



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **OVERVIEW AND SCRUTINY
MANAGEMENT COMMITTEE** will be held at the Civic
Offices, Shute End, Wokingham RG40 1BN on
MONDAY 7 MARCH 2016 AT 7.30 PM

A handwritten signature in black ink, appearing to read 'Andy Couldrick', written in a cursive style.

Andy Couldrick
Chief Executive
Published on 26 February 2016

This meeting may be filmed for inclusion on the Council's website.

Please note that other people may film, record, tweet or blog from this meeting. The use of these images or recordings is not under the Council's control.

Our Vision

A great place to live, an even better place to do business

Our Priorities

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Councillors

Tim Holton (Chairman)	Michael Firmager (Vice-Chairman)	Prue Bray
UllaKarin Clark	Kate Haines	Pauline Helliar-Symons
John Jarvis	Norman Jorgensen	Dianne King
Ken Miall	Malcolm Richards	Shahid Younis

Substitutes

Laura Blumenthal	Lindsay Ferris	Abdul Loyes
Rachelle Shepherd-DuBey		

ITEM NO.	WARD	SUBJECT	PAGE NO.
60.		APOLOGIES To receive any apologies for absence	
61.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 11 January 2016.	7 - 16
62.		DECLARATION OF INTEREST To receive any declarations of interest	
63.		PUBLIC QUESTION TIME To answer any public questions A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
64.		MEMBER QUESTION TIME To answer any member questions	
65.		PUBLIC BUDGET CONSULTATION To question Councillor Anthony Pollock, Executive Member for Economic Development and Finance, about the feedback received from the 2015 Public Budget Consultation exercise and plans for the 2016	

Budget Consultation exercise. (15 minutes).

- | | | |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 66. | COUNCIL TAX SINGLE PERSON DISCOUNT REVIEWS
To consider proposals for the next review of Council Tax Single Person Discount (SPD) claims, the feasibility of introducing an annual signed declaration and the implications of SPD for student households. (10 minutes). | 17 - 20 |
| 67. | ASSET REVIEW PROGRAMME AND THE ASSET MANAGEMENT PLAN
To consider a presentation on the work of the Asset Review Programme Board and the development of the Asset Management Plan. (20 minutes). | 21 - 28 |
| 68. | DISCUSSION WITH COUNCILLOR PAULINE JORGENSEN - EXECUTIVE MEMBER FOR RESIDENT SERVICES
To question Councillor Pauline Jorgensen, Executive Member for Resident Services, on the operation of services within her portfolio and any upcoming issues. (20 minutes).

A list of the Executive Member for Resident Services' specific portfolio responsibilities is attached. | 29 - 30 |
| 69. | LIBRARY OFFER
To consider the latest developments relating to the Council's updated library offer for residents. (15 minutes). | 31 - 48 |
| 70. | COUNCIL PLAN PERFORMANCE MONITORING 2015/16 - QUARTER 3 REPORT
To consider the latest report on the performance of key services and corporate projects. (15 minutes). | 49 - 82 |
| 71. | OFSTED - MAPPING OFSTED FINDINGS TO KEY PERFORMANCE INDICATORS
To consider a report which maps the findings of the recent Ofsted inspection of Children's Services to the key performance indicators reported to Members. (15 minutes). | 83 - 96 |
| 72. | OVERVIEW AND SCRUTINY ANNUAL REPORTS
To consider the Annual Report for the Overview and Scrutiny Management Committee and the 3 Overview and Scrutiny Committees. (10 minutes). | 97 - 122 |
| 73. | CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME
To consider the current published version of the | 123 - 130 |

Executive Forward Programme. (5 minutes).

74. **COMMITTEE WORK PROGRAMMES** 131 - 140
To discuss the Work Programme of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees. (5 minutes).
75. **SCRUTINY SUGGESTION - END TO END REPORTING OF DATA AND ANALYTICS CAPABILITY** 141 - 142
To consider a Scrutiny Suggestion, submitted by Councillor Shahid Younis, for a review of the end to end reporting of corporate data and the analytics capability of the Council. (10 minutes).
76. **UPDATE REPORTS FROM CHAIRMAN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES** 143 - 144
For the Chairman, or nominated Member of the Overview and Scrutiny Committees, to report back on their activities including any requests to undertake reviews. (5 minutes).

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

CONTACT OFFICER

Neil Carr

Tel

Email

Postal Address

Principal Democratic Services Officer

0118 974 6058

neil.carr@wokingham.gov.uk

Civic Offices, Shute End, Wokingham, RG40 1BN

This page is intentionally left blank

MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 11 JANUARY 2016 FROM 7.30 PM TO 10.30 PM

Committee Members Present

Councillors: Tim Holton (Chairman), Michael Firmager (Vice-Chairman), Prue Bray, Kate Haines, Pauline Helliar-Symons, John Jarvis, Norman Jorgensen, Ken Miall, Malcolm Richards and Shahid Younis

Other Councillors Present

Councillors: Pauline Jorgensen and John Kaiser

Officers Present

Neil Carr, Principal Democratic Services Officer
Brett Dyson, Emergency Planning Officer
Julie Holland, Service Manager Business Improvement
Heather Thwaites, Director of Environment

44. APOLOGIES

An apology for absence was submitted from Councillor UllaKarin Clark.

45. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 2 November 2015 were confirmed as a correct record and signed by the Chairman.

The Chairman highlighted the following matters arising from the minutes:

Minute 32 – Minutes of Previous Meeting – Performance Indicator on Apprenticeships. Julie Holland, Service Manager Business Improvement, confirmed that, in future, this indicator would be supported by objective data rather than word of mouth.

Minute 38 – Council Tax Single Person Discount Review – Neil Carr, Principal Democratic Services Officer, confirmed that a report would be submitted to the March 2016 meeting of the Committee covering the next review of Council Tax Single Person Discounts (SPD), the feasibility of introducing a signed declaration form and the implications for student households of SPD.

Minute 39 – Discussion with Councillor Pollock – Neil Carr confirmed that a report would be submitted to the March 2016 meeting of the Committee giving details of the ideas generated by the 2015 Budget Consultation process.

Minute 41 – Consideration of the Current Executive Forward Programme – Neil Carr confirmed that the Library Offer report would be submitted to the Executive on 28 January 2016 and would then be submitted to the March 2016 meeting of the Committee.

Minute 42 – Committee Work Programmes – the following updates were provided:

- Shared Services Task and Finish Group – Neil Carr reported that five Members had agreed to sit on the Shared Services Task and Finish Group with a first meeting to be arranged shortly.

- Oversight Role of the Committee – The Chairman confirmed that two Members had commented on the role of the Committee in overseeing the work of the three Scrutiny Committees. The consensus was that the current arrangements worked well and did not require any changes.
- Format of Committee Reports – The Chairman confirmed that a report would be submitted to the March 2016 meeting of the Committee with proposals to improve the current format of reports.

46. DECLARATION OF INTEREST

There were no declarations of interest.

47. PUBLIC QUESTION TIME

There were no public questions.

48. MEMBER QUESTION TIME

There were no Member questions.

49. DISCUSSION WITH COUNCILLOR KAISER - EXECUTIVE MEMBER FOR PLANNING AND HIGHWAYS

The Chairman stated that as part of its role of holding the Executive to account for the delivery of Council services the Committee had invited Councillor Kaiser to discuss current issues relating to his portfolio and to take questions. Heather Thwaites, Director of Environment was also in attendance.

The Committee was referred to the list of Councillor Kaiser's responsibilities, as set out on Pages 15/16 of the Agenda and the relevant Council Plan performance indicators.

Councillor Kaiser highlighted the following issues:

- Roads – lack of funding had meant that no new roads had been built in the Borough for many years. S106 and Community Infrastructure Levy monies linked to the SDL sites were funding six new roads over the next four years, four relief roads and two major distributor roads.
- Traffic congestion, particularly at peak times during the day was an ongoing challenge. The Council was implementing initiatives such as park and ride, improved facilities for cycling and better co-ordination of buses. However, the number of cars on the road continued to grow and this would remain a significant challenge for the future.
- Road Repairs – The Council was responsible for around 1,600 roads across the Borough and current resources meant that only around 50/60 roads were repaired each year. Emergency works also took away resources from planned maintenance.
- New Development – A more strategic approach to planning with the Local Plan and agreed SDL sites had resulted in a significant improvement in the Council's available resources for infrastructure. However, there were restrictions on the use of these monies for road repairs.

Members then raised the following points:

- What measures were being implemented to manage traffic congestion at the morning and evening rush hours? It was confirmed that there was more joined up working in the Highways team to plan ahead for roadworks to ensure that congestion was managed. The Council's approach to statutory undertakers also meant that roadworks were planned to avoid other works in the area. On a longer term basis it was likely that home/flexible working would become more commonplace in order to address the impact of traffic congestion on the working day.
- What progress was being made on the Wokingham Town Centre Parking Strategy and the implementation of Civil Parking Enforcement (CPE)? It was confirmed that the Town Centre proposals included a 550 space multi-storey car park. Work was also ongoing to route more buses through the town centre in order to provide an alternative to the private car. In relation to CPE, the decision to go ahead had been taken in the Autumn of 2015. Work was now underway to address issues such as the revision of traffic orders and the application process to the Government. It was anticipated that CPE would be introduced in the spring/summer of 2017.
- What strategic work was taking place in relation to issues such as increasing capacity on the M4 and the potential extension of the A329M over the River Thames into Oxfordshire? It was confirmed that a strategic approach was being pursued as there was a risk that improvement works on one section of the road network might lead to bottlenecks and congestion on another section. There were also concerns over the Highways England traffic model for the area which had led the Council to commission its own modelling exercise. As part of the new approach to strategic planning the Council had a "duty to consult" with neighbouring authorities when new infrastructure was being considered.
- When infill development was carried out there were frequent complaints about damage to local roads which was not addressed by developers or their contractors. Members asked about the powers the Council had to tackle this problem. It was recognised that this was a significant issue for local communities. The Council tended to object to infill (back garden) development but frequently lost at appeal. It was difficult to take enforcement action against developers/contractors in these cases as it was difficult to prove that damage to a road was the direct result of their actions. The Council did liaise with developers and their contractors to emphasise the need for consideration of local communities when work was underway on site.

RESOLVED: That Councillor Kaiser be thanked for attending the meeting and answering Members' questions.

50. HIGHWAYS AND TRANSPORT REVIEW UPDATE

The Committee considered a report, set out on Agenda pages 17-18, that provided an update on the ongoing review of delivery options for the Highways and Transport Service. This followed a similar update report to the Committee on 2 November 2015.

The report stated that the project group carrying out the review was currently assessing an outline business case from the Council's current contractors (WSP and Balfour Beatty Living Places) relating to the potential extension of the existing contracts. This business case would then be compared to an outline business case developed for other options to determine the best fit with the Council's aspirations for future service delivery.

The programme review was expected to be completed by Spring/Summer 2016.

RESOLVED That:

- 1) progress on the review of delivery options for the Highways and Transport Service be noted;
- 2) the Committee receive a further report, once the service review process is completed, in the Summer of 2016.

51. COUNCIL PLAN PERFORMANCE MONITORING - 2015/16

The Committee considered a report and supporting Appendix, set out at Agenda pages 19-52, that provided performance management information in relation to the Council's activities.

Julie Holland, Service Manager Business Improvement, introduced the report and stated that the majority of performance indicators were currently on track and were rated Green. A small number of indicators were currently rated Amber or Red as follows:

- % of Care Proceedings in 2015/16 completed within 26 weeks of application (Red).
- % of eligible population (aged 40-70) who received an NHS health check (Amber).
- Integration with Health (Better Care Fund) (Amber).
- Berkshire West Joint Commissioning Function (Amber).
- Assets Programme - Options for Council Land and Property (Amber).
- ICT transfer 2016 (Amber).

The Committee considered each section of the report in turn. Councillor Kaiser answered Members' questions relating to the indicators covering his portfolio. Councillor Kaiser confirmed that the performance indicators were one of several tools used to manage service performance. Regular meetings were held with Officers to discuss performance issues and to identify emerging problems. There was a clear expectation that Officers would notify the Executive Member when indicators were starting to move off track.

Councillor Norman Jorgensen referred to the recently published Ofsted report on Children's Services and asked how the Ofsted findings mapped against the relevant Council performance indicators, i.e. were the Ofsted findings consistent with the performance information provided to Members through the quarterly performance monitoring. It was confirmed that the Children's Services Overview and Scrutiny Committee would be considering the Ofsted report in detail at its meeting on 23 February 2016. Councillor Helliars-Symons would then report back to the next meeting of this Committee in March 2016.

Members raised a general concern about the timeliness of the data in the performance report. The report covered the second quarter i.e July – September 2015. This meant that the data was several months out of date. It was confirmed that the 2016-17 meetings calendar had been adjusted to ensure that the performance data reported to the Overview and Scrutiny Committees was more up to date.

Members raised the following comments and questions in respect of specific indicators.

Community

- Agenda page 23 - % of Looked After Children living within 20 miles of their home. Quarter 2 performance of 64.3% was below the target of 70-75%. Consequently, Members queried why the performance indicator status was shown as Green.
- Agenda page 26 – HIV diagnosed prevalence per 1,000 people aged 15-59. Members queried why the BME community was identified as one of the high risk groups.
- Agenda page 27 - % of older people aged 65 and over discharged from hospital during 2015-16 back to their own home or extra care housing for rehabilitation who are at home or in extra care housing 91 days after the date of their discharge from hospital. Members queried the lack of a figure for Quarter 2 and the resulting Green status.
- Agenda page 30 – Integration with Health (Better Care Fund). Members noted the areas of slippage highlighted in the report and asked for more information on any implications for the Council.
- Agenda page 31 – Westmead Replacement (at Southlake Community Hub). Members queried the lack of earlier information on the termination of this project. Members also emphasised the importance of carrying out a needs analysis as part of any replacement project. It was confirmed that the project would be reviewed and that assessing the level of need from service users would be the first stage of a new project.
- Agenda page 32 – Number of cycle trips on the A329 corridor (Local Strategic Transport Fund project investment area). Members queried the lack of data and indicator status and asked for information on the actual number of cyclists using the A329 corridor.
- Agenda page 35 – Secondary School in the South. Members asked for details of the Project Management arrangements for this major project.
- Agenda page 36 – Number of affordable dwellings permitted (including where an off-site contribution was received) (annual) and number of affordable dwellings completed (annual). Members queried the Green indicator status for these two indicators based on the actual figures for Quarter 2. It was confirmed that these were annual targets and that the targets related to monitoring against known plans. Members requested that the indicator commentaries be expanded to reflect this explanation together with information on the profiling for the known plans.

Place

- Agenda page 41 – Journey times on key routes across the Borough. Members asked for details of the routes used in collecting data for this indicator. It was confirmed that Heather Thwaites, Director of Environment would provide details of the routes used for circulation to the Committee.
- Agenda page 42 – Major Road Projects (Arborfield Cross Relief Road, North and South Wokingham Distributor Roads). Members queried the Green status of the three indicators based on the information set out in the commentary section of the report. It was confirmed that the Green status was correct based on the individual project timetables. Members requested more detail of the phasing of the projects in the Commentary section of the report.

Performance

- Agenda page 45 – Assets Programme. Members asked for more information on the reasons for the time delays set out in the report.
- Agenda page 46 – % of service users satisfied with the Environmental Regulatory Services (shared service) Annual Monitoring. Members queried the sample size which underpinned the 88% satisfaction rating set out in the report.
- Agenda page 46 – Proportion of planning breaches resolved by negotiation. Members queried the reduction from 87% in Quarter 1 to 60% in Quarter 2 and

asked about the number of cases and how the target was set. It was confirmed that the sample size was relatively small which could explain the fluctuation from Quarter 1 to Quarter 2. It was also confirmed that the phrase “resolved by negotiation” meant that the Council had been successful in removing the planning breach.

RESOLVED That:

- 1) the Council Plan Performance Monitoring Report – Quarter 2 (2015/16) be noted;
- 2) the Council Plan Performance Monitoring Report to the March 2016 meeting of the Committee include proposals to address Members’ concerns about the timeliness and quality of performance data submitted to the Overview and Scrutiny Committees.
- 3) the Children’s Services Overview and Scrutiny Committee, on 23 February 2016, be requested to map the findings of the recent Ofsted report on Children’s Services against the Council’s key performance indicators for Children’s Services, with a report back to the next meeting of the Management Committee in March 2016.
- 4) the further information relating to the issues raised by Members on specific performance indicators be circulated outside of the meeting.

52. EMERGENCY PLANNING AND BUSINESS CONTINUITY UPDATE

The Committee considered a report, set out on Agenda pages 53-57, that gave an update on the operation of Emergency Planning and Business Continuity Planning at the Council.

Brett Dyson, Emergency Planning Officer, introduced the report and stated that the major emergency risks under active consideration related to flooding, storms, cold weather/snowfall and pandemic flu. The Council addressed these risks through a layered approach:

- Specific emergency plans linked to a risk, e.g. flooding.
- Consequence based emergency plans covering several risks.
- Multi-agency plans at a Berkshire or Thames Valley level.

In relation to Business Continuity Planning, the report stated that a recent audit had confirmed a positive direction of travel. The ongoing priority was to ensure that all critical services (outlined in Appendix 1 of the report) had an updated Business Continuity Plan in place.

The report also stated that a Community Resilience project was underway with the Borough’s towns and parishes to help the local councils develop their own targeted emergency plans.

The report set out three priority actions for the Emergency Planning and Business Continuity teams in 2016/17 as follows:

- Finalising a Business Continuity guidance document to support the development of departmental business continuity plans.

- Additional engagement and support to managers across the Council in the development of business continuity plans.
- Developing a Flood Response Plan to document the extent of historic flooding in the Borough and match the Council's responses with the Environment Agency Flood Alert warning system.

Members raised the following points.

- The proposal for more detailed flood plans was supported as they were needed to ensure a swift response to any localised flooding in the Borough. It was confirmed that work to improve flood plans was ongoing with Towns and Parishes and local groups.
- Members asked about the Council's plans in the event that the main Council offices were out of operation following an emergency. It was confirmed that the contingency plan was a mix of staff working at home and the use of other Council buildings.
- Councillor Norman Jorgensen reported that the next meeting of the Community and Corporate Overview and Scrutiny Committee (on 20 January 2016) would be considering a report on the Council's response to local flooding issues. Member questions and comments about flooding were welcome.
- Councillor Firmager reported that the next meeting of the Borough-Parish Liaison Forum would be considering an item on Flood Action Groups.

RESOLVED That:

- 1) the ongoing progress in Emergency Planning and Business Continuity Planning across the Council be noted;
- 2) the three priority action areas for 2016/17, as set out in the report, be supported.

53. BROADMOOR EMERGENCY CASCADE TO SCHOOLS AND THE RAINBOW PLAN

The Committee considered a report, set out on Agenda pages 59-67, that gave details of the annual review of the Broadmoor Schools Emergency Callout Cascade.

The report stated that a siren-based warning system was in place within local communities to alert residents of an escape from Broadmoor Hospital. In addition, a telephone cascade system was in place to alert local schools of an escape. All Councils in Berkshire had agreed on the same emergency response planning template for schools (the Rainbow Plan). The Rainbow Plan for Bracknell and Wokingham contained a section relating to Broadmoor escapes.

The report also stated that the existing sirens located within communities around the Broadmoor site were to be decommissioned in 2019, leaving one siren located within the hospital grounds. The intention was for the Schools Emergency Callout Cascade to remain in place after the siren changes were made.

The report gave details of an annual meeting between Broadmoor Hospital and local stakeholders. The Council was represented at this meeting by Bracknell Forest Borough Council. The next meeting was due to be held in July 2016.

The report highlighted three priority actions for the Emergency Planning Team in 2016/17:

- Updating the Broadmoor Cascade in early 2016 to include Out of Hours contact details for School Head Teachers.
- Updating the Schools Emergency Response Plan template (the Rainbow Plan) in early 2016.
- Providing Bracknell Forest Borough Council with feedback on specific issues two weeks before each Broadmoor meeting to ensure that the Council's views were represented.

Members raised the following points.

- Following feedback from previous test exercises Members were keen to see robust testing of the schools emergency telephone cascade. It was confirmed that regular testing (fixed and random) of the schools cascade would continue to take place and that the feedback from the tests would be used to make further improvements as necessary.
- Councillor Helliar-Symons requested information on the Bracknell Forest schools emergency cascade. It was confirmed that this information was available and would be circulated to the Committee.
- Councillor Pauline Jorgensen stated that the Council should also be aware of the relevant emergency planning procedures and communications plan relating to the Atomic Weapons Establishment (AWE) at Aldermaston. It was confirmed that this information would be circulated to Members.

RESOLVED That:

- 1) the updates on the Broadmoor Emergency Cascade and the Rainbow Plan be noted;
- 2) the three priority actions for 2016/17, as set out in the report, be supported;
- 3) information on the Bracknell Forest schools emergency cascade be circulated to the Committee;
- 4) information on the relevant AWE (Aldermaston) emergency planning procedures and communications plan be circulated to the Committee.

54. CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME

The Committee considered a copy of the Executive Forward Programme as set out on Agenda pages 69-76.

RESOLVED: That the Executive Forward Programme be noted.

55. COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 77-91. During the discussion the following points were made:

- Due to the weight of business expected at the March 2016 meeting of the Overview and Scrutiny Management Committee, the Chairman suggested that Councillor Mirfin, Executive Member for Regeneration and Communities be invited to attend the first meeting of the Committee in the 2016-17 Municipal Year.

- The substantive Agenda items for the next Community and Corporate Overview and Scrutiny Committee were: the Borough's response to local flooding, the report of the Commuter Parking Task and Finish Group and Council Representation on Outside Bodies.
- The Better Care Funding Task and Finish Group was likely to report to the Health Overview and Scrutiny Committee in Spring/Summer 2016.

RESOLVED: That the revised Work Programmes of the Overview and Scrutiny Management Committee and the three Overview and Scrutiny Committees be noted.

56. UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES

The Committee received an update report from the Chairman of the Children's Services Overview and Scrutiny Committee relating to the meeting held on 15 December 2015 as set out on Agenda pages 93-94.

Update reports from the Chairman of the Community and Corporate Overview and Scrutiny Committee and the Chairman of the Health Overview and Scrutiny Committee, relating to the meetings held on 23 and 30 November 2015 respectively, were circulated at the meeting.

RESOLVED: That the reports from the Chairmen of the Overview and Scrutiny Committees be noted.

This page is intentionally left blank

TITLE	Council Tax Single Person Discount Reviews
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 7 March 2016
WARD	None Specific
DIRECTOR	Graham Ebers, Strategic Director of Finance and Resources

OUTCOME / BENEFITS TO THE COMMUNITY

To offer excellent value to residents for the Council Tax they contribute through ensuring only valid claims for Single Person Discounts are allowed.

RECOMMENDATION

That the Overview and Scrutiny Management Committee consider the contents of the report in relation to the cost of the SPD data matching exercises and the additional income to the Council.

SUMMARY OF REPORT

Details of the Single Person Discount Reviews and the additional income generated have previously been circulated to the Committee. This report is to give an update on the cost of the exercise and to respond to questions raised.

The Northgate Single Person Discount Review carried out in 2013/14 generated additional income of £389,434.46 and the cost of the exercise was £13,735.06. The second stage, to match any new single person discount applications, generated additional income of £32,478.38 at a cost of £924.30. The cost includes all the work in connection with the exercise, starting with the data matching, all correspondence, telephone calls and updating the records with cancellations. Full reporting was provided to Wokingham Borough Council.

Next Review of Single Person Discounts

We will shortly be writing out to organisations asking them to offer quotations to undertake a single person discount review.

The review will take the format of the previous review with Northgate, in that the successful organisation will take an extract of all SPD data, and match that data against credit reference data.

All cases where there is an indication that there is more than one person over 18 at the property will be canvassed. All updates will be made to the Northgate iWorld system, any non-responders will be contacted. All contact is direct with the organisation carrying out the review. There is no impact on the staff within the revenues team to do this work. All wording of letters, reminders etc. will be agreed by WBC and will have WBC logo.

Full reporting will be required.

Feasibility of using a signed declaration form

Prior to the first external review, we used to send a declaration form to be signed. The letter asked for the council tax payer to either confirm that they were still the only adult resident in the property or that they had stopped being the only adult resident in the property. There was no data matching against any credit reference data so no validation as to whether the discount was correct or not.

The cost of printing and mailing the letters for an internal review would be:

15,886 letters at 0.05p = £794.30
Envelopes at £35 per 1,000 = £560.00
Postage at 0.36p - £5,719.

In addition, we would need to employ a temporary member of staff to produce the letters, update the records on iWorld, produce reporting of the cases cancelled, deal with queries from the review letters etc. This would equate to at least 4 months' work at an hourly rate of around £12 per hour (37 hrs x £12 ph = £444 per week, 444 x 4 = £1776 per month (4 weeks), £1776.00 x 4 = £7,104. A total of at least £14,177 compared to a figure of £13,735 with the last full external review.

On our first external review we had 920 cases cancelled. On our second external review we had 612 cases cancelled. We have maintained an average of 24.8% SPD cases whereas there has been an increase in the number of single adult households nationally. In addition, external reviews reduce the number and percentage of SPDs.

Analysis of Wokingham SPDs

Date	No of Chargeable Dwellings	No of SPD Discounts	Percentage	Comments
October 2007	61113	15415	25.2%	
October 2008	61516	15441	25.1%	Early 2008 internal signed declaration review commenced
October 2009	61794	15651	25.3%	
October 2010	62121	15552	25%	First external review commenced Aug 2010
October 2011	62523	15393	24.6%	Continuation of first external review
October 2012	62861	15600	24.8%	
October 2013	63359	15954	25.2%	Second external review commenced Nov 2013
October 2014	63818	15829	24.8%	Continuation of second external review
October 2015	64430	15886	24.7%	Review of new cases since commencement of second external review

We now have a lower percentage of SPDs than when we conducted our own signed declaration reviews. This shows that continual external reviews should maintain our SPDs around 24.8% against a peak of 25.3% when conducting our own signed declaration reviews.

SPD in Student Households

We require a student certificate from the educational establishment with the start and end date of the course. In households where all the occupiers are students there is an exemption from council tax.

Comparative Data

Comparative data from neighbouring authorities is shown below.

Authority	No of Props	No of SPDs	% of SPD	Review Cycle	Current Method
Bracknell	48,000	14,000	29%	Annual	External process using Datatank which data matches with credit records
Reading	68,876	21,344	31%	Annual/ every two years	Just commenced a review with Capita. Have not undertaken any review for a number of years. Just completing the Capita review.
RBWM	62,244	17,584	28%	Every two years	External process using Datatank with data matches with credit records
Slough	No data has been supplied				
West Berkshire	64,000	17,000	26%	Annual	Letter with a tick box. Every other year use Experian, which data matches with credit records and NFI which data matches with electoral roll.
Wokingham	63,818	15,829	24%	Annual/Rolling review	External process using Northgate which data matches with credit records. Every other year NFI which data matches with electoral roll). For the rolling review we use Northgate to authenticate new SPDs set up during the year

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	See other financial implications		
Next Financial Year (Year 2)	See other financial implications		
Following Financial Year (Year 3)	See other financial implications		

Other financial information relevant to the Recommendation/Decision

Taking into account the cost of the exercise the overall net increase in income to the Council on the last external review was £407,253.48.

List of Background Papers

None

Contact Sharon Pearce	Service Income & Payments
Telephone No 0118 908 8423	Email Sharon.Pearce@wokingham.gov.uk
Date 5 February 2016	Version No. 1

Overview and Scrutiny Management Committee
7 March 2016

Asset Review Programme Board and Asset Management Plan

21

Councillor Mark Ashwell and Chris Gillett

Programme background

- The Council owns a wide range of property assets and the key to their effective management is a comprehensive understanding of our asset information together with effective planning and management. The Council's properties have a current asset value of over £700m.
- There are a number of current initiatives underway that will and are already having an impact on property assets such as the continual need to make financial savings and the significant additional build relating to regeneration and Strategic Development Locations (SDLs).
- Our approach to optimising the use of our assets includes:
 - Assess the number of properties used for service provision and identify those that could be released to deliver revenue savings and potentially, capital receipts.
 - A centralised approach to the management of assets.
 - An Assets Review Programme is running from September 2013 to March 2018.
 - Depending upon outcomes, from Asset Reviews there will be changes in ownership of assets, changes in services provided from these locations and/or different service providers.

Programme objectives

- Centralisation of Property Management and Budgets
- Implementation of a new Property Management System – Technology Forge (TF)
- Attributes List (Local Government Transparency Code 2014) Published
- Completed Area Wide Reviews
- Asset Consolidation
- Next Phase of Smart Working

Where are we now?

Centralisation of Property Management and Budgets

- Ownership of buildings rests with the centralised landlord
- Services use premises to deliver their services
- Budget responsibility
- Monitoring
- Day to day management and maintenance

Implementation of a new Property Management System – Technology Forge (TF)

- Ensure data is in place and systems talk to each other. Technology Forge has provided software to support Transparency reporting requirements (Attributes List). In addition we have identified a number of databases across the organisation detailing interests in property which we are cross referencing with our own property database ready to incorporate into Technology Forge.

Decision made on 3rd October 2014 by Central Government that the Attributes List (Local Government Transparency Code 2014) mandatory information is published by 2nd February 2015.

- This was achieved and the list is regularly updated.

• Where are we now? (Continued)

Completed Area Wide Reviews

- Started with Woodley (as per the Programme Plan) but flexible to also meet changing requirements.

Asset Consolidation

- Letting to Towns and Parish Councils – Model for Community Asset Transfers – Task and Finish Group
- We have reviewed our approach to lease agreements. Leases now have to be in place before occupation.
- Property Services will be the professional lead and no other service can agree a lease, even in principle.
- Our leases will use best practice.
- Future leases may differ from previous examples due to this review.
- Lease clauses may vary dependent on nature of lease e.g. if commercial rent being paid or not.

Next Phase of Smart Working

- Future opportunities.

Understanding the emerging requirements from SDLs

- Work in progress with developers/Towns and Parishes.

Outcomes

This Programme will result in the following benefits to the organisation:

- Revenue savings.
 - A more efficient utilisation of space.
 - A better partnership working arrangement with Towns and Parishes around a joint asset base.
 - The release of surplus assets for Partners, use by WHL, leasing on a commercial basis, redevelopment or sale.
 - Increasing planned maintenance to 70% to significantly reduce the need for higher cost reactive maintenance.
 - An improved knowledge of our assets to enable better planning and management.
 - An increase in cross service working aided by the flexible use of space, which will enable multiple service delivery from the same location.
 - Increase of our commercial estate rental income and a reduction in voids.
-

Asset Review Programme: Benefit Realisation

- The ARP clearly outlines the benefits that are to be realised through the programme. This document sets out these benefits and their realisation.

Benefit	Delivered	Comments
Revenue savings target of £377k in 2014/15	YES	Revenue savings delivered through the disposal of assets and reorganisation of elements of the operational estate. In addition, the Council has obtained Capital Receipts from the sale of surplus assets e.g. capital receipt of £500k for the Old School House.
Revenue savings of £58k in 2015/16	PARTIAL	These and substantial further savings will be achieved by the adoption of The Model for Community Asset Transfer.
A more efficient utilisation of space	YES	An increasingly agile workforce with 610FTE confirmed as SMART workers. Increased density in office locations and SMART working lessons learned report demonstrating achievement of 2:1 ratio. A 41% Reduction in storage through using better practices and equipment.
The release of surplus assets for sale, redevelopment, leasing on a commercial basis and/or use by WHL and partners	YES	There have been several assets released for sale, reused internally or transferred to WHL for development. This will continue as we undertake the remaining Area Reviews.
Increasing planned maintenance to 70% to significantly reduce the need for higher cost reactive maintenance	PARTIAL	We have seen a slight shift in the planned works and with the completion of the condition surveys and an increase of capital funds for 2016-17, it is anticipated this will move further. A percentage will follow in 2016-17.
An improved knowledge of our assets to enable better planning and management	YES	Area reviews and collation of data as a result of the Tech Forge project has provided a significant increase in our knowledge of the assets.
A better partnership working arrangement with Towns and Parishes around asset base	PARTIAL	The approach to area reviews has seen improvements to the relationship with Towns and Parishes, this will be further enhanced by the adoption of The Model for Community Asset Transfer.
An increase in cross service working	PARTIAL	The Asset Review Programme Board has demonstrated increased cross-service working.

aided by the flexible use of space, which will enable multiple service delivery from the same location		Areas have been reorganised and multi-use is being implemented where possible. The governance arrangements have established effective processes for the identification, assessment and oversight of our assets and reduced the number of times these are being circumvented.
Increase of our commercial estate rental income and a reduction in void periods	YES	Rental incomes have increased from our estate through the completion of timely rent reviews and lease renewals and prompt re-letting of vacant property.

Asset Management Plan

We will produce a revised WBC Asset Management Plan to ensure we have a clear and agreed approach to maximising the use of our assets. This would also consider how we will work with our partners (including Towns and Parishes).

28

The Wokingham Borough Council Asset Management Plan will:

- Provide a short (to medium) term vision/framework for quick and efficient asset purchase/disposal.
- Determine optimum use of our operational assets.
- A framework for Disposals and Acquisitions.
- A framework for Community Asset Transfer (working with the Community Services Team and Towns and Parishes).
- WBC Office Accommodation Standards. (Specifically Shute End, to include standards for space, desk ratio building on the work already completed as part of the Smart Working Project).
- A framework for Surplus Land.
- Service Asset Management Plans (informed by Service Plans and the Medium Term Financial Plan).

A LIST OF THE EXECUTIVE MEMBER FOR RESIDENT SERVICES' PORTFOLIO RESPONSIBILITIES

5.2.14.1

Responsible for overseeing the Council's IT function.

5.2.14.2

Responsible for developing the Council's E-government strategy and for meeting government targets for electronic delivery of services.

5.2.14.3

Responsible for advising the Executive on the development and performance of Customer Services.

5.2.14.4

Overseeing the production of the service plans for Shared Legal Services and Governance and Improvement Services (including Electoral and Democratic Services).

5.2.14.5

Ensuring that services to Members are kept under review and that Members are provided with the services they reasonably need.

5.2.14.6

Overseeing all aspects of the Council's Human Resources function, making recommendations for the improvement of the service.

5.2.14.7

Responsible for the monitoring of traded and shared services and for the exploration of opportunities for joint working with a view to achieving economies of scale and/or greater efficiency.

5.2.14.8

Taking forward the Council's Equal Opportunities Policy and practices and leading on the development of best practice throughout the Council.

5.2.14.9

Responsible for the efficient and effective management of the Council's Public Protection Service.

5.2.14.10

Responsible for overseeing the development of the Council's Culture and Library Services.

5.2.14.11

Overseeing the strategies for developing arts, leisure and cultural activities in the Borough.

5.2.14.12

Overseeing the Council's role in lifelong learning and playing a full part in the work of the Lifelong Learning Partnership.

5.2.14.13

Overseeing the Health and Safety, Environmental Health, Building Control, Licensing and Trading Standards functions.

5.2.14.14

Discharging the Council's functions in respect of community resilience and responsibility for advising the Executive on such issues.

5.2.14.15

Responsible for monitoring the Council's Procurement function.

5.2.14.16

Overseeing the development of the Council's contract procurement strategy with particular regard to the following:

- a) Ensuring corporate and consistent standards for monitoring and evaluation of contracts throughout the Council;
- b) Examining with appropriate Officers ways in which contracts of all types can be better managed on a timely renewal basis to achieve greater value for money;
- c) Examining potential new ways of procuring services, including:
 - i) Outsourcing;
 - ii) Market testing;
 - iii) Public/private partnerships or the Private Finance Initiative;
 - iv) Joint working with other public bodies.

5.2.14.17

Responsibility for overseeing the delivery of planned savings.

5.2.14.18

Representing the Council, as determined by the Executive, on outside bodies and in discussions/negotiations with regional and national bodies.

TITLE	Library Offer
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee – 7 March 2016
WARD	None specific
DIRECTOR	Heather Thwaites, Director of Environment
LEAD MEMBER	Pauline Jorgensen, Executive Member for Resident Services

OUTCOME / BENEFITS TO THE COMMUNITY

Library Services support the achievement of vibrant and self-sustaining communities through the provision of materials and services for enjoyment, education, creative and engagement activities. The proposed Library Offer and Delivery Model present an exciting and sustainable solution for the Wokingham Borough Council Library Service.

RECOMMENDATION

The Committee is requested to consider the Library Offer proposals in the report and to submit comments and recommendations as appropriate.

SUMMARY OF REPORT

The establishment of a clear ambition for the Libraries Service has been identified as an opportunity to demonstrate its current and future contribution to the Vision and Priorities of the Council.

The Council operates a very successful Library Service which has increased its usage against a national picture of declining activity within libraries. We have done this by responding to what residents have told us and by looking at new ways to make our libraries more welcoming and flexibly places that offer a broader range of services and activities.

The Library Service has a substantial amount of contact with residents each year, going beyond the historical role of libraries to enable a broad range of services and activities that support the vision priorities of the Council. A core element of this work involves supporting children and parents with learning support, providing access to post education and adult learning opportunities, and supporting engagement with elderly and isolated residents.

The **Library Offer** is the next stage of this journey in continuing to maintain the elements of the library service which resident's value and enabling more opportunities for connecting with new users. It establishes a purpose and direction of travel for the Library Service, providing residents with a clear understanding of its current contribution to the borough and an expectation of how it might evolve in the coming years.

Our Library services are already achieving a great deal and this offer increases accessibility, encourages greater usage and enhances services whilst being sensitive and responsive to the financial challenges the Council faces.

The Council has also identified a preferred **Delivery Model** for the proposed Library Offer which establishes a new hub and spoke model for its library services. The hub libraries will operate using a combination of traditional staffed opening hours and implementing self-service and some unstaffed opening hours. This combination allows for those customers who are more vulnerable or need more support to access services whilst staff are there to support them, and also allows the overall service hours to be increased for the more independent library users.

The Council is consulting with residents on the attached Library Offer and Delivery Model for eight weeks in order to fully understand residents' views.

Background

Libraries are a statutory service for councils and Wokingham Borough Council has a long history of implementing this statutory duty robustly, economically and flexibly. For many years, we have developed creative ways to not only encourage users into the Libraries themselves, but also to take the Library to those who cannot always make a physical visit. Our footfall bucks national declining trends, and when other local authorities have closed Libraries, Wokingham Borough has opened new ones. It is this broader recognition of the worth of a Library which the Council has long valued and provides the strong foundation from which to build a future Library Offer.

The financial backdrop for local authorities means that the Council has to be pragmatic about how its libraries continue to offer valued services whilst not being isolated from the reality of the need for efficiency. This point drives some of the themes within the Library Offer; and particularly the proposed Delivery Model which makes as much use of our assets and resources (make them work harder and more flexibly for our residents) and the ability to generate income. The challenge will be to maximise what the Library service can offer within its means, by balancing different needs, making wise use of any S106 contributions and generating income to support service delivery.

In this context therefore, the emerging Library Offer and Delivery Model recognise two things:

1. The value to residents of the flexible service already on offer
2. The need to maximise viability and enhance service delivery

Statutory Requirements

Local councils have to abide by the Public Libraries & Museums Act 1964 which makes public library services a statutory duty for local authorities.

The Act requires the Council to:

- Provide a comprehensive and efficient library service for all persons in the area that want to make use of it.

- Lend books and other printed material free of charge for those who live, work or study in the area.

Aside from this general requirement for local authorities there are very few additional regulations which dictate what and how local authorities are required to provide.

The key elements that have to be included within a library service can be summarised as:

- Lending of books has to be free.
- Internet usage should be free of charge.
- Lending of ebooks should be free.
- Be able to obtain books we don't have in stock.
- A duty to encourage usage.

Whilst we are unable to charge for library membership or for the loan of books, we are not restricted in generating income through libraries in other ways.

Current National Good Practice

As recently as December 2015, the Department for Culture, Media & Sport has issued further guidance on good practice within local authority library services. This guidance is clear on the worth to local residents, the local community and to local businesses of effective and well-run library services.

In particular, the guidance highlights the need for local authorities to ensure that they can provide an efficient library service that listens to and reflects the changing needs of their communities. Within this, local authorities should understand the value of exploring new and smarter models for service delivery that embrace using new technologies and enhance the range of services and activities that are available to all their residents.

The full guidance can be found here:

<https://www.gov.uk/government/publications/libraries-shaping-the-future-good-practice-toolkit/libraries-shaping-the-future-good-practice-toolkit>

Analysis of Issues

The Current Library Service

The Library Service has a substantial and increasing amount of contact with residents each year, going beyond the historical role of libraries to offer a broad range of services and activities that support the vision priorities of the Council.

A core element of this work involves supporting children and parents with learning support, providing access to post education and adult learning opportunities, and supporting engagement with elderly and isolated residents.

The library service is delivered in each major population centre in the borough, within premises that range from large purpose built libraries to schools, community centres and porta cabins. Some background information on current library use and service delivery issues are presented in Appendix 2.

The Library Offer

The Library Offer (Appendix 1) establishes and promotes the activities that our residents can expect when visiting or using our libraries, including a clear understanding of their contribution to the borough and how they will evolve within the future means of the Council.

The ambition is for our libraries will be welcoming and vibrant places that people are drawn to. They will protect the clearly valued heritage of our library services whilst evolving naturally to offer more and more opportunity for residents of all ages to engage in activities and access services. The libraries themselves will be flexible and adaptable in terms of their space and their uses, aligning seamlessly with other provision in their area.

The library offer has been developed by considering a range of information that includes:

- usage data
- previous consultation results
- recognised good practice
- new technological capabilities

The Delivery Model

The Delivery Model will establish a 'hub and spoke' approach between the larger full-time libraries at Wokingham, Woodley and Lower Earley and the other smaller branches delivering service in the community around them.

The hub libraries will operate using a combination of traditional staffed opening hours and implementing self-service and some unstaffed opening hours. This combination allows for those customers who are more vulnerable or need more support to access services whilst staff are there to support them, and also allows the overall service hours to be increased for the more independent library users.

These sites will also be developed and adapted to give more flexible usage of space, allowing community groups and strategic partners to make use of the building whilst it is not operating as a library. In addition, space will be modified and adapted to attract business income and paying clients.

