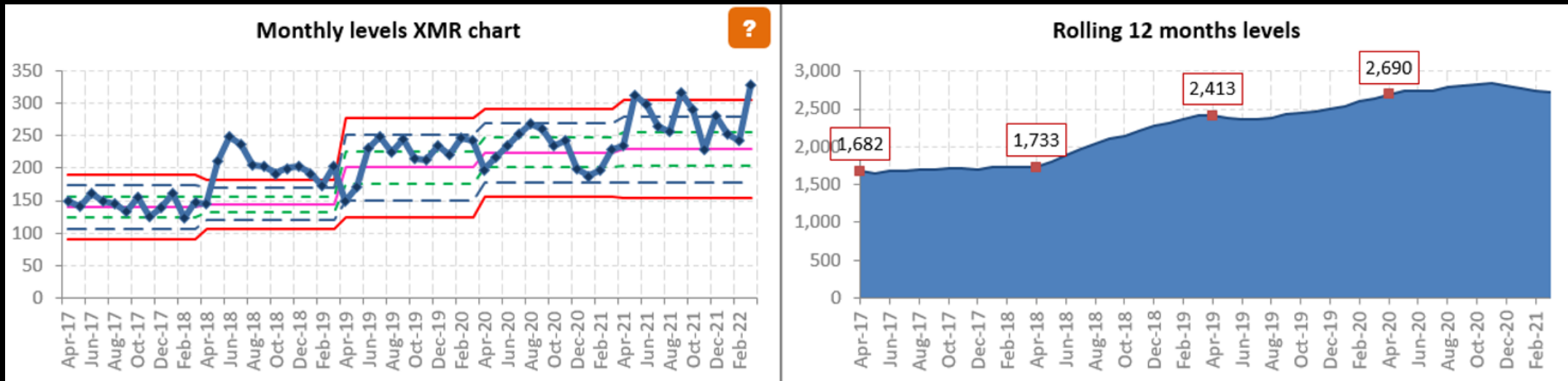


ALL KNIFE CRIME OFFENCES ARE REVIEWED WEEKLY AND ALLOCATED TO AN APPROPRIATE INVESTIGATOR, REFERRALS ARE COMPLETED AND SAFEGUARDING IS PUT IN PLACE.



WE HAVE THE SECOND LOWEST NUMBER OF KNIFE OFFENCES IN TVP. 45 OFFENCES RECORDED IN 2021/22, (COMPARED TO 68 DURING 2020/21) WHICH IS A 34% IMPROVEMENT.

VIOLENCE OFFENCES



We have had an increase of violence against person offences, this year recording 3,307 in the last 12 months (Compared to 2,726 the 12 months before that). Despite this rise the rise of positive outcomes has gone up by 12%.

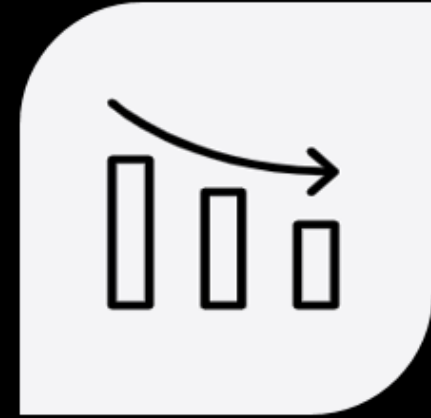
VIOLENCE OFFENCES



THE HOME OFFICE HAS ANNOUNCED A FURTHER £7M OVER THREE YEARS TO FUND THE VIOLENCE REDUCTION UNIT AND ITS WORK TO TACKLE SERIOUS VIOLENCE ACROSS THE THAMES VALLEY.



OVER £2M IS NEW "GRIP" FUNDING, WHICH THE VRU COORDINATES, FUNDING TARGETED ADDITIONAL OPERATIONS PLANNED BY LPAS IN RESPONSE TO SERIOUS VIOLENCE AND ASSOCIATED CRIME



THERE HAS BEEN A DECREASE IN ASSAULTS- SERIOUS HARM (GBH), WITH ONLY 3 RECORDED THIS YEAR COMPARED TO 6 IN THE 12 MONTHS PRECEDING.

Neighbourhood Action

Restorative practice training has been rolled out so that practical early intervention options are widely available.

Page 38



- TVP now has a dedicated taskforce for rural crime who run rural-focused operations and proactive patrols in high rural crime areas including beauty spots.



- West Berkshire has a dedicated rural crime officer PC Sean Morrison who leads tasking's for target hardening on rural land, public engagement through online social media updates and WhatsApp group with local land owners and farmers.

- There is now a problem solving and prevention analyst (Cara Clay) situated in the neighbourhood team to assist with identification of crime trends and provide analytical data for the Scanning phases of OSARA Problem-solving processes.



Antisocial behaviour

Public Spaces Protection Orders

This is a new order brought into replace current legislation to tackle street drinkers. The PSPO covers Newbury Town Centre and is the first in West Berkshire. A PSPO is currently under consultation for the Thatcham area.

Anti-Social Behaviour



HOUSE CLOSURES - WE HAVE HAD 15 HOUSE CLOSURE ORDERS ON THE AREA IN 2021/22.



CRIMINAL BEHAVIOUR ORDERS - WE HAVE HAD 6 CBO'S ISSUED IN 2021/22 FOR FIVE DIFFERENT INDIVIDUALS.



COMMUNITY PROTECTION WARNING / NOTICES - THESE ARE WARNING FOR PERSISTENT ONGOING ANTI SOCIAL BEHAVIOUR. ON WEST BERKSHIRE WE HAVE IN 2021/22 ISSUED 3 COMMUNITY PROTECTION WARNING NOTICES.

Building Communities Together Partnership



Partnership Working

Domestic Abuse Reduction

Campaigns/Awareness Raising, Training (inc. Champions)

County Drugs Lines

Need To Know Sessions, intelligence submissions, MAPS

Community Conversations

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

Enforcement

House Closures, PSPOs, CPWNs

This page is intentionally left blank

Effective Employee Appraisal and Management Development Update

Committee considering report:	OSMC 24th May 2022
Portfolio Member:	Councillor Tom Marino
Date Portfolio Member agreed report:	27 April 2022
Report Author:	Paula Goodwin
Forward Plan Ref:	n/a

1. Purpose of the Report

It is vital that the Council has the most effective staff development and performance management arrangements in place to deliver key services for our customers, both external and internal. The report seeks to demonstrate a change and enhancement to our approach to supporting leadership and management development, along with a review of the appraisal that ensures connectivity to WBC values and a clear new behaviour framework. This report also connects to the current WBC Workforce Strategy.

2. Recommendation.

For OSMC to note the information in the report and to consider whether any further scrutiny review is required.

3. Implications and Impact Assessment

Implication	Commentary
Financial:	Resource for a consultant to support the behaviour framework design and implementation has already been approved from a Leadership Development budget. Further budget may need to be considered for policy and process reviews that are required as a result of the outputs of the behaviour framework project and specifically for appraisal process and policy reviews. Funding is already available for the development and implementation of Leadership and Management Development training.
Human Resource:	As detailed in the report – HR will gain regular feedback on all development programmes and ensure they continue to meet individual, team and organisational needs.
Legal:	None
Risk Management:	None
Property:	None
Policy:	None

	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	x			It is intended there will be specific development programmes and coaching for women in leadership, and to support attendance by those from disadvantaged backgrounds.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	x			Reviewing behaviours will highlight the positive behaviours that should be shown by all staff that support a diverse and inclusive culture.
Environmental Impact:		x		
Health Impact:		x		
ICT or Digital Services Impact:		x		
Council Strategy Priorities or Business as Usual:	x			Supports the delivery of the workforce strategy per section 6.3 of the Council Strategy. Support everyone to reach their full potential
Data Impact:		x		
Consultation and Engagement:	Paula Goodwin – HR Service Lead			

4. Executive Summary

Work has commenced to progress with a review of competencies underpinning the performance management framework and to remove the current competencies and/or develop a new behaviour framework for all employees as appropriate. This is an action on the Workforce Strategy. Currently the competencies are used as part of the appraisal process. This can be seen on the current appraisal form. Once the Behaviour Framework has been agreed which will hopefully be in May 2022, then a review of the appraisal process and policy can commence. This will also include cross referencing best practice in other organisations, whilst also taking account of the availability of

Effective Employee Appraisal and Management Training and Development Programme

digital platforms available and required to collate data on appraisals and personal development plans. This is only once policy change that will be considered as part of the Behaviour Framework implementation, but is the most relevant to this paper and update. The Behaviour Framework will also enable the further development of employee development options and most especially relating to Leadership and Managers programmes. In order to develop the programmes account will be taken of a recent Training Needs Analysis along with actions from the Workforce Strategy and feedback from the 2021 Employee Attitude Survey. Training and guidance will also be made available in undertaking 121 and appraisals and will be updated as processes and policies are reviewed and implemented.

5. Supporting Information

Introduction

5.1 The current WBC Values are as follows:

Integrity 'we act with integrity ensuring all decisions are lawful, transparent and impartial'

Customer focused 'we listen to our customers and do our best for them'

Fairness 'we will always treat everyone fairly'.

It is clear that these values are not promoted through current induction and onboarding arrangements and more could be done to ensure that all staff are able to identify how their role and their performance relates to these values.

5.2 The following table shows the WBC competencies:

	All employees	Leaders of people
When working with people	Display respect for customers/clients/colleagues Work as part of a team to achieve goals Listen to other points of view Deliver a high standard of customer service Communicate effectively	Understand stakeholders' motivation and objectives. Be a skilled influencer (communicate the vision and objectives, inspire and motivate, develop buy-in and trust). Expect, encourage and support high standards of performance from team members. Use a range of leadership styles appropriate to

Effective Employee Appraisal and Management Training and Development Programme

	All employees	Leaders of people
		<p>individual team members and the situation</p> <p>Develop team working and a sense of common purpose; manage conflict</p>
In relation to learning and development	<p>Learn continually through experience.</p> <p>Seek opportunities to improve skills and understanding.</p> <p>Coach and guide colleagues.</p>	<p>Actively develop the team to meet current and future challenges.</p> <p>Encourage team members to reflect on experience and learning; actively encourage transfer of learning.</p> <p>Seek feedback on own performance to improve self awareness and own development needs.</p>
In their approach to work	<p>Focus on priorities</p> <p>Work to the best of his/her ability</p> <p>Strive to deliver high standards</p> <p>Use initiative and seek creative solutions</p> <p>Display integrity and openness</p> <p>Ensure own personal safety and that of others in the workplace</p>	<p>Be a role model (demonstrating drive, purpose, integrity, fairness, enthusiasm, openness, resilience)</p> <p>Adapt to change, taking prompt and appropriate remedial action where required</p>
When managing performance		<p>Set/agree clear objectives, and quality and performance measures (for tasks and staff).</p> <p>Monitor and evaluate budgets, staff performance, and objectives.</p> <p>Recognise good performance, and challenge underperformance and conduct.</p>

Effective Employee Appraisal and Management Training and Development Programme

	All employees	Leaders of people
		Develop and empower team members to make decisions (coaching)

5.3 What is not clear from this competency framework is how this connects to the WBC values and strategic objectives of the organisation. It is also unclear as to what good and perhaps more controversially what bad might look like in meeting these competencies, and without that clarity it becomes harder to establish whether staff are showing these behaviours and if so to what extent and what could be improved upon. It was recently agreed as part of the review of the Workforce Strategy that there should be a review of these competencies. Many organisations are now moving away from competencies and implementing a behaviours framework, and this is what is being developed for WBC.

5.4 A behaviour framework sets the expectations of how individual employees go about doing day to day work. This is one framework and there would be specific management behaviours as well as those that would apply for all staff regardless of what job they were doing. All staff would have a corporate objective of role modelling the values and behaviours of the council when developed. Appendix A provides an example that a Council have recently implemented. This would feed through all people processes in order to become fully embedded. This is especially important for recruitment where behaviours would be tested along with knowledge and skill to ensure organisational fit, as well as through induction, probation and appraisals as well as 121's. Some behaviours may be more relevant to some roles and the framework will be established to ensure that regardless of the role it will have the desired outcomes. During 121 and Personal Development Plan (PDP) conversations it is good practice to consider what the areas of strength are in terms of our behaviours, and if there are any areas of development/improvement. This will further embed the positive behaviours that the organisation wishes to embed. It would also be expected that staff would be evaluated on the behaviours as part of the appraisal process.

5.5 This proposal is seeking to achieve a greater level of leadership consistency and capability across WBC management, and to enhance career aspirations for those that might want to be a future manager or leader.

Background

5.6 The Council approved the Workforce Strategy at the Personnel Committee in September 2019 with an updated strategy being approved by Personnel Committee in December 2021.

5.7 The following is the extract from the workforce strategy in relation to the Leadership and Management theme:

<p>Leadership & Management Development Programme</p>	<p>The Council already offers a wide range of development opportunities to its managers and senior leaders. These include qualifications through the apprenticeship route, from level 3 (Team Leader & Supervisor) through to the masters programme with Birmingham University in Strategic Public Management and Leadership. Short courses in specialist topics are also available in-house. The development of apprenticeship routes has diversified the development options available to managers and leaders, so we plan to review all the activities currently on offer to ensure that we are providing access to a comprehensive programme which meets the Council's needs and priorities. In addition to the current offer, there is a need for management and leadership development in-house to ensure that the Council's managers have the required skills in line with our competency framework, and a shared understanding of the expectations of those with management responsibilities across the organisation. We will procure any additional training which is deemed necessary and then publish as a full programme. By publicising the development opportunities more widely, we aim to support the career aspirations of all, and grow our own future leaders, in line with our ambitions.</p>
<p>Senior Leaders</p>	<p>To support and encourage progression into senior roles (at Tier 3 and above), the assistance and development available to staff moving into these roles will be set out clearly to ensure consistency, and in a way which can be used in recruitment to those posts. This will include, for instance, the offer of mentoring through SOLACE as a standard.</p>
<p>Management Induction</p>	<p>In order to ensure that new managers feel confident and supported, as well as having the information and confidence to undertake their people management roles, it is proposed that a management induction be established. This would</p>

Effective Employee Appraisal and Management Training and Development Programme

	<p>consist of two days' training covering the competency framework for leaders of people (shown below) together with discussion of the Council's values of <i>Integrity, Customer Focused, and Fairness</i>. The aim would also be to improve management consistency and foster a positive and productive organisational culture, in line with our ambitions. Any further development needs should be identified through the appraisal process, which includes assessment against these competencies.</p>
<p>Manager Networks</p>	<p>To encourage further consistency in people management, it is proposed that manager networks be set up. The aim would be to connect a group of managers who could meet together, in person or virtually, and use their connections to share issues and learning in their management roles. It is hoped that these networks might encourage the sharing of good management practice and information, provide support, and act to increase knowledge and consistency across different services, also reducing the risk of silo working. The members of each network would have something in common e.g. first line managers. It is proposed that a pilot network be set up first with the aim of encouraging a wider take up after considering the learning for six months.</p>

5.8 It should be noted that a project has already started on a pilot for an internal coaching framework as well as utilisation of SOLACE for external coaching options for senior leaders. In addition a project to look at career progression for women is reaching its conclusion. The new manager induction project is underway with a future aspiration to develop a managers' toolkit. All of this work needs to take account of WBC values and leadership and management competencies/behaviours.

Proposals

5.9 It was previously proposed to review the current competencies/behaviours in accordance with the workforce strategy requirements and to ensure that these meet future WBC organisational people aspirations and current organisational values. This will form the basis in determining the content of any Leadership and Management Development programmes as well as being intertwined into all people processes and will start to shape the future culture of the organisation where staff can live by WBC

Effective Employee Appraisal and Management Training and Development Programme values and undertake their roles by showing WBC leadership competencies/behaviours.

5.10 Having the right leadership behaviours are essential to:

- **Increasing the productivity of each team:** Consistent leadership can motivate a team to greater performance.
- **Retaining people:** Employees are less likely to leave if they receive great leadership and mentorship in their current roles.
- **Nurturing future leaders:** Leadership behaviours are integral to develop and nurture future leaders within an organisation.

It should also be noted that a new behaviour framework will be able to focus on teamwork not only in individual teams but also for cross council teams where behaviours can be specified to meet this need. With the continuation of hybrid working by the use of Timelord 2, and greater use of digitalisation, this will also require staff to ensure more connectedness and a greater reliance on flexible team working to meet personal and organisational objectives. This will be considered as part of the review of the behaviour framework and subsequent policy review.

5.11 There will be a variety of processes that form part of a performance management framework. An example of this can be seen in Appendix D. Generally these would include at least induction, probation, recruitment, 121's, and appraisals although disciplinary and capability would also be part of this too.

5.12 It is important that behaviours are included in these processes to thoroughly embed not just the knowledge and skill requirements but the how in terms of the way employees should undertake their role. Managers will then need to provide regular feedback to employees on how they doing to meet objectives but also how they behave in meeting behavioural standards to ensure there is an ambition of excellent and consistent performance and a motivated and happy workforce who meet organisational objectives and standards.

