

# Notice of Meeting

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# Executive

**Thursday, 7th July, 2022 at 5.00 pm**

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

**Note:** This meeting can be streamed live here: <https://www.westberks.gov.uk/executivelive>

Date of despatch of Agenda: Wednesday, 29 June 2022

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Sadie Owen (Principal Democratic Services Officer) on 01635 519052, e-mail: [sadie.owen1@westberks.gov.uk](mailto:sadie.owen1@westberks.gov.uk)

Further information and Minutes are also available on the Council's website at [www.westberks.gov.uk](http://www.westberks.gov.uk)



## Agenda - Executive to be held on Thursday, 7 July 2022 (continued)

<b>To:</b>	Councillors Lynne Doherty (Chairman), Steve Ardagh-Walter, Dominic Boeck, Graham Bridgman, Ross Mackinnon, Thomas Marino, Richard Somner, Joanne Stewart, Howard Woollaston and Hilary Cole
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# Agenda

	<b>Pages</b>
1. <b>Apologies for Absence</b> To receive apologies for inability to attend the meeting (if any).	5 - 6
2. <b>Minutes</b> To approve as a correct record the Minutes of the meeting of the Executive held on 9 June 2022.	7 - 16
3. <b>Declarations of Interest</b> 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' <a href="#">Code of Conduct</a> .	17 - 18
4. <b>Public Questions</b> Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.	19 - 22
5. <b>Petitions</b> Councillors or Members of the public may present any petition which they have received. These will normally be referred to the appropriate Committee without discussion.	23 - 24

## Items as timetabled in the Forward Plan

	<b>Pages</b>
6. <b>Adult Social Care Strategy (EX4229)</b> Purpose: to seek agreement to adopt and publish the Adult Social Care (ASC) Strategy.	25 - 52
7. <b>Contract Award for Downlands Sports Centre Expansion Project (EX4199)</b> Purpose: to seek delegated authority to award the contract for expansion works at the Downlands Sports Centre following the concluded tender process.	53 - 60
8. <b>Contract Award for The Castle at Theale Secondary SEMH / ASD</b>	61 - 68



**Provision- Phase 4 Main Works (EX4180)**

Purpose: to seek delegated authority to award the contract for Phase 4 Main Works of The Castle at Theale Social Emotional and Mental Health (SEMH)/Autism Spectrum Disorder (ASD) Secondary Provision project following the tender process.

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9. **Recovery Strategy - Closure Report (EX4225)** 69 - 108  
Purpose: to summarise the actions that have occurred to deliver the Covid-19 Recovery Strategy, and to notify members that all outstanding work will now move into Business As Usual and be considered for the future Council Strategy 2023-27.
- 
10. **2021/22 Performance Report Quarter Four (EX4003)** 109 - 174  
Purpose: to provide assurance that the core business and council priorities for improvement measures in the Council Strategy 2019-2023 are being managed effectively.
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**Items not timetabled in the Forward Plan**

- |   | <b>Pages</b> |
|---|--------------|
| 11. <b>Statutory Consultation on Hackney Carriage Tariffs 2022</b>  | 175 - 196    |
| Purpose: to review the published hackney carriage fare scale in light of the current fuel costs and to determine the consultation process that must be undertaken if the Executive resolves to vary the current table of fares. |              |
| 12. <b>Members' Questions</b>   | 197 - 198    |
| Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.   |              |
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Sarah Clarke  
Service Director: Strategy and Governance

**West Berkshire Council Strategy Priorities**

**Council Strategy Priorities:**

- PC1: Ensure our vulnerable children and adults achieve better outcomes**
- PC2: Support everyone to reach their full potential**
- OFB1: Support businesses to start, develop and thrive in West Berkshire**
- GP1: Develop local infrastructure to support and grow the local economy**
- GP2: Maintain a green district**
- SIT1: Ensure sustainable services through innovation and partnerships**

If you require this information in a different format or translation, please contact Sadie Owen on telephone (01635) 519052.



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Executive – 7 July 2022

## **Item 1 – Apologies for absence**

Verbal Item

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## DRAFT

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

## EXECUTIVE

### MINUTES OF THE MEETING HELD ON

**THURSDAY, 9 JUNE 2022**

**Members of the Executive Present:** Councillors Lynne Doherty (Chairman), Steve Ardagh-Walter, Dominic Boeck, Ross Mackinnon, Thomas Marino, Richard Somner and Joanne Stewart

**Also Present:** Councillors Adrian Abbs, Carolyne Culver, Lee Dillon, Alan Macro, Erik Pattenden and Tony Vickers

**Members Present Remotely:** Councillors Graham Bridgman and David Marsh

**Apologies for inability to attend the meeting:** Councillors Howard Woollaston and Jeff Brooks

**Officers Present:** Nigel Lynn (Chief Executive), Susan Halliwell (Executive Director – People), Joseph Holmes (Executive Director – Resources), Sadie Owen (Principal Democratic Services Officer), Andy Sharp (Executive Director – People) and Shiraz Sheikh (Service Lead – Legal and Democratic)

#### 1. Minutes

##### Leader's Remarks

Councillor Lynne Doherty congratulated Her Majesty the Queen on her Platinum Jubilee, and noted the celebrations over the preceding weekend. Councillor Doherty thanked all those involved in organising events across the district, the volunteers and communities and the teams at West Berkshire Council that made it possible.

Councillor Doherty noted the positive feedback received in relation to the Highways Team for street closures, and the Waste Team with the clear up.

Councillor Doherty commented that it was Carers Week and thanked all the carers for the work undertaken across the district.

##### Calcot Services for Children Statement

Councillor Dominic Boeck referred to the morning's news story relating to Calcot Services. Councillor Boeck commented that the Council was aware of allegations reported by the media in relation to standards of care and treatment of children and young people by Calcot Services for Children.

Councillor Boeck noted that Calcot Services was a large provider in the region and that West Berkshire Council had a small number of children and young people placed with them.

He stated that as a local authority, responsibility for children and young people in the district was taken very seriously. It was reported that three children had been placed in their homes and that their social workers would be contacting them directly. Further, any children that had been placed with Calcot Services over the past three years would also be contacted.

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Councillor Boeck promised to continue to monitor the issue and to take appropriate steps, however he assured Members that there was no specific cause for concern in relation to young children in West Berkshire at the current stage.

### Minutes

The Minutes of the meeting held on 24 March 2022 were approved as a true and correct record and signed by the Leader, subject to the following amendment:

Councillor Alan Macro noted that item 87 of the minutes referred to Thatcham bypass rather than Theale bypass.

### 2. **Declarations of Interest**

Councillor Lee Dillon declared an interest in Agenda Item 6, as an employee of Sovereign Housing and reported that, as his interest was a disclosable pecuniary interest or another registrable interest, he would be leaving the meeting during the course of consideration of the matter.

### 3. **Public Questions**

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

### 4. **Petitions**

There were no petitions presented to the Executive.

### 5. **First Homes Policy Position (EX4177)**

*(Councillor Lee Dillon left the Chamber for the duration of the item)*

Councillor Richard Somner introduced and proposed the report (Agenda Item 6), on behalf of Councillor Howard Woollaston. The report briefed Members on a new affordable housing product 'First Homes' introduced into national policy through a Written Ministerial Statement in May 2021, and considered West Berkshire's policy position on First Homes.

Councillor Carlyne Culver expressed concern at the future of shared ownership within such a scheme and queried whether sellers would be bound to sell to a local buyer even if interest was expressed from those further afield. Councillor Culver further queried how the Government would determine the price cap in the future, and the circumstances in which someone could sell without a discount.

Councillor Somner promised to provide a full written response but acknowledged that there was a risk to shared ownership, which meant that having a good mix of housing would be key. Councillor Somner suggested that the price cap and discount would be driven only by any downturn in the market.

Councillor Tony Vickers commented that it was a shame that the Government had failed to pilot the scheme prior to imposing it nationally. Councillor Vickers argued that the scheme was fundamentally flawed and was concerned that it had already caused a delay in the Local Plan programme and a drain on administrative resources. Councillor Vickers requested assurance that it would not impact the Sandleford development detrimentally.

Councillor Somner thanked Councillor Vickers for recognising the impact to officers. He reported that conversations were taking place with the Sandleford developers and he promised to keep Councillor Vickers updated at forthcoming meetings of the Planning Advisory Group.



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Councillor Adrian Abbs suggested that having reviewed a property website the criteria within the policy would currently suit 27 first time buyers. Councillor Abbs also suggested that the maximum joint income of £80,000 and maximum sale price of £250,000 would be beyond the budget of a large proportion of residents. Further he felt that the policy stifled mobility and was contrary to encouraging a mobile workforce.

Councillor Abbs queried whether major stock holding social landlords had been consulted to assess the impact on social mobility over the next five to ten years.

Councillor Somner agreed to respond to Councillor Abbs following the meeting.

Councillor Macro suggested that the policy should be reviewed more frequently than every five years, given the volatility in house prices and the rate of inflation.

Councillor Somner agreed that a close watch would need to be kept on the policy with a review suggested after 12 months.

Councillor Boeck seconded the report commenting that the policy would deliver first homes in West Berkshire to those that needed them most, and stating that he was fully behind the policy.

**RESOLVED that:** Executive

- Consider the proposed policy position on First Homes in West Berkshire, and
- Agree the proposed First Homes policy at Appendix B.

**Other options considered:**

Officers have considered amending the national income threshold and the price cap but there is no evidence to suggest that a different approach is justified in West Berkshire. Officers have considered only having the national eligibility criteria but this would not be sufficient in meeting local housing need and ensuring that local first time buyers are prioritised for this type of affordable housing.

### 6. **Review of Town and Parish Engagement (EX4214)**

*(Councillor Lee Dillon returned to the Chamber)*

Councillor Graham Bridgman introduced the report (Agenda Item 7), which summarised the work carried out to address and understand improvements in engagement with town and parish councils. Councillor Bridgman noted an amendment to page 4 action (c) of the improvement plan that should read Compton PC Clerk instead of Hampstead Norreys.

Councillor Bridgman commented that the District Parish Conference offered a good opportunity to develop themes mentioned within the report. He highlighted the fact that parish councils were seeking similar solutions to the voluntary and community sector in relation to such issues as safeguarding and funding. Councillor Bridgman emphasised the role of the Ward Member as a conduit between the officers of the Council and the parishes.

Councillor Tom Marino proposed the report.

Councillor Dillon commented that he was a member of Thatcham Town Council and suggested that his experience suggested that West Berkshire Council did not engage well with parishes or town councils, particularly in relation to planning matters.

Councillor Dillon criticised the improvement plan for having no targets or allocated resources.

Councillor Culver welcomed the paper and suggested that the District Parish Conference be more of a two-way process, and queried whether there was more that could be done

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with parish councils in relation to speeding issues. Councillor Culver also requested further information on how CIL monies would be shared with parish councils.

Councillor Doherty commented that parish councils were encouraged to suggest agenda items for the District Parish Conference and that it had always been a joint piece of work. Councillor Doherty suggested that Ward Members needed to encourage parish engagement.

Councillor Vickers suggested that officers should be trained in the role of the parish and town councillor.

Councillor Bridgman noted that whilst parish councils were often frustrated by speeding issues, quite often it was a police matter rather than within the council's control.

Councillor Bridgman agreed to revert to Councillor Culver in relation to the use of CIL monies.

Councillor Doherty seconded the report, thanked Sam Shepherd for the work and commented that dialogue with town and parish councils needed to continue.

### **RESOLVED that:**

Executive agree the Improvement Plan in Appendix A.

### **7. Strategic Asset Plan (EX4168)**

Councillor Ross Mackinnon proposed the report (Agenda Item 8), which requested approval of the Strategic Asset Plan.

Councillor Abbs commented that the plan did not appear well developed from an environmental perspective. He argued that there had been no environmental mitigation undertaken in relation to any of the Council's commercial properties.

Councillor Mackinnon disagreed with the comments.

Councillor Culver queried which site the £286,000 capital funding via a land release related to, whether there was any update to the joint venture scheme, and queried whether the Council still invested in the petrol station and whether it would be offloaded as incompatible with the climate emergency declaration.

Councillor Mackinnon agreed to revert to Councillor Culver in relation to the site details and joint venture scheme. In relation to the petrol station, he commented that as landlords of the site there was no guarantee that it would remain a petrol station and commented that there was no correlation to suggest the Council was invested in fossil fuels.

Councillor Vickers queried the state of the asset register and whether the plan related to strategic assets or was a strategic plan.

Councillor Mackinnon responded that the plan supported the Council's strategy overall and represented the long term aim to manage, acquire and dispose of the assets needed in order to carry out services on behalf of its residents.

Councillor Mackinnon commented that where an asset was no longer in use the Council would either seek to re-deploy that asset within the Council or dispose of it with best value for the Council Tax payer.

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In relation to a query from Councillor Erik Pattenden, Councillor Mackinnon explained that the plan had been reviewed as a consequence of presenting it as a separate stand-alone document to the Capital Programme.

Councillor Dillon suggested that recent assets sold by the Council had been in a poorly maintained state. He queried whether assets would be sold to parish council's at cost price or to make a profit.

Councillor Mackinnon responded that the Administration was very supportive of the devolution process and commented that the condition of a property would be reflected in the sale price. He further stated that the Council did not have a policy of deliberately running down an asset to hand over in a poor condition.

Councillor Somner seconded the report and commented that it had been the correct decision to create it as a stand-alone paper.

### **RESOLVED that:**

Executive approve the Strategic Asset Plan (SAP) into its suite of strategic documents.

### **Other options considered:**

The organisation could progress under the 'do nothing' option, without a formal SAP. This is not recommended, as the SAP lays out the manner in which the organisation can adopt best practice in managing its estate.

Alternative option is for the SAP to act as an annex to the Capital Strategy, which has been adopted in the past. It is important that the SAP as a document stand in its own right and so appending to another strategy is not recommended.

## **8. Residents' Survey 2021 - Key Findings (EX4200)**

Councillor Doherty proposed the report (Appendix Item 9), which presented the results of the West Berkshire Residents' Survey 2021. Cllr Doherty clarified an error on page 12 of the research report which recorded the percentage for the 16-24 year age group as 7% instead of the correct figure of 1%. It was noted that this would be revised for the published version of the report.

Councillor Doherty commented that it was important to have bought the report to Executive for the purpose of openness and transparency.

Councillor Culver suggested that it had been a lost opportunity in relation to carbon neutrality and failed to ask what action residents had done taken or what the Council could do to assist. Further there was no mention of climate emergency.

Councillor Doherty acknowledged the comment but explained that the survey had been intended to take a broad view of residents' thoughts.

Councillor Pattenden queried what the Leader felt about the 63% of residents who did not feel that the Council provided good value for money and the 67% of respondents who did not wish to speak positively about the Council.

Councillor Doherty acknowledged that there was good and bad in the report and that the perception of value for money was interesting, suggesting that a large number of people did not use the services where there was highest level of spend such as social care.

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Councillor Doherty noted that work was underway to communicate with residents to highlight the breadth of services provided by the Council.

It was noted that more could be done, but that in relation to national averages West Berkshire was still higher than most.

Councillor Abbs commented that it was concerning that 80% of residents felt that they could not influence local decisions.

Councillor Macro felt that litter was a big concern to local residents and queried whether it was related to the Council changing the street cleaning regime in previous years and suggested that the matter be re-visited.

Councillor Doherty agreed to review the issue.

Councillor Dillon commented that with not even four in ten residents feeling that the Council provided value for money, he would not be happy as the Leader.

Councillor Doherty responded by noting that there were positive and negatives within the report and it would be how the council responded to the report that would matter, forming as it did part of the delivery plan for the Communications and Engagement Strategy.

Councillor Marino seconded the report noting the positives but also that more could be done.

### **RESOLVED that:** Executive

- Note the positive feedback provided by residents about satisfaction with the area and the Council; service improvement and prioritisation; communication and engagement; safety and feeling that they belong to the local area.
- Note that the results of the survey will be used to inform the decisions about what will be prioritised in the Council Strategy 2023-2027 and to identify further communication and engagement activities with residents, especially from the groups with lower response rates to the survey. In addition, a number of actions are already being taken in response to the feedback received.

### **9. Capital Financial Performance Report Outturn 2021/22 (EX4019)**

Nigel Lynn offered his apologies and left to attend a parish council meeting.

Councillor Mackinnon introduced and proposed the report (Agenda Item 10), noting an under spend of £10.5m. Councillor Mackinnon clarified that the projects relating to the under spend had not been lost, but delayed with a large number due to be delivered in the next financial year. Councillor Mackinnon reported that the capital programme had delivered outstanding new amenities and environmental improvements to residents.

Councillor Dillon queried whether it would be possible to have a breakdown in relation to the delayed projects detailing those with minor technical delays as opposed to those projects which had not even commenced, and the impact on resources. He further asked whether Portfolio Holders were concerned about delays.

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Councillor Mackinnon agreed to respond with the breakdown and effect on resources. He reported that he had requested a review from officers in relation to the feasibility of the capital programme each year.

Councillor Somner commented that it was always a concern when projects did not reach fruition within the expected timeframe and that within his portfolio Covid was having a long term impact both on workforce and supply chains. However projects were being progressed as quickly as they could.

Councillor Boeck noted that officers had done a good job of closing the gap, with 94% of primary age children gaining a place at a school of their first choice and 95% of secondary school children gaining a place at a school of their choice. He acknowledged that it would have been ideal to open the Keeble unit in Speenhamland School earlier to benefit children sooner, but that there had not been any impairment in education caused by the delay.

Councillor Jo Stewart noted that an upgrade to the Care Director System had been delayed, but was re-assured that officers and partners did a very thorough job to ensure a secure roll out when it occurred.

Councillor Steve Ardagh-Walter noted that his portfolio was planning to introduce a food waste collection service towards the end of the year, which would have been beneficial to introduce sooner but that had been hampered by supply chain delays. He further added that again, in relation to transformation, there had been numerous challenges relating to recruitment, and vendors delaying delivery, but that ultimately work was progressing to provide an improved Council website for residents.

Councillor Abbs queried the specific financial extent that the delayed projects could cause, having regard to increased costs.

Councillor Pattenden queried that with inflation at 9% and rising, whether there was a view of the predicted extra cost on the £10m underspend.

Councillor Mackinnon responded that he was unable to provide a figure but that officers were investigating that matter.

Councillor Boeck seconded the report.

**RESOLVED that:** Executive

Approve the re-profiling of £9.4 million of expenditure from 2021/22 into financial year 2022/23 as recommended and agreed by Capital Strategy Group (CSG), as detailed at Appendix B.

### 10. **2021-22 Revenue Financial Performance Quarter 4: Provisional Outturn (EX4018)**

Councillor Mackinnon introduced the report (Agenda Item 11), which detailed the financial performance of the Council's revenue budgets. Councillor Mackinnon highlighted the 0.17% under spend of the Council's 2021-22 revenue budget which he hailed as a superb achievement reflecting the robust and tight control on the Council's finances.

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Councillor Dillon queried the lessons that could be learned in relation to income generation, and the quantity of treasury management under spend which was linked to the £10.5m of non-capital works.

Councillor Mackinnon estimated that using the Public Works Loan Board interest rate of 2% on a borrowing of £10m, would only equate to £200,000, and consequently the vast majority of the under spend was from treasury management.

Councillor Mackinnon suggested that income generation possibilities needed to be looked at individually on their own merits.

Councillor Macro referred to page 255 of the agenda pack and queried how ASC modelling was 'partly funded from the release of invoice provisions made at the end of 2021 that are no longer required'.

Councillor Mackinnon responded that provision was made in advance for services which clients were expected to need. Where that expenditure was no longer required because the client did not require the service then the expenditure would not be needed and so the amount would be reversed.

Councillor Doherty seconded the report, noting that all had been living in uncertain times having just gone through two years of a pandemic, but that careful and prudent management of funds had allowed for a positive end to the financial year.

Councillor Doherty thanked Councillor Mackinnon, Andy Sharp and Joseph Holmes for the careful and prudent managing of the budget, particularly given the volatility posed by current and future adult social care reforms.

**RESOLVED that:** Executive

Note the provisional outturn of £0.2m underspend. The under spend was 0.17% of the Council's 2021-22 net revenue budget of £142m.

### 11. **London Road Industrial Estate Project Refresh (EX4219)**

Councillor Mackinnon introduced the report (Agenda Item 12), which represented the next stage for the regeneration of the London Road Industrial Estate.

Councillor Mackinnon commented that whilst it was originally envisaged that an element of residential development would form some part of achieving financial viability of the site, recent land valuations and soft market testing had revealed instead a demand for commercial space. As such the report suggested full commercial re-development of the site by 2026 offering up to 300 jobs.

Councillor Vickers was curious that there was no provision for housing, and requested confirmation from Councillor Mackinnon that there was no intention of building residential property on the site.

Councillor Mackinnon responded that there were no plans within the current strategy to build any residential property at the site. Councillor Mackinnon commented that market conditions had changed and hence plans for the site reflected the change.

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Councillor Abbs queried how drainage and Sustainable Urban Drainage Systems (SuDS), would be dealt with.

Councillor Mackinnon responded that there was a highly trained team of engineers and officers who would deal with drainage and SuDS issues at the appropriate time.

Councillor David Marsh queried why there had been such a sudden decision not to build housing on a brown field site, whilst supporting development on a green field site at Sandleford.

Councillor Mackinnon responded that the site was being developed for commercial use to create high quality jobs.

Councillor Marsh queried whether car dealerships would form a part of the commercial regeneration, given the large expanse that they filled with only few employees.

Councillor Mackinnon commented that in terms of land that could be controlled on the site the aim was to create high quality commercial space with numerous high quality jobs.

Councillor Dillon queried whether the Council would entertain being the sponsor of a football stadium on the site which would be an employment provider in relation to conference facilities and venue hire.

Councillor Mackinnon suggested that there would be an inadequate number of jobs created by such a proposal. Councillor Mackinnon suggested that the regeneration of the estate provided an opportunity for cross-party working in the future

Councillor Doherty seconded the report and welcomed the change of approach as a means of attracting investment to West Berkshire. Councillor Doherty referred to the launch of the new economic development website which was already attracting hundreds of views, predominantly from London, and commented that there was a real opportunity for West Berkshire to attract business from outside of the area.

### **RESOLVED that:** Executive

(a) approve revised strategic objectives for the project as follows:

By 2030, the London Road Industrial Estate programme will have achieved:

1. The sustainable economic regeneration of London Road Industrial Estate to create an appealing destination for businesses.
2. Inward investment, green economic growth and the creation of employment opportunities for local people;
3. A positive contribution to the district's carbon neutrality aspirations;

(b) approve a revised delivery strategy as set out in paragraph 6.9 and 6.10 of the report;

(c) delegate authority to Executive Director, Place in consultation with Section 151 Officer and Portfolio Holder to negotiate and restructure leases or buy back leases, and approve such agreement as necessary to secure the LRIE delivery strategy, AND that the Service

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Lead for Legal & Electoral Services shall have the delegated authority to enter to such agreements.

(d) delegate authority to Executive Director, Place in consultation with Portfolio Holder for Economic Development to select a new name for LRIE which reflects the district's carbon neutrality ambitions, following a competition involving local schools.

**12. Members' Questions**

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

*(The meeting commenced at 5.00 pm and closed at 7.45 pm)*

**CHAIRMAN** .....

**Date of Signature** .....



Executive – 7 July 2022

## **Item 3 – Declarations of Interest**

Verbal Item

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## Item 4:

### **Public Questions to be answered at the Executive meeting on 7 July 2022.**

Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.

**A. Question submitted by John Gotelee to the Portfolio Holder for Finance and Economic Development:**

*"Regarding the lack of appropriate planning that has gone into the LRIE refresh/ plan B when can we expect to see Plan C?"*

**B. Question submitted by William Beard to the Leader of the Council:**

*"Could the council inform as to how many Ukraine citizens are currently being homed in the West Berkshire Area and what is being done to increase the number?"*

**C. Question submitted by Paula Saunderson to the Portfolio Holder for Finance and Economic Development:**

*"Re LRIE Refresh: Under the NPPF Chpt 14 paras 159-169 the site will need to be assess for the Sequential & Exception Tests for Flood Risk as large parts of are within Flood Zones 3&2, so does the Council know, during the long and complex history of this site whether these have already been conducted, as para 5.8 of the report to Exec 09.06 states that no 'in principle' issues have been identified?"*

**D. Question submitted by Alan Pearce to the Portfolio Holder for Planning, Transport and Countryside:**

*"The Executive decision EX3978 on the 17th of Dec 2020 (2.1c) approved the commissioning of a Supplementary Planning Document (SPD) for the London Road Industrial Estate, and this was subsequently confirmed by the Executive decision EX4219 on the 9th of June 2022 (Page 14) 'Place-making SPD adopted' by the end of 2024. Please would the Council say why after a year and a half there is still no information available on the emerging Supplementary Planning Document?"*

**E. Question submitted by Paul Morgan to the Portfolio Holder for Housing, Leisure and Culture:**

*"Please can the Council confirm if the proposed "Provision for replacement grass pitch (at Manor Park) lost at Newbury Rugby Club" is for rugby or football?"*

**F. Question submitted by Graham Storey to the Portfolio Holder for Housing, Leisure and Culture:**

*"How many of the 232 apartments in the Weavers Yard development will be available for a) social rent and b) affordable rent?"*

**G. Question submitted by John Gotelee to the Portfolio Holder for Housing, Leisure and Culture:**

*"What is the logic behind the idea of forming a sports hub where everything is together then moving one of its pitches to the other side of town?"*

## Item 4:

### Public Questions to be answered at the Executive meeting on 7 July 2022.

Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.

H. **Question submitted by William Beard to the Portfolio Holder for Environment and Transformation:**

*"What assistance can the council offer to residents to improve the insulation in their homes in the West Berks Area?"*

I. **Question submitted by Paula Saunderson to the Portfolio Holder for Finance and Economic Development:**

*"Re LRIE Refresh: Re the Sequential & Exceptions Tests: If they have not been conducted to date when are they scheduled for please, who will conduct them, and who will pay for them?"*

J. **Question submitted by Alan Pearce to the Portfolio Holder for Planning, Transport and Countryside:**

*"The Executive decision EX4219 on the 9th of June 2022 (Page 14).*

- *Work underway on place-making including green and blue digital and EV infrastructure - by mid 2023.*
- *Planning application for depot site submitted - by mid 2023.*
- *Depot site redeveloped for employment use - by end 2024.*
- *Place-making SPD adopted - by end 2024.*

*Please would the Council say why it is planning to submit a large planning application on the London Road Industrial Estate a year and a half before their place making Supplementary Planning Document (SPD) that includes green and blue infrastructure has been adopted?"*

K. **Question submitted by Graham Storey to the Portfolio Holder for Housing, Leisure and Culture:**

*"Why does West Berkshire's proportion of social housing(13.4 %)\* lag the national average (17.4%)\* by so much? (\* figures from West Berkshire's Housing Strategy 2020-2036 p6)"*

L. **Question submitted by Paula Saunderson to the Portfolio Holder for Finance and Economic Development:**

*"Re LRIE Refresh: Para 5.2 of the Refresh report to Exec 09.06 lists other sites nearby but fails to mention the Gateway Plaza which in residents eyes is within the LRIE, and a Video of that significant development is visible to the public, so why was that development not mentioned in the report please?"*

M. **Question submitted by Alan Pearce to the Portfolio Holder for Planning, Transport and Countryside:**

*"The Executive decision EX4219 on the 9th of June 2022 (Page 14). - Place making SPD adopted by end 2024. Please would the Council give the exact area the Supplementary Planning Document (SPD) will cover?"*

## **Item 4:**

### **Public Questions to be answered at the Executive meeting on 7 July 2022.**

Members of the Executive to answer questions submitted by members of the public in accordance with the Executive Procedure Rules contained in the Council's Constitution.

**N. Question submitted by Paula Saunderson to the Portfolio Holder for Finance and Economic Development:**

*“Re LRIE Refresh: Given the scale of the information available in the Gateway Plaza development how will WBC ensure the Cumulative Impact of Development On Flood Risk in Catchment Area (CIOD OFRICA- Pluvial & Fluvial) is achieved, as the Council has no published methodology for this requirement under its Strategic Flood Risk Assessment Level 1, new Addendum 1?”*

**O. Question submitted by Paula Saunderson to the Portfolio Holder for Internal Governance and Strategic Partnerships:**

*“With the significant changes proposed for Clayhill Ward how will WBC Directors & Executive ensure that Clayhill Ward has full strength Ward representation from now until the next Elections in May 2023?”*

**P. Question submitted by Paula Saunderson to the Portfolio Holder for Finance and Economic Development:**

*“Will the Director – Place invite residents to suggest new names for the LRIE, or at least allow us to have a choice from a predetermined range?”*

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Executive – 7 July 2022

## **Item 5 – Petitions**

Verbal Item

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# Adult Social Care Strategy

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	7 July 2022
<b>Portfolio Member:</b>	Councillor Jo Stewart
<b>Date Portfolio Member agreed report:</b>	3 June 2022
<b>Report Author:</b>	Paul Coe
<b>Forward Plan Ref:</b>	EX4229

## 1 Purpose of the Report

To seek agreement to adopt and publish the Adult Social Care (ASC) Strategy.

## 2 Recommendation

That the attached Strategy is adopted and published.

## 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	N/A
<b>Human Resource:</b>	Officer time will be required to take forward implementation.
<b>Legal:</b>	N/A
<b>Risk Management:</b>	N/A
<b>Property:</b>	N/A
<b>Policy:</b>	N/A

	Positive	Neutral	Negative	Commentary
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			The Strategy should support improved support to relevant people including those with protected characteristics, e.g. disabilities.
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			The Strategy should support improved support to relevant people including those with protected characteristics, e.g. disabilities.
<b>Environmental Impact:</b>		X		
<b>Health Impact:</b>	X			Social Care needs are closely related to Health needs; Health partners are impacted by the work of ASC.
<b>ICT Impact:</b>		X		
<b>Digital Services Impact:</b>		X		
<b>Council Strategy Priorities:</b>	X			The ASC Strategy supports council priorities.
<b>Core Business:</b>	X			The ASC Strategy supports council priorities.
<b>Data Impact:</b>		X		

<b>Consultation and Engagement:</b>	Consultation activities have been completed.
-------------------------------------	--

## 4 Executive Summary

- 4.1 There are important benefits to be derived from the adoption and publication of an overarching ASC Strategy. It is expected to provide:
- a) Clarity for staff on the principles they are expected to demonstrate and apply
  - b) Clarity for service users on the service they can expect to receive
  - c) Clarity for partners on ASC’s role in relation to them.
- 4.2 A draft strategy has been developed and taken through the following steps:
- a) Draft Strategy considered at Corporate Board and Operations Board prior to public consultation.
  - b) Public consultation, with a good level of responses including from service users, carers, staff, and people in partner agencies.
  - c) Consideration of next steps at Customer First Programme Board (CFPB)
  - d) A focus group consisting of the Portfolio Holder and people who responded through the consultation to ensure that feedback was captured appropriately.
  - e) Changes made following consultation and focus group.
- 4.3 The Strategy is now ready for adoption and publication, subject to relevant approvals.

## 5 Supporting Information

### Introduction

- 5.1 ASC does not currently have a strategy which sets out its priorities for the coming years, although it has developed strategic documents on specific subjects such as Autism and Carers.
- 5.2 ASC considers the adoption and publication of a comprehensive Strategy as an important step forward and it will support our work to prepare for the incoming Inspection activities scheduled for 2023.

### Background

- 5.3 The process for the development of the ASC Strategy is as follows.

Stage 1: Development work by the Adult Social Care (ASC) Senior Management Team.

Stage 2: Consultation with the Executive Member for ASC and Executive Director (People).

Stage 3: West Berkshire Council internal governance process.

Stage 4: Consultation (including ASC staff, stakeholders and the wider Public).

Stage 5: Development and implementation of Delivery Plan.

5.4 CFPB reviewed the results of the consultation and was content with the approach and progress made.

5.5 In broad terms, the draft strategy in its current form is not considered by the service to be controversial.

5.6 The following gives a flavour of the changes introduced after consultation:

- a) Additional detail and clarification in places
- b) Updates to reflect new statements from Government (and links to related documents)
- c) Explicit references to the Wellbeing principle set out in the Care Act
- d) Further links to relevant Strategies (Council Strategy, Environment Strategy, Leisure Strategy, etc)
- e) Explicit recognition of the contribution of staff and the impact of Covid upon them
- f) Additional detail on the size of the WBC ASC workforce
- g) Greater reference to carers
- h) More detail on Continuing Health Care (CHC)
- i) Commitment to co-production
- j) Glossary

## **Proposals**

5.7 The proposal is that the ASC Strategy is now adopted and published.

## **6 Conclusion**

ASC has developed a Strategy which is now ready for publication, subject to the relevant approval.

## **7 Appendices**

7.1 Appendix A – EIA Assessment

7.2 Appendix B – ASC Strategy

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**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

**Officer details:**

Name: Paul Coe  
Job Title: Service Director, Adult Social Care  
Tel No: 01635 503386  
E-mail: paul.coe@westberks.gov.uk

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## Appendix A

### Equality Impact Assessment (EqIA) - Stage One

<b>What is the proposed decision that you are asking the Executive to make:</b>	To endorse the adoption and publication of the ASC Strategy
<b>Summary of relevant legislation:</b>	Care Act, Mental Health Act, Mental Capacity Act
<b>Does the proposed decision conflict with any of the Council's priorities for improvement?</b> <ul style="list-style-type: none"> <li>• Ensure our vulnerable children and adults achieve better outcomes</li> <li>• Support everyone to reach their full potential</li> <li>• Support businesses to start develop and thrive in West Berkshire</li> <li>• Develop local infrastructure including housing to support and grow the local economy Maintain a green district</li> <li>• Ensure sustainable services through innovation and partnerships</li> </ul>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Name of Budget Holder:</b>	Paul Coe
<b>Name of Service/Directorate:</b>	Adult Social Care/ People
<b>Name of assessor:</b>	Paul Coe
<b>Date of assessment:</b>	20/5/2022
<b>Version and release date (if applicable):</b>	

Is this a .... ?		Is this policy, strategy, function or service ...?	
Policy	Yes <input type="checkbox"/> No <input type="checkbox"/>	New or proposed	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Strategy	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Already exists and is being reviewed	Yes <input type="checkbox"/> No <input type="checkbox"/>
Function	Yes <input type="checkbox"/> No <input type="checkbox"/>	Is changing	Yes <input type="checkbox"/> No <input type="checkbox"/>
Service	Yes <input type="checkbox"/> No <input type="checkbox"/>		

<b>(1) What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?</b>	
<b>Aims:</b>	To carry out an effective consultation to support the development of an ASC Strategy

<b>Objectives:</b>	Adopt and publish an ASC Strategy which will provide clarity to service users, staff and partners.
<b>Outcomes:</b>	A Strategy which is fit for purpose.
<b>Benefits:</b>	The Strategy will provide clarity for relevant stakeholders.

<b>(2) Which groups might be affected and how? Is it positively or negatively and what sources of information have been used to determine this?</b>		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this</b>
Age	Older adults make up a large proportion of our service user group	
Disability	Disabled adults make up a large proportion of our service user group	
Gender Reassignment		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
<b>Further Comments:</b>		

<b>(3) Result</b>	
<b>Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
The ASC Strategy should positively support the reduction of inequality.	
<b>Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

The proposed decision should support the achievement of positive impacts upon the lives of service users, staff and other stakeholders.

**(4) Identify next steps as appropriate:**

<b>EqlA Stage 2 required</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Owner of EqlA Stage Two:</b>	
<b>Timescale for EqlA Stage Two:</b>	

**Name: Paul Coe**

**Date: 20/5/2022**

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



## Appendix B

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# Adult Social Care Strategy 2022 - 2026



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# Foreword

## from the Portfolio Holder for Adult Social Care

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Welcome to the West Berkshire Adult Social Care Strategy 2022-2026.

The recent announcements by the government regarding the proposed reforms to the social care system as part of their 'Build Back Better' plans mean it is perfect timing for us to set in our minds what our social care priorities should be in the coming years.

As the Portfolio Holder for ASC, this gives me an ideal opportunity to build on the great work that has already been completed by Graham Bridgman (previous Portfolio Holder) and the teams across West Berks Council, who do such great work every day looking after our residents. And as we emerge from the pandemic and start to understand the long term effects of Covid-19 and 'Long Covid' on our health and social care needs, it will undoubtedly be a changed landscape to any that we could have predicted 12 months ago.

When you read through this strategy, you'll no doubt notice that it doesn't detail every type of health need or medical condition and that's been done on purpose, as the list would be extremely long!

Last year, you may have seen we issued a Market Position Statement (MPS)<sup>1</sup> for ASC service providers to help them understand where we are seeing potential gaps in the care services available over the next few years, and where we particularly welcome new approaches, enhanced provision or additional supply to make improvements to existing services. This strategy document is intended to underpin the MPS and give West Berkshire Council guiding principles and areas of particular focus, aligning to our Council Strategy. It will also ensure our teams and care service providers will keep those residents who need our care support, safe and well looked after, now and in future years.



**Cllr Joanne Stewart**

*Executive Portfolio Holder  
for Adult Social Care*

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<sup>1</sup> [https://www.westberks.gov.uk/media/39300/Adult-Social-Care-Market-Position-Statement/pdf/Market\\_Position\\_Statement\\_2020-2023.pdf?m=637411341141170000#:~:text=The%20mid%2Dyear%20population%20estimated,3.5%25%20over%20the%20next%20decade](https://www.westberks.gov.uk/media/39300/Adult-Social-Care-Market-Position-Statement/pdf/Market_Position_Statement_2020-2023.pdf?m=637411341141170000#:~:text=The%20mid%2Dyear%20population%20estimated,3.5%25%20over%20the%20next%20decade)

# 1. Development of this paper

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## **This Strategy has been developed through the following process:**

Stage 1: Development work by the Adult Social Care (ASC) Senior Management Team.

Stage 2: Consultation with the Executive Member for ASC and Executive Director (People).

Stage 3: West Berkshire Council internal governance process.

Stage 4: Consultation (including ASC staff, stakeholders and the wider Public).

Stage 5: Development and implementation of Action Plan.

The Strategy seeks to provide the following:

- staff will understand the principles they are expected to demonstrate
- service users will understand the standards they can expect
- partners will understand our role in relation to them.

As noted in the Foreword, the approach taken in the Strategy is 'universalist'. It sets out fundamental principles and seeks to establish the standards which everyone should expect from the service.

It does not seek to set out specific responses for specific groups of people. This is because our statutory duties apply equally to all eligible groups. Some of our services (such as our care homes) cater specifically for certain conditions and it is also essential that our staff understand the specific needs of different groups with which they work. However, this strategy seeks to ensure that equity is a core principle by which the service is organised and our standards must work for all.

## 2. The National Context

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- 2.1 The legislative context is key in determining the role and function of all Local Authority ASC departments. Key pieces of legislation include (but are not limited to) the Care Act 2014, the Mental Capacity Act 2005 and the Mental Health Act 1983 (as amended).
- 2.2 White papers have recently been published on Mental Health<sup>1</sup> and Health and Social Care<sup>2</sup>. Further developments are also expected, such as the introduction of Liberty Protection Safeguards. All ASC departments will need to adjust in response to these sorts of changes.
- 2.3 In addition, the Government has now set out its plan for Health and Social Care, titled '[Build Back Better](#)'<sup>3</sup>. This has been followed by a White Paper titled '[People at the Heart of Care](#)'. Both set out wide-reaching reforms relating to a number of areas. Central to the reforms are plans to review the funding/ charging model. As the reforms are substantial, we will not seek to summarise here. The Government has also launched an [Integration White Paper](#). ASC will need to adjust our practice in line with all of these requirements.
- 2.4 There is a broad consensus that one of the greatest challenges facing ASC departments is the need for an adequate and sustainable funding model. There is concern that 'Build Back Better' will not address this issue; indeed it is expected to increase the burden on ASC staff and providers in managing the new requirements relating to independent personal budgets and the cap on care costs
- 2.5 Beyond the legal context, there is the demographic context. This has of course been changed by the Covid-19 pandemic. Nonetheless, the previously established trends of an ageing population, living longer with impairments, can be expected to persist in the long-term. This creates an underlying pressure on ASC resources.
- 2.6 It has long been true that the general public does not have a high level of awareness of ASC unless or until such time as it is needed in their lives, or the lives of a friend / family member. Additionally, it is not generally seen as a professional domain held in high esteem, partly because many roles are not well paid.
- 2.7 It appears that public consciousness and esteem for social care functions has improved as a result of the Covid-19 pandemic, in light of a greater level of awareness and a recognition of the importance of the work. This may not be long-lasting once the worst effects of the virus are better managed.
- 2.8 Finally, the national context includes a staffing challenge. This is being seen across a great number of roles, both specialist (such as Nurses, Approved Mental Health Professionals, Social Workers and Occupational Therapists) as well as the wider workforce of paid carers. All are essential in order to meet the needs of the population. As well as being in step with the national picture, ASC sits alongside a number of local strategies and so must be coherent with them. They include the [West Berkshire Council Strategy 2019 – 2023](#), which will shortly be updated. There is also the Berkshire West Health and Wellbeing Strategy, the [West Berkshire Council Environment Strategy 2020-2030](#), [Carers Strategy](#) and the [Leisure Strategy](#).

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<sup>1</sup> Mental Health White Paper - <https://www.gov.uk/government/consultations/reforming-the-mental-health-act/reforming-the-mental-health-act>

<sup>2</sup> Health and Social Care White Paper - <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all>

<sup>3</sup> 'Build Back Better' - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1015736/Build\\_Back\\_Better-Our\\_Plan\\_for\\_Health\\_and\\_Social\\_Care.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1015736/Build_Back_Better-Our_Plan_for_Health_and_Social_Care.pdf)



### 3. The Community we serve

- 3.1 The mid-year 2019 population estimate for West Berkshire from the Office for National Statistics (ONS) is 158,450.
- 3.2 The Adult population is 122,855 (77.5%). 75% of the adult population are aged 18 to 64. 25% of the adult population are 65 and over.

3.3 A noticeable trend is that the proportion of adults aged 65 and over in West Berkshire is growing in comparison with the younger age group. See table below.

**West Berkshire Adult Population**

	2019	2011	% change for adult population 2011-2020
18 - 64	92,287	94,802	-3%
65 and Over	30,568	23,626	29%
Total	122,855	118,428	4%

3.4 In broad terms this trend has an impact on ASC in terms of the number of people likely to need support and the available workforce to support them.

3.5 In terms of gender, the population breaks down as follows:

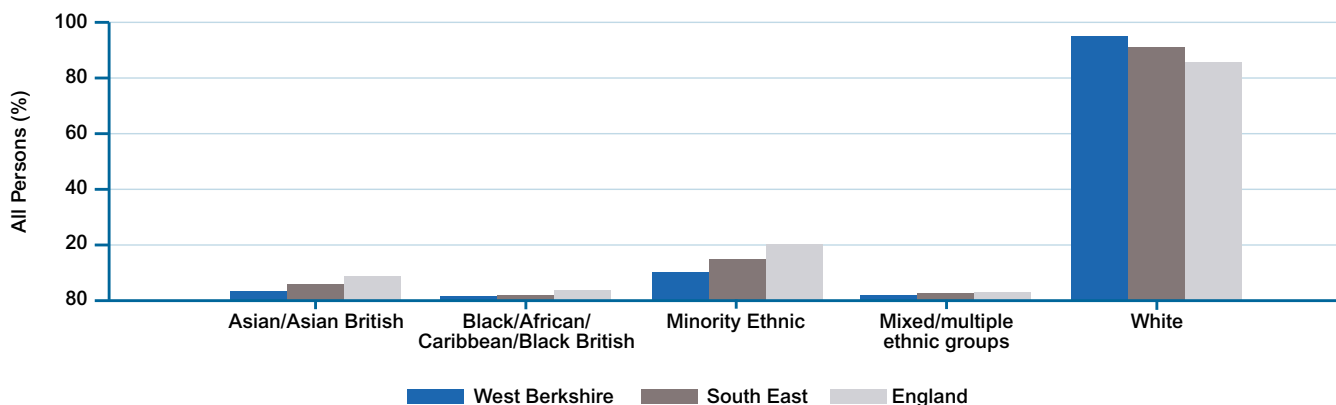
Gender	18 to 64	%	65 and over	%	18 and over	%
Males	46,134	50.0%	14,173	46.4%	60,307	49.1%
Females	46,153	50.0%	16,395	53.6%	62,548	50.9%
Total	92,287		30,568		122,855	

Source: ONS 2019 mid-year population estimates



3.6 In terms of ethnicity, the population breaks down as follows:

### Broad Ethnicity Groups



	West Berkshire		South East		England	
	Count	%	Count	%	Count	%
Asian/Asian British	3,808	2.5	452,042	5.2	4,143,403	7.8
Black/African/Caribbean/Black British	1,376	0.9	136,013	1.6	1,846,614	3.5
Mixed/multiple ethnic groups	2,420	1.6	167,764	1.9	1,192,879	2.3
Other ethnic group	364	0.2	51,111	0.6	548,418	1.0
White	145,854	94.8	7,827,820	90.7	45,281,142	85.4
<b>Total</b>						

Source: ONS Census 2011

Note – due to different years this data totalled will not be the same as the adult population quoted in 3.1

3.7 In very broad terms, West Berkshire is a relatively healthy and prosperous place to live, but there are areas of deprivation / health inequalities. The Public Health West Berkshire Observatory<sup>4</sup> is a useful source of information on this topic.

3.8 Another area of inequality is referred to as the [Digital Divide](#)<sup>5</sup>. Technological change means that digital skills are increasingly important for connecting with others and accessing information and services; this is leading to a digital divide between those who have access to information and communications technology and those who do not. This gives rise to inequalities in access to opportunities, knowledge, services and good information. This links to the objective in the

Environment Strategy, where we will seek to improve our communications process and access to good quality information for our residents, to ensure they have the information they need to make environmentally-conscious decisions.

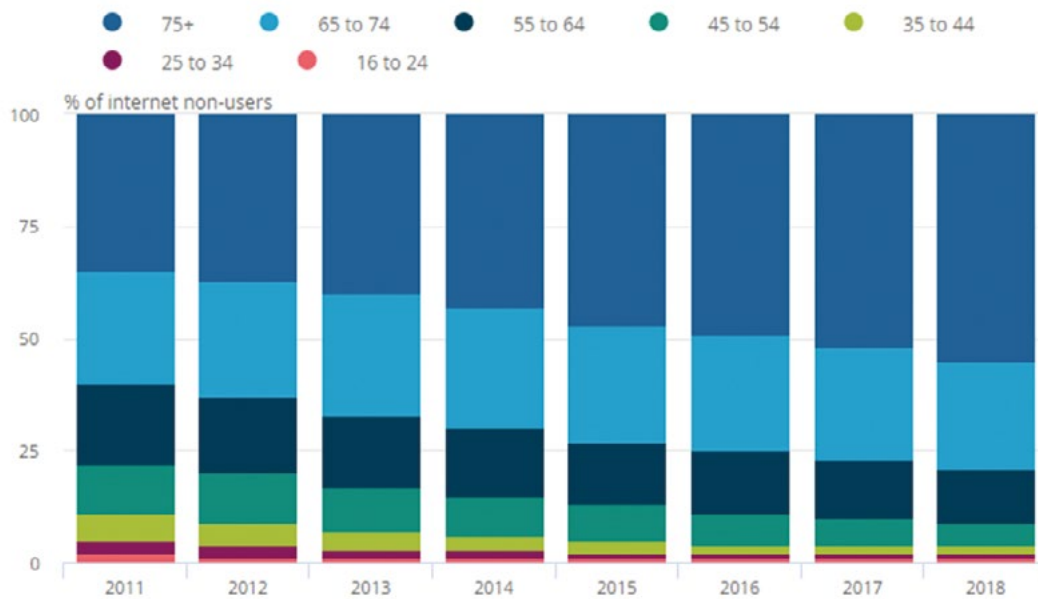
3.9 This idea is of particular relevance to ASC users because age and disability can be factors in whether people confidently use online services. In 2018, over half of all adult internet non-users in the UK were over the age of 75 years.

3.10 The proportion of disabled adults who are internet non-users has been declining since 2014 but remains higher than for non-disabled adults. In 2018 it was 23% compared to 6% of those without a disability.

<sup>4</sup> Public Health Berkshire Observatory  
<sup>5</sup> ONS report - Exploring the UK's digital divide

## An Increasing proportion of internet non-users are over the age of 65 years

Age composition of internet non-users, UK, 2011 to 2018



3.11 ASC should support people to access the digital offer and also ensure that non-digital alternatives continue to be made available where needed.

3.12 A further issue which can contribute to the broader exclusion of some people is West Berkshire’s geography. Large rural areas can sometimes impact on the ease with which some people access services and similarly with the ability of providers

to deliver equitable services to all. This links to the objective in the ES to establish greater connections between sustainable travel options as well as the enhancement of existing services.

3.13 Staff employed in social care roles (and allied professions) have a role in identifying and mitigating wherever possible these sorts of inequality.

## 4. Our current structure

ASC is made up of:

### Care Management teams c.100 staff, including:

- West, Central and East Locality teams which respond to new or urgent requests for help from the community.
- Review team which carries out scheduled reviews of care packages.
- Transitions team, which works with young people in preparation for their transition into adulthood.

### Client Financial Services Client Financial Services c. 25 staff, including:

- Finance and Charging Team, which carries out financial assessments.

- Deputyship Team, which supports people who are unable to manage their own money.
- Direct Payments Team, which organises payments to people who manage their own care.
- Care Director Team, which manages our case recording system.

### Joint Care Provider Services JCPS c. 80 staff, including:

- Hospital Discharge service, which supports people being discharged from hospital.
- Reablement service, which supports people in their own homes to be as independent as possible.

- Specialist Mental Health team, which supports people with urgent and complex mental health needs.
- Sensory Needs team, which supports people with visual and hearing impairments.

#### Quality Assurance team 2 staff, who:

- Monitor and report on ASC performance.

#### Responsive Care Providers c. 200 staff, including:

- Care Homes, which accommodate people with complex care needs.
- Resource Centres, where people can access care and support during the week.
- Shared Lives, which finds and supports placements for disabled adults.

#### Safeguarding Adults c. 10 staff, including:

- Safeguarding team, which responds to urgent concerns about the safety of vulnerable people.
- Complaints Manager, who responds to complaints and Data Subject Access

Requests.

- Best Interests Assessors, who scrutinise situations where people are deprived of their liberty.

#### Senior Management team c.10 staff, including:

- Service Director, who is responsible for the department.
- Service Lead, who leads on operational delivery.
- Service Managers for the above teams.
- Integration Manager, who supports joint-work with Health partners.
- Principal Social Worker, who provides professional leadership.
- Business Manager, who manages the financial position of the department.

#### Specialist assessors 2 staff, including:

- Continuing Health Care<sup>6</sup> Specialist Care Manager.
- Section 117<sup>7</sup> Specialist Care Manager.

Teams are supported by Administrative staff who make an essential contribution to the work of the department.

## 5. Levels of Demand

5.1 In this section, levels of demand in some key areas will be set out to provide readers with a sense of the type and scale of work being undertaken. The section will not capture all areas of activity as the service is large and diverse.

5.2 In a given year, ASC expects to receive **around 1,300 requests to support people to come out of hospital**. Our key focus here is on working with our system partners to achieve prompt, safe and successful discharges from hospital.

5.3 We also receive **in the region of 2,400<sup>8</sup> new requests for support from people who are not in a hospital setting**. Section 8 describes the Three Conversation Model. In this approach, our focus is on trying to ensure that people receive only

what they need from ASC and that we do not build up dependence on long-term services where it can be avoided.

5.4 In 2019/20, 87% of people in the community (i.e. not in a hospital setting) who approached us with a request received information, advice or practical support from ASC. A far smaller proportion (5.3%) received short term, emergency support and **only 7.7% of people in this group went on to receive long-term support from ASC<sup>9</sup>**.

5.5 As you would expect, where we establish that long-term support is needed, those arrangements can persist for a long time. As at the 31st March 2021, there were **1715 people receiving a long-term package of support organised by ASC<sup>10</sup>**.

<sup>6</sup> NHS Continuing Healthcare (NHS CHC) is a package of care which is funded solely by the NHS following a legally prescribed decision making process to determine whether the individual has a 'primary health need'.

<sup>7</sup> Section 117 of the Mental Health Act sets out the support to be provided to certain eligible individuals

<sup>8</sup> Data Source: SALT Statutory Reporting STS001 (excluding Blue Badges)

<sup>9</sup> Local data gathering

<sup>10</sup> Data Source: SALT Statutory Reporting LTS001b

- 5.6 Of these, 74% (1,277) were receiving that support in a community setting (in their own home, in extra care, in supported living, day services, etc.). The remainder, 26% (438) were receiving care in a residential or nursing home.
- 5.7 In any given year, **around 600-700 people receive reablement support**. This is any support provided in a person's own home intended to help them build their ability and confidence to manage without help/ with as little help as is safe.
- 5.8 **An important group of people for which ASC has certain statutory responsibilities is unpaid carers**. The 2011 census indicated that 9.3% of the population in West Berkshire provide unpaid care – i.e. in the region of 15,000 people. Many carers will not see themselves as carers; others will feel that they are managing their caring responsibilities successfully and therefore do not need outside help. A relatively small number ask ASC for specific help. In 2020/21, ASC supported 1,238 carers<sup>11</sup>. The enormous contribution of unpaid carers should be recognised, as well as the reality that, for many, the impact on their own lives can be huge.
- 5.9 Safeguarding adults is a core activity of ASC and a statutory responsibility for Local Authorities. This refers to actions to protect someone who is unable to protect themselves, for example as a result of a disability. **ASC reported 1563 safeguarding concerns in 2020/21**. Our response is delivered in line with the 'Making Safeguarding Personal' agenda<sup>12</sup>, which highlights the importance of understanding and responding to what the vulnerable person wants to happen.
- 5.10 **106 Mental Health Act assessments** were conducted by the Specialist Mental Health Team during 2020/21, the equivalent number in 2019/20 was 148.
- 5.11 At 31st March 2021, **222 people were being supported to manage their affairs** by the Deputyship Team<sup>13</sup>.
- 5.12 **The ASC revenue budget in 20/21 is £50.5m**. This comprises expenditure of £69.4m and income of £18.9 m. Looking at the net budgets, Long Term Commissioned services account for £33.4m. Spend in care services provided by the Council (Care Homes, Day Centres, Reablement) is £6.3m and staffing and any sundry budgets (including payments to Voluntary Sector) are £9.2m.

**Capital budgets for ASC amount to £2.1m**. We spend just over £1m on Occupational Equipment in people's homes, and have a small maintenance budget for the Care Homes and Resources Centres.

*2021/22 data is provisional*

<sup>11</sup> Data Source: Statutory Reporting LTS003

<sup>12</sup> <https://www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/making-safeguarding-personal>

<sup>13</sup> Local data gathering

## 6. Our Workforce

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- 6.1 To achieve its objectives, ASC needs a motivated and stable workforce. This includes people employed within the council and also those employed by external providers. In recognition of this, we have a Workforce Strategy and a Workforce Board. We also work closely with colleagues through forums like the Care Quality Board and the Provider Forum.
- 6.2 ASC in West Berkshire has a number of recruitment and retention challenges including our location in the Thames Valley corridor and proximity to a number of neighbouring authorities. We are also impacted by the district's geography, with large rural spaces around the centres of population. West Berkshire is recognised as relatively expensive in terms of property prices and this impacts on the availability of relatively low-paid workers. One of the challenges for ASC departments is ensuring that public funds are used diligently while also coming to a reasonable position on the cost of services.
- 6.3 ASC uses a Values-based recruitment approach in our provider services. In short, this means that we look to recruit people with the right motivations and attitudes for the work and we undertake to support them to develop the skills and experience to do the job well. This is different to a more conventional approach which prioritises qualifications and experience.
- 6.4 ASC actively uses the Apprenticeship route to select internal candidates for professional qualification training including Social Work and Occupational Therapy. Although the process is lengthy due to the demands of the training, this is making a positive contribution to the wider workforce challenge. We also work with partners (e.g. Health partners and Children and Family Services) to support placements linked to these qualification routes.
- 6.5 ASC is, of course, committed to ensuring that staff meet all of the occupational standards required for specific roles. We also provide opportunities for specific professional groups to come together and access focused briefing sessions. Subject-specific training is offered in partnership with relevant colleagues, such as the Legal Service.
- 6.6 ASC also recognises the importance of forums for staff to come together regularly to share information, access peer support, or access advice and guidance (for example the Risk Assessment Management Panel). Additional forums which support the sharing of information include the Service Director Forum and New Starter meetings.
- 6.7 ASC is a relatively large and dispersed service within the council. The service is committed to active communication with all staff to maximise their engagement.
- 6.8 The impact of the Covid-19 pandemic on the ASC workforce has been very profound. We will continue to understand and respond to its impacts across the coming years, including its impact on staff wellbeing and resilience.

# 7. Modernising Adult Social Care

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ASC has established the 'Modernising Adult Social Care' Programme Board. The Board is delivering a range of positive improvements to the way ASC works. The projects are dynamic and will change over time, but presently they include:

## ASC Digital Pathway

A Project to provide a digital option for people to access assessments and services. It is not intended that this will replace conventional options, but by providing a digital option which works we hope to also create more capacity for those that need a face-to-face approach.

## Financial Assessments

A Project to support digital access to financial assessments. This should support quicker assessments and create capacity for staff to undertake more complex work as needed.

## Resource Allocation System

A Project to use digital solutions to ensure that the setting of personal budgets is objective and fair.

## Care Director Upgrade

A Project to update ASC's Case Management System, including a move to the 'cloud'. This project will support many of the other digital solutions.

## Delegated Funding Decisions

A Project to explore the delegation of certain funding decisions in order to give managers the authority to make quicker decisions with reduced bureaucracy

## Market Shaping

A project to ensure that the local market can meet the requirements of the population, including consideration of the role that our in-house provision plays.