Within the first phase of the new Delivery Model we will enable customers to use self-service terminals to borrow and return books and other items. If customers leave the building with books which they have not issued to themselves this will be identified as the pass through the doors, and recorded by CCTV.

The second phase of the Delivery Model will include unstaffed access to buildings which will be controlled by an electronic door lock which only opens when presented with a valid library ticket together with a PIN – it will allow for specific library users to be granted access, or have access restricted if necessary. The site will be monitored by CCTV, recording key actions such as customers entering and leaving the building. Pre-recorded tannoy messages warn customers when closing time is approaching, and lights can be set to automatically start dimming in the lead up to closure times. The

process of building closedown is also more streamlined, and can be automated or done by a single member of staff to turn all lighting and all computers off with single key turn.

The spoke libraries will operate a more regular set of opening hours focused on the times when there is most demand within the community, rather than the existing historic and rather confusing opening hour patterns operated at some sites.

Spoke libraries would initially consist of the existing smaller branches, however, not all libraries are well positioned, and not all libraries work sufficiently well alongside other local service offerings. It is important that all our spoke libraries offer the necessary services and are provided in such a way that make best use of the buildings in which they are located (whether these are Council buildings or in partnership with other services in the area). This approach would mean taking different or more pragmatic approaches to the buildings stock and a broader offer of local library services whilst not relying on a single asset.

This approach is tried and tested, with over 200 libraries operating the model on mainland Europe, and a growing number adopting the approach in the UK, including Peterborough, Brighton & Hove, Trafford and London Borough of Barnet. More information on each of these can be found via their websites:

- <http://www.vivacity-peterborough.com/libraries-and-archives/>
- <http://www.brighton-hove.gov.uk/content/leisure-and-libraries/libraries>
- <http://www.trafford.gov.uk/residents/leisure-and-lifestyle/libraries/libraries.aspx>
- <https://www.barnet.gov.uk/citizen-home/libraries.html>

Consultation

The consultation on the Library Offer and delivery Model is running for eight weeks between 1st February 2016 and 1st April 2016. The consultation includes a combination of an online questionnaire and specific consultation events held across the borough so that we can obtain the views of both users and non-users of the library service. This approach has proven very successful in other recent consultations within the Council and will enable thorough testing of the ideas with residents.

To support residents in understanding some of the issues that have been raised within the Library Offer consultation a short FAQ documents has been developed and is available on the Council’s website (and attached in Appendix 3).

Contact Mark Redfearn	Service Community Services
Telephone No 01189746012	Email mark.redfearn@wokingham.gov.uk
Date 6/1/16	Version No. 1



**WOKINGHAM
BOROUGH COUNCIL**

Library Offer

JANUARY 2016

~[OFFICIAL]~

Contents

	<i>Page</i>
Basis of offer	3
Underpinning Principles	4
Delivery Model	5

Basis of Offer

Whilst it is true to say that the central requirements for the provision of library services has changed little since their inception in the Public Libraries and Museums Act 1964, the expectations and value of library services has grown since this time to encompass a much broader range of services and activities that contribute to the overall wellbeing of our towns and villages.

Libraries are now centre points within their communities, places where people of all ages come to do more than borrow books for pleasure and learning. They are places for parents and children to bond and grow, places for groups and clubs to meet, a respite for the isolated, they are champions of local creativity and gateways to all the public services that we use.

It is vital when establishing The Library Offer to recognise the increasing ways in which our library services and library buildings help sustain and elevate the quality of life for our residents.

In the 21st century, our libraries will be welcoming and vibrant places that people are drawn to. They will protect the clearly valued heritage of our library services whilst evolving naturally to offer more and more opportunity for residents of all ages to engage in activities and access services. The libraries themselves will be flexible and adaptable in terms of their space and their uses, aligning seamlessly with other provision in their area.

The Library Offer establishes and promotes the activities that our residents can expect when visiting or using our libraries.

This offer is intended to establish a framework of underpinning principles and a delivery model which:-

- Extend the offering and give increased access to the library service.
- Provide as much as we can with the resources we have available

Underpinning Principles

Access to Services

- The Library Service will adapt to meet the growing population and changing behaviours of our residents.
- The Library Service will utilise opportunities to provide residents with a flexible mix of physical and virtual options for accessing all services
- Improve access to other Wokingham Borough Council services in line with Customer Services vision
- Strong partnership working to ensure flexibility of delivery and access to library services

Library Stock

- Maintain the approach of books being the primary stock type
- Stock purchased will be responsive to the behaviour and needs of our residents
- Increase the numbers of items available in other formats
- Continue to ensure that we hold the books that people most want

Visiting and Using Buildings

- The environment within libraries will be welcoming and enjoyable
- Buildings will be flexible and adaptable to changing demands for their use
- Enable access to other types of services including other council services, health services and local community and voluntary services
- They will provide space for locally focused events and activities that develop a sense of community
- Actively identify events and services that support the broader Council vision

Technology

- The Library Service will continue to grow its online services to provide more opportunity for residents to access services when they want them.
- Invest in technologies that support learning and self-sustaining behaviours in residents.
- Increase the range of services within libraries by enabling payments for other Council services.
- Respond to natural opportunities to deliver a greater range of Council services within libraries.

Income Generation

- Income generation ideas will feel a natural extension of our services and activities
- Where opportunities for investment present themselves we will look to gain the most value from them so as to minimise the need for further investments in the future

Supporting Wokingham Borough Council Vision

- The library service will continue to identify ways to directly support Wokingham Borough Council's vision for the borough
- Maintain or improve on the usage of library services so that they remain a valuable method of supporting and promoting other Council services.

Delivery Model

The delivery model will take a 'hub and spoke' approach. The larger libraries at Wokingham, Woodley and Lower Earley will act as hubs, with smaller branches delivering service in the community around them.

Hub Libraries

The hub libraries will operate using a combination of traditional staffed opening hours and unstaffed self-service opening hours. This combination allows for those customers who are more vulnerable or need more support to access services whilst staff are there to support them, and also allows the overall service hours to be increased for the more independent library users. The overall approach results in a reduction of costs as fewer of the opening hours rely on having staff on duty. These sites will also be developed and adapted to give more flexible usage of space, allowing community groups and strategic partners to make use of the building whilst it is not operating as a library. In addition, space will be modified and adapted to attract business income and paying clients. For example, innovative meeting spaces using interactive technologies.

During unstaffed hour's access to buildings will be controlled by an electronic door lock which only opens when presented with a valid library ticket together with a PIN – it will allow for specific library users to be granted access, or have access restricted if necessary. The site will be monitored by CCTV, and record key actions such as customers entering and leaving the building. Customers use self-service terminals to borrow and return books and other items. If customers leave the building with books which they have not issued to themselves this will be identified as the pass through the doors, and recorded by CCTV. Pre-recorded *tannoy* messages warn customers when closing time is approaching, and lights can be set to automatically start dimming in the lead up to closure times. The process of building closedown is also more streamlined, allowing a single member of staff to turn all lighting and all computers off with single key turn.

The approach is tried and tested, with over 200 libraries operating the model on mainland Europe, and a growing number adopting the approach in the UK, including Peterborough, Brighton & Hove, Trafford and London Borough of Barnet.

Spoke Libraries

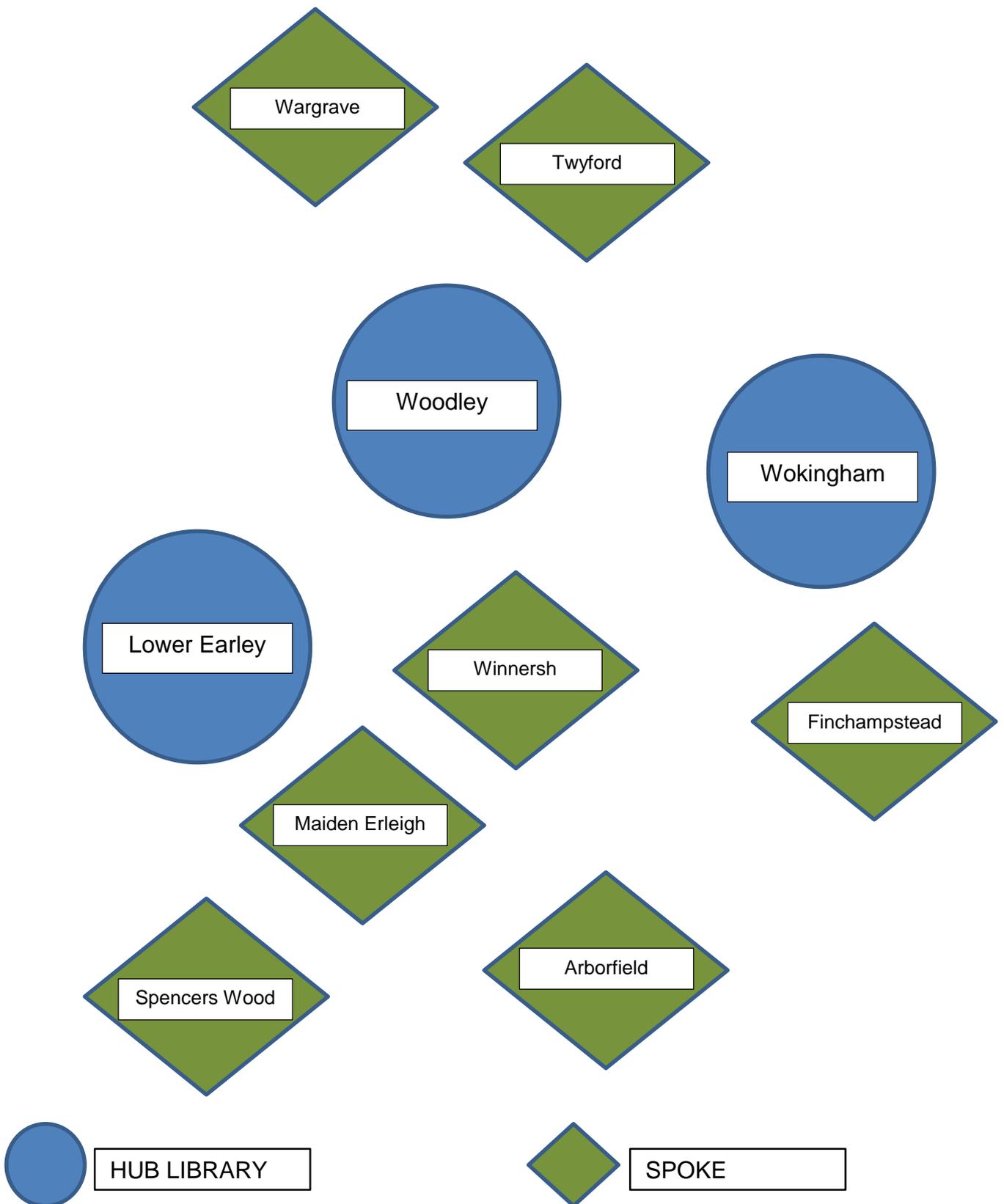
The spoke libraries will operate a regular set of opening hours focused on the times when there is most demand within the community, rather than the existing historic and rather confusing opening hour patterns operated at some sites.

Spoke libraries would initially consist of the existing smaller branches, however, not all libraries are well positioned, and not all libraries work sufficiently well alongside other local service offerings. It is important that all our spoke libraries offer the necessary services and are provided in such a way that make best use of the buildings in which they are located (whether these are Council buildings or in partnership with other services in the area). This approach would mean taking different or more pragmatic approaches to the buildings stock and a broader offer of local library services whilst not relying on a single asset.

Pop-up libraries

The methodology used for unstaffed opening at the library hubs could also be utilised to develop partnerships to deliver self-service libraries in shared facilities, and also provide temporary libraries. This could allow the service to be extended, provided more flexibly, and closer to the hearts of small communities. In addition the service could be delivered through library space located within existing community facilities – e.g. Community Centres

WOKINGHAM BOROUGH COUNCIL LIBRARIES – HUB AND SPOKE MODEL

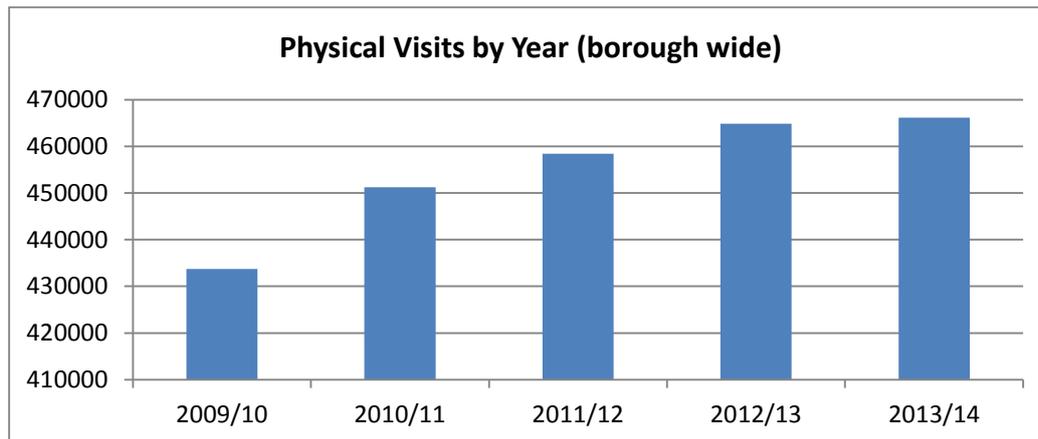


APPENDIX 2

CURRENT LIBRARY USE AND SERVICE DELIVERY ISSUES

Wokingham Borough Council operates 10 libraries and a Home Library Service within the Borough. Last year the libraries had over 470,000 physical visits and a further 90,000 online contacts, which is part of an increasing local trend in library usage against a national picture of declining usage.

The information summarised below shows that physical visits to libraries are increasing, whilst the numbers of active library users remains high.



The Library Service holds around 187,000 hard copy items in stock, and has approximately 850,000 hard copy issues per annum. There are currently around 4000 eBook, 6500 eMagazine, and 1480 eAudiobook downloads per annum.

Larger libraries are open up to 45 hours per week; smaller libraries are open between 8 and 30 hours per week. Library services are available to all library members; library membership is open to all who live work or study within the Borough. Membership of the library service is free.

Just over 23,000 residents are currently active users of the service.

Book Loan Trends

Items loaned from libraries have shown an increase through to 2010/11. Since 2011/12 there has been a decline in items issued. This change in trend of items issued broadly coincides with changes in visiting trends. In 2010/11 after a period of multiple years of declining visits, physical visits to libraries started increasing.

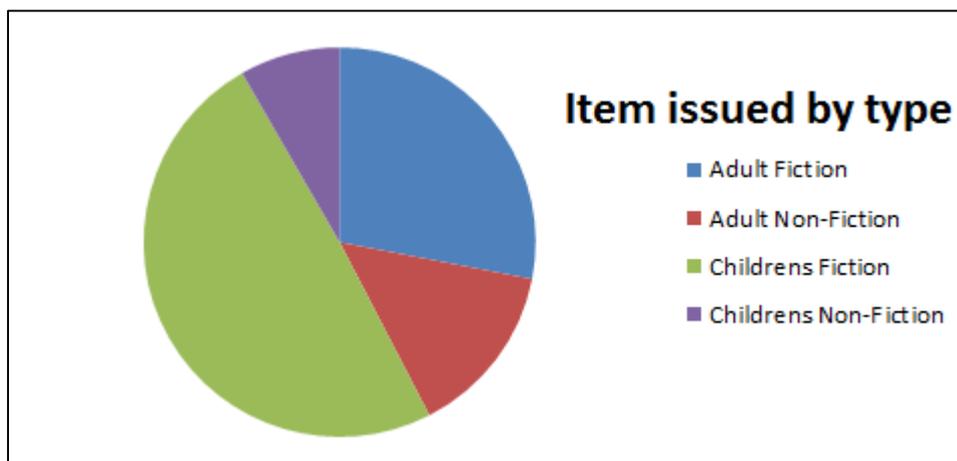
This suggests a change in the way libraries are used by Wokingham residents in that they are using them less for traditional book borrowing services, but visiting libraries more for other uses as they have in recent years become more modernised and offered a wider ranges of services and activities. This hypothesis is ratified by the fact that library members who have actively borrowed a book has also been on a gradual but steady increase year on year since 2012/13.

Breakdown of customers who borrow books/items by age group

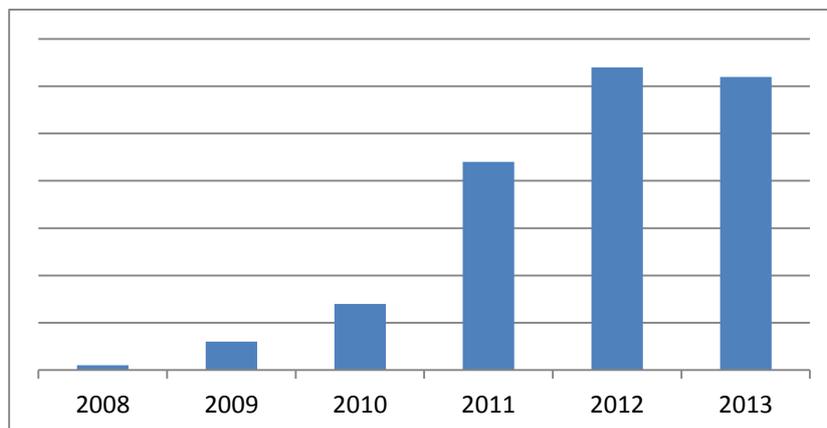
0-4 years	5.31%
5-17 years	33.52%
18-39 years	19.89%
40-59 years	22.94%
60+ years	18.34%

8% have a disability, 10% are from an ethnic minority, 64% are female and 36% are male.

Selections of items purchased for loan is carried out by the suppliers based upon a specification built of population demographics and existing usage.



e-Publication Trends



The graphic above shows ebook sales trends in America 2008 to 2013, the trend is one of rapid growth 2008 through to 2011, with a slight decline, levelling off by 2013. Current expectations within the book trade are that figures for 2014 will remain similar, meaning that sales have levelled off at between 20% and 25% of the overall market.

In recent years growth in the ebook market in the UK has been 95% in 2012, 40% in 2013, and 13% in 2014. The understanding within the book trade press, based upon the most reliable UK books sales data (provided by Nielsen Book Data) is that based upon

available reporting figures, and in comparison to the American ebook sales trend the UK is about 1 year behind the US and following a similar trend.

The ebook market is still relatively young compared with the traditional publishing market, so all trends are not yet understood. It is however already apparent that individual titles can impact on overall sales skewing trends.

Local Picture: Electronically published materials are still a relatively nascent service within public libraries. The main areas of provision within Wokingham's libraries are ebook, emagazines, and spoken word audio books; at present usage of these is as follows:-

- ebooks: 4019 items issued per annum (60% increase on 2013/14 when 2500 items were issued)
- emagazines: 6565 items issued per annum (new service as of 2014/15 so no previous data)
- eaudio: 1480 items issued per year (new service as of 2014/15 so no previous data)

Library Service Management System

The Library service uses a computerised Library Management System (LMS) to administer much of the day to day operation of the library service. The current system used is the Spydus system from Civica, which was implemented 2007.

The system holds details of all library members and also all library resources, and is used to record access and usage by library members.

It currently administers access to and records usage of:

- Customer book stock borrowing (inc. applying policy relating to age restricted material to such as certificated DVDs)
- Calculates hire charges and overdue charges.
- Controls access to public PCs and WiFi within the libraries.
- Controls access to online loans of ebooks, emagazines, eaudio and only subscriptions.
- It provides a public online interface for book searches, book renewals and book reservations.

APPENDIX 3

The Library Offer FAQ during consultation

Q. How would you make sure people are safe using the library when there is no staff?

A. This is our number one priority and a great deal of thought has gone into it. The libraries would have CCTV coverage and we would be implementing other safety methods such as an emergency alarm and telephones that will go to an emergency responder. The libraries can also be physically redesigned in order to improve reduce risk – by making sure there is good visibility all around and that all other potential hazards are removed or are out of action during unstaffed hours.

Before making any changes we are also getting the full approval from our Health & Safety and Insurance Services, plus residents will also be able to make comments or suggestions during the consultation (for example, in Trafford they layout of the shelving was changed following comments from residents to make all areas of the library visible from the entrance).

Finally, we should also point out that this has not proved a problem at unstaffed / self-service libraries in other areas where this has been introduced such as Peterborough, Trafford and Brighton nor has it been a problem in Scandinavia, where libraries have been open unstaffed very successfully for a number of years.

Q. How would you avoid having all the books and other stock stolen when there is no staff?

A. Experience shows that this has not been a significant problem at unstaffed / self-service libraries in other areas where this has been introduced. In many ways, the unstaffed / self-service libraries would have much more security such as CCTV and security tagging with alarm systems.

Q. Isn't this just the start of a move towards completely unstaffed libraries?

A. This isn't what residents have told us that they want and a key purpose of these proposals is to provide residents with the type of library service they want. The objective is to continue to deliver services that are used and valued by our residents and to make our libraries more sustainable in the long term.