5.13 At present some of the above policies and procedures mention the current competency framework and appraisal is a good example of that. The new behaviour framework will provide clarity on what good behaviour looks like and what poor behaviour might also look like to ensure that this is absolutely clear to both manager and employee. Employees can be provided with positive feedback when performance and behaviours meet required standards or above and vice versa can more easily manage poor performance. In order to ensure that staff are provided with effective feedback in relation to their performance including how they behave against the behaviour framework then appropriate 'measure' will need to be considered to establish this. Once the framework is approved then an appropriate measure for performance management policies such as appraisals will be considered. It is suggested that this is not based on a numeric scoring system but levels such as 1-4 based on a range of words from does not meet/not completed, partially meets, meets, exceeds and this 'measure' can be used for recruitment as well as all other people policies to ensure consistency of approach an ease of use. This is especially important as this will be a new framework.

5.14 Time will need to be allowed to fully implement any changed processes and to allow time to fully embed the changes along with appropriate training for managers and

Effective Employee Appraisal and Management Training and Development Programme

employees. This is likely to take a year when a review of the impact of the changes is advisable and further changes made if required. There is also a review of processes to look at better data collection and digitalisation to help inform performance management for the organisation. Next steps will include:

- Agree behaviour framework and consider implementation plan – May/June 2022;
- Development of Leadership Development, Management Development and Aspiring Managers programmes between July to October 2022;
- Review reward and recognition arrangements and consider how these can support engagement with the behaviour framework and promote a positive work culture from July 2022 onwards;
- Review affected policies and procedures and consider changes to embed behaviour framework by July 2022 (Note: to consider use of digital approaches where possible and use of data collection to allow reviews of effectiveness of these changes ;
- Consult on new policies and procedures by October 2022;
- Implement new/updated policies and procedures including appropriate training and support for all employees from October 2022;
- Review new arrangements based on available data from January to March 2023.

6 Other options considered

Approval to develop and implement a new behaviour framework has been approved. As part of the implementation process consideration will be given to changes that need to be made and how best to engage with staff to make the changes successful.

7 Conclusion

That progress is being made on developing and proposing changes to the current performance management framework including appraisals that will support a more robust, clear and consistent approach. This will enhance the current performance management arrangements by ensuring staff are celebrated for their excellent performance, and to manage those few employees that have poor performance with clear and consistent guidance and management arrangements. Performance management should be about supporting everyone to perform at their best and these new arrangements are intended to achieve that by being open, honest and consistent.

8 Appendices

Appendix A – Example of a leadership behaviours framework.

Appendix B – Equality Impact Assessment - Stage One

Appendix C - Data Protection Impact Assessment – Stage One

Appendix D – Performance Management Framework

Appendix A

Example of a Behaviour Framework

Organisational Statement

I believe that success in any organisation is achieved not just by '**what we do**' but also '**how we do it**'.

I want us all to continue to build our confidence and competence and be proud of what we've achieved and how we achieved it. I expect all staff to be focused on delivering our priorities, while behaving in a way that defines us as a highly regarded public service that people want to work for and with. Our behaviour framework provides us with a common language for **how** we go about our daily work alongside our PDP objectives that describe **what** we do; helping us to manage and improve our performance to build a better, more effective organisation with better outcomes for our customers and stakeholders.

The framework applies to all of us no matter what general or specialist skills our job requires. It is a tool to help us and will enable us to identify the behaviours we need to do our job to the highest standard, but also to recognise and feel comfortable addressing behaviours that don't. It includes two sections that set out what we expect of our managers and leaders – Leading and Managing Teams and Services.

Part of our people promise to you is that we will offer you opportunities to do your best, and be a great place to work so that we can do our best for the towns and parishes. You and your manager will use your PDP and performance reviews to help you do well in your current job, and also allow you to identify what you could do to progress into a new role, should you want to. I hope you will experience the benefits of focusing our efforts not just on what we do, but how we do it.



Creating a fair and inclusive workplace and recognising the value and needs of everyone.

Our Behaviours

- I value people as individuals regardless of their job role or grade.
- I am polite and respectful to everyone.
- I listen to people when they speak and don't talk over them.
- I speak up if I hear language or see behaviour that is offensive or discriminatory.
- I am aware of the assumptions I make about people.
- I do not purposefully exclude or discriminate against anyone.
- I manage my emotions and their impact on others.
- I handle confidential matters and information discreetly and within set guidelines.
- I do my best to resolve conflict considerately at work.
- I am prepared for meetings and engaged with what people are saying.



Working with others and contributing to the creation of successful teams and partnerships.

Our Behaviours

- I recognise the value of working with people from different backgrounds with different views.
- I look for opportunities to work with a range of other people/organisations to be able to deliver what is needed.
- I share key messages and information with the right people.
- I think about who I am talking to so I can plan what I am going to say, and how I'm going to say it.
- I connect with colleagues who I know are working on similar projects to prevent duplication.
- I am open others' ideas, trusting, and create good working relationships.
- I offer my time, skills and knowledge to others when I can.
- I problem solve with others to find the best solutions.
- I think about the most efficient and inclusive way to communicate with people.





Communicating with honesty about ourselves and our service. **Accept where we have to change** in order to **improve**.

Our Behaviours

- I can be open about who I am at work.
- I identify and manage my own emotions.
- I have regular, honest conversations with my manager about my health, safety and wellbeing at work.
- I embrace new ideas and ways of working.
- I am honest about my development needs and when I need help.
- I look for opportunities to learn and improve myself.
- I listen to feedback and demonstrate how I have taken it on board.
- I recognise that I can learn from others and that I can help others to learn.
- I am open to being challenged.



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus



Working in a way that makes the **best use of resources** and asking ourselves **‘How can I improve that?’**

Our Behaviours

- I am on time and prepared for work.
- I scrutinise evidence, data and risks before I make a decision or a recommendation.
- I regularly review how we do things and think about what could make it better.
- I speak to the right person if there are any problems I can't solve myself.
- When things go wrong I think about why, and what I could have done differently.
- I plan my work so that I can deliver what is needed on time.
- I am willing to take considered risks to deliver better results.
- I show determination in delivering services despite any set backs.
- I do what is required of me in my role and want to do a good job.
- I maximise the benefits of new technology in service improvement.



Respect



Collaboration



Efficiency



Openness



Creativity



Customer Focus





Sharing ideas that challenge the 'tried & tested', using evidence of what works and listening to feedback.

Our Behaviours

- I share my ideas and experience.
- I give credit to people for their ideas.
- I listen to feedback from others and make good use of it.
- I think about what would deliver the best outcome not just how we've always done things.
- I seek a diverse range of views so we can be more creative and innovative.
- I am flexible and try things out, knowing that I can then learn and improve things.



Delivering our Customer Promise & Customer Experience Vision – 'Getting things right first time, every time' For internal customers as well as external customers.

Our Behaviours

- I make it clear how customers can contact or access our service.
- I am clear in my communication and treat all customers with politeness and respect.
- I take the time to understand individual customer needs and then get things done.
- I respond to customer contacts across all channels (e.g. email, telephone, face to face, post, social media) in a timely way.
- I provide the best service to meet different customers needs across all personal characteristics, backgrounds and identities.
- I apologise to customers if mistakes are made, and I try my best to put them right as soon as possible.
- I play an active role in the council's work to improve customer experience including learning from our customers' feedback.
- I make sure the customer's experience when contacting the council is as seamless as possible by working with colleagues in the ethos of 'One Council'.
- I am honest with customers about what we can and can't do for them and always explain why.
- I make it clear that my service is a safe and inclusive environment for all customers and colleagues.





Leading and managing the delivery of Our People Promise; building strong and resilient teams.

- | | |
|---|---|
| <ul style="list-style-type: none"> I strive to lead a diverse team so that our workforce reflects and understands our diverse city. I make time for our team to come together regularly and listen to what they have to say. I coach and mentor my team, helping them to reach their full potential. I recognise and celebrate good performance. I am fair and consistent when applying employee policies and procedures. I create a supportive environment that encourages people to be themselves at work. I involve people when making decisions that will affect them. | <ul style="list-style-type: none"> I make it clear that language or behaviour that is offensive or discriminatory will not be tolerated. I take the time to get to know my team's strengths and what motivates them, so we can be the best we can be together. I take responsibility for my development and support my team to do the same. I take responsibility to manage unsatisfactory performance. I am comfortable having difficult conversations with my team when needed. I empower people to be creative and make considered decisions. I support my team to manage their health, safety and wellbeing. |
|---|---|



Our Behaviours



Leading and managing the delivery and development of services; working as one big team delivering the council's priorities.

- | | |
|--|---|
| <ul style="list-style-type: none"> I take advantage of social, cultural, environmental and technological change to establish the most effective and efficient delivery of our service. I communicate what needs to be achieved clearly so that people understand their role in delivering the service. I manage my budget with integrity and care. I look ahead to anticipate change and take time to plan for the future. I take accountability to ensure sound governance of our organisation. I create opportunities to work with partners in the city, other councils and regional bodies. | <ul style="list-style-type: none"> I am politically savvy and astute. I monitor the progress of our business plans and KPIs. I consider how we could generate income to re-invest in services. I am open and honest about change, helping others find the opportunities it brings. I consider potential risks and opportunities before I make any decisions. I work proactively to engage with our customer and understand their diversity to ensure needs are met. |
|--|---|



Our Behaviours

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.

Effective Employee Appraisal and Management Training and Development Programme

What is the proposed decision that you are asking the Executive to make:	N/A
Summary of relevant legislation:	N/A
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Paula Goodwin
Date of assessment:	30 November 2021

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

What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To improve the clarity around expected behaviours for all employees
Objectives:	Updated competency framework
Outcomes:	As above and a review of all performance management processes affected.
Benefits:	More engaged employees and more consistent and better performance to meet customer needs.

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	More inclusive and equality lead behaviours.	Staff survey results
Disability	More inclusive and equality lead behaviours.	Staff survey results
Gender Reassignment	More inclusive and equality lead behaviours.	Staff survey results

Effective Employee Appraisal and Management Training and Development Programme

Marriage and Civil Partnership	More inclusive and equality lead behaviours.	Staff survey results
Pregnancy and Maternity	More inclusive and equality lead behaviours.	Staff survey results
Race	More inclusive and equality lead behaviours.	Staff survey results
Religion or Belief	More inclusive and equality lead behaviours.	Staff survey results
Sex	More inclusive and equality lead behaviours.	Staff survey results
Sexual Orientation	More inclusive and equality lead behaviours.	Staff survey results
Further Comments relating to the item:		
A review and change to the competency framework to align with clarity around positive behaviours expected from staff.		

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

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	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name:

Date:

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

Data Protection Impact Assessment – Stage One

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

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

Directorate:	Strategy and Governance
Service:	HR
Team:	HR
Lead Officer:	Paula Goodwin
Title of Project/System:	Review of competency framework
Date of Assessment:	30 November 2021

Effective Employee Appraisal and Management Training and Development Programme
Do you need to do a Data Protection Impact Assessment (DPIA)?

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

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

Customer Journey – Out of Hours

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	24 May 2022
Portfolio Member:	Councillor Tom Marino
Report Author:	Carolyn Richardson
Forward Plan Ref:	OSMC

1 Purpose of the Report

- 1.1 This report is seeking to provide to the OSMC the information provided to the Task and Finish group appointed by OSMC to review the customer journey. It provides context and background information relating to the Councils out of hours (OOH) provision which is one part of the Terms of Reference for the review.
- 1.2 It will highlight the customer and Council interface; provide statistics in relation to the calls received; the services provided out of hours and how these services are provided; the costs associated with these service provisions and the means of escalating an emergency response. The report also contains some suggestions for improvements provided by Officers. It does not include the suggestions by the Task and Finish Group. The Task Group Chairman will provide a verbal update at this meeting, with a written report setting out the Task Group’s recommendations in full to be provided to a subsequent meeting of OSMC.

2 Recommendation(s)

It is recommended that OSMC:

- Notes the contents of this report.
- Notes the suggested improvements made by the Officers.
- Provides feedback in relation to any other improvements for Officers to consider and progress.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	There may be some financial implications depending on the outcome of the review.

Customer Journey – Out of Hours

Human Resource:	There may be some HR implications depending on the outcome of the review in relation to Job Descriptions (JDs) for OOH provision including changing of JDs for Senior Officers			
Legal:	There are legal duties to provide out of hours provision.			
Risk Management:	Any risk should be reduced by implementing the suggested changes.			
Property:	None			
Policy:	None to note at this stage.			
	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			Depending on the outcome of the review there are likely to be positive recommendations to take forward to improve and reduce any inequalities
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			Depending on the outcome of the review there are likely to be positive recommendations to take forward to improve the lives of people with protected characteristics
Environmental Impact:		X		
Health Impact:		X		

ICT Impact:		X		There may be some ICT impacts as a result of the outcome of the review. These may be projects which may have an impact on resources but be positive for the customer. Hence neutral statement at moment
Digital Services Impact:		X		There may be some impacts for digital services as a result of the outcome of the review. These may be projects which may have an impact on resources but be positive for the customer. Hence neutral statement at moment
Council Strategy Priorities:		X		
Core Business:	X			Depending on the outcome of the review there are likely to be positive recommendations to take forward to improve and reduce any inequalities
Data Impact:		X		
Consultation and Engagement:	All third tier managers and above were engaged in the development of some elements of this report.			

4 Executive Summary

- 4.1 This report is being tabled in relation to the Out of Hours Service provided by the Council and the customer journey which is being reviewed by OSMC.
- 4.2 The report provides the background, the processes involved and the reasons for the current arrangements. It also provides some data in relation to the usage of the service and the costs.
- 4.3 The report touches briefly on the Emergency Duty Service which covers the social care and housing services out of hours but doesn't go into detail.
- 4.4 It was reported to the Task and Finish Group that the out of hours service provided by the Council is adequate in relation to the requirements and the resources available. However there are always opportunities to improve the service some of which were provided to the Task and Finish Group to consider and are included in this report.

- 4.5 This report was considered at the meeting of the T&F Group on 25th April 2022 and where a number of other proposals for improvements and considerations were discussed. It is understood that these, and other recommendations following the completion of the T&F Group will be provided in a report to OSCM at a future date.

5 Supporting Information

Introduction

- 5.1 This report provides the Task and Finish Group with an overview of the customer journey when the customer contacts the Council outside of the normal working hours. It will highlight the customer and Council interface; provide statistics in relation to the calls received; the services provided out of hours and how these services are provided; the costs associated with these service provisions and the means of escalating an emergency response. The report also contains some suggestions for improvements.
- 5.2 This report is being prepared by the Service Manager for Emergency Planning as the current lead for the Out of Hours Contact Centre contract, the coordination of the Council's Out of Hours Manual and the lead for preparing the Council's emergency response for Major Incidents. The Out of Hours service provision for each individual service is however the responsibility of those service managers.

Background

- 5.3 There has been an Out of Hours service provided by this Council since 1998 and by its predecessors since at least the late 1980s. What services have been provided and how it has been provided has changed over the years often as a result of legislation changes and/or in relation to budgets.
- 5.4 Out of Hours for this Council would normally mean outside the hours that the Council offices are open which are normally 08:30 to 17:00hrs Monday to Thursday, 08:30 to 16:30hrs on a Friday and would include public holidays. During office hours the main contact route is through Customer Services.
- 5.5 There are however a number of services who as a matter of routine provide services outside of these hours including Registration, Leisure, Culture, Libraries, Car Parking, Care Homes, Waste etc. There are also a wide range of services who undertake pre-planned working outside of office hours including Legal and Governance Service for meetings, Public Protection teams for licensing and enforcement work.
- 5.6 In addition to those services mentioned above there are also a number of services, or their contractors, who provide an emergency response.
- 5.7 **Appendix 1** provides details of what each services provides outside office hours and how it is provided.
- 5.8 **Appendix 2** provides data associated with the service delivery. Explanations and analysis are provided in the report and in the area titled 'data'.
- 5.9 The focus of this report is in relation to the customer journey outside office hours and the services currently provided or not.

Legal Requirements

5.10 There is no one specific piece of legislation requiring an out of hours service provision by Councils - instead several pieces of statute which directly or indirectly require provision of services are applicable, but can be summarised into being able to ensure:

- (a) Safeguarding is in place;
- (b) Health and Safety matters relating to services the Council is responsible for, such as debris on our Highways network;
- (c) Emergencies/Major Incidents can be responded to.

5.11 With respect to the ability to respond to emergency/ major incidents, it is noted that under the Civil Contingencies Act 2004 and associated guidance, the fundamental approach is an integrated management approach including the following 6 activities:

- (a) anticipation;
- (b) assessment;
- (c) prevention;
- (d) preparation;
- (e) response; and
- (f) recovery management.

There is no time definition in relation to how quickly the Council needs to be able to respond however by implication there should be an ability to do so for an emergency 24/7/365.

5.12 It should also be noted that under the Civil Contingencies Act 2004 (CCA) the definition of an emergency is:

- (a) an event or situation which threatens serious damage to human welfare in a place in the United Kingdom, only if it involves, causes or may cause:
 - i. loss of human life,
 - ii. human illness or injury,
 - iii. homelessness,
 - iv. damage to property,
 - v. disruption of a supply of money, food, water, energy or fuel,
 - vi. disruption of a system of communication,
 - vii. disruption of facilities for transport, or
 - viii. disruption of services relating to health.
- (b) an event or situation which threatens serious damage to the environment of a place in the United Kingdom, only if it involves, causes or may cause:
 - i. contamination of land, water or air with biological, chemical or radio-active matter, or
 - ii. disruption or destruction of plant life or animal life.