## Joint-funding with Health

A Project to work with Health partners to ensure that funding decisions relating to Continuing Health Care/ Section 117 of the Mental Health Act are made fairly and in line with the statutory guidance.

## Technology-Enabled Care

New technology is emerging all the time and this Project maximises the use of this new technology to support people in need of care.

## Build Back Better

A Project to respond to the Government's plan for Health and Social Care ('Build Back Better'). This will need to adapt to new rules regarding charging and is expected to create a significant additional workload for ASC staff, as well as challenges for the provider market.

## Joint-funding with Health

A Project to work with Health partners to ensure that funding decisions relating to Continuing Health Care (CHC)/ Section 117 of the Mental Health Act are made fairly and in line with the statutory guidance.

One of the responsibilities of the Local Authority is to undertake assessment activity, in conjunction with Health partners, in relation to eligibility for CHC. The council must be prepared to challenge decisions where they appear to be incorrect, providing relevant evidence for their view. Eligibility for CHC determines who the funding authority will be and, consequently, whether an individual will be charged for services or not.

# 8. Our Guiding Principles

ASC operates according to a number of guiding principles.

1

**The first is a commitment to supporting service users to maintain or develop their independence.** This is seen in a range of services, including the Reablement service, the Sensory Needs service and Resource Centres. It is also seen in our use of the Three Conversation Model, which is based upon the principle that we should only provide long-term services where absolutely required and that we should first support people to manage without our long-term intervention. These approaches align with the Care Act focus on preventing, reducing and delaying the need for care and support.

The Care Act also sets out the Wellbeing Principle as a central consideration for our work and its supporting guidance provides insight into how this should be delivered. All ASC interventions must be compliant with the relevant legal framework

2

**The second is a commitment to the careful management of budgets.** This includes the use of robust monitoring and management of expenditure and the continuing refinement of the Long-Term Services model. It also includes a commitment to ensure that service users/ commissioners pay the right level of contribution to the care they receive or buy. It also includes robust measures to pursue debts where they are owed and to be alert to deprivation of assets. It includes a commitment to advising people how to plan properly for their future care needs.

While ASC expenditure is still fundamentally driven by the needs of the population, through these measures it is possible to manage the associated costs and to plan properly to meet that future demand.

3

**The third is a commitment to listen and respond to what stakeholders tell us, using a co-production model wherever possible.** This includes statutory surveys of service users and carers as well as staff surveys and the Social Work Health Check. It includes forums such as the Carers Strategy Board, the Safeguarding User Forum and the Autism Partnership Board. It also includes collaborative work with partners inside and outside the council. Co-production will lead to richer and more sustainable outcomes, genuinely delivering on what the community needs.

4

**The fourth is a continued commitment to the 'Making Safeguarding Personal' agenda.** At its heart, the Making Safeguarding Personal agenda seeks to ensure that the person experiencing abuse is central to the decision-making process about how to respond to and manage risks. This will be demonstrated by ongoing monitoring of performance and reporting to the council's Corporate Board. It will include ongoing staff training and advice.

5

**The fifth is a commitment to ensuring that ASC is a modern, up to date department delivering the type of service that people want and expect.** This is reflected in the Modernising Adult Social Care Programme and the multiple projects which sit within it. For example, making greater use of Technology-enabled Care, developing a Digital Pathway for service users, upgrading our case management system, using analytical tools to reach fair funding decisions, and so on. Innovation does not relate only to technology, but ASC must be open to reviewing its approach and learning from best practice being seen in other services.

6

**The sixth is a commitment to delivering a service which is informed by data.** It is essential that, for the purposes of analysis and planning, the service has access to and makes best use of relevant data. This will include data generated and curated by partners, notably Health. The data will need to be effectively analysed by skilled personnel in order to create true understanding. Given the sensitive nature of some of the relevant data, it is essential that we have effective controls in place to keep it secure.

This list is not presented in hierarchical order. Each principle is equally important.



## 9. Our Role in the Care Market

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- 9.1 In broad terms, West Berkshire benefits from a high number of good quality local care providers. The council has statutory responsibilities regarding ‘market shaping’ and has published a Market Position Statement<sup>14</sup>. This is the key point of reference for the wider market.
- 9.2 It is also helpful to note our own role as a provider of care and support as noted above. Our provider services include three care homes, three resource centres, a Shared Lives service and a Reablement service. This gives us insight into the issues facing providers and helps us to manage business continuity challenges.
- 9.3 We remain fully committed to our role as a provider. We are developing a statement on our provision of care homes because we recognise the need to plan ahead in order to keep services up to date and fit for purpose. It is important that we can demonstrate how to deliver high quality, progressive services which are tailored to meet the needs of our service users. We will look to draw on best practice models and ensure appropriate levels of investment.
- 9.4 We also see the benefit of our other provider services and will look to actively grow those services where the conditions allow. Again, our focus is on ensuring that we are proud of the quality of the services which we provide which matches developments across the sector.



## 10. Our Partnership work

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10.1 ASC operates in a highly interconnected space. Consequently we must engage in meaningful partnership work with a whole range of organisations and people. The number and variety of stakeholders creates a challenge in itself.

10.2 Partners include (but are not limited to):

- Internal Partnerships – Housing, Contracts and Commissioning, Children and Families, Communities and Wellbeing, Education, Legal Services, etc.
- Statutory partners, including Health partners, the Police, Fire Service, neighbouring authorities, the Safeguarding Adults Board, etc.
- The Voluntary and Charitable sector.
- Independent Care Providers.

10.3 ASC is committed to undertaking proportionate, constructive and respectful partnership-working arrangements with all of the above.

10.4 The great majority of care provision delivered to our service users comes from external providers. ASC will continue to work collaboratively and supportively with those providers, in conjunction with our colleagues in the Commissioning Service, to ensure that provision can meet the future needs of the population.

10.5 There is a great deal of very valuable work underway which takes a 'preventative' approach. This includes work driven by Public Health colleagues to support people to live healthier lives, reduce avoidable harm and minimise health inequalities. The Health and Wellbeing Board is key in maximising the benefits of this approach and ensuring a coherent system-wide approach. ASC will remain committed to this agenda and will support the work wherever possible.

## 11. Our role as a Leader

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ASC seeks to provide a leadership role in a number of ways, for example:

- The co-ordination of the local Carers Strategy Group.
- The co-ordination of the Autism Partnership Board.
- Supporting the development of the Supported Employment Strategy.

- Co-chairing/ supporting the Locality Integration Board.
- Commissioning external providers to provide advice and challenge (e.g. the Learning Disability Partnership Board, Advocacy services).
- Providing advice and challenge on issues of safeguarding and care quality.

## 12. Areas for development

The following 'areas for development' will be taken forward through the creation, implementation, monitoring and reporting of an Action Plan. Progress against the plan will be communicated with stakeholders.

1

Communication with both internal and external groups has been identified as an area requiring development. A Communications Strategy has been developed and a new role introduced to support its delivery. Further work will be required to support the wider council's engagement approach. Specific issues such as 'planning for your future care needs' and 'preparing for transition' will also need detailed work. Communication with service users and the wider community should be a routine feature of ASC. While there are a number of settings in which communication is facilitated, there is scope to further develop active engagement with stakeholders in a co-ordinated way. It must be recognised that some of ASC's work requires appropriate challenge (e.g. actions taken to prevent abuse) and therefore not all feedback can be taken at face value. For some service users, the use of independent advocacy will be a requirement.

2

ASC must seek where possible to reduce inequity and the impact of inequity. This will be achieved through targeted support to specific groups and appropriate challenge to partners where inequity is identified. This must be built on a solid understanding within ASC of the factors which lead to inequity and a firm commitment to the principles of inclusivity and valuing diversity.

3

The Modernising Adult Social Care programme is a priority for the department and it will require focused efforts across the senior management team and from a variety of teams. The programme consists of multiple projects, all seeking to modernise the way in which services are delivered and in which care and support needs are met. Digital solutions will be used to provide alternative and complementary ways to access support. They are not expected to replace current arrangements.

4

Review / refresh of care home stock. As stated above, there is an ongoing commitment within the council to be a provider of care home services. It is essential that our services are of a good quality, delivered in buildings which are fit for purpose.

5

Our provider services are a source of income and represent a cost-effective way of meeting needs. The Shared Lives service in particular should be grown if conditions support this.

6

ASC will continue to develop the support to Carers (begun by the Carers Strategy Group). Carers make an invaluable contribution to the wellbeing of the community and the long-term impacts can be very significant. On that basis, ASC should continue to work with partners to improve and enhance the offer to carers.

7

Develop all services in response to Government plans (e.g. Build Back Better, People at the Heart of Care, Integration White Paper) in conjunction with relevant partners

8

- ASC should continue its work to ensure that we have a skilled and motivated workforce of the right size. This includes work to address challenges in recruitment. This will need also to include work on staff wellbeing and resilience. This work is already underway through the both the Corporate and the ASC Workforce Boards.

# 13. Glossary

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(NB – definitions provided relate to Adult Social Care and/or their use within this document)

**Apprenticeship** – a training opportunity delivered whilst in the workplace

**Care Management** – a broad-based term capturing a range of actions to assess people's needs and plan to meet those needs.

**Deputyship** – specific arrangement to manage the affairs of someone who lacks mental capacity

**Integration** – work to join up the services provided by partners across the health and social care system

**Reablement** - Reablement is a person-centred approach helps individuals to learn or re-learn the skills necessary to be able to engage in activities that are important to them.

**Review** – the Care Act 2014 sets out a duty to check that a person's needs are being met by the long-term arrangements which are in place.

**Safeguarding** - protecting a vulnerable person and enabling them to live free from harm, abuse and neglect

**Stakeholder** – a person, group or organisation affected by a project, service or enterprise

**Transitions** - used within the Care Act (and also the Children and Families Act 2014) to describe the range of processes that local authorities should use to support a child or young carer (and their informal networks of support) to move successfully from childhood into adulthood.

**White Paper** - a government report giving information or proposals on an issue.



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# Contract Award for Downlands Sports Centre Expansion Project

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	7 July 2022
<b>Portfolio Member:</b>	Councillor Ross Mackinnon
<b>Date Portfolio Member agreed report:</b>	9 May 2022
<b>Report Author:</b>	Alessandro Annunziata/Vickie Collins
<b>Forward Plan Ref:</b>	EX4199

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## 1 Purpose of the Report

To seek delegated authority to award the contract for expansion works at the Downlands Sports Centre following the concluded tender process.

## 2 Recommendations

2.1 The Executive resolves to approve:

- a) Delegated authority to the Executive Director - People to award the contract for the Downlands Sports Centre Expansion Project to the successful bidder following a full tender process, in consultation with the Executive Director (Resources) and the Portfolio holder for Children, Young People and Education.
- b) Delegated authority to the Service Lead Legal & Democratic Services to finalise the terms of the agreement as set out in the tender documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

### 3 Implications and Impact Assessment

Implication	Commentary
<p><b>Financial:</b></p>	<p>The estimated value of the contract is £ 3,248,331.98 including Construction and Project Contingency.</p> <p>Budget available in the Capital Programme is £3,191,850, including planned slippage of unspent budget from 2021/22.</p> <p>Costs given are indicative based on Quantity Surveyor pre tender estimates as at 25th March 2022. Total forecast costs are £56.5k greater than the residual budget available for this project. These projections include assumptions for project contingency and steps will be taken to control expenditure, where possible to bring total project costs in line with budget.</p> <p>Final figures will not be known until the tender process is complete.</p> <p>Agreed by Finance (Ian Wigginton) 03/05/22.</p>
<p><b>Human Resource:</b></p>	<p>N/A</p>
<p><b>Legal:</b></p>	<p>The contract value is over £2.5 million and is a key decision requiring approval from the Executive prior to award of the contract. Since there will not be enough time for the Executive to approve the award, the report is seeking delegated authority for the Head of Education Services to award to the winning Tenderer.</p> <p>It will be necessary to use the appropriate form of JCT contract to ensure that the Council's position is protected.</p> <p>Agreed by Legal (Claire Say) 03/05/22.</p>
<p><b>Risk Management:</b></p>	<p>Appropriate safeguards are in place to minimise risk to the Council. Any decision by the Head of Education will be made in conjunction with the Head of Finance, S151 Officer and the Portfolio Member for Education, Children and Young People, prior to award.</p> <p>In addition prior to a decision going before the Head of Education, any approval to appoint the successful contractor will have needed to be given by the Project Board, in the line with the Council's Property Project Management Methodology. On this Board sit senior council officers and Members,</p>

**Contract Award for Downlands Sports Centre Expansion Project**

	<p>including the Property Services Manager and the Education Place Planning and Development Manager.</p> <p>Legal Services will also be consulted prior to award.</p>			
<b>Property:</b>	<p>The land belongs to The Downs School and the trust governors have released their consent at the planning stage.</p>			
<b>Policy:</b>	<p>N/A</p>			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	yes			<p>The sports hall will be used by pupils and the community as leisure centre.</p>
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	yes			<p>The sports hall will be provide opportunity for local people to improve their fitness and wellbeing.</p>

<p><b>Environmental Impact:</b></p>	<p>yes</p>		<p>The overall design has been carefully considered to reduce the buildings energy usage and the refurbishment works to the external envelope will increase the existing building fabrics thermal performance, reducing running cost for the facility and creating a more comfortable building for staff and students.</p> <p>The new sport hall building will be given an Energy Performance Certificate rating of class A (Very efficient) at the design stage.</p> <p>Main heating fuel: Grid supplied electricity</p> <p>Heating will be provided through an underfloor heating with air source heat pumps.</p> <p>The hot water system will run from new air source heat pumps, ensuring that the upgraded facility is as renewable and sustainable as possible.</p> <p>Ventilation will be natural to all spaces except the changing areas where mechanical ventilation and heat recovery will be utilised due to the high moisture content.</p> <p>Openable windows are provided to office spaces and all systems are automatic with manual overrides to ensure that the building is running to optimal performance and energy efficiency at all times.</p> <p>A new photovoltaic array is provided to the southern facing pitch of the sports hall to generate electricity to power the hot water system primarily but will also serve the wider site when hot water is not being called for.</p> <p>Low energy LED light fittings will be utilised throughout.</p> <p>The site includes a Sustainable Drainage Systems (SuDS) and rainwater harvesting</p>
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**Contract Award for Downlands Sports Centre Expansion Project**

				using 10,000 litres tank to recycle water for flushing toilets.
<b>Health Impact:</b>	yes			The proposal will have a positive health impact on pupils and the entire community.
<b>ICT Impact:</b>		n/a		The proposal cannot be delivered in whole or part via an ICT solution.
<b>Digital Services Impact:</b>		n/a		The proposal cannot be delivered in whole or part via a digital solution
<b>Council Strategy Priorities:</b>	yes			The proposal will support positively the Council's Priorities
<b>Core Business:</b>	yes			The proposal will support positively the Council's Priorities for improvement.
<b>Data Impact:</b>		n/a		Not applicable
<b>Consultation and Engagement:</b>	<p>The proposal has been discussed at the Procurement Board, with Cllr Ross Mackinnon and at the Project Board.</p> <p>Project Board Members as follows:</p> <ul style="list-style-type: none"> <li>• Alessandro Annunziata – Project Officer</li> <li>• Miss. R. Brophy – Downs School Business Manager</li> <li>• Chris Burnell – PM/QS Consultant</li> <li>• Mark Lewis – Project Sponsor</li> <li>• Head The Downs School</li> <li>• Dominic Boeck – Executive Member for Education</li> <li>• Carolyne Culver – Ward Member</li> <li>• Richard Turner – Property Services Manager</li> </ul>			

## 4 Executive Summary

This report seeks approval from the Executive to delegate authority to award the contract for a contractor to deliver works as part of the Downlands Sports Centre Expansion Project once the tender process has concluded and the outcome is known.

## 5 Supporting Information

### Introduction/Background

- 5.1 The Downs School is a secondary school located in the north of West Berkshire within the village of Compton. The school is a medium sized school with a student capacity of 1355 with a Pupil Allocation Number (PAN) of 210.
- 5.2 The sports hall facility (Downlands Sports Centre) was originally built in 1980's and is a community sports hall which is utilised during the school day by the school and the community in the evenings and weekends by various groups including a badminton club, Scouts and archery competitions.
- 5.3 The purpose of this procurement is:
  - To provide a suitably sized sports hall in order to allow the school to improve its delivery of the PE curriculum and increase the variety of sports available to all pupils.
  - To allow the Downs School to deliver their PE curriculum to a high standard and thus improving the potential of current and future pupils of the school.
- 5.4 The facility is part of the Council's Leisure Contract which is currently operated by Legacy Leisure (a subsidiary of Parkwood Leisure). There is a small gym on site with approximately 12 stations and they have approximately 7 registered members. The gym area on the second floor on site is very small, in poor condition and is not fit for purpose as it limits its possible uses (and therefore income).
- 5.5 The WBC/ Legacy Leisure contract (for all the WBC sites) was due to expire in June 2022 but has been extended until at least 31 December 2022, but may be extended further. The contract is currently being retendered.
- 5.6 A key objective of this project is to develop the current community sports hall provision and raise it to a minimum of the BB103/Sport England guidelines, with appropriate changing spaces and associated facilities.
- 5.7 The new sports centre will fully comply with the Special Educational Needs and Disability Act 2011 and guidance from the Government Equalities Office.
- 5.8 The project is managed using WBC's Project Management Methodology.
- 5.9 This project is a high priority for the Education Service and to ensure it proceeds as per the current programme, there is necessity for delegated authority to be granted so that the contract can be awarded immediately once the outcome of the tender process is known.

## 6 Other options considered

Permission to go out to tender was sought from Procurement Board. The procurement options were set out in the procurement strategy.

## 7 Conclusion

7.1 The Executive resolves to:

- a) Delegate authority to Head of Education Services to award the contract for the Downlands Sports Centre Expansion Project to the successful bidder following a full tender process, in consultation with the Executive Director (Resources) and the Portfolio holder for Children, Young People and Education.
- b) Delegate authority to the Service Lead Legal & Democratic Services to finalise the terms of the agreement as set out in the tender documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

## 8 Appendices

None

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### Subject to Call-In:

Yes:  No:

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

### Officer details:

Name: Vickie Collins/Alessandro Annunziata  
Job Title: Construction & Facilities Category Manager/Projects Officer  
Tel No: 01635 503218  
E-mail: Vickie.collins@westberks.gov.uk

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# Contract Award for The Castle at Theale Secondary SEMH / ASD Provision- Phase 4 Main Works

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	7 July 2022
<b>Portfolio Member:</b>	Councillor Dominic Boeck
<b>Date Portfolio Member agreed report:</b>	Dominic Boeck/Ross Mackinnon 4 May 2022
<b>Report Author:</b>	Greg Bowman/Vickie Collins
<b>Forward Plan Ref:</b>	EX4180

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## 1 Purpose of the Report

To seek delegated authority to award the contract for Phase 4 Main Works of The Castle at Theale Social Emotional and Mental Health (SEMH)/Autism Spectrum Disorder (ASD) Secondary Provision project following the tender process.

## 2 Recommendations

2.1 The Executive resolves to approve:

- a) delegated authority to the Head of Education Services to award the contract for Phase 4 The Castle at Theale SEMH/ASD Secondary Provision to the successful bidder following a full tender process, in consultation with the Executive Director (Resources) and the Portfolio holder for Children, Young People and Education.
- b) delegated authority to the Service Lead Legal & Democratic Services to finalise the terms of the agreement as set out in the tender documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

### 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	<p>The estimated value of the contract is £3,323,663.00.</p> <p>This represents a proportion of the cost estimate for the project, which has a Total Project Budget is £4,463,930.00.</p> <p>The forecast Total Project Cost is £4,750,000.00 and the project is currently circa £286,070.00 over the current approved budget.</p> <p>The project team are currently engaging in a process to manage this overspend, including undertaking value engineering to reduce the specification and/or scope of works.</p> <p>Education have sought approval via Capital Group to apply additional High Needs Capital Grant to this project to cover off any overspend not covered by the continuing value engineering exercise.</p> <p>Costs given are indicative based on Quantity Surveyor estimates as at 6<sup>th</sup> April 2022. Final figures will not be known until the tender process is complete in August.</p> <p>This is provided for information only and to reflect the current situation.</p> <p>Agreed by Finance (Ian Wigginton) 28/04/22.</p>
<b>Human Resource:</b>	N/A
<b>Legal:</b>	<p>The contract value is over £2.5 million and is a key decision requiring approval from the Executive prior to award of the contract. Since there will not be enough time for the Executive to approve the award, the report is seeking delegated authority for the Head of Education Services to award to the winning Tenderer.</p> <p>The use of the appropriate form of JCT contract is required to ensure that the Council's position is protected.</p> <p>Agreed by Legal (Claire Say) 28/04/22.</p>
<b>Risk Management:</b>	Appropriate safeguards are in place to minimise risk to the Council. Any decision by the Head of Education will be made

	<p>in conjunction with the Head of Finance, S151 Officer and the Portfolio Member for Education, Children and Young People, prior to award.</p> <p>In addition prior to a decision going before the Head of Education, any approval to appoint the successful contractor will have needed to be given by the Project Board, in the line with the Council’s Property Project Management Methodology. On this Board sit senior council officers and Members, including the Property Services Manager and the Education Place Planning and Development Manager.</p> <p>Legal Services will also be consulted prior to award.</p>			
<b>Property:</b>	N/A			
<b>Policy:</b>	N/A			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		N/A
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		N/A

<b>Environmental Impact:</b>	X			<p>The project will bring back into use a currently vacated primary school at Theale.</p> <p>Choosing to refurbish the old school building, rather than demolish and build new, is an environmentally friendly measure as it makes use of the stored carbon within the buildings, and avoids the pollution associated with building new.</p> <p>The project will meet current Part L Building Reg standards with the services and fabric meeting the target emission rates within the standards. It will have electricity generated by PV, and will be heated by air source heat pumps.</p> <p>The building will be installed with underfloor heating, LED lighting throughout, and water saving devices on the toilets.</p>
<b>Health Impact:</b>		X		N/A
<b>ICT Impact:</b>		X		N/A
<b>Digital Services Impact:</b>		X		N/A
<b>Council Strategy Priorities:</b>		X		N/A
<b>Core Business:</b>		X		N/A
<b>Data Impact:</b>		X		N/A
<b>Consultation and Engagement:</b>	<p>Shiraz Sheikh - Service Lead Legal &amp; Democratic Services</p> <p>Richard Turner – Property Service Manager</p> <p>Mark Lewis – Education Place Planning and Development Manager</p>			



## 4 Executive Summary

This report seeks approval from the Executive to delegate authority to award the contract for a contractor to deliver Phase 4 of The Castle at Theale SEMH/ASD Secondary Provision project once the tender process has concluded and the outcome is known.

## 5 Supporting Information

### Introduction/Background

- 5.1 West Berkshire Council has a legal statutory duty to provide education for children living in West Berkshire. Specialist facilities are often required for some pupils with specific needs to provide them with the appropriate environment to learn and flourish.
- 5.2 The aim of this project is to provide a standalone unit for 42 secondary school age pupils (including 6<sup>th</sup> form) with Social, Emotional and Mental Health/Autism Spectrum Disorder (SEMH/ASD) needs on a separate secure site based on the currently unused old Theale Church of England Primary School site. The aim of this project is refurbishment and adaption of the existing site. The unit will be operated and run by the Castle School.
- 5.3 Previous reports related to this project, have already been successfully through the Executive Cycle. These have both established the use of the old Theale Primary School site for the development of SEMH / ASD Secondary provision, and the expansion of The Castle School to manage this provision.
- 5.4 West Berkshire Council has a duty to provide education in the appropriate format to all children of school age within the district borders and therefore this then produces a requirement to provide a SEMH/ ASD Unit for secondary school age pupils.
- 5.5 Procurement Board approved the following procurement routes for the different Phases (1, 2 & 3) in order to provide the school a new temporary accommodation in 2022 and the Main Project (Phase 4) for the permanent accommodation for the SEMH pupils ready for September 2023:
  - Phase 1 – Demolition modular buildings & site clearance - via Request for Quotation (RFQ)
  - Phase 2 – Permanent Car Park & Multi Use Games Area (MUGA) Open Single Tender
  - Phase 3 – Works to the Temporary Accommodation – via Councils Term Contractors
  - Phase 4 – Main Contract for Permanent Accommodation – via a Two Stage Tender
- 5.6 The project is managed using WBC's Property Project Management Methodology.
- 5.7 This project is a high priority for the Education Service and to ensure this project proceeds as per the current programme, there is necessity for delegated authority to be granted so that the contract can be awarded immediately once the outcome of the

tender process is known. The tender process for Phase 4 is due to conclude in August 2022.

- 5.8 The estimated value of the contract for which the project is seeking to award as part of the Phase 4 tender is £3,323,663.00. This places it above the £2.5m threshold and therefore comes under the designation of a 'key decision' for the Executive as described under clause 11.4.4 in Part 11 of the Constitution.
- 5.9 If the project waits until conclusion of the tender process in August 2022 and then seeks approval from the Executive for approval to award, which would be standard operating procedure in line with the current Constitution, this would risk imperilling the delivery of the project on time and to budget. In turn this would disrupt vulnerable pupils' education and lead to potential poor PR for the Council. In addition, if as a result of a delay, pupils were unable to access their education at the school due to lack of accommodation being complete, the Council may have to find places in private or out of county provision which would create a considerable revenue strain.
- 5.10 The project is due to complete in August 2023. In order to meet this date, notification of contract award is required by the 22<sup>nd</sup> August 2022. The first available date for an Executive Meeting, post tender evaluation, is 6<sup>th</sup> October 2022. This would create six weeks of otherwise avoidable delay, and result in the new school buildings to open late.
- 5.11 By resolving to delegate authority as requested by this report, this would allow the appointment of the successful contractor at the appropriate point to deliver this key project for the Council, whilst ensuring appropriate and managed governance safeguards.

## **6 Other options considered**

Permission to go out to tender was sought from Procurement Board. The procurement options were set out in the procurement strategy.

## **7 Conclusion**

- 7.1 The Executive resolves to:
- a) delegate authority to Head of Education Services to award the contract for Phase 4 Theale SEMH/ASD Secondary Provision to the successful bidder following a full tender process, in consultation with the Executive Director (Resources) and the Portfolio holder for Children, Young People and Education.
  - b) delegate authority to the Service Lead Legal & Democratic Services to finalise the terms of the agreement as set out in the tender documents and to make any necessary drafting or other amendments to the terms of the agreement which are necessary to reach final agreement but do not materially affect the intent and substance of the agreement.

## 8 Appendices

### 8.1 None

#### Subject to Call-In:

Yes:  No:

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

**Wards affected:** Theale

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#### Change History

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1			
2			

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# Recovery Strategy – Closure report

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	7 July 2022
<b>Portfolio Member:</b>	Councillor Lynne Doherty
<b>Date Portfolio Member agreed report:</b>	9 May 2022
<b>Report Author:</b>	Joseph Holmes (Executive Director – Resources)
<b>Forward Plan Ref:</b>	EX4225

## 1 Purpose of the Report

- 1.1 The purpose of this report is to summarise the actions that have occurred to deliver the Covid-19 Recovery Strategy, the ‘Recovery Strategy’ and to notify members that all outstanding work will now move into Business As Usual and be considered for the future Council Strategy 2023-27.
- 1.2 The Council’s Recovery Strategy can be found via the website on the link below:  
<https://info.westberks.gov.uk/CHttpHandler.ashx?id=49071&p=0>
- 1.3 This strategy was approved in May 2021 as an updated version of the original Recovery Strategy produced in June 2020. The Recovery Strategy set out a range of projects and opportunities for the Council to implement in order to assist with the recovery from the Covid-19 pandemic. At the time of writing (May 2022) all remaining Covid restrictions have now been lifted and the vaccination programme has seen a significant impact on the number of hospitalisations and deaths due to Covid with 49,558 cases and 332 deaths over the past two years. At 90.19% of adult residents who have received at least one dose of a Covid-19 vaccine, West Berkshire was amongst the top 10% of local authorities in England with the highest vaccination rate.

## 2 Recommendation

- 2.1 For the Executive to approve the disbanding of Covid-19 recovery work and move any outstanding work into ‘business as usual’ or form part of the Council Strategy 2023-27.

## 3 Implications and Impact Assessment

Implication	Commentary

<b>Financial:</b>	None – all schemes funded already through funding allocated to Recovery			
<b>Human Resource:</b>	None			
<b>Legal:</b>	None			
<b>Risk Management:</b>	Risk through this approach is that any incomplete actions will not be formally monitored by the CMT as they have been in past 6 months			
<b>Property:</b>	None			
<b>Policy:</b>	The Recovery Strategy is one of our main strategies and its majority completion supports the Council's delivery of key schemes.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		
<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		x		

<b>Environmental Impact:</b>	X			See action plan delivery e.g. new active travel / footway schemes in the capital programme
<b>Health Impact:</b>	X			See specific items in the action plan
<b>ICT Impact:</b>		x		None
<b>Digital Services Impact:</b>	X			See specific items in the action plan
<b>Council Strategy Priorities:</b>		X		None directly though very strongly aligns with the Council Strategy
<b>Core Business:</b>		X		None
<b>Data Impact:</b>		X		None
<b>Consultation and Engagement:</b>	Corporate Board and individual officers responsible for actions			

## 4 Executive Summary

- 4.1 This report is provided to enable the closure of the Recovery Strategy activity and the schemes contained within the Recovery Strategy from Summer 2021. The report and the accompanying action plan have been updated to demonstrate the progress made on the majority of schemes with a significant number either complete or ongoing into business as usual.
- 4.2 The pandemic has had a significant impact on our residents, businesses and staff and has left a lasting effect on the community of West Berkshire. The initial Recovery Strategy from 2020, and the successor in 2021, set out a range of actions to seek the opportunities that arose during the pandemic as well as ensure the mitigation, wherever possible, of the impacts of the pandemic. These have been captured in the strategy with the three key themes being on the recovery for:
- (a) Health
  - (b) The local economy
  - (c) Education
- 4.3 There were then four further themes contained within the strategy and these are highlighted within the appendix and action plan to this report.

4.4 There were a range of crucial schemes and interventions that the Council delivered during the pandemic. This includes the funding for the ‘Surviving to Thriving’ scheme with Greenham Common Trust, the delivery of the HAF (Holidays Activity Fund), the ongoing funding now received for the Household Support Fund, the bloom into Spring programme, enabling schools to respond to get back to in person learning across the district and to provide a range of economic support programmes, for example the Welcome Back Fund.

## 5 Supporting Information

### Introduction

5.1 This report provides an overview of the seven themes of the Recovery strategy action plan from 2021, and the progress against these actions are included in appendix A and Appendix B also highlights the recovery dashboard detailing the impact of Covid-19 and the impact of some of the Recovery Strategy actions.

5.2 A summary of the completion of the action plan is per the below table:

Theme	Progress	Comments
1 Recovering West Berkshire’s health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities	Partially complete	Further actions to be completed by services
2 Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing our Town Centres for the future	Substantively complete	
3 Supporting our children and young people and our schools with a focus on the most vulnerable	Substantively complete	



4 Taking the opportunity to work with our local communities to accelerate delivery of our environmental objectives	Substantively complete	
5 Enhancing our communications and community engagement	Substantively complete	
6 Improving our customers' experience of us with an enhanced efficiency and openness in how we work and share information	Substantively complete	
7 Seizing the positives from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have Page 12 of 40 Version 0.1 Recovery & Renewal Strategy Dated: 13 May 2021 supported our local communities during the Pandemic, including our own staff	Substantively complete	

## Proposals

- 5.3 Following on from the delivery of the majority of the projects contained with the Recovery Strategy it is proposed to bring these activity into business as usual within the Council where they have not been completed yet and to cease the work of the Recovery Strategy.
- 5.4 Outstanding actions will be for the responsible officer to progress and incorporated into service planning work for completion.

## 6 Other options considered

- 6.1 The Council could continue monitoring the Strategy but this has been disregarded as it is substantively completed. The Council could also formulate a new Strategy for the longer term but this is disregarded as this thinking should be built into the wider Council Strategy for 2023-27.

## 7 Conclusion

7.1 There has been much positive work to build on from the delivery of the Recovery Strategy that has helped support our community and businesses. There is much to recognise in the support the Council has provided whilst at the same time reflected on the profound impact that the pandemic has had on West Berkshire over the past two years.

## 8 Appendices

Appendix A – Summary of the Recovery Strategy action plan

Appendix B – Recovery Strategy dashboard

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### Background Papers:

Recovery Strategy 2020 and 2021

OSMC Review of Covid-19 - 2021

### Subject to Call-In:

Yes:  No:

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

**Wards affected:** all

### Officer details:

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## Recovery Strategy Action plan

Priority 1 - Recovering West Berkshire's health and social wellbeing to ensure we remain one of the healthiest places in the country, whilst at the same time doing more to address health inequalities.				
Theme	Actions	Officer Responsible	Revised due date	Update on progress
1. Closing the inequality gap.	<p>Ensure that our Equality and Diversity Strategy is prepared with key partners and effectively consulted on to ensure it addresses post Covid-19 issues. And that it is championed within the Council.</p> <p>Address these concerns through the upcoming Equalities and Diversity Strategy basing actions on what evidence is available. There will need to be an emphasis on:</p> <ul style="list-style-type: none"> <li>Improving the collection of ethnicity and other protected characteristics data.</li> <li>Developing 'culturally competent' programmes for engagement and service delivery.</li> <li>Measuring the impact of interventions and learning from what that tells us.</li> <li>From our learning create actions that can be delivered at a local level to reduce inequalities.</li> </ul>	Sam Shepherd	Autumn 2022	This work is being progressed through the BCT – transformation funding approved and for delivery later in 2022
	<p>Champion the Council's role as 'place maker' by using our own Establishment to influence change e.g. through positive hiring practices, offering work opportunities, in our role as a major employer in the District.</p>	Paula Goodwin	Ongoing	Included within the forthcoming workforce strategy

## Recovery Strategy – Closure report

Theme	Actions	Officer Responsible	Revised due date	Update on Progress
<p>2. Supporting our colleagues in the NHS.</p>	<p>NHS Recovery priorities are based around continuing to support the Covid-19 response, returning to BAU as soon as possible, and ensuring that staff are supported and the required staffing resources are in place. The Council will continue to work with Health colleagues through the Integrated Care Partnership (BW ICP) to support this.</p> <p><i>(BW ICP)</i></p> <p>Seek to continue the very positive improvements that have been seen in hospital discharge times during the Pandemic. This will be subject to sufficient funding coming forward.</p> <p><i>(Adult Social Care)</i></p>	<p>Matt Pearce</p> <p>Paul Coe</p>		<p>Partnership arrangements to support hospital discharge are continuing and agreements have been reached on funding models. The current issue (Jan 2022) relates to the lack of available domiciliary care staff due to a combination of short-term (Omicron) and longer-term issues (funding, low unemployment, etc.)</p>
<p>2. Supporting our colleagues in the NHS.</p>	<p>Place an increased focus on prevention to help reduce the demand on the NHS.</p> <p><i>(Communities &amp; Wellbeing)</i></p>	<p>Matt Pearce</p>	<p>May 2022</p>	<p>£10k pilot project starting in mid-February 2022 installing three blood pressure kiosks for six months across West Berkshire. Three Wellpoint Mi kiosks were installed at Thatcham, Hungerford and Newbury libraries on 1<sup>st</sup> March 2022. The kiosks measure height, weight BMI, blood pressure and heart age, with signposting to local public health services. As of 31<sup>st</sup> March:</p> <ul style="list-style-type: none"> <li>• 200 tests by 157 users across the three sites</li> <li>• 33% high blood pressure</li> </ul>

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				<ul style="list-style-type: none"> <li>• 48% overweight or obese</li> <li>• 17% 'very high' body fat</li> </ul> <p>We are evaluating the impact of the kiosks in line with other Berkshire West councils, and considering whether to move one of the kiosks to Theale due to rurality and local data indicating high blood pressure in the area.</p> <p>We are currently working with the Berkshire West Public Health Shared Team to identify local need in terms of rates of hypertension and cardiovascular disease, and also with Health Watch West Berkshire who have good knowledge of local communities, to identify suitable areas for prevention activities.</p>
3. Seeking to maintain the benefits of health and social care integration.	<p>The BW ICP is currently reviewing its flagship priorities for 2021/22 and these will include a number of programmes which will seek to further develop health and social care integration both at a Place (Berkshire West) and Locality (West Berkshire) level.</p> <p><i>(BW ICP)</i></p>	Matt Pearce		To be developed through Adult Social Reforms and the ICS
4. Promoting good mental health and wellbeing.	<p>A £200k programme has already been put in place to cover additional mental health support co funded with Greenham Trust.</p>	Matt Pearce	Complete	<p>£50k Mental Health Fund - surviving to thriving - collaboration with Greenham Trust – initially with £50k and then £100k - additional funding. As at April 2022:</p> <ul style="list-style-type: none"> <li>• 30 projects funded.</li> <li>• £315,800 funds committed (£150k each from WBC and GT).</li> </ul>

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				<ul style="list-style-type: none"> <li>• £261,886.07 funds spent to date.</li> <li>• <b>£53,913.93</b> remaining to award. Further Comms planned to increase grant applications.</li> <li>• 5,331 estimated number of direct beneficiaries</li> <li>• a roundtable meeting is being arranged to discussed issues seen in primary care e.g. high levels of anxiety and self-harm in secondary school pupils. Time to Talk, Berkshire Youth, Charlie Waller, No 5 Young People etc will meet with the panel to seek solutions.</li> </ul> <p>Locality Integration Project on lower acuity Mental Health Needs has begun.</p>
	<p>Carry out an exercise with partners to map mental health needs across West Berkshire post Covid -19. The BOB ICS is undertaking a review of CAMHS services across the wider area.</p> <p>Ensure that arrangements are in place to raise the profile of mental health services to effectively manage the increase in mental health and wellbeing in rough sleepers and homelessness where this is often hidden until they access housing services.</p>	<p>Pete Campbell</p> <p>Paul Coe</p> <p>Eric Owens (Janet Weekes)</p>	Ongoing	<p>Locality Integration Project on lower acuity Mental Health Needs has begun.</p>
5. Supporting Adult Social Care.	<p>Ensure that visiting arrangements are reviewed and updated as required.</p> <p>Ensuring the Resource Centres open as soon as they are able.</p>	<p>Paul Coe</p> <p>June Graves</p>	<p>Complete</p> <p>Complete</p>	<p>£5k - Responsive Care Providers Event (RCP)- RCP staff event to meet and share experiences</p> <p>Resource Centres have been supported to reopen. They close only when there is an outbreak.</p>

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	<p>Continue to monitor the residential care market and our position within it.</p> <p>Support initiatives aimed at improving outdoor spaces in our in house care homes.</p> <p>Ensure that certain key functions e.g. the review of care packages are brought back to business as usual as soon as possible.</p> <p><i>(Adult Social Care)</i></p>		<p>Ongoing</p> <p>Complete</p> <p>Complete</p>	<p>Care homes market remains stable (one closure of one small home in Dec 2021)</p> <p>Outdoor spaces – work has been slow due to contractor availability issues.</p> <p>Review of care packages is on target (70%).</p>
<p>6. Promoting active lifestyles.</p>	<p>Continue to support the roll out of ‘Berkshire West Can’.</p> <p><i>(Berkshire West Integrated Care Partnership)</i></p> <p>Establish an ongoing promotional campaign focused on promoting physical activity locally in the context of coming out of Covid-19 including the restart of previously popular programmes e.g. West Berks Run Together; West Berks Park Run.</p>	<p>Matt Pearce</p>	<p>Complete</p>	<p>A series of systems mapping workshops for physical activity to commence in February Update: Three workshops now complete for system mapping physical activity across Berkshire West. Map will soon be finalised and a draft strategy will be taken to the ICP Prevention Board.</p> <p>£35,851.04 has been spent from our £40k Let’s Get Active Fund in partnership with Greenham Trust. Particular emphasis of the fund has been paid to those demographics hit hardest by Covid19. Update: The £40k Let’s Get Active Fund has been spent.</p> <p>We have continued the roll out of Berkshire West Can which is an employee-focused physical activity initiative. In 2021 we ran two ‘buddy boost’ challenges (the second also involved the WBC care homes), and in February 2022 we will be running Physical Activity Champion training.</p>

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<p>6. Promoting active lifestyles.</p>	<p>Establish bespoke programmes to support those who have lost mobility during the Pandemic or are potentially vulnerable to low levels of physical activity e.g. older people.</p> <p>Consider promoting on line fitness programmes.</p> <p><i>(Communities and Wellbeing)</i></p>	<p>Matt Pearce</p> <p>Gabrielle Mancini</p>	<p>On-going</p>	<p>Steady Steps falls prevention classes have re started at Northcroft, Leisure Centre, Cotswold Leisure Centre and The Lambourn Centre.</p> <p>Get Berkshire Active are delivering seated exercise classes across the district.</p> <p>Further focused work will continue on this area of work and there are plans to set up a new partnership task group to encourage older people to resume physical activity opportunities across the district</p>
<p><b>Priority 2 - Ensuring economic recovery and renewal, with a focus on those who have lost their jobs, notably the young, women and the disadvantaged; supporting those sectors most impacted by Covid-19; and ensuring we continue the journey of repurposing out Town Centres for the future.</b></p>				
<p><i>Theme</i></p>	<p><i>Actions</i></p>	<p><i>Officer Responsible</i></p>	<p><i>Revised due date</i></p>	<p><i>Update on Progress</i></p>
<p>1. Increasing our efforts to empower everyone to enter the workplace</p>	<p>Target skills development and employment guidance at women, young people and other groups impacted by the Covid-19 Pandemic.</p> <p><i>(Planning and Development : Education)</i></p>	<p>Eric Owens</p> <p>Katharine Makant</p> <p>Ian Pearson</p> <p>Paula Goodwin</p>	<p>Complete</p>	<p>Recovery agreed a £5k contribution to the pan-Berkshire Rebel Business School course which took place 7-18 Feb 2022. The course provided training and support to those thinking of starting a business. Over 30 West Berks residents signed up and feedback was excellent. Follow-up networking event in Newbury Town centre planned for May 2022.</p> <p>Support to Schools in partnership with EBP – Mock Interviews and supporting Work Placements.</p>
<p>1. Increasing our efforts to</p>	<p>Adopt a Social Value Policy The Policy will generate benefits not only to the Council, but also to West</p>			



**Recovery Strategy – Closure report**

<p>empower everyone to enter the workplace</p>	<p>Berkshire, it's residents and the economy, whilst minimising the damage to the environment. It will maximise the use of public money in public contracts and make positive changes for the good of the District as a whole by creating jobs for local people, supporting young people into apprenticeships, using local suppliers, and supporting a local supply chain and investing in SME businesses. It will support opportunities to innovate and generate environmental benefits in such areas as the delivery of the new Environment Strategy 2020- 2030.</p> <p><i>(Commissioning)</i></p>	<p>June Graves</p>	<p>Complete</p>	<p>Social value policy is now adopted and live following approval by Executive. The Policy will be reviewed for impact and is being utilised across the Council on procurement activity.</p>
<p>2. Putting in place employment support for the newly unemployed and underemployed.</p>	<p>Promote Berkshire Opportunities as a first port of call for the recently unemployed.</p> <p>Through the Jobcentre, identify and refer young people to the Kickstart Scheme, delivering this message through other Council services.</p> <p>Utilise the Kickstart scheme to create temporary roles at the Council and in schools.</p> <p>Work with the Local Enterprise Partnership to influence employers to offer value- added jobs to a wider range of employers.</p> <p><i>(Planning and Development)</i></p>	<p>Eric Owens (Katharine Makant)</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>	<p>Council supported the Kickstart Scheme employing a number of young people under the scheme, many of whom have successfully moved on to further opportunities.</p> <p>We recruited 16 young people directly within the Council and a further 13 in the businesses that the Economy team supported in our cohort. So 29 young people got placements directly as a result of Council activity, which included working closely with DWP, the Jobcentre and West Berkshire Training Consortium. Approximately £73k in Kickstart payments has been processed by the team.</p> <p>The Economy team also gave advice and guidance to 50-60 West Berkshire businesses to help them apply directly to the Kickstart scheme to create jobs.</p>

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				<p>The team supports and promotes the LEP’s Berkshire Opportunities online platform for careers, jobs and training.</p> <p><a href="https://www.berkshireopportunities.co.uk/">https://www.berkshireopportunities.co.uk/</a></p>
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Revised due date</i>	<i>Update on Progress</i>
<p>3. Supporting businesses that have been affected by Covid-19 to reopen.</p>	<p>Continue to administer Business Support Grants including the ARG</p>	<p>Andy walker</p> <p>Eric Owens</p> <p>Katharine Makant</p>	<p>Complete</p>	<p>450 West Berkshire businesses have benefitted from a total of £6.42m ARG funding, including Hardship Fund administered by the Economy Team.</p> <p>44 West Berkshire businesses have received £700k from our ARG Challenge Fund, an innovative scheme aimed at supporting recovery, green growth and digital innovation designed and run by the Economy Team.</p>
	<p>Support businesses to adapt and diversify by referring them to the Berkshire Business Growth Hub for bespoke advice.</p> <p><i>(Finance and Property : Planning and Development)</i></p>	<p>Eric Owens (Katharine Makant)</p>	<p>Complete</p>	<p>£30k to fund a Business Hub online platform. An external supplier was procured for £8k – the website went live in March 2022 and feedback has been excellent.</p> <p><a href="https://www.businesswestberks.co.uk/">https://www.businesswestberks.co.uk/</a></p> <p>£21k of the budget from effective procurement on the online platform has been reallocated to help fund production of an outline design and</p>

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				costings for the Wharf project, as the basis for external funding bids. The Wharf is a key public realm project in the Newbury Town Centre Masterplan. Consultants have been procured and is work due for completion end June 2022.
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Revised due date</i>	<i>Update on Progress</i>
4. Reshaping our Town Centres.	<p>Through the Berkshire Place Making Board identify projects which will contribute to sustainable, inclusive growth and seek funding for them from Government through the Levelling Up Fund and similar revenue streams. The redevelopment of the Newbury Lido has been identified as the first project to be put forward to Government.</p> <p>We will support our High Streets across the District to deliver the new uses that are needed by local residents and businesses.</p>	Eric Owens (Katharine Makant)	Ongoing	<p>£5k – Contribution to feasibility study into Streatley Youth Hostel</p> <p>The feasibility study procurement has been delayed while the Steering Group sought to raise the necessary funds from the local community and stakeholders. Procurement is expected to take place shortly, with the study completed by the autumn.</p> <p><i>NB This funding was applied for under Strand 6 rural diversification, not town centres.</i></p> <p>The Lido bid for the Levelling Up Fund was unsuccessful. A bid for capital investment is due to go to the Executive in early 2022</p>
4. Reshaping our Town Centres.	<p>Use the Government’s Welcome Back Fund and council funded Welcome Back business grants to drive footfall in high streets and town centres, including Newbury, Thatcham, Hungerford and others.</p> <p>Develop ‘Shop Local’ branding and marketing activity to encourage more ethical, impactful shopping and purchase of services.</p>	Eric Owens / Katharine Makant	Complete	<p>£20k - Additional Administrative support to the Welcome Back Fund and Welcome Back Business Grants.</p> <p>£6k drawn down to fund temporary staff providing admin support to Welcome Back schemes. The other 50% of admin costs was reclaimed from the Welcome Back Fund.</p>

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	<p>Seek funding for capital spend arising from master planning for Newbury, Thatcham, Hungerford and other West Berkshire towns in order to improve the public realm and the spaces available to residents and businesses.</p> <p><i>(Development and Planning; Environment)</i></p>		<p>Complete</p>	<p>£139k for Council-funded Welcome Back Business Grants (matching the Welcome Back Fund allocation by Government).</p> <p>Following an invitation to submit proposals by 21 June 2021, 44 West Berkshire businesses have now received over £85k grant funding to help welcome customers back after Covid. Evidence of delivery was required to draw down the funds.</p> <p>£29k of the underspend on Welcome Back Business Grants has been reallocated to help fund production of an outline design and costings for the Wharf project, as the basis for external funding bids. The Wharf is a key public realm project in the Newbury Town Centre Masterplan. Consultants have been procured and is work due for completion end June 2022.</p> <p>22 local businesses featured in our 'Shop Green, Shop Local' online magazine to promote sustainable Christmas shopping in 2021 – a joint initiative with the Environment team.</p>
<p>4. Reshaping our Town Centres.</p>	<p>Develop formalised working relationships between Planning and Public Health, so that the health needs of the West Berkshire population are considered in the reshaping of our town centres.</p> <p><i>(Development and Planning, Communities and Wellbeing)</i></p>	<p>Eric Owens Matt Pearce</p>	<p>Ongoing</p>	<p>A draft 'healthy planning protocol' has been written by the Public Health and Wellbeing Team and shared with colleagues in Planning for their consideration.</p>

Recovery Strategy – Closure report

Theme	Actions	Officer Responsible	Revised due date	Update on Progress
<p>5. Promoting digital infrastructure focusing on 'full fibre' and 5G coverage and help grow digital skills.</p>	<p>Seek to facilitate and fund projects that enable the provision of full fibre and 5G across Berkshire and West Berkshire.</p> <p><i>(Berkshire Digital Infrastructure Group)</i></p> <p>Partnering with schools, and our teams involved with schools, to deliver targeted digital skills training such as coding – initially through online classes.</p> <p>Prioritise digital skills within opportunities offered by the Council; including apprenticeships, work experience and potential Kickstarter roles.</p> <p>We will support the LEP’s proposed Digital Skills Partnership to boost the availability of vital skills locally.</p> <p><i>(ICT; Planning and Development; Strategy and Governance; Education; Berkshire Digital Infrastructure Group)</i></p>	<p>Andy Best</p> <p>Economy Manager</p>	<p>March '22</p> <p>Ongoing</p>	<p>Completed</p> <p>The Economy Manager represents WBC on the Berkshire DIG Board, which is chaired by the WBC Chief Executive. WBC was the first to introduce Mini DIGs to co-ordinate internal activities across Council services. The DIG Project Team, which is based in WBC IT, has been incredibly successful in drawing down external funding to support digital infrastructure provision.</p> <p>Kickstart roles have been offered in a number of service areas</p> <p>Work is being undertaken to map digital exclusion so that we can better understand both infrastructure or skills need</p> <p>Kickstart roles have been offered in a number of service areas</p> <p>Work is being undertaken to map digital exclusion so that we can better understand both infrastructure or skills need</p>

## Recovery Strategy – Closure report

<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Revised due date</i>	<i>Update on Progress</i>
6. Reviewing whether the Council, with its Partners, should seek to encourage further rural diversification through investing more in tourism if there is a sustained change in holiday travel patterns.	<p>Will require a review of potential investment opportunities if it becomes clear that over the medium term there has been a move towards domestic holidays.</p> <p><i>(Planning and Development)</i></p>	Eric Owens	Ongoing	See Streatley YHA above
7. Support the most vulnerable and disadvantaged groups in the district to recover from financial hardship and poverty.	<p>Adopt a financial inclusion policy to support local vulnerable and disadvantaged groups such as homeless, experiencing financial hardship and poverty due to the impact of Covid 19.</p> <p>The policy will enable issues such as, loss of income through furlough, job losses and affordability to be minimised and contribute towards sustainable communities.</p> <p><i>(Strategy &amp; Governance; Finance &amp; Property)</i></p>	Andy Walker	Revised into the Household Support Fund	Revised scheme in place through the ongoing Household Support Fund (with further funding announced for 2022-23 by Government) to support those most in need.