Q. How would people with additional needs – disabilities – cope with an unstaffed library?

A. This is an extremely important issue. The self-service and unstaffed opening systems would support the use by people with additional needs, so that as many people as possible can use and enjoy them. However, we know there will be some people for whom unstaffed libraries are not appropriate, which is why we our preferred option includes some normal staffing hours throughout the week. We would be particular keen to hear from people who may have issues on this subject through the consultation and would write directly to representative organisations to make sure all voices are heard.

Q. Will you be making lots of redundancies if unstaffed libraries are introduced?

A. No. The library service currently has quite a few vacancies and a reasonably swift turn-over of staff, which would allow us to make this change by more flexible use of staff rather than through redundancies.

Q. Will this affect the activities that go on at the libraries for children and grown-ups?

A. No – or rather it might actually provide more opportunity to open up the library for other activities. It certainly would not mean fewer events.

Q. Will children and young people be able to use the libraries during the unstaffed times.

A. The established best practice on this is to require people under the age of 16 years to be accompanied by an adult when accessing an unstaffed library. One of the key issues we are keen to understand from local residents is how we may alter the unstaffed opening times throughout the year so that children and young people are able to make the best use of the libraries during school holidays and in the build-up to exams.

Q. At the moment, library staff will help search electronically for books that are not on the shelf and order them for me will the new system be able to do that

A. Yes, people can already search for books online via the Wokingham Borough Council website and we are intending to make it possible for the new self-service system to be able to do this.

Q. Part of the joy of libraries is chatting with librarians and getting recommendations for great books – will this element be lost?

A. As part of the Library Offer we want our libraries to be welcoming and friendly environments that encourage visitors to mix and talk to each other. This will be supported by improved technology for our self-service and on-line services which suggest books to members based on their previous borrowing. During the staffed opening hours visitors to the libraries will still be able to speak with librarians about book suggestions and other services and activities they may enjoy.

Q. How will the work necessary to implement the Library Offer & Delivery Model be paid for?

A. The primary driver for making these changes at this time is to ensure that our Library Service meets the needs of the growing population as a result of the Strategic Development Locations within the borough. We know that residents don't just use their nearest library; they travel all over the borough to use different libraries. The majority of residential developments make contributions to local infrastructure and facilities, including libraries, and we would be pooling these to fund the Library Offer.

This page is intentionally left blank

Agenda Item 70.

ITEM NO:

TITLE Council Plan Performance Monitoring – Q3 2015/16 report

FOR CONSIDERATION BY Overview & Scrutiny Management Committee on 7 March 2016

WARD None specific

STRATEGIC DIRECTOR Andrew Moulton, Head of Governance & Improvement Services

OUTCOME

Improved performance in those areas of activity that are seen as a priority for the Council.

RECOMMENDATION

- To consider the latest performance indicators and major projects and agree any corrective action required.

SUMMARY OF REPORT

The areas of performance are reported as follows (based on the indicators we have RAG ratings for):

Green	47	77%
Amber	11	18%
Red	3	5%
Total	61	

Background

The majority of the indicators are on track and have been rated as Green. However, the following indicators are currently rated Amber or Red. Further detail can be found in the report:

- % Children who are currently subject to a Child Protection Plan (CPP) who are subject to a CPP for a second or subsequent time within 24 months
- % Looked After Children living within 20 miles of their home
- Cumulative % of the eligible population aged 40-70 who received an NHS health check
- HIV diagnosed prevalence per 1,000 people aged 15-59
- Integration with Health (Better Care Fund)
- Reduce the education gap at KS2 level 4 between disadvantaged and other pupils for Reading, Writing and Maths
- % Secondary Schools with a current Ofsted rating of “good” or better.
- Number of affordable dwellings completed (annual)
- Kgs of residual household waste per household per annum
- Percentage of household waste reuse, recycling and composting
- Debtors collection
- Assets Programme
- ICT 2016
- Number of work experience opportunities for NEETs between 16 and 24 years

Analysis of Issues

None

List of Background Papers	
None	
Contact Andrew Moulton	Service Governance & Improvement
Telephone No 07747 777298	Email andrew.moulton@wokingham.gov.uk
Date 24 February 2016	Version No. 1

**Council Plan Performance
Monitoring
Q3 2015/16**



**WOKINGHAM
BOROUGH COUNCIL**

A great place to live, an even better place to do business

Community		Place	
Look after vulnerable people		Provide affordable homes	
Improve health, wellbeing and quality of life		Maintain and improve the waste collection, recycling and fuel efficiency	
Improve educational attainment and focus on every child achieving their potential		Ensure strong sustainable communities that are vibrant and supported by well-designed development	
		Tackle traffic congestion in specific areas of the Borough	
Performance		Business	
Offer excellent value for your Council Tax		Invest in regenerating towns and village, support social and economic prosperity, whilst encouraging business growth	
Deliver quality in all that we do, including the statutory services for which we are responsible			
Improve the customer experience when accessing Council Services			
Workforce			

Community



Look after vulnerable people

Key Indicators

Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
% referrals in 15/16 which are repeat referrals within 12 months of a previous referral to Children's Social Care	18 - 22%	21.3%	22.1%	Green	Worse	Judith Ramsden/ Charlotte Haitham Taylor	Our Early Help service is often offered following an initial assessment. If this work is not successful, the family will be re-referred to Social Care for further work, therefore impacting on our numbers. This indicator is closely scrutinised by senior managers.
% Children who are currently subject to a Child Protection Plan (CPP) who are subject to a CPP for a second or subsequent time within 24 months	3 – 7%	12.0%	14.0%	Red	Worse	Judith Ramsden/ Charlotte Haitham Taylor	This relates to 2 families (6 children) whereby their circumstances changed significantly. Due to the small number of children on CP plans this had a great impact on percentages.
% Care Proceedings completed in 15/16 within 26 weeks of application	100%	42%	100%	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	

Community



Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
% Looked After Children living within 20 miles of their home 53	70 – 75%	62.2%	67.5%	Amber	Better	Judith Ramsden/ Charlotte Haitham Taylor	This is an improving picture, and the number of children in care placed under 20 miles from home remains in line with that of other South East authorities. Wokingham has 67.5% of its children placed within 20 miles of home compared to a statistical neighbour average of 67.3%, the SE average of 70%, and the national average of 77.1%. An alternate indicator – LAC placed within 20 miles of the west of Berkshire – gives a broader picture of the proximity of children to their home. This demonstrates that 73% live no further than 2 miles from the west of Berkshire boarder, and this too was an improving picture (73% in Q3 compared to 69% in Q2).
% Looked After Children who achieved permanent care arrangements during previous 12 months	Over 30%	40.2%	47.7%	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	
Delayed transfers of care (delayed days) from hospital	4,080	4,265	947	Green	Better	Stuart Rowbotham/	The target is annual. Quarterly target is 1,020.

Community



(aged 18+) in the previous quarter						Julian McGhee-Sumner	
Proportion of people using social care who receive self-directed support and those receiving Direct Payments	70.0%	66.4%	70.5%	Green	Better	Stuart Rowbotham/ Julian McGhee-Sumner	

Community



Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Number of WBC Councillors and Social Care Staff who are known to be "Dementia Friendly"	Increase	35	45	Green	Better	Stuart Rowbotham/ Julian McGhee-Sumner	The first Dementia Friends Session for councillors was run and was successful. The next is currently being arranged. A new system for tracking Dementia Friends in ASC is being established and the e-learning module updated.
55 Cumulative % of the eligible population aged 40-70 who received an NHS health check	8%	4% (of 2224)	447 number to date	Amber	Better	Stuart Rowbotham/ Julian McGhee-Sumner	The absolute number of health checks completed to date is not accurate, as not all Q3 data has been received. We are aware of an increase in numbers completed, but there is usually a lag between completion of the quarter and information being received. All Wokingham CCG GPs have sent out invitations during Q3 and Q4 for 20% of the eligible population from their practices which will see an increase delivery of health checks. 1 Life our leisure provider is still hoping to resolve their insurance issues. Additionally, issues with VISION system in some practices are being resolved. We have trained and continue to train pharmacies to complete Health Checks to ensure availability when GP practices are not able to complete Health Checks within their practices.

Community



Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Smoking prevalence	9.5%	10.5%	9.8%	Green	Better	Stuart Rowbotham/ Julian McGhee-Sumner	Wokingham has the lowest smoking prevalence rates of all upper tier LA's in England, nearly half of the England average of 18%. However, the smoking prevalence rates amongst Routine and Manual workers remains high at 26.7% and comparable to England and South East rates at 28% and 26.4% respectively. We continue to focus efforts on these smokers.
HIV diagnosed prevalence per 1,000 people aged 15-59	1.00 (per 1000)	0.96 (per 1000)	1.07 (per 1000)	Amber	Worse	Stuart Rowbotham/ Julian McGhee-Sumner	
% of older people aged 65 and over discharged from hospital during 15-16 back to their own home or extra care housing for rehabilitation who are at home or in extra care housing 91 days after the date of their discharge from hospital	80%	77.9%				Stuart Rowbotham	With the advent of the new WISH Team, the health integration and new managers within the START service, Q3 data is not available. We aim to begin reporting in Q4.

Community



Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/ No change)	Strategic Director / Executive Member	Commentary
Percentage of housing stock which meets decent homes standard (Percentage of stock that meet the Decent Homes standard - with Gorse Ride South and Tape Lane Properties excluded)	100%	95%	94%	Green	Better	Stuart Rowbotham / John Kaiser	At the end of Q3 94% of the housing stock met the Decent Homes Standard. This is 8% higher than at the end of Q2 and equates to 165 homes in the Borough not yet meeting the standard.
% of formal Homelessness decisions (Part VII of the Housing Act 1996) in the quarter that are made within 45 working days and at the snapshot count at the end of each quarter % of initial emergency temporary accommodation placements for families made out of Borough (OBP).	70% within 45 days (higher is better)	N/A new indicator	86%	Green	Better	Stuart Rowbotham /John Kaiser	2% better than last quarter and within target
	</=60% (OBP) (lower is better)	N/A new indicator	35%	Green	Better	Stuart Rowbotham /John Kaiser	With the continued rise in homelessness there remains a pressure on temporary accommodation. Although the outcome is good for this reported quarter this is unlikely to continue and next quarter we may see a decline in performance due to pressure on temporary resources. We are doing all we can to use alternatives to B&B and plan for future need.

Community



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Fosters	Summer 2017	Green	No Change	Stuart Rowbotham/ Julian McGhee- Sumner	Construction is expected to start in early spring 2016.
Integration with Health (Better Care Fund)	TBC	Amber	No change	Stuart Rowbotham/ Julian McGhee Sumner	2 x Section 75 agreements signed with CCG governing pooled funding, progress on key elements of the programme including: successful pilot of Step Up/Step Down units at Alexandra Place, leading to expansion of service. Head of Service jointly appointed for the integrated short term team,. Connected Care IT project tender phase 2 rolled out tender underway to select provider for phase 3. Continued good Delayed Transfer of Care performance. Amber as designated by WISP programme board reflects some slippage earlier in other programme areas such as Domiciliary Care Plus, changes from original BCF in Berks West scheme- Home from Hospital
Berkshire West Joint Commissioning Function	March 2016			Stuart Rowbotham	

Community



Improve health, wellbeing and quality of life

Key Indicators

Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Number of cycle trips on the A329 corridor (LSTF project investment area)	11%	11%	N/A	N/A	N/A	Heather Thwaites/ John Kaiser	Annual Indicator

Community



Improve educational attainment and focus on every child achieving their potential

Key Indicators							
Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Reduce the education gap at KS2 level 4 between disadvantaged and other pupils for Reading, Writing and Maths		Summer 2014 Other 87% Disadvant 65% Gap 22%	Summer 2015 Other 88% Disadv 62% Gap 26%	Red	Worse	Judith Ramsden/ Charlotte Haitham Taylor	After success in 2014, performance gaps widened again in 2015 at Key Stage2, although more schools improved individually than worsened. Across the key stages: EYFS gaps continued to narrow; KS1 achieved a negative gap at the key level 2b; KS2 gaps widened for the majority (level 4) but not for higher attaining (L5) pupils; KS4 FSM pupils achieved higher than national. Following this inconsistent success, our focus in Key Stage 2 will be on a more discriminating curriculum pitch focused on next steps in more sharply differentiated ways.
Reduce the education gap at KS4 level 4 between disadvantaged and other pupils for 5 A*-C GCSE incl E&M		Summer 2014 Other 70.6% Disadvant 36.8% Gap 33.8%				Judith Ramsden/ Charlotte Haitham Taylor	No detailed information on Summer 2015 examinations will be available until February 2016, however we know that Wokingham FSM pupils attained higher than their national peers, as did

Community



							Wokingham's Looked after Children
% Primary Schools with a current Ofsted Rating of "good" or better.	88%	83%	85%	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	Improvements following school inspections have been positive. The rate of inspections which is beyond our control has slowed thus reducing the rate of improvement.

Community



Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
% Secondary Schools with a current Ofsted rating of "good" or better.	100%	89%	89%	Amber	No Change	Judith Ramsden/ Charlotte Haitham Taylor	There is one school which requires improvement. All others are good or outstanding. The RI school is a recently established free school which is reported to be on a positive improvement trajectory.
% Children who attend at Wokingham school who are at a school with an Ofsted rating of "good" or better.	90%	88%	89%	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	Improvements following school inspections have been positive. The rate of inspections which is beyond our control has slowed thus reducing the rate of improvement.
% Pupils achieving a good level of development at Early Years Foundation Stage in academic year 14-15.	Increase	Summer 2014 61%	Summer 2015 71%	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	A second year of strong improvement, resulting in part from a LA focus on writing in Early Years.
% Disadvantaged pupils achieving a good level of development at Early Years Foundation Stage in academic year 14-15	Increased attainment & reduced gap	Summer 2014 Other 62% Disadvant 35% Gap 27%	2015 Other 71% FSM 50% Gap 21%	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	A very positive narrowing of the performance gap in a context of overall improvement.

Community



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Secondary School in the South 63	September 2017	Green	No change	Heather Thwaites/ Charlotte Haitham Taylor	Temporary Provision being progressed for September 2016 opening and on programme. New build on site and on programme.

Community



Provide affordable homes

Key Indicators							
Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director/ Executive Member	Commentary
Number of affordable dwellings permitted (including where an offsite contribution received) (annual) Q4	125	415	TBC	Green	No Change	Heather Thwaites/ John Kaiser	<p>Target within the new Housing Strategy 2015 – 2018 is to complete 1000 new affordable homes in the next 3 years. Figure is for new permissions (i.e. outline and full).</p> <p>Figures for the number of affordable dwellings permitted will be confirmed over the next few weeks, once figures within the SHLAA are finalised and confirmed.</p>
Number of affordable dwellings completed (annual)	333 pa	108	14 in Q3. There have been 73 completions during 2015/2016 to date with a further 57 completions predicted in Q4.	Red	Worse (due to slippage on some developments)	Heather Thwaites/ John Kaiser	<p>Target within the new Housing Strategy 2015 – 2018 is to complete 1000 new affordable homes in the next 3 years.</p> <p>Slippage on some developments (particularly at Sandford Farm in Woodley) has led to a decline in the number of affordable housing completions during 2015/16.</p>

Community



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Phoenix Avenue (formerly Eustace Crescent)	Spring/Summer 2017	Green	No Change	Stuart Rowbotham / Julian McGhee-Sumner	On site enabling works started in November 2015. Construction will formally start in January 2016.

65

Place



Maintain and improve the waste collection, recycling and fuel efficiency

Key Indicators							
Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director /Executive Member	Commentary
Kgs of residual household waste per household per annum	665 = G 700 = R	665	175GE	Amber	Worse	Heather Thwaites / Angus Ross	Actual figure now included for 2014/15 which is a significant improvement on 2013/14 but we don't expect this to change too much in 2015/16.
Percentage of household waste reuse, recycling and composting	42% = G 40% = A 39% = R	41.46%	40%E	Amber	No Change	Heather Thwaites / Angus Ross	Actual figure for 2014/15 and improvement on 2013/14 and expect a small improvement in 2015/16.

Place



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Street Lighting Upgrade Project: Joint procurement with Slough and Reading BC's to replace approx. 7700 aging WBC street lighting columns and install approx. 13,500 low energy LED lanterns, approx. 5800 of which on existing columns. The project includes relevant WBC non-highway street lighting assets.	March 2018	Green	No Change	Heather Thwaites / John Kaiser	The procurement phase is all but completed with the contract award going to Volker Highways – confirmation that the contract has been signed is awaited from Slough BC (lead authority). We are now in the mobilisation/planning stage with some preliminary meetings having taken place. Those Town and Parish Councils that own street lighting have been updated and meetings have/are been arranged/taken place so they can take advantage of the contract, should they so wish.

Place



Ensure strong sustainable communities that are vibrant and are supported by well-designed development

Key Indicators

88

Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Five year housing supply	100%	108%	TBC	Green	TBC	Heather Thwaites / John Kaiser	Need to maintain at least a 5 year housing land supply, which currently includes a 20% buffer. Information is published in the Strategic Housing Land Availability Assessment (published twice a year). Next update due this month – numbers being finalised.
New Homes Survey which is monitored annually - % satisfied with their new home (annual)	80%	90%	N/A	N/A	N/A	Heather Thwaites / John Kaiser	The New Homes Survey is carried out on an annual basis
% of CIL and S106 which is allocated against schemes	90%	97%	96%	Green	No change	Heather Thwaites / John Kaiser	

Place



Tackle traffic congestion in specific areas of the Borough

Key Indicators

Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel	Strategic Director/ Executive Member	Commentary
<p>Journey times on key routes across the Borough (reported quarterly)</p> <p><i>Average time in minutes to travel one mile in the peak period across all chosen routes.</i></p>	<p>For the average time to travel a mile across all chosen routes to be equal or less than the base line established in the year 2011-2012 which was 2.96 minutes.</p>	N/A	N/A	N/A	N/A	Heather Thwaites / John Kaiser	<p>The Average time to travel a mile across all routes in the peak hour has increased very slightly from last year and is higher than the baseline (2011-12). Major highway works across the network have not contributed positively the congestion levels.</p> <p>The data is only available annually, is a year in arrears, and covers the period Sept to Aug. 14/15 data won't be available until the end of March 2016.</p>

69

Place



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Arborfield Cross Relief Road	2018/19	Green	No Change	Heather Thwaites / John Kaiser	Seeking planning permission 2016 (A comprehensive & detailed programme of all SDL, CIL & other WBC infrastructure is currently being prepared by H&T. Until this task is complete all dates are unconfirmed).
North Wokingham Distributor Road	2019/20	Green	No Change	Heather Thwaites / John Kaiser	Seeking planning permission 2016 (A comprehensive & detailed programme of all SDL, CIL & other WBC infrastructure is currently being prepared by H&T. Until this task is complete all dates are unconfirmed).
South Wokingham Distributor Road	2010/21	Green	No Change	Heather Thwaites / John Kaiser	Seeking planning permission on 2016/17 (A comprehensive & detailed programme of all SDL, CIL & other WBC infrastructure is currently being prepared by H&T. Until this task is complete all dates are unconfirmed).

Performance



Offer excellent value for your Council Tax

Key Indicators

Indicator	Target (plus target range for RAG)	14/15 Outturn	15/16 Qtr. 3 Forecast	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Revenue Budget Monitoring Forecast Position	+/- 1% of £128M Budget (£1.28M)	-0.02% (£30k)	+0.34% £438k	Green	No material change	Graham Ebers / Anthony Pollock	Forecast reflects November month end; Qtr.3 Forecast will be available mid January 2016
Capital Budget Monitoring Forecast Position	Break- even (Nil variance)	0.01% £9k	-(1.87)% £(2,006)k	Green	Better	Graham Ebers / Anthony Pollock	£(1)m Replacement Adult Day Centre, £(1)m Extra Care / Enhanced Sheltered Housing - after review schemes stopped in year and savings offered, both projects have been taken back to the design stage and profiling of a new budget is being requested via the capital bid process.
Council tax collection	98.85%	99.51%	Target to end Q3 is 87.85% and have collected 87.83% (-0.02%)	Green	No change – same as at end of Q2	Graham Ebers/ Anthony Pollock	Better position than Q3 in 2014/15 (-0.38%) and we will exceed target by the end of Q4

Performance



Indicator	Target (plus target range for RAG)	14/15 Outturn	15/16 Qtr. 3 Forecast	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Debtors collection	80.0%	N/A	68.18%	Amber	No previous reporting available	Graham Ebers	New processes in place and regular reporting to manage the collection of sundry debt
Business Rates collection	98.5%	99.77%	Target to end Q3 is 86.79% and have collected 85.02% (-1.77%)	Green	Better than end of Q2	Graham Ebers/ Anthony Pollock	A better position than Q3 in 2014/15 (-2.31%) and we exceeded Q4 target by 1.27% so still on target to exceed target.
Rents collection	98.5%	102.04%	76.02%	Green	Better than previous month	Graham Ebers	
Returns on external investment of cash	0.50%	0.46%	0.51%	Green	Better than previous month	Graham Ebers	

Performance



73

Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Assets Programme	31/01/2018	Amber	No change	Graham Ebers / Philip Mirfin	<p>Area Wide Reviews – consultation on Draft Area Review has commenced. Earley to follow.</p> <p>The principles contained within the Community Model Asset Transfer should be incorporated within the Asset Management Plan. The adoption of the CMAT has been significantly delayed and is now the subject of a T&F Group. It is hoped that the Model will now be considered by Executive in March and the AMP will then follow on.</p> <p>In addition to the delay in adopting the AMP, the delay in adopting the CMAT means that as we complete Area Reviews and identify property that we could transfer to Town and Parish Councils, we do not currently have an adopted Model on which we can base transfer terms.</p>

Performance



Deliver quality in all that we do, including the statutory services for which we are responsible

Key Indicators							
Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better /Worse/ No change)	Strategic Director / Executive Member	Commentary
% of successfully defended appeal decisions (dismissed)	65%	67%	68%	Green	Worse	Heather Thwaites / John Kaiser	Q1 = 65%, Q2 86%, Q3 68%
Proportion of planning breaches resolved by negotiation	50%	87%	60%	Green	No Change	Heather Thwaites / John Kaiser	Q1 = 84%, Q2 60%, Q3 60%
% of service users satisfied with environmental regulatory services (shared service) Annual monitoring	80%	85.2%	TBC	TBC	TBC	Heather Thwaites / Pauline Jorgenson	Q1 = 97%, Q2 88%, Q3 - Data will not be available until end of January. Shared Service - Data collected and compiled by West Berkshire. Based on questionnaire responses: Q1 – 110, Q2 – 95, Q3 – 23.