Customer Journey – Out of Hours

- (c) war, or terrorism, which threatens serious damage to the security of the United Kingdom.

5.13 As a result, the focus of the out of hours provision currently focuses on ensuring we can respond to emergencies for which we have the legal duty to provide the service. Additionally, where we are requested to support another agency in ensuring they can respond to the emergency for which they are responsible, whilst taking into account the CCA definitions of an emergency.

5.14 The challenge is often a balance between what is an emergency to one person is not necessarily an emergency for another and there is often a very fine line between responding to emergencies and providing a better service out of hours than during office hours.

Customer Journey Overview

5.15 The flow chart below in Figure 1 provides the overarching process for the customer contact out of hours to the point where the Out of Hours Contact Centre call handlers make a decision, using the Out of Hours Manual as to what the action/advise is for the customer.

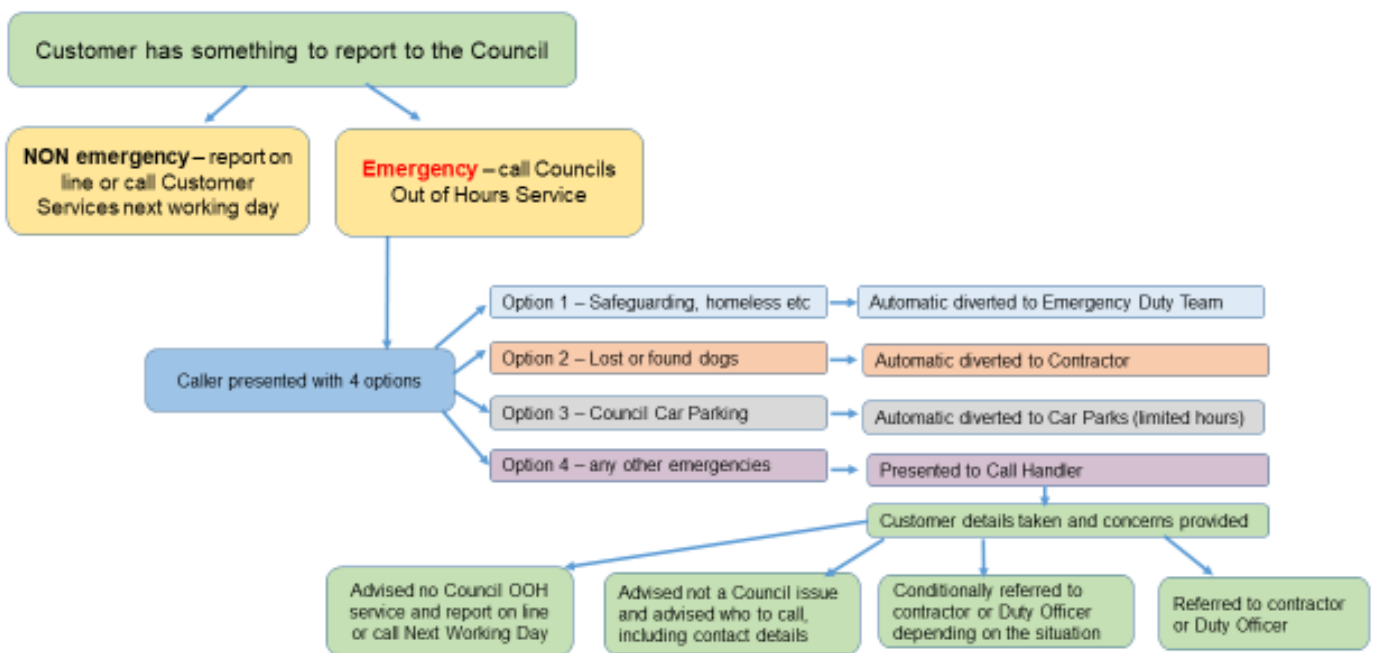


Figure 1: Customer journey overview – Out of Hours.

Customer Journey - Detail.

Customers

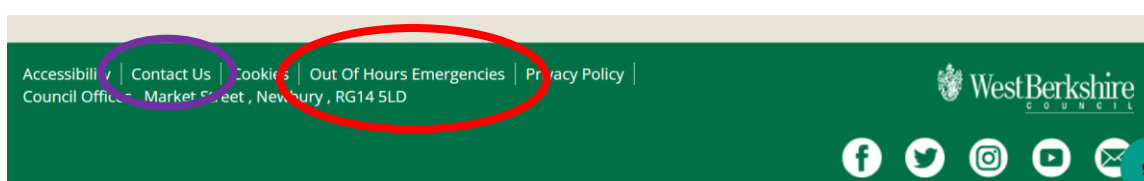
5.16 The customers who may contact the service can be anyone living, working or visiting the Council area. In addition there are a wide range of agencies who can report issues which are affecting or may affect the Council area or whom may require support to resolve an issue their agency is responsible for. Therefore the customer/stakeholder criteria is very wide.

Customer Journey – Out of Hours

- 5.17 **Appendix 2 Table 1 and Chart 1** provides details of the customers who have called the Council in 2021/2022.
- 5.18 The data shows that the majority of the calls made are from the public (53%) and the emergency services (38%). **Appendix 2 Chart 2** shows this is a relatively consistent split from 2018/19 to 2020/21.
- 5.19 It should be noted that it is preferred that the customer contact us directly rather than go through a third party, such as the emergency services, in order that we can ask the additional questions directly of the customer to assist the response e.g. more details as to where debris is on a road etc. Instead if the reporting is via a third party then if any additional questions for clarity need to be asked it requires an additional call out by the Out of Hours (OOH) Contact Centre. A third party accepting a call and then reporting it to the Council also has the potential of raising expectations when actually there may be no OOH service provided. This point has been raised with the emergency services.
- 5.20 The number of contacts made by customers since 1 April 2017 to 31 March 2022 are shown in **Appendix 2 Table 2**. This table provides details of the number of customer contacts (logs – which are individual cases) and the number of calls made in total relating to these logs. The calls are normally slightly higher than the logs since they equate to the incoming initial contact with the customer generating the log and then subsequent calls relating to that log to contractors, officers and perhaps return calls to the customer. Hence there will always be greater calls to logs.
- 5.21 **Table 2** also shows that, with the exception of 2020/21 which was the first year of the COVID pandemic which resulted in an unusually low number of customer calls (654), the average is approximately 840 customer contacts a year. This equates to just over 2 calls on average a day, although there may be days with no calls and periods of significant numbers.
- 5.22 There are of course periods when there will be more calls especially if there is adverse weather or an incident happening. Some of these calls may be off-set if alternative arrangements are put in place such as activating the Emergency Operations Centre.
- 5.23 It should also be noted that on some occasions there may be one issue such as a set of temporary traffic lights which results in a number of calls to the OOH Contact Centre as we often await a third party to resolve the issue, particularly if the works are not being undertaken by the Council which is often the case.

Accessing the Service

- 5.24 There are a number of routes the customer is able to find out how to access the out of hours service including:
- (a) **Website:** On the front page of the website along with the ‘contact us’ link there is an ‘Out of Hours Emergencies’ link



When clicking on that link it takes the customer to the information relating to the out of hours emergencies contacts, the number to call, reporting online tool and other information about the service provision.

<https://info.westberks.gov.uk/outofhoursemergency>. The current page content is shown in **Appendix 3**.

- (b) **Message on Council's main switch board number.** Should a caller attempt to call the Council using the main switchboard number out of hours there is a recorded message informing the customer of the social care number to call and the Out of Hours Contact Centre, these numbers are repeated for clarity.
- (c) **Information shared with professional partners.** In order to assist all the emergency services and other responding agencies to use the correct number in and out of office hours through the Thames Valley Resilience Forum a database is maintained of all the numbers. This is shared with all responders for them to ensure their call handlers have the correct numbers.

5.25 Currently the only route of accessing the system is via a phone call to the Contact Centre. This has been a deliberate decision since the current service is in relation to emergencies and should a customer send an email or should there be an option to leave a message then the urgency of the call and the remedy may be delayed due to other incoming calls. Indeed there was a deliberate decision made when setting up the options voicemail to not allow for messages to be left for that very reason.

5.26 There is also no monitoring of the online reporting out of hours which is detailed on the 'report a problem' website page. It clearly states at the top of the page that if it is in relation to an emergency to go to another page. In addition feedback is provided at the time a problem is reported to advise the customer that their report will be picked up during the working week. As a result, if it were urgent then they would know and ideally call the out of hours number. There are however some improvements which could be put in place to improve the 'report a problem' website page and the message sent to the customer.

Contact Centre

5.27 The route into the Council out of hours is via a Call Handling Centre contracted to the Council to undertake this role.

5.28 In the past from the late 1980s to 2005, the Council phones out of hours were diverted to one of four Council officers who was on call and answered all the calls outside the office hours. A number of issues arose from this system when a review was undertaken (post the learning from the floods in 2003 at Purley on Thames and the enactment of the Civil Contingencies Act 2004) including:

- (a) there was only one person taking the calls, and whilst there was an escalation option it was weak because the technology did not allow for it at the time, therefore should there be a lot of calls the Council would be failing the customer;
- (b) there were only 4 officers on the rota therefore the resilience was weak should one become sick or be on leave;

Customer Journey – Out of Hours

- (c) the Working Time Regulations were coming in which meant that the officers could not do their normal work during the day and continue to work overnight, regardless of the fact it was a 'sleeping watch' in that they did not need to sit up all night waiting for a call;
- (d) the cost of the service at that time was approximately £26,500, a review assessed that it could be contracted out for a cost of £10,000.

As a result at that time it was approved that an external provider be commissioned to undertake the call handling role out of hours.

- 5.29 Since 2005 there has been a contract in place with 2 contractors (2005 – 2010 5yrs), 2010 - 2015 (3 +2yrs) and 2015 - 2022 (5 +2yrs).
- 5.30 The current contract was due to expire on 31 March 2022 as a result of the ending of the 5 year plus 2 year extension permitted in the agreement. As a result of this review the procurement process has been paused with an exception being approved to extend the current contractor until 31 March 2023.
- 5.31 Occasional comments have been made to officers that the current contractor is not within Berkshire resulting in lack of knowledge of the area however processes are in place to ensure there is minimal risk relating to this. There has been no evidence of this manifesting as issue as to the way the calls are handled when the logs are reviewed.
- 5.32 The current specification is shown in **Appendix 4** with statistics associated with the specification detailed in **Appendix 2**.
- 5.33 Whilst cost is one element of the procurement process, since this is a critical service in relation to being the starting point out of hours for major incidents, the robustness of the service delivery by way of being able to resource staff up quickly and having a detailed business continuity plan is equally important.
- 5.34 Contract monitoring meetings with the contractor take place at least every 6 months. These have been more frequent at contract set up times and when there have been issues to be resolved. At these meetings there are discussions in relation to standards, areas of concern, resolutions to be put in place, timescales and any penalties, any concerns with the manual and any training issues required. At the moment there are no outstanding issues.
- 5.35 Outside the formal checks of the contract an officer in the Joint Emergency Planning Unit (JEPU) reviews the out of hours logs submitted from the contractor every working day in order to check the calls for accuracy in relation to the detail provided and the response provided raising issues immediately as and when necessary.

Call Answering

- 5.36 At the end of the office hours an officer in Customer Services transfers the phone to the OOH Contact Centre and then does a check call to make sure it has transferred successfully.
- 5.37 When a customer calls the out of hours service they are provided with a recording and a number of options (Interactive Voice Response (IVR)). This IVR process has been in

Customer Journey – Out of Hours

place for a number of years having been put in place originally in order to manage the calls coming in and allowing some to be diverted to the most appropriate agency or service without going through the OOH Contact Centre.

5.38 The current IVR recording is:

Please note this service is for emergencies, Social Care, Lost & Found Dogs and Car Parks calls only, for everything else or non-emergencies please hang up now and call back during business hours, alternatively you can report your issue on-line at www.westberks.gov.uk to be processed the next working day.

West Berkshire Council business hours are 08.30am to 5.00pm, Monday to Thursday and 08.30am to 4.30pm on Friday.

All emergency calls are recorded for training and quality purposes

- *for Emergencies about Children or Adult Social Care or if you are homeless tonight, press 1*
- *for lost or found dogs press 2,*
- *for Council Car Parks issues, press 3*
- *for any other genuine emergency, Press 4*
- *to hear these options again press 5*

A further option for Car Parks relates to the times car parks staff are not available between 00:30 – 07:00:

The Car Parks service is closed between half past midnight and 7.00 am. Officers will not be available to assist you onsite between these times. If you would still like to talk to an advisor who may be able to help press 6 (this then re-routes to an operator)

5.39 The call diversion process is limited to Children's, Adult Social Care, Homeless, Car Parks and lost and found dogs calls only because all these respective calls are handled by that one contractor or service and they deal with all the issues associated with that subject. Other requests may have conditional responses or a number of contractors or duty officers who could resolve the matter. Highways is such a service where there are at least 3 contractors and at times 2 duty officers in place, therefore all their calls are directed through the Out of Hours Contact Centre call handler to then direct the call to the correct route to be resolved.

5.40 It should be noted that the OOH Contact Centre is a call handing service which follows instructions. They are not decision makers on behalf of the Council.

5.41 When a call is presented to the call handler at the Out of Hours Contact Centre there is a process which the need to go through as set out below:

- (a) Answer the call with "West Berkshire Council Emergency contact centre. You're through to [operator name]. Can I have your name and full address, please?"
- (b) Capture the details of the caller – name, address and contact number
- (c) Confirm the address of the emergency – if different to above

Customer Journey – Out of Hours

- (d) Check that the address is within West Berkshire (historically members of the public and the emergency services have made calls about incidents in 'Berkshire' which are not in West Berkshire and therefore this check is done – advising to call if not for this Council)
- (e) Take the details of the emergency – i.e. the type of emergency pothole, ice on the roads, emergency repairs needed in Council property etc.
- (f) Using the Out of Hours Manual check the next action relating to the emergency and action as necessary advising the customer what they are going to do including informing if there is no out of hours service.
- (g) After completing the call then a log would be completed and closed to be sent securely to the Council the next working day.

Out of Hours (OOH) Manual

5.42 The OOH Manual is maintained by the Joint Emergency Planning Unit (JEPU).

5.43 The OOH Manual is an Official Sensitive document as a result of the number of private phone numbers and confidential contract contact details. An extract of the OOH Manual is attached as **Appendix 7** to this report with the non-public numbers removed due to personal details held within them.

5.44 On at least a monthly basis a request is made to all services to provide any updates or information for the manual. At the same time the OOH Contact Centre are asked to provide details of any elements of the OOH Manual which are not clear. It is then updated and circulated to:

- (a) all services by email and stored on a limited access shared drive;
- (b) to all the Emergency Duty Officers (EDOs) by email and stored on limited access shared drive and a secure internet based system (Resilience Direct (RD)) which is used by emergency responders;
- (c) to the OOH Contact Centre.

5.45 The OOH Manual attempts to cover as many eventualities as possible that may be called through to the Council whether it is for the Council to respond to or not. Over the years it has been refined and added to in order to assist as many people including the call handler support the customer as much as possible.

5.46 The OOH Manual needs to be up to date, simple and clear in order to ensure an effective quick response to the customer. This can be a challenge since JEPU are reliant on other services providing updates on their out of hours service delivery. The officer responsible for this coordination is excellent at digging and checking for accuracy and currency however there is always a risk that something will slip through the net.

5.47 The current OOH Contact Centre has a training team for new staff and when needed officers have supported that training to ensure as far as possible consistency and accuracy.

Emergency Duty Officers (EDO)

5.48 Within the OOH Manual where there are no officers on standby to answer any queries or respond to a call relating to their area of expertise then the 'catch all' is the Emergency Duty Officer (EDO) who can then make a decision to escalate the situation, contact another officer within the service, call on mutual aid from another Council or agencies as necessary or advise there is no out of hours service.

5.49 The type of calls this currently relates to include:

- (a) Any Major Incident or calls in relation to specific risks which the Council should know about including AWE, Petroleum Storage Depot, Death of a senior Royal etc;
- (b) Dangerous Buildings – to make an assessment in relation to whether a private matter, whether to make the public area safe or to try to contact a Building Control or Structural engineer;
- (c) School Emergency - relating to issues such as damage to a school or school trips;
- (d) Flooding – is happening or likely to happen to the internal areas of properties from rivers/roads etc and not burst pipes.
- (e) Incursions by Travellers & Gypsies
- (f) Utility failure – affecting an area
- (g) Weather related emergencies
- (h) Request for support from emergency services
- (i) Anything unusual not covered in the OOH Manual

5.50 There are three main functions of the EDOs:

- (a) to be responsible for coordinating any incidents (not major incidents) which have been going on during office hours or to monitor emerging issues. In so doing they attend multi-agency meetings, provide reports and share information with relevant staff.
- (b) to start the escalation and get systems in place in relation to any emergency. When this is in place they then step back in order to be on standby for any other emergencies.
- (c) be the 'catch all' when there is no standby service on call or there are queries where the OOH Contact Centre need some support. The areas where the EDO has received most calls, albeit very small in numbers, over the period 2021/2022 have related to:
 - i. Requests by the emergency services for support from 'building control' due to damage to properties. It should also be noted however that the number of calls are small and most have not been for the Council to resolve but the owners of*

the building through their insurers. In addition the actual requirement is a structural engineer and not a building control officer which are different skills. This issue is being looked at with solutions being considered being a Berkshire West or Berkshire wide solution, a broader group of officers who could be called upon or a contractor commissioned to undertake the role on behalf of the Council.