Recovery Strategy – Closure report

Priority 3 – Supporting our children and young people and our schools with a focus on the most vulnerable.				
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
1. Ensuring that programmes and support are in place for pupils of all ages and that they are able to catch up on the time lost during the Covid-19 Lockdowns.	<p>A range of programmes are in or being put in place:</p> <ul style="list-style-type: none"> <li>• Early Reading Year 1</li> <li>• General Reading Programme (18 schools)</li> <li>• National Tutoring Programme</li> <li>• Full potential (1:1) tuition for any pupil (GT Partnership)</li> <li>• Oracy programme</li> <li>• Mathematics programmes.</li> </ul> <p>(Education)</p>	Ian Pearson	Ongoing	<p>£160k allocated to Education recovery</p> <p>As follows:</p> <ul style="list-style-type: none"> <li>• £3.6K SACRE - Support for RE teaching in schools – disadvantaged project for A level students</li> <li>• £8k Extend SEN Case Officer post for 6 months</li> <li>• £34k Additional SEN manager for 12 months</li> <li>• £51k Additional EHC Co-ordinator for 12 months</li> <li>• Support for NTP has been given to all HTs through PHF meetings and KIT emails.</li> <li>• The Accelerated Reading Programme has been relaunched for 2021/2022 with good engagement from schools.</li> <li>• Oracy via Voice21 and the SI team continues with schools valuing and developing this strategy within their schools.</li> <li>• Mathematics programme to be rolled out to schools from September 2022.</li> </ul>
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>

**Recovery Strategy – Closure report**

<p>2. Closing what may well have become a greater education attainment gap.</p>	<p>Introduce the Ready to Progress' criteria to schools for mathematics.</p> <p>Ensure the curriculum is highly ambitious for all by:</p> <ul style="list-style-type: none"> <li>• Continuing to raise the profile of subsidised subject leader training</li> <li>• Flying visits to schools</li> <li>• Staff meetings to schools.</li> </ul> <p>Widen career choices for disadvantaged pupils by ensuring PP champions in secondary schools engage through network meetings.</p> <p><i>(Education)</i></p>	<p>Ian Pearson</p>	<p>Complete</p>	<p>Ready To Progress Document has been used in training across 2020/2021. Maths lead ran numerous sessions for MaCos and individual schools.</p> <p>Subject leader training has continued with authority wide courses and staff meetings tailored to individual schools.</p> <p>Flying visits are free and all schools in the Ofsted Window have taken this offer up.</p> <p>Impact: All 10 Schools that were inspected last term retained or improved their previous grading.</p> <p>PPG courses have been run for primary and secondary schools. PPG statements have been checked and scrutinised</p>
<p><i>Theme</i></p>	<p><i>Actions</i></p>	<p><i>Officer Responsible</i></p>	<p><i>Revised due date</i></p>	<p><i>Update on Progress</i></p>
<p>3. Improving the transition experience.</p>	<p>Holiday and activities and food programme will include secondary involvement and complete some transition work.</p> <p>Schools transition project.</p>	<p>Ian Pearson</p>	<p>Complete</p>	<p>Successful deliver of HAF (Holiday Activity Fund) schemes during school holidays during 2021-22 e.g.</p> <p><b>Summer Programme – 16 Sessions</b></p>



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	<p>Year 6 / 7 schools' transition project – voluntary project between schools to share outcomes of any assessments taken.</p> <p><i>(Education)</i></p>			<p>Number of Primary (5-11) Sites 14</p> <p>Number of Secondary (12-16) Sites 2</p> <p>Total number of FSM eligible pupils attending 1069 41%Reach</p> <p>Total number of Non-FSM eligible pupils attended 596</p> <p>Total number of FSM eligible pupils sessions attended Secondary 15% attendance Primary 74% 5881</p> <p>*Number of vulnerable pupils attending 7</p>
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
<p>4. Addressing increased mental health and emotional wellbeing concerns amongst children and</p>	<p>A range of programmes are in or being put in place:</p> <ul style="list-style-type: none"> <li>• Extra Primary Mental Health worker in EHA (potential extension for 2 years).</li> <li>• Deliver PPEP Care Training</li> <li>• Emotionally Based School Avoiders (EBSA) support (bid has already gone to Schools Forum).</li> <li>• Potential early intervention from Ed Psychs (screening for one year).</li> <li>• Video Interaction Guidance (VIG) being made available for parents to improve parent</li> </ul>	<p>Ian Pearson</p>		

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<p>young people.</p>	<p>wellbeing and child behaviour intervention increases parenting sensitivity.</p> <ul style="list-style-type: none"> <li>• Consider subsidising training for ELSAs (Emotional Literacy Support Assistants) for Early Years setting to support the wellbeing of pre-schoolers.</li> <li>• Pilot the role of Wellbeing Governors in schools.</li> </ul> <p>(Education)</p>			
<p>5. Responding to an increased demand on our services for support, notably for more vulnerable children and young people including those Not in Employment, Education or Training (NEETs).</p>	<p>The following actions are being considered:</p> <ul style="list-style-type: none"> <li>• Reduce our traded services costs for 1 year to subsidise costs to schools.</li> <li>• Increase the amount of free days provided on SLAs.</li> <li>• Extend Assistant SEN case officer post.</li> <li>• Roll out the Oracy project to schools.</li> <li>• Use assessments and school intelligence to select core schools</li> </ul>	<p>Ian Pearson</p>	<p>Ongoing</p>	<p>£23k Bridge the Gap funding for NEET officer - Oct – March. The continued success of the additional NEET officer has, as of November 2021 (most recent validated data), stabilised numbers of NEET and Not Known with combined NEET and Not Known at 2.9%, or 97 young people (1.6% or 53 young people NEET and 1.3% or 44 young people Not Known). This puts West Berkshire in Quintile 1 in the England performance tables, with the lowest percentage in the South East (lower is better).</p>
<p><i>Theme</i></p>	<p><i>Actions</i></p>	<p><i>Officer Responsible</i></p>	<p><i>Due</i></p>	<p><i>Update on Progress</i></p>
<p>5. Responding to an increased demand on our services for support, notably for more vulnerable children and young people including those Not in Employment, Education or</p>	<p>(cont.)</p> <ul style="list-style-type: none"> <li>• select core schools to receive support</li> <li>• Implement the Phonics Early Reading Strategy.</li> <li>• Pupil premium champions to work in nominated schools. Create a Recovery based 'Diminishing the Difference' schedule.</li> <li>• Continue to support opportunities for NEET individuals and invest time in seeking out apprenticeship options with employers.</li> </ul>	<p>Ian Pearson</p>	<p>Ongoing</p>	<p>Apprenticeship opportunities have bounced back with 41 current vacancies advertised on the government portal. However, there has been a drop in the numbers of young people <i>applying</i> for apprenticeship opportunities, instead opting to enter non-apprenticeship employment. There is insufficient evidence that this is a negative or positive.</p>

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Training (NEETs).	(Education)			
6. Supporting a fragile Early Years sector.	<p>Consider providing a central Early Years central training bursary fund.</p> <ul style="list-style-type: none"> <li>Extend the Imagination Library (book gifting) to specific targeted groups</li> <li>Family Hub work to focus of developing parenting with a focus on socialisation and using outdoor spaces to develop motor skills</li> <li>Consider the recruitment of Family Support Workers OR active play workers to encourage parents and their children to get active, interact and connect and help alleviate anxiety, loneliness and raise mental health resilience.</li> </ul> <p>(Education)</p>	Ian Pearson	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>£20k Family Hub "Learn in your community worker" 0.5 FTE</p> <p>Appointment to be made to align with the approval of the Customer First Board to drive forward the related work for the 50 things APP.</p> <p>Further assessment of the impact after 12 months.</p>
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
7. Embracing new technology and the opportunities for remote and shared learning.	<p>Awareness and training for parents.</p> <p>Designing projects completed as a family.</p> <p>Parental control guidance for devices to keep children safe online.</p> <p>(Education)</p>	Ian Pearson	In progress	<p>50 Things app - supporting families - set up costs</p> <p>Work have commenced with a view to work on training aspect and making the app 'West Berkshire' relevant.</p>
<b>Priority 4 - Taking the opportunity to accelerate delivery of our environmental objectives</b>				



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public rights of way.	Assess what investment may be needed to protect current parks and open spaces in the face of increased demand.  <i>(Environment)</i>	Paul Hendry	Ongoing	for two parks to encourage cycling across the district.
<b>Priority 5 - Enhancing our communications and our community engagement</b>				
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
1. Developing and strengthening even further our relationships with local partners and those at a sub-regional level reflecting on the good collaborative work that has been achieved through the Pandemic.	Establish system level approaches to Recovery e.g. through Integrated Care Partnership, Community Safety Partnership etc.  <i>(Communities and Wellbeing, Strategy and Governance – others?)</i>  Through the Health and Wellbeing Board look to establish a more system based approach to communications and community engagement.  <i>(Communities and Wellbeing, Strategy and Governance)</i>	Matt Pearce  Gabrielle Mancini	Ongoing  Complete	£30k Consultancy and training support to develop, roll out and embed co-production framework  New resource has been added to the Performance team to develop our relationship with and encourage participation from seldom heard communities.
		Matt Pearce  Gabrielle Mancini	Ongoing	Co-design work was undertaken to develop the scope of an ‘Empowering Communities Partnership’. The Partnership will bring together the Council with experts who can leverage skills, knowledge. Funding. Resources and volunteer networks to support and empower grass-roots initiatives. The partnership met from Mid – Feb 2022

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<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
2. Working to help build a more sustainable voluntary, community and social enterprise sector.	<p>Conduct engagement to establish and address the needs of the Voluntary and Community Sector Support in West Berkshire.</p> <p>Commission a Diverse Ethnic Communities Advocacy Service to support our ethnically diverse communities in West Berkshire.</p> <p>Create a Community Alliance to bring together community leaders as equal partners to support community capacity building.</p> <p><i>(Communities and Wellbeing)</i></p>	Matt Pearce/ Pam Voss	Ongoing	Two phases of engagement with our Voluntary and Community Sector (VCS) completed to understand support needs amongst the sector (second of which was co-designed with sector colleagues). In October 2021, the Executive agreed to award a grant to the Volunteer Centre West Berkshire for the support they offer on the brokerage of volunteering opportunities. The Executive also agreed to invest £59k per year for up to five years for services that support VCS colleagues in the running of their organisations.
3. Sustaining the dynamic relationships with community groups and local councils that have emerged during the Pandemic.	<p>Develop a Community Engagement Framework to strengthen relationships with our local communities – seeking engagement and opportunities to co-produce local solutions.</p> <p><i>(Communities and Wellbeing)</i></p>	Matt Pearce / Sam Shepherd	Ongoing	£30k Consultancy and training support to develop, roll out and embed co-production framework. Initial scoping was undertaken on a co-production framework. A partner with expertise has now been appointed to give support, advice and guidance on the development of a co-production framework and a Steering Group with residents has been formed to oversee the work.
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Revised due date</i>	<i>Update on Progress</i>

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<p>4. Capturing what was achieved by the creation of the Community Support Hub and take that learning into future work – both under emergency scenarios and ‘normal’ service delivery across the Council.</p>	<p>A specific paper will be produced for discussion later in 2021.  <i>(Communities and Wellbeing)</i></p>	<p>Matt Pearce / Susan Powell</p>	<p>Completed</p>	<p>Review was undertaken and formed part of the rationale for setting up the Community Hub to support the Homes For Ukraine programme, building on the learning of the hub through Covid.</p>
<p><i>Theme</i></p>	<p><i>Actions</i></p>	<p><i>Officer Responsible</i></p>	<p><i>Due</i></p>	<p><i>Update on Progress</i></p>
<p>5. Becoming better at informing our local communities about what we are doing and about issues that are relevant to them.</p>	<p>The publication of a digital residents newsletter which is already in place</p> <p>The use of the Gov.Delivery framework to enhance our delivery of information to local communities including the publication of a newsletter to local businesses.</p> <p>The production of a weeknote from the Leader and Chief Executive to local residents which is already in place.</p> <p><i>Social media – This is currently being developed through the Customer First Programme Board.</i></p>	<p>Gabrielle Mancini</p>	<p>Complete</p> <p>Complete</p> <p>Ongoing</p> <p>See below</p>	<p>The week note and newsletter have been huge successes- over 50k residents receive our e-bulletins and click through rates are consistently high</p>

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	<p>The establishment of an internal Communications Steering Group to enhance the flow of information across the Council and out to the local community.</p> <p>The establishment of a weekly briefing for the local media.</p> <p><i>(Strategy and Governance)</i></p>		<p>Complete</p> <p>Ongoing</p>	
6. Enhancing our approach to how we involve residents, businesses and local communities in what we are doing.	<p>Start using social media to establish more effective means of creating a two way dialogue.</p> <p><i>(Strategy and Governance)</i></p>	Gabrielle Mancini	Ongoing	<p>Engagement levels on social media have consistently risen and exceed public sector averages</p> <p>Resident's survey undertaken in early 2022</p>
<b>Priority 6 - Improving the customers' experience of us with an enhanced efficiency and openness with an enhanced openness in how we work and share information</b>				
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
1. Responding to the changing needs of our customers in a post Covid-19 world.	<p>This area of work is significantly less developed and will require further attention of we are to sustain the behaviour changes that have been seen in Lockdown. Key issues to be addressed are:</p> <ul style="list-style-type: none"> <li>Digital Democracy is as important as the Digital Strategy – via one service, many channels.</li> <li>Should we consider some form of Customer Charter – highlighting the need for two way communication, participation and our responsibilities to each other as we deliver and use local services.</li> </ul>	<p>Sarah Clarke</p> <p>CFPG</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>£15k – Customer demand analysis consultancy</p> <p>Progress is being made on the 'One service, many channels' project. Since the launch of online waste permits just a few weeks ago, almost 10k residents have registered for an</p>



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	<ul style="list-style-type: none"> <li>• What approach are we going to take to face to face meetings with customers – are we moving to ‘virtual by default?’</li> <li>• Do we remove all walk in face to face contact and move to appointments only</li> <li>• What suite of performance indicators do we use to ensure that a more digitally enabled customer experience is delivering what the customer should expect and needs?</li> <li>• What additional resources do we require to make this more efficiency digitally enabled work a reality – and by the same measure what do we need to disinvest from?</li> </ul>	<p>Andy Best</p> <p>Andy Best</p> <p>Gabrielle Mancini</p> <p>Gabrielle Mancini</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>online account and will now be able to self-serve more easily</p> <p>Hosting of remote meetings- including the recent triumph of the chamber move- has made local democracy more accessible than ever before</p> <p>The consultancy work will commence soon and will consider how the customer journey for Revs and Bens customers- i.e. most residents in one form- can be optimised and digitised where relevant to bring about efficiencies</p> <p>Customer Charter internal engagement work about to start before wider public engagement</p>
<i>Theme</i>	<i>Actions</i>	<i>Officer Responsible</i>	<i>Due</i>	<i>Update on Progress</i>
1. Responding to the changing needs of our customers in a post Covid-19 world.	<p>The Council will create a modern workplace by improving the connectivity of its workforce and by providing better facilities to aid remote working.</p> <p>The Council will provide training to officers and Members to ensure that they are proficient at performing digital transactions.</p> <p>The Council will produce a Customer Charter – two way communication, participation and our responsibilities to each other as we deliver and use local services.</p> <p>The Council will seek to achieve Many Channels – One Service. The Council will review options to increase channel choice for customers, whilst ensuring consistent customer service standards.</p>	<p>ED (Resources)</p> <p>SD (Strategy &amp; Governance)</p> <p>Service Lead (Customer Engagement &amp; Transformation)</p> <p>“</p>	<p>July '22</p> <p>Ongoing</p> <p>Sept. '22</p>	<p>In progress – works completion due July '22 with some supply chain</p>

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<p>1. Responding to the changing needs of our customers in a post Covid-19 world.</p>	<p>The Council will ensure that its public meetings remain accessible to all, including access via digital means.</p> <p>The Council will explore opportunities to further enhance accessibility by the use of technology.</p> <p><i>(Strategy &amp; Governance)</i></p>	<p>Sarah Clarke</p>	<p>Complete</p>	<p>All meetings currently shared live via You Tube</p> <p>Council Chamber refurbishment project to assist and enhance digital access to meetings as ensure access in person to meetings</p>
<p>2. Responding to an increasing demand to work virtually and in a more digitally enabled world</p>	<p>There are two elements to this:</p> <p>1. What we do within the wider West Berkshire community.</p> <p>2. What we do as a Council.</p> <p>On the former there is a Digital Strategy which is being developed for Berkshire through the Digital Infrastructure Group. This has only just been completed and focuses on the themes of full fibre, 5g and filling gaps in existing 4g coverage.</p>	<p>Andy Best</p> <p>Gabrielle Mancini</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Work is being done to develop an evidence base with respect to digital exclusion, which can then be used to inform approach.</p> <p>Progress on our WBC digital strategy continues with budget investment and greater utilisation of digital tools for customers e.g. website updates, online parking permits etc.</p>
<p><b>Priority 7 – Seizing the positives that has emerged from the Pandemic but not forgetting those we have lost; those whose lives will be forever changed; and those who have supported our local communities during the Pandemic, including our own staff.</b></p>				
<p><i>Theme</i></p>	<p><i>Actions</i></p>	<p><i>Officer Responsible</i></p>	<p><i>Due</i></p>	<p><i>Update on Progress</i></p>
<p>1. Taking the opportunity to embed the positive aspects of the working practices that have had to</p>	<p>This is being embraced within the Workforce Strategy and the Timelord 2 Programme.</p> <p><i>(Accommodation Group : Workforce Board)</i></p>	<p>Joseph Holmes</p> <p>Paula Goodwin</p>	<p>Complete</p>	<p>Timelord 2 project underway to build on the positive aspects of working practice but also to ensure that staff are physically in the office more for face to face meetings and building on networking together. The project will ensure that the majority of staff will be based in the same office for the first time in the Council's history.</p>

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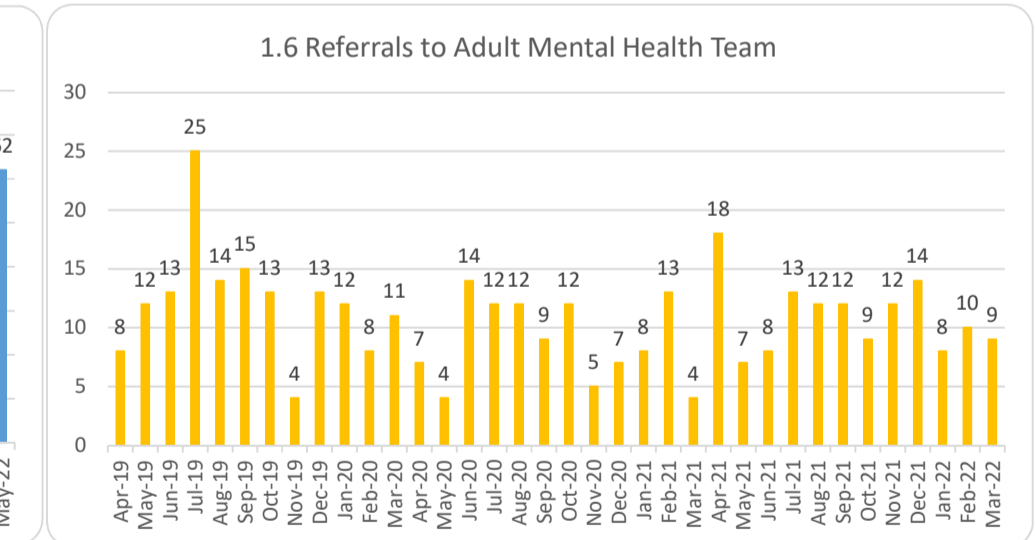
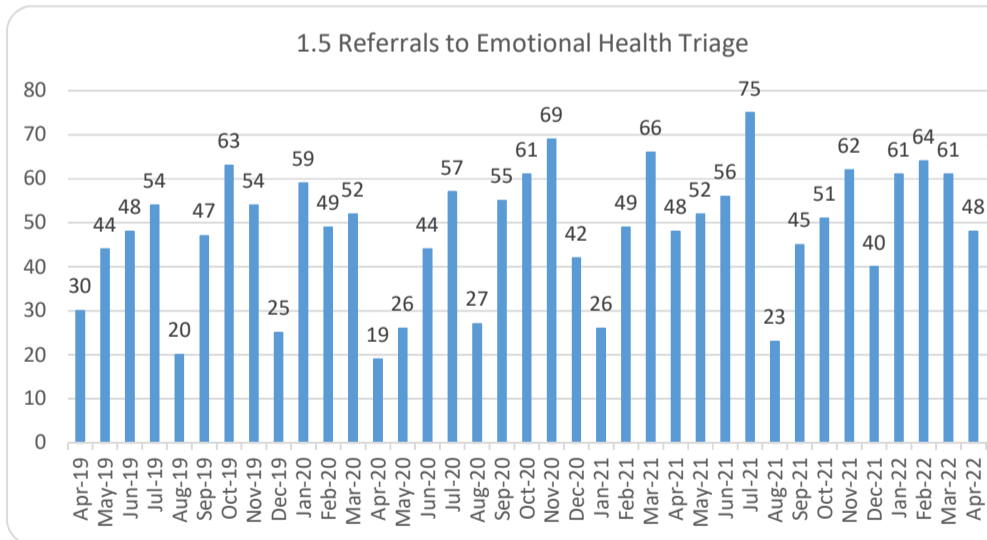
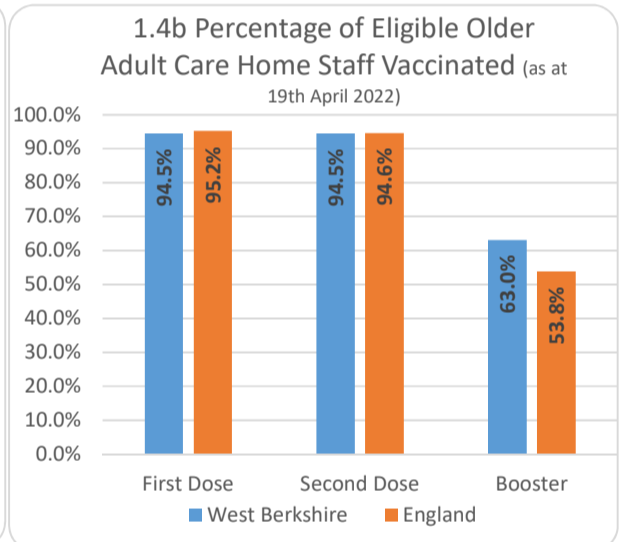
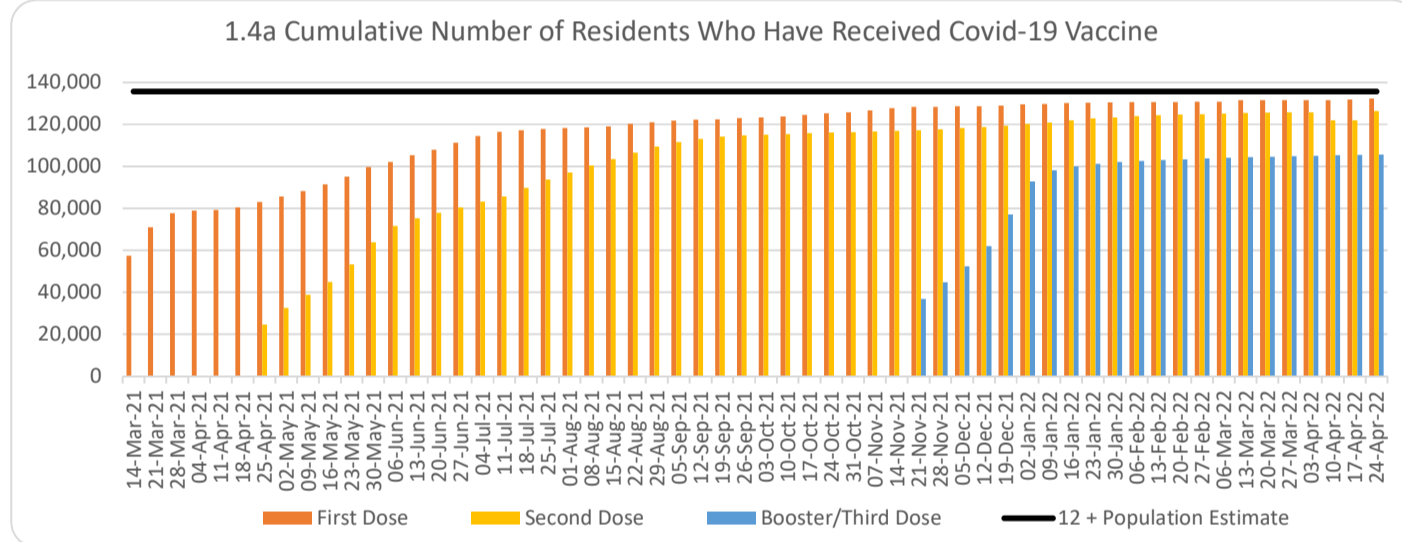
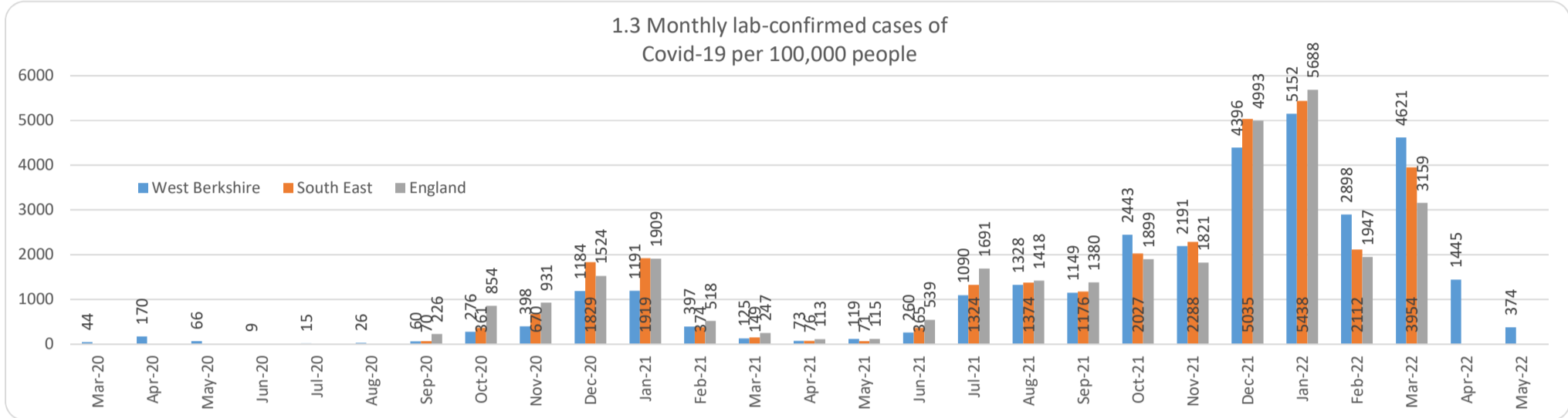
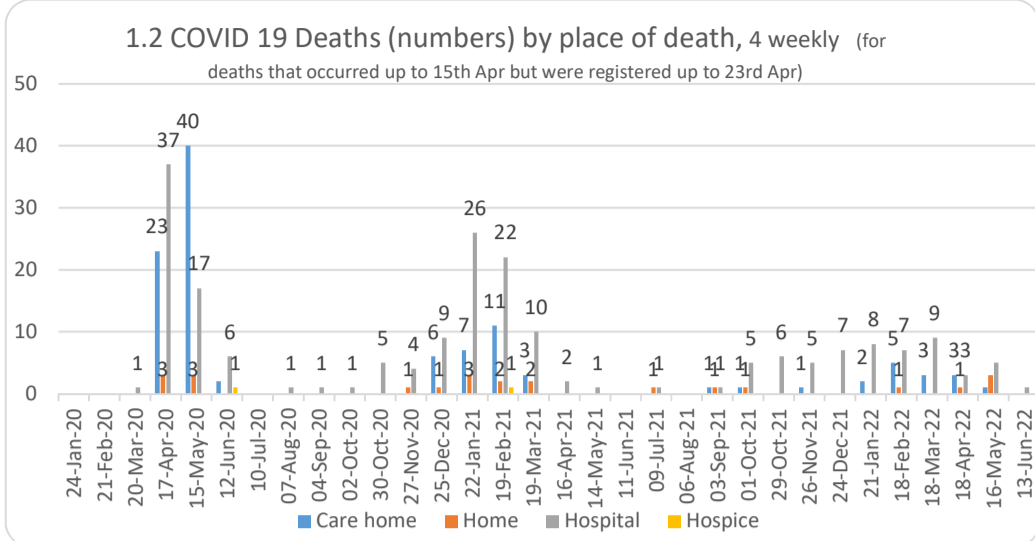
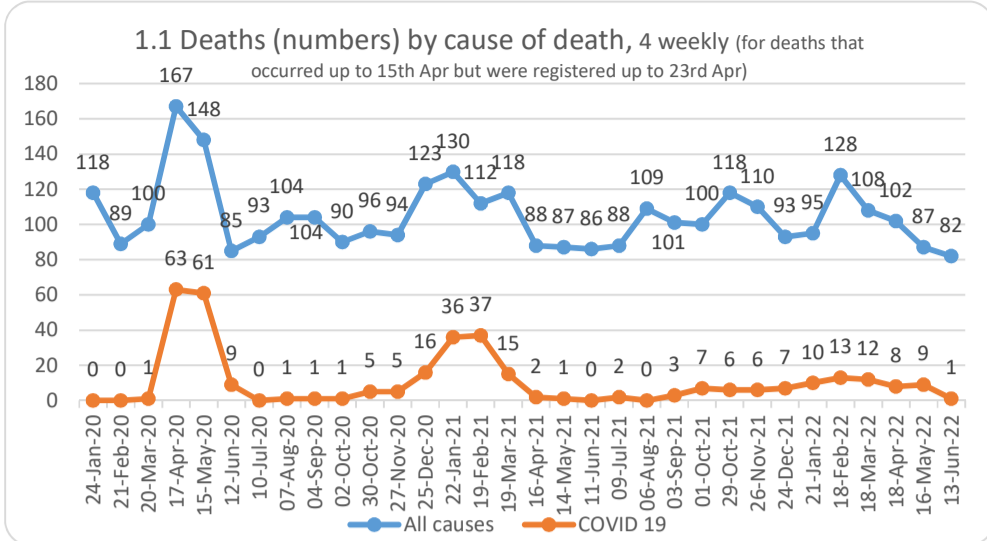
be put in place during the Covid-19 Pandemic.				
2. Using Outcome Based Budgeting to help redirect resources to help support recovery and renewal priorities.	This will be built into budget build process this year. <i>(Finance and Property)</i>	Andy Walker	Complete	Included in the budget for 2022-23 where investment for C-19 recovery e.g. active travel, car parking losses etc.
3. Remembering those we have lost and those whose lives had been adversely impact on by the Pandemic.	<i>'Blooming into Spring'</i> remembering those who has died by planting circa 250 white flowering cherry trees across the District in a number of groves to mark the start of the first Lockdown in the Spring of 2020. <i>(Environment)</i>	Jon Winstanley	Complete	£50k – Blossom into Spring  Scheme complete.
3. Remembering those we have lost and those whose lives had been adversely impact on by	Remembering those who have lost their life to Covid-19 or been adversely affected by it holding an annual event which could also be potentially linked to the Celebrating suggestion below. Celebrating a better future through embedding the achievements relating to our renewal priorities in our communications. <i>(Strategy and Governance)</i>	Shiraz Sheikh	In progress	

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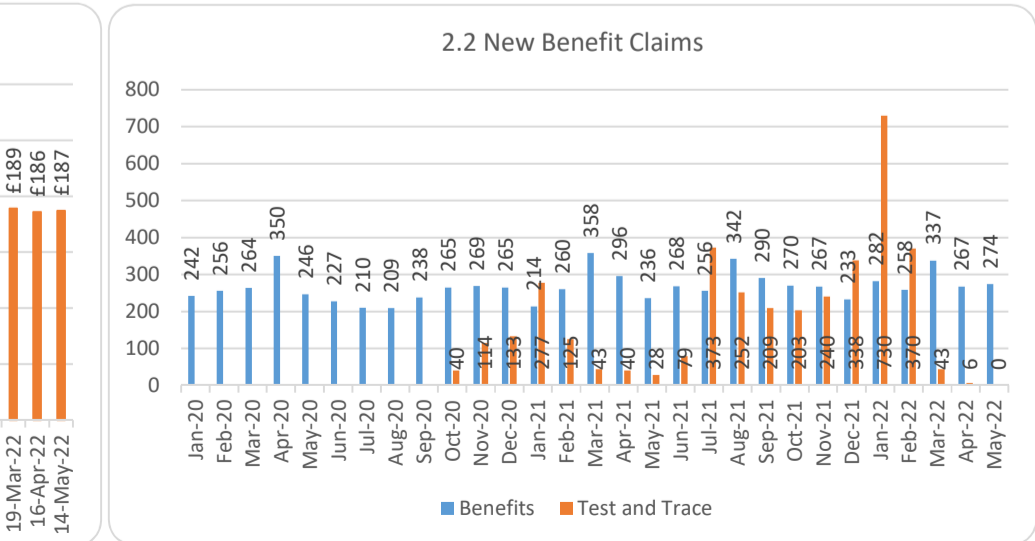
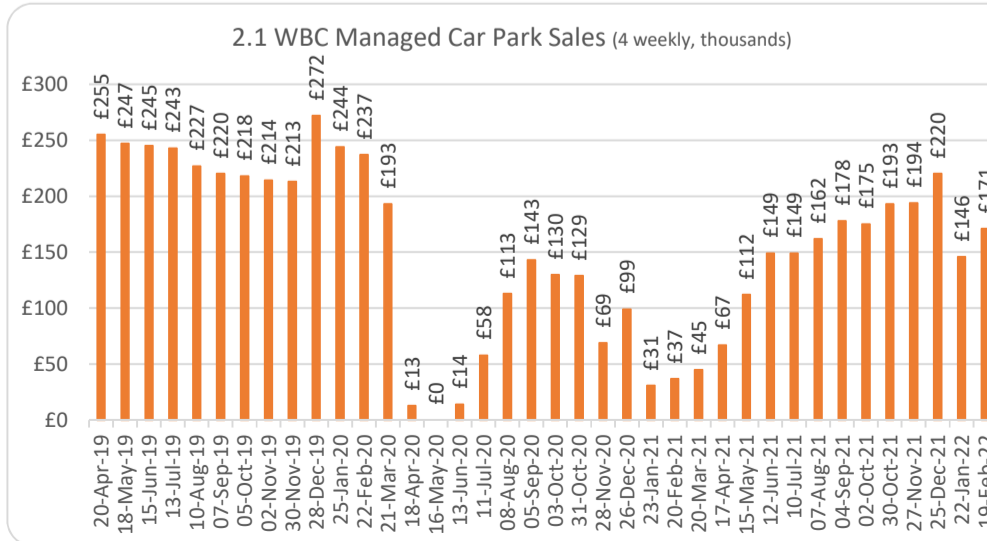
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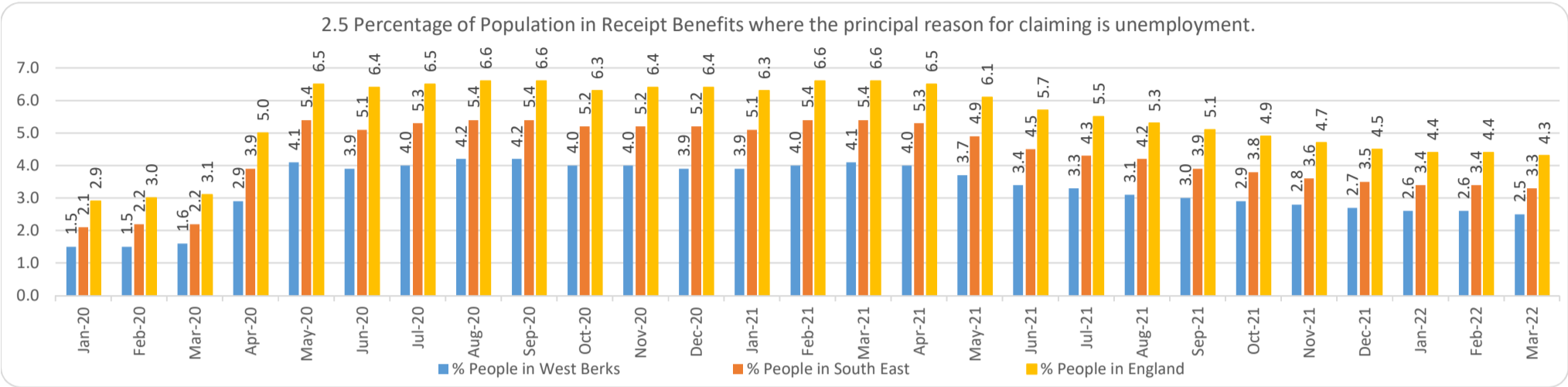
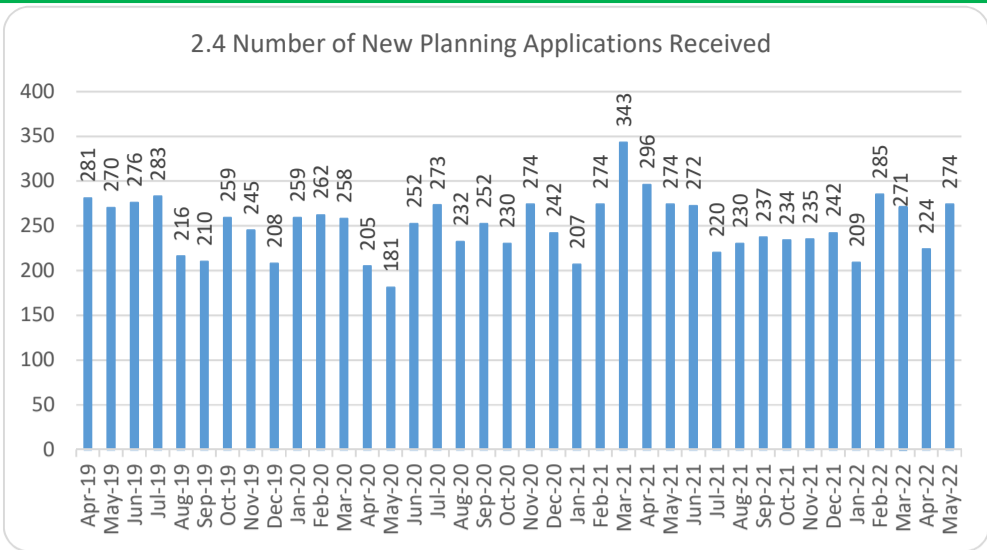
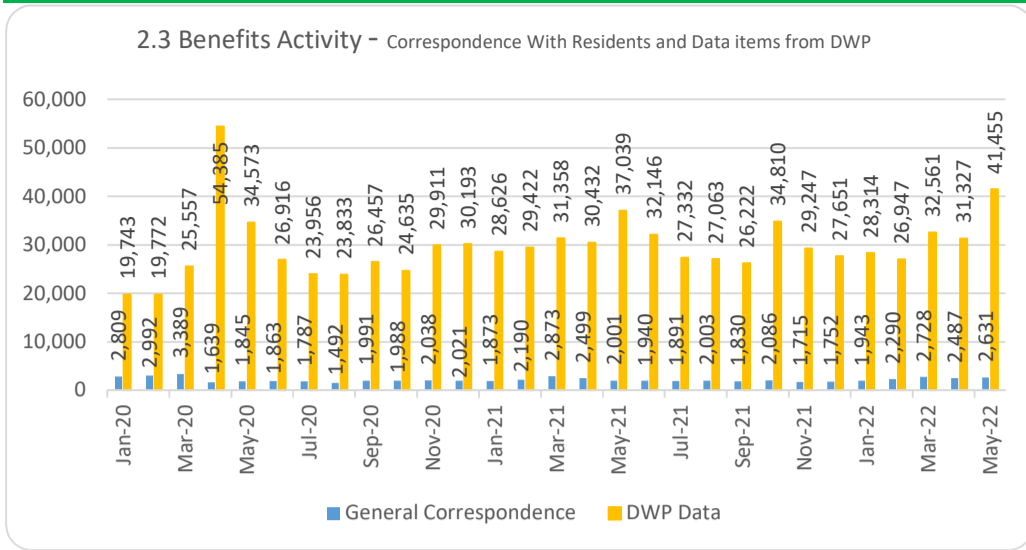
Section 1: The health of our population



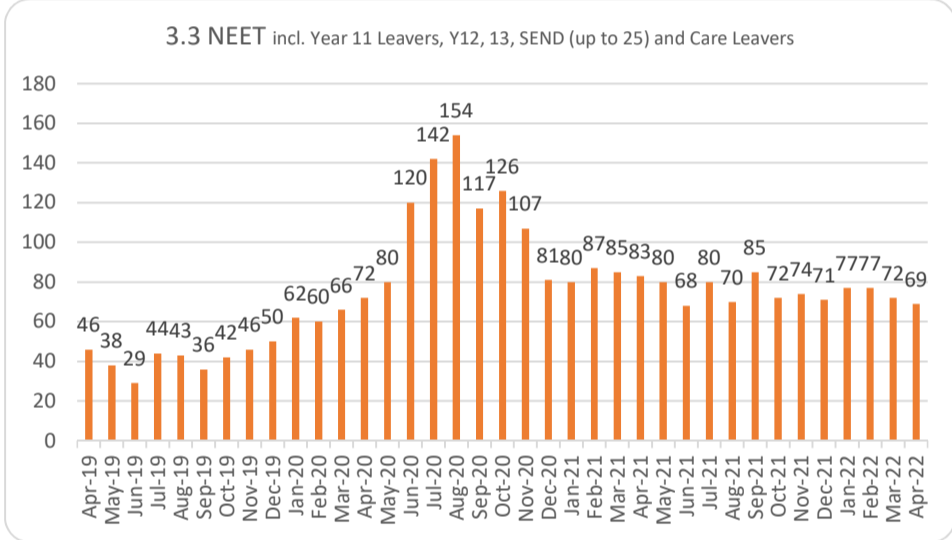
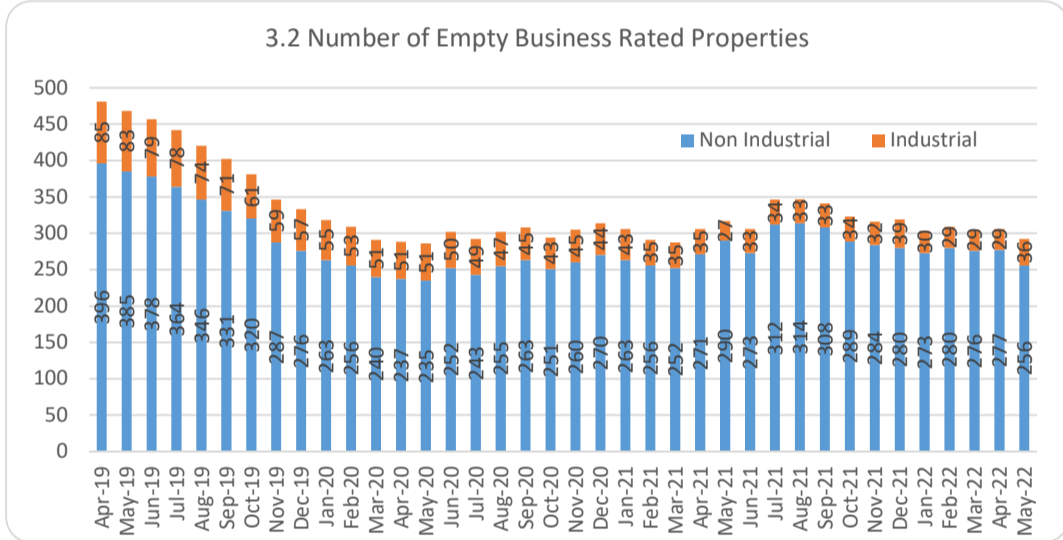
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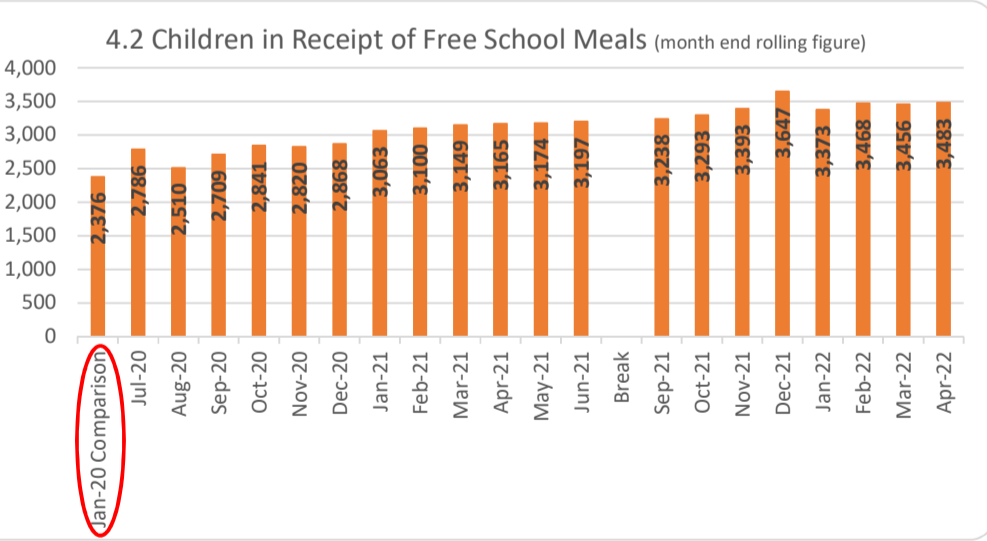
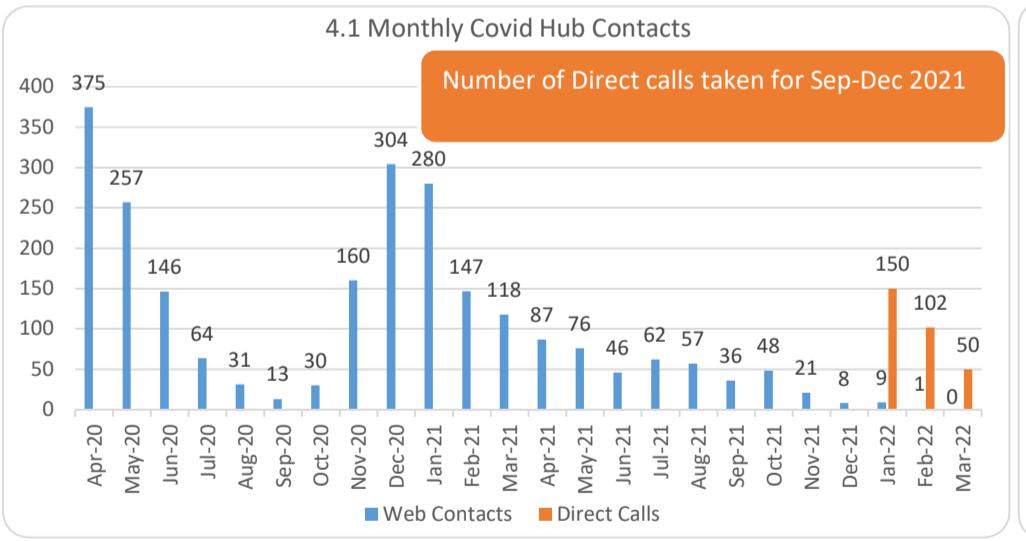


Section 3: The economic success of West Berkshire



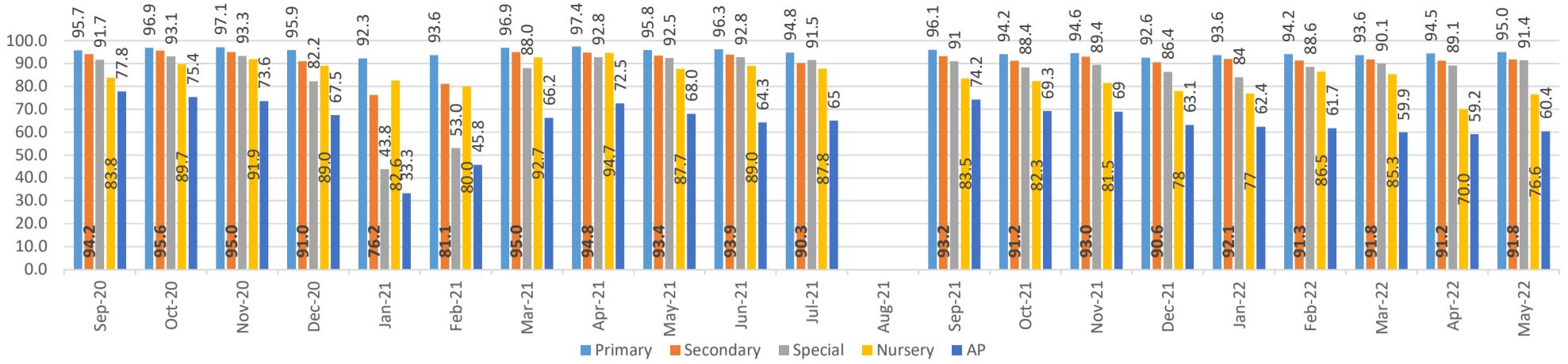
ENSURE

Section 4: A strong and supported community sector

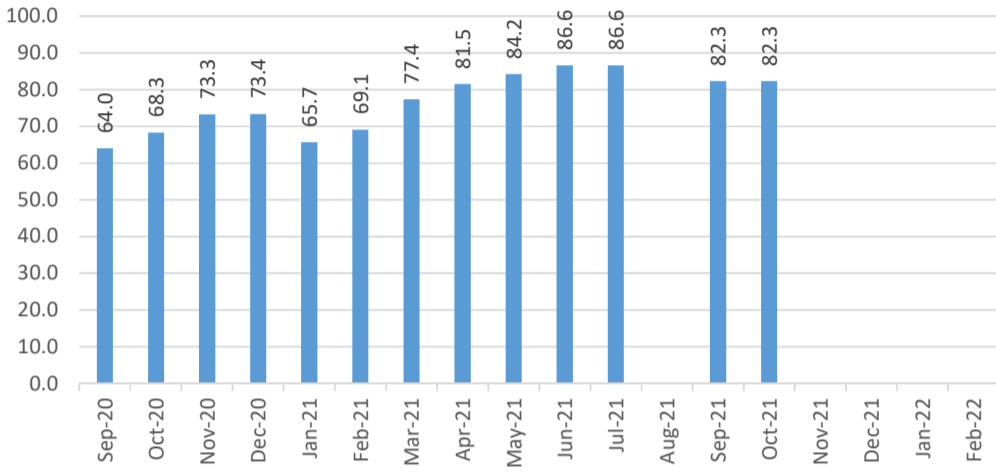


ENSURE

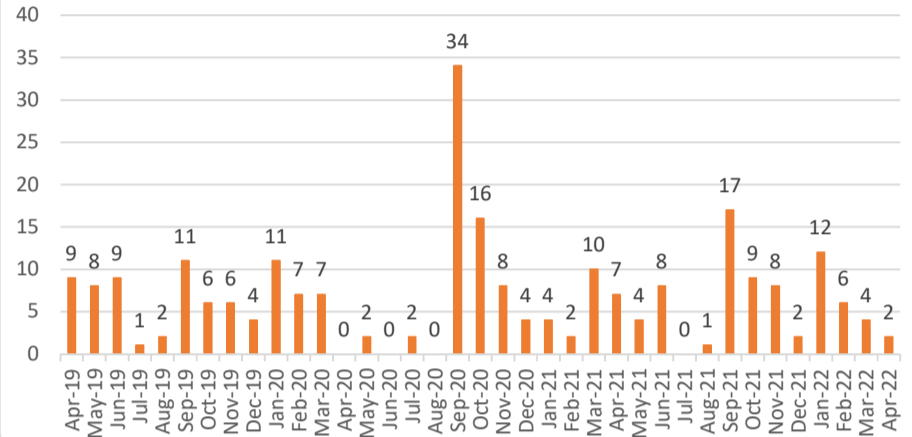
4.3a School Attendance Data (percentage of pupils attending school)



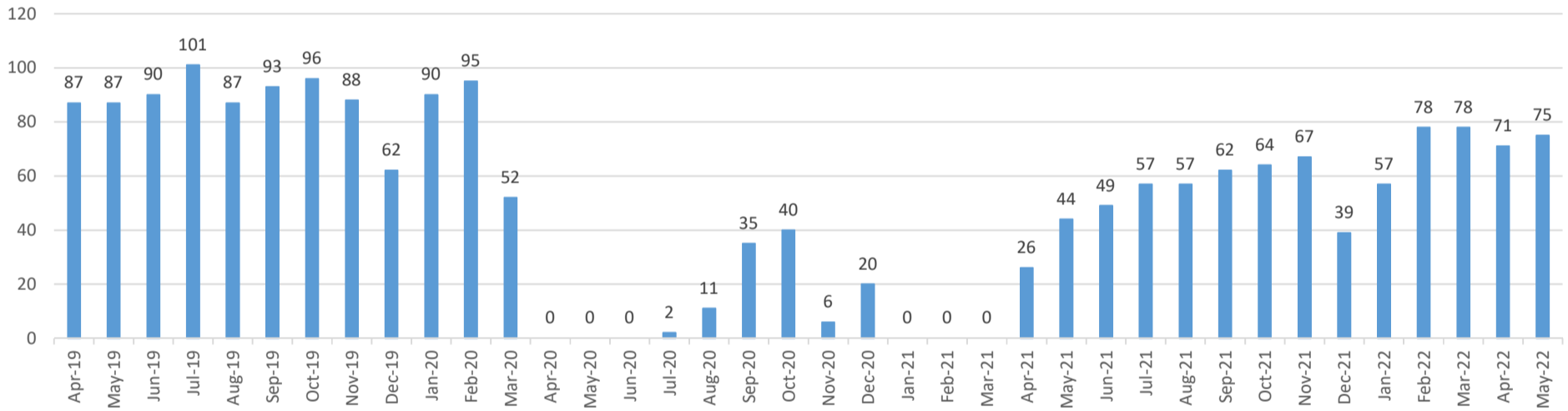
4.3b Attendance Data - Early Years Settings (as a percentage of places)



4.4 Number of Children De-Registered from West Berkshire Schools

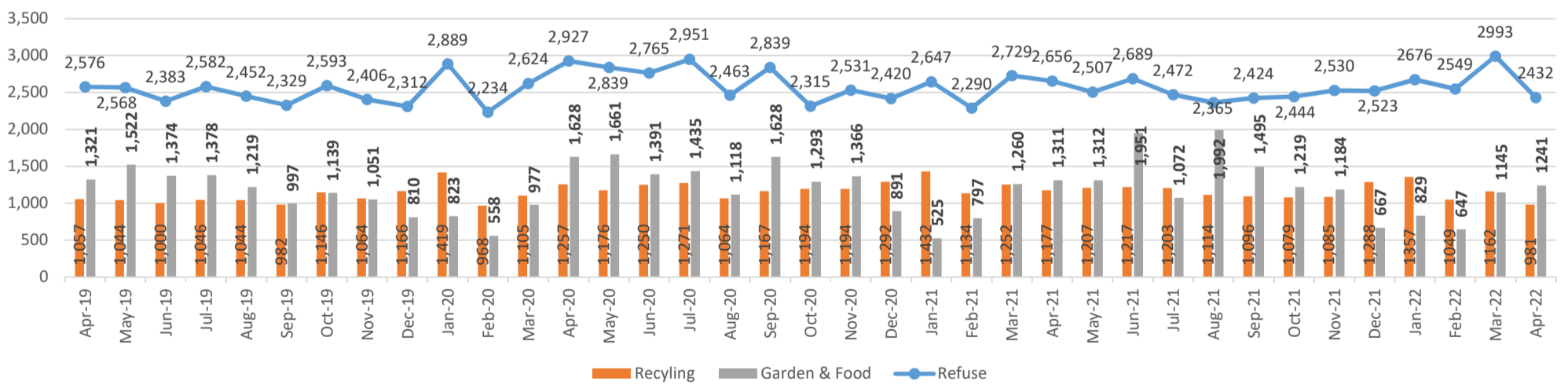


4.5 Visits to West Berkshire sports and leisure centres (thousands)

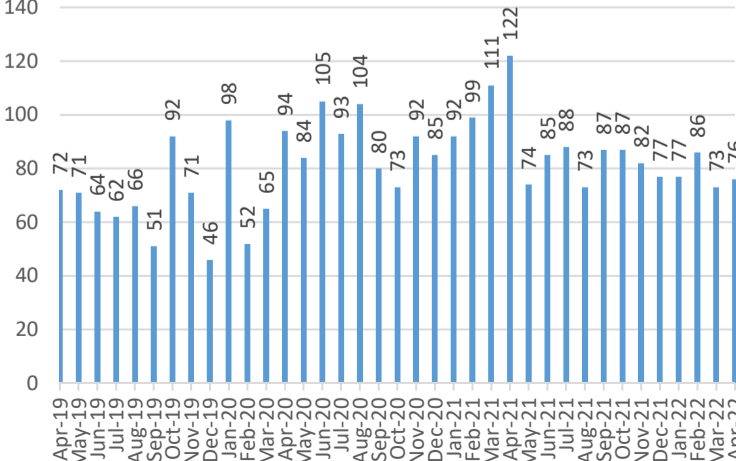


Section 5: An environmentally focused renewal

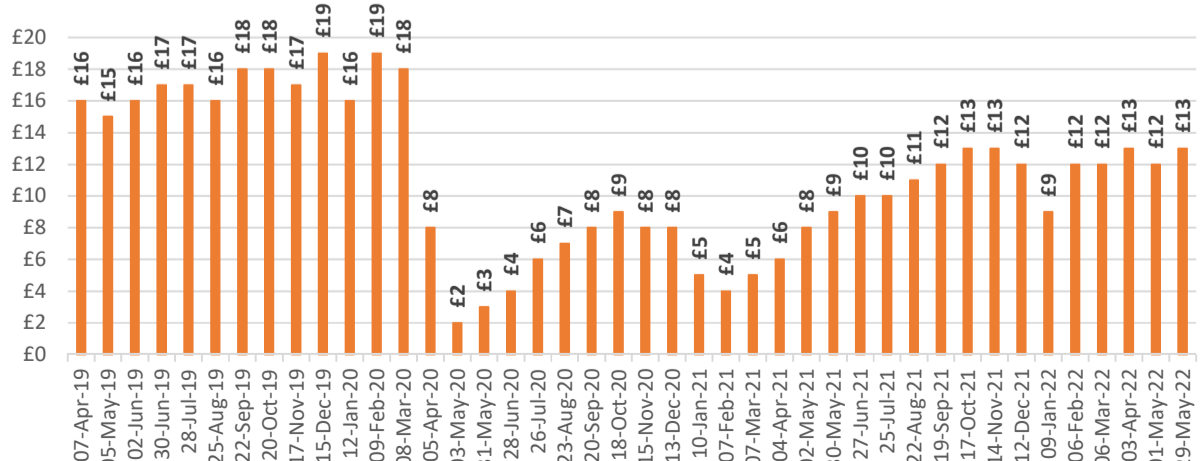
5.1 Volume of Waste Collected Kerbside (tonnes)



5.2 Number of Flytipping Reported



5.3 Kennections Bus Services Revenue (4 weekly, thousands)



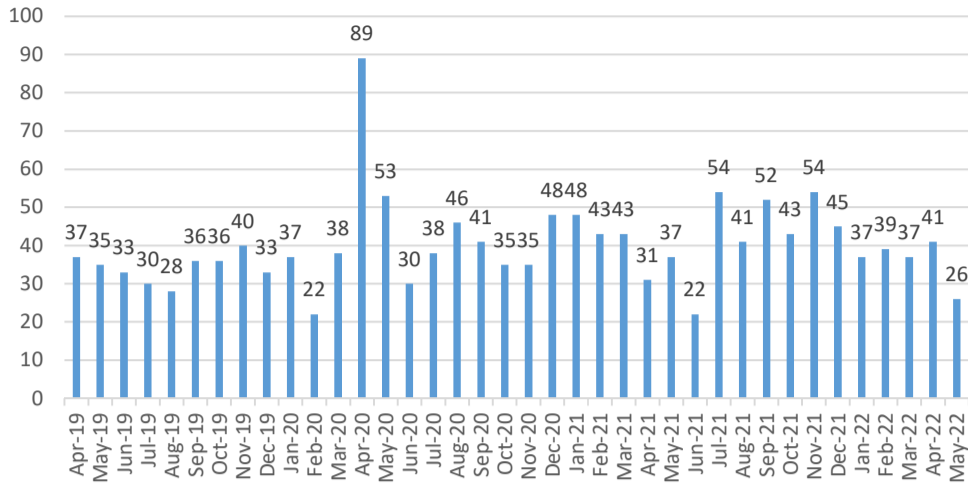




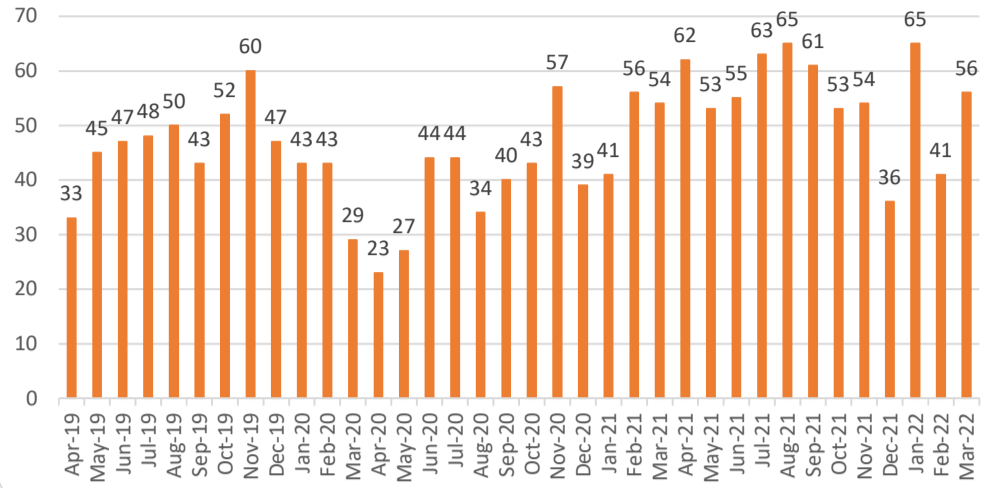
ENSURE

Section 7: A sound safeguarding response

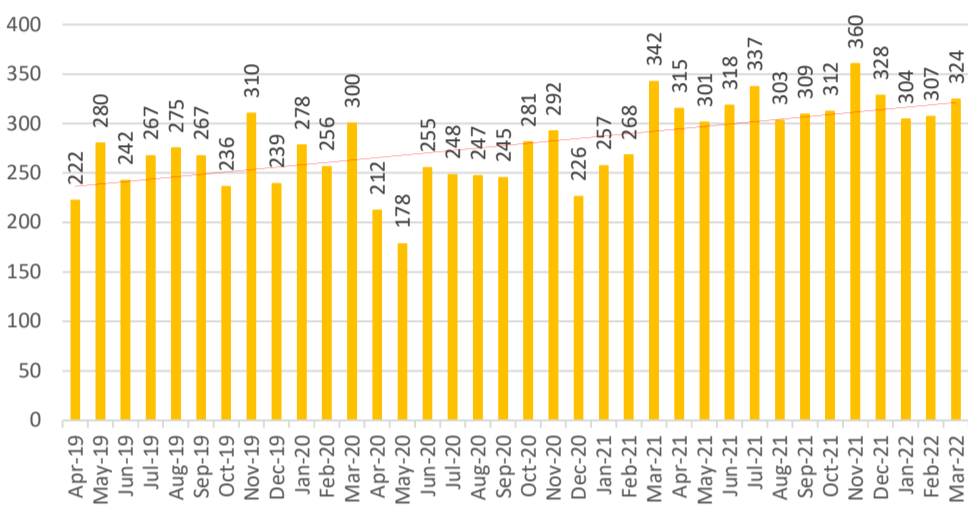
7.3 Deceased - ASC clients in receipt of a service



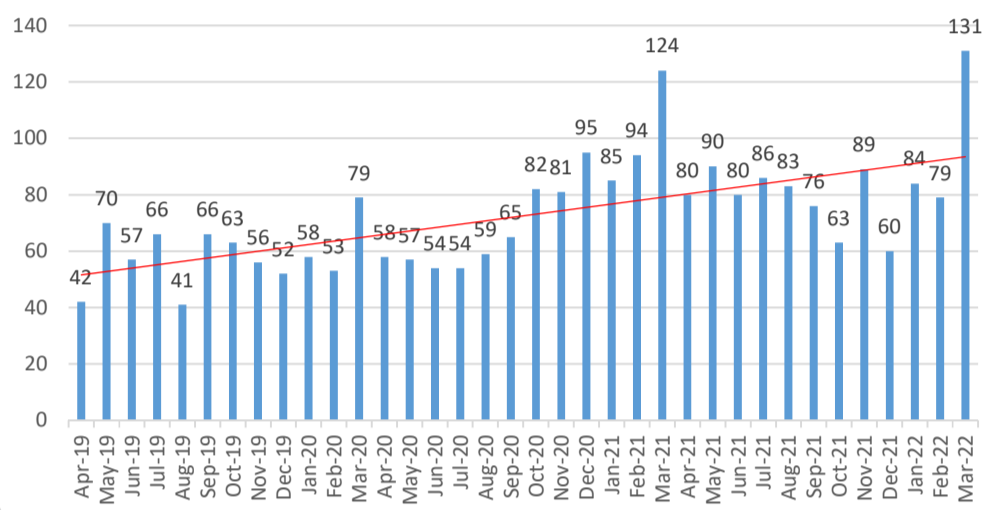
7.4 S42 Adult Safeguarding Enquiries



7.5a New Referrals to ASC via Community

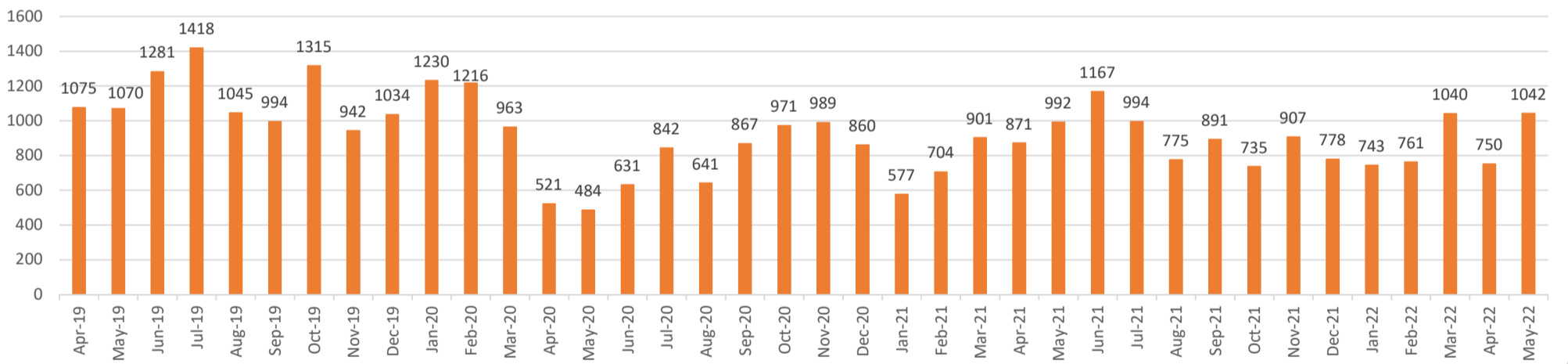


7.5b New Referrals to ASC via Hospital Discharge

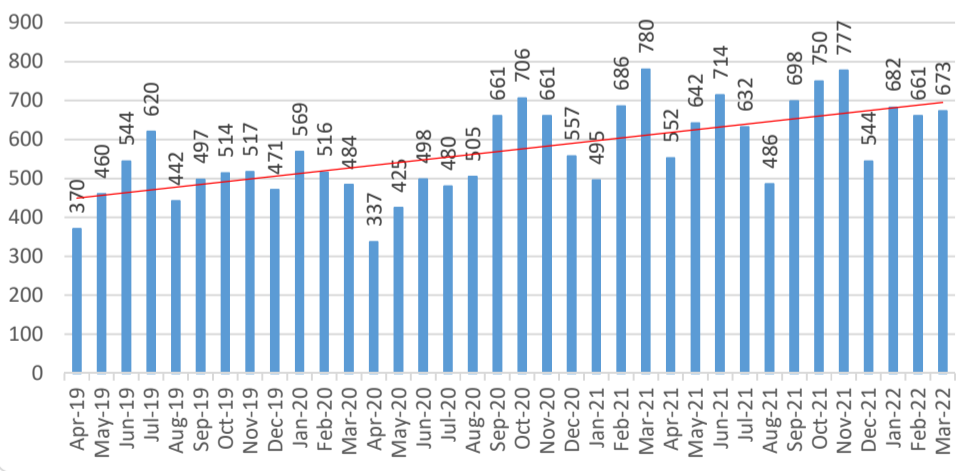


ENSURE

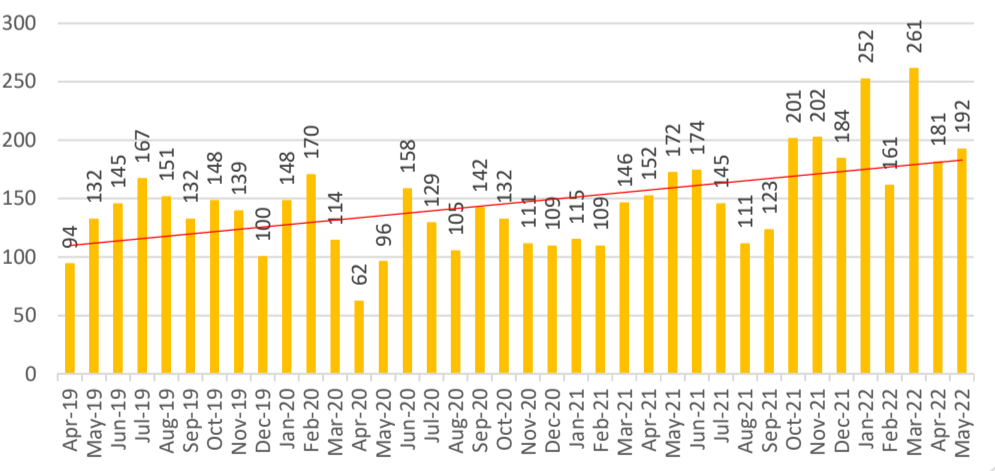
7.6 CSC Statutory (face to face) visits monthly excluding those where the child was not seen alone.