74

Performance



Improve the customer experience when accessing Council Services							
Key Indicators							
Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director/ Executive Member	Commentary
% first contact resolution - calls and emails	65%	56.8%	65%	Green	No change	Graham Ebers/ Pauline Jorgenson	
The % of calls answered	95%	92%	97%	Green	No Change	Graham Ebers/ Pauline Jorgenson	

Performance



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Customer Programme	2017	Green	No change	Graham Ebers / Pauline Jorgenson	
ICT 2016	12/12/2015	Amber	No change	Graham Ebers / Pauline Jorgenson	Two of the three work streams have completed successfully on time and the Northgate managed services contract has ended. One work stream, IT server datacentre is behind planned schedule but will be completed in approximately 6 months. Overall benefits and savings of £500,000 per annum are still on target.

76

Business



Invest in regenerating towns and village, support social and economic prosperity, whilst encouraging business growth

Key Indicators

Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Number of apprenticeships for NEETs between 16 and 24 years	20	22	9	Green	Better	Heather Thwaites/ Stuart Munro	Cumulative total at end of Q3 19.
Number of work experience opportunities for NEETs between 16 and 24 years	58	63	16	Amber	Worse	Heather Thwaites/ Stuart Munro	Although this indicator has slightly underperformed this quarter it is very close to target and we totally expect to exceed overall target in the next quarter. Cumulative total at end of Q3 55.
Number of apprenticeships posts secured through employment skills plans (ESP)	20	9	14	Green	Better	Heather Thwaites/ Stuart Munro	Cumulative total at end of Q3 26.
Number of work experience opportunities secured through employment skills plans (ESP)	40	19	38	Green	Better	Heather Thwaites/ Stuart Munro	Cumulative total at end of Q3 78.
Number of new businesses engaged with	60	40	21	Green	Better	Heather Thwaites/ Stuart Munro	This number includes engagement with developers and businesses at the Woodley Festival of Business. Cumulative total at end of Q3 51.

Business



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
78 Wokingham Regen: Peach Place	2018	Green	No Change	Andy Couldrick / Philip Mirfin	CPO process ongoing through written representations. A public engagement event was held 16/11/15 on public realm and a further engagement event has been organised for 27/01/16 to look at envelope materials and shop front guidance. Work remains on target to start on site in early 2017
Wokingham Regen: Elms Field	2019	Green	No Change	Andy Couldrick / Philip Mirfin	Planning application submitted 27/11/15 (application number 153125). Statutory consultation period extended by LPA until 31/01/16 and decision expected at March 2016 Planning Committee. Subject to securing planning consent, work proposed to start on site in 2017. Estimated completion date has been revised to reflect ongoing review of detailed programme.
Wokingham Regen: Carnival Pool	2017 Phase 1 2020 Phase 2	Green	No Change	Andy Couldrick / Philip Mirfin	Work to procure a build contractor for Phase 1 work (MSCP and Ground floor leisure use) is ongoing with intent to start on site in spring 2016. Alongside this works are being carried out on Wellington House car park to provide temporary public parking whilst new MSCP is constructed. Estimated completion date has been revised to reflect ongoing review of detailed programme.

Business



Workforce



Key Indicators							
Indicator	Target (plus target range for RAG)	14/15 Actual	15/16 Qtr. 3 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Turnover - Number of people leaving the service as a percentage of the service headcount	10-15%	13.05%	13.68%	Green	No change	Graham Ebers	
Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months	6.6	5.4	5.9	Green	No change	Graham Ebers	
Workforce Satisfaction - Percentage of the workforce that is either satisfied or very satisfied with working for WBC	80%	N/A	83.9%	Green	N/A	Graham Ebers	This is taken from our bi-annual employee satisfaction survey and relates to the question "I enjoy working here and would recommend it to friends & family, either agree or disagree"

Workforce



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Innovation	The initial 18 month programme will end in March 2016	Green	No Change	Judith Ramsden	A Signs of Safety course scheduled in January will ensure 100% of social care staff will have been trained as Practice Leads. Policies and procedures are currently being reviewed to bring them in line with the model. A training plan is being formalised in order to support the continued growth and development of practice post EIP
People Strategy	31 March 2020	Green	No change	Graham Ebers	Project Governance in process of being set up

This page is intentionally left blank

TITLE	Ofsted – Mapping Ofsted Findings to Key Performance Indicators
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 7 March 2016
WARD	None Specific
STRATEGIC DIRECTOR	Andrew Moulton, Head of Governance and Improvement Services

OUTCOME / BENEFITS TO THE COMMUNITY

Provision of robust performance and management information is essential to ensure that we understand our services well and that the support we provide is resulting in positive outcomes for residents of the Borough. At the same time, reporting on key performance indicators enables Members to exercise their Executive and Overview and Scrutiny roles effectively.

RECOMMENDATION

That the Committee considers and comments on the attached document which maps the findings of the recent Ofsted inspection against the range of key performance indicators reported to Members.

SUMMARY OF REPORT

In October/November 2015 Ofsted carried out an inspection of the Council's services for children in need of help and protection, children looked after and care leavers. The inspection also reviewed the effectiveness of the Local Safeguarding Children Board (LSCB). The Ofsted report was published on 5 January 2016.

The Ofsted report highlighted areas where services provided are producing positive impacts for vulnerable children and areas where improvement is needed to achieve the best possible outcomes. The report's findings were in line with the Council's own self-assessment of services which was informed by a range of performance and quality assurance insight.

At the Overview and Scrutiny Management Committee's meeting on 11 January 2016 Councillor Norman Jorgensen referred to the recently published Ofsted report and asked how the Ofsted findings mapped against the relevant Council performance indicators which were reported to Members, i.e. were the Ofsted findings consistent with the performance reporting submitted to Members.

It was confirmed that the Children's Services Overview and Scrutiny Committee would be considering the Ofsted report in detail at its meeting on 23 February 2016. That Committee was asked to consider Councillor Jorgensen's request in detail. Councillor Helliars-Symons was asked to report back to the Management Committee following the discussions at the Children's Services Overview and Scrutiny Committee.

Background

Following a request from the Management Committee a report was submitted to the Children's Services Overview and Scrutiny Committee on 23 February on the findings of the recent Ofsted inspection and their implications for improving performance management reporting.

An extract from the report is set out below. Annex A to the report (attached) maps the Ofsted findings against existing performance indicators and puts forward new or revised indicators to address the issues raised.

Report to the Children's Services Overview and Scrutiny Committee - Extract

The purpose of this report is to set out the wider context and conversational insight gained from working with Ofsted.

The report of the Ofsted Inspection of Local Authority Children's Services and Review of the LSCB was published in January 2016 and provided recommendations in line with our own very strong self-assessment of service provision and understanding of positive and negative performance, a key requirement of a good leadership and management model.

Our self-assessment was informed by a range of performance and quality assurance information provided at various levels in the organisation mapped in the document provided in **Annex A** against positive aspects and areas for improvement taken from the Ofsted Inspection report. Performance information is presented and considered throughout the Council, with reports to Executive, Lead Member, Corporate Parenting Board, Local Safeguarding Children's Board, Corporate Leadership team, Children's Services Leadership team as well as Children's Overview and Scrutiny. **Annex A** sets out which performance indicators go to which audience, along with the frequency. A variety of different indicators are used at different levels based on what the key priorities for performance are in each forum.

For corporate performance reporting, which informs the main performance reporting for Children's Overview and Scrutiny, KPIs have been established and agreed by Members based on the Council Plan and priorities. Other KPIs are reported to Children's Services Overview and Scrutiny Committee on a regular basis through a set of reports as set out in **Annex A**.

Quality assurance activity complements our KPIs to inform our understanding of quality and the formal routes for reporting on Quality Assurance include Children's Overview and Scrutiny. Our self-assessment process is part of this formal reporting on our performance.

What Ofsted helped us to see was that the system itself is not user friendly and the middle management team needed more support to embed the use of management information and analysis in order to understand how performance and quality assurance information can be used to identify deficits in performance and improve services and

outcomes for children and families.

A refreshed approach to performance management has been developed and is currently being piloted in Services, to be fully embedded from 1st April 2016.

We have established a list of proposed KPIs for 2016/17 with benchmarking information and rationale for target setting. This new proposed KPI set is a key output of the work to refresh the approach to performance management. Performance against indicators selected from this set will be reported at various levels in the organisation as appropriate to support challenge and scrutiny of service provision.

Attachments:

Annex A: Mapping of Ofsted Findings to KPIs Reported at Various Levels in the Authority.

Children’s Services Overview and Scrutiny Committee – Decision

Following consideration of the report and discussion with Judith Ramsden, Director of Children’s Services, the Children’s Services Overview and Scrutiny Committee resolved as follows:

RESOLVED: That the Committee supports the refreshed approach to performance management, informed by Ofsted inspections, and the proposed performance indicators for 2106/17 and requests that this report is sent in full to the Overview and Scrutiny Management Committee.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	NA		
Next Financial Year (Year 2)	NA		
Following Financial Year (Year 3)	NA		

Other financial information relevant to the Recommendation/Decision

NA

Cross-Council Implications

Improvements in performance management reporting for Children's Services may have positive impacts for other service areas.

List of Background Papers

Ofsted Inspection Report – 5 January 2016

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 25 February 2016	Version No. 1

Annex A: Mapping of Ofsted Findings to KPIs

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Leadership & Governance		
<u>Positive Statements</u>		
The leadership and governance arrangements in Wokingham are robust and effective and demonstrate many elements of good.	<p>KPI: All key performance indicators are a window into Leadership performance. These include</p> <ul style="list-style-type: none"> • Corporate reporting against core KPIs • Corporate Parenting Board self-assessment • Children’s Services self-assessment on 22/09/2015. • Independent Leadership review commissioned and reported Summer 2015 	Performance is also reported through Executive, Lead Member, Corporate Parenting Board, Local Safeguarding Children’s Board, Corporate Leadership team, Children’s Services Leadership team
The senior leadership team in Wokingham has a clear vision for service improvement and many of the essential components are in place to ensure further progress.		
Senior leaders have been instrumental in effectively pursuing opportunities to secure additional funding through government-funded innovations and collaborative working arrangements. Adopt Berkshire and Signs of Safety innovations project are two positive examples.	<p>KPI: Signs of Safety Innovations programme progress is reported quarterly in the Corporate KPIs to Management overview and Scrutiny and Executive committee.</p> <p>Signs of Safety Innovation programme updates are reported regularly to Children’s Overview and Scrutiny committee.</p>	Performance is also reported through Executive (corporate KI project updates), Lead Member, Corporate Parenting Board, Local Safeguarding Children’s Board, Corporate Leadership team, Children’s Services Leadership team
A robust workforce strategy has begun to reduce a previously heavy reliance on agency workers	<p>Reported to CS Overview & Scrutiny on 21/07/15:</p> <p>KPI: % Staff turnover</p> <p>KPI: % employed staff</p> <p>KPI: % agency staff</p> <p>KPI: % vacant roles</p>	<p>Quarterly reports on HR presented to:</p> <ul style="list-style-type: none"> • CSLT • Lead Member • LSCB

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Staff have good access to training and are committed and positive about working for Wokingham	KPI: Annual workforce satisfaction survey (discussed at Corporate Works Council in September 2015) Other KPIs: Innovation programme staff satisfaction reporting quarterly.	Innovation programme reporting quarterly to Lead Member, Corporate Parenting Board, Local Safeguarding Children's Board, Corporate Leadership team, Children's Services Leadership team
Areas for improvement		
First and second line management, which are vital, are not sufficiently rigorous in challenging, monitoring and driving social work practice to ensure that all services for children and young people are good.	KPI: Complaints report KPI: % Care proceedings completed within 26 weeks CPB and CS Self-Assessment reported to CS Overview & Scrutiny on 22/09/15 contained KPIs on: <ul style="list-style-type: none"> • Timeliness of Child Protection & Children in Care visits • Caseloads • Numbers per team New KPI proposed: Percentage of Social Workers Receiving Supervision at least once a month	Team reporting has been in place for the past year and identified good performance on Caseloads and Numbers of children per team and performance concern on the timeliness of Child Protection & Children in Care visits. Quality Improvement Plan reported at CSLT level and LSCB quality assures practice and identified quality improvement priorities
The quality of practice remains variable and is not consistently good. Inspectors found that weak management oversight and supervision were common features in too many cases. Ensuring robust case supervision, management oversight and decision making by first and second line managers is crucial to improving social work practice and improving outcomes for children and young people in Wokingham.	New KPI proposed: Time in days from Referral to CAMHS Services to initial appointment for children who are subject of a Child Protection Plan New KPI proposed: Children in Care: Time in days from Referral to CAMHS Services to initial appointment.	Performance is also reported through Corporate Parenting Board, Local Safeguarding Children's Board. Performance reporting against Emotional Health and Wellbeing strategy action plan is reported to Health and Wellbeing Board
Joint commissioning of children's services is under-developed, although some key areas have been agreed as strategic priorities between partners. Child and Adolescent Mental Health Services are not sufficient to support all the needs of children looked after and care leavers with direct support or intervention.		

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
In a small minority of cases, delays in holding strategy discussions and instigating child protection procedures resulted in children remaining in situations of unassessed risk.	Quality assurance identified this through audit and was in our self-assessment reported to CSO&S on 22/09/2015	A new local indicator has been designed to ensure that strategy discussions are timely, and risks to children of delays are minimised.
Assessments and planning processes for unborn babies and children under the age of three years are not sufficiently robust.		A plan is in place to address this with a new assessment being implemented alongside refreshed processes and training for practitioners. This will be accompanied by a KPI to closely monitor that actions are producing positive outcomes for young children and unborn babies. The Local Safeguarding Children's Board has been asked to lead an analysis of the pattern in assessments for unborn children and children under the age of three.
Multiple changes in social workers and managers has contributed to drift and delay in implementing plans to support some children and has affected children's ability to sustain positive relationships with adults.	<p>New KPI proposed: Number & % of Children in Need who have had more than 1 allocated Social Worker. (excluding change of social worker when the child is transferred from DT&A to area teams).</p> <p>New KPI proposed: Number & % of Children on a Child Protection Plan who have had more than 1 allocated Social Worker (excluding change of social worker when the child is transferred from DT&A to area teams).</p> <p>New KPI proposed: Number & % of Children in Care who have had more than 1 allocated Social Worker (excluding change of social worker when child is transferred from DT&A to area teams).</p>	A new indicator has been designed to monitor number of changes in social worker and the new performance management process will require specific actions to be put in place should there be performance issues.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Transition planning begins too late for disabled children.	New KPI proposed: All children who currently are in receipt of Children's Services who will require adult services have a transition plan in place by the age of 14	Is being addressed as part of the action plan following inspection with a project now in place to review transition processes and procedures with appropriate KPIs in place to monitor transition planning performance.
<u>Children who need Help and Protection</u>		
<u>Positive Statements</u>		
In the vast majority of cases, children and young people in need of help and protection receive an effective and prompt response from the duty, assessment and triage team.		
Thresholds for services are clear, understood and applied effectively in most cases.		
When referrals do not meet the threshold for children's social care, the early help hub, overseen by a social work manager, is ensuring that appropriate services are in place to support children and their families.		
The domestic abuse repeat incident management group provides an effective arena for additional multi-agency scrutiny and risk assessment.		

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Most children are seen and seen alone by social workers, and benefit from direct work using a range of tools to explore their experiences and perceptions.		
Children Looked After & Care Leavers		
Positive Statements		
When children need to be looked after by the local authority, decisions in the majority of cases are prompt and appropriate.	KPI: Percentage of Care Proceedings completed in 15/16 within 26 weeks of application – already reported to O&S and Executive.	Local quality assurance work through case audits is routinely used by service managers to ensure learning is embedded in practice.
The virtual school has made significant progress in improving support to children looked after, including improved personal education plans.		<p>Existing KPI: % Eligible LAC with a Recent PEP – currently reported to CSLT (monthly) and Corporate Parenting Board (quarterly)</p> <p>This monitors the existence of a PEP for each eligible child in care, while quality assurance audits the quality of PEPs.</p>

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
<p>Placement stability for children looked after is good. The local authority appropriately considers placement of children looked after within their wider family and has encouraged and enabled the use of special guardianship orders. Arrangements to enable children to live with their foster carers after their 18th birthday are established and working well.</p>	<p>Percentage of children who have had 3 or more placements in current year – Currently reported to SMT, CSLT and Corporate parenting board.</p>	<p>Placement stability is monitored through the existing KPI: % children who have had 3 or more placements in current year.</p> <p>This is reported monthly at Children’s Services Leadership Team.</p>
Areas for Improvement		
<p>There are, however, delays in considering plans for children’s permanence.</p>	<p>New KPIs Proposed: % Children in Care who achieved permanent care arrangements during the previous 12 months. % current LAC who are not in permanent care arrangements who have a plan for permanency</p>	<p>Adoption scorecard gives an understanding of timeliness of permanence and is reported to Corporate Parenting Board.</p>
<p>Life story work for children looked after is under-developed.</p>		<p>The Ofsted Action Plan details the action being taken to address this concern.</p>

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
<p>The quality and support to care leavers varies, with some not receiving the frequency of visiting they require or the level of help they need to develop independent living skills.</p>		<p>The CiC Council meets monthly, and issues raised will feed into the quarterly Corporate Parenting Board meetings.</p> <p>The Pledge Survey, for CiC and Care Leavers, is completed annually. The results of this are shared at Corporate Parenting Board.</p> <p>Weekly Management reports include information about the frequency of Care Leaver Visits and monitoring of the frequency of Pathway Plans and if we are 'in touch' with our Care Leaver cohort.</p>
<p>Adoption & Fostering</p>		
<p>Positive Statements</p>		
<p>Children for whom the plan is adoption receive a good service, with adoption plans pursued for all children who would benefit from it. Fostering to adopt is considered appropriately to avoid delay. Post-adoption support services are strong.</p>	<p>KPI: % Children in Care who achieved permanent care arrangements during the previous 12 months – already reported quarterly to CS O&S.</p>	<p>Adoption scorecard will be reported 2 times a year via CPB.</p>
<p>A good choice of accommodation is available to meet the needs of care leavers with the vast majority living in suitable accommodation.</p>		<p>The annual SSDA 903 return to the DfE formally captures the accommodation status of care leavers. This is reported to CSLT for sign off.</p>
<p>The local authority is in touch with all their care leavers.</p>		<p>Existing KPI: % Care Leavers who are Not in Education, Employment or Training. Reported quarterly to CSLT.</p>

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
Children looked after are able to have their voice heard and are well represented through the Children in Care council, with strong involvement with corporate parents.		<p>The CiC Council meets monthly, and issues raised will feed into the quarterly Corporate Parenting Board meetings.</p> <p>The Pledge Survey, for CiC and Care Leavers, is completed annually. The results of this are shared at Corporate Parenting Board.</p>
Areas for Improvement		
There are insufficient local foster carers, despite extensive efforts to recruit more. As a result, almost half of children looked after are placed more than 20 miles from home.	<p>KPI: % LAC living within 20 miles of their home already reported to Executive, O&S, SMT, CSLT and Corporate Parenting Board</p> <p>New KPI proposed: % LAC living within 20 miles of Berkshire West in a fostering placement</p> <p>New KPI proposed: % LAC Living within 20 miles of Berkshire West NOT in a fostering placement</p>	The Ofsted Action Plan details the actions being taken to address this concern.
CSE		
Positive Statements		
Good progress has been made to tackle child sexual exploitation, with a multi-agency operational forum ensuring that information is effectively shared and children at risk of child sexual exploitation are identified and robustly assessed. Extensive awareness-raising has taken place with children in both primary and secondary schools.		Children at Risk of Child Sexual Exploitation monitored monthly by CSE Panel. This is an in-depth look at each child, assessing their level of risk and action required, rather than a performance indicator.