- ii. Enquiries about travellers, particularly from the police when there have been incursions onto Council owned land where there is a joint process in place between the Council and TVP. There are however more challenges where the incursion is on Town or Parish land, private land or indeed where the land is owned by the travellers but there is no permission to use the land for the purpose they intend. With respect to the latter there are currently no planning enforcement staff on standby. The number of such calls out of hours about travellers has been low with 11 calls in relation to 3 sites in 2021/2022. In addition there were no other calls in relation to planning enforcement in the same period. This issue however is being looked at as part of the Place Review.*

5.51 The EDOs are currently made up of a team of five officers who undertake a week at a time on call (Friday evening to the following Friday morning).

5.52 This team used to be made up of nine officers however as a result of some staff leaving and others not wishing to continue with the role since it is a 'voluntary' role the numbers have depleted in the last two years. It is now at a point that another solution needs to be found to build resilience and have less of an impact on the existing officers.

5.53 Whilst it is a voluntary role the staff who undertake the role do get paid. This was based on a Job Description and Job Evaluation process undertaken. The job description for the role which is provided in **Appendix 5**. The payment grade is at SCP 37.

5.54 The officers who undertake the role are senior officers and/or have been in post for some time. The EDOs meet on at least a quarterly basis to discuss the forthcoming rota, calls they have received and any learning as a result and are briefed on any future issues.

5.55 The EDOs also work as a team if something does happen since they have a higher level of knowledge about the response the Council provides and come from different services and backgrounds within the Council including Environmental Health/Emergency Planning, Trading Standards, Adult Social Care, Highways and Countryside.

5.56 The EDOs are also provided on at least a monthly basis, if not weekly or daily depending on the risk and the situation, with information from the Met Office, details of events due to take place in the next month and any specific intelligence or issues which may arise out of hours such as flooding risk storm risks, calls about resettlement projects (Afghans/Ukraine) and ongoing incident such as utility outages. Some of the updates are reliant on the other services alerting JEPUs of any ongoing issues.

5.57 The EDOs are also resourced with mapping, log books, JESIP cards, laptops, mobile phones enabled to tether to their laptops, Council reflective jackets and Corporate Credit Cards (£5 to £10k limits) in order to undertake their role. They are also provided with additional training and exercising opportunities.

Escalation

5.58 There are two ways escalation can arise out of hours:

- (a) Pre-warned potential incident – such as storms, flooding, large events, protests, intelligence.
- (b) No notice incidents - such as explosions, road, rail or air incidents etc.

5.59 When there is a pre-warned potential incident the information comes in to the JEPU from a number of sources including the Met Office and the Environment Agency for adverse weather, Safety Advisory Groups for events, the Animal Plant and Health Agency for animal disease outbreaks, TVP for protests, utility companies for outages they may be experiencing and Thames Valley Local Resilience Forum for emerging emergencies such as fuel shortages etc.

5.60 The JEPU has a duty officer system during office hours to monitor for any emerging issues such as those described above and undertake actions as necessary.

5.61 The actions which could be taken by the JEPU when informed of an emerging incident/emergency include:

- (a) Setting up a Coordination meeting across all services, and as necessary external partners;
- (b) Informing senior officers and making recommendations in relation to arrangements to be put in place for approval;
- (c) Activating or placing on standby any relevant plans;
- (d) Activating or placing on standby the Emergency Operations Centre (the council's formal coordination arrangements);
- (e) Providing information to the partners including Town & Parish Councils, ward members and community groups. This action will vary in relation to how much publicity is in place nationally about any emerging incident;
- (f) Putting in place arrangements for pre-deployment of resources such as equipment and staff as appropriate and safe to do;
- (g) Fully activating the relevant plans if the emerging issue becomes an emergency;
- (h) Stand down any actions should the situation not arise.

5.62 A similar approach would be taken by the EDO out of hours should they be informed of an emerging situation. This would involve the relevant duty officers and contractors and as necessary activating other services to support.

5.63 Having regard to no notice incidents such as fires, explosions etc then the EDO would follow the Major Incident Framework, Activation Plan and OOH manual to make all the contacts and put systems in place.

Customer Journey – Out of Hours

5.64 In relation to contacting Senior Officers out of hours there is no formal standby rota for these officers. Instead the EDOs contact the CEO in the first place but are notified when he is on leave and who is his nominated deputy; if for any reason there is no answer then the process is to contact the other Executive Directors and then Service Directors. In order to expedite that process there is a WhatsApp group with the EDOs, CEO, Exec Directors, Service Directors and all officers in the JEPU.

5.65 There are some risks associated with escalation out of hours including:

- (a) Whilst there are a number of people on standby the challenge is increasing the numbers of staff to support a major incident out of hours and possibly in the middle of the night. Within the manual there is an Annex which has a wide range of staff who can be contacted as best effort, including their personal numbers, plus there is the WhatsApp group. However calling individuals etc takes time when there are also incoming calls and an incident to manage. As a result, consideration is underway in relation to a smarter, quicker way of notifying a wider pool of staff.
- (b) Officers not living within the area or Berkshire, but some distance away. This has always been an issue out of hours to some extent, but as a result of COVID19 and home working this has become a greater risk. This is not exclusive to this Council and is not limited to out of hours as a risk for emergency response. In part this can be overcome by coordinating responses remotely via the Virtual EOC over ZOOM and MS Teams but linked to the work underway to review how we can better contact staff out of hours this will be taking into account distance staff are away from the area whilst at the same time not impacting on the same people all the time.

Learning the lessons

5.66 Whenever any calls are made to the EDO, a debrief is undertaken. This may be a small debrief between the other EDOs at their routine meetings to consider what went well, not so well and what could be learned from it. Alternatively, depending on the scale and number of services and agencies involved, then a more formal debrief process would be undertaken including a 'hot' debrief during and directly at the end of the emergency, a formal survey process and then a 'cold' debrief a few weeks or even months later allowing responders to consider and reflect as part of the structured debrief. The lessons will then be taken forward by way of amending plans and training.

Complaints, Contract Compliance and Service Responses

5.67 In the last 2 years there have been 2 complaints made about the service:

- (a) Complaint 1: related to the time to answer the calls which suggested that the caller had been waiting for nearly 50minutes. On investigation the complaint was upheld, albeit that there had been 3 calls made within that timeframe and not one. However the caller had waited too long on these 3 occasions.
- (b) Complaint 2: related to a visitor to one of the Council's multi-storey car parks and incorrect information being provided in relation to gaining access to the car park after 00:30hrs. This was upheld and the Car Parks Service was engaged in order to improve the signage to help people gain access out of hours to their vehicles.

Customer Journey – Out of Hours

- 5.68 These 2 complaints out of a total of 1500 incidents called in over 2 years equates to 0.13%. This is not to suggest the service is perfect or nearly perfect, but there are very few complaints received and both have been resolved at Stage1 – Informal Resolution and managed by the Service. An area of improvement would be in relation to proactive contact with the customers after their calls. This however will need a change in the introductory message to allow for this under GDPR.
- 5.69 As indicated previously, there is an officer within the JEPU who reviews the reports when they are submitted, checking not only for the response by the OOH Contact Centre, but as necessary if there were any issues by the responding service.

Data

- 5.70 **Appendix 2** provides data and statistics in relation to the OOH service provided. Explanations and considerations have been provided throughout this document.
- 5.71 All data is reviewed on at least an annual basis by Emergency Planning with reports being provided by the OOH Contact Centre contractor on daily, weekly, monthly and an annual basis to allow for any issues or emerging trends to be identified and addressed as soon as possible.
- 5.72 The data and information relating to items 1 to 3 in **Appendix 2** is covered in the 'customers' section
- 5.73 **Appendix 2** Tables 3 and 4 along with Chart 3 provide data in relation to the types of calls received with Table 5 providing a sample of some of the calls which are received and categorised as 'other'.
- 5.74 What these figures do not show however are the number of calls received about the same issue such as one set of traffic lights with a fault can generate a lot of calls about that one issue as do fallen trees and a car alarm sounding. Another example would be the figures relating to travellers which involved 8 calls on one day relating to one site.
- 5.75 In addition, the figures do not show some of the splits relating to the themes, in particular traffic lights, which can relate to council managed 'fixed' traffic lights, Council managed 'temporary' traffic lights as a result of works being undertaken by the Environment Services appointed contractors, or 'temporary' traffic lights by another party working on the highway. This is relevant in relation to the response and what we can do if there are faults on traffic lights where the work is not commissioned by the Council, sadly not helped by the current online system that all Councils use to provide information to the public about road works, which names the organisation undertaking the work but not the contact details. <https://one.network/uk>. This has been raised by officers with the supplier.
- 5.76 Another example where the figures do not show the split or perhaps the detail is in relation to 'non Council property' where this can relate to any issues relating to a building which is not a Council building. These calls include calls from tenant about a private landlord issue or the RBFRS calling about damage to a building where they would like a structural engineer to attend.

Customer Journey – Out of Hours

- 5.77 It should also be noted that the figures can change year on year depending a great deal on the winter conditions, this is clearly shown by the number of tree calls in 2021/2022, the majority of which were related to Storms Eunice and Franklin in February 2022.
- 5.78 The data is reviewed by the JEPU in order to work with the services to see if there are actions to be taken to reduce the calls out of hours in these high ‘demand’ areas by way of pre-emptive work, more detailed information on the website so that if it does not relate to the Council the customer knows who to call. Indeed through this review process it has been established by officers that there are two website pages which should come together to provide a more comprehensive out of hours ‘experience’. These pages are owned by different services which is now being resolved.
- 5.79 Data in relation to average time to answer calls, call handling times, abandoned calls etc for 2021/2022 has been requested from the contractor. As soon as this is available it will be shared.

Emergency Duty Service

- 5.80 One major element of the out of hours provision by the Council is the Emergency Duty Service (EDS). This is a contract with Bracknell Forest Council, which manages the services on behalf of all the Berkshire Councils.
- 5.81 EDS provides support for Adult Social Care, Children’s Services and Housing, employing qualified staff to undertake the role on behalf of each Council out of hours.
- 5.82 Supporting this service are service managers from each discipline.
- 5.83 In Q3 of 2021/22 there were 379 calls made to this service for the West Berkshire area.
- 5.84 This contract is managed from the People directorate.

Budgets

- 5.85 **Appendix 6** provides details of the costs of out of hours provision by the Council.
- 5.86 There are differences in the costs for the different services provided. This should be as a result of the Job Description and evaluation process undertaken.
- 5.87 Based on the information provided the current annual costs of providing out of hours services is £358,738.90.
- 5.88 This does not include some callouts in emergencies for specific services, any pre-planned work where overtime is paid not the costs of officers who work outside the office hours as described previously but it is part of their normal business hours.

Other Councils OOH Provision

- 5.89 As part of this review other Councils have been contacted in order to share how they provide their out of hours service. This has provided a very mixed bag of service provision as set out the table below:

Customer Journey – Out of Hours

LA	Contact Centre	Emergency Duty Officers
1	<p>Provided in-house via CCTV.</p> <p>Pros</p> <ul style="list-style-type: none"> • in-house and know the area well <p>Cons</p> <ul style="list-style-type: none"> • only 1 or 2 staff on out of hours therefore an issue with scaling up and escalating. • Potential for conflicting priorities – crime v emergency 	<p>All senior officers are on a rota including CEO/Exec Directors and Heads of Service.</p> <p>Pros</p> <ul style="list-style-type: none"> • a large number of staff so less times on a rota (15) • Senior officers more aware of the emergency response procedures <p>Cons</p> <ul style="list-style-type: none"> • Escalation a challenge • No EP support on call so may lack tactical if no one from EP answers phone • Mixed operational, tactical and strategic level of staffing
2	<p>Provided in-house via a contact centre which also supports other services (care support)</p> <p>Pros</p> <ul style="list-style-type: none"> • in-house and know the area well <p>Cons</p> <ul style="list-style-type: none"> • only 1 or 2 staff on out of hours therefore an issue with scaling up and escalating. • Potential for conflicting priorities – client on alarm system v emergency 	<p>All Heads of Service on a rota (12)</p> <p>Pros</p> <ul style="list-style-type: none"> • a large number of staff so less times on a rota (15) • Senior officers more aware of the emergency response procedures <p>Cons</p> <ul style="list-style-type: none"> • Escalation a challenge • No EP support on call so may lack tactical if no one from EP answers phone • More tactical response than an operational one
3	<p>Provided by TV Fire Control</p> <p>Pros</p> <ul style="list-style-type: none"> • In Berkshire (note not a Berks LA) • Can be scaled up <p>Cons – TBC re costs</p>	<p>Emergency Planning Staff on rota (5)</p> <p>Pros</p> <ul style="list-style-type: none"> • Escalation not an issues with Duty Senior officer rota in place too <p>Cons</p> <ul style="list-style-type: none"> • a small number of staff
4 & 5	<p>Provided by external contractor outside Berkshire</p> <p>Cons</p> <ul style="list-style-type: none"> • lack of detailed knowledge of the area 	<p>Operational Local Authority Liaison Officers (LALO) on call.</p> <p>Pros</p> <ul style="list-style-type: none"> • Escalation system via Duty Snr rota • Clear expectation to go on site • EP on standby to support (only 1 or 2 staff therefore issues with resilience) <p>Cons</p> <ul style="list-style-type: none"> • Not authorised to the same level as a snr officer therefore time delays.

Challenges and potential areas of improvement/change

5.90 As part of the ongoing work in relation to out of hours there have been areas of improvement which the service have provisionally identified which the Task and Finish Group may wish to consider along with any others which materialise as part of the review process. Suggested improvements are set out below:

- (a) Undertake periodic customer surveys. This has been undertaken in the past however, as a result of GDPR and because the current voice message on the system which does not state that we could use their data for surveys relating to the service provided, this is not appropriate. A change in the voice message will help overcome this matter in order to allow contact to me made on a periodic basis.
- (b) To review the initial interface points for the customer including:
 - i. Review the website pages to ensure it is clear as to what we do or do not provide out of hours.*
 - ii. Consider the provision of a 'public' version of the out of hours manual to guide customers as to what the Council does and does not provide out of hours and as appropriate the contact details of other agencies.*
 - iii. Engage further with the online highways mapping contractor to have additional information added to the website including who to call if there is a problem with the road works being undertaken.*
 - iv. Consider the report a problem feedback loop to the customers making requests out of hours.*
- (c) To review the standby arrangements for some services including:
 - i. Provision of structural engineer/Building Control support*
 - ii. Planning enforcement,*
 - iii. Supporting services such as legal, communications etc*
- (d) To review the escalation process in particular relating to:
 - i. the number trained Emergency Duty Officers (EDOs)*
 - ii. the means of quickly contacting additional officers using technology*

6 Conclusion & Recommendations

- 6.1 The out of hours service provision from the first contact with the Council through to the delivery or not of a service out of hours has changed over the years, ensuring the provision of the Council's statutory functions.
- 6.2 It is a relatively unknown service perhaps, which may be deemed to be appropriate since the service at the moment is for emergencies out of hours and not an extension of the office hours provision.

Customer Journey – Out of Hours

- 6.3 There are areas of improvement, which could be made put in place from a customer journey and from an emergency response point of view as detailed in 5.90 above, some of which are already in plan to progress in 2022/23.
- 6.4 It is recommended that the OSMC:
- (a) Notes the contents of this report.
 - (b) Notes the suggested improvements made by the Officers.
 - (c) Provides feedback in relation to any other improvements for Officers to consider and progress.