7.7a Enquiries to Children's Social Care



7.7b Referrals to Children's Social Care



## Data Sources & Notes

### Section 1: The Health of our Population

#### 1.1 & 1.2 Deaths and Covid Deaths

Frequency: 4 Weekly, Source: ONS via

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/causesofdeath/datasets/deathregistrationsandoccurrencesbylocalauthorityandhealthboard>

Notes: Weekly death figures provide provisional counts of the number of deaths registered in England and Wales for which data are available. These figures also show the number of deaths involving coronavirus (COVID-19), based on any mention of COVID-19 on the death certificate. These figures do not include deaths of those resident outside England and Wales or those records where the place of residence is either missing or not yet fully coded. For this reason counts may differ to published figures when summed.

#### 1.3 Confirmed Cases of Covid-19 per 100,000 people, West Berkshire, South East, and England

Frequency: Monthly, Source: LG Inform <https://lginform.local.gov.uk/reports/view/lga-research/covid-19-case-tracker-area-quick-view-1?mod-area=E06000037&mod-group=AllSingleTierAndCountyLainCountry&mod-type=comparisonGroupType>

#### 1.4a COVID-19 Cumulative Vaccinations

Frequency: Weekly, Source: LG Inform [https://lginform.local.gov.uk/reports/view/lga-research/lga-research-report-covid-19-vaccinations-la-view?mod-area=E06000037&mod-group=AllCountiesInCountry\\_England&mod-type=namedComparisonGroup](https://lginform.local.gov.uk/reports/view/lga-research/lga-research-report-covid-19-vaccinations-la-view?mod-area=E06000037&mod-group=AllCountiesInCountry_England&mod-type=namedComparisonGroup)

#### 1.4b Covid-19 Care Home Staff Vaccinated

Frequency: Published weekly, Source: <https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-vaccinations/>

#### 1.5 Referrals to Emotional Health Triage

Frequency: Monthly

Notes: For April 2021: This is our highest level of referrals in April since we began in 2016.

For June 2021: This is the highest rate of referrals for June since 2018-19 and continues on from the high referral rates in May, due to the continued easing of lockdown.

For July 2021: This is the highest number of referrals ever received by EHT in a one month period. This is a combination of schools going on holidays so placing referrals before the break and the continued impact of Covid and restrictions being lifted.

For October 2021: The EHT had 51 referrals in October, which is slightly lower than usual for October but still comparable. This is a combination of half term and the high number of referrals in the previous months.

#### 1.6 Referrals to Adult Mental Health Team

Frequency: Monthly. Source: ASC Statutory Reports

Please note that all data from April 2021 is provisional and subject to change.

### Section 2: The Prosperity of the District

#### 2.1 WBC Managed Car Parks Sales

Frequency: 4 Weekly

Pay by Phone figures were reported monthly for the periods of January - May in 2019 and 2020 (Weeks 1 - 22) so the average daily figure has been used to calculate totals for those periods.

#### 2.2 & 2.3 Number of New Benefits Claims & Benefits Activity - Correspondence from Residents and Data files from DWP.

Frequency: Monthly

Notes: DWP Correspondence is to advise of changes in circumstance impacting on benefits received from DWP and HMRC.

From October 2020 includes figures for Test and Trace applications for support, which the local authority is now administrating

#### 2.4 Number of New Planning Applications

Frequency: Monthly,

Notes: Feb 2022 data updated, Mar 2022 data estimated.

#### 2.5 Percentage of Population in Receipt Benefits where the principal reason for claiming is unemployment.

Source: ONS via <https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/datasets/claimantcountbyunitaryandlocalauthorityexperimental/current>

Notes: The Claimant Count measures the number of people claiming benefit principally for the reason of being unemployed - from April 2015, the Claimant Count includes all Universal Credit claimants who are required to seek work and be available for work, as well as all JSA claimants. Under Universal Credit it is expected that a broader span of claimants will claim benefit principally for the reason of being unemployed and therefore be included within the Claimant Count. This means that, with the roll-out of Universal Credit, the level of the Claimant Count series is likely to be higher than it would have been otherwise, even if labour market conditions remain unchanged.

### Section 3: The Economic Success of West Berkshire

#### 3.2: Number of Empty Business Properties

Frequency: Monthly,

Notes: Properties that are vacant are still liable to pay business rates. No discounts have been given due to shops etc being temporary closed

#### 3.3 Number of NEET

Frequency: Monthly,

### Section 4: A Strong and Supported Community Sector

#### 4.1 Contacts to the Community Hub

Frequency: Monthly, Web Contacts

Note: Since September 2021 the Hub has been taking direct calls. As a consequence all contacts were no longer being recorded via the web and number of contacts has been under-reported. Data for January 2022 has been updated to include both phone and web contacts and we are in the process of updating number of direct calls for September 2021 to December 2021.

Note: Number of Direct calls taken for Sep-Dec 2021 is 563. Breakdown by month is unavailable.

#### 4.2 Number of Children in Receipt of Free School Meals

Frequency: Monthly,

Note: for August and September 2020 these figures included FSM over 6 and Pupil Premium

Will not be reported for July and August 2021 - year 6 children are not on roll and haven't been put on roll in their secondary schools yet.

#### 4.3a School Attendance

Frequency: Monthly

Notes: All West Berkshire figures are taken from internal data sourced from Capita One. National comparison data is taken from published DfE data. All figures are based on a grand total for the month of possible sessions and sessions attended.

*Please note that Nursery figures are based on a very small number of pupils at only Hungerford and Victoria Park Nursery Schools.*

#### 4.3b Attendance Data - Early Years Settings

Frequency: Monthly

Notes: All figures are based on a grand total for the month of daily places and children attended. Please note that this is not a percentage rate of attendance as school attendance, it is the number of children attending Early Years settings (as reported by the DfE) as a percentage of places available, as the figure in the Sufficiency Report 2020 (4807).

#### 4.4 Number of Children De-Registered from West Berkshire Schools

Frequency: Monthly

#### 4.5 Visits to West Berkshire Sport and Leisure Centres

Frequency: Monthly,

Notes: Rule of 6 meant that social groups could not book activity only NGB affiliated clubs. Social distancing limited numbers who could attend. The pool at Kennet LC was closed for most of January 2022 for repair work.

**Section 5: An Environmentally Focussed Renewal**

5.1 & 5.2 Waste Collection & Number of Flytips

Frequency: Monthly,

5.3 Kennections Bus Services Revenue

Frequency: 4 Weekly

5.4 Traffic Volumes - daily averages for each month

Frequency: Monthly

**Section 6: An Enhanced Openness of How We Work and Sharing Information**

6.1 Number of Website Users

Frequency: Monthly

6.2 Social Media Outreach, Number of Views on Twitter, Facebook, & YouTube

Frequency: Monthly,

Large spike in Twitter Impressions in the week of 18th December can largely be attributed to Marcus Rashford tweeting about our Covid Winter Hardship Grant - it generated 257,000 impressions. This was also the week West Berkshire entered Tier 3 restrictions which resulted in an increase in posting and engagement.

Note: Facebook has changed how it reports the analytical data and the new dataset will not allow us to provide monthly data consistent with previous submissions.

**Section 7: A Sound Safeguarding Response**

7.3 Deaths of People in Receipt of Adult Social Care

Frequency: Monthly,

Notes: Death data is provisional and, for the latest month, may exclude some deaths that have not yet been entered on to the system. Data for previous months has been refreshed.

7.4 S42 Safeguarding Enquiries Commenced

Frequency: Monthly.

Please note that all data from April 2021 is provisional and subject to change.

7.5 New Referrals for Adult Social Care, received from the Community and Hospital Discharge

Frequency: Monthly.

Please note that all data from April 2021 is provisional and subject to change as reconciliations are performed

7.6 & 7.7 CSC Statutory (Face to Face) Visits - excluding those where the child not seen & Enquires/Referrals to CSC

Frequency: Monthly,

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## 2021/22 Performance Report Quarter Four

<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	7 July 2022
<b>Portfolio Member:</b>	Councillor Thomas Marino
<b>Report Author:</b>	Jenny Legge/Catalin Bogos
<b>Forward Plan Ref:</b>	EX4003

### 1 Purpose of the Report

- 1.1 To provide assurance that the core business and council priorities for improvement measures in the [Council Strategy 2019-2023](#) are being managed effectively.
- 1.2 To highlight successes in our core business services, such as the strong response to Covid-19 crisis, achievement of a “Good” Ofsted inspection rating for our Children’s Service, reaching the top 20% position in the country for young people’s participation in education, etc. Similarly, to report improvement achievements, including adult social care user’s positive feedback, launching the investment prospectus and business website, approval of Newbury Town Centre Masterplan, better engagement with residents (including seldom heard) etc. Where performance fell below the expected level, to present information on the remedial action taken and the impact of that action.

### 2 Recommendation

To note the progress made in delivering the Council Strategy Delivery Plan 2019-2023, a maintained strong performance for the core business areas, good results for the majority of the measures relating to the council’s priorities for improvement, and remedial actions taken where performance was below target.

### 3 Implications and Impact Assessment

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

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

## 4 Executive Summary

4.1 This paper provides updates for each component of the Council Strategy Delivery Plan 2019-2023:

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

- 4.2 The **Influencer measures** indicate that the district continued to fare well, compared with other parts of the country, in terms of the cumulative number of cases of Covid-19. The daily confirmed lab cases per 100,000 people was considerably lower than the median figure for all other English authorities. A key measure to mitigate the effect of infections was that the district continued to have a high number of adults who have received their 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Covid-19 vaccinations (chart 3).
- 4.3 The economic indicators (economic activity, business rated properties, planning applications) continued to show strong resilience and good recovery.
- 4.4 Work with our communities continued with the creation of a steering group to shape a new approach to providing public services in West Berkshire called Co-production, which is about local people and professionals working in partnership. The initial focus of the group will be the Council's Environment Strategy, which includes supporting green growth and businesses, energy efficiency, protecting and enhancing biodiversity, and sustainable transport.
- 4.5 We continued to [work towards carbon neutrality](#), with a road resurfacing scheme to improve the local roads whilst remaining carbon neutral, in one of the first projects of its kind in the district. Working with our contractor, Vollker Highways and Miles Macadam, the project used an innovative new surface which has a lower-carbon footprint than others. The overall carbon footprint of the project was reduced by 38% which, along with the planting of 152 trees to offset the remainder, has been delivered in a carbon-neutral way. The roads resurfaced as part of the scheme were in Beedon Hill and Old Oxford Road in Beedon, Hose Hill in Burghfield, Reading Road in Burghfield, and Floral Way in Thatcham.
- 4.6 Performance for 2021/22 showed that the Council continued to ensure **core business** service delivery, whilst also managing the response to the ongoing impact of Covid pandemic. The impact was exacerbated by the conflict in Ukraine, which started at the end of the financial year. Core business area achieved strong performance during quarter four. The majority of the measures achieved challenging targets set to maintain the best quartile comparative position nationally. Achievements to note were Covid-19 targeted testing and tracing activity, timeliness of financial assessments, a "Good" rating for our Children and Families Service (on the background of significant demand increase and staff recruitment pressures), and the number of maintained schools that have been judged "Good" or "Better" by Ofsted.
- 4.7 Of the measures which were rated Red, many only marginally missed the targets (by 2 or 3 percentage points) and most of them were impacted by the prioritisation to respond to Covid. A number of areas to highlight to the Executive include:
- Council Tax – where Covid-19 affected residents' ability to pay, and the Council helped them by offering greater flexibility to pay and distributing Covid-19 related financial help.
  - Street cleaning – staff were redeployed to maintain frontline collections to mitigate the lack of HGV drivers available during the pandemic
  - Birchwood Care Home rated as "requires improvement" which resulted in a number of actions to address identified challenges

- The condition of a section of the A4 between Newbury and boundary with Wiltshire which required resurfacing
- The amount of waste being recycled dropped to just below the desired level (provisional data), due to a change in behaviour following the withdrawal of Covid-19 restrictions.

4.8 Improvement activity through the Council Strategy **priorities for improvement** continued to progress, with the majority of measures targeted for this year being achieved. Areas of achievement to note include: the Befriender programme, development of the Inward Investment Prospectus, availability of electric charging points in more WBC maintained car parks, and more people able to access full fibre broadband.

4.9 There were some measures not reporting due to data availability (e.g. educational attainment, and average traffic time - impacted by Covid-19); and a few below target or needing re-profiling, in particular to note:

- Whilst education attainment data was not available, the Education service continued to deliver an extensive range of support activities directly to pupils (including to disadvantaged sub-groups), families and schools' staff to navigate the challenges presented by Covid-19, and created the premises for sound education results.
- Repeat referrals to children's social care – most likely indicative of increasing demand and pressure on the wider services for children and young people
- Maintaining a "Good" level of litter, graffiti and detritus – staff were redeployed
- Develop a Co-Production Framework with our statutory, community and voluntary partners – re-profiled to June 2022

4.10 The council's **corporate health indicators** highlight sound resource management, a budget underspend and stable workforce.

## 5 Supporting Information

### Influencer measures

*Refer to Appendix A for more detail*

5.1 Non-targeted measures of volume were monitored to provide context to the work being carried out across Council services.

5.2 The major focus for the district continued to be on **recovery and renewal**. The government removed all mandatory domestic restrictions for controlling Covid-19, and the emphasis was on promoting steps that individuals could take to keep themselves safe and healthy.

5.3 The second dose vaccination rate for adults in the district was 78.1%, which was greater than the English rate of 69.1% and means that we rank 13 out of 152 for All English single tier and county councils. 65.3% of our residents have received the third or booster dose, which means we rank 13 out of 152 for All English single tier and county councils.



- 5.4 Overall, the local **economy remained strong**. Economic activity rate (chart 4), unemployment rate (chart 6), total claimant count (charts 8 and 9) and business rated properties (chart 10) further improved or remained stable. The rising cost in living (6.2% nationally in the year to March 2022 up from 5.5% in February) is being monitored to identify any impact on the local economy and the Council.
- 5.5 The strong economy trend was also reflected in the continued recovery of Newbury Town Centre footfall from pandemic levels, and the 12% increase of parking tickets sold in WBC managed car parks compared to the same period in 2019/20 (charts 15 and 16).
- 5.6 The cost of houses in the district continued to rise, including for first time buyers and terraced houses (chart 17).
- 5.7 The local **social indicators** followed national trends. Crime patterns have been affected by the pandemic and government restrictions on social contact.
- 5.8 The number of antisocial incidents reported decreased by 15% (chart 24).
- 5.9 Through co-production work with voluntary sector organisations, and the Housing Strategy Group, the extensive work carried out by the Rough Sleeping and Housing Operations Teams resulted, again, in no rough sleepers at the end of the quarter (chart 42). The number of households in temporary accommodation remained stable (chart 41).
- 5.10 The expected increase in referrals to children's services was due to a number of factors, partly due to agencies referring more, as they recover from reduced service activity due to lockdown restrictions, and partly because of an increased need being identified as a result of household pressures and this rise was reflected in the number of Children in Need (charts 25 and 27).
- 5.11 In adult social care, the number of new adult safeguarding enquiries (chart 36) had substantially increased since last quarter. This was due to the number of S42 enquiries opened as a result of the Birchwood Provider of Concern safeguarding investigation. National guidance required figures reported, which related to an organisational enquiry, must capture all residents impacted. Birchwood has a capacity of 60 and, at the time the organisational abuse enquiry was opened, there were over 50 residents in situ.
- 5.12 Borrowing from libraries continued to rise, being 10% higher than this quarter in 2019/20 (chart 43). Educafe, a community interest company and diverse ethnic communities support agency was [hosted in Newbury Library](#) and provided a safe space for people to make new friends, eat and learn.

### Core Business Activities

- 5.13 The majority of the core business measures have achieved strong performance results against challenging targets. Full details about the results achieved are provided in the tables below (one about performance against targets, and one about the latest benchmarking information available) and the subsequent narrative section. Further details are provided in the Exception Reports (Appendix B).

Please note:

2021/22 Performance Report Quarter Four

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

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

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

DNA: Data not available

DNP: Data not provided

Refer to Appendix D for technical conventions

Category	Measure	2021/22			Notes
		RAG	YE Outturn	Target	
Covid-19 response	Number of Covid-19 Targeted Community Testing assisted tests given	G	3,516	≥200	-
	% of Local Contact Covid-19 Tracing calls completed	G	89.6%	≥85%	Q4: 11,454 / 12,950 YE: 27,784 / 30,994
Protecting our children	Ofsted rating of at least Good for our Children and Family Service	G	Good	Good	Result of an OFSTED inspection which took place in March 2022.
	% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)	R	89.8%	≥95%	YE: 149 / 166 During this period of Covid disruption we have chosen to only record 'face to face' visits for this measure. There is regular contact with children using virtual means, and when this measure is included we achieve 93%. See exception report for details
Supporting education	% of maintained schools judged good or better by Ofsted	G	95%	≥95%	YE: 74 / 78

2021/22 Performance Report Quarter Four

Category	Measure	RAG	2021/22		Notes
			YE Outturn	Target	
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	G	Complete in Q1	≥98%	99% achieved in Q1
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	G	98.0%	≥95%	-
	% of 16-17 year olds participating in education and training	G	Top 20%	Top 20%	3,199/3,421 = 93.5% of young people meeting the Duty to participate in education and training
Ensuring the wellbeing of older people and vulnerable adults	% of WBC provider services inspected by Care Quality Commission (CQC) and rated as good or better	R	80%	=100%	4/5 = 80% Birchwood was inspected in February 2022, and was rated as requiring improvement. See exception report for details.
	% of financial assessments actioned within 3 weeks of referral to the Financial Assessment & Charging Team	G	99.7%	≥98%	YE: 578 / 580

Category	Measure	2021/22			Notes
		RAG	YE Outturn	Target	
Maintaining our roads	% of the principal road network (A roads) in need of repair	R	3%	≤2%	Whilst investment has remained steady over the financial year (2021/22), the most recent survey has indicated that the section of the A4 between Newbury and the Wiltshire Boundary are a concern. See exception report for details.
Countryside and open spaces	Adopt the Rights of Way Improvement Plan	R	Behind schedule	Complete in April 2022	Service request to amend the target to September 2022 due to high number of responses to consultation and contractor's staffing issues. First draft on track for September 2022.
	Survey the highway verge network, with partners and volunteers, for the wildlife verges project	G	Complete	20% by March 2022	-
	% of household waste recycled, composted and reused	R	49.1% (P)	≥49.5% (≥ 2018/19 outturn)	As the economy opened up and residents could spend more time outdoors, there was a significant fall in the recycling rate during Q4 2021/22 which means the year-end performance is slightly below target. All results are subject to change once validated by DEFRA after Q4. See exception report for details.

Category	Measure	2021/22			Notes
		RAG	YE Outturn	Target	
	Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)	R	Satisfactory	Good	The outturn on this measure has been below target in recent quarters during the pandemic. Contractor resources have been prioritised and re-deployed to help maintain key frontline collection services. See exception report for details.
Providing benefits	Average number of days taken to make a full decision on new Housing Benefit claims	R	20.3	≤19 days	Q4: 20.93 Main reason relates to COVID matters. Self-Isolation (Track & Trace) grant applications and payments support have seen more than a 500% increase since Q3. See exception report for details.
	Council Tax collected as a percentage of Council Tax due	R	97.3%	≥98.8%	For comparison, Q4 2020/21 = 95.9% and residents continued to receive support in response to Covid. See exception report for details.
	Non domestic rates collected as a percentage of non domestic rates due	G	98.3%	≥97%	For comparison, Q4 2020/21 = 95.2%

Category	Measure	2021/22			Notes
		RAG	YE Outturn	Target	
Planning and housing	% of planning appeals won	R	60.4%	≥65% (England average)	YE: 29 / 48 There is no particular change in circumstances within the Service. Small numbers impact on performance variation, but it is noted that this is the second consecutive quarter that the appeal success rate is 50%. Decisions are monitored within the Service and there are no repetitive or predominant aspects to the decisions at this time. See exception report for details.
	% of 'major' planning applications determined within 13 weeks or the agreed extended time	G	93.4%	≥90% (England average)	Q4: 19 / 20 YE: 71 / 76
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	G	90.7%	≥86% (England average)	Q4: 52 / 55 YE: 244 / 269
	% of 'other' planning applications determined within 8 weeks or the agreed extended time	R	87.1%	≥90% (England average)	YE: 1,085 / 1,245 The number of applications received increased compared to previous years. Q4 performance improved but not to a degree to compensate for lower performance at Q3 (which was impacted by vacancies and sickness). See exception report for details

Category	Measure	2021/22			Notes
		RAG	YE Outturn	Target	
Economic development	Number of webinars and events held to engage with businesses to promote awareness and understanding of council activities	G	4	≥4	44 West Berkshire businesses have received £700k from our ARG Challenge Fund, an innovative scheme aimed at supporting recovery, green growth and digital innovation designed and run by the Economy Team.

Please note:

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

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

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

DNA: Data not available

DNP: Data not provided

*Refer to Appendix D for technical conventions*

5.14 Performance for the majority of core business activities reported was on target. Many of the measures RAG rated Red were only 2% - 3% below expected levels.

5.15 Where Covid-19 restrictions hindered statutory, face-to-face visits to social care cases, teams offered the service in a different way e.g. closer partnership and interdisciplinary team working, video meetings or telephone calls, to ensure the safety of clients and staff. The demand on the service was increased and residents remain uncomfortable with meeting in person. If virtual visits were included in the count, the rate would be 93%.

5.16 A notable achievement was the Ofsted assessment of our Children and Family Service as "Good". The report praised the effectiveness of our "strong, stable and child-focused leadership team" and recognised the experience that West Berkshire had in supporting asylum-seeking children, noting that unaccompanied children were met with kindness.

5.17 Single assessments, which determine and agree what should happen to address and support the needs of children and how they might be responded to, were carried out within the expected timescale 98.7% of the time.

5.18 Another strong result was that 98% of children will be able to start in one of their top three preferences of secondary school.

5.19 One of our residential care homes, Birchwood, was re-inspected and rated "requires improvement". A combined action plan has been submitted to the Care Quality

Commission, which addresses the Provider of Concern issues, the pre-existing Health and Safety concerns and the CQC regulation breaches. An agreed 'Providers of Concern' Framework response ensures that officers meet regularly to monitor progress and provide support to the home. Berkshire West CCG Infection and Prevention Control team is also included in these regular monitoring meetings. A new Service Manager was appointed bringing a strong background in meeting regulatory standards and in developing services.

- 5.20 The survey on the highway verge network with partners and volunteers for the wildlife verge project was completed on time.
- 5.21 Solutions are being explored to fund required work in response to a recent survey on our A roads, which found that there was a section between Newbury and the Wiltshire boundary that needed to be addressed.
- 5.22 Our levels of litter and street cleansing were judged as "Satisfactory" (as outlined in the Keep Britain Tidy local environmental indicators). As expected, we have been rated lower than we wished, due to contractor resources having to be re-deployed to maintain key frontline collection services, as a result of the impact of Covid-19 on our staff levels.
- 5.23 The timely processing of housing benefit claims, and the collecting Council Tax continued to be impacted by Covid-19. The determination of planning applications continued to be on target with the exception of the "other" planning applications, which were impacted by increasing demand and some vacancies in the team during Q3, and whilst improved during Q4, had not completely mitigate the impact from Q3.

**Service requests for amendments:**

- Adopt the Rights of Way Improvement Plan  
- Amend target from April 2022 to September 2022.

*Refer to Appendix C for full details on amendments to measures and targets*

**National Benchmarking for Core Business Measures (April 2018- March 2021)**

- 5.24 No new benchmarking was available at time of publication. In the majority of services, we compared favourably with our peers and continued to maintain our position.
- 5.25 We benchmark against all authorities responsible for delivering the relevant functions, whether they be single tier, county, district or unitary.



2021/22 Performance Report Quarter Four

Category	Measure	2018/19 National Qtile/Rank	2019/20 National Qtile/Rank	2020/21 National Qtile/Rank	2020/21 Target	2020/21	
						RAG	YE Outturn
Supporting education	% of maintained schools judged good or better by Ofsted	1st Qtile Rank 17/152 (August) (YE: 95.7%)	1st Qtile Rank 22/152 (YE: 95.7%)	1st Qtile Rank: 36/151 (YE: 91.45%)	≥95%	G	94.9%
	% of applications receiving one of their three preferences for West Berkshire children (Primary Admissions)	2nd Qtile Rank 51/152 (YE: 98.4%)	1st Qtile Rank 12/152 (YE: 99.1%)	1st Qtile Rank 15/151 (YE: 99.2%)	≥98%	G	Complete in Q1
	% of applications receiving one of their three preferences for West Berkshire children (Secondary Admissions)	1st Qtile Rank 27/152 (YE: 97.9%)	1st Qtile Rank 36/152 (YE: 96.6%)	1st Qrtile Rank 15/151 (YE: 98.2%)	≥95%	G	98%
Maintaining our roads	% of the principal road network (A roads) in need of repair	2nd Qtile Rank 18/147 (YE: 2%)	2nd Qtile Rank 19/128 (YE: 2%)	3rd Qtile Rank 49/115 (YE: 3%)	≤2%	R	3%
Collecting your bins and keeping the streets clean	% of household waste recycled, composted and reused	1st Qtile Rank 30/146 (YE: 49.5%)	1st Qtile Rank 32/148 (YE: 50.2%)	1st Qtile Rank 33/149 (YE: 49.0%)	≥49.5% (≥ 2018/19 outturn)	R	49.1% (P)
Collecting Council Tax and Business rates	Council Tax collected as a percentage of Council Tax due	1st Qtile Rank 8/151 (YE: 98.5%)	1st Qtile Rank 8/151 (YE: 98.5%)	2nd Qtile Rank: 68/151 (YE: 95.9%)	≥98.8%	R	97.3%
	Non domestic rates collected as a percentage of non domestic rates due	3rd Qtile Rank 82/151 (YE: 98.4%)	1st Qtile Rank 20/151 (YE: 98.9%)	2nd Qtile Rank: 48/151 (YE: 95.2%)	≥97%	G	98.3%
Planning and Housing	% of 'major' planning applications determined within 13 weeks or the agreed extended time	4th Qtile Rank 258/300 (YE: 78.1%)	2nd Qtile Rank 67/305 (YE: 98.8%)	dna	≥90% (Eng avg)	G	93.4%

Category	Measure	2018/19 National Qtile/Ran k	2019/20 National Qtile/Ran k	2020/21 National Qtile/Ran k	2020/2 1 Target	2020/21	
						RAG	YE Outturn
	% of 'minor' planning applications determined within 8 weeks or the agreed extended time	4th Qtile Rank 240/301 (YE: 77.5%)	2nd Qtile Rank 108/306 (YE: 90.4%)	2nd Qtile Rank 125/307 (YE: 89.5%)	≥86% (Eng avg)	G	90.7%
	% of 'other' planning applications determined within 8 weeks or the agreed extended time	2nd Qtile Rank 119/309 (YE: 93%)	2nd Qtile Rank 92/309 (YE: 94.8%)	3rd Qtile Rank 224/309 (YE: 84.9%)	≥90% (Eng avg)	R	87.1%

Note: quartile position is described by both text (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup> Qtile) and colour (dark green, green, light red and red).

### Council Strategy Priorities for Improvement:

5.26 Results at the end of Q4 show that progress continued to be made to deliver the Council Strategy priorities for improvement. Further detail by priority for improvement and additional intelligence about achievements and challenges are included in the section below. For the latter, more details are provided in the Exception Reports (Appendix B).

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

Priority for Improvement	RAG Status			
	Red	Amber	Green	Other
Ensure our vulnerable children and adults achieve better outcomes	1	0	5	0
Support everyone to reach their full potential	2	0	4	4
Support businesses to start develop and thrive in West Berkshire	2	0	5	0
Develop local infrastructure including housing to support and grow the local economy	0	0	1	5
Maintain a green district	3	0	2	2
Ensure sustainable services through innovation and partnerships	2	0	2	0
	<b>10</b>	<b>0</b>	<b>19</b>	<b>11</b>

Note:

Red: year-end target will not be met

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

Green: year-end target will be met.

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

### **Ensure our vulnerable children and adults achieve better outcomes**

- 5.27 Overall good results continued to be achieved for this priority for improvement.
- 5.28 Repeat referrals to children's services continued to rise as partner agencies and services were reverting to pre-Covid-19 ways of working. It was also partly due to increased need due to household pressures on vulnerable families.
- 5.29 The provisional result for the survey where service users say that our adult social care services have made them feel safe and secure was above target at 91.5%. In Children's Services, three quarters of parents (above the target of 55%) said that their concerns had been reduced by the support they received from the Early Response Hub.
- 5.30 Nearly three quarters of our care leavers aged 19 to 21 were in employment, education or training, compared to the national figure of 52%, and above our target of 60%.

### **Support everyone to reach their full potential**

- 5.31 As reported last quarter, data availability continued to be the key issue relating to this priority for improvement. Education attainment outturns for the academic years 2019/20 and 2020/21 were not available, as exams had not taken place due to Covid-19. However, in order to create the premises for good educational outcomes a range of support was provided to pupils, families, teachers and schools.
- 5.32 The number of people who have volunteered to become Befrienders, and the number of residents they support exceeded the expected targets.

### **Support businesses to start develop and thrive in West Berkshire**

- 5.33 An Inward Investment Prospectus was developed and a dedicated business website <https://www.businesswestberks.co.uk/> went live in March 2022. The next step is to develop an inward investment strategy.
- 5.34 The Newbury Town Centre Masterplan was endorsed by the Executive at their meeting on 10 February 2022 as a strategy to reposition the town centre's offer to ensure it continued to meet the needs of residents, businesses, workers and visitors. It also provided a prioritised delivery plan which will support future investment bids. It was expected that the development would be delivered through a Supplementary Planning Document, linked to the development of the Local Plan, however the Local Plan Review has been delayed.

### **Service requests for amendments:**

- Develop an Inward Investment Prospectus - Replace Inward Investment Strategy and demote reporting destination to Council Strategy Delivery Plan
- Adopt a Newbury Town Centre Supplementary Planning Document – Delete and replace
- Publish a Newbury Town Centre Masterplan - Replace Newbury Town Centre Supplementary Planning Document KPI

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

5.35 Work was reported to be on track for connecting West Berkshire premises to Full Fibre with an increase from 25% to 39.4% in quarter four.

### **Maintain a green district**

5.36 EV charging was available in 33% of WBC public car parks, achieving the target for the end of this financial year.

5.37 The work to increase the number of additional miles of cycle route was affected by several factors, e.g. staffing, delay due to re-designing schemes, availability and cost of materials, however this is a long-term initiative, and work will continue to ensure there are more routes available to residents.

5.38 Good progress was made towards submitting a planning application to build a solar farm at Grazeley.

5.39 Following the approval of the Environment Strategy Delivery Plan the aims to conduct feasibility studies about afforestation, urban tree planting and natural regeneration were redefined. The development of the West Berkshire Natural Solutions Delivery Partnership (NSDP) brought together key organisations and stakeholders involved in the design and implementation of natural solutions in West Berkshire. The NSDP will work to help shape feasible projects through collaboration and engagement and the inclusion of partner organisations and landowners.

### **Service requests for amendments:**

- Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area (Strategic Goal) – Delete and replace
- Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district (Strategic Goal) - Delete and replace

*Refer to Appendix C for full details on amendments to measures and targets*

### **Ensure sustainable services through innovation and partnerships**

5.40 An example of co-production and co-operation between partners, the draft Joint Health and Wellbeing Strategy, was approved by the Health and Wellbeing Board and will be considered at the Full Council Meeting in May 2022.

5.41 A draft co-production framework was developed and will progress through the Council’s approval gateways.

5.42 The responses to the Resident’s Survey were analysed, and follow up exercises carried out around the district. A report will be submitted to elected members at the Executive meeting on 9 July 2022.

**Service requests for amendments:**

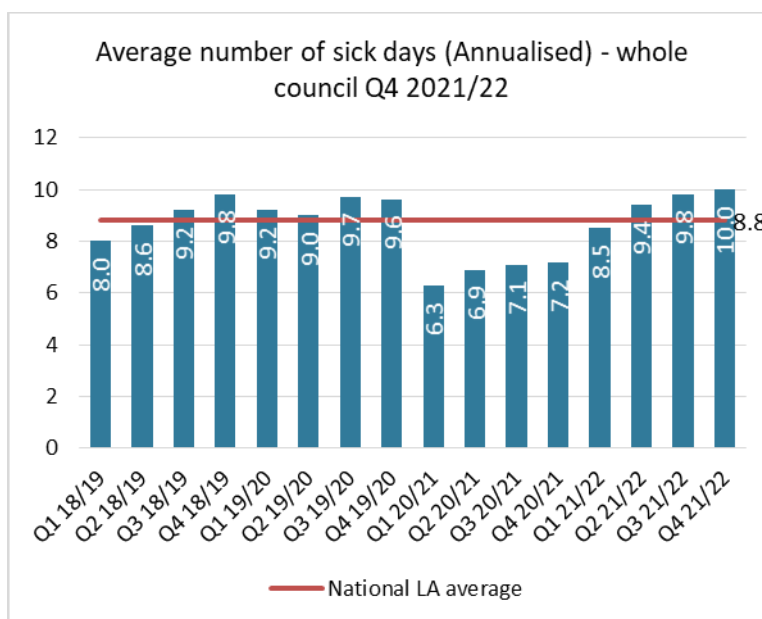
- Develop a Co-Production Framework with our statutory, community and voluntary partners - Amend target date

Refer to Appendix C for full details on amendments to measures and targets

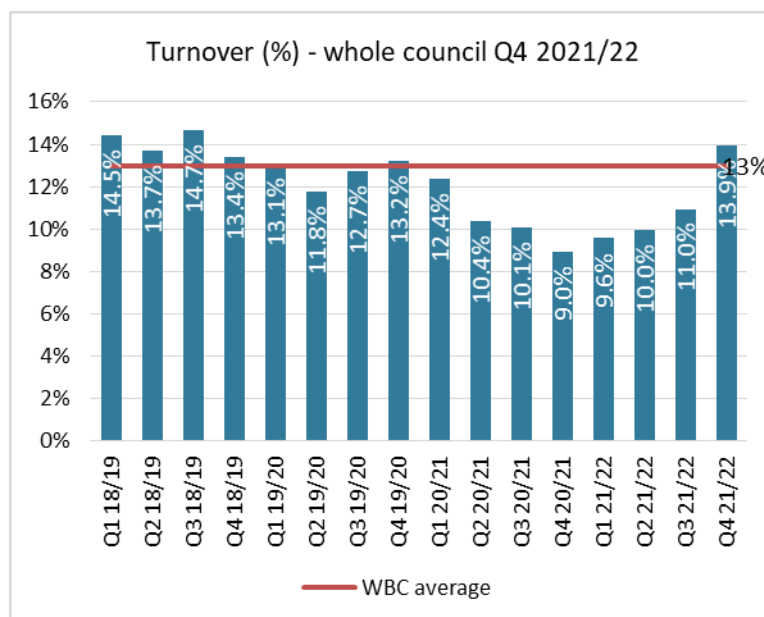
**Corporate Health**

5.43 The provisional revenue outturn was a £0.2m underspend which will be added to the Council’s general reserves.

5.44 Absence levels continued to rise. This trend was reflected in [national figures](#), which saw the sickness absence rate in the UK rise to its highest since 2010. The groups with the highest rates of sickness absence in 2021 included women, older workers, those with long-term health conditions, people working part-time and people working in caring, leisure and other service occupations ([Source: ONS](#)).



5.45 Staff turnover rose to 13.9% to just above the average level.



## Proposals

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

## 6 Other options considered

None considered.

## 7 Conclusion

7.1 Quarter four results show that strong performance levels have been maintained and key services delivered to residents as part of the activities in the Core Business category.

7.2 Action plans are in place to address performance measures rated “Red” and the Executive is asked to note these actions and the overall performance reported.

## 8 Appendices

8.1 Appendix A - Influencer Measures

8.2 Appendix B - Exception Reports

8.3 Appendix C – Service amendments to measures and targets in the Council Strategy Delivery Plan

8.4 Appendix D - Technical Conventions

8.6 Appendix E - Key Achievements Infographics

**Subject to Call-In:**

Yes:  No:

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

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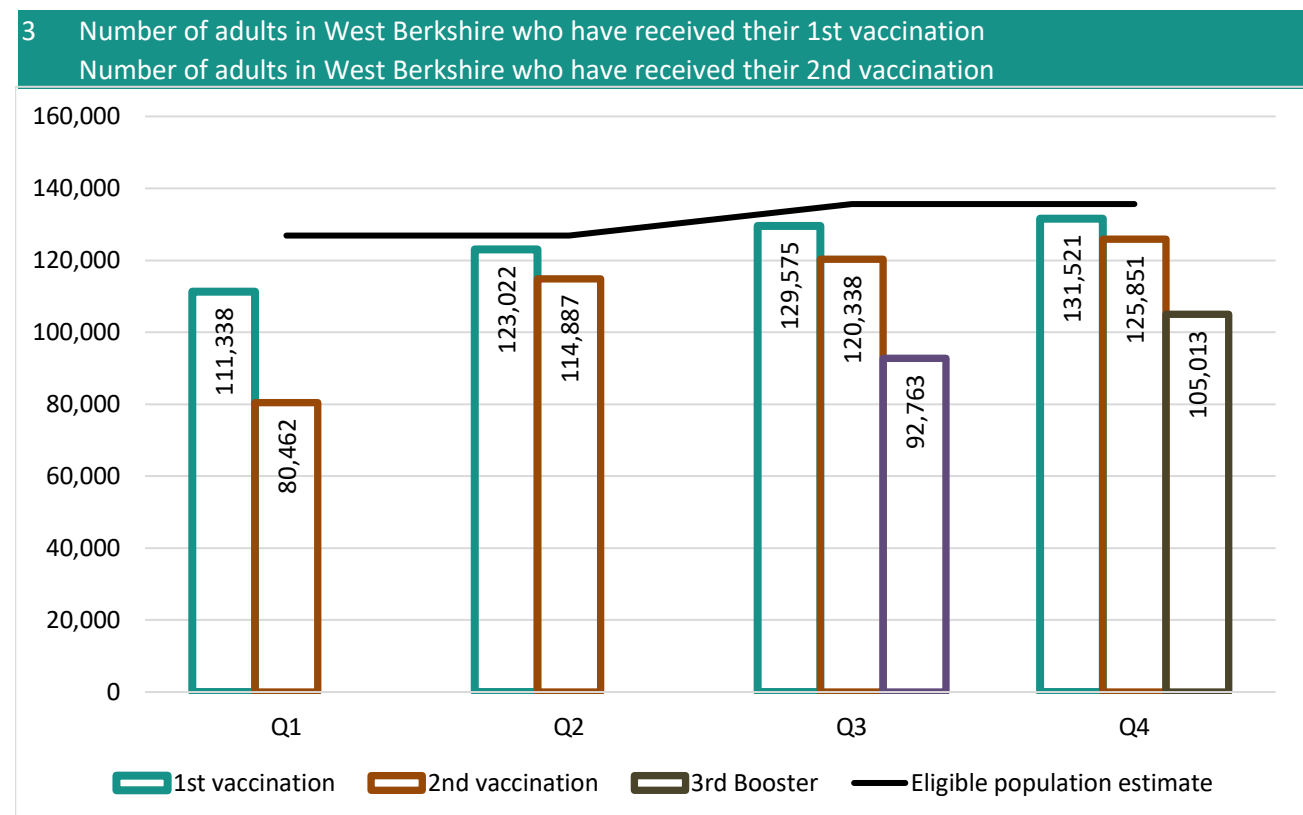
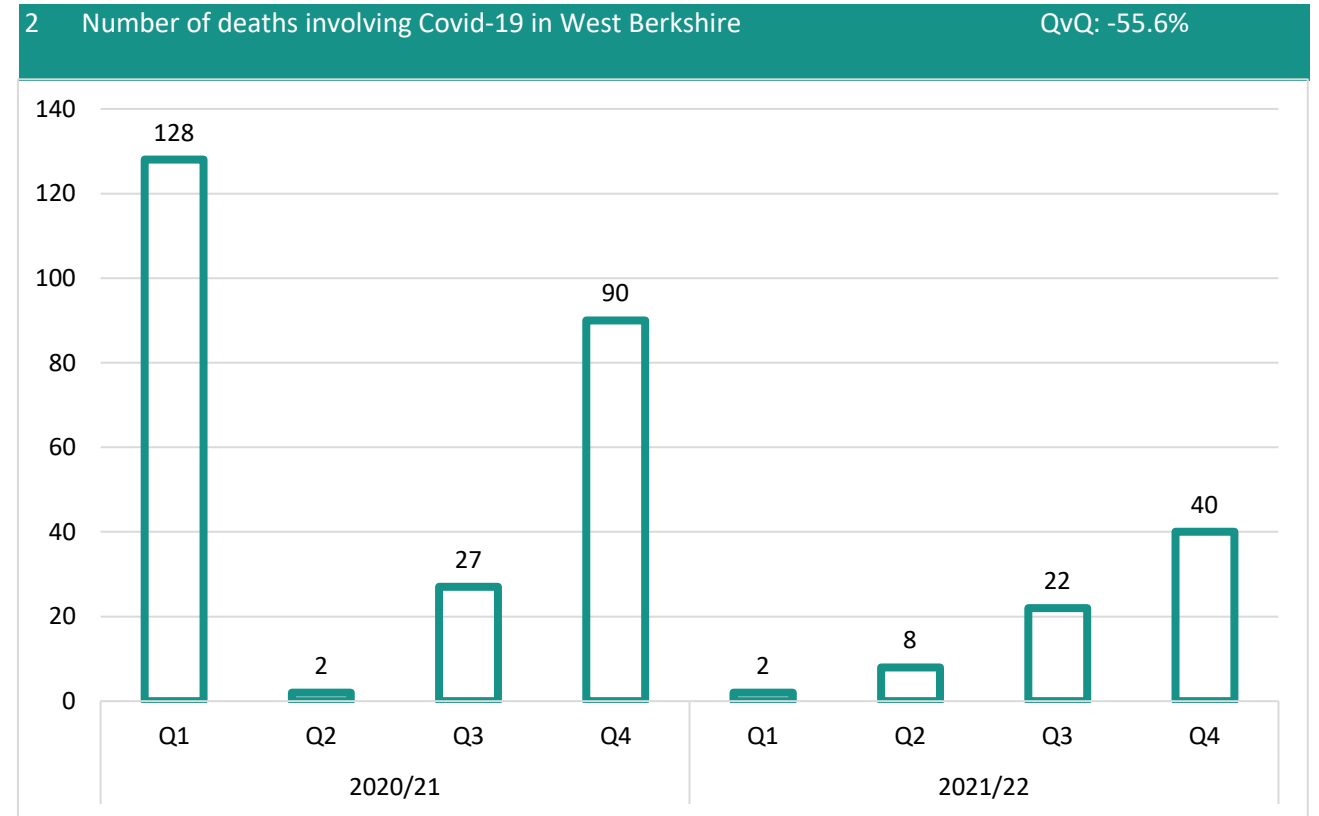
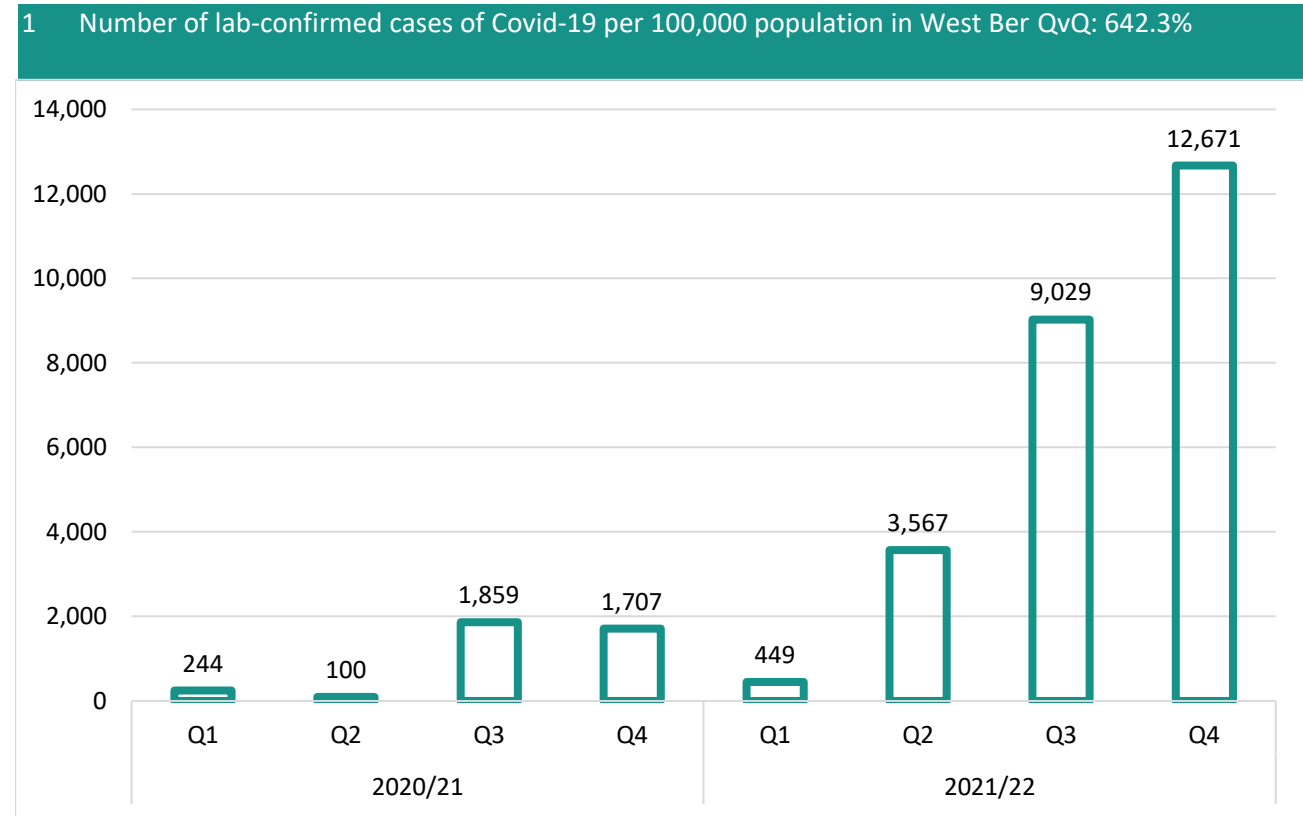
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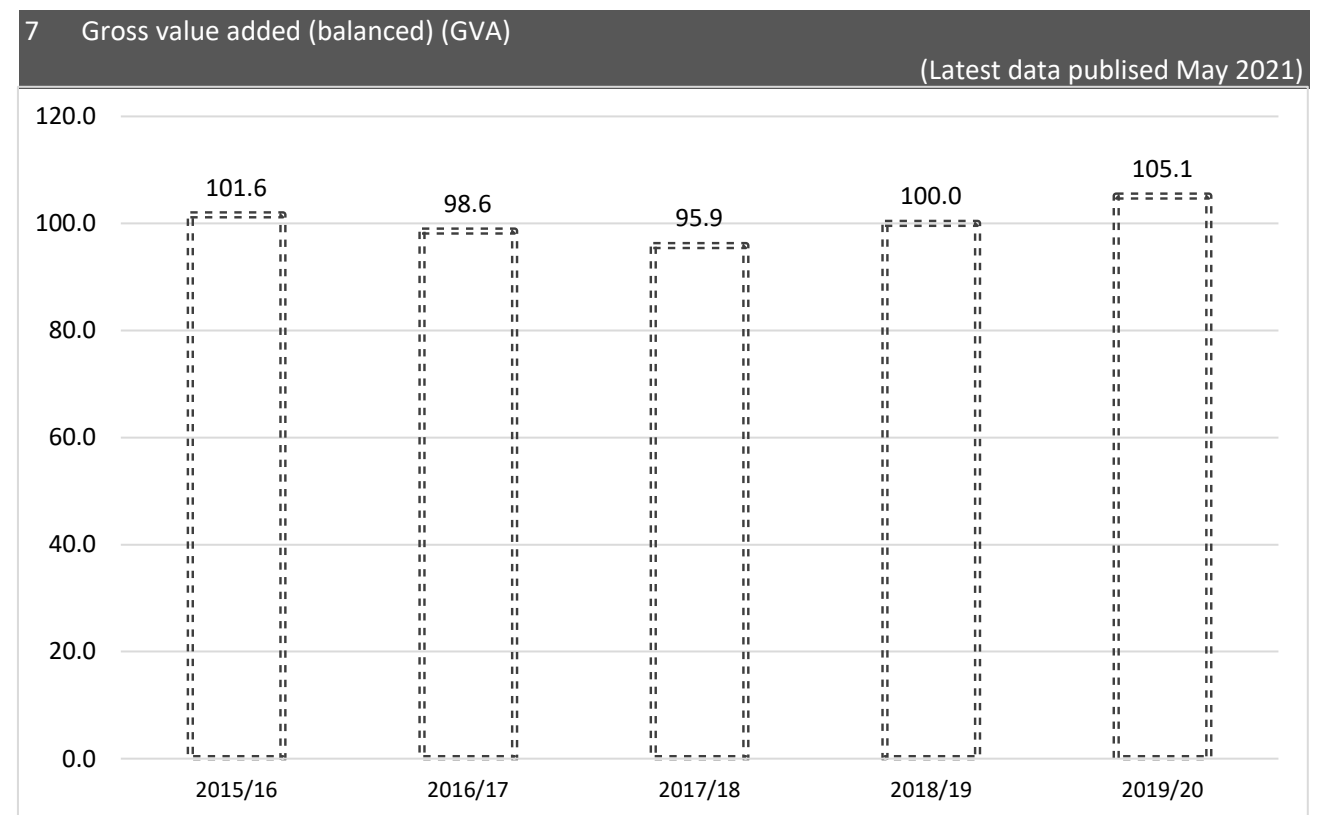
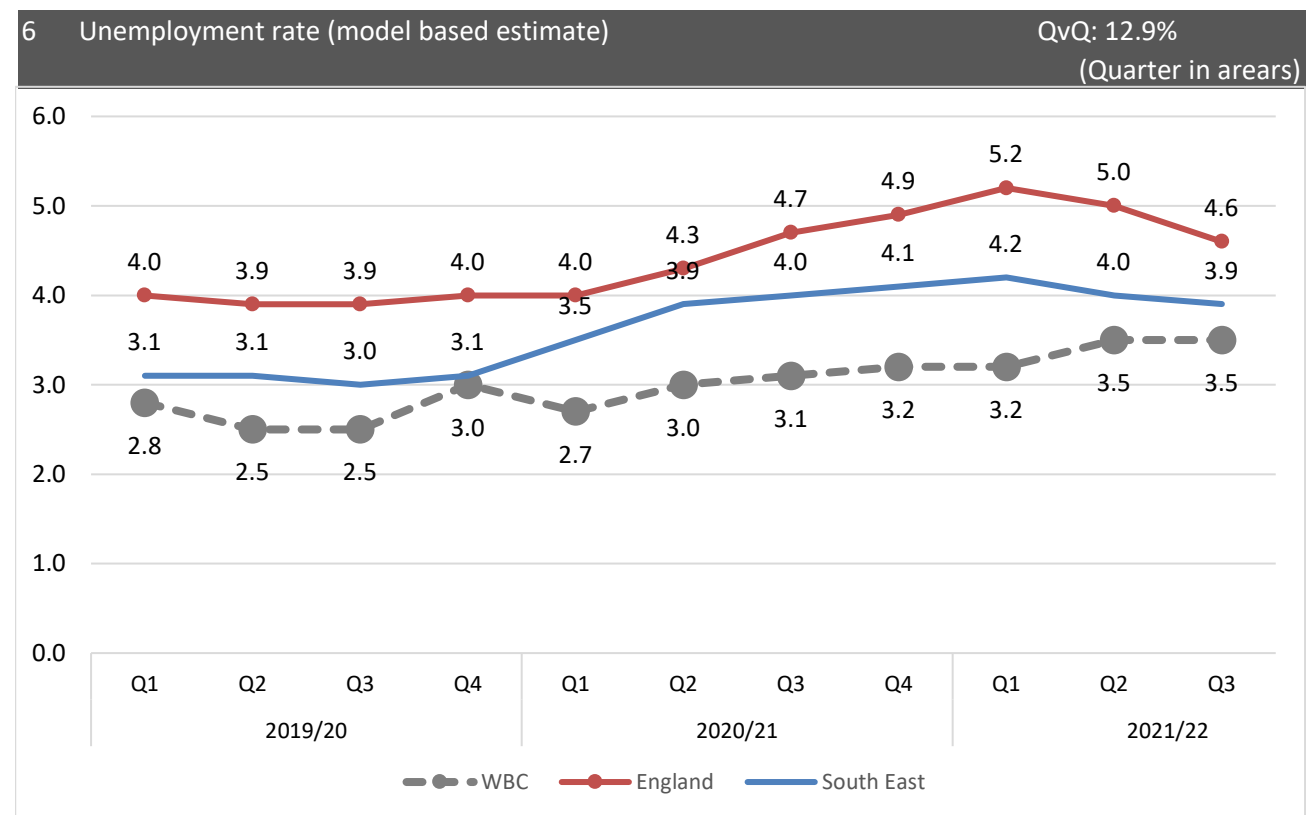
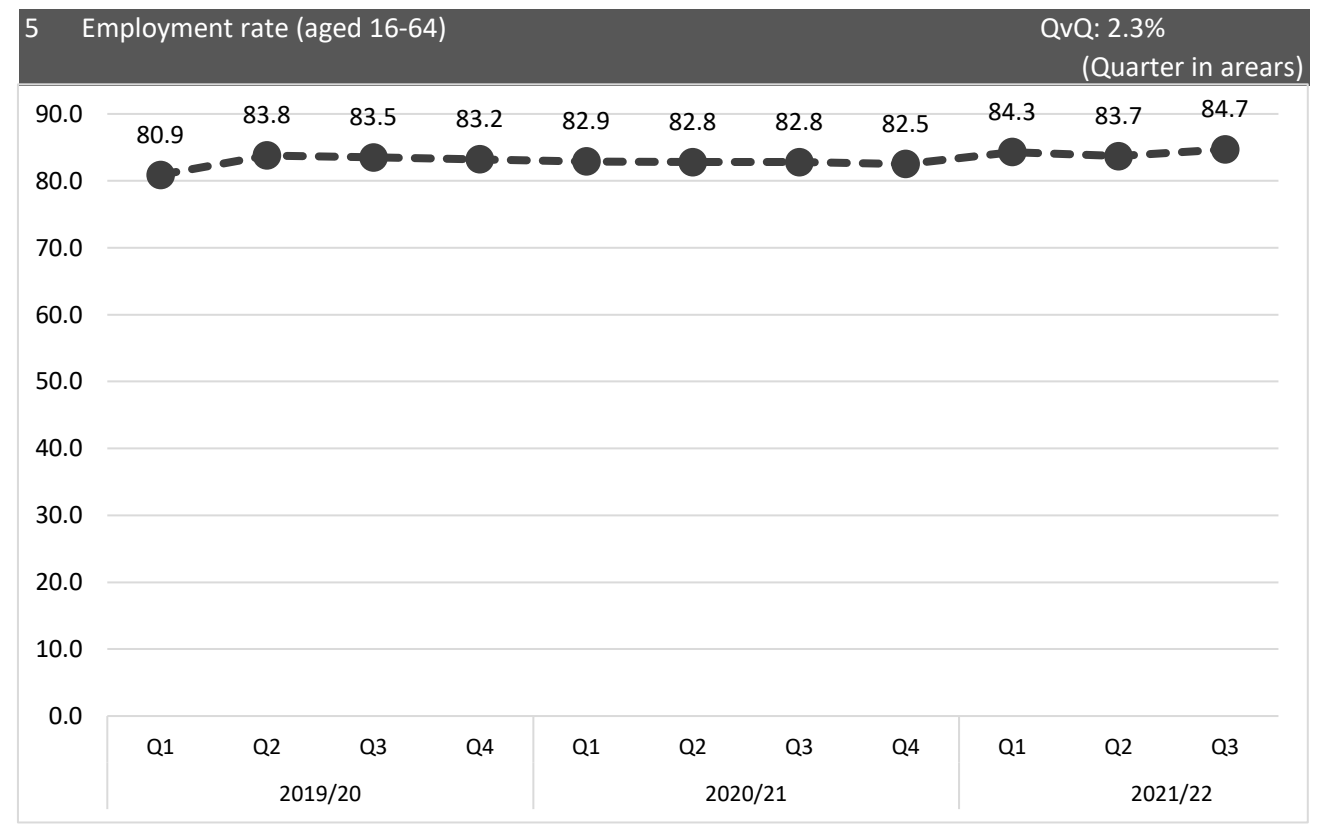
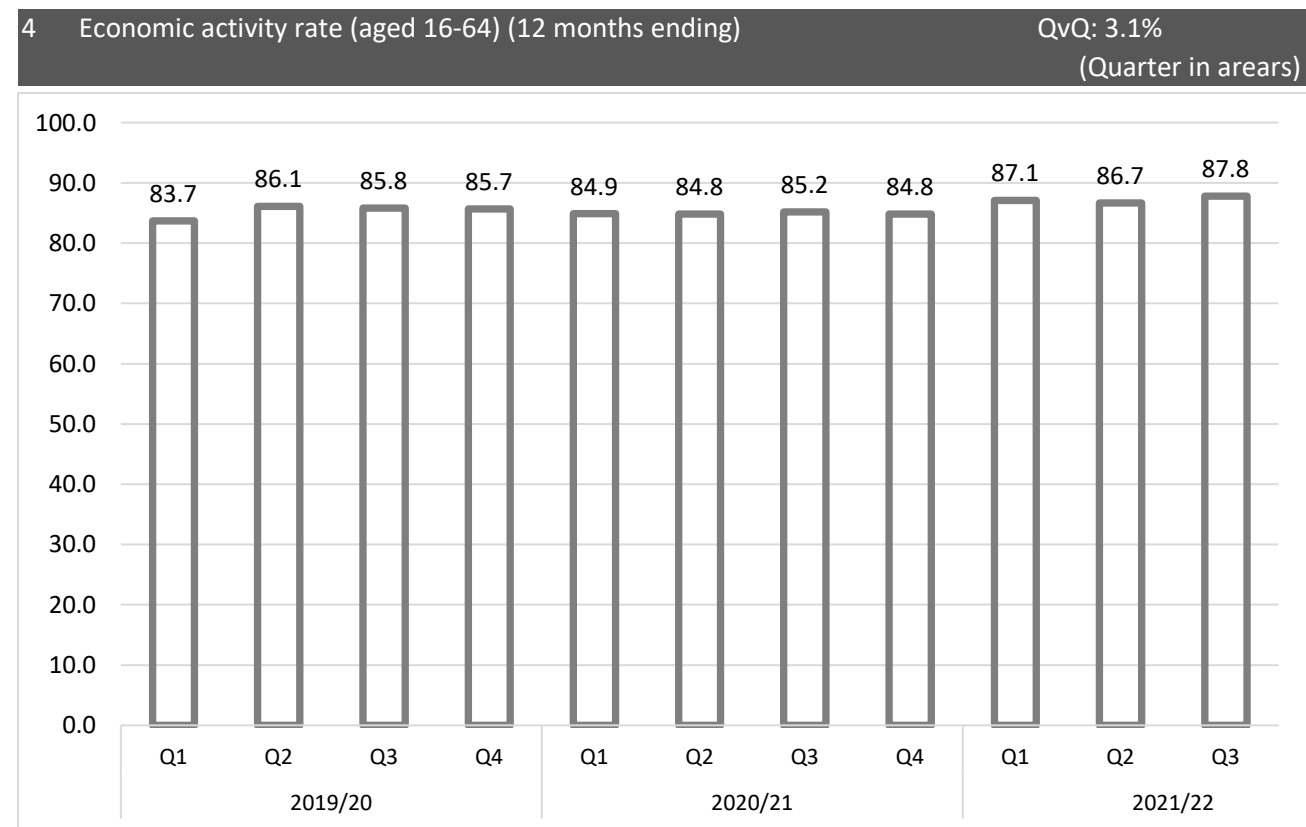
**Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)**

Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)



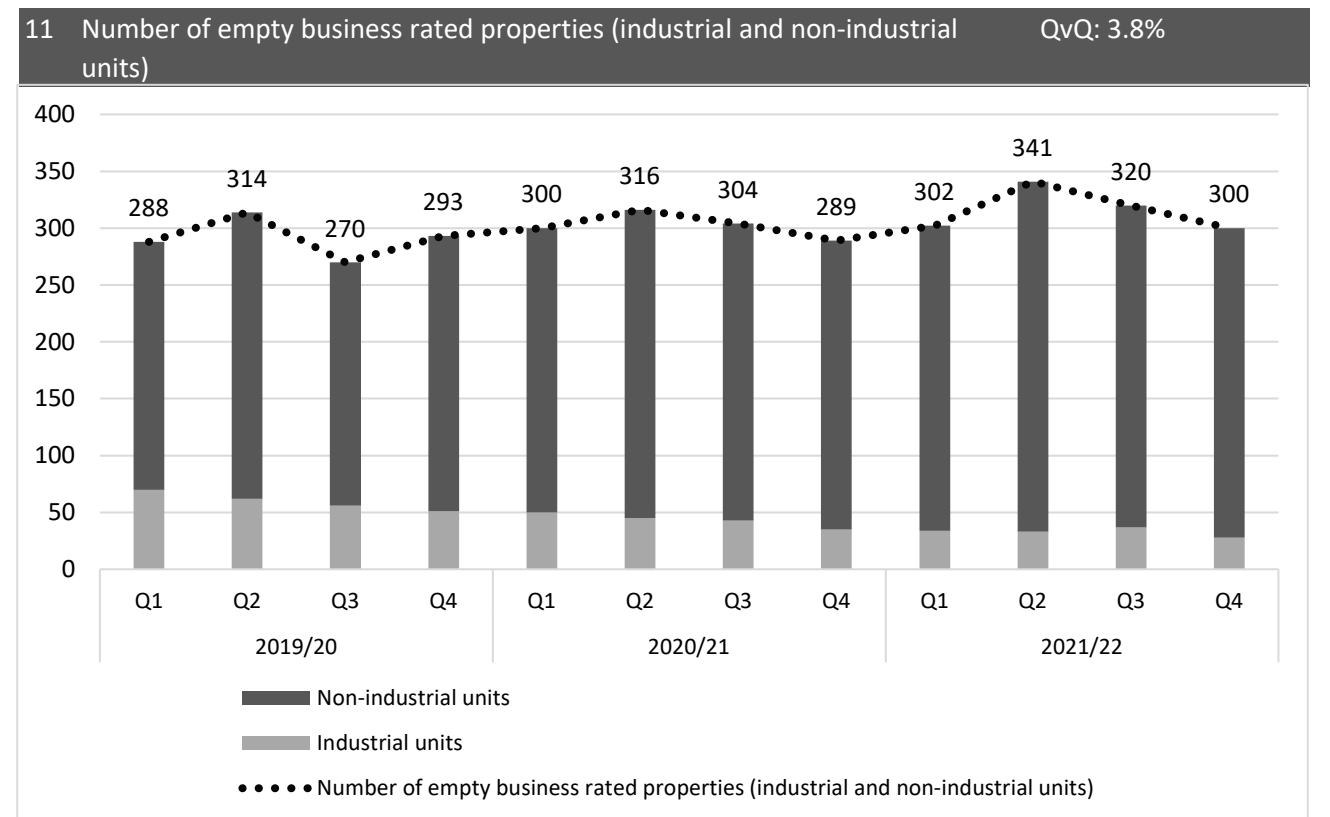
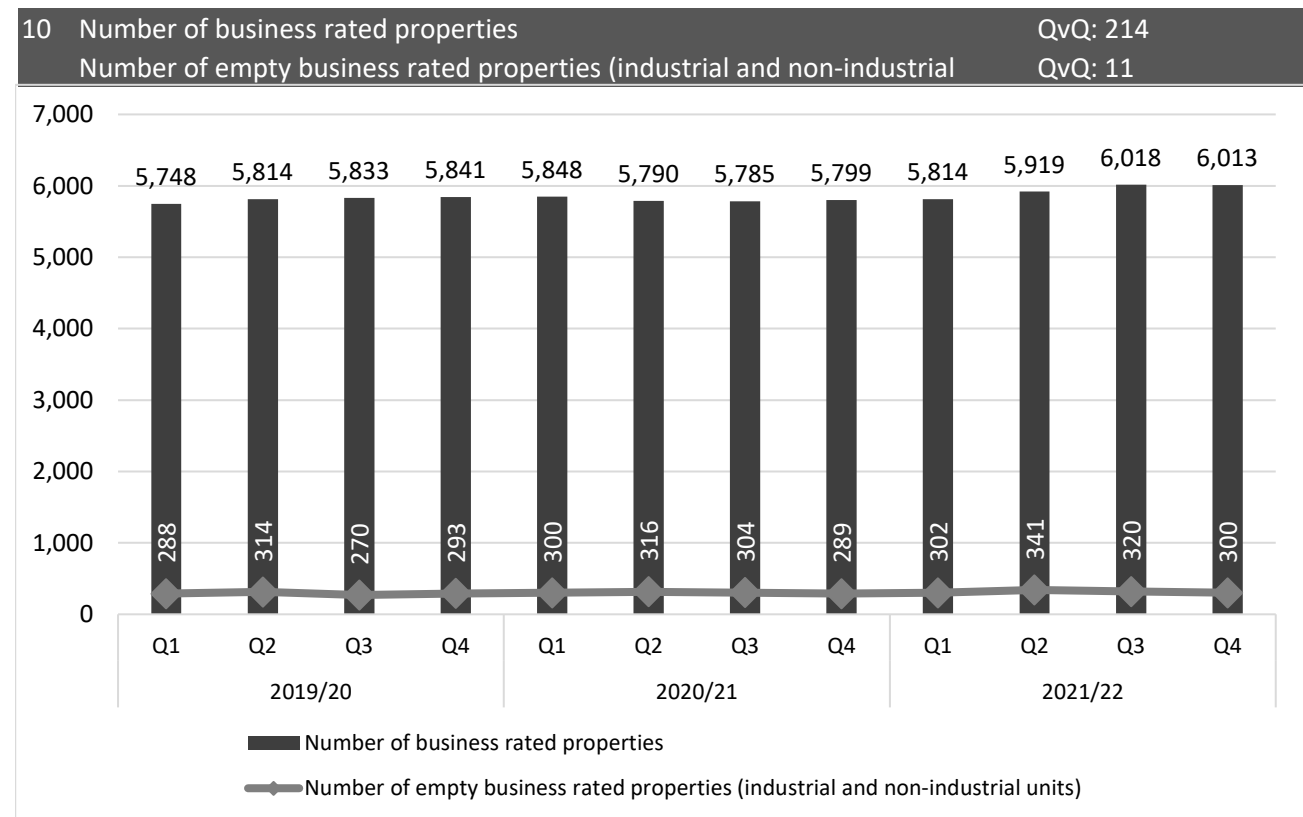
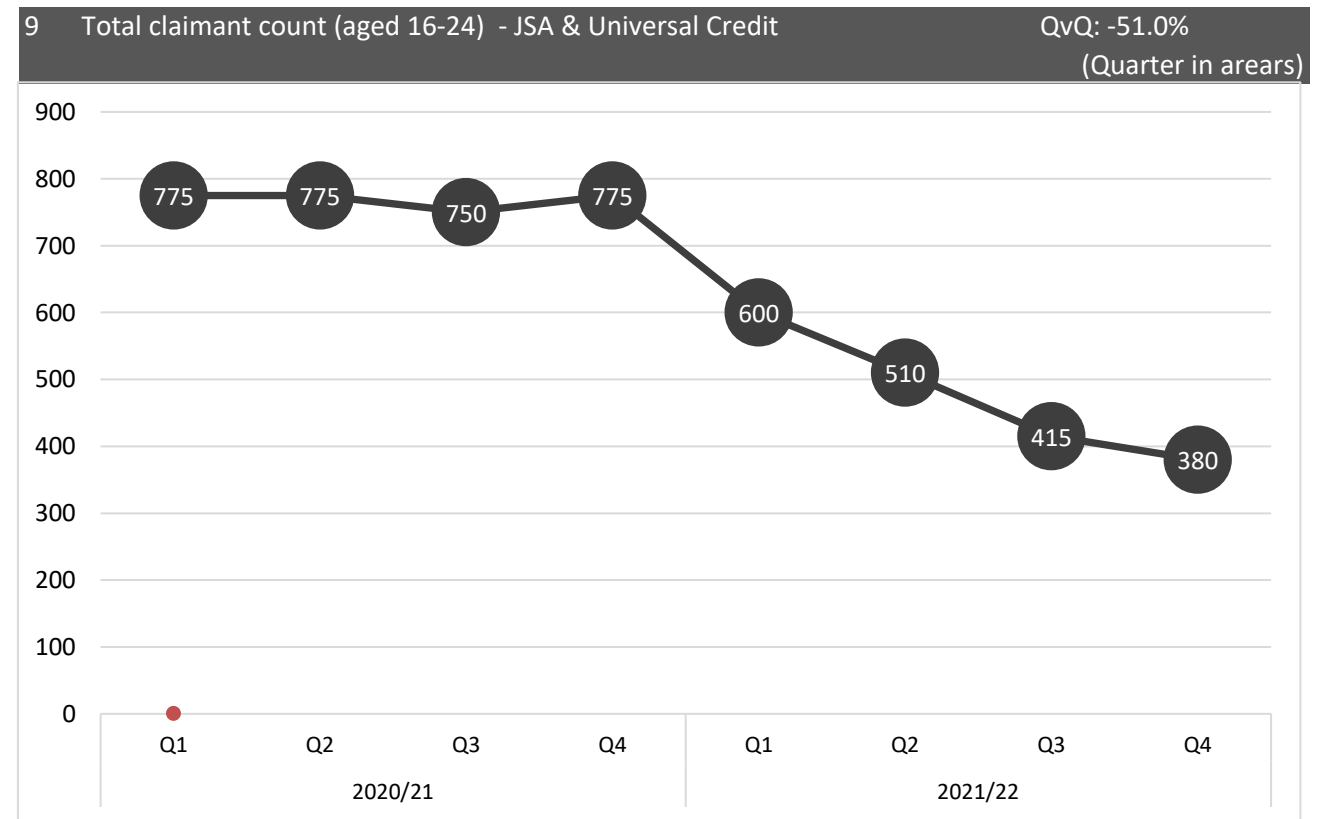
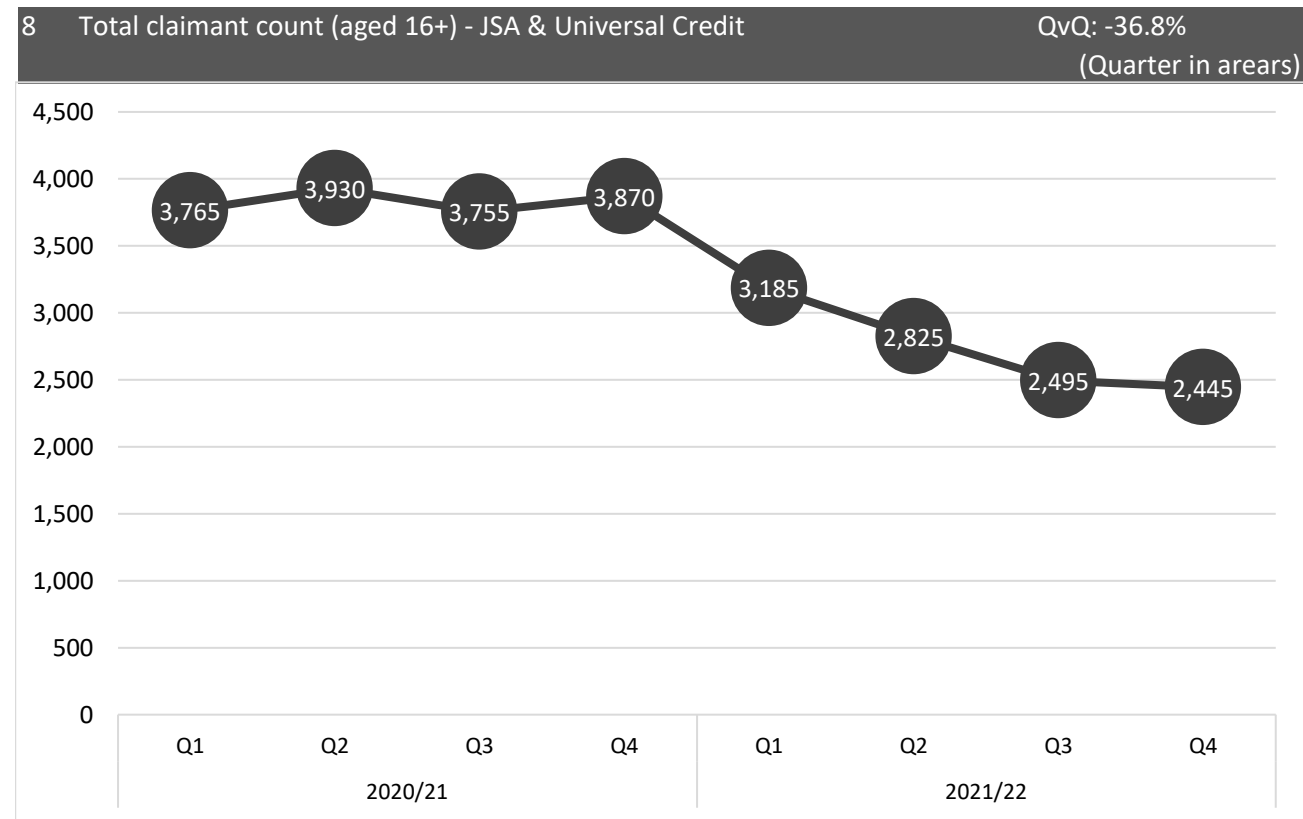
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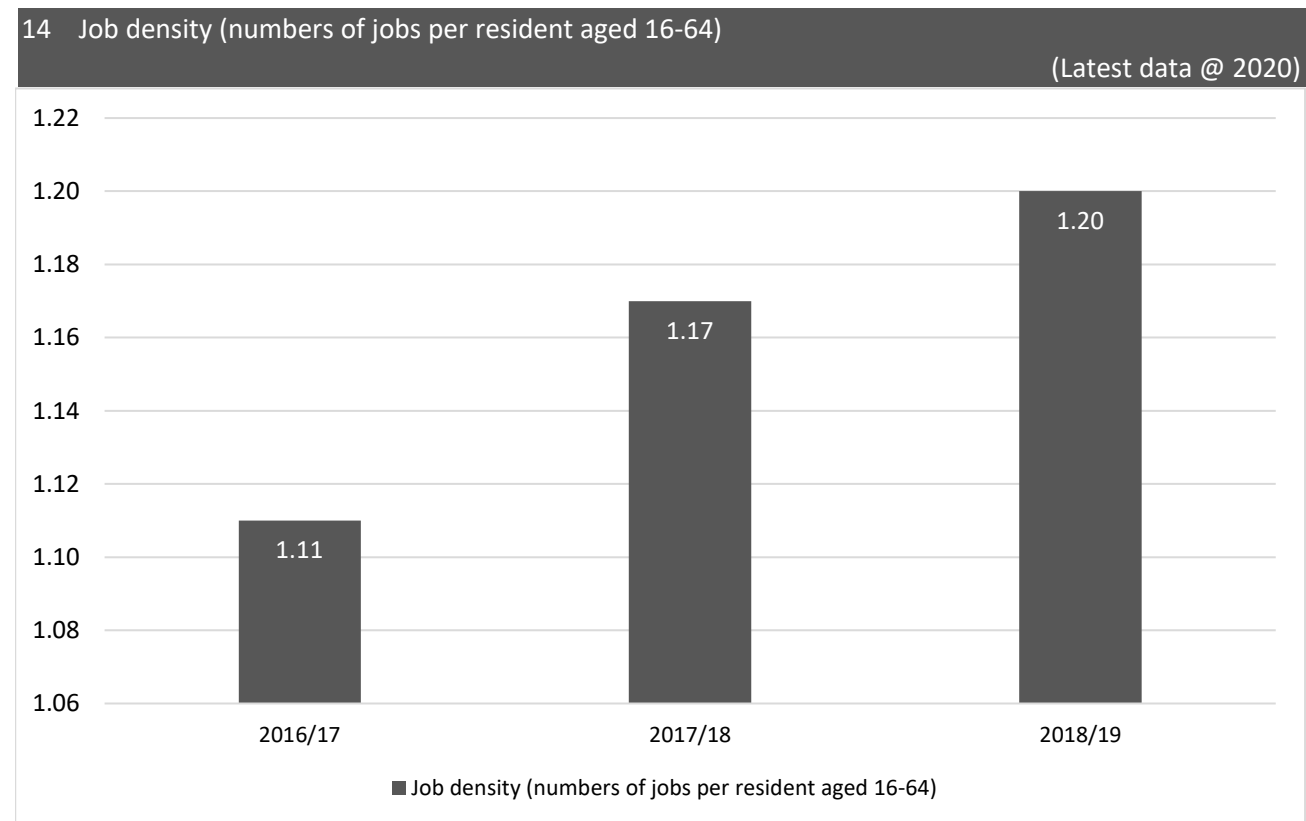
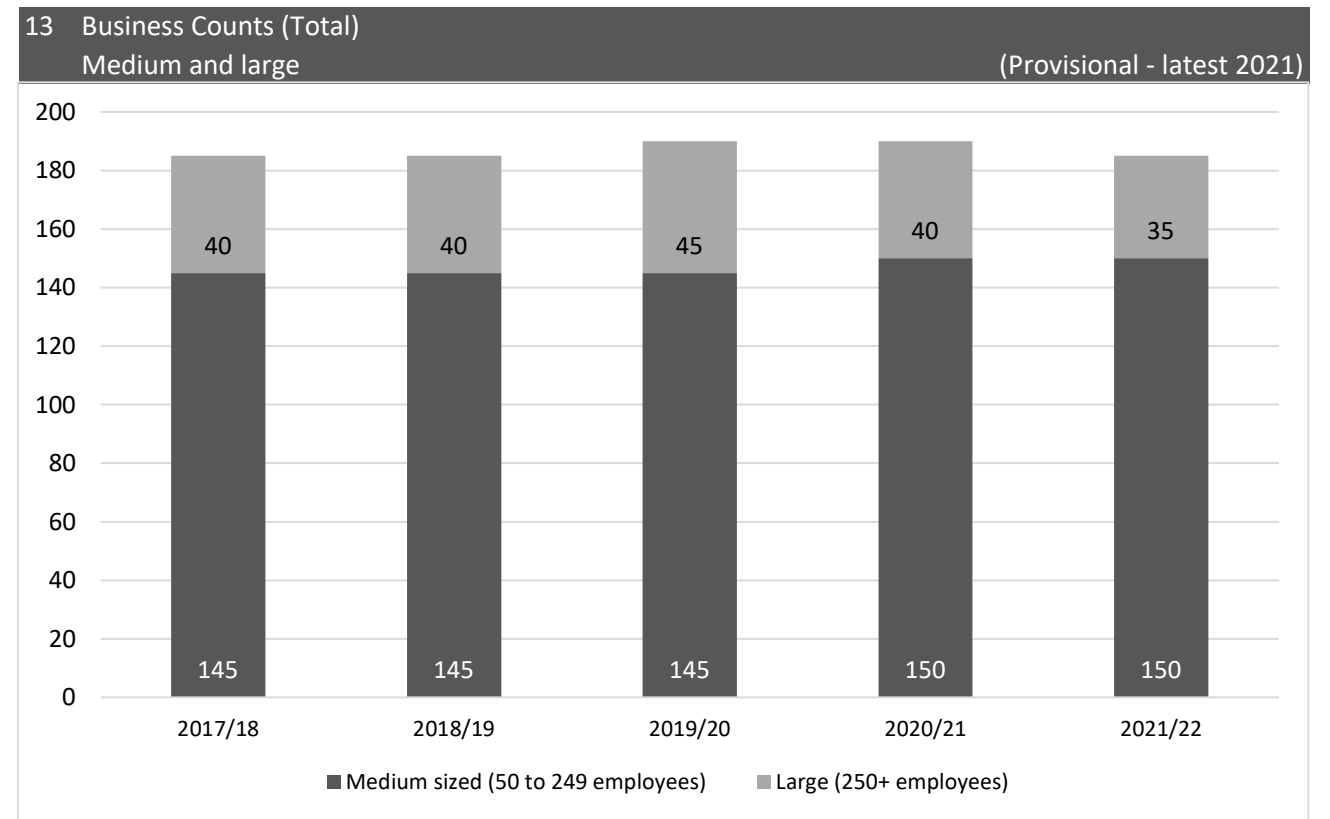
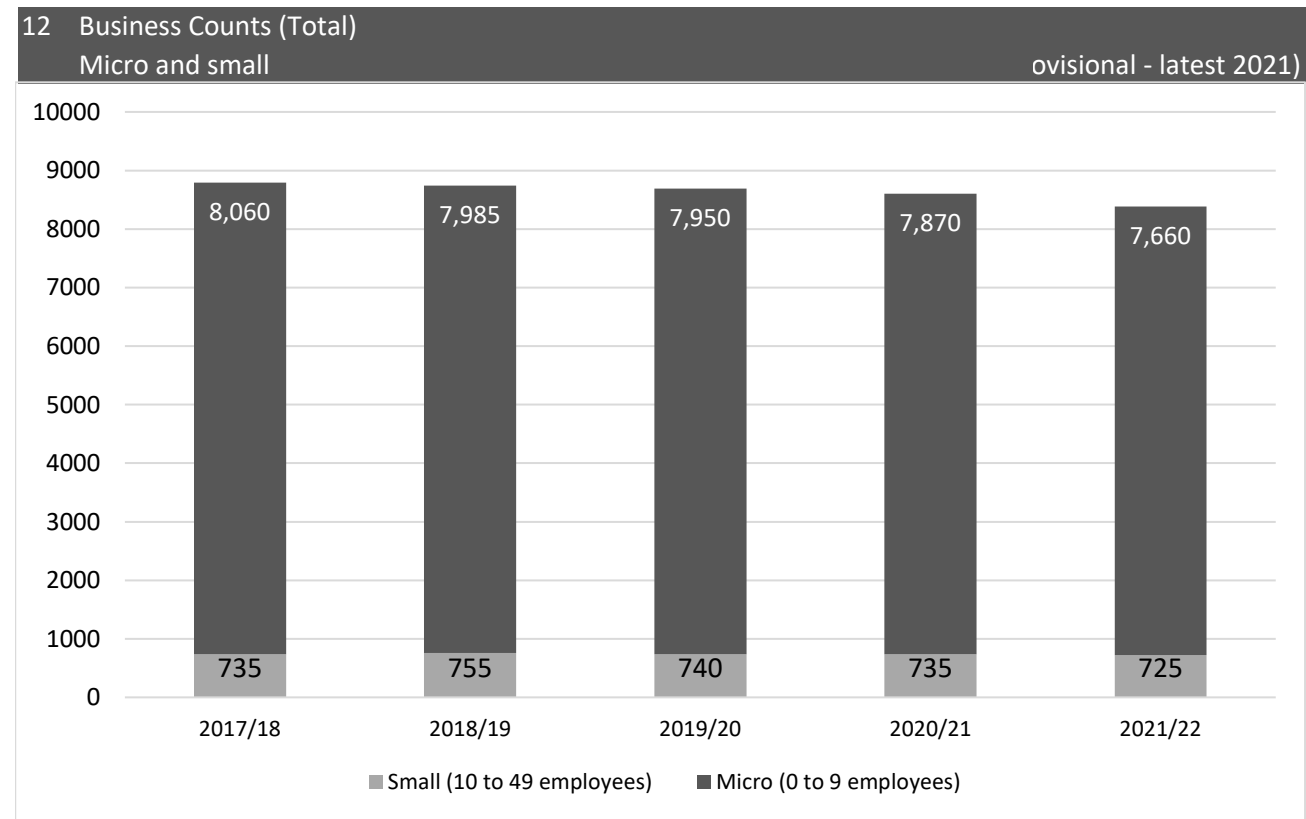
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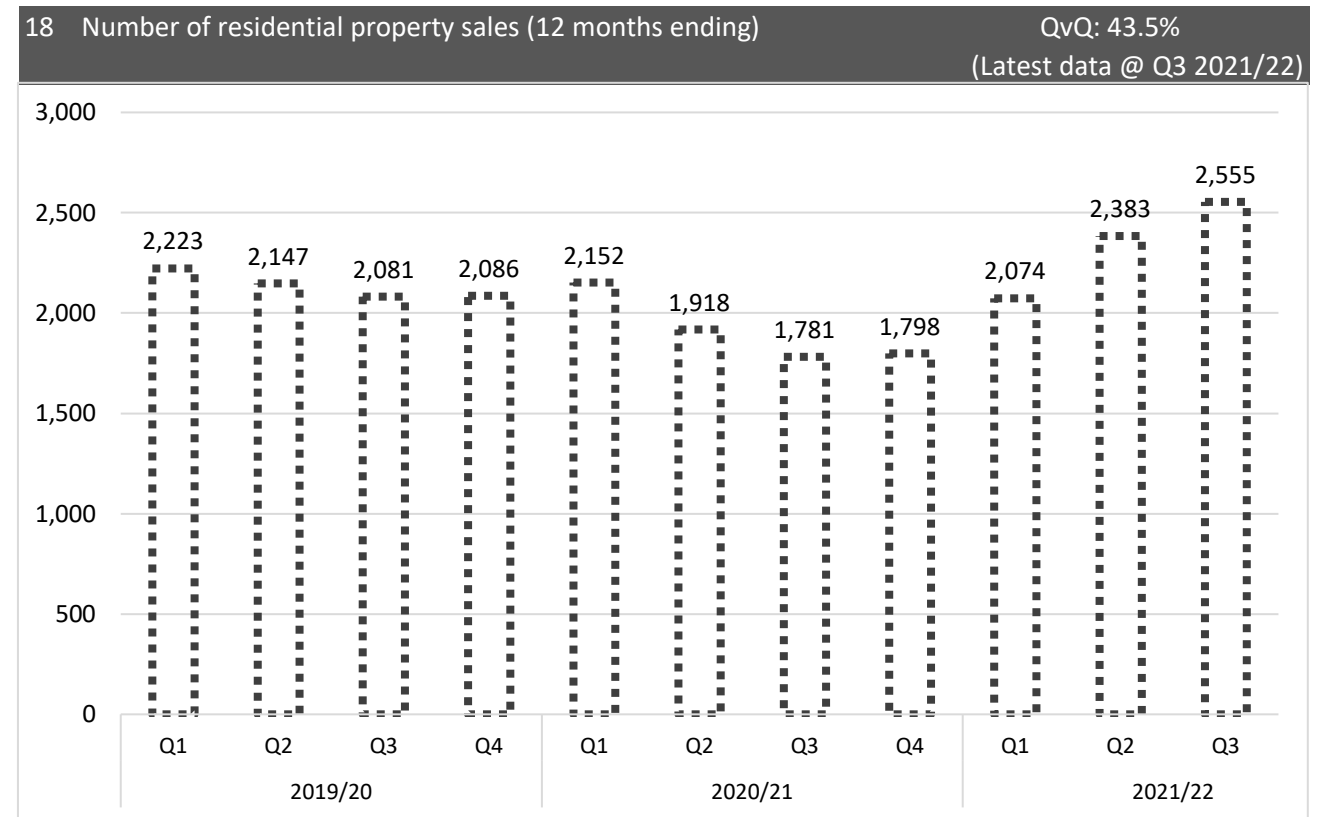
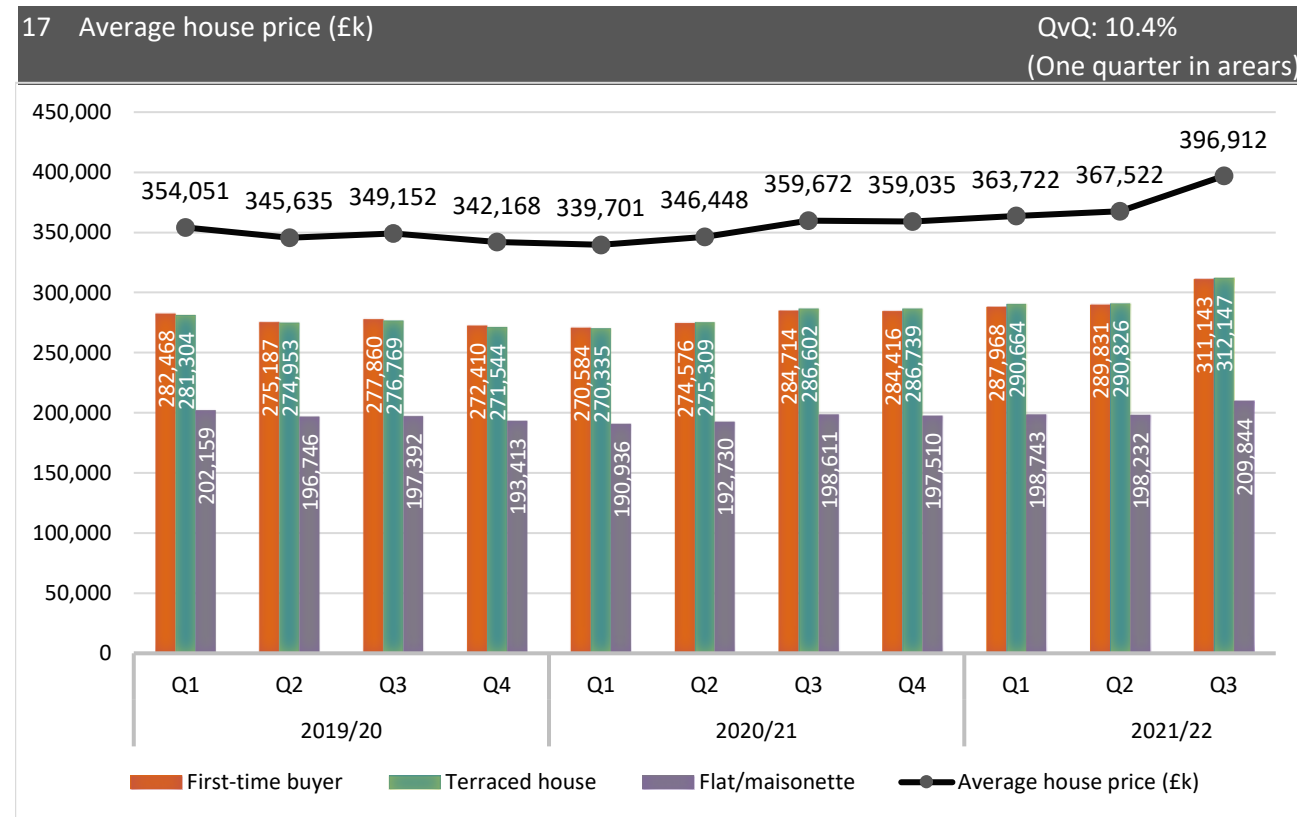
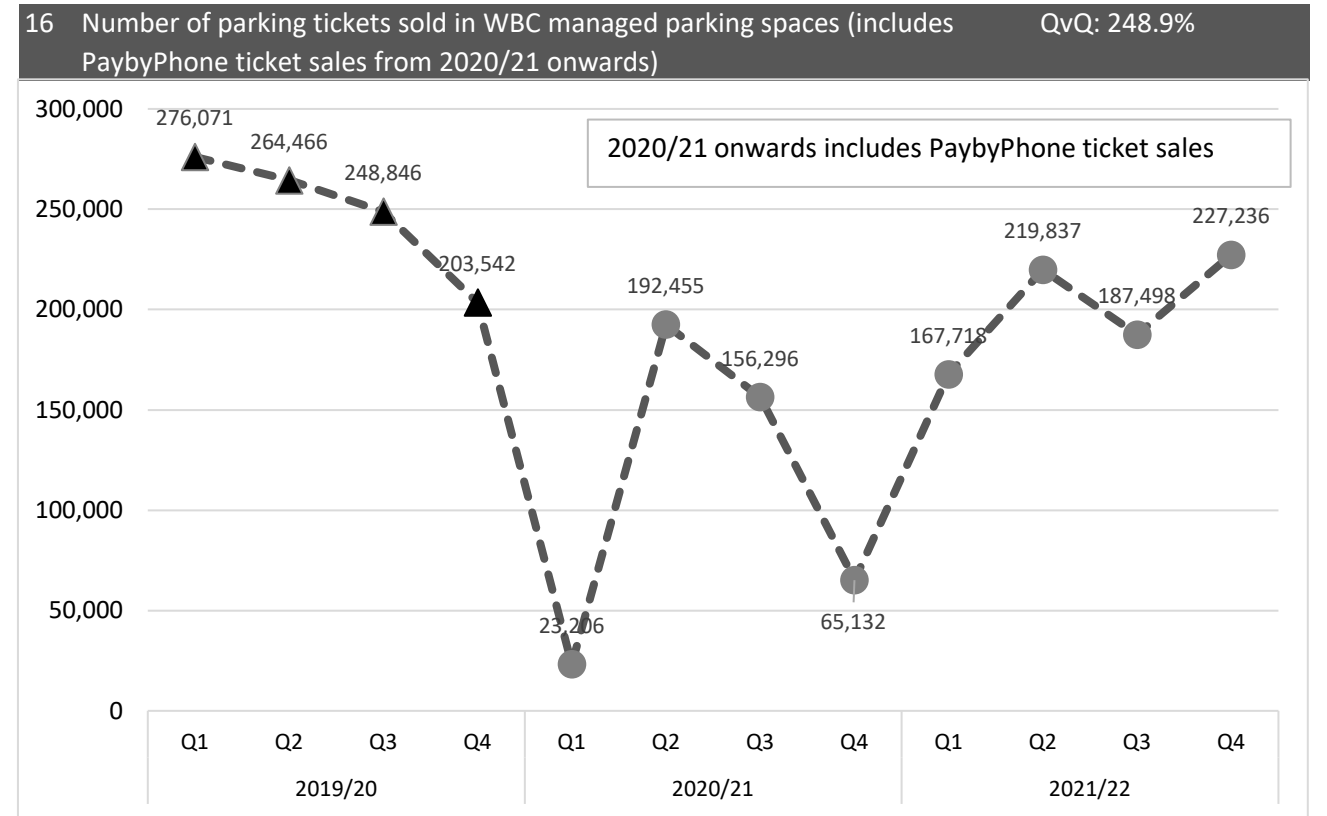
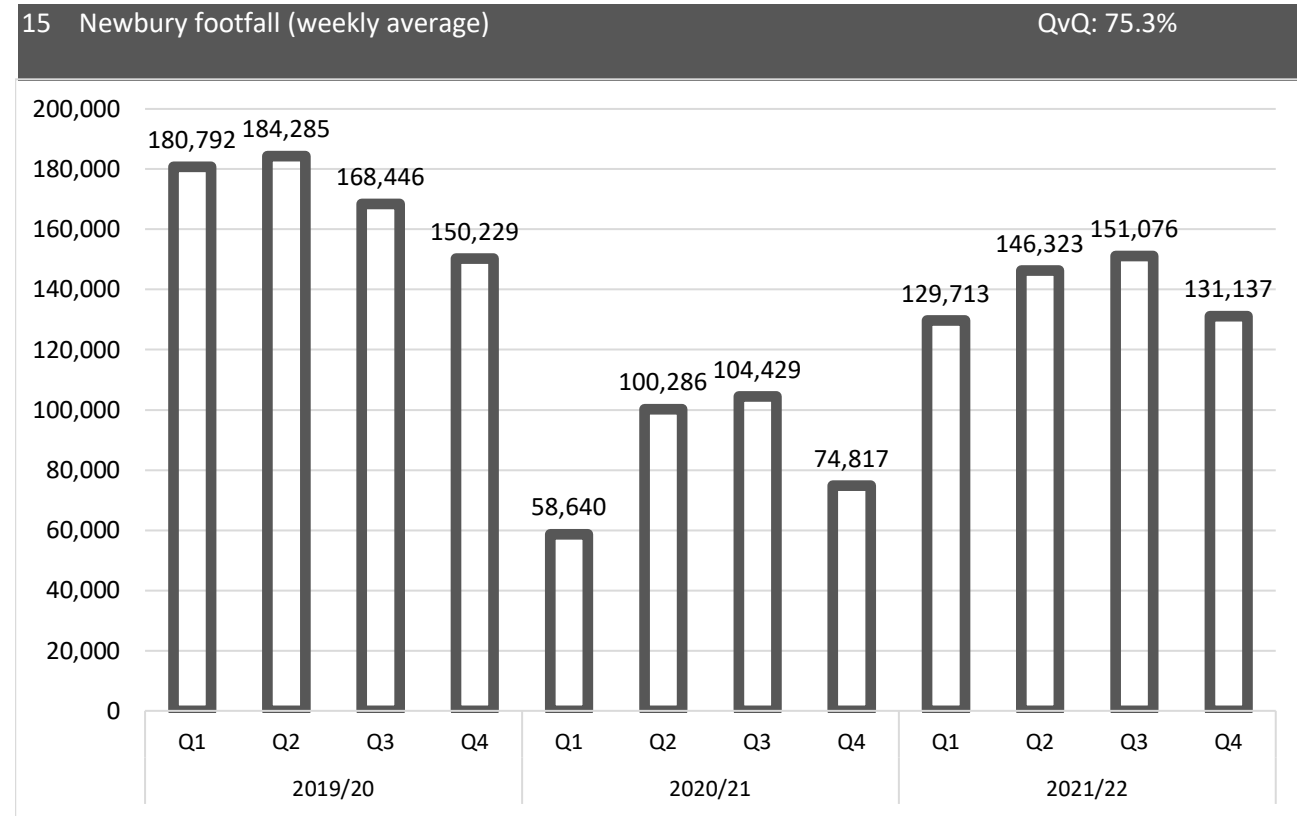
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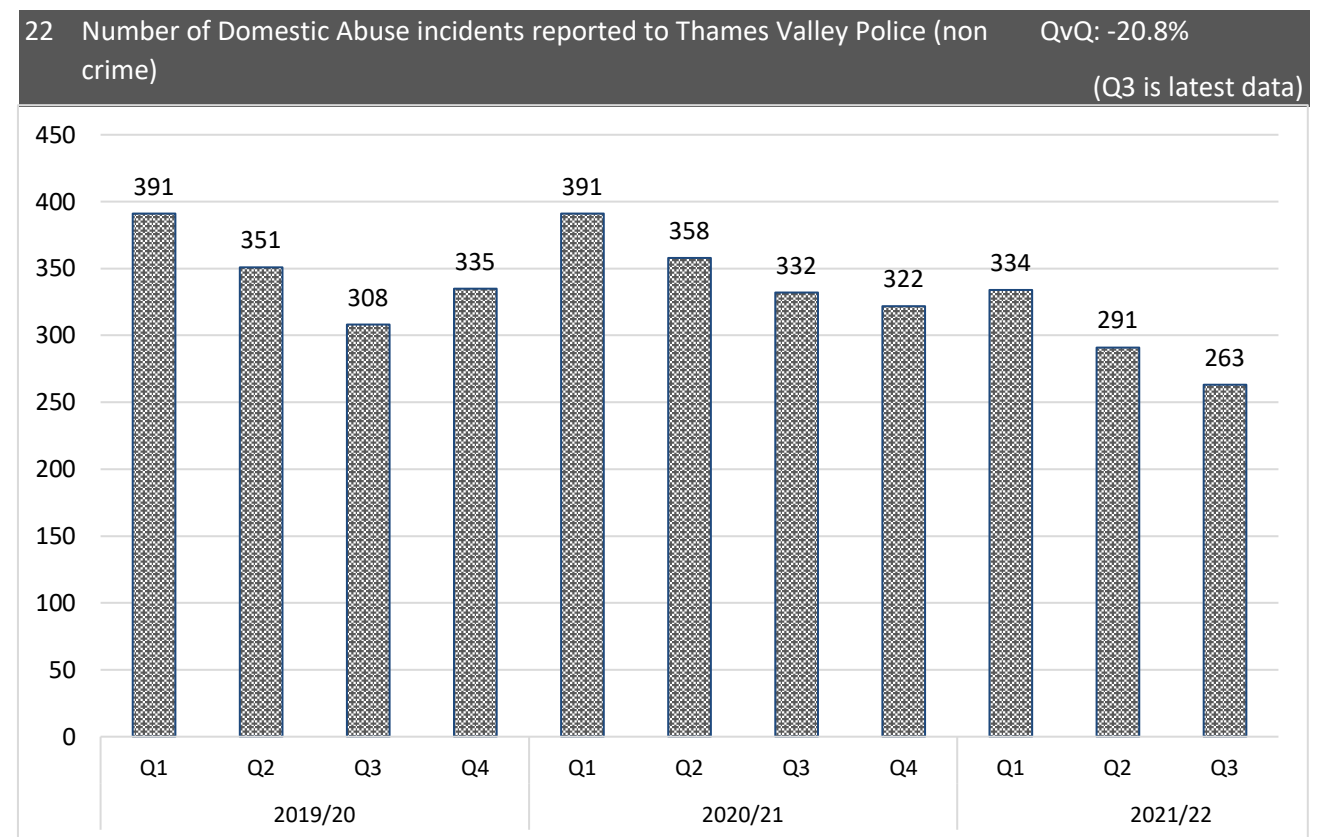
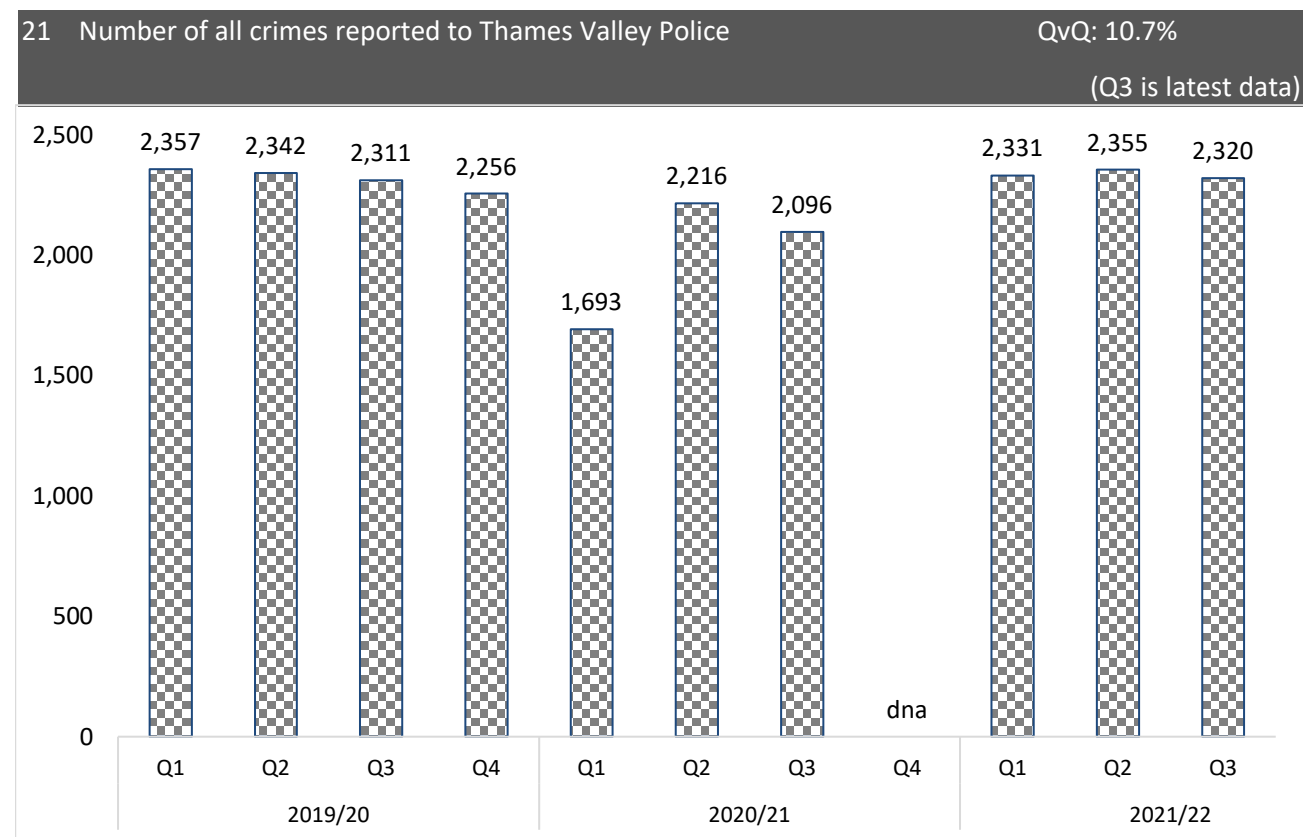
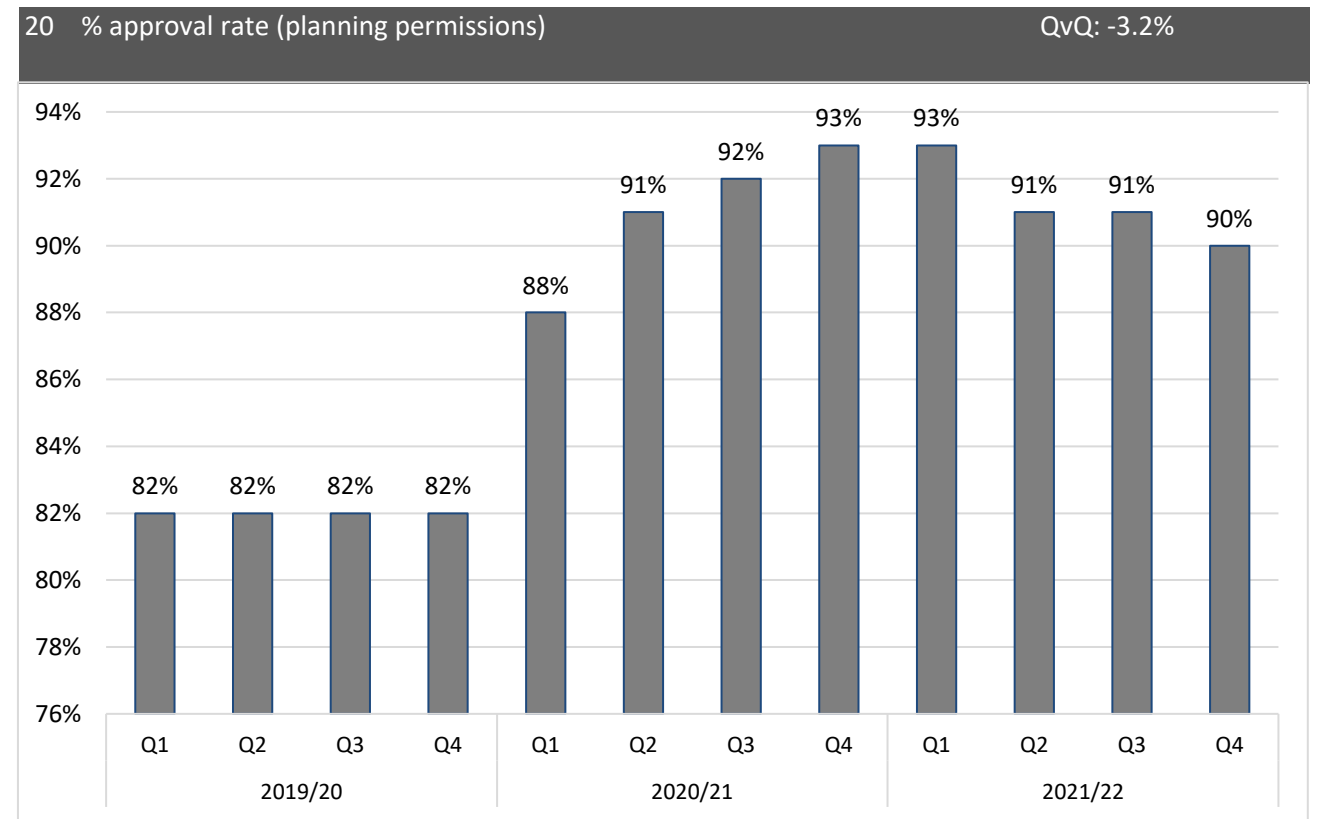
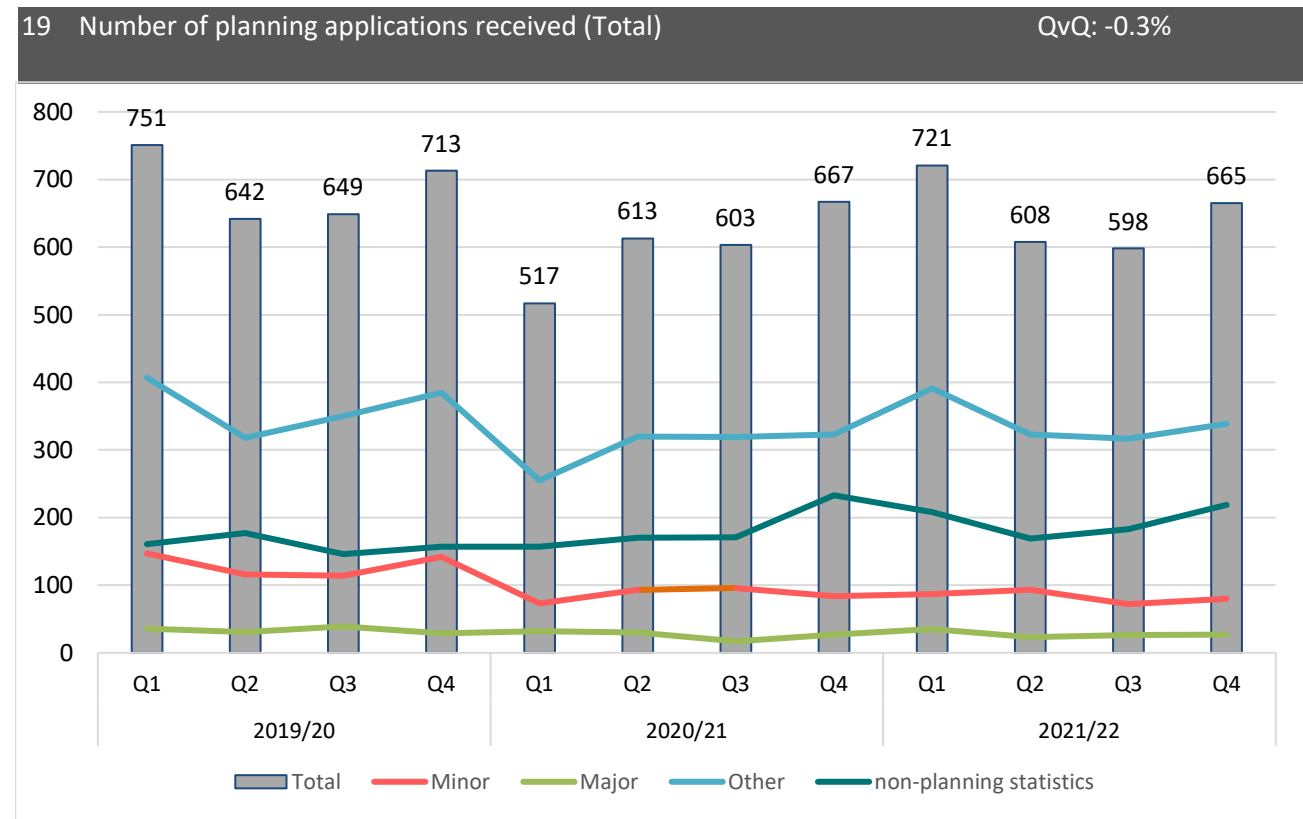
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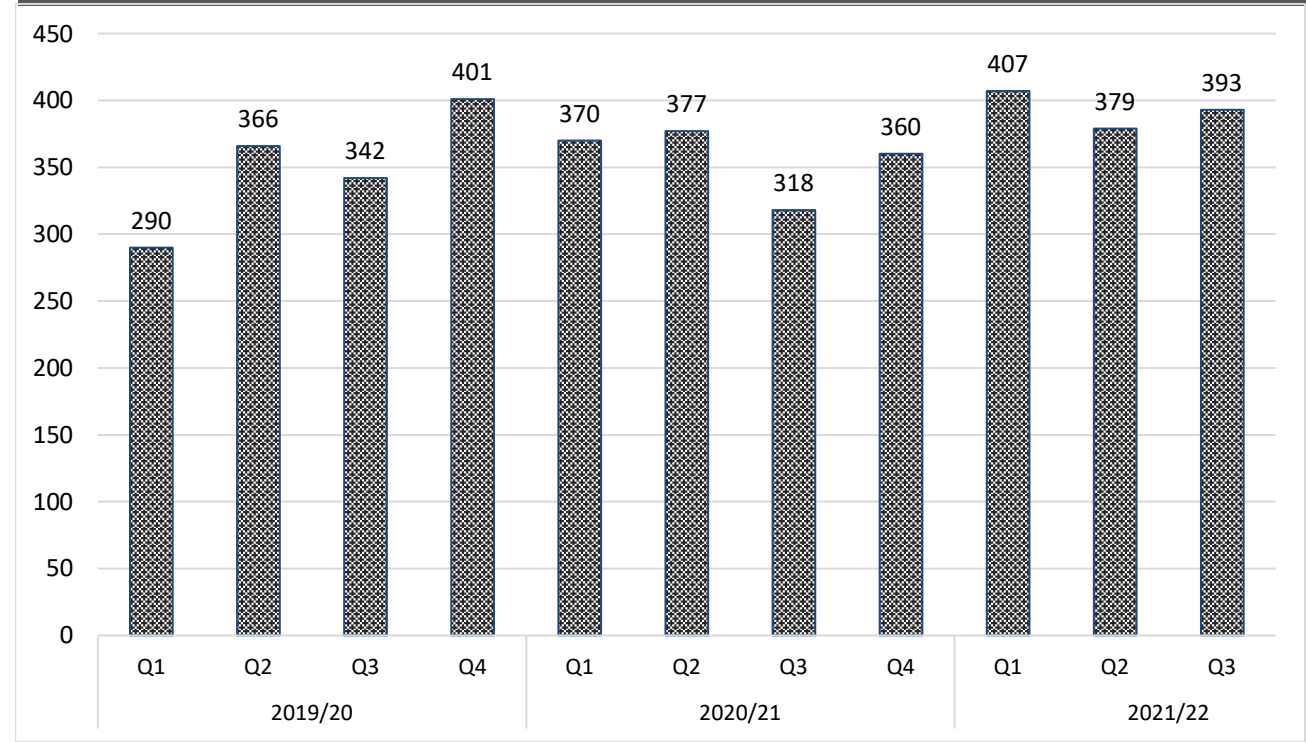
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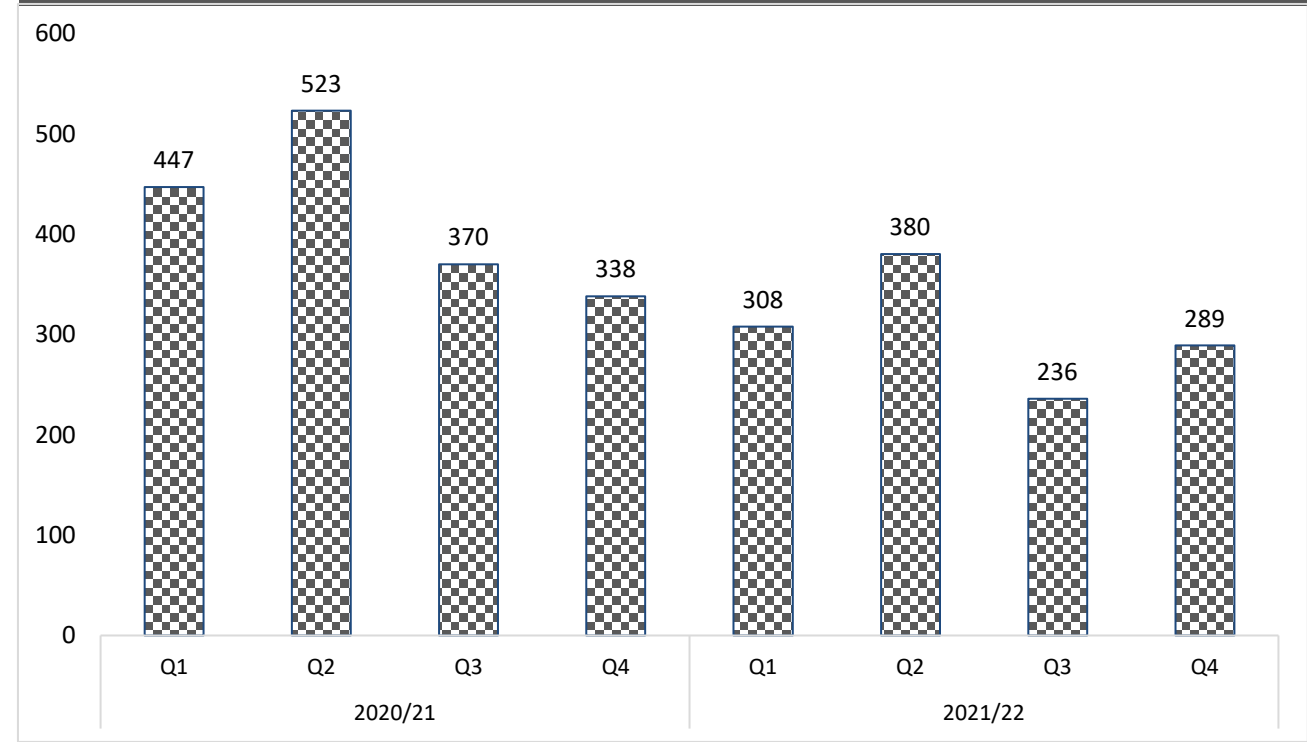
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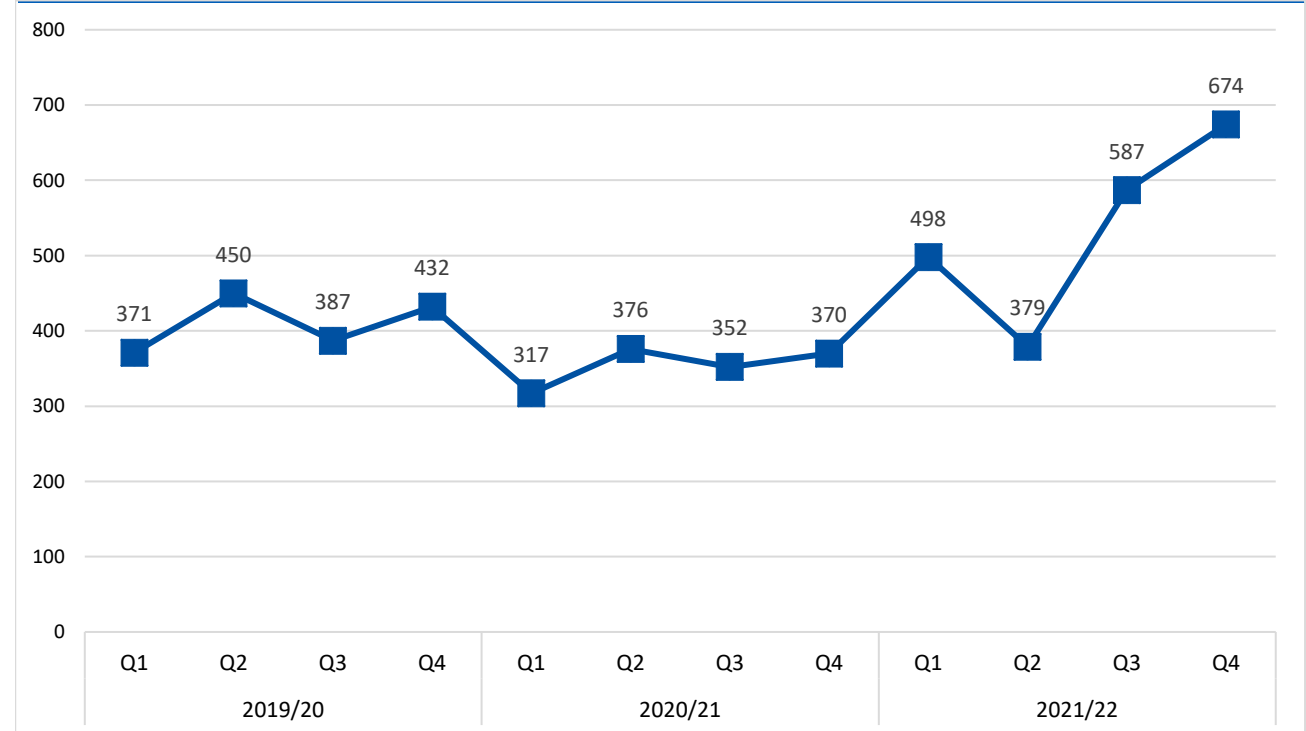
**23** Number of Domestic Abuse incidents reported to Thames Valley Police (recorded crimes) QvQ: 23.6%  
(Q3 is latest data)



