



# **WOKINGHAM BOROUGH COUNCIL**

A Meeting of the **OVERVIEW AND SCRUTINY  
MANAGEMENT COMMITTEE** will be held at Civic Offices,  
Shute End, Wokingham RG40 1BN on **TUESDAY 22  
NOVEMBER 2016 AT 7.00 PM**

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

Andy Couldrick  
Chief Executive  
Published on 14 November 2016

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# **WOKINGHAM BOROUGH COUNCIL**

## **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

Simon Weeks (Chairman)	John Kaiser (Vice-Chairman)	Parry Batth
Lindsay Ferris	Michael Firmager	Kate Haines
Pauline Helliard-Symons	John Jarvis	Ken Miall
Philip Mirfin	Ian Pittock	Shahid Younis

### Substitutes

Laura Blumenthal	Abdul Loyes	Rachelle Shepherd-DuBey
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ITEM NO.	WARD	SUBJECT	PAGE NO.
34.		<b>APOLOGIES</b> To receive any apologies for absence.	
35.		<b>MINUTES OF PREVIOUS MEETING</b> To confirm the Minutes of the Meeting held on 20 September 2016.	7 - 12
36.		<b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest.	
37.		<b>PUBLIC QUESTION TIME</b> 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 <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a>	
38.		<b>MEMBER QUESTION TIME</b> To answer any Member questions.	
39.	None Specific	<b>DISCUSSION WITH COUNCILLOR KEITH BAKER, LEADER OF THE COUNCIL</b> To discuss the operation of Overview and Scrutiny with Councillor Baker and to identify areas for closer working with the Council's Executive.	

40.	None Specific	<p><b>DISCUSSION WITH COUNCILLOR ANTHONY POLLOCK, EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT AND FINANCE</b></p> <p>To consider a presentation and receive feedback from Councillor Pollock on the recent public Budget consultation meetings and to consider the outcomes from the process.</p>	
41.	None Specific	<p><b>COUNCIL PLAN PERFORMANCE MONITORING 2016/17 QUARTER 2 REPORT</b></p> <p>To consider Council Performance as set out in the 2016/17 Quarter 2 Council Plan Performance Monitoring report.</p>	13 - 72
42.	None Specific	<p><b>CORPORATE PEER REVIEW</b></p> <p>To consider the findings of the Corporate Peer Review of the Council (February 2016) and potential items arising for inclusion in the Overview and Scrutiny Work Programme for 2017/18.</p>	73 - 94
43.	None Specific	<p><b>SHARED SERVICES OVERVIEW AND SCRUTINY REVIEW</b></p> <p>To consider the Committee's earlier decision to establish a Shared Services Task and Finish Group in light of the ongoing 21<sup>st</sup> Century Council work programme.</p>	95 - 100
44.	None Specific	<p><b>MONITORING OF PUBLIC AND MEMBER QUESTIONS</b></p> <p>To consider Public and Member questions submitted to recent meetings of the Council and Executive</p>	101 - 108
45.	None Specific	<p><b>CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME AND THE INDIVIDUAL EXECUTIVE MEMBER FORWARD PROGRAMME</b></p> <p>To consider the current published version of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme</p>	109 - 116
46.	None Specific	<p><b>COMMITTEE WORK PROGRAMMES</b></p> <p>To discuss the Work Programme of the Overview and Scrutiny Management Committee and the Overview and Scrutiny Committees.</p>	117 - 128
47.	None Specific	<p><b>UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES</b></p> <p>The Chairman or nominated member of the Overview and Scrutiny Committees to report back on their activities including any requests to undertake reviews.</p>	

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**MINUTES OF A MEETING OF THE  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE  
HELD ON 20 SEPTEMBER 2016 FROM 7.00 PM TO 8.30 PM**

**Committee Members Present**

Councillors: Simon Weeks (Chairman), Parry Batth, Prue Bray, Michael Firmager, Pauline Helliar-Symons, John Jarvis, Ken Miall, Ian Pittock and Shahid Younis

**Other Councillors Present**

Councillors: Angus Ross

**Officers Present**

Neil Carr, Principal Democratic Services Officer  
Julie Holland, Service Manager, Business Improvement  
Josie Wragg, Head of Community Services

**23. APOLOGIES**

Apologies for absence were submitted by Kate Haines, John Kaiser and Philip Mirfin.

**24. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Committee held on 12 July 2016 were confirmed as a correct record and signed by the Chairman.

**25. DECLARATION OF INTEREST**

There were no declarations of interest.