7 Appendices

- Appendix 1 Out of Hours Services provided by the Council
- Appendix 2 Statistics relating to out of hours provision
- Appendix 3 Out of Hours Emergency Website Page
- Appendix 4 OOH Contact Centre Specification and Costs
- Appendix 5 Emergency Duty Officer Job Description
- Appendix 6 Budgets
- Appendix 7 Extract from OOH Manual

Background Papers:

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

Officer details:

Name: Carolyn Richardson
Job Title: Service Manager – Emergency Planning
Tel No: 01635 519105
E-mail: carolyn.richardson@westberks.gov.uk

Document Control

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

Change History

Version	Date	Description	Change ID
1			
2			

This page is intentionally left blank

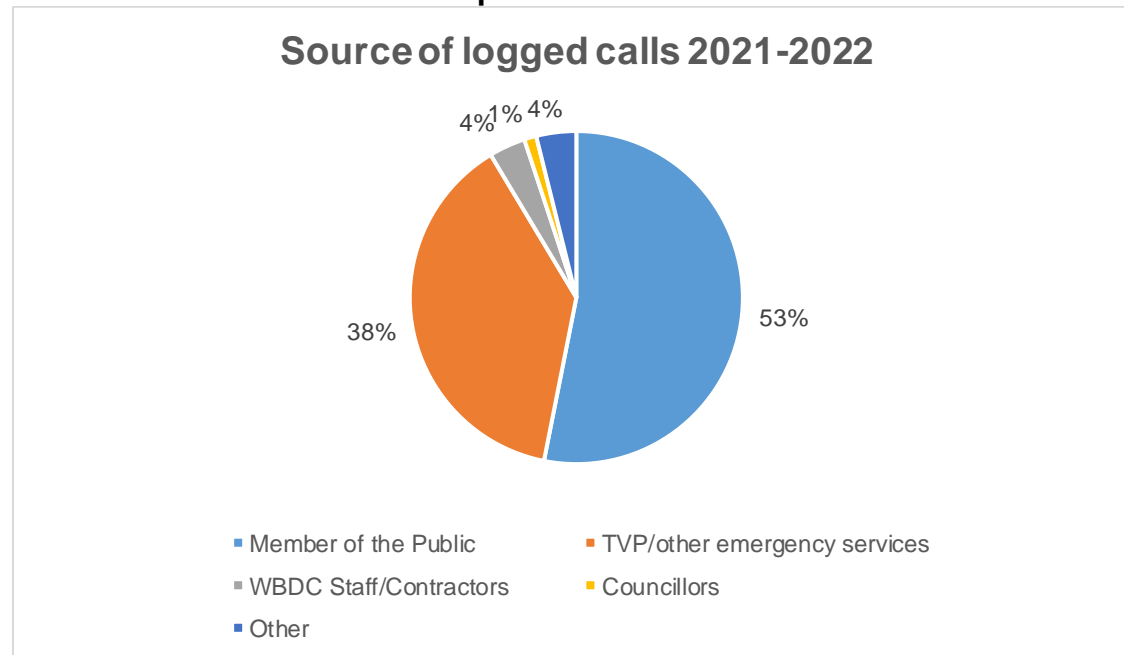
Place	Development & Regulation	Economy	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Resources	Finance	Facilities	Yes	Duty Facilities officer	To respond to issues relating to the corporate buildings	3	Live within a 20 minute drive of Newbury town Centre At least a year within the Council and proven reliability Proven experience in Fire & intruder alarms. Ability to make safe across all electrical and mechanical trades. Especially in power disruptions. Must be a registered key holder with both the police	24/7 365 days of the year.	Change over on Mondays	Standby	1/6th hourly rate per hour	Varies		
Resources	Strategy & Governance	Communications	Partially	Communications and Marketing Officers / Communications Team Manager.	To communicate with residents in relation to urgent out-of-hours issues. To provide advice and support to officers dealing with critical or major issues.	3	Not specified but typically: Communications and Marketing Officer or Communications Team Manager. Experience of working with the media. Good working knowledge of the Council and its services. Access to Council's social media and media management software	Dependent on standby need but typically outside standard office hours.	Variable depending on need and team availability - in relation to pre-arranged standby.	Standby put in place as and when necessary, otherwise best endeavours within the team.	Pre-arranged standby - standard standby rate.	Varies	No.	
Resources	Strategy &	Customer Services	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Resources	Strategy &	HR	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Resources	Commissioning		No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Resources	Strategy & Governance	Performance, Research and Risk	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Resources	Strategy &	Legal	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

Appendix 2 Statistics

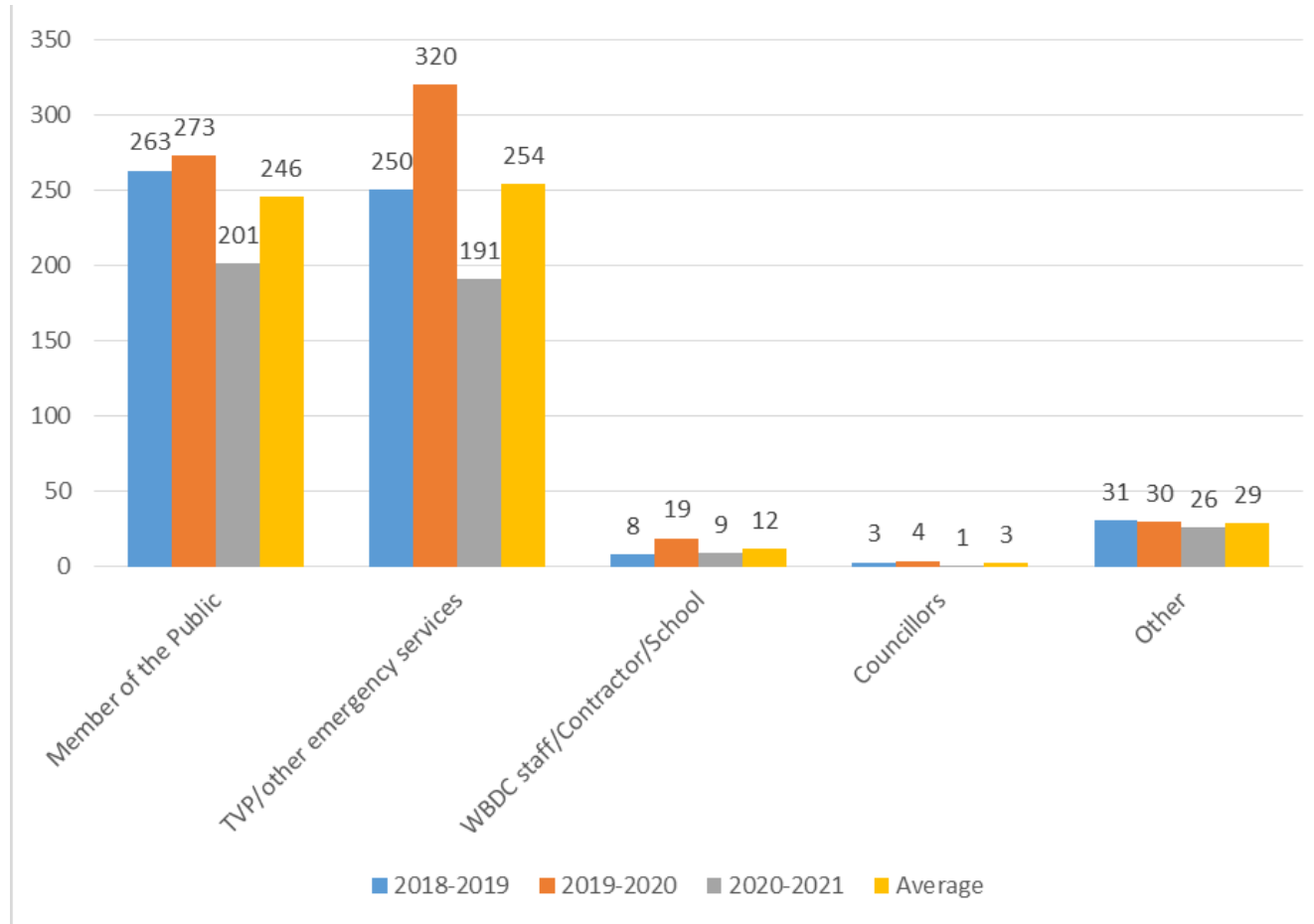
1. Table 1 Customer Callers Apr 2021 to Mar 2022

Callers	Numbers	%
Member of the Public	315	53%
TVP/other emergency services	227	38%
WBDC Staff/Contractors	21	4%
Councillors	7	1%
Other	23	4%
Total	593	100%

2. Chart 1 Customer Callers Apr 2021 to Mar 2022



3. Chart 2 Customer Callers 2018/19 – 2020/2021



4. Table 2 Number of calls and logs 2017/2018 to 2021/2022

	2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		All years	
	Calls	Logs	Calls	Logs	Calls	Logs	Calls	Logs	Calls	Logs	Calls	Logs
April	134	88	89	58	104	67	67	37	74	64	94	63
May	93	76	93	65	99	65	100	53	115	85	100	69
June	124	79	89	52	121	79	109	37	86	69	106	63
July	112	88	138	85	121	85	115	40	80	67	113	73
August	83	66	99	66	158	99	142	57	99	80	116	74
September	108	52	105	62	118	46	90	51	75	60	99	54
October	76	47	114	65	121	64	103	39	141	106	111	64
November	85	59	77	52	105	50	83	64	82	64	86	58
December	80	67	77	54	125	59	92	76	72	45	89	60
January	137	100	90	65	139	78	75	67	61	47	100	71
February	83	50	112	79	271	138	77	58	143	112	112	87
March	126	81	143	83	78	46	93	75	62	47	100	66
Total	1241	853	1226	786	1560	876	1146	654	1090	846	1253	802
Average	103	71	102	66	130	73	96	55	91	71	102	67

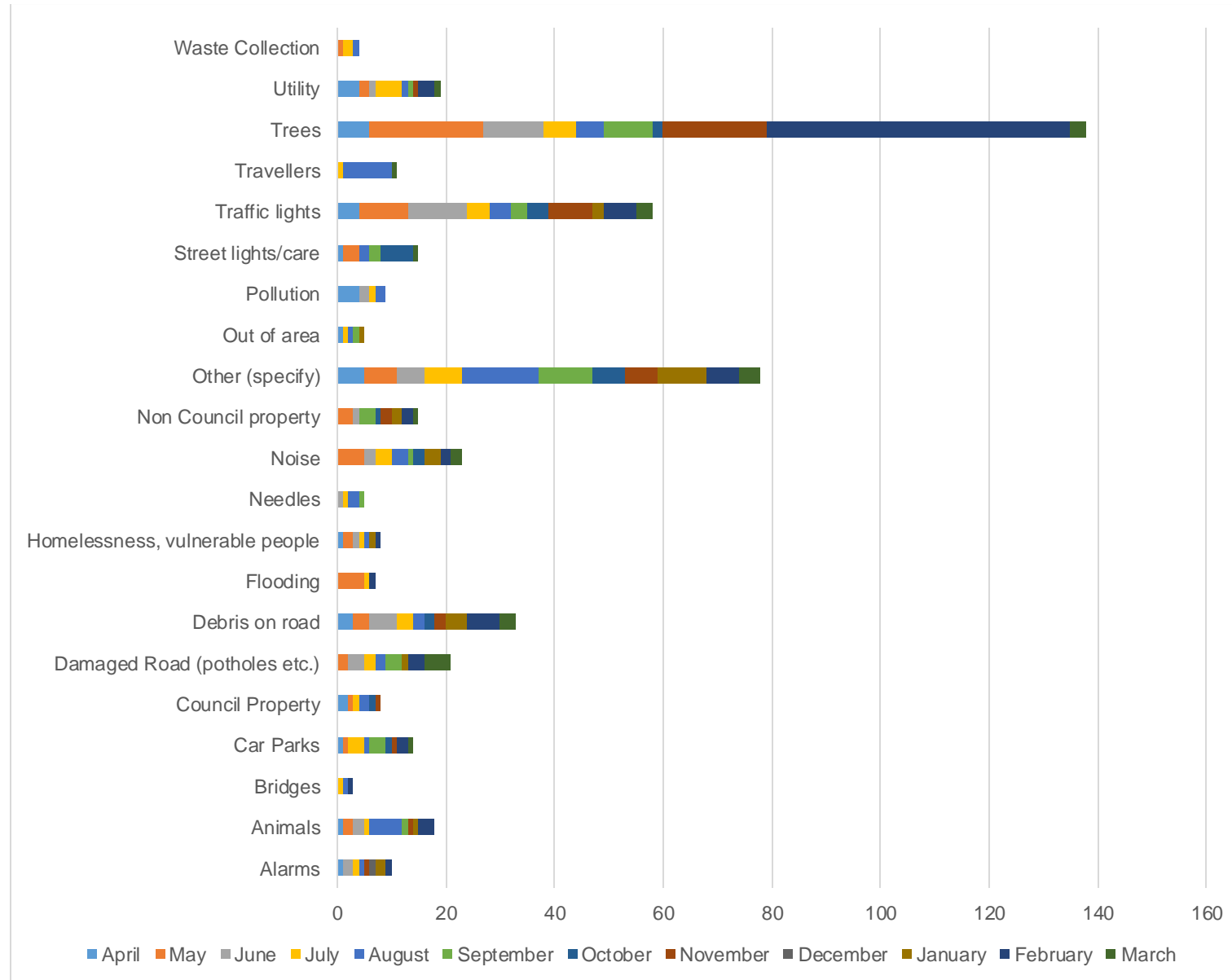
Definitions

- Calls** Calls handled incoming call, any outgoing call to contractors, agencies and officers
Logs Individual cases

5. Table 3 Types of calls by type of call 2021/2022

	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total	Share %	Rating
Alarms	1	0	2	1	1	0	5	1	0	2	1	0	14	2	7
Animals	1	2	2	1	6	1	1	1	0	1	3	0	19	3	6
Bridges	0	0	0	1	1	0	1	0	0	0	1	0	4	1	8
Car Parks	1	1	0	3	1	3	2	1	1	0	2	1	16	3	6
Council Property	2	1	0	1	2	0	3	1	1	0	0	0	11	2	7
Damaged Road (potholes etc.)	0	2	3	2	2	3	2	0	0	1	3	5	23	4	5
Debris on road	3	3	5	3	2	0	4	2	2	4	6	3	37	6	4
Flooding	0	5	0	1	0	0	9	0	0	0	1	0	16	3	6
Homelessness, vulnerable people	1	2	1	1	1	0	0	0	0	1	1	0	8	1	8
Needles	0	0	1	1	2	1	0	0	0	0	0	0	5	1	8
Noise	0	5	2	3	3	1	1	0	2	3	2	2	24	4	5
Non Council property	0	3	1	0	0	3	0	2	1	2	2	1	15	3	6
Other (specify)	5	6	5	7	14	10	10	6	6	9	6	4	88	15	2
Out of area	1	0	0	1	1	1	1	0	0	1	0	0	6	1	8
Pollution	4	0	2	1	2	0	0	0	0	0	0	0	9	2	7
Street lights/care	1	3	0	0	2	2	3	0	6	0	0	1	18	3	6
Traffic lights	4	10	11	4	4	3	14	8	4	2	6	3	73	12	3
Travellers	0	0	0	1	9	0	0	0	0	0	0	1	11	2	7
Trees	6	21	11	6	5	9	34	19	2	0	56	3	172	29	1
Utility	4	2	1	5	1	1	1	1	0	0	3	1	20	3	6
Waste Collection	0	1	0	2	1	0	0	0	0	0	0	0	4	1	8
Total	34	67	47	45	60	38	91	42	25	26	93	25	593	100	
handover Not included in the totals	23	19	22	22	20	22	20	22	22	21	19	22			

6. Chart 3 Types of Call per month



7. Table 4 Types of call by number

Theme	Number
Trees	172
Other (specify)	88
Traffic lights	73
Debris on road	37
Noise	24
Damaged Road (potholes etc.)	23
Utility	20
Animals	19
Street lights/care	18
Car Parks	16
Flooding	16
Non Council property	15
Alarms	14
Council Property	11
Travellers	11
Pollution	9
Homelessness, vulnerable people	8
Out of area	6
Needles	5
Bridges	4
Waste Collection	4
Total	593

8. Table 5 Sample of 'other' calls made to the contact centre.

1	Notification of successful/safe home birth by midwife (this is great - we need more of these (RBH procedure for home births))
2	Sink hole at XXXXX entrance
3	Report of suspicious activity (workmen) at former care home - was work scheduled?
4	Plant machinery left in a dangerous location
5	Car blocking a driveway
6	Van with people living in it - parking inconsiderately, rude to residents
7	report of knife on Stroud Green - TVP advised caller to contact council
8	Test of new station car park fire alarms
9	Do we cover the TW19 area?
10	Road safety issues - HGVs using unsuitable road near caller's house - wants signage put up
11	Dropped phone down a drain, can the council help?
12	Damage to garage (collision) asked for help to make secure
13	Nuisance neighbours
14	Advisory - car left in car park - too much to drink
15	Ambulance unable to access XX Common

DATA to be provided to T&FG

- 9. Average time to answer calls
- 10. Average call handling time
- 11. Calls via the options
- 12. Abandoned calls

This page is intentionally left blank

Appendix 3 Website

Out of Hours Emergency Contact Centre

For specific emergencies outside of our normal office hours

Telephone: 01635 42161

You can contact the council out of office hours for emergencies, for enquiries about social care and for issues with car parks.

Please note, that emergencies are considered to include:

- Major incidents - for example major accidents, significant flooding
- Fallen trees and other debris blocking / restricting roads or causing potential danger to road users
- Traffic lights not working (note: West Berkshire Council only manages fixed traffic lights, not temporary traffic lights)
- Emergency repairs to council-owned temporary accommodation (note: tenants of properties should contact their Housing Association, landlord or agent)

Emergencies do NOT include:

- bins not being collected
- payments to the council
- noise complaints

Coronavirus emergency

As a result of the current situation, our contact centre is experiencing a large number of calls, so if your call is for an emergency situation please stay on the line or call back a little later. Please note however if you are worried that you or a relative may have coronavirus, then [please visit the NHS website](#).

If your concern relates to emergencies regarding social care for adults and children or homelessness, please contact the Emergency Duty Team on 01344 351999.

For everything else you should [contact the main switchboard](#) the next business day, or [report your issue online](#).