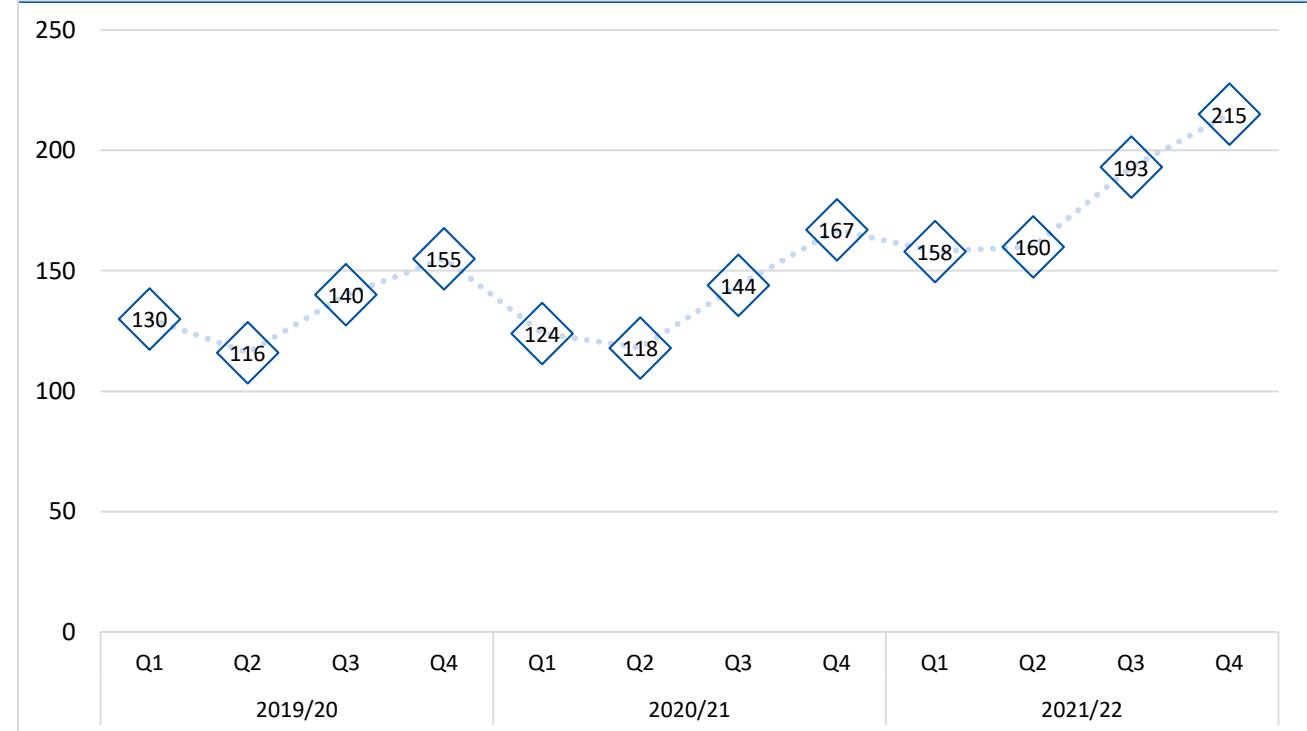
**24** Number of anti-social behaviour (ASB) incidents reported to Thames Valley Police QvQ: -14.5%



**25** Number of referrals received (all) (Children and Family Services) QvQ: 82.2%

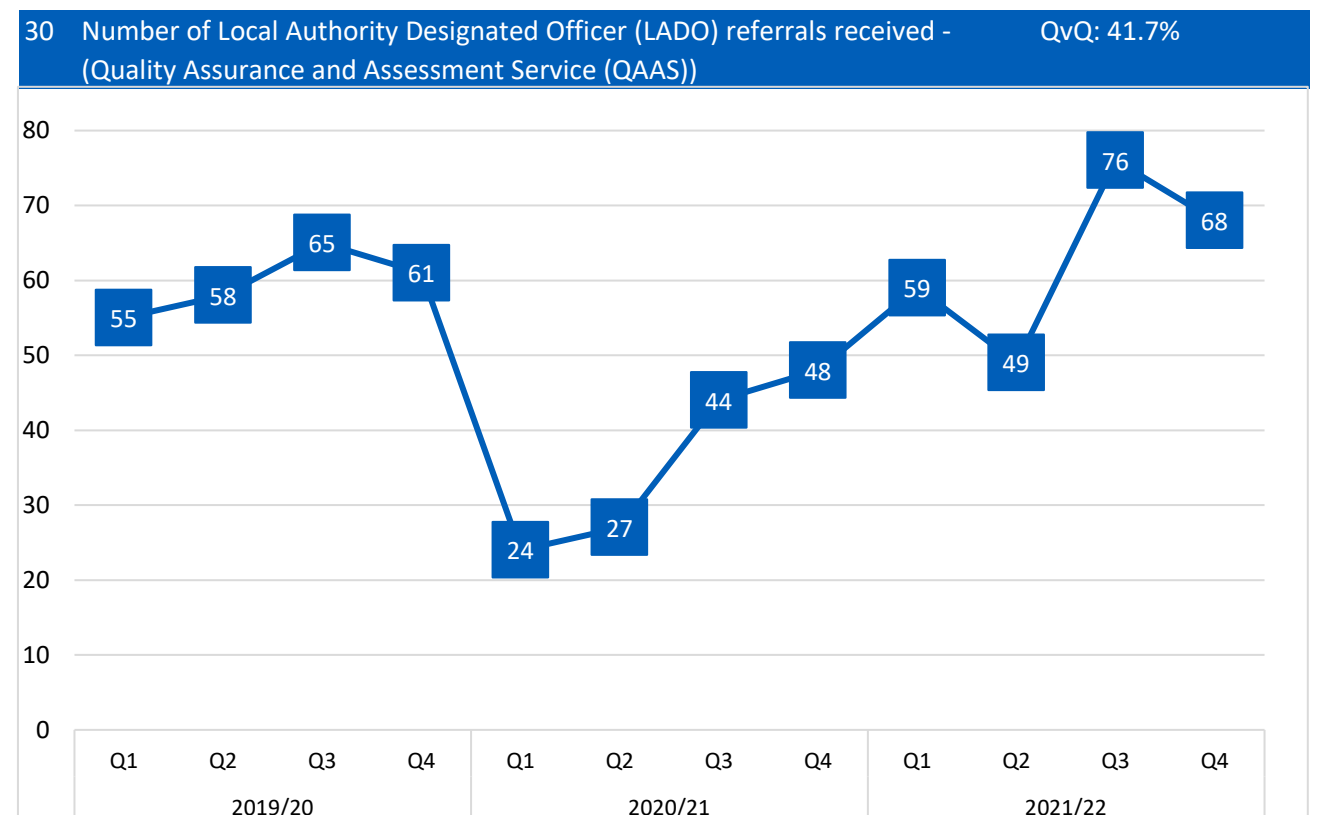
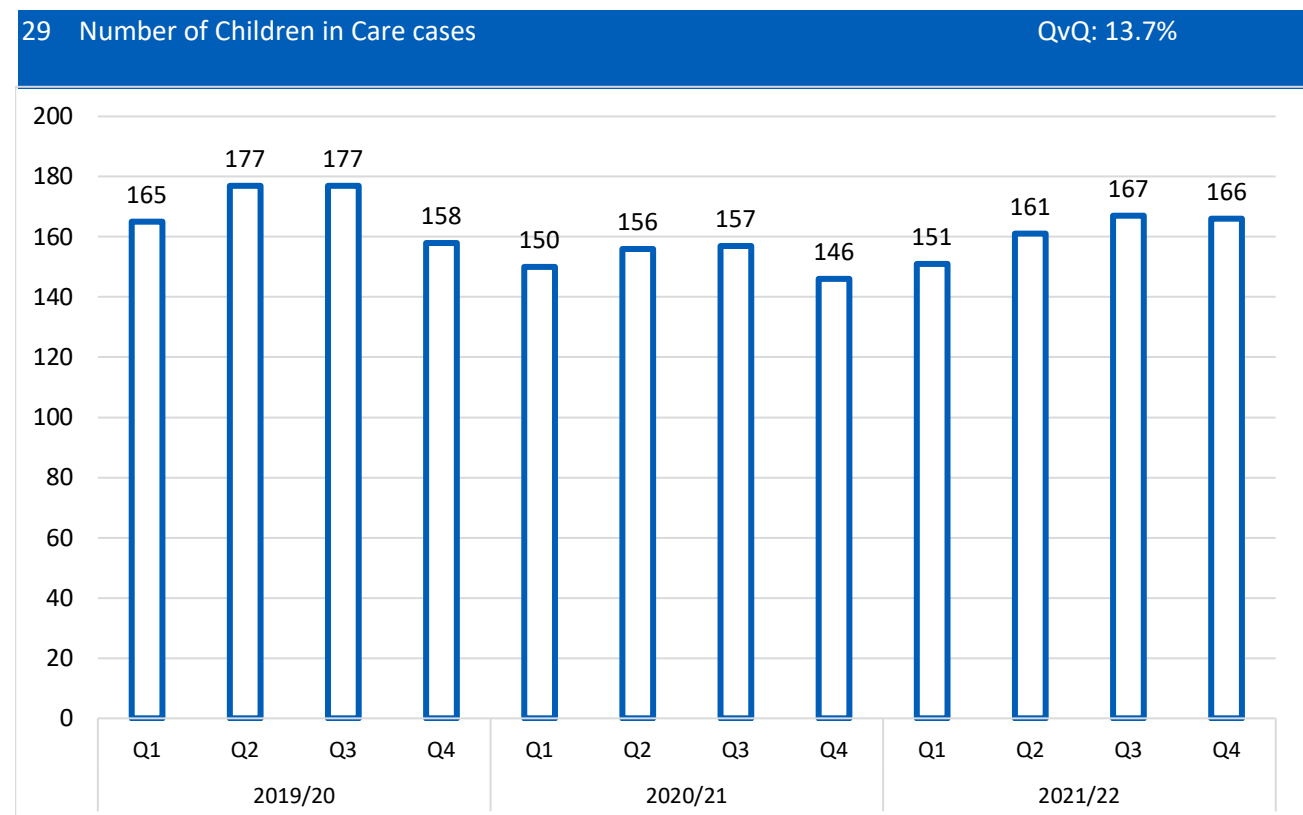
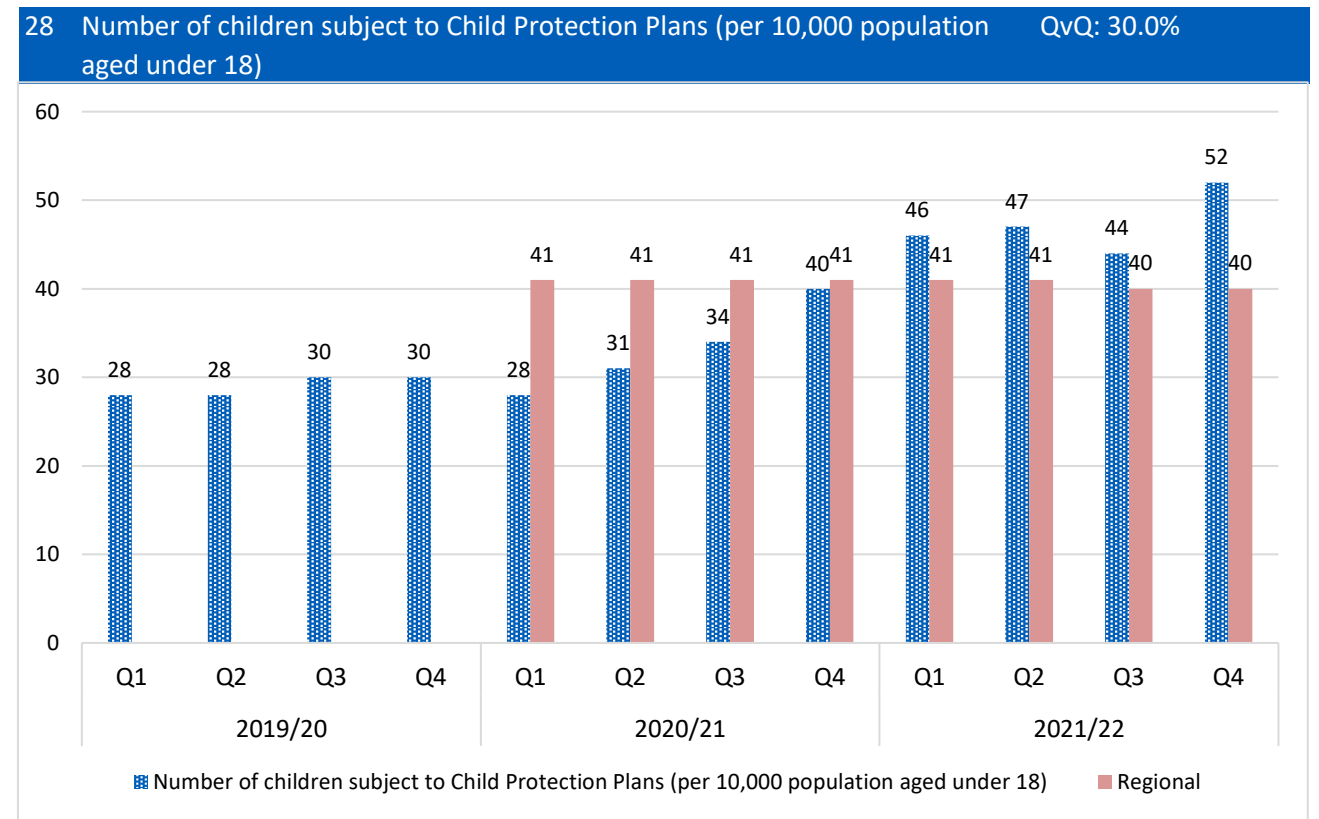
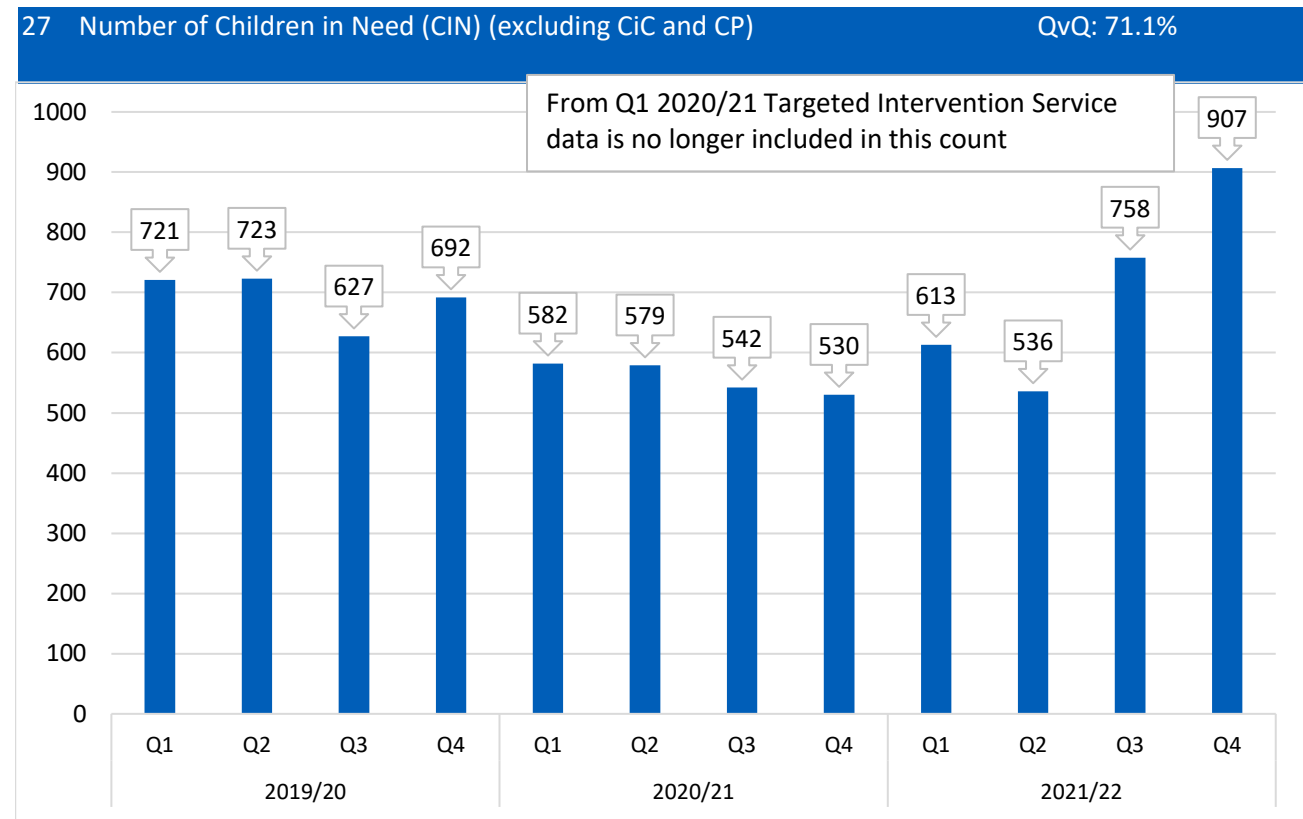


**26** Number of S47 (Child Protection) enquiries initiated QvQ: 28.7%



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

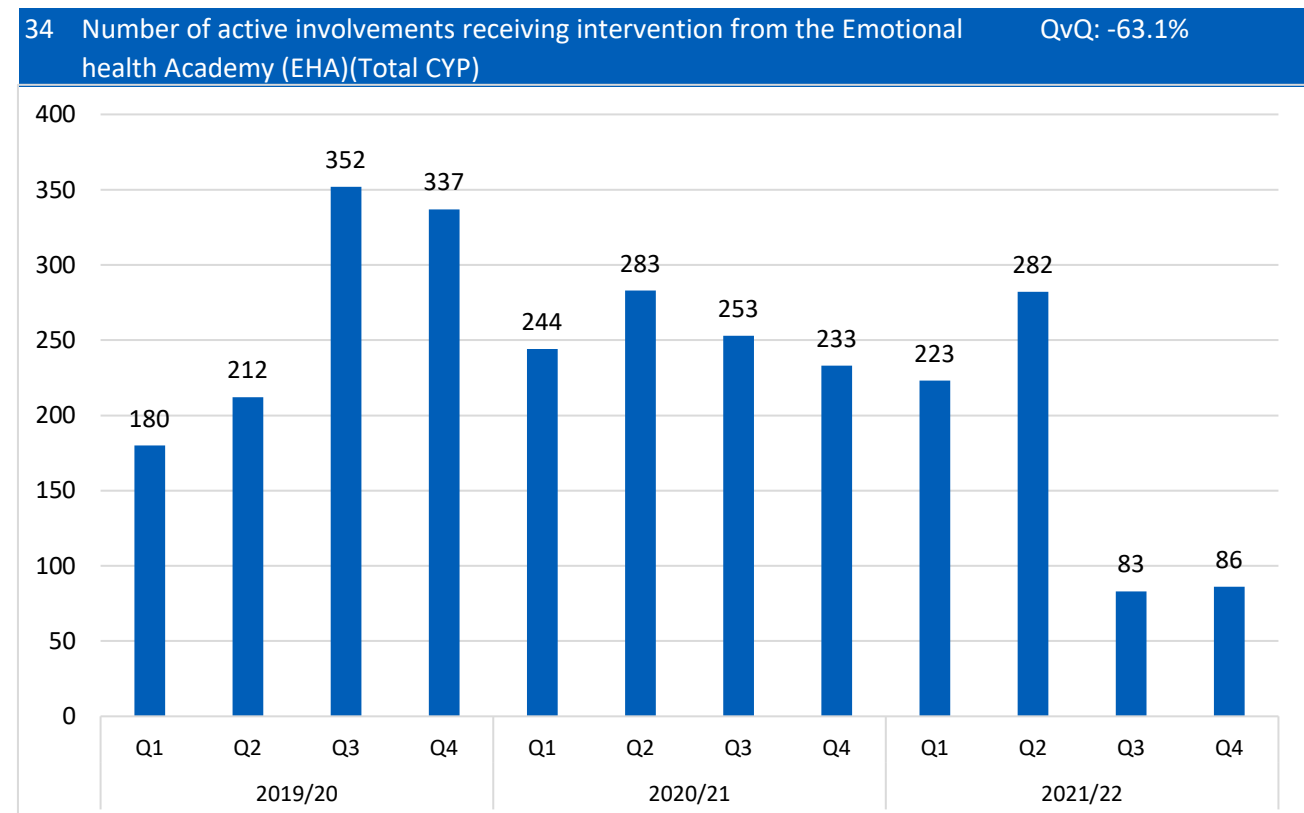
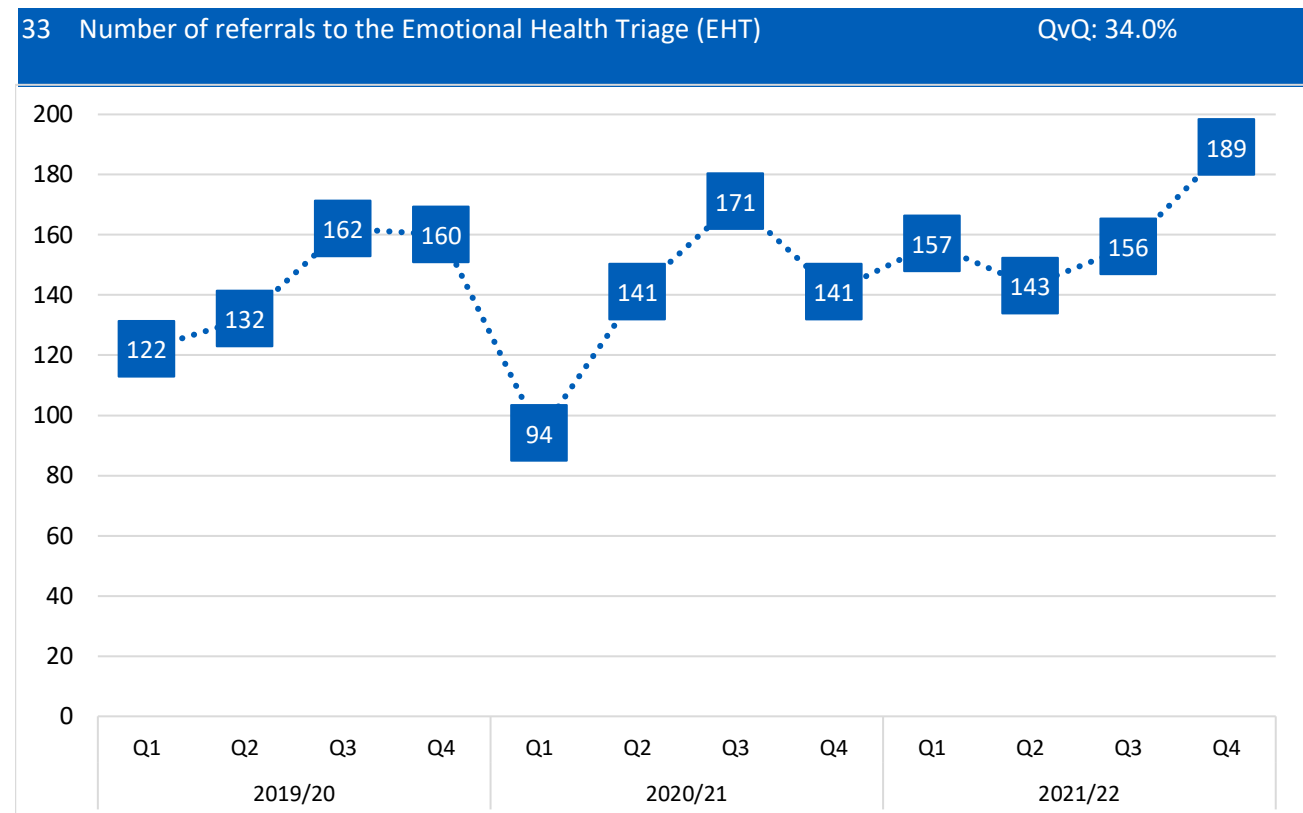
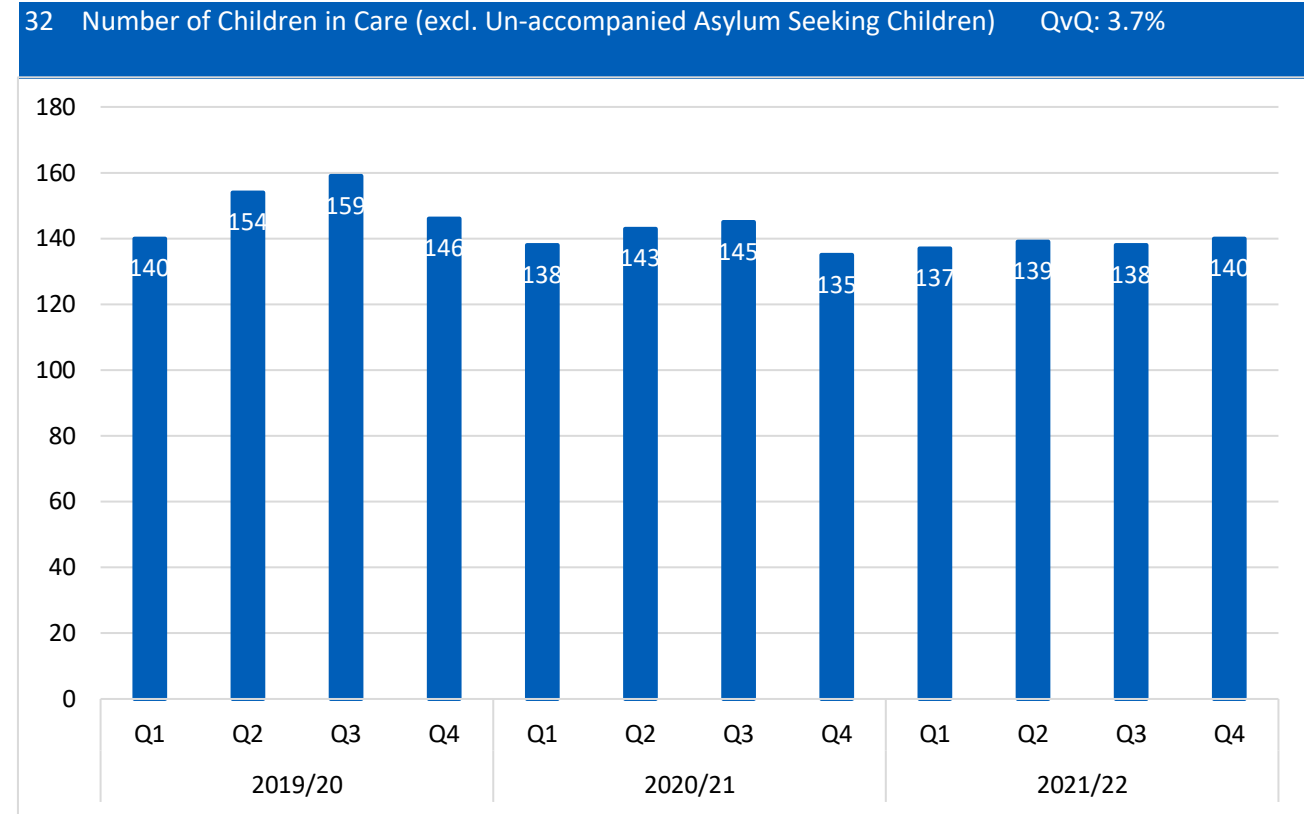
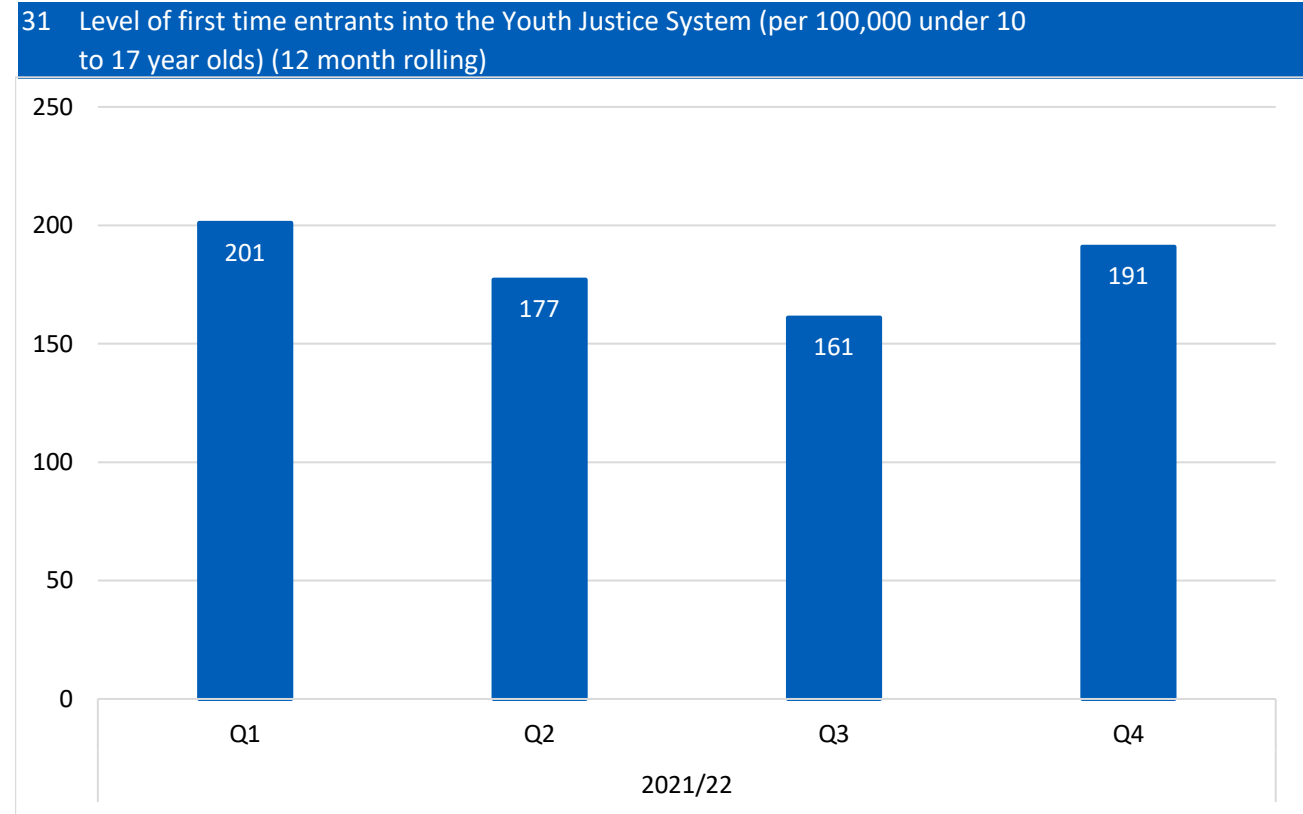
Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)





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

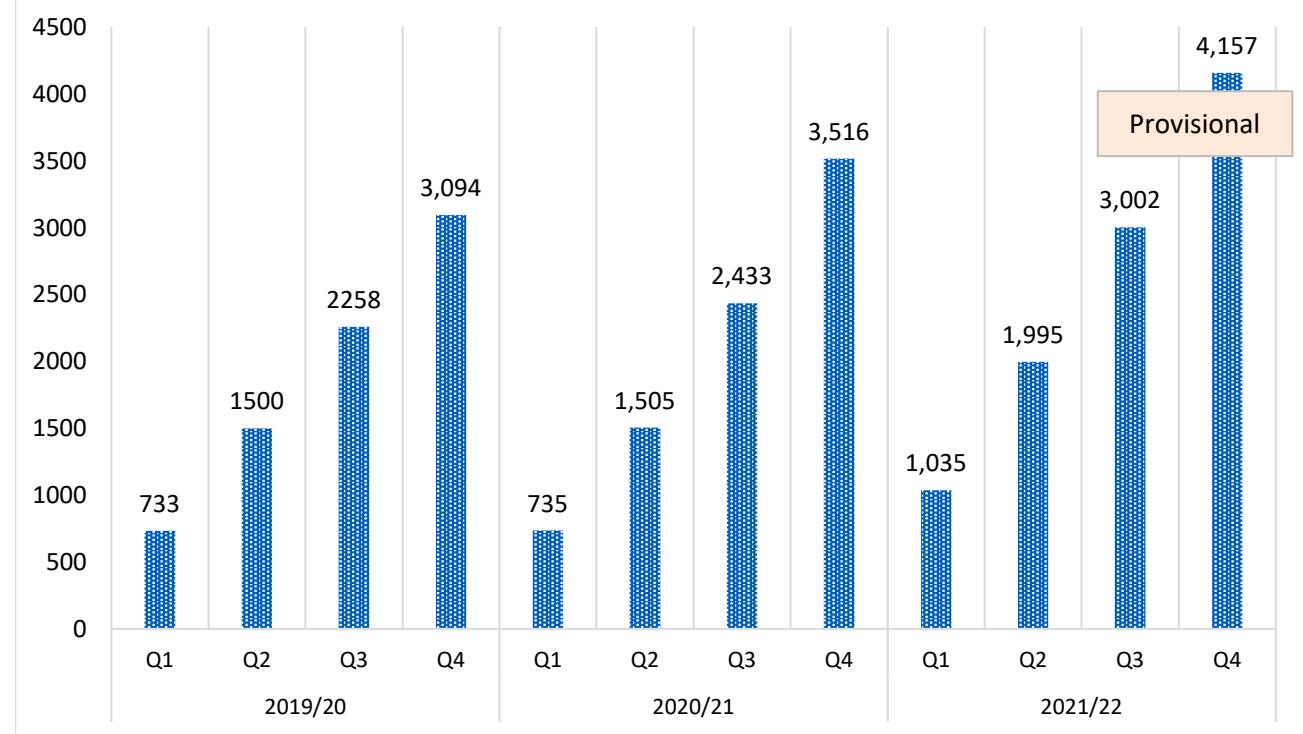
Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)



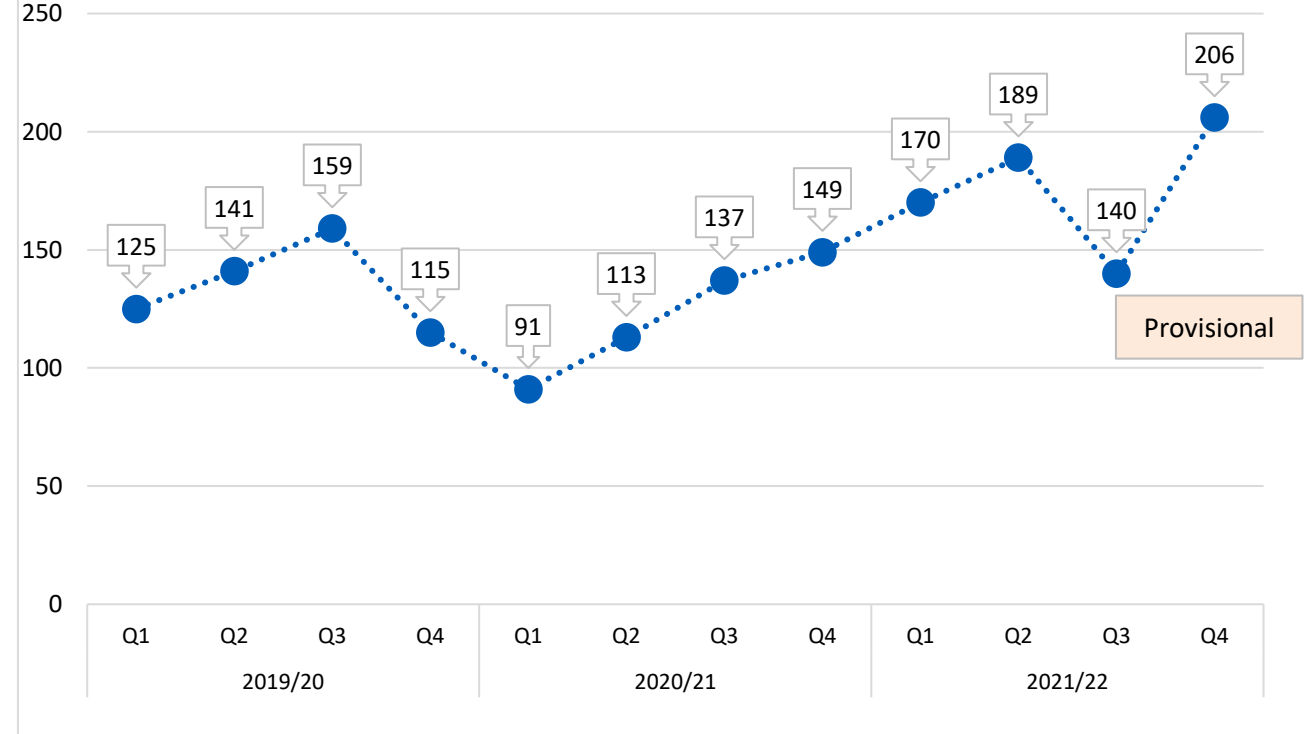
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Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)

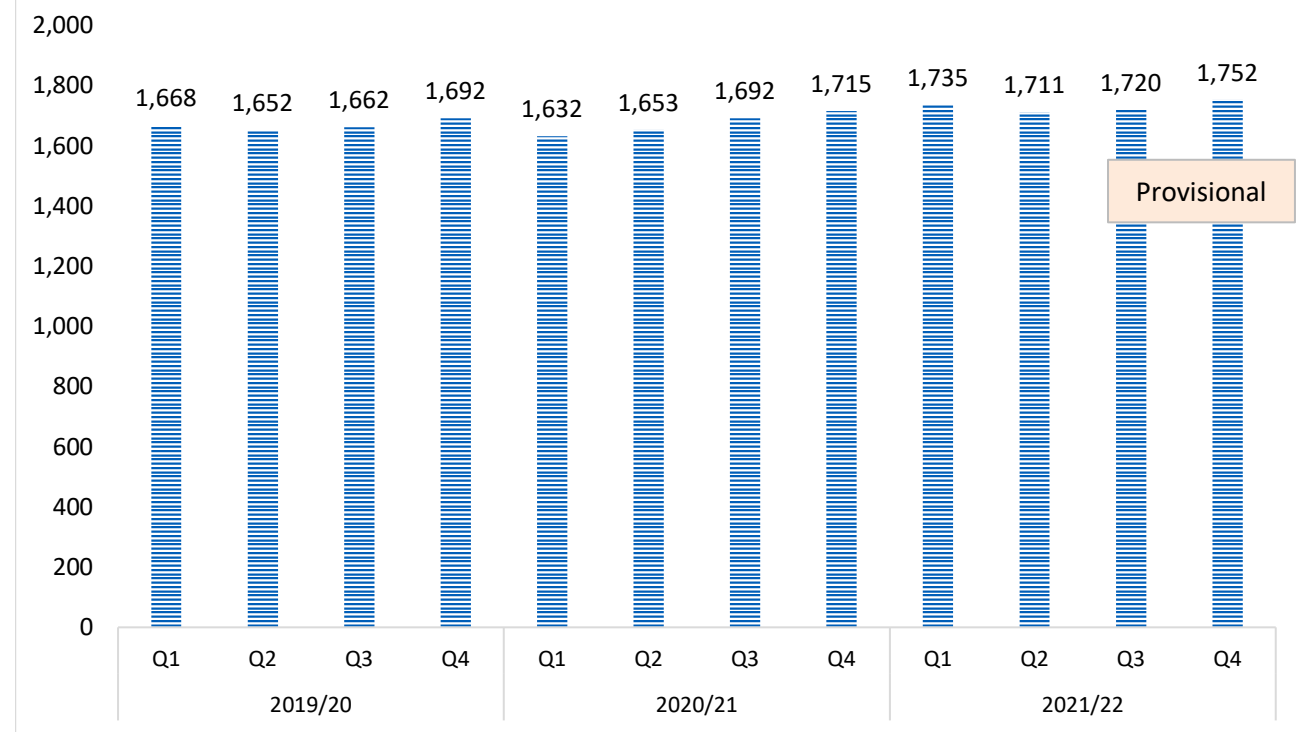
**35 Overall number of new requests for support (ASC)**  
(Total activity measure aligned to STS001 (excludes Blue Badges)) QvQ: 18.2%  
end data not available



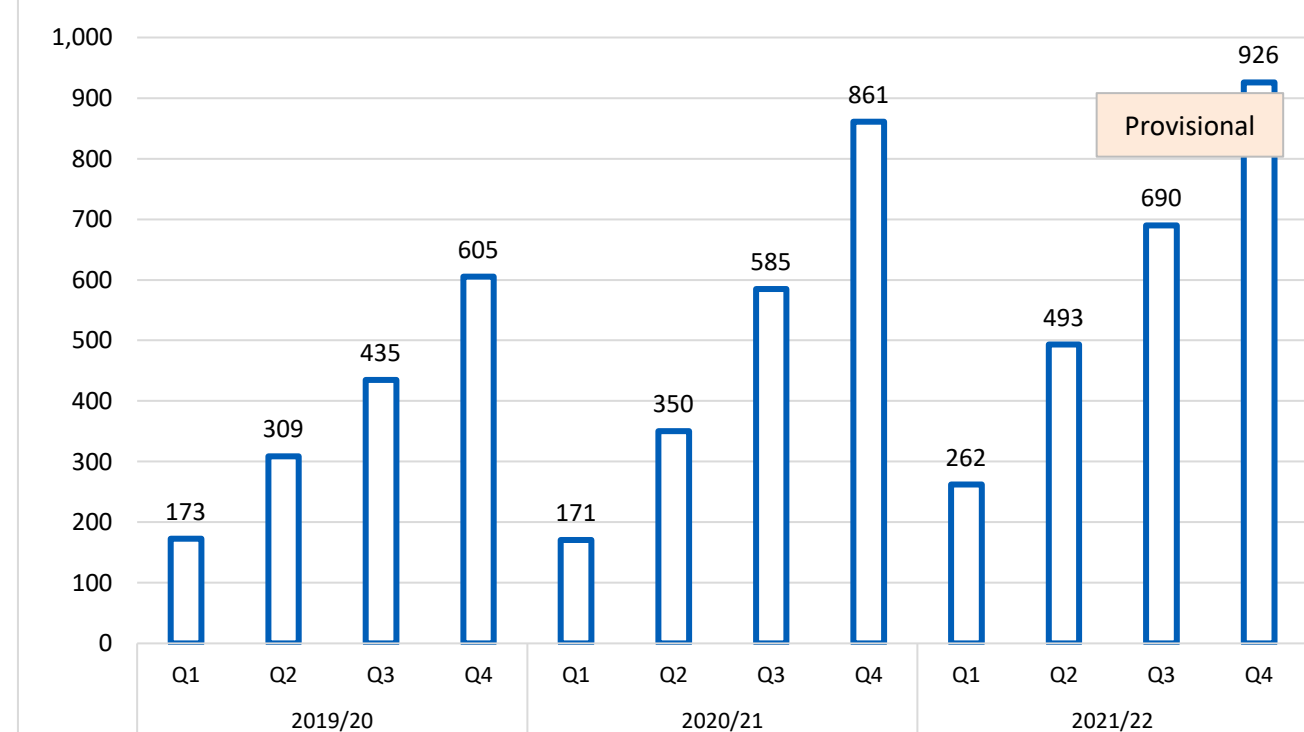
**36 Number of adult safeguarding enquiries (S42) opened** QvQ: 38.3%



**37 Current Long Term Support client (LTS All Ages)**  
(incl. community, residential & nursing care) QvQ: 2.2%  
Year end data not available