Comments from Ofsted	Maps to which key Performance Indicators	Other Monitoring
<u>Areas for Improvement</u>		
When children return after going missing, return interviews are not completed promptly enough and information from interviews is not collated to identify pattern and trends.	<p>New KPI proposed: % return home interviews on time</p> <p>New KPI proposed: timely % of return home interview offers taken up by young people</p>	<p>Children Missing from Home/Care – Currently reported to SMT and CSLT</p> <p>Timeliness of Return Home Assessments Carried Out for Each Child - Currently reported to SMT and CSLT</p>

This page is intentionally left blank



WOKINGHAM BOROUGH COUNCIL

Overview and Scrutiny Management Committee and Overview and Scrutiny Committees

Annual Reports 2015-16

Produced: March 2016
Received by Council: 24 March 2016

Contents	Page No
Foreword by Councillor Tim Holton, Chairman of the Overview and Scrutiny Management Committee	3
Section 1 – Executive Summary	4
Section 2 – Introduction to Overview and Scrutiny	5
Section 3 – Report of the Overview and Scrutiny Management Committee	8
Section 4 – Report of the Children’s Services Overview and Scrutiny Committee	12
Section 5 - Report of the Community and Corporate Overview and Scrutiny Committee	17
Section 6 – Report of the Health Overview and Scrutiny Committee	21
Section 7 - Getting Involved in Overview and Scrutiny	25
Section 8 - Dates of Overview and Scrutiny Committee Meetings 2016-17	26



**Foreword by Tim Holton
Chairman of the Overview and Scrutiny
Management Committee**

Welcome to the Annual Report of Wokingham Borough Council's Overview and Scrutiny Committees for 2015-16. The report looks back on another busy year during which the Management Committee and the three Overview and Scrutiny Committees reviewed the delivery of key services and raised the profile of topics of local importance.

Effective scrutiny is essential to good governance and good governance leads to better outcomes for the residents of the Borough. So, Overview and Scrutiny Members have continued to hold the Executive and partner organisations to account, using their experience and local knowledge to review existing policies and influence the development of new policies. In so doing Members have been keenly aware of their role as a "critical friend" and have sought to act in a supportive and bipartisan manner.

A wide range of issues were considered during the year, from road repairs and flooding to community safety, integration of health and social care and the safeguarding of vulnerable children. The Committees received presentations from several partner organisations and questions and submissions from local residents and community groups. Executive Members and Directors also attended to answer questions about the performance of key services. I believe that the discussions were robust and challenging but were also constructive and fair.

In addition to the work of the Overview and Scrutiny Committees specific issues were addressed by time-limited Task and Finish Groups. The issues considered included closer working between the NHS and Local Authorities, commuter parking at railway stations and the development of shared services. Task and Finish Groups allow Members to carry out a "deep dive" into topics of particular interest and to engage more closely with local communities. They are an effective way to review service delivery in detail and to influence policy development.

Finally, I would like to record my thanks to the Members, Officers, partner organisations and residents who took part in the Overview and Scrutiny process during the year. The financial and demographic challenges facing the Council will continue to grow year on year. Consequently, it is important that the Council continues to make effective decisions which deliver high quality, value for money services. Overview and Scrutiny will continue to deliver the "high support, high challenge" role which underpins the achievement of this goal.

**Tim Holton,
March 2016**

SECTION 1 – EXECUTIVE SUMMARY

Overview and Scrutiny is a key element in the system of checks and balances which ensure that Wokingham Borough Council and its partners make and implement effective decisions for the benefit of the residents of the Borough. The Council's Executive is empowered to take decisions within the financial and policy framework set by the full Council. Non-Executive Members of the Council are appointed to the Council's Overview and Scrutiny Committees to review those decisions and the way they impact on the performance of key services.

The Council's Overview and Scrutiny function is delivered by the Overview and Scrutiny Management Committee and three Committees focussing on Children's Services, Community and Corporate Services and Health issues. Overview and Scrutiny Committees make recommendations for improvement to the Council's leadership and to partner organisations.

The report sets out the range of issues and submissions considered by the Overview and Scrutiny Committees in 2015-16, including:

- Regular review of performance indicators which highlight how services are performing.
- Review of the findings of the Ofsted inspection of Children's Services.
- The Council's response to flooding and measures to improve flood prevention.
- Performance of health services, including hospitals, GPs and the ambulance service.
- Submissions from Executive Members and Directors on key service developments.

In addition to the work of the Committees, specific issues were tackled by time-limited Task and Finish Groups. The following Task and Finish Groups met during the year:

- Commuter Parking – examining issues surrounding commuter parking at the railway stations inside the Borough, and at Crowthorne station.
- Better Care Fund – examining new arrangements to deliver closer working between the NHS and Councils, including self-care, prevention and access to GP services.
- Shared Services – examining the current operation of Shared Services, the lessons learned to date and the opportunities for further development.

Effective Overview and Scrutiny utilises information and ideas from a wide range of sources including residents, service users and community groups. During 2016-17 Members involved in Overview and Scrutiny will continue to hold leaders to account, providing "critical friend" challenge to the Council's Executive and other public service providers. In so doing they will seek to reflect the aspirations and concerns of local residents and communities.

The report outlines the range of Overview and Scrutiny issues to be considered in 2016-17 and explains how residents and community groups can get involved in the process.

SECTION 2 – INTRODUCTION TO OVERVIEW AND SCRUTINY

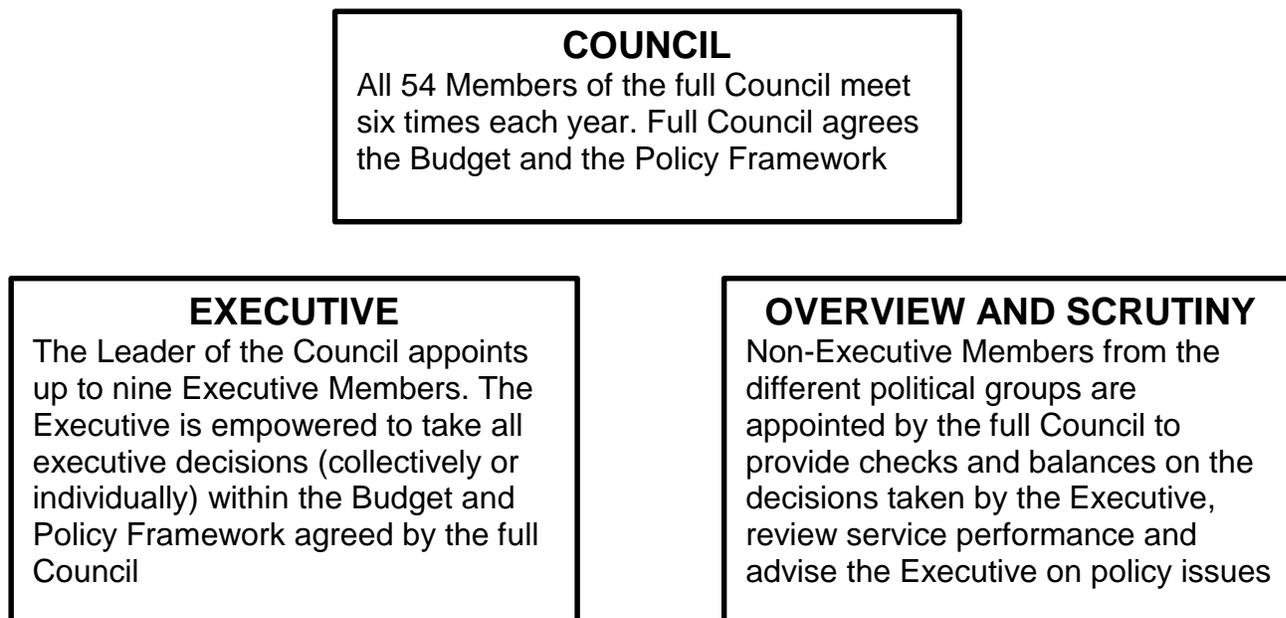
Context

Wokingham Borough Council is a large, complex organisation with an annual budget in excess of £100m. The Council's Vision is to make the Borough "a great place to live, an even better place to do business". The Council makes major strategic decisions which affect the long-term future of the area and its communities. It also makes decisions on a daily basis which affect the lives of some of the Borough's most vulnerable residents. In order to ensure that the Council spends public money wisely and makes well informed decisions about key services it is essential that an effective system of checks and balances is in place.

Overview and Scrutiny is a key element in that system of checks and balances. In her report on Rotherham Council Louise Casey stated: "Scrutiny in its widest sense is an essential component of Cabinet (Executive) government. It is important that Councillors test proposals by reference to their broad experience and their knowledge of the Borough and their own constituents".

The Council's Executive is empowered to take decisions within the financial and policy framework set by the full Council. Non-Executive Members of the Council (representing each of the political groups) are appointed to the Council's Overview and Scrutiny Committees to review those decisions and the performance of key services. The relationship between Council, Executive and Overview and Scrutiny is illustrated in the diagram below.

Diagram: Council, Executive and Overview and Scrutiny



Origins

Following legislative changes to the old Committee system in 2000, the (then) Wokingham District Council adopted the Leader and Cabinet (Executive) model whereby the Council Leader and up to nine Executive Members take key decisions either collectively or individually. In order to provide checks and balances for these powers Councils were given Overview and Scrutiny functions to be exercised by non-Executive Members. Subsequent legislation provided further powers relating to the scrutiny of health services and local arrangements for tackling crime and disorder.

The role of Overview and Scrutiny can be summarised as:

- Being a “critical friend” - holding the Executive to account by scrutinising decisions and “calling in” any decisions causing concern.
- Policy development and review – participating in the development of new policies and reviewing the effectiveness of existing policies.
- Performance monitoring – driving improvement in services by reviewing key indicators which underpin delivery of the Council’s Vision, Priorities and plans.
- External scrutiny of public services such as health, crime reduction and community safety and flood risk management.
- Engaging with residents and community groups to ensure that their concerns are heard and are reflected in the Overview and Scrutiny work programme.

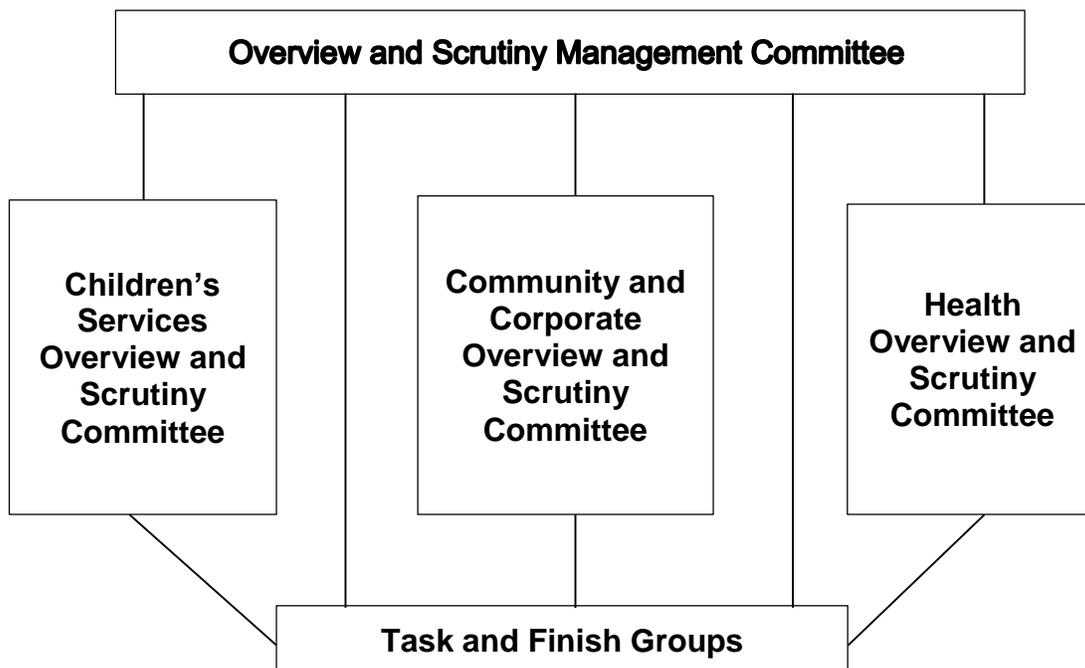
Structure

In order to deliver the Overview and Scrutiny function the Council has established the following Committees:

- Overview and Scrutiny Management Committee – responsible for overseeing the Overview and Scrutiny function and developing an annual work programme for each of the Committees.
- Children’s Services Overview and Scrutiny Committee – responsible for scrutiny of services relating to schools, safeguarding and child protection, looked after children and children with special educational needs and disabilities.
- Community and Corporate Overview and Scrutiny Committee - responsible for scrutiny of Council services, crime reduction and community safety and flood risk management.
- Health Overview and Scrutiny Committee – responsible for scrutiny of local NHS bodies, public health arrangements and the work of the Local Healthwatch service.

The Council's Overview and Scrutiny structure is illustrated in the diagram below.

Diagram: Overview and Scrutiny Structure



Each of the Overview Scrutiny Committees is made up of non-Executive Members of the Council. The membership of each Committee is set out later in the report. In addressing specific issues the Committees may decide to appoint time limited Task and Finish Groups. Meetings are held in public and residents and community groups are encouraged to attend. The Overview and Scrutiny Committees are supported by Officers from the Council's Democratic Services team.

Overview and Scrutiny aims to provide an open and inclusive forum where a range of contributors can be heard – Members, Officers, partners and members of the public. Effective Overview and Scrutiny results in greater openness and accountability and a more robust decision making process. This is increasingly important as the demographic, financial and service challenges facing the Council continue to grow.

Exclusions

Overview and Scrutiny is not about the investigation of minor matters or individual complaints. The Council has a separate corporate Complaints procedure which is used to investigate individual complaints about services. Similarly, Overview and Scrutiny does not look at quasi-judicial matters such planning or licensing issues. Finally, Overview and Scrutiny is not used for raising issues of a party political nature. These matters can be addressed through debate at the meetings of the full Council. Members of the Overview and Scrutiny Committees rely on evidence rather than opinion and seek to work together to confirm that the actions of the Council and its partners are in the best interests of the residents of the Borough.

SECTION 3

REPORT OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE



**Councillor Tim Holton, Chairman
Overview and Scrutiny Management Committee**

The report highlights the issues considered by the Overview and Scrutiny Management Committee in 2015-16. The role of the Management Committee is twofold. The first role is to oversee the operation of the corporate Overview and Scrutiny process, ensuring that it is fit for purpose. This involves reviewing the work programmes of the three Overview and Scrutiny Committees to ensure that key policies and services are scrutinised without duplication or inconsistency. It also involves developing an ongoing programme of training and development to ensure that Members and Officers are well equipped to carry out their duties effectively and in line with best practice. The Committee's second role is to investigate issues formally referred to it and to scrutinise matters which fall outside the remit of the three Overview and Scrutiny Committees, either itself or through dedicated Task and Finish Groups.

During the year the Management Committee considered a number of issues which impact on the residents of the Borough. These included the development of a new grass cutting contract, delivery options for the Council's Highways and Transport service and the effectiveness of the Council's public Budget Consultation process. The Committee also agreed to set up a Task and Finish Group to look at the development of Shared Services to date and to explore opportunities for Shared Services in the future.

The Committee also invited Executive Members and Directors to give evidence about the performance of key services and upcoming challenges. This helped to strengthen the working relationship between Overview and Scrutiny and the Executive and gave early warning of emerging topics of importance. The Committee also considered ideas to improve engagement with and input from residents and community groups.

I would like to thank the Members of the Overview and Scrutiny Management Committee for their hard work and support during the year. They have put party political considerations to one side, focussing on the evidence in front of them and the achievement of positive outcomes for the residents of the Borough.

Tim Holton

Remit of the Overview and Scrutiny Management Committee

The Overview and Scrutiny Management Committee oversees the Council's Scrutiny function and is responsible for developing and co-ordinating the work programmes of the three Overview and Scrutiny Committees. The Committee also organises a training programme to ensure that non-Executive Members involved in Scrutiny have the requisite skills and knowledge to carry out their roles.

Membership

Councillor Tim Holton (Chairman).

Councillors Prue Bray, Michael Firmager (Vice-Chairman), Kate Haines, Pauline Helliars-Symons, John Jarvis, Norman Jorgensen, Dianne King, Ken Miall, Malcolm Richards and Shahid Younis.

Substitute Members: Councillors Laura Blumenthal, Lindsay Ferris, Abdul Loyes and Rachelle Shepherd-DuBey.

Officer contact: Neil Carr neil.carr@wokingham.gov.uk

Work Programme 2015-16

Consideration of 'Call-Ins'

The Overview and Scrutiny Management Committee has the power to review decisions made by the Executive and decisions made by individual Executive Members. Under the Council's Constitution five Members who are not members of the Executive can request that decisions made, but not yet implemented, be reviewed. No "Call-Ins" were received in 2015/16.

Performance Management

Throughout the year the Committee received a quarterly performance management report setting out details of the Council's performance against a number of financial, staffing and operational/project indicators. The reports included a commentary section with information on indicators falling below target and the proposed actions to bring performance back on track. Members asked questions on the key indicators and asked for further information about target setting and the involvement of Executive Members in the process. The Committee questioned the timeliness of the performance management reports and suggested that Officers consider ways to improve both presentation and timetabling.

In addition to the performance management reports, Executive Members were invited to attend to provide an update on their service areas and to answer questions from the Committee. In discussions with the Executive Members the Committee highlighted a number of issues including the need for:

- More detailed information on the delivery of Capital projects to specification as well as to budget.

- Information on feedback provided by residents during the 2015 Budget Consultation events and how the feedback was used to inform the 2016-17 Budget process.
- Updates on progress in developing the Vision for the Borough's country parks.
- Information on measures used to monitor traffic congestion at peak periods.

Open Green Spaces

The Committee received a presentation on the management of the Borough's open spaces following the creation of the Cleaner and Greener team in March 2015. The presentation also covered the preparations for the re-let of the current grass cutting contract with the new contract due to start in April 2016. Members asked about the format of the new grass cutting contract and sought assurances about procurement, contract management, contract penalties and break clauses. Members recognised the improvements in the management of public open space and requested a further update report when the new grass cutting contract was established.

Highways and Transport Review

The Committee received reports on the review of delivery options for the Council's Highways and Transport service. The options under consideration included extending modified contracts with the existing contractors (WSP and Balfour Beatty) and re-letting the contracts with a more outcome focussed specification. Members asked about the current state of the market and any ongoing performance issues with the current contractors. Members supported the direction of travel of the review and requested a further update when the preferred delivery option had been established.

Council Tax Single Person Discount Reviews

The Committee received update reports on the latest review of Council Tax Single Person Discounts (SPD). Reviews to date had identified additional Council Tax income totalling £820k with the 2016-17 review expected to generate a further £100k. Members welcomed progress in reducing fraudulent claims and asked Officers to investigate the potential for requiring SPD claimants to sign an annual declaration form in support of their claim.

Consideration of the Executive Forward Programme

At each meeting the current Executive Forward Programme is considered. If necessary, the Committee can ask for further information or request the attendance of witnesses in order to seek further information on a particular forthcoming Executive decision.

Consideration of the Work Programme

At each meeting the work programmes of the Management Committee and the Overview and Scrutiny Committees are examined and requests for additions to the work programme are considered. In addition, the Chairmen of the Overview and Scrutiny Committees have an opportunity to provide feedback on the operation of their Committees.

Update Reports from the Scrutiny Committees

At each meeting the Chairman of the relevant Overview and Scrutiny Committee is asked to present a short report. The purpose of this item is to share information on the key topics under consideration, reduce the potential for duplication and enable the Management Committee to carry out its oversight role.

Task and Finish Group

Following a request from Councillor Prue Bray the Committee established a Task and Finish Group to examine the Council's approach to the delivery of Shared Services. The Task and Finish Group comprised Councillor Shahid Younis (Chairman) and Councillors Prue Bray, David Chopping, John Halsall and Barrie Patman.

The remit of the Task and Finish Group was to review the Shared Services established by the Council to date, establish areas of good practice and consider the potential for the further development of Shared Services. The Task and Finish Group held its first meeting in March 2016 and will submit its report later in the year.

Training and Development

Members of the Overview and Scrutiny Committees recognise the importance of ongoing training and development to ensure that skills and knowledge are constantly upgraded. During 2015-16 Members attended a training session which examined key elements of effective Overview and Scrutiny, including the scoping of reviews, questioning techniques, interpreting evidence and following up on recommendations. Further sessions will be held in 2016-17 to ensure that Members are aware of changes in legislation and best practice in Overview and Scrutiny. Training and support will also be provided for Members newly appointed to Overview and Scrutiny roles.

Work Programme 2016-17

The Committee will continue to carry out its challenge and support functions through consideration of key performance indicators and the Executive's Forward Programme. Executive Members and Service Directors will also be invited to attend and discuss specific issues relating to their portfolios.

The Committee will also consider the outcome of specific projects considered in 2015-16 such as the review of Highways and Transport and the operation of the new grass cutting contract. Members will also review the updated Council Plan and the findings of the Corporate Peer Challenge undertaken by the Local Government Association in February 2016. Finally, the Task and Finish Group looking at Shared Services will submit its report to the Committee during the year.