If your concern relates to a lost or found dog, please [contact our Dog Warden Service](#).

This page is intentionally left blank

Appendix 4 Existing OOH Contact Centre Specification

1. Out of Hours Emergency Contact Centre Service General

- 1.1 The Service Provider shall employ sufficient suitably qualified and trained staff known as 'Emergency Control Officers' to answer and professionally manage emergency telephone calls.
- 1.2 The Service Provider will provide the service and answer emergency telephone calls received by the Council between the following days and times:
 - a. Monday – Thursday between 17:00 hours – 08:30 hours inclusive
 - b. Friday 16:30 hours – Monday 08:30 hours inclusive
 - c. Public Holidays – from close of normal office hours until opening of normal office hours.
 - d. Other times as agreed by the Service Provider and the Council for an agreed rate.
- 1.3 The Service Provider shall have the ability to set up an automatic redirecting system to allow callers to choose the appropriate service option.

2. Call Handling & Recording.

- 2.1 The Service Provider shall answer 90% of incoming calls within 30 seconds and 100% of calls within 45 seconds.
- 2.2 The Service Provider shall have the ability to record all incoming and going calls and be able to provide relevant voice recordings as requested by the Council in a format agreed by the Council. (see Annex A)
- 2.3 All calls received should be concluded with an average of 2 calls (1 x incoming call, 1 x call to any relevant agency/contractor/WBC Staff)
- 2.3 Emergency Control Officers shall:
 - a. answer all calls received within the days and times listed above (1.2)
 - b. manage and respond to each call in accordance with the Councils Out of Hours Manual by taking call and details, reviewing manual and advising the client what if anything can be done, if appropriate contact the relevant person/agency to action the issue being raised.
 - c. make a detailed written and / or electronic record of the call at the time of the call consisting of:

- i. the callers details (name, full address, contact telephone number(s)),
 - ii. description of the nature of the call including full details of the exact location of the issue if different from the callers location,
 - iii. record the outcome of the call e.g. no OOH Service, referred to Duty Highways Officer, advised to call ANOTHER agency. Etc
- 2.3 All calls and written communications relating to calls must be treated as confidential and referred only to the relevant contact as detailed in the Manual and the Civil Contingencies Team by way of agreed reporting system.
- 2.4 The Service Provider will forward via secure means to the Council full details of all the calls taken by the Emergency Control Officers between the above mentioned days and times in a detailed electronic report in a format agreed by the Council. These details should be forwarded to the Council to be received no later than 0845hrs the following day.
- 2.5 The details to be included in the daily report should include:
 - a. Date of call
 - b. Time of call
 - c. Emergency Control Officer details
 - d. Callers full details – name, address and phone number(s)
 - e. Reason for call
 - f. Exact details of the location/address of the issue if different from d above.
 - g. Outcome of call.
 - h. The report should be in a format agreed in advance by the Council.(See Annex A)
- 2.6 The procedures for answering calls relating to out of hours emergencies are detailed in the OOH Manual.
- 2.7 The Councils Out of Hours Manual is an electronic document (“the Manual”) detailing the procedures to be followed to deliver the Service. The Council will deliver the Manual to the Service Provider at the commencement of this Agreement and the Council will ensure that the Service Provider is provided with any updates and / or amendments to the Manual. All contents of the Manual including the staff contact details must be treated as confidential and stored or destroyed accordingly. Confirmation of the storage and destruction should be confirmed to the Council on receipt of an updated version of the manual.

3. Service Standards

3.1 The Service Provider shall provide statistics on a monthly basis and no later than the 4th of the following month to the Council. The details of the statistics should include:

- a. Total Number of calls per hour
- b. Number of calls answered per hour
- c. Number of calls abandoned per hour
- d. Number of calls transferred automatically to other numbers per hour
- e. Average time to answer calls per hour
- f. Details of abandoned calls (phone number, length of time waiting to be answered)
- g. Total Number of calls per daily
- h. Number of calls answered per day
- i. Number of calls abandoned per day
- j. Number of calls transferred automatically to other numbers per day
- k. Average time to answer calls per day
- l. Details of abandoned calls (phone number, length of time waiting to be answered) per day
- m. Totals of calls received, abandoned per month.
- n. Total average time to answer calls per month.
- o. Total average of time to manage calls per month.
- p. Monthly report detailing:
 - a. Source of Calls (Public/TVP/RBFRS/SCAS/WBC Staff/Other)
 - b. Type of call (Alarm, Animals/Noise/Traffic Lights etc)
 - c. Action taken (No further Action/Duty Highways Officer advised, Contractor notified/Referred to other agency etc)
 - d. Average number of calls made to resolve the initial call.

3.1 The Service Provider shall provide details in full relating to any complaints or enquiries about the service within 5 calendar days of the request.

4. Council Responsibilities

4.1 The Council shall promptly inform the Service Provider of any updates and / or changes to the Manual and the Service Provider shall ensure that all Emergency Control Officers are aware of any updates and / or amendments to the same.

4.2 The Council will undertake a full annual review of the manual with quarterly checks on contact numbers. Contributions to the review will be asked of the Service Provider. Manual updates will be provided to the Service Provider at least on a quarterly basis and more frequently on notification by services of any changes.

This page is intentionally left blank

Out of Hours - Duty Emergency Manager	
Role	To be the lead officer to coordinate the initial response to an emergency happening or likely to happen outside normal office hours and, where necessary, support the Emergency Planning Team in the initial stages of an emergency during office hours.
Responsibilities	
1	To be available and able to respond to calls from the out of hours contact centre over the following periods: <ul style="list-style-type: none"> • 1700 to 0830 the following day (Mon – Thurs) • 1630 on Fri – to 0830 on following Monday • Public and Bank Holidays. During the periods of on call.
2	Notify any issues in relation to covering the period of duty to the OOH EP Coordinator in order that swaps can be undertaken.
3	Using Openscape transfer the duty phone to the next person on call and phone them to check the line works and to provide a handover covering the following points: <ul style="list-style-type: none"> • Checking they know they are on call; • Hand over any issues on going; • Alert them to any emerging risks.
4	To receive calls form the Out of Hours Contact Centre, and on occasions directly from the Emergency Services in accordance with the Out of Hours Manual.
5	To respond to specific requests from the OOH Contact Centre in order to provide advice to them as what to do or to take responsibility for the call. The later normally will relate to a number of specific issues including considering, coordinating and responding to: <ol style="list-style-type: none"> a. Traveller issues on Council Land b. Issues relating to Building Control/Structural Engineer Requests. c. Incidents which are happening or likely to happen – this could be flooding, storms, major transport incidents, site specific incidents e.g. AWE, PSD or other Major Incidents d. Supporting the activation of other events relating to the Council e.g. Death of a Senior Royal.
6.	To be able to respond to any specific out of hour emergencies and use DEM Tactical Plan to coordinate the response and/or act as a LA Liaison Officer (LALO (Bronze)).
7	Activate and coordinate the following using DEM Tactical Plan which may include: <ol style="list-style-type: none"> a. The Emergency Planning Team and other DEMS in order to support the response; b. the Emergency Control Centre; c. Local Authority Liaison Officers (if not the DEM) d. Other Council assets as necessary e. Notify other agencies as necessary f. Activate Mutual Aid as necessary
4	To 'attend' teleconferences which may be as a result of: <ul style="list-style-type: none"> - forecast bad weather, flooding, - an ongoing event, carrying on from the office hour response, - a no notice event e.g. major incident, activation of a plan with multi-agency

	coordination required.
5	When the Emergency Operations centre has been set up and is appropriately staffed, a formal handover of control of the incident should be made and this fact should be logged. Any logs of information taken up to this point should be sent by FAX to the Emergency Operations Centre.
6	Maintain a log of all calls and actions in the DEM Log Book
7	Have all appropriate issued equipment available to respond.
8	Ensure information and plans are uploaded and stored securely
9	Attend quarterly DEM meetings
9	The responsibilities will normally fall to the Emergency Planning Team during Office Hours in the first instance however, if none of the Emergency Planning Team, or the Managers are available in the office or contactable in any way then the DEM will be requested to support the response

Qualifying Staff	Officers with relevant basic Emergency Response qualifications and experience as detailed below.
Qualifications, Experience and other pre-requisites.	<p>In order to undertake this pivotal role in an emergency then the following qualifying factors must be considered:</p> <ol style="list-style-type: none"> a. Normally a third tier manager and/or b. Have a minimum of 2 yrs experience of Local Government c. Have a minimum of 1 yrs experience of West Berkshire Council d. Have a good working knowledge of all the Directorates and Services provided by the Council e. Have relevant approvals and experience under the financial regulations to authorise emergency payments f. Have undertaken the following training: <ol style="list-style-type: none"> i. Introduction to Crisis Management and maintained knowledge by way of at least 2 training sessions per year ii. ECC & annual refresher training iii. ResilienceDirect Training iv. Local Authority Liaison Officer Training or similar v. Undertake specific training as and when requested by the Service Manager – Emergency Planning vi. Take part in relevant exercises to maintain competencies g. To be within a reasonable distance from the main Council Offices and at a maximum no further than 60 minutes travel time to these offices. h. To be in a fit and proper condition to be able to respond in full and if necessary drive to the EOC./Location i. Have business insurance on their car insurance policy j. The Duty Emergency Manager will not be on out of hour's duty for their own service at the same time as being the Duty Emergency Manager. k. Be willing to sign up for a one year period (April to March) on the Duty Emergency Manager Roster. (each year being reviewed in September) l. Be willing to be available for duty at least one full week in 6.

WBDC OOH Duty Emergency Management
 October 2018 - Version 5

Payment	<p>Payment will be based on a week period being on call. Annex A is the claim form which identifies the payment available and how it is structured.</p>
Management of the System	<ul style="list-style-type: none"> • Management of the system will be by the OOH EP Coordinator • A draft roster will be prepared on an annual basis in December. • All swaps will be the responsibility of the person requesting the swap and confirmed to the OOH EP Coordinator • Updated rosters will be supplied as they are amended. • The OOH EP Coordinator will coordinate the payments submitting to EPM in advance of 8th of each month.
Equipment	<p>The equipment necessary for this role to be provided by the Council include:</p> <ul style="list-style-type: none"> • Mobile Phone (MTPAS activated) • Mobile phone charger. • DEM Log book. • Reflective Jacket • Hard Hat • Safety Boots • OS maps <p>Access to OOH documents and plans via:</p> <ul style="list-style-type: none"> - Secure USB - C Drive of laptops - I Drive (limited access) - Resilience Direct

This page is intentionally left blank

Appendix 5 Out of Hours Costs.

Service Management	Purpose/Service Provision	Function	Cost	Notes
Joint Emergency Planning Unit (JEPU)	Out of Hours Contact Centre (Appello)	Call handling service	~£9000.00	Cost based on 2000 calls (all calls incoming and outgoing) Additional payments for calls above the 2000
ASC/CFS & Housing	Emergency Duty Service (Bracknell Forest Council)	Call handling service and Service delivery of duty specialists for ASC, CFS and Housing issues.	£281,430.00	This is West Berkshires share of the Service Delivery by EDS for the whole of Berkshire. This included an Investment bid for 2022/23 submitted by CFS for £61k which was agreed. This was based on higher activity levels last year
Adult Social Care	Senior Manager on call	Provide senior management support to the Social Workers in the hospitals over the week/ weekend.	£3,000	
Adult Social Care	Emergency Duty Officer - ASC	To provide management support to the 3 care homes and Reablement outside of normal office hours	£18,000	
Development & Regulation	Emergency Duty Officer - EP	<ul style="list-style-type: none"> To initiate the coordination of any major incident across the Council Be the Point of contact for any calls not covered in the manual To manage and liaise with other responders 	£18,000	
Children and Families	Service Manager	To act as a Local Authority point of contact and decision maker for the Berkshire Emergency Duty Team covering Childrens Services out of hours	TBC	

Service Management	Purpose/Service Provision	Function	Cost	Notes
Environment	Emergency Duty Officers-Transport	To initiate the coordination of any major incident across the Council Be the Point of contact for any calls if Transport support is required.	£8,526.44	
Environment	Fire Alarm standby	To respond to fire alarms at 3 multi-storey car parks in Newbury	£3,650.00	
Environment	Duty Highways Officer	Be the point of contact to respond to any Highways issues /queries not covered in the Manual	£9,764.04	
Environment	Duty Winter Services Officer	To monitor weather and road conditions and trigger the deployment of 'gritters' etc	£4882.02	
Finance	Duty Facilities Officer	To respond to issues relating to the corporate buildings	TBC	
TOTAL			£358,738.90	

Confidential Info Removed

WEST BERKSHIRE COUNCIL

OUT OF HOURS

EMERGENCY MANUAL

Note: This manual refers to **EMERGENCIES** and agreed service out of hours in situations that **MAY** cause serious risk to the public if not addressed.

This service should **not** be treated as an extension to the normal working day.

CONTACT NUMBERS IN RED MUST NOT BE GIVEN OUT TO OTHER AGENCIES OR THE PUBLIC.

ALL OPERATORS MUST MAKE THEMSELVES FAMILIAR WITH THE CONTENTS.

IMMEDIATE ACTION ON NOTIFICATION OF A MAJOR INCIDENT (INCLUDING TEST ACTIVATION CALLS)

1. Use [Annex 21](#) (call checklist) to capture information from the call accurately and in full
2. Ask the caller to repeat ALL details to ensure they are correct.
3. Call the Emergency Duty Officer (EDO) immediately on: **XXXXXXXXXX**. If the call goes to voicemail, then leave a message. Call a further 2 times, no more than 5 minutes apart. If there is still no answer or if the EDO does not contact Appello within a further 5 minutes, see [Annex 16](#) for back up contacts.
4. Report the exact words to the EDO.

Document Control

Document Ref:	OOH	Date Created:	July 2012
Version:	18.4	Date Modified:	13/04/2022
Revision due:	As required		
Lead:	Helen Grant	Service Manager:	Carolyn Richardson

Change History

All changes are listed in [Annex 25](#)

CONTENTS

Any reported Major Incident AND calls regarding SPECIFIC SITES & Exercises. NOTE: THIS IS PRIORITY.....	5
Coronavirus – Request to speak to a Public health Consultant.....	6
Ukrainian crisis.....	6
Alarms.....	6
Animals.....	Error! Bookmark not defined.
Bridges.....	7
Building Repairs (Emergency).....	8
Burials/Deaths/Cemeteries/Crematoriums.....	Error! Bookmark not defined.
Bus Shelters.....	Error! Bookmark not defined.
Car Parks.....	9
CCTV.....	Error! Bookmark not defined.
Dangerous/ Collapsed Buildings.....	Error! Bookmark not defined.
Dogs.....	Error! Bookmark not defined.
Drains, Sewerage, Pumping Stations and Underpasses (Cesspools/Septic Tanks).....	10
Fireworks.....	Error! Bookmark not defined.
Flooding.....	11
Fly Tipping/Dumped rubbish.....	Error! Bookmark not defined.
Food safety.....	Error! Bookmark not defined.
Gas & Electricity in premises.....	Error! Bookmark not defined.
Homeless and vulnerable people (welfare concerns).....	12
Hypodermic needles, used syringes & blood.....	Error! Bookmark not defined.
Move to critical.....	Error! Bookmark not defined.
Roads & pavements, including signs, lights, abandoned vehicles, closures, potholes, spillages, winter service, M4, A34, Underpasses (pedestrian or foot subways), level crossings.....	12
Noise, including Construction noise.....	13
Odours.....	Error! Bookmark not defined.
Pests.....	Error! Bookmark not defined.
Petroleum/Fuel incidents.....	Error! Bookmark not defined.
Play areas/Public open spaces/Public rights of way.....	Error! Bookmark not defined.
Pollution Incidents.....	Error! Bookmark not defined.
Public Toilets.....	Error! Bookmark not defined.
request For A Local Health Authority Public Health Consultant.....	Error! Bookmark not defined.
Rubbish & Recycling.....	Error! Bookmark not defined.
Schools (Note: for West Berkshire schools check Council website).....	Error! Bookmark not defined.
Serious Accidents on commercial properties.....	Error! Bookmark not defined.
Traveller/ Gypsy Settlements.....	Error! Bookmark not defined.
Utilities Failure.....	Error! Bookmark not defined.
Voting & Elections.....	Error! Bookmark not defined.
Water Supplies.....	Error! Bookmark not defined.
Weather Alerts/Warnings & Emergencies.....	Error! Bookmark not defined.

1 Purpose

The Out Of Hours (OOH) contact centre is the single point of contact for all calls for the Council outside core office hours and during Public Holidays. It is an **EMERGENCY** line and NOT an extension of the normal working day.

This manual refers to the calls that are often received, the action to be taken by the out of hours contact centre and, where necessary, the appropriate staff/contractors.

2 Applicability

Where there are actions to be taken by the Council, this is either due to legal requirements or to action work, which, if not undertaken within a reasonable timeframe, could result in further damage or would cause a public safety issue.