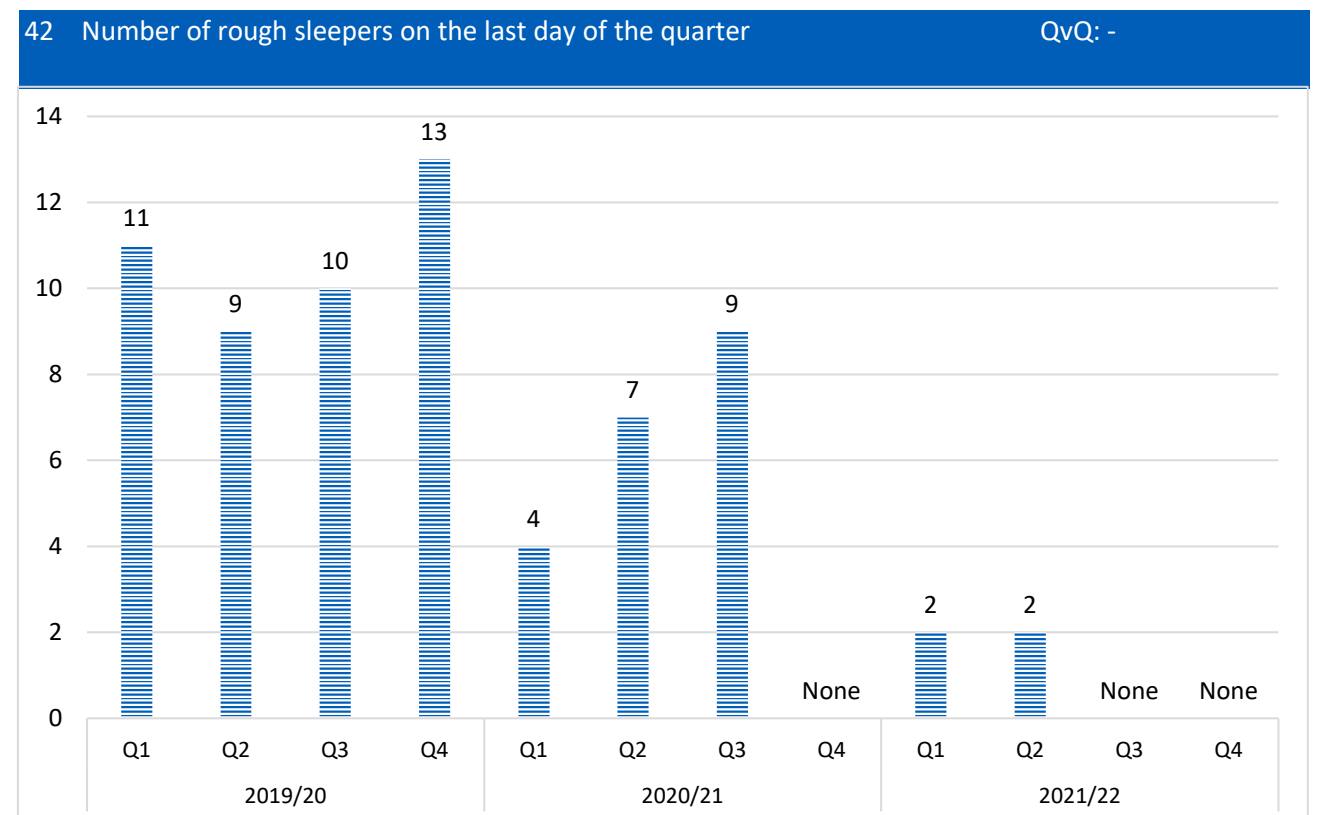
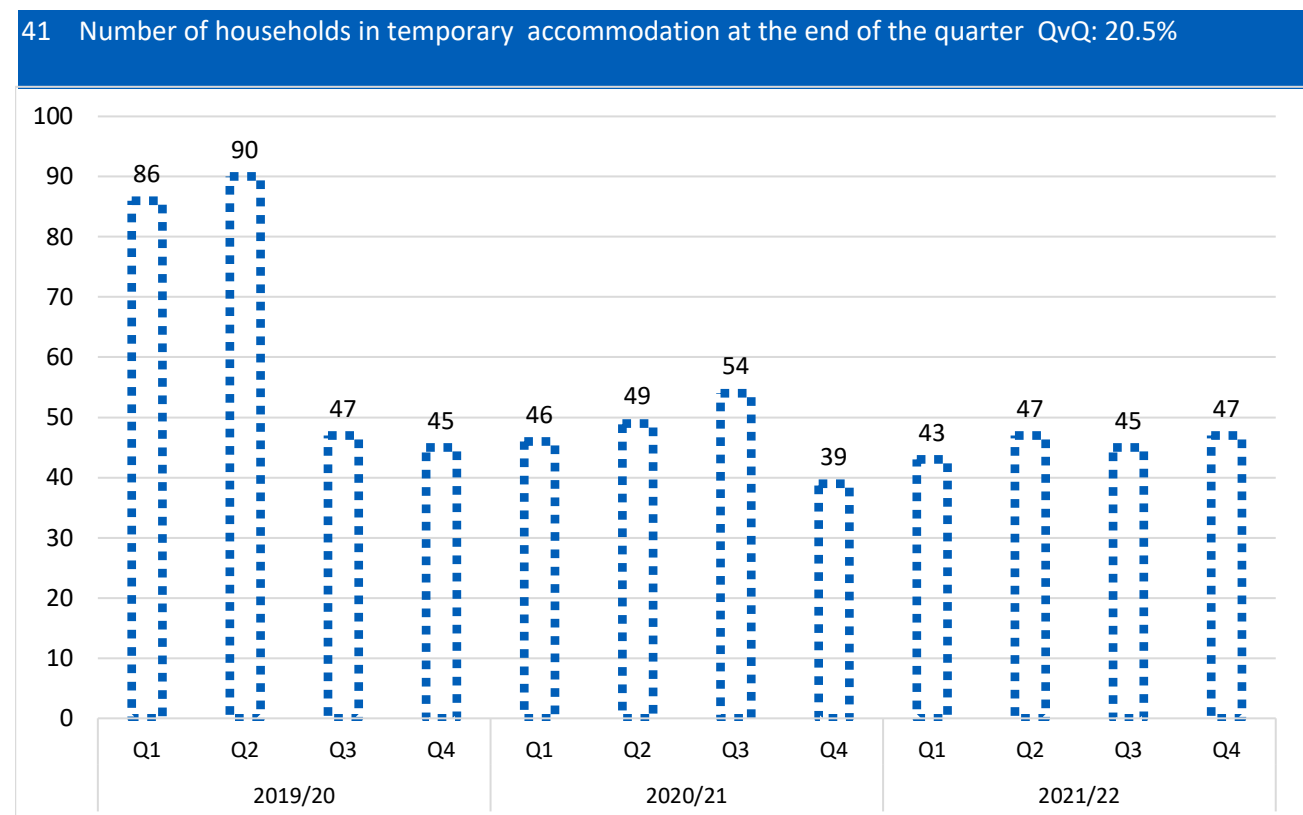
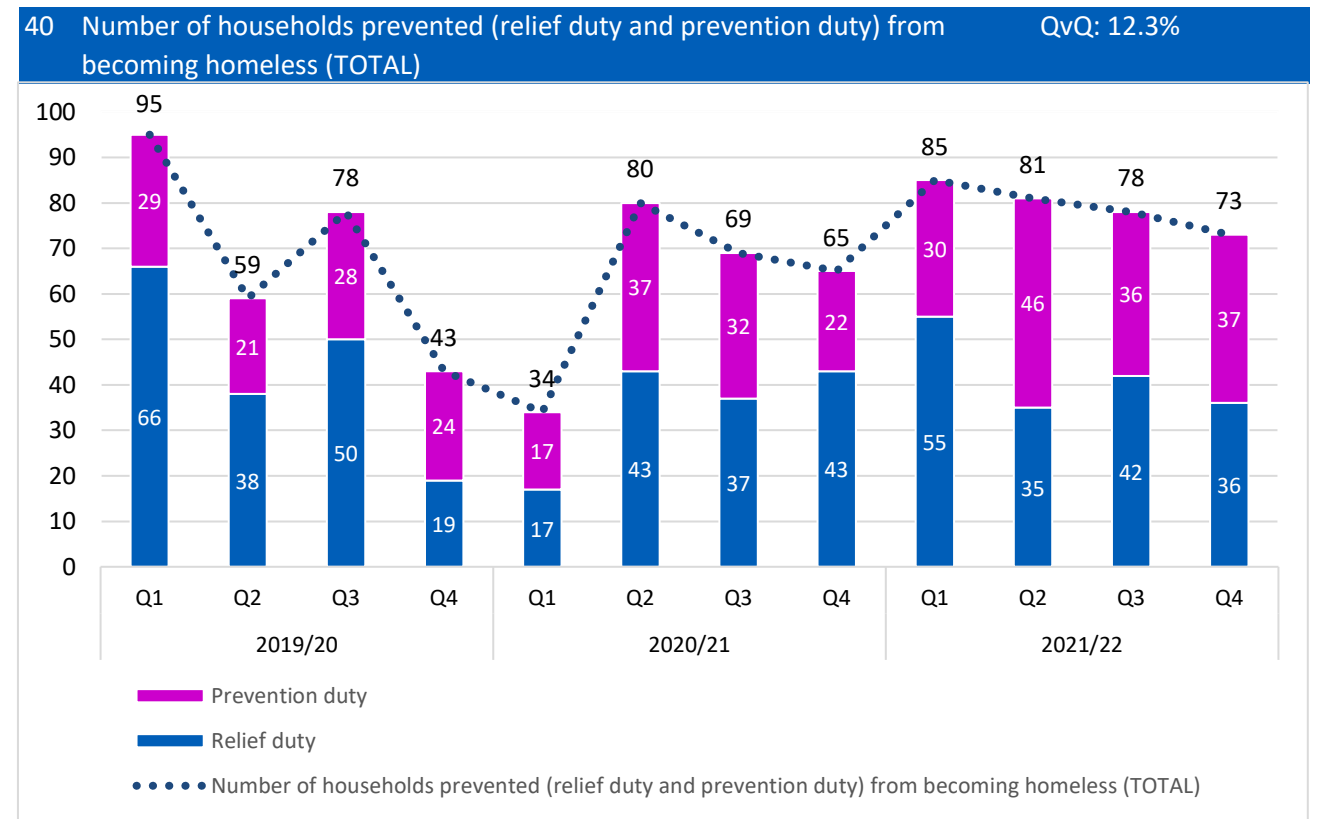
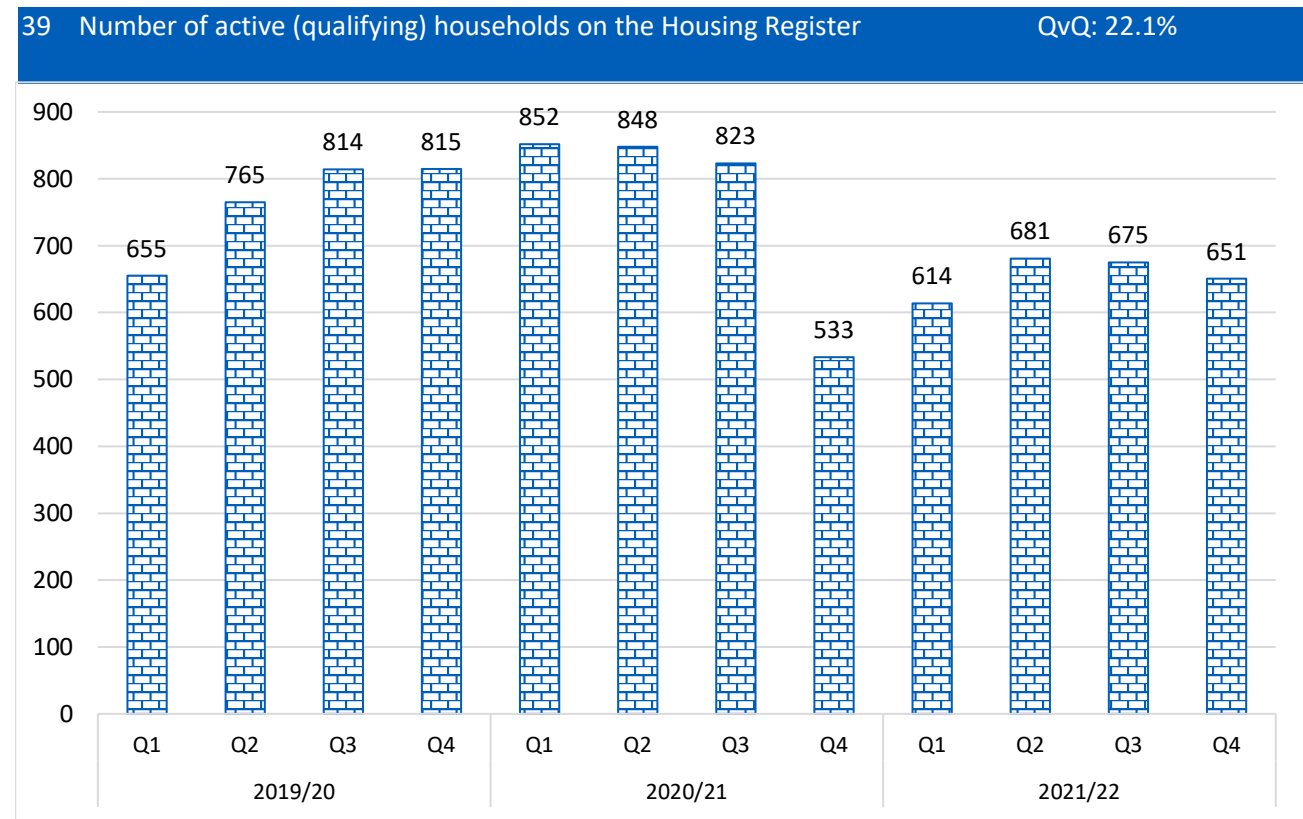


**38 Number of people accessing reablement (Short Term support to maximise independence) (cumulative ytd)** QvQ: 7.5%  
end data not available



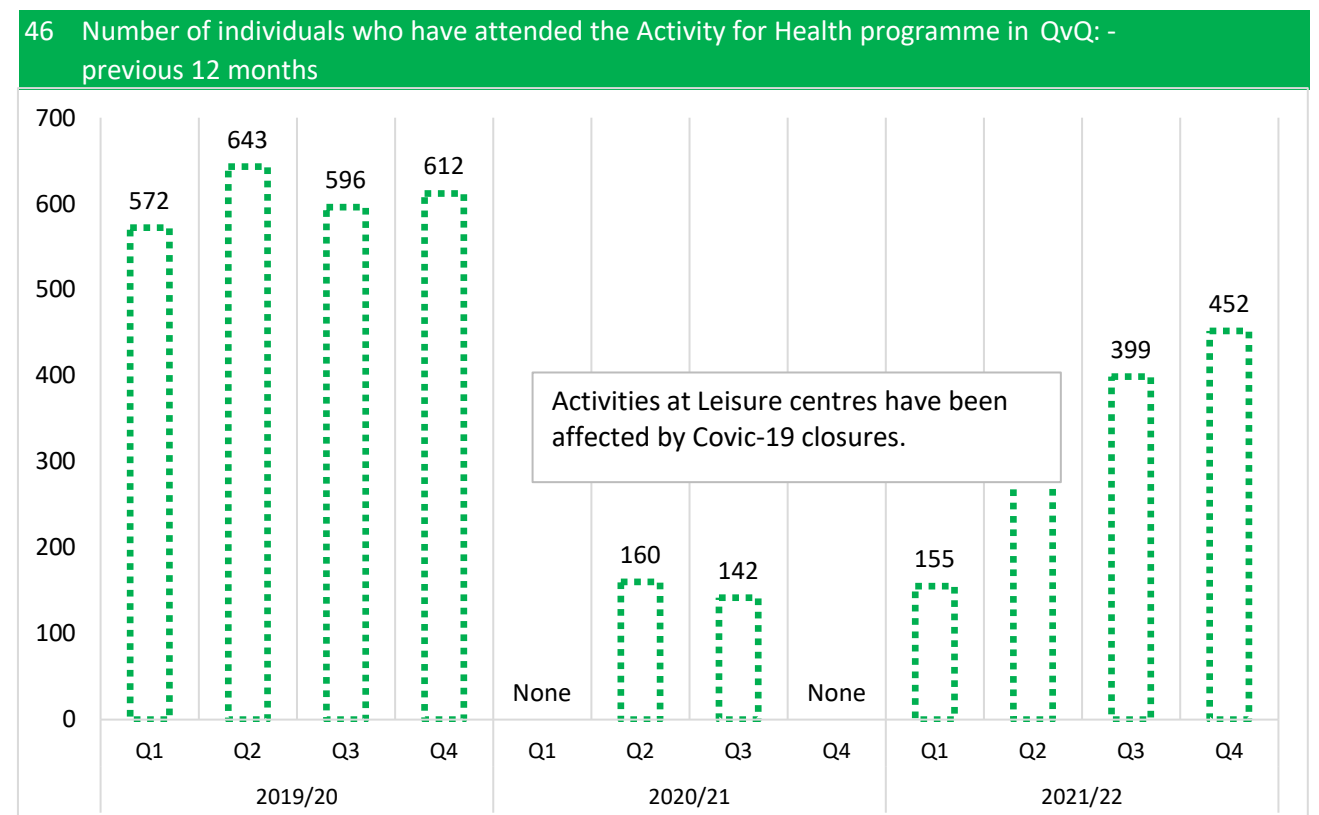
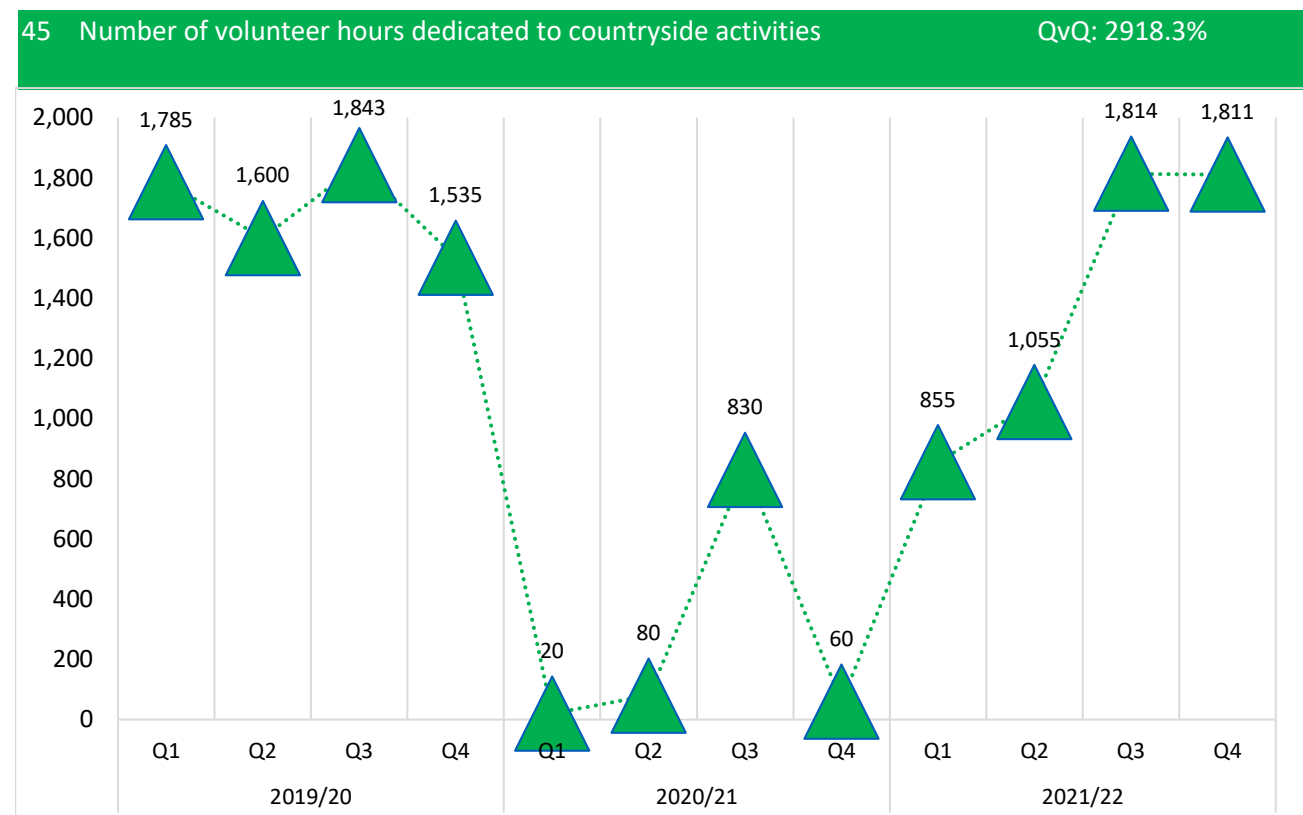
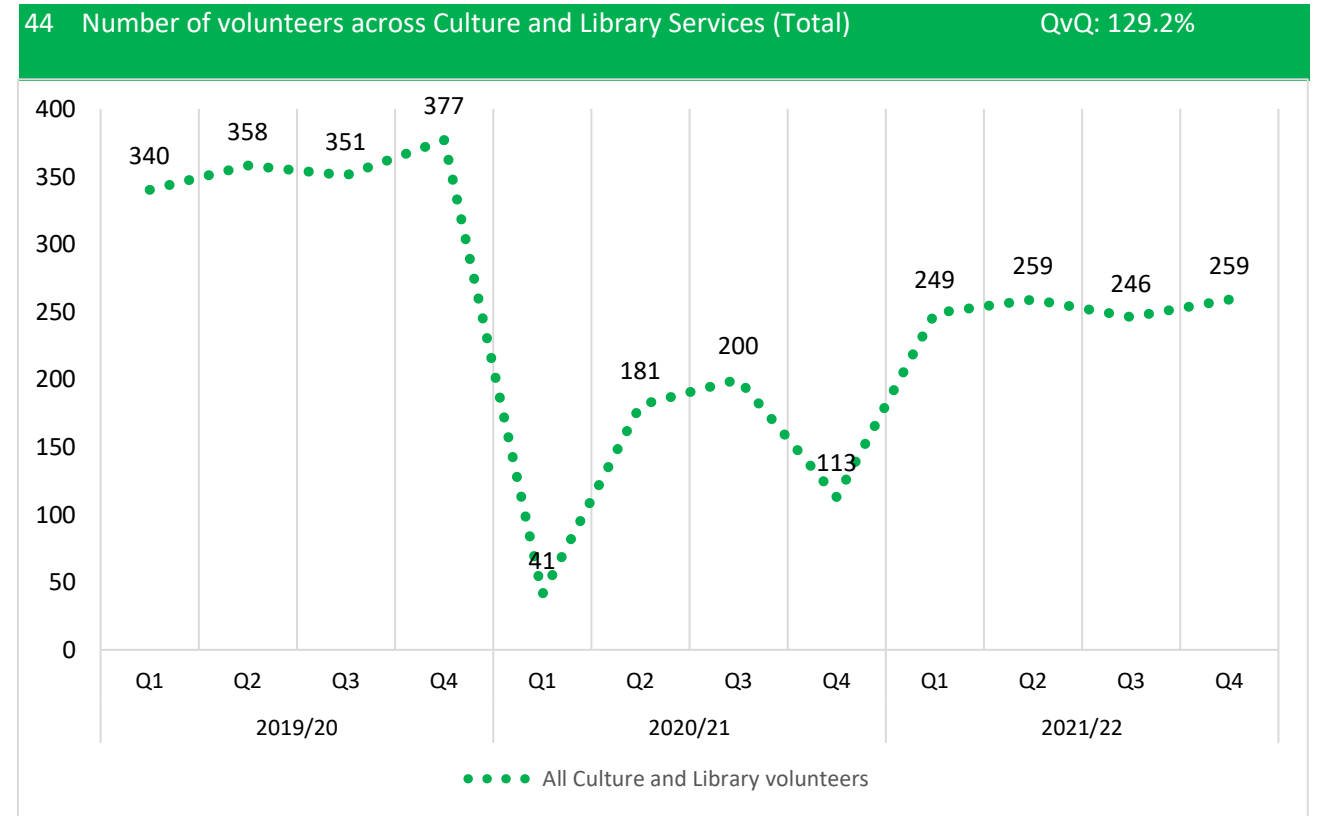
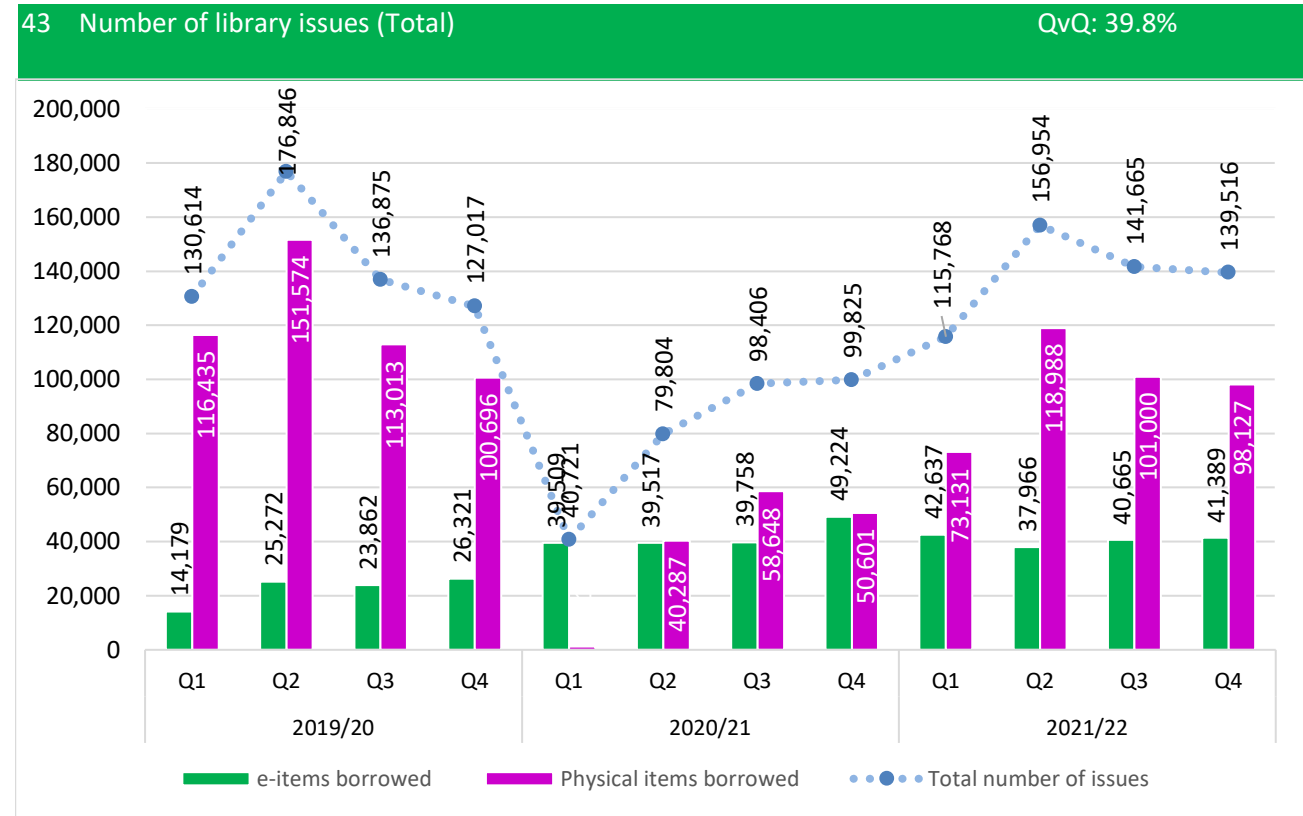
**Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)**

Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)



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

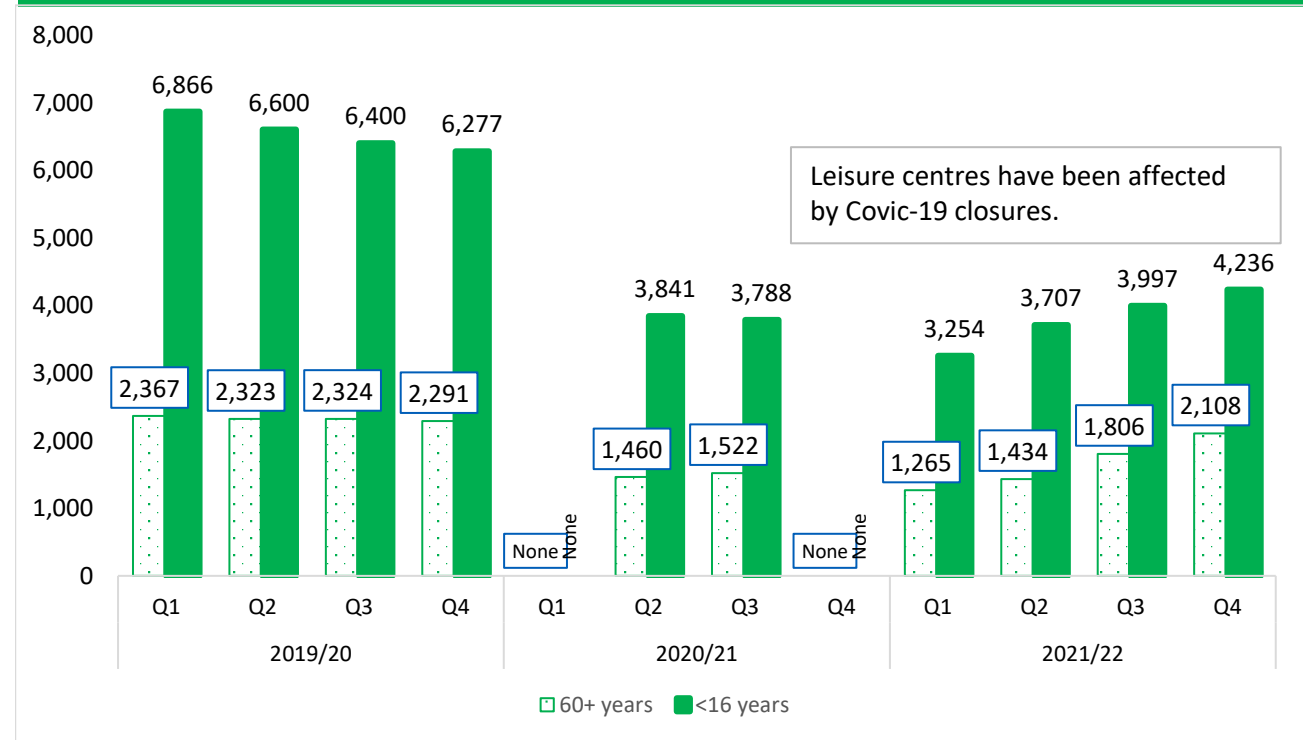
Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)



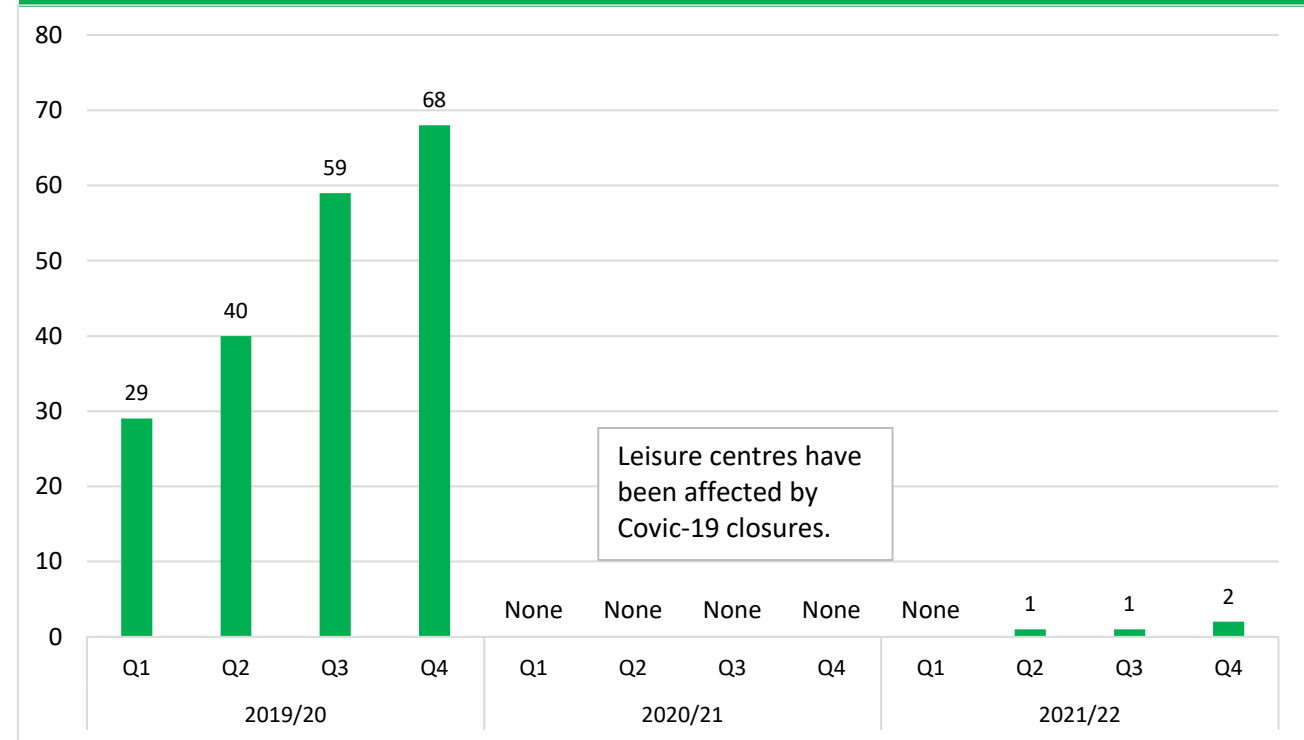
**Appendix A: Influencer Measures Dashboard 2020/21 (current qtr v same qtr last year)**

Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)

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

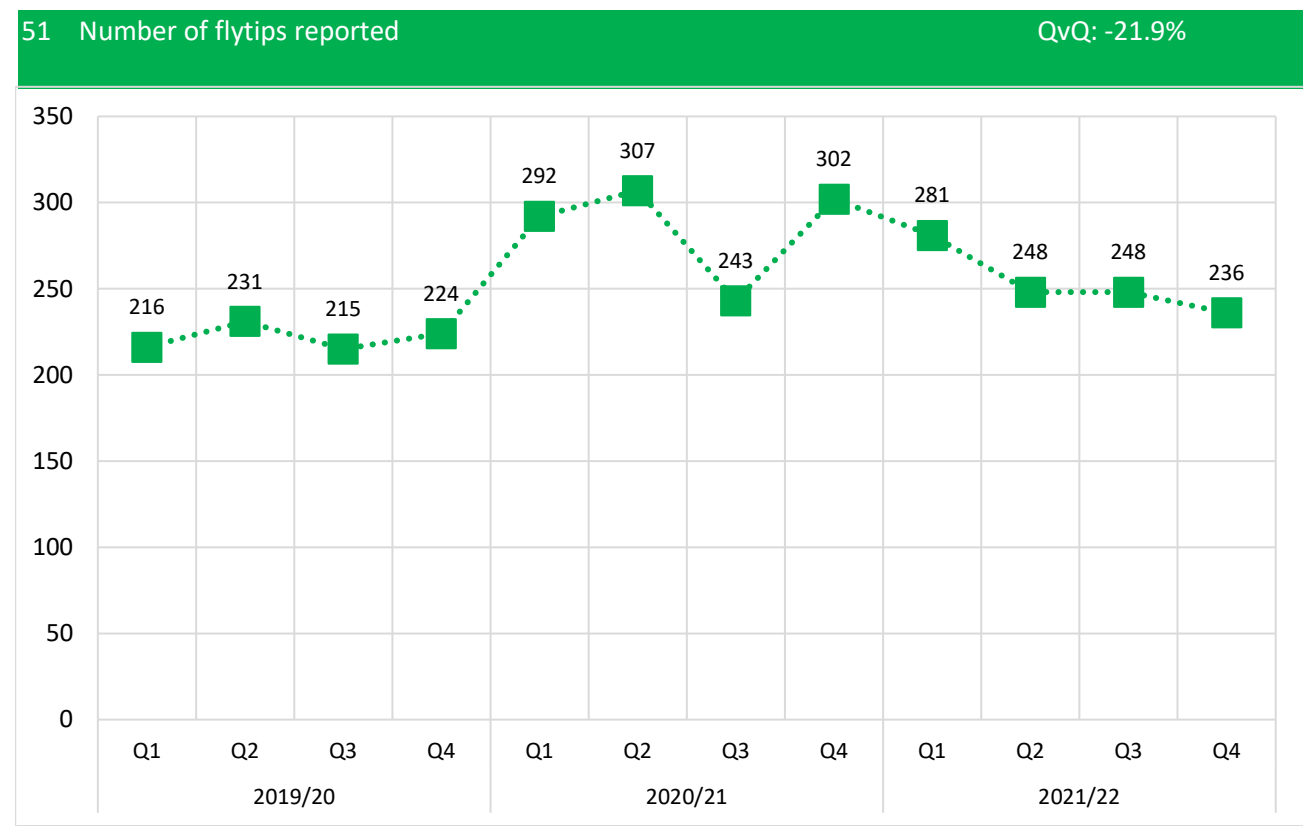
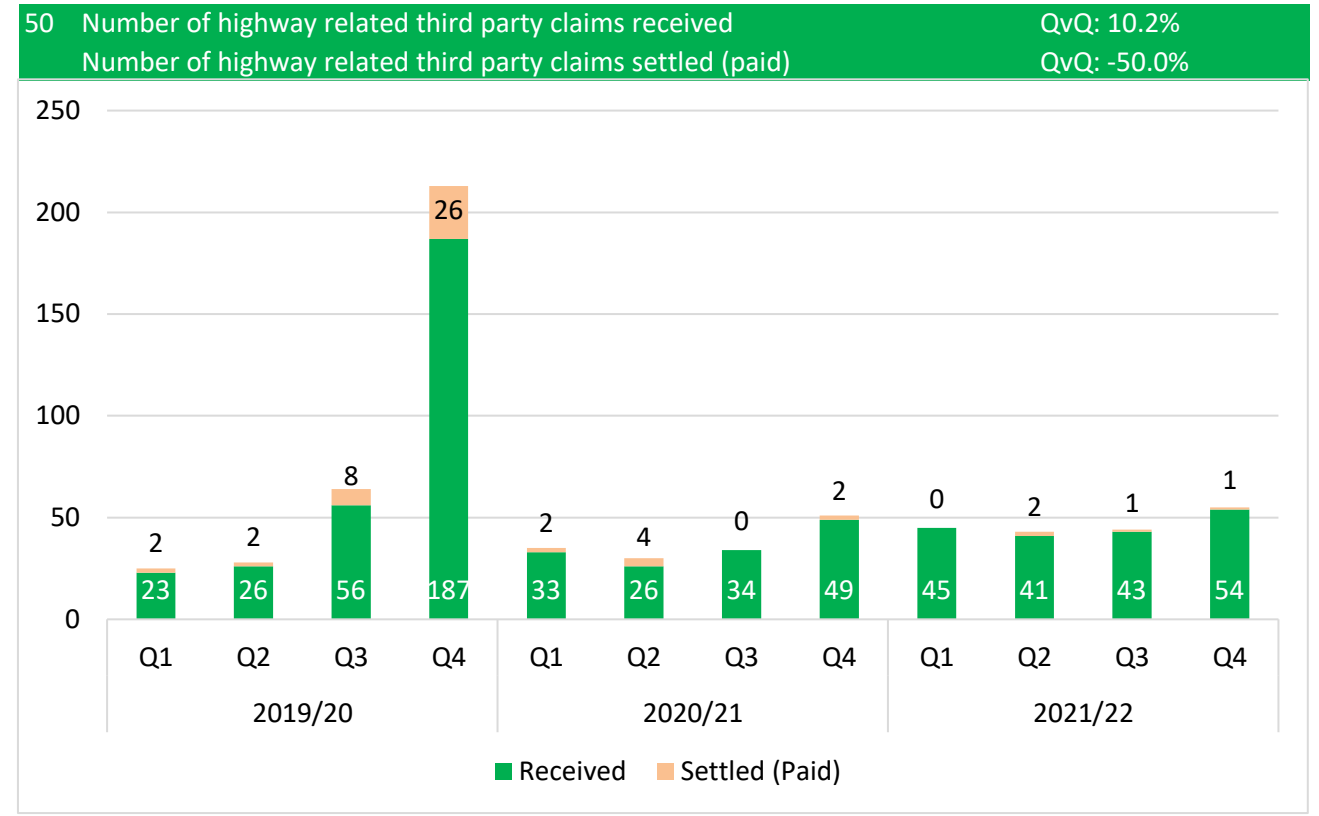
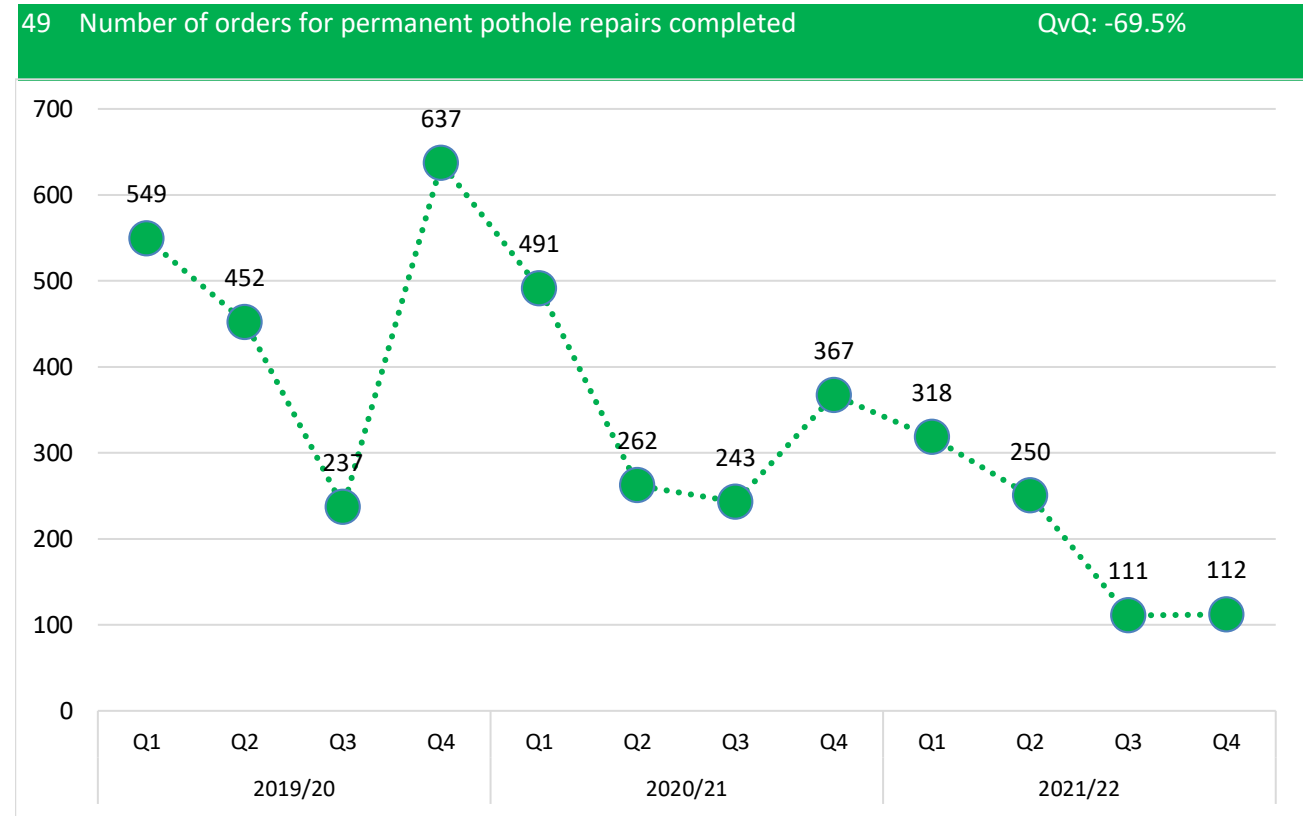


**48** Number of Children in Care (and those care leavers aged 18 to 25 who left care due to age) who access a leisure centre QvQ: -



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

Covid-19 (Teal) | Economy (Grey) | Social Care (Blue) | Environment (Green)



Andy Sharp / Pete Campbell			Children and Family Services				Q4 2021/22	RED
Indicator Ref: CBacfs15			% of Children in Care where the child has been visited in the past 6 weeks (or 12 weeks if this is the agreed visiting schedule)				Type: Snapshot%	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	◆	◆	◆	■	≥95%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	91.8% (145/158)	60.3% (88/146)	78.1% (118/151)	94.4% (151/160)	92.2% (154/167)	89.8% (149/166)		
<p><b>REASON FOR RED:</b></p> <p>During this period of Covid disruption, we have chosen to only record 'face to face' visits in this measure. There is regular contact with children using virtual means, and when this measure is included we achieve 93%.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b></p> <p>Despite the restrictions by covid, and some children in care clinically vulnerable, and an increased number entering care (mostly UASC) the number of timely visits is high, and is expected to gradually return to normal (very high) levels.</p> <p><b>FINANCIAL IMPLICATIONS:</b> None</p> <p><b>IMPACT ON OTHER MEASURES:</b> None</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> None</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> None</p>								

Andy Sharp / Paul Coe			Adult Social Care				Q4 2021/22	RED
Indicator Ref: CBcasc2			% of WBC provider services inspected by Care Quality Commission (CQC) that are rated good or better				Type: Snapshot%	
Executive	2019/20 Year End	2021/22 Year End	2020/21				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	★	★	★	■	100%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	66.7% (4/6)	80% (4/5)	100% (5/5)	100% (5/5)	100% (5/5)	80.0% (4/5)		

**REASON FOR RED:**

Birchwood Nursing Home was re-inspected in Feb 2022 and achieved an overall rating of Requires Improvement (RI).

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

A new Service Manager has been appointed to the permanent Service Manager position and the successful applicant began the role on 7<sup>th</sup> March. They have a strong background in meeting regulatory standards and in developing services.

The new Service Manager is working to a revised Job Description with a reduced span of responsibility to support a more targeted focus on the care homes. This was done proactively to deliver an improved service. All of ASC's other regulated services are rated 'Good'.

The incoming Service Manager will focus on quality issues in Birchwood. This will include performance management of the Registered Manager as required.

An experienced consultant with a background in Nursing Home management, experience of turning around failing homes and who hold an active registered nursing PIN has been appointed 2 days per week for a period of 6 months.

A combined Action Plan has been developed which addresses the Provider of Concern issues, the pre-existing Health and Safety concerns and the CQC regulation breaches. An agreed 'Providers of Concern' Framework response ensures that officers meet regularly to monitor progress and provide support to the home. Berkshire West CCG Infection and Prevention Control team is also included in these regular monitoring meetings.



The action plan has been presented at Ops Board and has been submitted to the CQC

Birchwood are working with the internal Care Quality team, Safeguarding team and Health and Safety team to address the actions needed to be implemented to raise the safety and quality of service provision.

The senior management team are also providing oversight and support to the home in the form of advice, guidance, policy review, regular reviewing of the progress of the action plan, enablement of resource and appropriate level of guidance.

The Oxford Academic Health Science Network (NHS) - Medications Safety Lead is also involved and is assisting Birchwood with their medication auditing and administration process. (The Oxford AHSN is one of the 15 patient safety teams hosted by AHSNs covering the whole of England which have been funded to work with care homes on the safety of giving medicines) <https://www.oxfordahsn.org/our-work/care-homes/improving-safety-in-giving-medicines-to-care-home-residents/>

Improvement will take time and is ongoing; however improvements have started to be seen, especially in the areas of staff engagement, supervision and deployment.

Once we are in a position to show that we meet the CQC regulatory requirements we will need to make a notification to CQC who will then undertake the necessary inspection / visits to ensure compliance.

**FINANCIAL IMPLICATIONS:** The home is currently embargoed from accepting new residential / nursing placements. This is leading to a loss of income.

**IMPACT ON OTHER MEASURES:** None

**SERVICE PLAN UPDATES REQUIRED:** None, as this is already incorporated in the ASC Service Plan and monitored through the Council Delivery Plan.

**STRATEGIC ACTIONS REQUIRED:** None.

Susan Halliwell / Jon Winstanley			Environment Department				Q4 2021/22	RED
Indicator Ref: CBdenv26			% of the principal road network (A roads) in need of repair				Type: %Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	⊙	⊙	⊙	■		
YTD outturn	2% (Target 2%)	3% (Target 2%)	Annual – reports Q4	Annual – reports Q4	Annual – reports Q4	3%	≤2%	Lower is better
<b>REASON FOR RED:</b>								
<p>Condition surveys for our principal roads are undertaken in the summer of each year, the latest survey results being from July 2021. Despite additional investment in the A road network in 2020/21 and 2021/22 (£4.5m from the DfT’s Challenge Fund), the most recent survey has indicated that additional deterioration has occurred on the section of the A4 between Newbury and the Wiltshire Boundary. This section was surfaced dressed some 10 years ago and the surveys indicate that, whilst structurally sound, the main areas of deterioration are in the surface texture which is showing as “Red”. Sections of the A338 South of Hungerford and A329 North of Streatley are in a similar condition.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<p>It is very unlikely that these sections of carriageway could be surfaced dressed again (a cheaper surfacing option) and would have to be surfaced using more traditional and more expensive products. So whilst the performance has not changed from last year, i.e. remained at 3%, despite investment the performance will increase above 3%. As a solution, a Capital project over two financial years is required to address the issue. Alternative government funding streams are currently being explored, i.e. “Levelling Up Fund” recently announced.</p>								
<b>FINANCIAL IMPLICATIONS:</b>								
<p>Significant investment will be required to keep performance below 2% as currently set. The figure of 2% was originally adopted as this traditionally was the figure for Councils to be within the top 25% in the country for the condition of their “A” road network.</p>								
<b>IMPACT ON OTHER MEASURES:</b> None								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
<p>The current financial budget for the delivery of the Highway Improvement Programme for 2022/23 is similar to last year, however a bid for funding from the Levelling Up Fund is being prepared. It is unlikely that this will be sufficient to maintain performance at 3% or further improve it without this additional funding. Remedial work is focusing on identifying resources to address this issue long term.</p>								
<b>STRATEGIC ACTIONS REQUIRED:</b> Resource identification to deliver the re-surfacing required.								

Jon Winstanley / Susan Halliwell			Environment				Q4 2021/22	RED
Indicator Ref: CBkenv61			Adopt the Rights of Way Improvement Plan				Type: Project	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	New measure added Q2	★	■	■	April 2022	n/a
YTD outturn	-	-		On track	Behind schedule	Behind schedule		
<b>REASON FOR RED:</b>								
Due to the extremely high level of responses to the public consultation (around 2000 responses) and resource availability for the consultant managing the project, this project is unfortunately delayed. The majority of the responses to the consultation involved a significant amount of free text, and responses via other means which require collation and some interpretation which has prolonged the consultation analysis significantly.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
A revised timetable has been submitted by the contractor. We will be monitoring progress and appropriate steps will need to be taken should the timing slip further.								
<b>FINANCIAL IMPLICATIONS:</b>								
The WBC contract documents will cover the eventuality that the project cannot be completed, but we are not envisaging this at the moment.								
<b>IMPACT ON OTHER MEASURES:</b>								
N/A								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
The target should be amended to September 2022.								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
N/A								

Susan Halliwell / Jon Winstanley			Environment				Q4 2021/22	RED
Indicator Ref: CBeenv31			% of household waste recycled, composted and reused				Type: %+	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	★	★	★	■	49.5%	Higher is better
Qrtly outturn	-	-	51.2% (P)	53.4% (P)	46.5% (P)	44.6% (P)		
YTD outturn	50.2%	49%	51.2% (P)	52.3% (P)	50.5% (P)	49.1% (P)		

**REASON FOR RED:**

Provisional data for Q4 shows annual 2021/22 recycling performance was 49.1%\* compared with a target of 49.5%. The recycling performance had been on course to meeting the target. However, there was a significant fall in the recycling rate during Q3 and Q4 2021/22 which means the year-end performance is slightly below target. Some of this quarterly drop-off can be explained by the seasonality of waste generation and recycling. For example, recycling rates for Q3 and Q4 is usually lower than rates for Q1 and Q2 each year, partly because of a reduction in garden waste tonnages which contribute to overall recycling rates and the fact that many residents do majority of their house clearances and recycling during the warmer months of the year. The initial explanation is that during Q4 in the just ended year, residents were able to start spending more time outdoors as the economy opened up progressively due to the covid situation better generally more stable. This means that some recycling materials which would normally have been presented for collection at the kerbside may have ended up away from home in the commercial waste stream. We also saw a reduction in glass bottle tonnages compared to Q4 of the preceding year. Please note that the year-end recycling data has not yet been fully validated (there is usually a 3-month lag for quarterly data validation to be completed).

The reduction in annual recycling rates seen within West Berkshire was also experienced to a comparatively greater extent at the national level. The recycling performance for the UK as a whole fell from 46.0% in 2019 to 44.4% in 2020 (Reference: <https://www.letsrecycle.com/news/uk-recycling-rate-fell-by-1-6-in-2020/> ). It has to be noted that the recycling rates for 2020/21 and 2021/22 were achieved during the pandemic. They, therefore, have to be discussed within the context of the pandemic and the associated shifts in waste generation patterns. There have been periodic interchanges between domestic and commercial waste as more people worked from home or school pupils spent more time studying online rather than going into school during periods of 'isolation'. Under the circumstances, a 49.1% recycling rate which was marginally better than the preceding year and only just under the target rate is quite commendable. It is too early to draw any firm conclusions from latest recycling performance as the macro socio-economic factors remain unsettled. The next two to three years will be important in helping policy makers to determine whether the current waste generation and recycling trends are temporary or not. At a local level, the upcoming introduction of the separate food waste collection service during autumn 2022 is expected to result in a considerable improvement in recycling performance to just under 60% within the next 24 months.

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

Renewed emphasis is being placed on engaging with residents to provide them more information and tools to help them recycle, compost and reuse more of their waste. The upcoming separate food waste service introduction is expected to boost overall recycling performance in 2022/23.

**FINANCIAL IMPLICATIONS:**

There are no adverse financial impacts as a result of not being able to achieve the target. In fact, the waste contract has exceeded its income targets for the past two years due to improvements in recycling material prices during the pandemic.

**IMPACT ON OTHER MEASURES:**

None

**SERVICE PLAN UPDATES REQUIRED:**

None being suggested at this time. The situation needs to be monitored for at least four more quarters to see if there is a new trend following the “re-opening” of the economy with residents spending more time outside of the home as the pandemic situation has improved. The upcoming separate food waste service is also expected to significantly improve the overall recycling performance.

**STRATEGIC ACTIONS REQUIRED:**

None. Key internal stakeholders to be kept up-to-date on progress.

Susan Halliwell / Jon Winstanley			Environment				Q4 2021/22	RED
Indicator Ref: CBeenv33			Maintain an acceptable level of litter, detritus and graffiti (as outlined in the Keep Britain Tidy local environmental indicators)				Type: Text	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	⌘	◆	★	■	Good	n/a
Qrtly outturn	-	-	-	Satisfactory	Good	Satisfactory		
YTD outturn	Good	Satisfactory	Reports from Q2	Satisfactory	Good	Satisfactory		
<b>REASON FOR RED:</b>								
<p>The outturn on this measure has been below target in recent quarters during the pandemic. The main reason is that contractor resources have been prioritised and re-deployed at various points during the pandemic to help maintain key frontline collection services. For example, some of the street cleansing staff with HGV driving licences have been temporarily moved to drive waste collection trucks to help the contractor mitigate ongoing nationwide HGV driver shortages and the impacts of the Covid pandemic on personnel availability.</p> <p>The Local Environmental Quality (LEQ) survey completed by the waste team during summer/autumn 2021 gave a <i>Good</i> outcome. However, the third and final survey for the year resulted in a <i>Satisfactory</i> outcome which is below the current <i>Good</i> target. <b>It is important to note that the service is currently only resourced to meet a contractual target of <i>Satisfactory</i> and that was achieved in 2021/22</b> (please see below for further context).</p> <p><u>Context:</u> The Council stripped significant financial efficiencies (c. £600k) from the street cleansing service budget in 2018. At the time, the target was reduced to <i>Satisfactory</i> to reflect the reduction in resources and the new service delivery model. The target has subsequently been changed by the Council back to a stretched performance target of <i>Good</i>. It has been difficult to achieve <i>Good</i> during the pandemic with the increased demand on resources.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<p>A series of activities have been agreed with the contractor to progressively align resources to the streets cleansing function. This has been constrained by the nationwide HGV driver shortage which was impactful during 2021/22. Council waste officers have also increased their monitoring of the district in recent months. Progress is being made and will take some time to fully manifest, with improvements expected from Q2 2022/23.</p>								
<b>FINANCIAL IMPLICATIONS:</b>								
<p>There are no financial implications to the Council for not achieving this KPI target.</p>								

**IMPACT ON OTHER MEASURES:**

None

**SERVICE PLAN UPDATES REQUIRED:**

It has previously been flagged that the reduction in available resources (i.e. the c. £600k budget removal in 2018) makes it more challenging to achieve the *Good* rating. One option could be to reset the target to *Satisfactory* until we are able to use available resources to consistently achieve the *Good* rating.

**STRATEGIC ACTIONS REQUIRED:**

Operations Board was briefed on progress during December 2021. Communications plan which incorporates the cost of clearing litter being progressed.

Joseph Holmes/Andy Walker			Finance and Property				Q4 2021/22	RED
Indicator Ref: CBffp12			Average number of days taken to make a full decision on new Housing Benefit claims				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	★	◆	◆	◆	■	≤19 days	lower is better
Qrtly outturn	-	-	-	19.6	20.82	20.93		
YTD outturn	19.04	18.27	20	19.8	20.14	20.34		
<b>REASON FOR RED:</b>								
<p>Main reason relates to COVID matters. Self-Isolation (Track &amp; Trace) grant applications and payments have seen more than a 500% increase over the last quarter and the scheme has been extended again until the 6<sup>th</sup> April 2022. Processing has also continued in relation to the 2021/22 COVID hardship payments for working age benefit claimants and Exceptional Hardship claims. So far an extra £280,000 of additional benefit (Council Tax support) has been awarded.</p> <p>We have also seen a significant increase in the amount of correspondence being received especially from the Department of Work and Pensions (DWP) compared to last year. This appears to relate to changes of circumstances, mainly around income changes.</p> <p>Whilst the training of 3 new members of staff continues they are starting to pay dividends soon.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
Additional members of staff employed. Temporary member of staff also kept on. Revised work priorities have also been established								
<b>FINANCIAL IMPLICATIONS:</b> None								
<b>IMPACT ON OTHER MEASURES:</b>								
There was a fine balance between dealing with COVID payments, changes in circumstances and new claims. If more focus is placed on one measure, then it will have an effect on the other. Please also note comments made below.								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
All new claims for Housing Benefit are dealt with by the DWP within an application for Universal Credit. Whilst the current rises in the cost of living, including rent, should therefore not directly effect this indicator consideration is given if it will affect other areas such as the ability to pay the Council Tax.								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								



Joseph Holmes / Andy Walker			Finance and Property				Q3 2021/22	RED
Indicator Ref: CBgfp15			Council Tax collected as a percentage of Council Tax due				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	★	◆	■	■	≥98.8%	Higher is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	98.5% (116,717,237/ 118,541,476)	95.9% (118,441,582/ 123,532,276)	27.9% (35,743,660/ 128,038,527)	55.0% (70,434,133/ 128,094,755)	82.06% (105,123,538 / 128,096,808)	97.3% (124,502,423 / 128,011,136)		

**REASON FOR RED:** Although collection is better than it was for the same period last year we are still not at 2019/20 levels. As a comparison; 2019/20 Q4 = 98.5%, 2020/21 Q4 = 95.9% and 2021/22 Q4 = 97.3%

COVID is still having an impact on customer's ability to pay. So far this year over 1400 'special arrangements' have been made offering greater flexibility with payment. This, along with over 12,000 'recovery' notices being issued, clearly shows the ramifications of COVID are still with us.