SECTION 4

REPORT OF THE CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



**Pauline Helliard-Symons, Chairman
Children's Services Overview and Scrutiny Committee**

The Committee's work is split almost equally between children's social work and educational attainment. As well as monitoring all the recommendations put in place by earlier Committees and Task and Finish Groups, the new work that has come its way is outlined below. This is as well as the normal performance monitoring that we do each meeting – sometimes challenging the targets that Officers have set - and which keeps the Committee in touch with how both the Service's social care, and schools that have had Ofsted inspections, are doing.

We also monitor what the Service is doing to help schools requiring improvement to improve. This is now more complex, with the advent of the new academies and free schools, as we have little control over what they do, yet the department is still accountable for their standards.

Our earlier work on the role of Governors (the work we did at a Task and Finish Group) has been paying off, however (as well, of course, as the work and Governor training being done by the Department), since Ofsted now makes a specific comment on how well Governors are challenging their Head teachers about the performance of the schools, and there are far more positive comments than there used to be.

The department's OFSTED inspection was considered, and the action plan that was outlined as a result was related to the Council's own performance targets. The new social workers' recruitment and retention package has proved a success with some new staff being recruited from Australia (whose qualifications are similar to ours) and will soon start to save money over the cost of using agency staff; there is also already a better rate of retention, as the Service seeks to develop a better career path for our social workers.

Some of the most important work we have looked at this year has been the new 'MASH' work – a partnership between the Council, Police and NHS, as well as other partners, to identify and hopefully prevent the abuse of children, including sexual abuse; this has been of particular interest to all Councillors; it has now appointed its first Chief Executive, who is based in WBC's offices. This is perhaps an example of the much closer trust and partnership

working generally that has developed in recent years, between schools, social care workers, the Police and the Health Service.

All members of the committee and their substitutes are expected each year to attend training at the start of the first meeting, as this is an area where so much changes so quickly, and we are keen to keep up to date with new legislation and developments.

I would like to thank all members of the Committee, and the substitutes who have frequently been asked to attend, for their commitment to and interest in the work that we do, and for all the positive and useful contributions that they have all made.

Pauline Helliard-Symons

Remit of the Children’s Services Overview and Scrutiny Committee

The Children’s Services Overview and Scrutiny Committee is responsible for scrutiny and assisting with policy development in relation to services for children and young people. This includes schools, early years settings and children’s centres, safeguarding and child protection, looked after children and services for children with special educational needs and disabilities. The Committee also considers the parts of the Health and Wellbeing Strategy that relate to children and young people.

Membership

Councillor Pauline Helliard-Symons (Chairman).
Councillors Laura Blumenthal, Chris Bowring, Lindsay Ferris, Ken Miall, Bill Soane, Alison Swaddle, and Shahid Younis (Vice-Chairman).

Substitute Members: Councillors Prue Bray, Tom McCann, Malcolm Richards and Bob Wyatt.

Representatives of the Church of England Diocese and the Roman Catholic Diocese, together with a Parent Governor are also able to attend meetings of the Committee when Education issues are being considered.

Officer contact: Luciane Bowker luciane.bowker@wokingham.gov.uk

Work Programme 2015-16

Performance Management

At each meeting the Committee reviewed the performance of the service in relation to key Performance Indicators. These indicators demonstrate the contribution made by Children’s Services to achieving key Council priorities relating to looking after vulnerable people, improving educational attainment and focussing on every child achieving their potential. Members asked detailed questions on the performance indicators and requested further information to support the direction of travel set out in the report. At its meeting in February 2016 the Committee mapped the service’s direction of travel evidenced by the regular performance management reports against the direction of travel evidenced by the Ofsted inspection of the service carried out in October/November 2015.

School Performance Data

The Committee also received regular School Performance data reports, with an annual report on the overall results for Wokingham schools across the whole age range of assessments, tests and examinations from Early Years to Key Stage 5 (A levels). Summaries of recently published School OFSTED reports were also considered. Members noted the revised inspection approach adopted by Ofsted and the ongoing examples of high performance in light of the difficult funding settlement for local schools.

OFSTED Inspection

At its meeting in February 2016 the Committee considered the findings of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers. The Ofsted report also reviewed the effectiveness of the Local Safeguarding Children Board. The Ofsted inspection had taken place during October/November 2015. Members considered the overall inspection finding that Children's services required improvement to be good. At the same time Members noted Ofsted's recognition of the significant progress being made across the service underpinned by a strong leadership team. Examples of good practice included a clear Vision for service improvement, a number of well-coordinated services, good adoption services and evidence of a more stable workforce. The Committee considered the performance evidence in the Ofsted report and compared it to the performance management information provided to Members.

In relation to the inspection of the Local Safeguarding Children Board, the Committee considered the overall finding that the Board required improvement to be good. Members welcomed the progress made by the Board in areas such as partnership working, multi-agency audits and involving young people in its work. The Committee also welcomed the positive impact made by the new Chairman of the Safeguarding Board.

Multi Agency Safeguarding Hub (MASH)

The Committee received update reports on the establishment of a Multi Agency Safeguarding Hub (MASH) which was due to go live in March/April 2016. The aim of the MASH was to improve information sharing arrangement amongst the key agencies involved in safeguarding, including the Council, Thames Valley Police and local health services, Public Health and probation. An effective MASH would result in earlier identification of potential risks to children and vulnerable adults. A single point of contact and a streamlined decision making process would also result in a consistent approach to risk management. Members welcomed the development of the MASH as part of the broader assurance on risk management and information sharing to identify and support vulnerable children.

Effective Governing Bodies Review

The Committee considered an update report on progress following the recommendations of the Overview and Scrutiny Effectiveness of Governing Bodies Task and Finish Group. Members noted that significant progress had been made which was evidenced by feedback from Ofsted inspections. Ofsted had commented that Governors were more capable and able to provide robust challenge to Headteachers about school performance. Members supported the proposal to develop an advertising campaign to attract potential new governors.

Annual Report of the Corporate Parenting Board

The Committee considered the annual Review of the Corporate Parenting Board which gave details of progress towards the Council's commitment to being an outstanding corporate parent. Members considered the work undertaken over the previous year to ensure year-on-year-progress in outcomes for children in care and care leavers. Members welcomed improvements such as more robust and timely initial health assessments.

Staff Recruitment and Retention

The Committee considered a report on the refreshed workforce development strategy, specifically the measures introduced to improve the recruitment and retention of Children's social workers. These measures include a decision to attract social workers from overseas with a focus on Western Australia which had a similar system in terms of the legal framework and qualifications model. Members requested information about the cost effectiveness of this element of the strategy and were informed that a significant amount of interest had been generated resulting in the recruitment of five senior social workers from Australia. Members welcomed the overall progress of the strategy which had made the workforce more stable and reduced the previous reliance on agency staff.

Training

It is important that Members involved in scrutinising the work of Children's Services are fully aware of how quickly the landscape changes. Consequently, training sessions take place each year to keep all members of the Committee up to date on the many developments that take place, both relating to schools and to child protection and wellbeing.

Task and Finish Group

During the year the Committee considered reports on the emerging Primary School Planning Strategy. Development of the strategy had identified three "hot spot" areas of the Borough, Earley, Shinfield and Woodley, where there was an existing or potential shortfall in the number of reception places. In order to oversee the development and implementation of the updated strategy a Member Task and Finish Group was established under the Chairmanship of the Deputy Executive Member for Children's Services. Councillor Ken Miall was appointed to the Group as the representative of the Children's Services Overview and Scrutiny Committee. The Primary School Planning Strategy for 2016-18 was subsequently submitted to the Executive in January 2016 with proposals to deliver new primary school places to meet demand generated by a changing pattern in house occupation.

Work Programme 2016-17

The Committee will continue to monitor key Performance Indicators to track the overall improvement of Children's Services and will continue to monitor school improvement, particularly in relation to 'narrowing the gap' between high and low achievers and the delivery of effective safeguarding services for children. The Committee's work programme for 2016-17 will include regular monitoring of the following:

- annual report of the Wokingham Safeguarding Children Board;
- update on the Early Years Help and Innovations programme;
- update on the implementation of the MASH;
- annual report of the Corporate Parenting Board;
- implementation of the Special Needs and Disabilities Strategy;
- update on the recruitment and retention strategy.

SECTION 5

REPORT OF THE COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE



**Norman Jorgensen, Chairman
Community and Corporate Overview and Scrutiny
Committee**

2015-16 was the first year of operation for the Committee following the merger of the former Corporate Services and Community Partnerships Overview and Scrutiny Committees.

During the year the Committee looked at a number of issues which are important to the residents of the Borough and to the delivery of high quality services by the Council and key partners. These included parking, flood risk management, road repair notifications, community safety, houses in multiple occupation and representation by the Council on outside bodies.

The Commuter Parking Task and Finish Group carried out an extensive piece of work investigating a topic of local importance which involved the consideration of evidence from the rail operators, residents, community groups and local MPs. The recommendations from the Task and Finish Group were submitted to the Executive for consideration and adoption.

We already have a number of important topics on the agenda for coming meetings as you can see from this report and more will be added during the next two months as proposals are evaluated and prioritised.

I thank the Members of the Committee, Officers and those others who took part in our meetings for their valuable contributions during the year.

Norman Jorgensen

Remit of the Community and Corporate Overview and Scrutiny Committee

The Community and Corporate Overview and Scrutiny Committee is responsible for the Council's scrutiny responsibilities under the Police and Justice Act 2006 which involves oversight of the operation of the Borough's Community Safety Partnership. The Committee is also responsible for scrutiny of flood risk management, partnership working and internal Council operations.

The Committee held its first meeting in October 2015 following the merger of the former Community Partnerships Overview and Scrutiny Committee and the former Corporate Services Overview and Scrutiny, both of which held their final meetings in June 2015.

Membership

Councillor Norman Jorgensen (Chairman).

Councillors Chris Bowring, Michael Firmager (Vice-Chairman), Ken Miall, Rachelle Shepherd-Dubey, David Sleight, Bill Soane and Shahid Younis.

Substitute Members: Councillors Mark Ashwell, Lindsay Ferris, Tom McCann and Alison Swaddle.

Officer contact: Colm O Caomhanaigh: colm.ocaomhanaigh@wokingham.gov.uk

Work Programme 2015-16

Flooding

The Committee exercises the Council's flood risk management responsibilities under the Localism Act 2011. It received an update report on flooding in 2015 at its meeting in January 2016. The report outlined progress in fulfilling the Council's statutory obligations as Lead Local Flood Authority. It was expected that progress leading into 2016 would be sustained further following the appointment of three Officers to deal with flooding issues. The appointments included a Flood Risk Manager and Officers working to mitigate the flooding risks in new housing developments. Following a period of consultation, the Council's Local Flood Risk Management Strategy was published on the Council's website in March 2015.

The Committee was informed that the 2013/2014 winter floods had been analysed by means of parish-based flood investigations for the affected areas. The resulting reports were made available via the Council's website in early 2016. The Council had allocated Capital resources of £4 million, to be spent over three years, for improvements to the strategic road network and other roads that flooded previously during major weather events. The Council was in the process of investigating potential schemes to alleviate flooding which impacted on the Borough's roads. The Committee welcomed the progress being made and asked for the next flooding update report to be submitted in June 2017.

Road Repairs

The Committee discussed the existing procedures relating to road repairs and communication between Officers and Members on this matter. The discussion covered both planned and reactive repairs and dealt with new procedures for inspections of roads and dealing with works arising from them. Members stated that a single point of contact on road repair issues would improve the flow of information enabling them to communicate progress to residents more effectively.

The Committee welcomed proposals to introduce a new single email address for Member enquiries on road repairs and maintenance. The Committee requested that proposals be brought to its March 2016 meeting on keeping Members informed of the road repair work programme. The Committee agreed to review how the new procedures were working at its June 2016 meeting.

Houses in Multiple Occupation

The Committee received a report on the legal issues relating to Houses in Multiple Occupation with particular reference to flats and apartments. It heard from residents on the problems that arise when a large number of houses in an area are converted to apartments. It emerged from the discussion that parking was the biggest problem. The Committee requested further updates on this issue including a specific briefing on how licensing and the Borough Design Guide might be used to help deal with these problems.

Wokingham Town Centre Regeneration Scheme

The Committee received updates on the scheme proposals to regenerate Wokingham town centre. Officers and the Deputy Executive Member for Regeneration and Communities provided updates and answered questions on issues such as the overall financial situation, development plans and monitoring procedures. The Committee noted that the regeneration scheme model was based on a nil cost to the taxpayer with the Council aiming for a 5% return as a contingency. The Committee requested further updates as the scheme progressed.

Review of Outside Bodies

The former Community Partnerships Overview and Scrutiny Committee decided to review the list of “outside bodies” with Council representation. The review aimed to determine the reasons why the Council was represented and the desirability of maintaining that presence. A second strand of enquiry emerged to look at the accountability and reporting structure of the voluntary/community organisations working in partnership with the Council.

The Community and Corporate Overview and Scrutiny Committee took on this piece of work and requested a report to its March 2016 meeting. The report included details of the Outside Bodies including their aims, the Council representative, reasons for Council involvement and any Council funding provided.

Task and Finish Group

The Committee received and agreed the report of the Commuter Parking Task and Finish Group which was established at the suggestion of Councillor Lindsay Ferris and operated under the Chairmanship of Councillor David Sleight. The Task and Finish Group examined the problems relating to commuter parking near the six railway stations in the Borough and at Crowthorne Station which lies just outside the Borough boundary in Bracknell Forest.

The report examined the challenges arising out of the growing demand for rail services combined with the relatively static car parking provision at local stations. It recommended a three-pronged approach to tackle the detrimental effects of commuter parking:

- alternative provision of access to stations by cycle, bus or parking provision;
- effective enforcement of restrictions by the introduction of Civil Parking Enforcement;
- a consistent approach to the application of parking restrictions.

The report recommended that some form of metered parking on public roads near railway stations should be considered. The Task and Finish Group's recommendations were submitted to the Executive Member for Planning and Highways and the Director of Environment for their responses before the report was submitted to the Executive.

Work Programme 2016-17

Apart from receiving further updates mentioned above on Road Repairs, the Wokingham Town Centre Regeneration Scheme and Houses in Multiple Occupation, the Committee will examine the implications of the Government's Right-to-Buy Scheme, the impact of new legislation on procurement policy and progress on the proposed community café at Shutters. It will also complete a review into the Council's representation on outside bodies, including an assessment of the value for money achieved from Council funding.

The Committee's meeting in March 2016 included a review of the operation of the Borough's Community Safety Partnership which was made up of the Council and representatives from the police, probation and health services. The Committee considered performance against the partnership's key priorities for 2015-16 and any proposed changes for 2016-17.

SECTION 6

REPORT OF THE HEALTH OVERVIEW AND SCRUTINY COMMITTEE



**Ken Miall, Chairman
Health Overview and Scrutiny Committee**

The challenges facing the health service continue to dominate the headlines. As costs relating to the ageing population and lifestyle factors continue to grow, financial challenges mean that efficiencies and new ways of working are essential. It is difficult at times to keep up with the speed of changes in the operation of Health and Social Services. Against this backdrop the Health Overview and Scrutiny Committee has continued to test the delivery of local health services and to explore the potential for more collaborative working between health and social care.

It has been another busy year for the Committee. Our work programme has been supported and enlivened by contributions from health service providers, the Borough's Healthwatch team, residents and service users. The range of contributors and expert witnesses ensured that our meetings were lively, informative and, above all, demanding in seeking answers to our questions.

During the year we focussed on a number of key local issues such as the improvement plan for the Royal Berkshire NHS Foundation Trust and the pressures facing the local ambulance service. We also looked at specific issues such as the local impact of the closure of the Independent Living Fund and the recommissioning of sexual health services. A major piece of work was also undertaken by the Better Care Fund Task and Finish Group which met throughout the year to examine proposals for closer working between health and social care services. This was a difficult and technical piece of work which will help to inform the development of major service changes.

The Committee has worked hard to build effective working relationships with key health service providers, the Wokingham Health and Wellbeing Board and the local Clinical Commissioning Group. The Committee will continue to develop these relationships in future years for the benefit of the residents of the Borough.

Finally, my thanks go to the Members, Council Officers, external partners and residents who contributed their time and efforts to the work of the Committee during the year.

Ken Miall

Remit of the Health Overview and Scrutiny Committee

The Health Overview and Scrutiny Committee (HOSC) reviews and scrutinises matters relating to the planning, provision and operation of health services in the Borough. This includes hospital and community health services, family and public health services and the work of the Local Healthwatch team. In so doing, the Committee exercises powers conferred through the Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

Membership

Councillor Ken Miall (Chairman).

Councillors Laura Blumenthal, UllaKarin Clark, Kate Haines (Vice Chairman), Philip Houldsworth, Malcolm Richards, Rachelle Shepherd-DuBey, David Sleight, Alison Swaddle and Bob Wyatt.

Substitute Members: Lindsay Ferris, Abdul Loyes, Tom McCann, Bill Soane.

All attendees at HOSC meetings, including members of the public, may ask questions after each presentation is delivered.

Officer contact: Madeleine Shopland madeleine.shopland@wokingham.gov.uk

Work Programme 2015-16

Royal Berkshire NHS Foundation Trust

The Trust had been inspected by the Care Quality Commission (CQC) in March 2014 and overall had been rated 'Requires Improvement.' The Committee received an update on the improvements that the Trust had made and the action it had taken since the inspection. In particular Members sought assurance about Maternity Services, which at the time of the inspection had been rated 'Inadequate' for Safety. The Committee also asked about staff recruitment and retention. Members acknowledged the action being taken by the Trust and the progress being made.

South Central Ambulance Service

An update presentation was received from the South Central Ambulance Service (SCAS), the local ambulance provider. Members had requested information on the following:

- Financial challenges faced by the Trust;
- Impact on performance of increased severity levels of calls;
- Ambulance handovers, crew change delays and ambulance response times;
- National Ambulance Response Programme pilot;
- Progress made against the Operational Plan 2015/16;
- Co-responding with the Fire Service;
- Staff recruitment and retention;

- CQC inspection September 2014.

The Committee recognised the national shortage of paramedics and the recruitment difficulties in the Thames Valley due to high living costs. Members welcomed the piece of work being undertaken by SCAS to fill paramedic vacancies through measures such as recruiting from Australia and Poland.

Suicide Audit

Members were informed of the pan Berkshire suicide audit. The presentation covered suicide and unexplained death rates and statistics regarding method and location of suicide, gender and age of deceased and contributing personal and social factors. Members welcomed the work being undertaken on suicide prevention. The Committee agreed that it wished to monitor this topic by means of a further update at its March 2016 meeting, in order to better identify any patterns.

Independent Living Fund

Members examined the impact the closure of the Independent Living Fund (ILF) and the transfer of ILF cases to the Council would have on residents and the Council. The ILF had been established in 1988 to make direct payments to enable disabled people and (where appropriate) their carers to purchase support that could not be obtained from councils. Members were advised of the progress of the 18 transferred cases and requested that a briefing be provided once all reviews had been completed.

Executive Member for Health and Wellbeing

The Committee questioned the Executive Member for Health and Wellbeing, Councillor Julian McGhee-Sumner, on his areas of responsibility and, in particular, sought and received clarification on the processes relating to residential placements.

Sexual Health Service Recommissioning

The Committee considered a report on the recommissioning of sexual health services. Members were informed of the anticipated process and outcomes of the re-procurement and recommissioning, the rationale for the re-tendering and benefits already achieved. Members welcomed the savings that the new contract was estimated to bring about. The Committee asked for information regarding the age range and genders of sexual health treatment service users and the different infections and treatments to provide a clearer picture of local service users, the different infections and treatments available.

Health and Wellbeing Board

The priorities and programmes of the Health and Wellbeing Board were subject to scrutiny primarily by HOSC. The Committee monitored the delivery of one of the Board's statutory responsibilities, the production of the Joint Strategic Needs Assessment (JSNA). The Committee commented on the refreshed JSNA and emphasised that it should be easy to access on the Council's website. Members asked for a demonstration of the JSNA website prior to its public launch.

Care Quality Commission (CQC)

The Committee were updated on the work of the Care Quality Commission, the independent regulator of all health and social care services in England, in the Borough and specifically Primary Medical Services.

Healthwatch

At each Committee meeting Healthwatch Wokingham Borough updated Members on its work. Members noted that, as a result of a deaf blind Healthwatch champion walkabout at Wokingham Medical Centre, a number of changes had been made to make the centre more accessible.

Better Care Fund Task and Finish Group

Announced by the Government in the June 2013 spending round, to ensure a transformation in integrated health and social care, the Better Care Fund (BCF) created a local single pooled budget to incentivise the NHS and Councils to work more closely together around people, placing their wellbeing as the focus of health and care services.

At its June 2015 meeting HOSC agreed to undertake a scrutiny review of two Wokingham Better Care Fund schemes: Neighbourhood Clusters, Primary prevention and Self-Care and Access to General Practice.

The Task and Finish Group sought to understand changes outlined in the Better Care Fund and specifically those relating to the two schemes. The Task and Finish Group were informed of how plans were progressing and how the Council was making the most of opportunities that were available when implementing the BCF in relation to its Care Act duties on prevention, wellbeing and information, advice and guidance.

Members established how the Council and the NHS Wokingham Clinical Commissioning Group were engaging with residents regarding Neighbourhood Cluster arrangements and access to General Practice and gained an understanding of the increasing demand on General Practice and how this might be managed in future. It is likely to submit its final report in the Summer of 2016.