3 Roles and responsibilities

- 3.1 All affected parties are responsible for proactively informing Emergency Planning of any change to procedure or service availability, and routinely reviewing the manual, ensuring contact details are correct and contact names/ addresses remain relevant.
- 3.2 Appello (formerly Careline UK) and West Berkshire Council (WBC) are responsible for the day-to-day management of the OOH service, including ensuring implementation of this standard.
- 3.3 All Appello staff are responsible for familiarising themselves with, and ensuring that they comply with, this standard.
- 3.4 **It is ONLY applicable to the geographic area of West Berkshire Council.**

FOR OSMC Meetings

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

4 Operator required action

Step	Note: All calls must be treated as confidential by Appello and the officers receiving this information	Actions
1	Answer all calls within time specification	Answer the call as: “West Berkshire Council EMERGENCY contact centre. You’re through to [operator name]. Can I have your name and full address, please?”
2	Capture the details required	Take the following details – check spelling – from the caller and put on the log form: <ul style="list-style-type: none"> • First name and surname • Full address of caller • House name/number • Street name • Town/Village • Post code
3	Where is the emergency occurring/ located?	<ul style="list-style-type: none"> • Check the exact location of the emergency by using the WBC online map to confirm location: • If not a specific address try to get key points of interest near to the location to assist responders Double check the location of the emergency. Is it a WBC address? Use the WBC location finder to confirm.
4	If NOT in West Berkshire, then inform caller:	“I am sorry. You are not in the West Berkshire area, so you need to call the Council for that area”.
5	If in West Berkshire, then ask: What are the details of the emergency?	Take details of issues, including the location: <ul style="list-style-type: none"> • What is the issue? • Advise the caller you are checking and offer to place them on hold for a few minutes • The caller should be responded to within the same call without the need to call them back at a later time • Using the manual contents page with the mouse pointing at the section needed, press CTRL and Left Click together to move to the relevant section • Check whether WBC offers an Out of Hours service, then move to 5 or 6 below: Do not get involved in the details of the response or offer an opinion, only inform the caller.
6	NO service provided	<ul style="list-style-type: none"> • Inform the caller that there is no Out of Hours service and, as appropriate, either advise caller to: <ul style="list-style-type: none"> • call the WBC main office the next working day, or • report the issue online via the WBC website • Inform the caller who they should contact, if appropriate, with the number to call if in black print Do not call on behalf of the caller. Do not give out numbers in red print.
7	Service provided AND within West Berkshire area, then:	<ul style="list-style-type: none"> • Follow the instructions given in the appropriate section of this manual. Do not give out names of contractors or the Duty Officer or any number in RED print
8	Post call actions	Complete the log with details of: <ul style="list-style-type: none"> • The caller • The full description of the issue • The outcome of actions as follows, clearly showing the decision making process (i.e. phone calls made, discussions taken place or the reference to the manual): <ul style="list-style-type: none"> - Refer to Next Working Day FOR INFORMATION ONLY - Referred to xxxxxx/Duty Highways/EDO, etc. - No action: not West Berkshire Council responsibility. Client informed of agency to call Ensure logs are as accurate as possible as they MAY be used later as evidence in court.
9	Log reports	Send the Completed Excel spreadsheets to the XXXXX email address no later than 10.00 the next day.

OOH MANUAL DETAILS

OOH MANUAL DETAILS			Annex reference
1	ANY REPORTED MAJOR INCIDENT AND CALLS REGARDING SPECIFIC SITES & EXERCISES. NOTE: THIS IS PRIORITY		
1.1	Any Reported Major incident/Emergency (normally via Police, Fire or Ambulance, but may be others)	OUT OF HOURS SERVICE PROVIDED IN ALL CASES Take details. Ask the caller to repeat to ensure ALL details included and correct.	
1.2	Removed due to details	Ensure you have: <ul style="list-style-type: none"> • Callers name and agency • Contact number(s) • Time of call • What the incident is • What is requested of the Council • Other details as comprehensive as possible 	
1.3			
1.4			
1.5			
1.6			
1.7			
1.8	Severe Weather alerts	Inform Emergency Duty Officer (EDO) immediately on: XXXXXXXXXX. If no immediate response, go to Annex 16 for escalation.	<u>Annex 16</u>
1.9	Exercise/Test calls	<i>REPORT EXACT WORDS TO THE EDO</i> Inform Contact Centre Supervisor Use Annex 21 for call checklist	<u>Annex 21</u>

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

A CORONAVIRUS – REQUEST TO SPEAK TO A PUBLIC HEALTH CONSULTANT					
A.1	Public Health Consultants (PHC) and Directors of Public Health (DPH) OOH Cover	OOH Service provided	Week commencing	On call PHC/DPH	Contact number
			04 04 2022		
			11 04 2022		
			18 04 2022		
			25 04 2022		

B UKRAINIAN CRISIS			
B.1	Calls concerning the Ukrainian crisis, including hosting a Ukrainian family	No OOH Service provided	<p>Advise the caller to visit the .Gov.uk website at: https://www.gov.uk/register-interest-homes-ukraine or the West Berkshire Council website at https://www.westberks.gov.uk/ukraine for further information.</p> <p>If the caller has a specific question, advise them to email Ukraine@westberks.gov.uk or to call the Hub during office hours on 01635 503579.</p> <p>If there is an emergency situation, contact the EDO on: XXXXXXX</p>

1 ALARMS				
1.1	Alarms & Alarm Noise in Council property	OOH Service provided	<p>Alarms are received by an alarm company. Check Annexes 1 & 3 to identify if Council property and for Key Holder details.</p> <p>If not in Annex 1, then not a Council property: see 2.2 below.</p>	Annex 1 Annex 3
1.2	Alarms & Alarm Noise in non-Council property	No OOH Service provided	<p>If not a Council property, advise the caller to contact whoever is responsible for the building, e.g. landlord, security company, Utility company.</p> <p>Depending on the nature of the alarm, also inform the Police or Fire Brigade</p> <p>If suggesting a noise nuisance, advise caller to call the Council next working day since there is no OOH Noise Nuisance service</p>	Annex 1
1.3	Car Park LIFT & ACCESS ALARMS	OOH Service provided	Data Removed	

Page 114

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

	<ul style="list-style-type: none"> • Kennet Centre Multi-Storey Car Park (MSCP) • Newbury Station MSCP • Northbrook MSCP 			
1.4	Car Park FIRE ALARMS <ul style="list-style-type: none"> • Kennet Centre Multi-Storey Car Park (MSCP) • Newbury Station MSCP • Northbrook MSCP 	OOH Service Provided	Data Removed	

3	BRIDGES			
3.1	Aldermaston Wharf swing bridge	OOH Service provided	Call XXXXX on XXXXXXXXXX If in doubt, seek advice from Duty Highways Officer: XXXXXXXX NOTE: The bridge will not operate between 16:30 and 17:30 or after dusk.	
3.2	Canal swing bridges (except Aldermaston Wharf Swing Bridge: see 4.1 above)	No OOH Service provided	Advise caller to call Canal & River Trust OOH emergency line on 0800 4799947 NOTE: Bridges will not operate between 16:30 and 17:30 or after dusk.	
3.3	Bridges on watercourses and rivers (except swing bridges)	OOH Service provided	Call XXXX on XXXXXXXXXX If in doubt, seek advice from Duty Highways Officer: XXXXXXXX	
3.4	Specific bridges: <ul style="list-style-type: none"> • A339 Rail Bridge • Blackboy's Rail Bridge • Skew Rail Bridge 	OOH Service provided	In the event of a rail emergency or bridge strike, advise caller to contact the number detailed on the plaque attached to the bridge. For maintenance issues, such as pot holes (see Section 21.8 for service availability) or removal of dead animals (see Section 3.1 for service availability), call XXXXX on: XXXXXXXX	
3.5	Barriers and fencing on approach embankment to bridges	OOH Service provided	Call XXXXX on XXXXXXXXXX If in doubt, seek advice from Duty Highways Officer: XXXXXXXX	
3.6	Motorway and trunk bridges on M4 and A34	No OOH Service provided	Advise caller to contact National Highways on 0300 123 5000	
3.7	Bridges over railway lines	No OOH Service provided	Caller should contact number detailed on a plaque attached to the bridge.	

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

4 BUILDING REPAIRS (EMERGENCY)				
4.1	Business: Requests for emergency repairs including: <ul style="list-style-type: none"> • Broken/ unsecure window/door • Dangerous Electrics • Loss of Hot Water and/or Heating • Lost or stolen key 	No OOH Service provided	Verify whether WBC property or not. If private or private-tenanted business, advise caller to contact landlord or agent. If Council property see below.	Annex 1 Annex 3
		OOH Service provided	Verify whether WBC property or not. If Council-owned building , inform Key Holder or OOH response	Annex 1 Annex 3 Annex 20
4.2	Residential: Requests for Emergency repairs including: <ul style="list-style-type: none"> • Complete breakdown of heating system (no heat) • Major structural damage • Complete breakdown of electrical services (no lights or no power) • Leaks from plumbing that cannot be contained, e.g. a burst water storage tank • Blocked toilet where only one toilet exists in the property • Lock change if resident is locked out • Boarding up broken windows 	No OOH Service provided	Verify whether WBC property or not. If private , private-tenanted or Registered Social Landlord , then advise caller to contact landlord/ agent or Housing Association. For list of other Social Housing Partners see Annex 22 If Council property see below.	Annex 1 Annex 3 Annex 22
		OOH Service provided	Verify whether WBC property or not. If Council-owned/ managed residential property , see Annex 20 for actions	Annex 1 Annex 3 Annex 20
4.3	Emergency repairs to West Berkshire Council-owned school caretaker properties only	OOH Service provided	<i>Call from a caretaker at one of the following properties only:</i> Removed	

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

7	CAR PARKS			
7.1	Car park barriers not working	Conditional OOH Service provided	Only applicable to: <ul style="list-style-type: none"> Car parks run by West Berkshire Car Parks Team Or <ul style="list-style-type: none"> Rangers (see 8.7 and 8.8 below for sites and actions) If within the hours 07:00 and 23:00 Monday to Sunday, then notify CEO on: XXXXXXXXXX . Outside these hours and on Christmas Day: No Council Service. If a pay station in one of the Wharf Road pay-on-foot car parks, i.e. Central or Library, is not accepting a cash payment, then the pay station in the other Wharf Road car park may be used.	Annex 6
7.2	Locked in Council Car Parks	Conditional OOH Service provided		
7.3	Ticket machine problems	Conditional OOH Service provided		
7.4	Lost ticket and cannot exit pay on foot car parks	Conditional OOH Service provided		
7.5	Faulty car park status signs	Conditional OOH Service provided		
7.6	Locked out of KENNET CENTRE or NORTHBROOK multi-storey car parks after locking-up time	OOH Service provided		
7.7	Greenham Common Snelmore Common Thatcham Nature Discovery Centre	OOH Service provided	Car parks at these sites are open at 08:00 and close at 16:00 in winter, extending to 20:00 in summer. Persons locked in countryside locations after closing hours: call XXXXX on XXXXXXXXXXXX	
7.8	Paices Wood Country Parkland, Aldermaston	OOH Service provided	Call XXXXX on XXXXXXXXXX . April – October: Open 07:00 Lock up 20:00 October – March: Open 07:00 Lock up 16:00	
7.9	Locked in car park at Northcroft Leisure Centre, Northcroft Lane, Newbury OR Goldwell Park Car Park (Opposite)	Conditional OOH Service provided	Between 07:00 and 22:30, assistance may be sought by phoning: XXXXXXXXXXXXXXXXXX . NOTE: There will be NO SERVICE between 22:30 and 07:00. Gate Closes at 22:00.	
7.10	Locked in Holybrook Linear Park Car Park, Calcot	No OOH Service provided	This car park is locked at Dusk most evenings. It may be open later if there is an event at the Beansheaf Community Centre (latest closing time: 23:00). There is no OOH service for this car park currently.	
7.11	Locked in Turnhams Farm Hall Car Park	No OOH Service provided	Not WBC operated. No Council service. This car park belongs to Tilehurst Parish Council and is leased to a local football club.	
7.12	Emergency opening of height restriction barrier at Bowdown	No OOH Service provided	Not WBC operated. No Council service.	

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

	Woods, Bomb Site Car Park, Bury's Bank Road, Greenham		This car park is owned and managed by Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (BBOWT). BBOWT does not have an out of hours service.	
7.13	Issues with Parkway Car Park, Newbury	No OOH Service provided	No Council Service. Not WBC operated. Managed by Parkway Shopping: 01635 889070	
7.14	Car Park FIRE ALARMS <ul style="list-style-type: none"> • Kennet Centre Multi-Storey Car Park (MSCP) • Newbury Station MSCP • Northbrook MSCP 	OOH Service provided	From 23:00 to 07:00 <ul style="list-style-type: none"> • Alarm activates an automated call to XXXXXXXX • XXXXXX staff member calls XXXXXX. 	
7.15	Northbrook Multi-storey car park (Public Toilets (Closed) only)	Conditional OOH service provided	If there is a non-emergency issue with the toilet block, call the Parking Service on XXXXXX (available from 07:00 to 22:30). Outside these times, ask the caller to contact the Parking Service the next working day on: 01635 5198213. In an emergency only, contact the Car Parks OOH Duty Officer on: XXXXXXX	

11	DRAINS, SEWERAGE, PUMPING STATIONS AND UNDERPASSES (CESSPOOLS/SEPTIC TANKS)			
11.1	Drains issues – Private property	No OOH Service provided	If the issue concerns sewage on private property, and the caller claims this is the result of issues with a sewage treatment plant or pumping station for which the Council is responsible, go to Section 12.5 Otherwise, advise caller to contact Thames Water Out of Hours emergency number: 0800 316 9800	
11.2	Sewage on footpaths/ roads/ public or private areas	No OOH Service provided	Advise caller to contact Thames Water Out of Hours emergency number: 0800 316 9800	
11.3	Drains issues – Council owned property sewers or drains	OOH Service provided	Check if Council Property and identify Key Holder to action. If in Annex 1 and a residential property, then see Annex 20 for appropriate action.	Annex 1 Annex 20
11.4	Drains issues – Tenanted or Housing Association property	No OOH Service provided	Advise caller to contact Thames Water Out of Hours emergency number: 0800 316 9800 , the landlord or Housing Association	
11.5	Sewage treatment plants and surface/ foul water pumping stations	OOH Service provided	Check list of Pumping Stations (Annex 8) and, if on the list contact XXXXX on: XXXXXXX	Annex 8

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

11.6	Private sewerage systems (Septic Tanks/ Cesspools, etc.)	OOH Service provided	Only applicable if: <ul style="list-style-type: none"> Related to a WBC Building (see Annex 1), then contact Key Holder Contaminating a watercourse, then advise caller to contact Environment Agency on: 0800 80 70 60 	Annex 1
11.7	If the cesspool is threatening public health	No OOH Service provided	Advise caller to contact WBC Customer Services the next working day.	
11.8	Underpasses	OOH Service provided	Check list of underpasses, see Annex 24 and, if on the list: <ul style="list-style-type: none"> For flooding or pumping station faults ONLY, contact XXXXX on: XXXXXXX. 	Annex 24

13	FLOODING			
13.1	Flooding of highways and road gullies	OOH Service provided	Refer to XXXXX on: XXXXXX	
13.2	Flooding on A34 and M4	No OOH Service provided	Advise caller to contact National Highways on: 0300 123 5000	
13.3	Flooding of property due to major flooding incident i.e. river flooding	OOH Service provided	Advise caller to contact the Environment Agency on: 0845 988 1188 (24 hour service) AND	
13.4	Severe flooding	OOH Service provided	Inform Emergency Duty Officer on: XXXXXXXX If no immediate response, got to Annex 16 for escalation.	Annex 16
13.5	Sandbags policy	OOH Service provided	See Annex 12 re: Sandbag policy. The basic rule is that protection of property is the responsibility of the property owner, therefore sandbags will not be deployed as routine. If they are deployed this will only be done having considered <i>the priorities listed within Annex 12</i>	Annex 12
13.6	Flood Warning/ Alert Received via recorded message	OOH Service provided	Environment Agency has primary duty to inform the public. The public can sign up to receive flood warnings by contacting the EA on: 0845 988 1188 (24 hour). If the flood alert is a FLOOD WARNING or SEVERE FLOOD WARNING , inform the Emergency Duty Officer on: XXXXXXXX . If no immediate response, go to Annex 16 for escalation.	Annex 13 Annex 16
13.7	Flooding of Underpasses	Conditional OOH Service provided	Check list of underpasses, see annex and, if on the list, contact XXXXX on: XXXXXX .	Annex 24

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

17	HOMELESS AND VULNERABLE PEOPLE (WELFARE CONCERNS)			
17.1	Welfare concerns raised regarding homeless/ sleeping rough person(s)	OOH Service provided	Advise caller to contact the Emergency Duty Service (EDS) on: 01344 351999	
17.2	Welfare concerns relating to cases of Domestic Abuse, Vulnerable Children and Adults			
17.3	Child Abuse or other Vulnerable People concerns: elderly, young or disabled			

20	ROADS & PAVEMENTS, INCLUDING SIGNS, LIGHTS, ABANDONED VEHICLES, CLOSURES, POTHoles, SPILLAGES, WINTER SERVICE, M4, A34, UNDERPASSES (PEDESTRIAN OR FOOT SUBWAYS), LEVEL CROSSINGS			
<p>NOTE: If a Highways contractor indicates that the particular incident is not their role/responsibility to deal with, contact the Duty Highways Officer on: XXXXXX to make them aware of the situation and ask advice.</p>				
20.1	Abandoned vehicles posing an immediate danger or threat to highway safety	OOH Service provided	Call XXXXXXXX on: XXXXXXX Note: Advise caller to contact the Police if the vehicle is believed to be stolen	
20.2	Fallen trees posing an immediate danger on the highway	OOH Service provided	Ask the caller for a nearby address or a grid reference so that the tree can be located, then contact XXXXXXXX on: XXXXXXX If the call is about a branch hanging from a tree, but that has not yet fallen, ask the caller if a broken end is visible, i.e. if the branch is detached and likely to fall. If yes, take details and contact the Duty Highways Officer on: XXXXXXX who will inspect or take appropriate action given the prevailing weather conditions.	
20.3	Road blockages	OOH Service provided	Other than trees and abandoned vehicles, then inform Duty Highways Officer on: XXXXXXX Emergency closures see Section 21.5	
20.4	Request for temporary signs			
20.5	Emergency road closures due to	OOH Service provided	Inform Duty Highways Officer on: XXXXXXX of road closures and re-opening requests.	