Some additional £280,000 of COVID support has been given to Benefit claimants.

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

Further debt recovery action is being planned and enforcement agents (Bailiffs) are again visiting properties where no payment or contact has been made. Collection is heading in the right direction when perhaps other authorities including some Berkshire authorities have seen a drop in collection from 2020/21.

98.8% was a very challenging target bearing in mind the circumstances.

**FINANCIAL IMPLICATIONS:** Where less tax being collected this will mean less income being generated for the Council to spend.

**IMPACT ON OTHER MEASURES:** Reduction in income.

**SERVICE PLAN UPDATES REQUIRED:** Whether any permanent changes to KPI's and targets is required is very much dependant on continued increases in the cost of living. Substantial increases in utility bills, transportation, rent and interest rates could all have an impact on a customer's ability to pay.

Over the next few weeks / months the service will be required to make approximately 46,000 energy rebate payment to those who qualify (<https://www.gov.uk/government/publications/the-council-tax-rebate-2022-23-billing-authority-guidance/support-for-energy-bills-the-council-tax-rebate-2022-23-billing-authority-guidance>). This relates to 65% of residents.

**STRATEGIC ACTIONS REQUIRED:** None.

Susan Halliwell / Eric Owens			Development and Regulation				Q4 2021/22	RED
Indicator Ref: CBhdp35			% of planning appeals won				Type: %+	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	◆	★	★	■	65% (England Average)	Higher is better
Qrtly outturn	-	-	62.5% (10/16)	80% (8/10)	50% (3/6)	50% (8/16)		
YTD outturn	-	81% (51/63)	62.5% (10/16)	69.2% (18/26)	65.6% (21/32)	60.4% (29/48)		

**REASON FOR RED:**

There is no particular change in circumstances within the Service that has caused this outcome for Q4. Which appeals are submitted, when those appeals are made, and also when those appeals are determined, are outside the control of the Service. These decisions within Q4 all relate to appeals lodged between April 2021 and November 2021. Throughout the year, the number of appeals is relatively low overall and therefore greater percentage swings are likely over the short Quarterly reporting periods as opposed to the full Year End outcome. But it is noted that this is the second consecutive quarter that the appeal success rate is 50%.

In order to provide some context and accountability for the appeal decisions in Q4:

- Of the 8 appeals lost (appeals allowed): 3 of these were committee decision overturns (officer recommendation was approval).
- Of the 8 appeals won (appeals dismissed): 6 of these were all following a delegated decision of refusal.

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

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

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

**FINANCIAL IMPLICATIONS:** None

**IMPACT ON OTHER MEASURES:** None

**SERVICE PLAN UPDATES REQUIRED:** None

**STRATEGIC ACTIONS REQUIRED:** None

Susan Halliwell / Eric Owens			Development and Regulation				Q4 2021/22	RED
Indicator Ref: CBhdp34			% of 'other' planning applications determined within 8 weeks or the agreed extended time				Type: %+	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	◆	★	◆	■	90% (England Average)	Higher is better
Qrtly outturn	-	-	89.9% (286/318)	91.2% (309/339)	80.2% (259/323)	87.2% (231/265)		
YTD outturn	93% (1,069/1,150)	84.9% (919/1,083)	89.9% (286/318)	90.6% (595/657)	87.1% (853/979)	87.1% (1,085/1,245)		
<b>REASON FOR RED:</b>								
<p>The number of applications received this year by the Development Management (DM) team are up overall in comparison to the previous two years, with an increase in application numbers seen particularly within the 'other' category of applications to which this measure relates. During Q4 performance has improved much closer to the target, but not sufficient to fully mitigate the lower results achieved at Q3 when the team was impacted by carrying a number of vacancies which has had an impact on performance given the increase in applications at the same time being received into the team and the effect that has had on individual workloads. Another factor at Q3 was the number of major applications coming to fruition with the result that there has been an impact on resource through the teams at all Officer and Team Leader levels. In addition, staff sickness at various points will also have contributed to performance issues.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<p>Continuous monitoring of performance and recruitment to vacant posts is being undertaken to achieve improvement along with using temporary resource, in the interim. We anticipate that we will achieve the performance target on this measure going forward.</p> <p>Place Review work (a process to re-focus the priorities in the Place Directorate) aims to support the achievement of better results during 2022/23.</p>								
<b>FINANCIAL IMPLICATIONS:</b> None								
<b>IMPACT ON OTHER MEASURES:</b> None								
<b>SERVICE PLAN UPDATES REQUIRED:</b> None								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

Andy Sharp/Pete Campbell			Children and Family Services				Q4 2021/22	RED
Indicator Ref: PC1cfs6			% of repeat referrals to Children's Services within 12 months of a previous referral				Type: Snapshot	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	★	◆	◆	■	■	≤20%	Lower is better
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	26.7% (437/1,636)	19.3% (274/1,423)	22.7% (114/503)	24.6% (214/870)	25.8% (364/1,411)	24.7% (497/2,010)		
<p><b>REASON FOR RED:</b></p> <p>The rate of referrals to the service has increased, but an increasing % are now repeats. The increase in referrals appears to be partly due to agencies referring more as they recover from reduced service activity due to lockdown restrictions, and is partly due to increased need being identified as a result of household pressures. Anecdotally, repeat referrals are higher across the region.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b></p> <p>Work is ongoing to scrutinise re-referrals at regular intervals, assisting us to better understand the cause. The monthly rate of re-re-referrals has reduced in the last month but it this has little impact on the YTD performance.</p> <p><b>FINANCIAL IMPLICATIONS:</b> No direct impact.</p> <p><b>IMPACT ON OTHER MEASURES:</b></p> <p>Minimal, although we want to have partner and public confidence in getting assessment right the first time – we do not want 'repeats' because we failed to address the issue first time around.</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> None</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> None</p>								

Joseph Holmes/Sarah Clarke			Strategy and Governance Department				Q4 2021/22	RED
Indicator Ref: PC1hrp3			Number of young people attending/involved in work experience and project work opportunities				Type: n+	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	■	■	■	◆	◆	■	≥12	Higher is better
Qrtly outturn	-	-	0	0	5	6		
YTD outturn	1	0	0	0	5	11		
<b>REASON FOR RED:</b>								
COVID restrictions and more remote working have restricted opportunities for work experience.								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
We continue to promote and encourage work experience within the council. In Q4 we successfully supported 6 placements. The council continues to support other remote activities to support young people, including mock interviews and reviewing and providing feedback on applications/CVS.								
We have a further 8 placements already planned for 2022/23 so far.								
We are currently seeking commitment for a number of placements for young people with Special educational needs and disability (SEND) for June/July in addition to the 8 placements already agreed.								
<b>FINANCIAL IMPLICATIONS:</b> None								
<b>IMPACT ON OTHER MEASURES:</b> None								
<b>SERVICE PLAN UPDATES REQUIRED:</b> None								
<b>STRATEGIC ACTIONS REQUIRED:</b> None								

Andy Sharp / Ian Pearson			Education Service				Q4 2021/22	RED
Indicator Ref: PC2es47			% of Children in Care who study 5 or more GCSEs and achieve pass grades (4+) in at least 5 subjects				Type: Snapshot	
Executive	2018/19 AY Year End	2019/20 AY Year End	Academic Year 2020/21 (reports Q2 2021/22)				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	-	■	-	-	≥58%	Higher is better
Qrtly outturn			-	-	-	-		
YTD outturn	58%	On hold due to Covid-19	-	44.4% (4/9)	-	-		
<b>REASON FOR RED:</b>								
<p>We did not achieve the high target of 75% achieving 5 pass grades. The virtual school provided funding for tuition to schools during the pandemic. Some schools were good at taking up this offer and others were more hesitant, resulting in a lack of consistency. Other virtual schools in the region have links with tuition agencies (preferred suppliers) which allow them to access 1:1 tuition in circumstances when schools do not. Historically, this gap was filled by our in-house XTRA 4U tuition service, which ended 2 years ago.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<p>Rollout of government tuition funding has just come to the virtual school and will be used to boost current years 10 and 11.  Personal Education Plan (PEP) has been moved back into Care Director and closer scrutiny of PEP quality is now possible.  New pupil progress meetings are being piloted between now and November's INSET Day.  Work on targets grades is being completed by safeguarding lead to ensure our targets are consistent across the various schools our children attend.  Recruitment of cover for sick team member to ensure PEPs are picked up. This will continue into maternity cover.  Audit of y11 transitions (twice in summer term and again at the start of the autumn term).</p>								
<b>IMPACT ON OTHER MEASURES:</b> NEET figures have remained low.								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
<p>The virtual school will assess the feasibility of identifying a preferred supplier or suppliers for 1:1 tuition, including an extension to the Medical Tuition Service. Recovery funding from the DfE, received this term, represents an opportunity to source support and develop a relationship with a preferred supplier.</p>								

Susan Halliwell / Eric Owens			Development and Regulation				Q4 2021/22	RED
Indicator Ref: OFB1dr8			Prepare an Inward Investment Strategy				Type: Project	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	★	★	■	■	Dec 2021	n/a
YTD outturn	-	-	On track	On track	Not achieved	Not achieved		
<b>REASON FOR RED:</b>								
<p>This KPI relates to the 2020 Economic Development Strategy, which included a commitment to prepare an Inward Investment Strategy. However, the Covid pandemic led to reprioritisation of activity as part of economic recovery, and in the Economic Development Refresh approved in 2021, the commitment for 2021/22 was changed to the preparation of an Inward Investment Prospectus, and the Strategy delayed until 2022/23. The 'on track' reporting in Quarter 1 and 2 referred to the development of the Prospectus rather than the Strategy.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<p>The development of a Prospectus has been incorporated into the development of a stand-alone website to promote West Berkshire for inward investment. This was done with the approval of Economic Development Board, using Covid Recovery funding. The website went live in March 2022, and so far the feedback has been excellent.</p>								
<b>FINANCIAL IMPLICATIONS</b>								
None								
<b>IMPACT ON OTHER MEASURES:</b>								
None								
<b>SERVICE PLAN UPDATES REQUIRED:</b>								
The development of an Inward Investment Strategy will be picked up in service planning for 2022/23.								
<b>STRATEGIC ACTIONS REQUIRED:</b>								
None								



Susan Halliwell / Eric Owens			Development and Planning				Q42021/22	RED
Indicator Ref: OFB1ac4			Adopt a Newbury Town Centre SPD				Type: Project	
Executive	2018/19 Year End	2019/20 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	-	★	★	■	■	Dec 2021	n/a
YTD outturn	-	-	On track	On track	Not achieved	Not achieved		

**REASON FOR RED:**

This KPI relates to the 2020 Economic Development Strategy, when it was envisaged that the Newbury Town Centre Masterplan would be delivered via a Supplementary Planning Document (SPD). However, the delay in the Local Plan Review meant that the timing no longer aligned and so the Economic Development Strategy Refresh approved in 2021 omitted the reference to an SPD. The 'on track' reporting in Quarter 1 and 2 referred to the development of the Masterplan rather than to the adoption of an SPD.

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

Economic Development Board has been sighted on the development of the Newbury Town Centre Vision and Masterplan. A project exception report setting out an alternative route to delivery via Executive was submitted to the Board on 18 November 2021. The Masterplan was endorsed by Executive on 10<sup>th</sup> February 2022 and project proposals are being worked up with partners with a view to supporting a funding strategy for delivery. A capital budget of £134,000pa for 22/23 and 23/24 has been approved to take forward a number of the projects.

A new 21/22 indicator to publish a Newbury Town Centre Masterplan by end March 2022 was included in Q4 and this was completed.

**FINANCIAL IMPLICATIONS:** None

**IMPACT ON OTHER MEASURES:** None

**SERVICE PLAN UPDATES REQUIRED:**

A KPI to promote a policy in the LPR to support the economic growth of Newbury Town Centre will be included in the KPI's for 2022/23. This could result in an SPD, subject to the statutory planning process.

**STRATEGIC ACTIONS REQUIRED:** None

Susan Halliwell / Jon Winstanley			Environment				Q4 2021/22	RED
Indicator Ref: GP2env17			Number of additional kilometres of cycle route provided				Type: Nos+	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	-	★	★	★	★	■	2km	Higher is better
Qrtly outturn	-	-	0km	0km	0km	0.22km		
YTD outturn	-	3km	0km	0km	0km	0.22km		
<b>REASON FOR RED:</b>								
<p>The Active Travel Programme is a long-term initiative that will enable delivery of key cycle and pedestrian routes identified in the dynamic Local Cycling and Walking Infrastructure Plan (LCWIP), adopted by the Council in June 2021.</p> <p>The Programme centres on civil engineering schemes to create or upgrade sections of cycleway and footway to form those key routes.</p> <p>Effort is focussed on schemes to improve the network of Primary cycle routes identified in the LCWIP.</p> <p>Significant issues have been encountered during 2021-22 with:</p> <ul style="list-style-type: none"> <li>• Major staff changes;</li> <li>• Transfer of knowledge – including on KPIs;</li> <li>• Need for re-design of schemes to take account of stakeholder feedback, recently-issued DfT guidance, and availability of materials;</li> <li>• Availability of and cost increases affecting, materials;</li> <li>• Availability of road space to allow for works;</li> <li>• Relocation of utility infrastructure; and</li> <li>• Negotiations over release of land.</li> </ul>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<ul style="list-style-type: none"> <li>• Reassignment of staff to programme management, detail design and delivery – complete</li> <li>• Engagement of consultants to assist with design and delivery of Crown Mead scheme - complete</li> </ul>								

- KPIs to be reviewed by service management – by end May 2022
- Officer Group to be convened to further increase awareness of Active Travel Programme and knowledge transfer – by end May 2022
- It is anticipated additional cycle route will be completed in 2022/23.

**FINANCIAL IMPLICATIONS:**

None at present. Potential going forwards for claw-back of DfT grant funding via new Active Travel England agency, if schemes do not comply with DfT guidance or money is un-spent

**IMPACT ON OTHER MEASURES:**

None at present.

**SERVICE PLAN UPDATES REQUIRED:**

KPI to be reviewed by service management as part of Service Planning 2022/23

**STRATEGIC ACTIONS REQUIRED:**

None

Susan Halliwell / Jon Winstanley			Environment				Q4 2021/22	RED
Indicator Ref: GP2env22 & 23			<p>Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area</p> <p>Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district</p>				Type: Project	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG	★	■	★	◆	■	■		
YTD outturn	On track (Target: March 2021)	Behind schedule (Target: March 2021)	On track	Behind schedule	Activities ceased	Activities ceased	March 2022	n/a
<p><b>REASON FOR RED:</b></p> <p>These KPIs were set prior to the Environment Strategy Delivery Plan being developed. Whilst tree planting and natural regeneration remain a focus for possible projects, the details of these KPIs need to be amended to reflect the work that has happened over the last 9 months and to be brought in line with the Delivery Plan. It is therefore proposed that these activities are not progressed but new KPIs are developed.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b></p> <p>An initial delay in the delivery of the KPIs was lack of staff resource. This has been rectified and recruitment has taken place within the Environment Delivery Team. The capacity is now in place to focus on the area of natural solutions.</p> <p>The development of the West Berkshire Natural Solutions Delivery Partnership (NSDP) has also taken place bringing together key organisations and stakeholders involved in the design and implementation of natural solutions in West Berkshire. This NSDP will work to help shape appropriate projects through collaboration and engagement and the inclusion of landowners also. This will help to inform new KPIs.</p> <p><b>FINANCIAL IMPLICATIONS:</b></p> <p>The funding set aside for natural solutions will still be focussed on natural solutions but it will be directed to projects that will bring about the most benefit / value. It will also be spent on projects that have benefitted from collaboration and engagement in their design through the work of the Natural Solutions Delivery Partnership.</p>								

**IMPACT ON OTHER MEASURES:**

The replacement of KPIs relating to natural solutions and carbon sequestration will enable them to align with the Environment Strategy Delivery Plan which was not in place at the time of the original KPIs being determined.

**SERVICE PLAN UPDATES REQUIRED:**

It is proposed that these KPIs are not taken forward but are replaced by more appropriate KPIs that reflect current activities and the progress made in developing this area of work. These new KPIs will be set as part of the Service Planning process.

**STRATEGIC ACTIONS REQUIRED:**

New proposed KPIs linked with the Environment Strategy Delivery Plan and the Natural Solutions Delivery Partnership will be developed as part of the Service Planning process for 2022/23. These will be reported to Corporate Board in due course.

Andy Sharp / Matt Pearce			Communities and Wellbeing				Q4 2021/22	RED
Indicator Ref: SITphwb30			Develop and adopt the Health and Wellbeing Strategy with partner organisations				Type: text	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	■	■	■	September 2021	Project
Qrtly outturn			-	-	-	-		
YTD outturn			In progress	In progress	Complete	Complete		
<p><b>REASON FOR RED:</b></p> <p>The Health and Wellbeing Strategy was completed by the planned date of September 2021 and was endorsed by the Health and Wellbeing Board on 30 September 2021. It is still required to go to Corporate Board and Ops Board prior to being fully accepted by the Health and Wellbeing Board in December 2021.</p> <p><b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b></p> <p>The final Strategy will be reviewed at Corporate board on 16 November 2021 and Ops Board on 25 November 2021. It will then be taken to the Health and Wellbeing Board on 9 December 2021.</p> <p><b>*Update at Q3:</b></p> <p>Adopted by the Health and Wellbeing Board in December 2021 and to be considered at Full Council in May 2022.</p> <p><b>FINANCIAL IMPLICATIONS:</b> No Financial implications</p> <p><b>IMPACT ON OTHER MEASURES:</b> No impacts identified</p> <p><b>SERVICE PLAN UPDATES REQUIRED:</b> No updates required</p> <p><b>STRATEGIC ACTIONS REQUIRED:</b> No actions required</p>								

Andy Sharp			Communities and Wellbeing				Q4 2021/22	RED
Indicator Ref: SITbct3			Develop a Co-Production Framework with our statutory, community and voluntary partners				Type: Text	
Executive	2019/20 Year End	2020/21 Year End	2021/22				Target	Polarity
			Q1	Q2	Q3	Q4		
RAG			★	★	◆	■	April 2022	n/a
Qrtly outturn	-	-	-	-	-	-		
YTD outturn	-	-	On track	On track	Behind schedule	Behind schedule		
<b>REASON FOR RED:</b>								
<p>In quarter 1 initial scoping was undertaken to confirm that co-production was the desired route to deliver a new method of community engagement.</p> <p>In quarter 2 early thoughts on the principles of co-production were considered by senior officers and a Strategy Board was held with Members in September 2021. This determined the focus and ambition for co-production. Funding was agreed through Recovery Group to appoint expert consultancy that can support the Council to deliver a best-practice, co-production framework.</p> <p>In quarter 3 a specification for expert and independent consultancy was drafted and promoted through a competitive quotation exercise.</p> <p>In quarter 4, assessment of competitive quotes was undertaken and selection of a supplier took place in early January 2022. The consultant appointed was unable to commence work until the end of February 2022. Following this, a Steering Group was recruited and work to produce a co-production framework commenced at the very end of March 2022.</p>								
<b>REMEDIAL MANAGEMENT ACTION BEING UNDERTAKEN, ALTERNATIVE PLANS AND EXPECTED IMPROVEMENT:</b>								
<p>Work is scheduled to be complete on this in August, with the last meeting of the Steering Group. Following this draft co-production framework that is developed will then need approval through the relevant Council decision making process. It is suggested that this target is therefore moved to quarter 2 2022/23 (August 2022).</p> <p>Since first meeting in March, the Co-production Steering Group has already developed principles of co-production and has agreed aims and objectives/measures and outcomes. It will move on in May to:</p> <ul style="list-style-type: none"> <li>- Agreeing approach to testing objectives/measures/outcomes</li> <li>- Discussing good practice examples.</li> <li>- Agree training session programme.</li> </ul>								

**FINANCIAL IMPLICATIONS:**

Re-profile the spend against the budget into Q2 2022/23.

**IMPACT ON OTHER MEASURES:**

None.

**SERVICE PLAN UPDATES REQUIRED:**

The service request a new target date of Q2 2022/23 be put forward for approval (June 2022).

**STRATEGIC ACTIONS REQUIRED:**

None.



## Service amendments to measures and targets in the Council Strategy Delivery Plan

	Service	KPI	Current target	Proposed target	Proposal
CORE BUSINESS: Covid-19 response					
1.	C&W	Number of Covid-19 Targeted Community Testing assisted tests given	≥200	≥1200	Increase target for Q4 due to changes in government guidance around testing.
CORE BUSINESS: Countryside and open spaces					
2.	ENV	<b>Adopt the Rights of Way Improvement Plan</b>	Complete in Apr 2022	Complete in Sep 2022	Amend the target to September 2022. A revised timetable has been submitted by the contractor, who has been unable to complete the project due to personal circumstances
PRIORITY FOR IMPROVEMENT: Support businesses to start develop and thrive in West Berkshire					
3.	D&R	Develop an Inward Investment Prospectus	n/a	Complete in Mar 2022	Replace the Inward Investment Strategy KPI
4.	D&R	Prepare an Inward Investment Strategy	Complete in Dec 2021	Complete in 2022/23	Demote to CSDP from Executive as the Covid pandemic has led to the reprioritisation of actions as part of economic recovery, and in the Economic Development Refresh approved in 2021, the commitment was changed to the preparation of an Inward Investment Prospectus
5.	D&R	Adopt a Newbury Town Centre Supplementary Planning Document	Complete in Dec 2021	Delete and replace	Replace KPI from the 2020 Economic Development Strategy, when it was envisaged that the Newbury Town Centre Masterplan would be delivered via a Supplementary Planning Document (SPD). However, the delay in the Local Plan Review meant that the

	Service	KPI	Current target	Proposed target	Proposal
					timing no longer aligned and so the Economic Development Refresh approved in 2021 omitted the reference to an SPD.
6.	D&R	Publish a Newbury Town Centre Masterplan	n/a	Complete in Mar 2022	Replace Newbury Town Centre Supplementary Planning Document KPI
<b>PRIORITY FOR IMPROVEMENT: Maintain a green district</b>					
7.	ENV	Complete a feasibility and cost benefit analysis for large scale afforestation and natural regeneration in the rural area (Strategic Goal)	Complete by Mar 2022	Delete and replace KPI	Delete KPI which will be replaced by a more appropriate KPI that reflects current activities and the progress made in developing this area of work as set out in the Environment Delivery Plan. These new KPIs will be set as part of the Service Planning process for reporting in 2022/23.
8.	ENV	Complete a feasibility and cost benefit analysis for urban tree planting to help improve urban air quality and achieve 20% cover for urban areas in the district (Strategic Goal)	Complete by Mar 2022	Delete and replace KPI	Delete KPI which will be replaced by a more appropriate KPI that reflects current activities and the progress made in developing this area of work as set out in the Environment Delivery Plan. These new KPIs will be set as part of the Service Planning process for reporting in 2022/23.
<b>PRIORITY FOR IMPROVEMENT: Ensure sustainable services through innovation and partnerships</b>					
9.	C&W	Develop a Co-Production Framework with our statutory, community and voluntary partners	Apr 2022	Jun 2022	Amend target date - Work is scheduled to be complete on this in April but the draft co-production framework that is developed will then need approval through the relevant Council decision making process

## Technical Conventions

This report sets out the Council's progress against its Priorities for Improvement set out in the [Council Strategy](#). Performance is presented by priority and augmented with Influencer measures to further describe the operating environment and / or challenges.

Activities are monitored within the council priorities and RAG rated by projected year end performance, e.g. a prediction of whether the target or activity will be achieved by the end of the financial year (or, for projects, by the target date):

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

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

### Benchmarking

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

### Influencer Measures

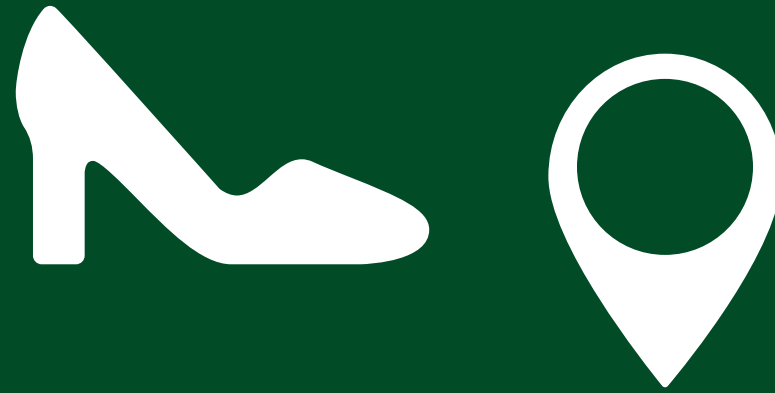
Non-targeted measures are reported to either illustrate the demand on a service or provide context for the demand, e.g. economic activity.

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# 2021/22

January-  
March

Muddy Stiletto  
say Newbury is  
the best place  
to live in Berkshire



# £25,000



WBC and  
Greenham Trust  
match fund £25k each to  
help Ukrainian refugees



Shortlisted for a  
LGC Award  
on Innovation

Council Tax rebate of

# £150

(bands A to D) in April  
to help with  
energy bills



# 98%



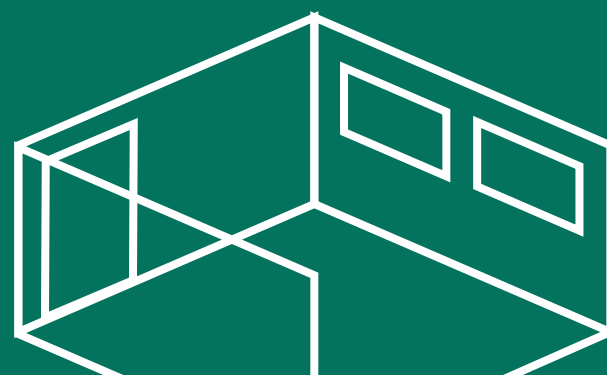
children offered one of  
their top 3 choices  
of secondary school



# £5mil

refurbishment  
of the Newbury Lido  
approved

Learning space for  
children with physical  
disabilities opened at  
Speenhamland School



# 8 more



WBC public car  
parks fitted with  
EV charging points

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# Statutory Consultation on Hackney Carriage Tariffs 2022

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<b>Committee considering report:</b>	Executive
<b>Date of Committee:</b>	7 July 2022
<b>Portfolio Member:</b>	Councillor Tom Marino
<b>Report Author:</b>	Moira Fraser
<b>Forward Plan Ref:</b>	URGENT ITEM

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## 1 Purpose of the Report

- 1.1 To review the published hackney carriage fare scale in light of the current fuel costs and to determine the consultation process that must be undertaken if the Executive resolves to vary the current table of fares.

## 2 Recommendation

That the Executive

- 2.1 **NOTES** the existing tariffs which have been in place since 19 November 2021(Appendix A).
- 2.2 **CONSIDERS** the reasons for the proposals, the outcome of the recent non-statutory consultation undertaken with the Taxi Trade as set out in Appendix B and the views of the Licensing Committee.
- 2.3 **RESOLVES** whether or not to make variations to the current table of fares for hackney carriage tariffs based on the proposals set out in Appendix C or Ci to this report.

If the Executive decides to make any changes to the current table of fares they are asked to:

- 2.4 **RESOLVE** that the period within which objections to the variation(s) can be made (the statutory consultation) will be the 14 July 2022 to the 28 July 2022 or a longer period determined at the meeting.
- 2.5 **AGREE** that a public notice (akin to the one set out in Appendix D) will be placed in the Newbury Weekly News and the Reading Chronicle on the 14 July 2022.
- 2.6 **AGREE** that the consultation will be promoted on the website and a note will be displayed at the Market Street Offices by the 14 July 2022.

- 2.7 **AGREE** that a copy of the notice should be emailed individually to all West Berkshire licensed Hackney Carriage Proprietors for their comments.
- 2.8 **NOTE** that if objections are received, and not withdrawn, the Executive at its meeting on the 22 September 2022 will consider the objections and determine whether the varied table of fares shall be modified or not, and set a date when the varied table of fares, with or without modification, will come into operation. The implementation date must be no later than two months after the period for objections closes.
- 2.9 **NOTE** that if no objections are received, or if the objections are withdrawn, the varied table of fares will come into effect on the day after the statutory consultation closes.
- 2.10 **NOTE** that the outcome of the statutory consultation and any subsequent decisions of the Executive will be reported back to the next meeting of the Licensing Committee due to take place on the 07 November 2022.

### 3 Implications and Impact Assessment

Implication	Commentary
<b>Financial:</b>	There are no specific financial implications for the Council arising from this report. The consultation, including the cost of notices in newspapers, will be undertaken using existing resources.
<b>Human Resource:</b>	Any actions will be met from within existing resources.
<b>Legal:</b>	<p>The procedure for setting fares and public notice requirements are stipulated within section 65 of the Local Government (Miscellaneous Provisions) Act 1976.</p> <p>The procedure is prescriptive and requires that a decision to make/vary a table of fares is made first. Following this, there is a statutory consultation requirement, to allow for any objections to the new/varied table to be made. The remainder of the process is dependent on whether any objections are received (and not withdrawn) or not (see paragraphs 4.17 to 4.24 below).</p> <p>There is no right of appeal so any legal challenge to the decision(s) made in relation to a new/varied table of fares would be by way of judicial review.</p> <p>The function of making/varying the table of fares for hackney carriages is a function of the Executive (which could be exercised in accordance with the Council’s Scheme of Delegation).</p>



	Laura Knowles consulted.			
<b>Risk Management:</b>	None			
<b>Property:</b>	None			
<b>Policy:</b>	The Council is likely to go out to consultation on a proposed Hackney Carriage and Private Hire Licensing Policy in July, with the results of any consultation likely to be considered by the Licensing Committee on 7 November 2022.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				

<p><b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?</p>		<p>X</p>	<p>Nationally young women are one of the largest groups to use taxis. Other groups, such as those who are disabled and those who are elderly may also use taxis more frequently.</p> <p>Any change to fares suggested could impact these groups financially, but equally there needs to be a viable taxi trade to provide a taxi service for these groups and all residents/visitors to West Berkshire.</p> <p>While it is accepted that any changes to the tariffs might have a disproportionate impact on some of the protected groups this report is seeking observations on the impact of those changes if Members are minded to consult on them.</p> <p>Any statutory consultation, as a result of a proposal to change the current fares, will be conducted in accordance with statutory requirements and provide an opportunity for protected groups to comment on impact. The review of the current fares is seeking to protect the public from excessive fares but at the same ensuring that this remains a profitable sector and therefore retaining drivers and operators to provide the service to those who rely on it.</p> <p>Any objections, including those relating to equalities, will be reported back to the Executive.</p>
<p><b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?</p>		<p>X</p>	<p>See above</p>

<b>Environmental Impact:</b>		X		During the informal consultation the authority did receive some comments that increasing tariffs due to increasing fuel costs would not act as an incentive to switch to hybrid or electric vehicles.
<b>Health Impact:</b>		X		None
<b>ICT Impact:</b>		X		None
<b>Digital Services Impact:</b>		X		The notice will be placed on the website by the Public Protection Partnership.
<b>Council Strategy Priorities:</b>	X			The provision of a viable taxi trade in the district will support a number of the priorities in the Council Strategy, in particular they are associated with supporting businesses to start, develop and thrive in West Berkshire.
<b>Core Business:</b>		X		Providing support to the taxi trade forms part of the business as usual for the Public Protection Partnership.
<b>Data Impact:</b>				None
<b>Consultation and Engagement:</b>	The procedure for setting fares and public notice requirements are stipulated within section 65 of the Local Government (Miscellaneous Provisions) Act 1976.			

## 4 Supporting Information

### Introduction

- 4.1 The process of setting a fare increase is complex and a balance needs to be struck between the legitimate aims of the taxi trade to maintain profitability in the face of increasing costs, while protecting the public from excessive fares.
- 4.2 Local authorities have a statutory power to set the maximum fares that licensed hackney carriages (taxis) can charge for a journey. Under section 65 of the Local Government (Miscellaneous Provisions) Act 1976, local authorities have the power to "...fix the rates or fares within the district as well for time as distance, and all other charges in connection with the hire of a vehicle or with the arrangements for the hire of a vehicle, to be paid in respect of the hire of hackney carriages by means of a table (hereafter in

this section referred to as a “table of fares”) made or varied in accordance with the provisions of this section.”

- 4.3 This legislation does not specify any restrictions on the number of or timings for subsequent changes/variations to the table of fares; a local authority can exercise their power whenever they deem reasonable and appropriate. There is also flexibility in terms of whether the power is exercised to increase or decrease existing rates, or to devise a new table of fares altogether.
- 4.4 The trade are not obligated to charge the maximum fare. This means that hackney carriage drivers are within their rights to negotiate the fare down provided that the final agreed fare is no more than the maximum set.
- 4.5 Any changes to the current tariffs would need to be subjected to a statutory consultation process.

## Background

- 4.6 The current tariff scale as set out in Appendix A was confirmed by the Executive in November 2021. This followed a delegated officer decision taken on the 08 September 2021 and the subsequent statutory consultation process.
- 4.7 It has previously been agreed that the fares would be discussed annually at the first Taxi Trade Liaison Group meeting of the year. If there was support for modifying the fares a report would be brought to July Licensing Committee meeting for discussion. The Executive would then be asked to make a decision on whether or not to go out to consultation at the September meeting. When the issue of changes to the fares was discussed with the trade at the January 2022 Taxi Trade Liaison Group meeting the trade were broadly supportive of an increase in 2022 in line with the inflation rate which was around 5% at the time.
- 4.8 At the time the current fares came into operation (November 2021) petrol cost around £1.47 a litre and diesel £1.50 per litre. As at the 17 June 2022 petrol costs around £1.86 a litre and diesel around £1.92 per litre. This sharp increase is impacting on the trade’s ability to maintain viable businesses. The April ONS data released on the 18 May 2022 shows that CPI is tracking at 9% and RPI at 11.1%. Inflation is running at 9.1% as of the 22 June 2022. Given these changes in circumstances it was felt that the decision making process needed to be expedited this year.
- 4.9 Officers have written informally to the trade to establish if the trade supported an increase in their fares this year and asked, if so, if they would like to see an increase of circa 5% or 10%. A summary of the responses and comments made are set out in Appendix B to this report.
- 4.10 Of the 48 responses received 48% (23) of the consultees stated that they would like to see an increase of circa 5% and 46% (22) would like to see a 10% increase. Two respondents indicated that that they would not like to see the fares go up as they were concerned that it might deter people from using taxis.
- 4.11 Officers have also received a request from a member of the trade to delay the implementation until the Hackney Carriage and Private Hire Licensing Policy has been

adopted. This Policy is scheduled to be considered at Licensing Committee on 4 July 2022. It is at an early stage; the Licensing Committee will be looking at the proposal for the policy and going out to consultation in relation to proposals. Any such policy that may be adopted in due course, will relate to the licensing regime for hackney carriages/private hire and standards that apply to members of the trade. These standards may impact on costs associated with running a licensed taxi. Legally, the matters covered by the draft Policy relate to licensing functions, and as such are separate from fixing the table of maximum fares customers may be charged. For this reason, and due to the timings around the adoption of the policy and sharp increase in fuel costs now, Officers are of the opinion that the decision on whether or not to vary the table of fares should not be delayed until the policy is adopted. Once the policy is in place, further revision to the table of fares (increase or reduction) could be considered alongside any other developments concerning the costs associated with running a licensed taxi at that time.

- 4.12 To provide some additional context for the table of fares a comparison of the cost of a two mile fare across 349 local authorities as at 17 June 2022 can be found at: <https://www.phtm.co.uk/newspaper/taxi-fares-league-tables>. A selection are set out in Appendix E.
- 4.13 In accordance with best practice guidance, “Fare scales should be designed with a view to practicality”. The current table has been developed with this in mind, in particular taking into account the limitations of what can be accommodated on the taximeters. In light of the response from the trade, the current inflation rates and the cost of fuel a proposed set of fares for a 5% increase are set out in the Appendix C. Officers have also set out a proposed set of fares for a circa 8% increase in Appendix Ci. This has been included to reflect the outcome of the informal consultation. Appendix Ci also takes cognisance of the comments received from the trade that the majority of users now pay by electronic means which results in additional expenditure for the trade. If Licensing Committee Members were minded to propose a 10% increase and the Executive resolve to vary the table by 10% the figures set out on the consultation document would be adjusted to reflect this decision.
- 4.14 A 5% increase would see a two mile journey during hours when tariff 1 was in operation increase from £7.40 to £7.60.

<b>Option 1 - Changes to Tariffs Based on a Circa 5% Uplift</b>			
Distance in Miles	Tariff 1 (Current)	Tariff 1 (Proposed)	% Increase
Flag	£3.00	£3.00	0%
1	£5.00	£5.00	0%
2	£7.40	£7.60	2.7%
3	£9.80	£10.20	4%
4	£12.20	£12.80	4.9%
5	£14.60	£15.40	5.5%
6	£17.00	£18.00	5.9%
7	£19.40	£20.60	6.2%
8	£21.80	£23.20	6.4%
9	£24.20	£25.80	6.6%
10	£26.60	£28.40	6.7%

4.15 A circa 8% increase would see a two mile journey during hours when tariff 1 was in operation increase from £7.40 to £8.00.

<b>Option 2 - Changes to Tariffs Based on a Circa 8% Uplift</b>			
Distance in Miles	Tariff 1 (Current)	Tariff 1 (Proposed)	% Increase
Flag	£3.00	£5.00	
1	£5.00	£5.40	8%
2	£7.40	£8.00	8.1%
3	£9.80	£10.60	8.1%
4	£12.20	£13.20	8.2%
5	£14.60	£15.80	8.2%
6	£17.00	£18.40	8.2%
7	£19.40	£21.00	8.2%
8	£21.80	£23.60	8.3%
9	£24.20	£26.20	8.3%
10	£26.60	£28.80	8.3%

4.16 Officers have also included some proposed changes to the descriptions of the tariffs to address some of the ambiguity in the existing table around change over times. The table of fares also includes provision for fouling charges which are a standard feature of most tables of fares. The proposed maximum fares are designed to take into consideration the costs of cleaning the vehicle as well as any loss of earnings while the vehicle has to be cleaned. Members will need to take a view as to the appropriateness of the charging levels.

## Proposals

4.17 In order to set maximum fares, the 1976 Act prescribes a statutory consultation process and a means of dealing with objections in relation to a local authority's adoption or variation of a fares table.

4.18 If the Licensing Committee are minded to seek adjustments to increase the fares, it is proposed that a decision is taken by the Executive to make change(s) increasing the maximum fares.

4.19 If the Executive decide to vary the table of fares (see proposed options set out at paragraphs 4.13-4.16 above and Appendices C and Ci), the Council must publish a notice setting out the changes in at least one local newspaper. Officers propose that any notice should be placed in both the Newbury Weekly News and the Reading Chronicle. This is in line with what was agreed when the fees were consulted on in 2021.

4.20 The notice must specify the period that readers will have to object to the changes set out in the notice. The period must be at least fourteen days from the date of the first publication of the notice. The notice should also set out how the objections should be made. It is proposed that the notice is placed in the newspapers on the 14 July 2022 and that the consultation period run from this date until at least the 28 July 2022. This is in line with the statutory requirement to consult for a minimum of 14 days. The consultation period in 2021 ran for 28 days and Members may therefore wish to extend the consultation period in 2022 (28 days from 14 July 2022 is 11 August 2022). Any ensuing amendments will be made to the public notice and table of fares.

- 4.21 The Executive is asked to consider if they are of the view that the 14 day period is acceptable or not in all the circumstances, if they are minded to make variations at their meeting on 7 July 2022.
- 4.22 A copy of the notice must be displayed at the Council's Office and in addition a copy will also be placed on the Public Protection Partnership's website. The Council could also choose to email a copy of the notice to individual members of the trade. Officers would recommend that this is done. The matter would also be discussed at the July Taxi Trade Liaison Group meeting.
- 4.23 If no objection to the variation is received within the consultation period or if all objections are withdrawn, the revised fares will come into operation on the date of the expiration of the consultation period specified in the notice or the date of withdrawal of the last objection, whichever date is the later.
- 4.24 If objections are received these must be considered and the matter would be discussed by Members at the 22 September 2022 Executive meeting. A further date would need to be set by the Executive then to determine when the varied table of fares, with or without modifications following consideration of the objections, would come into force. This date is required to be no later than 2 months after the consultation period (e.g. 28 September 2022/11 October 2022), but could be earlier.
- 4.25 A report would be taken to the 07 November 2022 Licensing Committee meeting to inform that Committee of the outcome of the consultation and any further decision taken by the Executive, if they are required to make a further decision.

## **5 Other options considered**

- 5.1 Not to make any variations to the tariffs.
- 5.2 To delay the decision to make any variations until the September Executive meeting.

## **6 Conclusion**

- 6.1 The issue of setting fares for hackney carriage drivers is an important one primarily for two reasons. The fares set by local authorities largely determine the ability of drivers to earn a decent living but also functions to ensure that passengers receive a fair deal when taking a journey in a licensed hackney carriage. Having informally consulted the trade, Members are asked to seek a way forward in terms of fare setting in the current circumstances.

## **7 Appendices**

- 7.1 Appendix A – Existing Tariffs
- 7.2 Appendix B – Outcome of the Non-Statutory Consultation process
- 7.3 Appendix C and Ci – Proposed Table of Fares at 5% and 8%
- 7.4 Appendix D - Public Notice
- 7.5 Appendix E – Comparison Data

7.6 Appendix F – Reflections of the discussion at the 04 July 2022 Licensing Committee (to follow)

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**Background Papers:**

None

**Subject to Call-In:**

Yes:  No:

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

**Wards affected:** All

**Officer details:**

Name: Moira Fraser  
Job Title: Policy and Governance Principal Officer  
Tel No: 01635 519045  
E-mail: moira.fraser@westberks.gov.uk



**WEST BERKSIRE COUNCIL HACKNEY CARRIAGE FARE CHART effective 19 November 2021**  
**FARES FOR DISTANCE AND TIME**

All distance and time charges include uncompleted parts thereof

Tariff 1		Tariff 2		Tariff 3		Extra Charges
Rate for the first mile: £5.00		Rate for the first mile: £7.50		Rate for the first mile: £10.00		Where there are five or more passengers in a vehicle the meter will be switched to Tariff 2
Rate for each mile thereafter: £2.40		Rate for each mile thereafter: £3.60		Rate for each mile thereafter: £4.80		
Hiring when journey commences between 06:00 and 22:00 Monday to Saturday (excludes bank holidays and public holidays, Boxing Day and Christmas Day)		Hiring when journey commences between 22:00 and 06:00 Monday to Saturday, on Sundays, bank holidays and public holidays, between 06:00 and midnight on Boxing Day, between 19:00 and midnight on Christmas Eve and New Year's Eve		Hiring when the journey commences on Christmas Day until 06:00 on Boxing Day and journeys commencing between midnight and 06:00 on New Year's Day.		Taxi Plate Number:
<b>£3.00</b>	Maximum Charge up to 352 yards or 69.1 seconds or a combination of time and distance	<b>£4.50</b>	Maximum Charge up to 352 yards or 69.1 seconds or a combination of time and distance	<b>£6.00</b>	Maximum Charge up to 352 yards or 69.1 seconds or a combination of time and distance	
<b>20p</b>	For each subsequent 146.7 yards or every 28.8 seconds or part thereof	<b>30p</b>	For each subsequent 146.7 yards or every 28.8 seconds or part thereof	<b>40p</b>	For each subsequent 146.7 yards or every 28.8 seconds or part thereof	Waiting Time Per Hour T1 = 25.00 T2 = 37.50 T3 = 50.00

Cross Over Speed 9.34MPH

Where the hackney carriage is used for pre-booked journeys the fare shall be calculated from the point in the district at which the hirer commences their journey in accordance with the Local Government (Miscellaneous Provisions) Act 1976 section 67. If a hackney carriage is booked by telephone, text, email or other electronic means a booking fee may be charged by prior arrangement only

If the journey takes the taxi outside the West Berkshire Council area the driver **MUST** still charge in accordance with the above scales unless they have agreed otherwise with the hirer before the journey has started. **These are the maximum fares chargeable and any lesser fare agreed before commencement of the journey still applies.**

Congestion Charge, ULEZ, or any tolls will be applied for any journey where such charges or tolls are incurred. **These charges would not appear on the meter.**

The driver must carry an assistance dog at no extra charge – Equality Act 2010, section 168

Any complaints about a taxi or a driver should be directed to [Licensing@westberks.gov.uk](mailto:Licensing@westberks.gov.uk) quoting if possible the taxi plate number and or the driver's badge number

0%	5%	10%
2 (4%)	23 (49%)	22 (47%)
Comments		
Fuel will be increasing to over £2 a litre the trade has lost over the covid 19 and trade is now improvising but with the fuel increase and insurance more ever increasing		
I believe the next increase should be 10% due to the exorbitant price of fuel. Also the last increase would have been implemented back in 2020 had Covid not decimated the trade.		
I think a 10% increase is the very minimum we need to be increasing the tariffs by. The cost of fuel being the main reason.		
I'm not sure if anyone has reviewed the average income of a taxi driver in West Berkshire in 2022 compared with, say 2000, but I suspect incomes have fallen dramatically. I can no longer afford to work as a taxi driver and will be exiting the trade soon. I will have to find something that pays better. And that shouldn't be difficult		
I feel we will deter people from using taxis if the price goes up so soon after the last increase.		
I would like to see a 5% increase immediately please.		
Thanks for cooperation. I am agreed with your decision. As the fuel prices goes up.		
Going forwards may be time to not set tariffs, allow the trade to set their own, Council to be advised of tariffs used, by company Operator. This works locally in South Oxfordshire		
How can everybody afford all these rises . We don't won't to drive them away from using taxi and phv but the fuel is to dear thanks we have to make a living		
I would like to suggest at looking at a min fee of £5.50 for the first mile, as 9 out of 10 passengers now pay with card, with us losing the 2% that we get charged for each transaction,		
As fuel now approaches 20% of my takings (from 11% in 2019) I feel that we have to have an increase to continue to make our businesses viable. This may well be temporary but we need more regular reviews linked to the cost of living. The increase in January was the first in 7 years, this should not be allowed to happen again		
Personally as I think as the current rate of inflation is now around 10%, I should like to see a minimum increase of 5%. This is purely to not off put regulars from using taxis in and around west Berkshire! I think 10% would be a to larger increase and would put off our regular users.		
However, it should be noted, that today I filled up my vehicle at 204.9 for Diesel, where 6 months ago it was £1.43 a litre, almost a 50% increase!! Therefore I feel that 5% is more than justifiable and to be honest quite reasonable.		
Adoption should be delayed until the Hackney Carriage and Private Hire Licensing Policy has been adopted. This proposal, based on fuel prices, does not support the Council's Climate Change policies. Current fuel prices are an incentive to switch to electric and hybrid vehicles and increasing the fares will not encourage the trade to make the change. It also does not help to support those vehicle owners that have purchased the electric vehicles.		

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**WEST BERKSIRE COUNCIL HACKNEY CARRIAGE FARE CHART effective July/ September 2022**  
**FARES FOR DISTANCE AND TIME**

All distance and time charges include uncompleted parts thereof

Tariff 1		Tariff 2		Tariff 3		Taxi Plate Number:
Rate for the first mile: £5.00		Rate for the first mile: £7.50		Rate for the first mile: £10.00		
Rate for each mile thereafter: £2.60		Rate for each mile thereafter: £3.90		Rate for each mile thereafter: £5.20		
Hiring when journey commences between 06:00 and 21:59 Monday to Saturday (excludes bank holidays, public holidays, 24 <sup>th</sup> , 25 <sup>th</sup> , 26 <sup>th</sup> , 31 <sup>st</sup> December and 1 <sup>st</sup> January		Hiring when journey commences between 22:00 and 05:59 Monday to Saturday, 06.00 and 21.59 Sundays, bank holidays, and public holidays, between 06:00 and 23.59 on 24 <sup>th</sup> , 26 <sup>th</sup> and 31 <sup>st</sup> December.		Hiring when the journey commences between 00.00 on the 25 <sup>th</sup> December and 05:59 on 26 <sup>th</sup> December. Journeys commencing between 00.00 and 05:59 on 1 <sup>st</sup> January		<b>Extra Charges</b> When this vehicle is carrying more than 4 passengers, a surcharge of 50% will be applied to the fare shown on the meter at the end of the journey. <b>This will however not be shown on the taximeter</b>  Fouling of vehicle – interior (maximum £150) Fouling of vehicle – exterior (maximum £50)
<b>£3.00</b>	Maximum Charge up to 415 yards or 88.5 seconds or a combination of time and distance	<b>£4.50</b>	Maximum Charge up to 415 yards or 88.5 seconds or a combination of time and distance	<b>£6.00</b>	Maximum Charge up to 415 yards or 88.5 seconds or a combination of time and distance	
<b>20p</b>	For each subsequent 135 yards or every 28.8 seconds or part thereof	<b>30p</b>	For each subsequent 135 yards or every 28.8 seconds or part thereof	<b>40p</b>	For each subsequent 135 yards or every 28.8 seconds or part thereof	

Where the hackney carriage is used for pre-booked journeys the fare shall be calculated from the point in the district at which the hirer commences their journey in accordance with the Local Government (Miscellaneous Provisions) Act 1976 section 67. If a hackney carriage is booked by telephone, text, email or other electronic means a booking fee may be charged by prior arrangement only

If the journey takes the taxi outside the West Berkshire Council area the driver **MUST** still charge in accordance with the above scales unless they have agreed otherwise with the hirer before the journey has started. **These are the maximum fares chargeable and any lesser fare agreed before commencement of the journey still applies.**

Congestion Charge, ULEZ, or any tolls will be applied for any journey where such charges or tolls are incurred. **These charges would not appear on the meter.**

The driver must carry an assistance dog at no extra charge – Equality Act 2010, section 168

Any complaints about a taxi or a driver should be directed to [Licensing@westberks.gov.uk](mailto:Licensing@westberks.gov.uk) quoting if possible the taxi plate number and or the driver's badge number

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WEST BERKSHIRE COUNCIL HACKNEY CARRIAGE FARE CHART effective July/ September 2022  
FARES FOR DISTANCE AND TIME

All distance and time charges include uncompleted parts thereof

Tariff 1		Tariff 2		Tariff 3		Taxi Plate Number:
Rate for the first mile: £5.40		Rate for the first mile: £8.10		Rate for the first mile: £10.80		
Rate for each mile thereafter: £2.60		Rate for each mile thereafter: £3.90		Rate for each mile thereafter: £5.20		
Hiring when journey commences between 06:00 and 21:59 Monday to Saturday (excludes bank holidays, public holidays, 24 <sup>th</sup> , 25 <sup>th</sup> , 26 <sup>th</sup> , 31 <sup>st</sup> December and 1 <sup>st</sup> January		Hiring when journey commences between 22:00 and 05:59 Monday to Saturday, 06.00 and 21.59 Sundays, bank holidays, and public holidays, between 06:00 and 23.59 on 24 <sup>th</sup> , 26 <sup>th</sup> and 31 <sup>st</sup> December.		Hiring when the journey commences between 00.00 on the 25 <sup>th</sup> December and 05:59 on 26 <sup>th</sup> December. Journeys commencing between 00.00 and 05:59 on 1 <sup>st</sup> January		<b>Extra Charges</b> When this vehicle is carrying more than 4 passengers, a surcharge of 50% will be applied to the fare shown on the meter at the end of the journey. <b>This will however not be shown on the taximeter</b>  Fouling of vehicle – interior (maximum £150) Fouling of vehicle – exterior (maximum £50)
<b>£5.00</b>	Maximum Charge up to 1489.235 yards or 264 seconds or a combination of time and distance	<b>£7.50</b>	Maximum Charge up to 1489.235 yards or 264 seconds or a combination of time and distance	<b>£10.00</b>	Maximum Charge up to 1489.235 yards or 264 seconds or a combination of time and distance	
<b>20p</b>	For each subsequent 135.385 yards or every 24 seconds or part thereof	<b>30p</b>	For each subsequent 135.385 yards or every 24 seconds or part thereof	<b>40p</b>	For each subsequent 135.385 yards or every 24 seconds or part thereof	
<b>Waiting Time Per Hour</b> T1 =30.00 T2 =45.00 T3 = 60.00						

Where the hackney carriage is used for pre-booked journeys the fare shall be calculated from the point in the district at which the hirer commences their journey in accordance with the Local Government (Miscellaneous Provisions) Act 1976 section 67. If a hackney carriage is booked by telephone, text, email or other electronic means a booking fee may be charged by prior arrangement only

If the journey takes the taxi outside the West Berkshire Council area the driver MUST still charge in accordance with the above scales unless they have agreed otherwise with the hirer before the journey has started. **These are the maximum fares chargeable and any lesser fare agreed before commencement of the journey still applies.**

Congestion Charge, ULEZ, or any tolls will be applied for any journey where such charges or tolls are incurred. **These charges would not appear on the meter.**

The driver must carry an assistance dog at no extra charge – Equality Act 2010, section 168

Any comments about a taxi or a driver should be directed to [Licensing@westberks.gov.uk](mailto:Licensing@westberks.gov.uk) quoting if possible the taxi plate number and or the driver's badge number

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**WEST BERKSHIRE DISTRICT COUNCIL**  
**Local Government (Miscellaneous Provisions) Act 1976 Section 65 Hackney**  
**Carriage Fares**

**NOTICE IS HEREBY GIVEN** that West Berkshire District Council proposes to vary the table of fares chargeable in the District as follows:

- i. For the first 415 yards - £3.00
- ii. For each subsequent 135 yards– 20p
- iii. Waiting Time 28.8 seconds – 20p

**OR**

- i. For the first 1489.235 yards - £5.00
- ii. For each subsequent 135.385 – 20p
- iii. Waiting Time 24 seconds – 20p

A full set of proposals, including what will happen if there are objections, can be found at: <https://publicprotectionpartnership.org.uk/licensing/consultations/>

Any objections to the proposed variations should be submitted in writing addressed to Sean Murphy at the address below by THURSDAY 28 July 2022.

A copy of the notice is available for public inspection during normal office hours at the address below for 14 days from the 14 July 2022.

If no objections are received by Thursday 28 July 2022, or any such objections are subsequently withdrawn, the revised table of fares shall come into operation from FRIDAY 29 July 2022.

Sean Murphy  
Public Protection Manager  
Public Protection Partnership  
Council Offices  
Market Street  
Newbury  
West Berkshire RG14 5LD

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## Appendix E

Please find below a selection of comparator authorities as at the 17 June 2022. A full list of two mile journeys by authority can be found at:

<https://www.phtm.co.uk/newspaper/taxi-fares-league-tables>.

Authority	Tariff
London Heathrow	£13.40 (highest tariff)
Epsom & Ewell	£9.80
Wokingham	£8.20
Reading	£8.00
Surrey Heath	£7.90
Basingstoke & Deane	£7.60
Bracknell Forest	£7.80 (£1.00 increase)
Oxford City	£7.60
Rushmoor	£7.60 (£1.20 increase)
Southampton	£7.60 (1.40 increase)
West Berkshire	£7.40
Bath and North East Somerset	£7.20
Slough	£7.00 (£1.00 increase)
Wiltshire	£7.00
Vale Of White Horse	£6.90
Hart	£6.80
Swindon	£6.70
Basingstoke And Deane	£6.60
Runnymede	£6.60
RBWM	£6.40
East Hampshire	£6.40
Cotswold	£6.30
Spelthorne	£6.20
Winchester	£6.20
Buckinghamshire	£6.00
Test Valley	£6.00
Milton Keynes	£6.00
Warwick	£6.00
Pendle	£4.40 (lowest)

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## Item 12:

### **Member Questions to be answered at the Executive meeting on 7 July 2022.**

Members of the Executive to answer questions submitted by Councillors in accordance with the Executive Procedure Rules contained in the Council's Constitution.

**A. Question submitted by Councillor Alan Macro to the Portfolio Holder for Adult Social Care:**

*"Has the Council received any proposals from anyone to keep Notrees care home open?"*

**B. Question submitted by Councillor Adrian Abbs to the Portfolio Holder for Planning, Transport and Countryside:**

*"Given the concerns of residents that verges are overgrown, will the Portfolio holder please demonstrate that the correct balance between encouraging biodiversity and ensuring the safety of pedestrians and road-users is being achieved?"*

**C. Question submitted by Councillor Jeff Brooks to the Portfolio Holder for Planning, Transport and Countryside:**

*"Will this Executive adopt a policy that all WBC parking machines should allow cash and card payments and not be solely accessible via a mobile phone app?"*

**D. Question submitted by Councillor Erik Pattenden to the Portfolio Holder for Children, Young People and Education:**

*"Which school holidays does the £220K from the Household Support Fund cover for free school meals?"*

**E. Question submitted by Councillor Tony Vickers to the Portfolio Holder for Planning, Transport and Countryside:**

*"Can you explain how it is proposed to now only allow three months between Full Council approving the publication of the new Regulation 19 draft Local Plan in December and approving for it to be sent to the Planning Inspectorate in March, when previously there were five months allowed for this to happen?"*

**F. Question submitted by Councillor Martha Vickers to the Portfolio Holder for Planning, Transport and Countryside:**

*"Can you explain why planned roadworks on a busy main road involving a 15km diversion with inadequate and confusing signage, such as happened recently on the A4 in Speen, has to be done during the day and without consulting all affected ward councillors and parish councils, whose local knowledge and social media networks can minimise the chaos and inconvenience that results if given sufficient time to broadcast the work?"*

**G. Question submitted by Councillor Alan Macro to the Portfolio Holder for Adult Social Care:**

*"Why did the Council's consultation hub not allow some people to respond to the consultation on the proposed closure of the Notrees care home?"*

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