Work Programme 2016-17

The Committee's work programme for 2016/17 will be an evolving piece of work. The Committee will continue to receive the Wokingham Clinical Commissioning Group Performance Outcomes Report and updates from Healthwatch. It will also continue to monitor current health related consultations. The Committee will also receive the final report of the Better Care Fund Task and Finish Group during 2016.

SECTION 7

GETTING INVOLVED IN OVERVIEW AND SCRUTINY

The Council is committed to making Overview and Scrutiny Committee meetings accessible to all residents of the Borough. A key aim is to increase public involvement in the process and to remove barriers to participation.

Residents can get involved in Overview and Scrutiny by attending meetings - all Overview and Scrutiny meetings are open to the public and are held in the early evening to make attendance easier. In addition, copies of Agendas including reports to be considered are published five working days before each meeting and can be accessed on the Council's website:

www.wokingham.gov.uk/council-and-meetings

Residents can also elect to receive automatic notification when new Overview and Scrutiny Agenda and Minutes are published.

Each Overview and Scrutiny Committee meeting includes a Public Question Time session which allows residents to raise issues of general interest and/or specific issues relating to the items under consideration.

Members of the public are also able to contribute to Scrutiny reviews by giving evidence either as an individual or as part of a community group. Residents can also request that a specific item is considered by Overview and Scrutiny as a review item. Residents can complete an online Scrutiny review suggestion form at:

www.wokingham.gov.uk/council-and-meetings/decisions/ask-for-a-scrutiny-review

During 2016-17 the Council will be seeking to make more use of local and social media to raise awareness of issues coming before the Overview and Scrutiny Committees and to allow residents to provide comments and feedback.

The Council's Twitter feed is accessible here: [WokinghamBorough@WokinghamBC](https://twitter.com/WokinghamBC)

If you want to learn more about Overview and Scrutiny or want to discuss a specific issue, please contact Neil Carr, the Council's Scrutiny Officer:

by telephone: 0118 974 6058, or

by email: neil.carr@wokingham.gov.uk or by post:

Democratic Services, Wokingham Borough Council, Shute End, Wokingham, RG40 1BN.

SECTION 8

DATES OF OVERVIEW AND SCRUTINY COMMITTEE MEETINGS IN 2016-17

- **Overview and Scrutiny Management Committee**

Tuesday 31 May 2016 at 7.30pm
Tuesday 12 July 2016 at 7.30pm
Tuesday 20 September 2016 at 7.30pm
Tuesday 22 November 2016 at 7.30pm
Tuesday 24 January 2017 at 7.30pm
Tuesday 28 March 2017 at 7.30pm

- **Children's Services Overview and Scrutiny Committee**

Thursday 23 June 2016 at 7pm
Tuesday 13 September 2016 at 7pm
Tuesday 15 November 2016 at 7pm
Tuesday 17 January 2017 at 7pm
Tuesday 21 March 2017 at 7pm

- **Community and Corporate Overview and Scrutiny Committee**

Monday 20 June 2016 at 7pm
Monday 5 September 2016 at 7pm
Monday 7 November 2016 at 7pm
Monday 9 January 2017 at 7pm
Monday 13 March 2017 at 7pm

- **Health Overview and Scrutiny Committee**

Wednesday 1 June 2016 at 7pm
Monday 11 July 2016 at 7pm
Thursday 8 September 2016 at 7pm
Monday 16 January 2017 at 7pm
Wednesday 8 March 2017 at 7pm

WOKINGHAM BOROUGH COUNCIL EXECUTIVE FORWARD PROGRAMME

THIS DOCUMENT IS A “NOTICE” IN ACCORDANCE WITH
THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS)(MEETINGS AND ACCESS TO INFORMATION)(ENGLAND)
REGULATIONS 2012

FEBRUARY TO MAY 2016

Updated: 19 January 2016

Executive Meeting 18 February 2016

Ref No.	Subject for Decision	Decision to be taken by	List of Documents to be submitted to the Decision Maker for Consideration and Background Documents	Contact Details (Director/ Author)	Responsible Lead Member	Statement as to whether the item is likely to be considered in private and if so the reasons why
WBC820	Council Owned Companies' Business <i>Purpose: To consider various items related to the business of the Council owned companies, including their trading position</i>	Executive		Graham Ebers/ Emma Lyons	Keith Baker	N/A
WBC821	Housing Revenue Account Budget 2016/19 <i>Purpose: To recommend to Council any proposed increases to rents and to approve any proposed increases to charges.</i>	Executive Council		Graham Ebers/Rob Stubbs	John Kaiser	N/A
WBC822	Capital Programme and Strategy 2016/19 <i>Purpose: To recommend to Council approval of the Capital Programme and Strategy 2016/19</i>	Executive Council		Graham Ebers/Rob Stubbs	Anthony Pollock	N/A

123

Agenda Item 73.

WBC823	Treasury Management Strategy 2016/19 <i>Purpose: To recommend to Council approval of the Treasury Management Strategy 2016/19</i>	Executive Council		Graham Ebers/Rob Stubbs	Anthony Pollock	N/A
WBC824	Medium Term Financial Plan 2016/19 – Revenue Budget Submission 2016/19 <i>Purpose: To recommend the Medium Term Financial Plan and Revenue Budget Submission to Council</i>	Executive Council		Graham Ebers/Rob Stubbs	Keith Baker	N/A
WBC831	Co-ordinated Schemes for Admission to Primary and Secondary Schools; incorporating Wokingham Borough Council's Proposed Admission Policies for Community and Voluntary Controlled Schools – 2017/2018 <i>Purpose: To determine the admission arrangements for community and voluntary controlled schools in the Wokingham Borough and co-ordinated admission schemes for 2017/18</i>	Executive		Judith Ramsden/ Sue Riddick	Charlotte Haitham Taylor	N/A
WBC836	Acquisition of a Wokingham Town Centre Property <i>Purpose: To enable delivery of the Wokingham Town Centre Regeneration Masterplan</i>	Executive		Bernie Pich	Philip Mirfin	Yes – it is likely that part of the report will be considered at a private meeting of the Executive. This is because it is likely that the report will contain information which is commercially sensitive and relates to the financial and business affairs of a person

WBC838	Proposed Community Asset Transfer Lease of East Park Farm Drive Leisure Facility to Charvil Parish Council <i>Purpose: To seek approval to grant a long lease to Charvil Parish Council</i>	Executive		Graham Ebers/ Chris Gillett	Philip Mirfin and Angus Ross	N/A
WBC841	Treasury Management Mid-Year Report 2015/16 <i>Purpose: To consider the report for approval and recommendation to Council</i>	Executive Council on 18/2/16		Graham Ebers/ Martin Jones	Anthony Pollock	N/A
WBC801	Four-Way Building Control Shared Service <i>Purpose: To consider extending the current two-party shared service agreement to a four-way Building Control Shared Service</i>	Executive		Heather Thwaites/ Clare Lawrence	Pauline Jorgensen	N/A

125

Executive Meeting 31 March 2016

Ref No.	Subject for Decision	Decision to be taken by	List of Documents to be submitted to the Decision Maker for Consideration and Background Documents	Contact Details (Director/ Author)	Responsible Lead Member	Statement as to whether the item is likely to be considered in private and if so the reasons why
WBC833	Council Owned Companies' Business <i>Purpose: To consider various items related to the business of the Council owned companies, including their trading position</i>	Executive		Graham Ebers/ Emma Lyons	Keith Baker	N/A

WBC829	Community Facility at South of the M4 Strategic Development Location <i>Purpose: To agree the utilisation of S106 funds to support a new community facility at the SM4 Strategic Development location</i>	Executive		Heather Thwaites/Mark Redfearn	John Kaiser	N/A
WBC837	Creation of a Highways Board <i>Purpose: To seek agreement to the formation of a Highways Board – a Member meeting that will review and discuss highways and transport matters</i>	Executive	Report and terms of reference for the Highways Board	Heather Thwaites/Matt Davey	John Kaiser	N/A
WBC842	Arborfield District Centre <i>Purpose: To secure authorisation from the Executive for Officers to negotiate/develop elements of the Arborfield SDL District Centre Design Brief</i>	Executive		Heather Thwaites/Andy Glencross	John Kaiser	N/A
WBC839	Report from the Commuter Parking Task and Finish Group <i>Purpose: To consider the recommendations from the review into Commuter Parking</i>	Executive	Review report from the Commuter Parking Task and Finish Group	Andrew Moulton/Neil Carr	John Kaiser	N/A

126

The Executive will not be holding a meeting in April therefore there are no items programmed for this month.

Executive Meeting 26 May 2016

Ref No.	Subject for Decision	Decision to be taken by	List of Documents to be submitted to the Decision Maker for Consideration and Background Documents	Contact Details (Director/ Author)	Responsible Lead Member	Statement as to whether the item is likely to be considered in private and if so the reasons why
WBC843	Council Owned Companies' Business <i>Purpose: To consider various items related to the business of the Council owned companies, including their trading position</i>	Executive		Graham Ebers/ Emma Lyons	Keith Baker	N/A
WBC844	Revenue Outturn 2015/16 <i>Purpose: To consider the Revenue Monitoring Outturn Report, including Treasury Management Indicators, to the end of the financial year and carry forward requests</i>	Executive		Graham Ebers/ Rob Stubbs	Anthony Pollock	N/A
WBC845	Capital Outturn 2015/16 <i>Purpose: To consider the Capital Monitoring Outturn Report to the end of the financial year and carry forward requests</i>	Executive		Graham Ebers/ Rob Stubbs	Anthony Pollock	N/A

Members of the Executive:-

Keith Baker	Leader of Council
Charlotte Haitham Taylor	Children's Services
Pauline Jorgensen	Resident Services
John Kaiser	Planning and Highways
Julian McGhee-Sumner	Deputy Leader and Health and Wellbeing
Philip Mirfin	Regeneration and Communities
Anthony Pollock	Economic Development and Finance
Angus Ross	Environment

Note:

Unless the matter has been listed as being likely to be discussed in private, copies of the reports associated with the above decisions will be available no earlier than five days before the meeting at the Council Offices, Shute End, Wokingham; on the Council's website; by contacting a member of the Democratic Services Team on 0118 974 6053 or by emailing democratic.services@wokingham.gov.uk

**EXECUTIVE FORWARD PROGRAMME
CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS**

Ref No	Subject	Original Scheduled Date	Notes
WBC775	Allocation of Development Sites to Wokingham Housing Limited	28 May 15	Deferred in order to resolve some issues regarding the planning applications and parking arrangements for some of the sites. Date to be confirmed.
WBC801	Four-Way Building Control Shared Service	29 Oct 15 26 Nov 15 28 Jan 16	Deferred to February to enable a more detailed business case to be developed.
WBC839	Report from the Commuter Parking Task and Finish Group	18 Feb 16	Deferred to March in order to provide sufficient time, following approval of the report by the relevant Overview and Scrutiny Committee, for the Lead Member and Director to formulate responses to the review report prior to consideration by the Executive.

This page is intentionally left blank

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AND
OVERVIEW AND SCRUTINY COMMITTEES**

WORK PROGRAMME 2015/2016

Please note that the Work Programme is a 'live' document and subject to change at short notice.

**The information in this Work Programme, including report titles, is draft and is subject to approval at the meeting of the
Overview and Scrutiny Management Committee on 7 March 2016**

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
31 May 2016	Council Plan Performance Monitoring 2015/2016 Quarter 4 Report	To consider the latest Council performance management information.	Standard Item	Julie Holland
	Discussion with Councillor Philip Mirfin, Executive Member for Regeneration and Communities	To question the Executive Member on the operation of services within his portfolios	Request by the Committee - 7 September 2015	Neil Carr/ Heather Thwaites/ Bernie Pich
	Requests for Overview and Scrutiny Reviews and Work Programmes for 2016/17	To consider requests for Overview and Scrutiny Reviews and the Work Programme for the Overview and Scrutiny Committees in 2016/17	Standard Item	Neil Carr
	Overview and Scrutiny – Ideas for Improvement	To consider ideas for raising the profile of Overview and Scrutiny, more effective meetings and increasing public involvement	Request by Committee - 11 January 2016	Neil Carr

	Executive Forward Programme	Standing Item	To consider upcoming Executive Decisions	Democratic Services
	Reports from Chairmen of Overview and Scrutiny Committees/Work Programme	Standing Item	To enable coordination between the Overview and Scrutiny Committees	Committee Chairmen

Items to be Confirmed

133

Scrutiny of Shared Services – Scrutiny Review Request	To receive an update on the review.	Agreed at the Committee meeting on 2 November 2015	Neil Carr/ Members of the Task and Finish Group
Open Spaces/New Grass Cutting Contract Update	The Executive Member for Environment and relevant Officers to provide an update on the introduction and operation of the new grass cutting contract in November 2016	Requested by the Committee on 7 September 2015	Josie Wragg/ Pete Baveystock
Delivery Options for Highways and Transport	To receive a report once the service review process is complete.	Requested by the Committee on 11 January 2016	Matt Davey

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
28 June 2016	Delivering Effective Safeguarding Services	To receive a regular update including an update on the recruitment and retention strategy.	Standing item to monitor safeguarding services	Head of Social Care and Intervention/
	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing Item To enable the Committee to assess performance and identify areas of concern	Children's Services Performance & Information Team
	School Performance Indicators and Ofsted reports, School Improvement	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item to enable the Committee to assess performance and identify areas of concern	Head of Learning & Achievement
	Children's Services O&S Forward Programme	To consider the Committee's Forward Programme	Standing item	Democratic Services

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
22 Mar 2016	Update on Review of the Voluntary Sector by the Deputy Executive Member for Regeneration and Communities	Following on from the work of the Community Partnerships Overview and Scrutiny Committee to receive an update from the Deputy Executive Member for Regeneration and Community Services on the review of voluntary sector outside bodies.	Transferred from Community Partnerships Overview and Scrutiny Management Committee	Mark Ashwell/ Brian Grady
	Review of Outside Bodies Appointments	This will enable the Committee to seek reassurance regarding the Council's appointment to these outside bodies.	Transferred from Community Partnerships Overview and Scrutiny Management Committee	Colm Ó Caomhánaigh
	Update on the Progress of the Community Café at Shutters, Wokingham Borough Council	To consider an update report on how the project has developed from the group of young people running the Café in order that the Committee can understand the impact and value added of the project.	Requested by the Community Partnership O & S Committee in March 2015	Brian Grady
	Road Repairs - Ward Member road repair notifications.	To receive an update report on the issue to include a proposal on ward Member road repair notifications.	Requested by the meeting on November 2015	Matt Davey

	Community Safety Partnership	To review the operation of the Borough's Community Safety Partnership.	Required under Terms of Reference	Davina Williams
	Work Programme	To consider the work programme for the committee for 2016/2017 so that the resources of the committee can be used as effectively as possible.	Standing Item	Democratic Services

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
136 20 Jun 2016	To assess and review and the potential impact of the Government's Right to Buy Scheme	To consider how to progress a review of this scrutiny review subject.	Review referred to the Committee by the Overview & Scrutiny Management Committee	Stuart Rowbotham/ Simon Price
	Review of Town Centre Regeneration Scheme	To consider the business case for the regeneration of the town centre and to scope the review	Referred to the Committee by the OSMC	Mark Ashwell / Bernie Pich
	Council Policy On Houses Of Multiple Occupation	To consider an update report on licencing of HMOS and on how problems relating to parking requirements for HMOs might be addressed through the Borough Design Guide.	Referred from meeting on November 2015	John Kaiser

	Road Repairs - impact of expected initiatives around customer service.	To receive an update report on the issue to include impact of expected initiatives around customer service.	Requested by the meeting on November 2015	Matt Davey
--	-------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------	-------------------------------------------	------------

**POTENTIAL ITEMS FOR REVIEW REFERRED FROM
THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
137	Possible income generation possibilities from the Cross Rail project	To consider possible income generation opportunities from the Crossrail project.	Referred to the Community Partnerships O & S Committee by the Overview & Scrutiny Management <i>(Transferred from the Community Partnerships O & S Committee Forward Programme).</i>	

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
Wednesday 23 March 2016	Update from Health and Wellbeing Board	To inform HOSC of the work of the HWB.	To enable HOSC to hold the Board to account.	Chairman Health & Wellbeing Board, Councillor Julian McGhee-Sumner
	Suicide prevention - update	To receive a further update regarding suicide prevention in the Borough.	Requested at HOSC meeting on 3 June 2015	Darrell Gale, Consultant in Public Health
	Public Health budget update	To receive an update on the Public Health budget and the possible impact of the Spending Review	To be informed of the possible impact of the Spending Review on the Public Health budget	Darrell Gale, Consultant in Public Health
	Better Care Fund Task and Finish Group final report	To receive the report and recommendations.	Task and Finish Group to report back conclusions.	Chairman of the Task and Finish Group, Councillor Ken Miall

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	CCG
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

Currently unscheduled topics:

- Draft Quality Accounts
 - Berkshire Healthcare NHS Foundation Trust
 - Royal Berkshire Hospital NHS Foundation Trust
 - South Central Ambulance NHS Foundation Trust
- Update on Berkshire Healthcare Foundation Trust
- Independent Living Fund – update once reviews have been completed

This page is intentionally left blank



**WOKINGHAM
BOROUGH COUNCIL**

OVERVIEW AND SCRUTINY – WORK PROGRAMME SUGGESTION FORM

I would like to suggest a Scrutiny or Policy Review item for the Overview and Scrutiny Management Committee's next work programme.

Name Cllr. Shahid Younis	
Daytime Contact Number 07775 655630	Email shahid@einfoLink.co.uk Address
Evening 07775 655630 Contact Number	
Address 53 Reading Road Woodley Reading RG5 3DA	

I would like to suggest that the following matter is reviewed:

Corporate information is a key strategic asset in any organisation. It needs to be properly collated, stored, monitored and disseminated to people with the authorised access in a timely fashion. After all, this data forms the basis on which the operational and strategic management makes decision on a daily basis.

The suggestion is for Overview and Scrutiny Management Committee to review end to end reporting and analytics capability of the Council.

Reasons for suggestion:

Most of the data presented to the Scrutiny Members is out of date, in some cases 6 months old. By looking at the old data it is difficult for the members to adequately monitor the performance of the council.

For Members to fully assess the performance indicators and the quality of the services provided by the Council, the provided information must be real-time or u-to-date as possibly can be. With the modern technology there is no reason why this should not be possible.

Please consider:

- Why should there be a review on this?
- Any linkages with the Council's Vision, Priorities and Underpinning Principles – you can find these at <http://www.wokingham.gov.uk/council/decisions/vision/>
- What benefits would there be to residents?

Are there any specific aspects of the issue you would like scrutiny to focus upon or supporting evidence?

The suggestion is to make a holistic evaluation of end-to-end reporting and analytics capability of the Council – how information is collated, formatted and disseminated across the officials and the Members.

The reporting areas would transcend all areas of the Council; e.g. workforce management, educational attainments, looked after children, pot hole spend, Council Tax collection or any other part of the key performance indicators.

Please consider:

- What evidence is there to support the above reasons?
- What are the facts?
- Are there specific organisations or documents you would like a review to refer?
- Do you have any suggestions for potential witnesses?

What would you like to see coming out of the review in terms of desired outcomes?

The desired outcome of the review would be to ensure that council has the operational and strategic reporting and analytics capability to provide real time information to its stakeholders. The capability must include having the right access, in the right format and at the right time.

Capability must include the self-service components so that there is less reliance on the officers and IT. In addition, predictive analytics capability would help Council's forecasting.

Please consider:

- What would you wish to see happen as a result of any review?
- Why do you think the desired outcome is achievable?

Report of the Community and Corporate Overview and Scrutiny Committee February 2016

The Committee met on 20 January 2016 and discussed the Report of the Commuter Parking Task and Finish Group, Flood Risk Update Report and a Review of External Bodies.

The Commuter Parking item followed the completion of the work by the Task and Finish Group so we reviewed the report and the recommendations. Those participating in the Task and Finish Group found it to be interesting and they learned more about the parking issues around the Borough. The Committee thanked those involved and particularly David Sleight for his Chairmanship and drafting of the report. The report recommendations are to be submitted to the Executive for consideration and development of an action plan.

The Flood Risk Manager gave a summary of the Flood Risk Update Report and progress made in 2015. Additional staff have been recruited into the team and investigation reports are expected shortly on the 2013/14 winter floods. The Scrutiny Committee enquired about how any findings will be progressed and reported. Borough officers will coordinate with Town and Parish Councils on measures to be taken and there are now also monthly meetings of internal stakeholders. Where appropriate papers will be taken to the Executive.

The Committee wishes to draw to a conclusion the long running item on Review of External Bodies. In order to do so the Committee agreed the following action for reporting to the next meeting.

RESOLVED: That the Deputy Executive Member for Regeneration and Communities and the Democratic Services Officer compile a table of information on external Bodies to include the following:

- The name of the Body
- Its aims
- Whether it is a statutory Body
- The Council representative
- The rationale for having a representative
- Funding that the Body receives from Council.

At the next meeting of the Committee on 22 March the Committee will be considering an update report on progress with the community café at Shutters, an update on Member notification on road repairs, a report on representation on outside bodies and if the timing is correct a review of the potential impact of the Government's right to buy scheme.

This page is intentionally left blank