Page 120

FOR OSMC Meeting

NOT for PUBLICATION or ONWARD DISTRIBUTION WITHOUT PERMISSION OF AUTHOR

	<ul style="list-style-type: none"> Road Traffic Collision or similar Major Incident 		If authorised by Duty Highways Officer, then contact XXXXXXXX to put in road closures on: XXXXXXX .	
20.6	Emergency road closures due to: <ul style="list-style-type: none"> Third Party Utility Works 	No OOH Service provided	Inform Duty Highways Officer of road closure on: XXXXXXX . Email the following contacts, as soon as the closure is known about: XXXXXXX giving as much detail as possible, including, but not limited to: <ul style="list-style-type: none"> Road(s) affected Start point and end point of closure Nature of incident Duration of closure 	
20.7	Issues relating to M4 and A34	No OOH Service provided	Advise caller to contact National Highways on: 0300 123 5000 . If notified by the Police or National Highways of a major incident or closure of the M4 or A34, contact the Duty Highways Officer on: XXXXXXXXXX to inform them.	

21	NOISE, INCLUDING CONSTRUCTION NOISE			
21.1	Noise complaints, e.g. noisy parties, noise from commercial premises, industrial noise, barking dogs, alarms, see exception	Conditional OOH service provided	Advise caller to contact Customer Services the next working day. EXCEPT: If the noise is an alarm from a Council building, then refer to Key Holder, see Annex 1 and EXCEPT fireworks, see Section 13 .	Annex 1
21.2	Complaints or enquiries about hours of operation on construction sites, DIY, etc. -	No OOH Service provided	Suggest caller talks to the Site Manager before contacting the Council offices the next working day.	

This page is intentionally left blank

Agenda Item 9.

Overview and Scrutiny Review Matrix

Review Topic: Fees and Charges

Timescale
Start: TBC
Finish: TBC

Review Rationale:

At its meeting on 25 January 2022, OSMC agreed to set up a Task and Finish Group to consider further options in relation to charging for West Berkshire Council's services and the potential to increase levels of income.

The OSMC report highlighted the following as the recommended areas of focus for the Task and Finish Group:

- a. New proposals on planning income
- b. Leisure strategy and fees and income arising from this
- c. Other opportunities for commercial charging in the Place Directorate

Some considerations of this review may be:

- a. What are the current fees and charges and how have they been determined?
- b. What are the statutory constraints that affect the setting of individual fees and charges, and what scope is there to vary fees and charges from existing levels?
- c. How do West Berkshire's fees and charges and associated revenues compare to other equivalent local authorities?
- d. Are there any services that West Berkshire Council does not charge for, or does not currently provide?
- e. How do the levels of fees and charges affect demand for discretionary services and what are the likely impacts in terms of achievement of Council Strategy priorities?
- f. What do residents / services users think about current fees and charges in terms of their affordability and value for money?
- g. What is the appropriate balance between affordability and revenue generation?
- h. Are differentiated fees and charges appropriate for particular service user groups in order to address issues of access, affordability and equity?
- i. How have historic increases in fees and charges taken account of inflation, and which measure of inflation is most appropriate when determining increases?

Terms of Reference:

The Task and Finish Group will:

- **Part 1:** New Proposals on Planning Income

Consider opportunities for new / increased fees and charges associated with all aspects of the Planning Service including, but not limited to: planning enquiries; pre-planning advice; planning applications; discharge of conditions; and S106 agreement legal fees.

- **Part 2:** Leisure Strategy Fees and Charges

Review the existing fees and charges associated with services provided through the West Berkshire Leisure Contract and the potential to charge for additional services required to deliver the new Leisure Strategy.

- **Part 3:** Other opportunities for commercial charging

Identify additional opportunities to charge for services provided by the Place and People Directorates:

- *Development & Regulation*
- *Communities & Wellbeing*
- *Environment*

Also, consider whether there are opportunities to charge for services provided in the Resources Directorate

Members will collate their findings which will then form the basis of a report to be considered by Overview and Scrutiny Management Commission.

Review Membership:

Councillor Jeff Brooks
Councillor Biyi Oloko
TBC

Chairman: Councillor Tony Linden

Vice-Chairman: TBC

Scrutiny Officer: Gordon Oliver

Information Required:

Current WBC fees and charges
Current fees and charges of comparator authorities / competitors
Historic fees and charges
Trends in demand / service usage
Residents survey data
Inflation calculation methodology
Current rationale / strategy for fee changes

Documents/Evidence:

Residents Survey outcome report (2020 and 2021)
Quarterly reporting for relevant service areas

Witnesses: *(Who/Why?)*

Finance Manager
Service Director – Development & Regulation
Team Leader Development Control

Service Director – Communities & Wellbeing
Interim Consultant (Leisure)
Sports & Leisure Manager

Service Director – Environment
Waste Manager
Environment Delivery Manager
Countryside Manager
Asset Manager
Network Manager
Transport Services Manager

Other Service Directors and Officers as the Task Group considers appropriate

Measures Available

Suite of data sets as outlined above

Desired Outcomes:

A report with a clear set of recommendations on potential changes to fees and charges and a clear strategy for managing future increases.

This page is intentionally left blank

OSMC – 24 May 2022

Item 10 –Task & Finish Group Updates

Verbal Item

This page is intentionally left blank

OSMC – 24 May 2022

Item 11 – Health Scrutiny Committee Update

Verbal Item

This page is intentionally left blank

WEST BERKSHIRE COUNCIL'S FORWARD PLAN 1 APRIL 2022 - 31 JULY 2022

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

1. This document gives 28 clear days notice of key decisions which the Executive and Individual Executive Members or Officer expect to take.
2. The document is updated as required and is available to the public on the Council's website.
3. The Executive is made up of the Executive Leader, Deputy Leader and seven Executive Members with the following portfolios:

Executive Leader of the Council District Strategy and Communications	Councillor Lynne Doherty
Deputy Leader and Executive Member for Health and Wellbeing	Councillor Graham Bridgman
Housing, Leisure and Culture	Councillor Howard Woollaston
Finance and Economic Development	Councillor Ross Mackinnon
Planning, Transport & Countryside	Councillor Richard Somner
Children, Young People and Education	Councillor Dominic Boeck
Environment & Transformation	Councillor Steve Ardagh-Walter
Adult Social Care	Councillor Joanne Stewart
Internal Governance and Strategic Partnerships	Councillor Tom Marino

4. Key decisions are those executive decisions which are likely to result in spending or savings which are "significant" in relation to the budget for the service or function in question, or in terms of the effect on communities living or working in two or more wards or electoral divisions. All contracts above £500,000 require a key decision in accordance with the Constitution.
5. The Regulations and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in this document in accordance with General Exception and Special Urgency provisions.
6. The Forward Plan will also contain details of intended review activity by the Overview and Scrutiny Management Commission and its Sub-Committee(s) or another body e.g. Task Group associated with the Overview and Scrutiny Management Commission.

7. Copies of the Council's Constitution and agenda and minutes for all meetings of the Council may be accessed on the Council's website.
8. For copies of reports or other documents, and for detailed information regarding specific issues to be considered by the Executive, individual Member or officer please contact the named Lead Officer for the item concerned.
9. For further details on the time of meetings and general information about the Plan please email executivecycle@westberkshire.gov.uk or by writing to the address below.

Publication Date: 1 April 2022

Shiraz Sheikh
Service Lead
Legal & Democratic Services
West Berkshire Council, Council Offices
Market Street
Newbury
RG14 5LD

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
26 May 2022	School Streets Calcot - Experimental Traffic Order	To consider the responses received during statutory consultation.	No	Portfolio Holder: Planning, Transport and Countryside			Cheryl Evans	Open
9 Jun 2022	Strategic Asset Management Plan (SAMP)	To present proposed annual refresh of SAMP. The SAMP is a formal document laying out the council's approach to the management of its building and land assets.	No	Executive	N/A		Richard Turner	Open
9 Jun 2022	Windmill Court and Stafford House - Restrictive Covenants	To enable a decision on whether to lift the restrictions and restrictive covenants on the titles of the above properties to permit redevelopment of the site by	No	Executive			Martin Syrett	Fully exempt Information relating to the financial or business affairs of any particular person (including the authority holding that

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		Sovereign Housing Association.						information)
9 Jun 2022	Key Accountable Performance 2021/22 Quarter 4	To report Q4 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	No	Executive	Members of the Executive		Catalin Bogos	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		'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.						
9 Jun 2022	Cultural Heritage Strategy Delivery Plan	This follows on from the Cultural Heritage Strategy Plan.	Yes	Executive	Via the Cultural Heritage Strategy Delivery Board consisting of parish and town councils, partners representing sectors covered within the strategy. Also with other partners and prospective partners. Engagement with WBC services has		Nicola Peacock	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
					taken place to ensure joined up working and delivery.			
9 Jun 2022	Residents' Survey 2021 – Key Findings	To present the results of the West Berkshire Resident's Survey 2021	No	Executive			Catalin Bogos	Open
9 Jun 2022	Capital Financial Performance Report Q4 of 2021/22	To present the Q4 capital financial performance for Members to note.	No	Executive	With the Portfolio Holder for Finance and Development		Shannon Coleman-Slaughter	Open
9 Jun 2022	Revenue Financial Performance Report Q4 2021/22	To inform Members of the latest financial performance of the Council.	No	Executive	With the Portfolio Holder for Finance and Development		Melanie Ellis	Open
9 Jun 2022	Review of Town and Parish Engagement	To review work carried out to understand and address improvements in the	No	Executive			Samantha Shepherd	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		engagement with town and parish councils.						
9 Jun 2022	London Road Industrial Estate Project Refresh	To approve revised strategic objectives and a revised delivery strategy for the London Road Industrial Estate. To account for evolving economic drivers, market demand and the district's ambition to be carbon neutral by 2030.	Yes	Executive	(1) Existing leaseholders and occupiers (2) Employees, local residents and the public in general (3) Interested parties (3) Statutory consultees		Katharine Makant	Open
9 Jun 2022	Children & Young Peoples Integrated Therapies (CYPIT)	To award the contract for the supply/provision of the CYPIT Service following a tender process.	Yes	Executive	Procurement has been carried out by Wokingham as lead authority.		Millie Smith	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
27 Jun 2022	Outside Bodies - Appointment	To appoint to the list of outside bodies requesting Council representation	Yes	Portfolio Holder: Leader of Council, District Strategy and Communications			Vicki Yull	Open
7 Jul 2022	Downlands Sports Centre at the Downs School	Contract Award Report - Delegated Authority Request	Yes	Executive	Stakeholder Meetings, Email, Telephone		Vickie Collins	Open
7 Jul 2022	Theale Social Emotional Mental Health Needs/Autism Spectrum Disorders Secondary Provision	Contract award report. Delegated Authority Request. Contract needs to be awarded by 01.09.22.	Yes	Executive	Stakeholder meetings, email, telephone		Vickie Collins	Open
22 Sep 2022	Review of Libraries Service	To evaluate the impact of the transformation of the library service which took place in 2017-18 and	Yes	Executive	Community Needs Assessment Stakeholder Surveys – volunteers, staff, service		Felicity Harrison	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		put forward any additional options for improving the service for residents.			managers, hard to reach groups Public Survey including library users and non-users Parish and Town Council engagement sessions			
22 Sep 2022	Helping West Berkshire Taxi Trade Go Greener	To consider options available to the Council to assist the local taxi trade to 'go greener' and provide incentives to entice them to switch to ultra-low emission vehicles and to respond to the motion tabled at the 18 January 2022 Council meeting which sought to	Yes	Executive	EAG and LC at meetings, the Taxi Trade at a Liaison meeting		Moira Fraser	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		introduce a fee based incentive scheme to help all forms of vehicles licensed by West Berkshire for public transport to go green.						
23 Mar 2023	Leisure Management Contract	West Berkshire Council is procuring an Operator Partner to manage, operate and maintain a number of existing leisure and community facilities together with a proposed new facility to replace one of the existing facilities. The Contract is intended to commence on 1 July 2023 and	No	Executive			Jim Sweeting	Open

Decision Due Date	Title	Purpose	Key Decision e.g. Yes/ No	Decision Maker e.g. Executive Individual Decision Officer decision	Consultation e.g. Members including shadow exec members	Background Papers (All Papers are available for inspection via the Lead Officer)	Lead Officer e.g report author	Report likely to be considered in private (i.e., it contains confidential or exempt information)
		to have a maximum term of 15 years.						
31 Mar 2023	Domestic Abuse Service Contract	To provide advance notice that Community & Wellbeing and Housing Teams will be going out to re-tender for our Core Domestic Abuse Service. The current contract expires on 31st March 2023.	Yes	Andy Sharp - Executive Director			Catherine Greaves	Open

This page is intentionally left blank

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:
16 May 2022

Item	OSMC Theme	Purpose	Lead Officer	Portfolio Holder/ Lead Member	Pre or post decision?	
6 September 2022 (Report Deadline 26 August)						
4	Thames Water activities	<i>Partnership Effectiveness</i>	To review Thames Water's investment priorities within West Berkshire for the next five year period.	Thames Water / Jon Winstanley / Stuart Clark	Environment and Transformation	OSMC decision
5	Corporate Parenting	<i>Partnership Effectiveness</i>	To consider the effectiveness of the Council's Corporate Parenting Panel	Pete Campbell	Children's Services	OSMC decision
6	Economic Development Strategy - Operational Review	<i>Policy Effectiveness</i>	To review progress in implementing the Economic Development Strategy	Eric Owens / Katharine Makant	Finance and Economic Development	Post decision
7	Customer Journey: Task Group Report	<i>Corporate Effectiveness</i>	To report the findings of the scrutiny review into the Customer Journey	Gordon Oliver	Planning, Transport & Countryside	OSMC decision
8	West Berkshire Local Flood Risk Management Strategy	<i>Policy Effectiveness</i>	To review the proposed Flood Risk Strategy for West Berkshire	John Winstanley/ Stuart Clark	Planning, Transport & Countryside	Pre-Decision
29 November 2022 (Report Deadline 18 November)						
9	Covid and Recovery	<i>Corporate Effectiveness</i>	To agree Terms of Reference for a Task and Finish Group to look at the lessons learned in response to and recovery from Covid, from the perspectives of residents, service users and businesses.	Sarah Clarke	Leader of the Council	OSMC decision
10	Thames Valley Berkshire Local Enterprise Partnership	<i>Partnership Effectiveness</i>	To consider the effectiveness of the Thames Valley Berkshire Local Enterprise Partnership	Eric Owens / Katharine Makant	Finance and Economic Development	OSMC decision
11	Build Back Better	<i>Corporate Effectiveness</i>	To consider the anticipated impacts in West Berkshire of the Government's plan for Health and Social Care and the supporting White Paper.	Andy Sharp / Paul Coe	Adult Social Care	Pre-Decision
12	Equalities and Diversity Strategy	<i>Policy Effectiveness</i>	To review the draft Equalities and Diversity Strategy	Sarah Clarke / Pamela Voss	Applies to all portfolios	Pre decision
7 March 2023 (Report Deadline 24 February)						
To Be Programmed						
13	Library Review	<i>Corporate Effectiveness</i>	To consider the effectiveness of improvements implemented following the review of the Libraries Service.	TBC / Felicity Harrison	Housing, Leisure and Culture	Post-Decision
Standing Items						
	Quarterly Capital Financial Performance Report	<i>Corporate Effectiveness</i>	Reports on the under or over spends against the Council's approved capital budget.	Joseph Holmes / Shannon Coleman-Slaughter	Finance and Economic Development	Pre decision

	Quarterly Revenue Financial Performance Report	<i>Corporate Effectiveness</i>	To report on the financial performance of the Council's revenue budgets.	Joseph Holmes / Melanie Ellis	Finance and Economic Development	Pre decision
	Annual Key Accountable Performance Measures	<i>Corporate Effectiveness</i>	To provide assurance that the core business and council priorities for improvement measures in the Council Strategy 2019-23 are being managed effectively. To highlight successes and where performance has fallen below the expected level, present information on remedial action taken, and the impact of that action	Joseph Holmes / Catalin Bogos	Internal Governance and Strategic Partnerships	Pre 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