**26. PUBLIC QUESTION TIME**

There were no public questions.

**27. MEMBER QUESTION TIME**

There were no Member questions.

**28. DISCUSSION WITH COUNCILLOR ANGUS ROSS, EXECUTIVE MEMBER FOR ENVIRONMENT**

Councillor Angus Ross, Executive Member for Environment, had been invited to discuss current issues relating to his portfolio and to take questions from Committee members. Josie Wragg (Head of Community Services) was also in attendance.

Councillor Ross referred to the following issues:

**Grass cutting** – following intensive work with the new contractor the overall situation was much improved. Members and Officers had visited a number of areas to discuss local issues with Ward Members and Town/Parish Councils. The lessons learned in mobilising the new contract would be reflected in the 2017 grass cutting programme. Councillor Ross asked Members to provide details of any local areas where there were still problems or concerns relating to grass cutting or proposed future planting.

During the discussion of this item the following points were made:

- Members asked to be involved in discussions about the specific local areas to be used for wildflower planting;

- Members asked for more details of the planned improvements to Council sports pitches arising out of the new contract arrangements.

**Waste recycling levels** – in line with national trends the Council's waste recycling performance had plateaued in recent years (the 2015/16 actual figure was 38%). In line with the Waste Framework Directive the Council had to achieve a recycling target of 50% by 2020 in order to avoid significant financial penalties.

Work was ongoing through a Member working group and the re3 partnership to identify new initiatives to improve recycling rates. It was noted that the Councils with the highest recycling rates had adopted a combination of food waste recycling, containment of residual waste, alternate week (or longer) collections and robust enforcement activity. A significant driver of improvement would be the Council's new waste contract, to be implemented in 2019.

During the discussion of this item the following points were made:

- Members noted that the amount of packaging used by supermarkets had reduced, however some of this packaging could not be recycled;
- Recent Member briefings on waste issues had been held with a total of 32 Members in attendance;
- It was important to maintain high levels of communication with residents about changes to the waste collection arrangements;
- Members asked for details of the new charging regime for DIY materials, set out in the recently published Waste Acceptance Policy.

**Country Parks** – the progress made at Dinton Pastures Country Park, including the recent Marvellous Festival, was highlighted. Attention was now turning to California Country Park. A planning application was due to be submitted in the autumn relating to an improved access road and car parking provision. If approved, work was likely to commence at California Country Park in the autumn of 2017, with completion in time for the 2018 summer season.

**Flooding and drainage** – Councillor Jarvis referred to the recent localised flooding in the Borough and asked about the implications for the potential sites recently put forward in relation to the Local Plan Update. Councillor Ross confirmed that all sites put forward for consideration would be assessed in terms of flood risk in conjunction with Thames Water. Members discussed the planning position relating to the permeable surfacing of front gardens in order to reduce the risk of flooding.

**RESOLVED** That:

- 1) Councillor Ross and Josie Wragg be thanked for attending the meeting;
- 2) Members notify Councillor Ross and Josie Wragg of any ongoing local problem areas or concerns relating to grass cutting or planting;
- 3) Josie Wragg circulate details of planned improvements to sports pitches and the link to the new re3 Waste Acceptance Policy.

## **29. COUNCIL PLAN PERFORMANCE MONITORING 2016/17 Q1**

The Committee considered the Q1 Council Plan Performance Monitoring Report 2015/16, set out on agenda pages 13 to 72. Julie Holland, Service Manager, Business Improvement, introduced the report and answered Member questions.

Julie Holland stated that this was the first monitoring report of the 2016/17 Municipal Year and that a number of new indicators had been introduced. Appended to the report was a description of the Council Plan indicators, with details of the thresholds used in allocating Red, Amber or Green status. The report indicated that the breakdown of performance indicators in Quarter 1 was 42 Red, 6 Amber and 5 Red. The indicators of greatest concern (Red) related to:

- % child protection visits due in the period which were on time (within 10 days of the previous visit);
- % of secondary schools with a current Ofsted rating of “good” or better;
- % of special schools with a current Ofsted rating of “good” or better;
- Children who attended a Wokingham Borough school (primary, secondary or special) with an Ofsted rating of “good” or better;
- Kilograms of residual household waste per household per annum.

Members considered performance relating to the key indicators. During the discussion the following points were made:

- Members noted that changes to the Council meeting schedule meant that the Committee would receive the quarterly monitoring reports closer to the end of the relevant reporting period;
- Members requested greater clarity in the printed report on Green, Amber or Red status;
- Members requested that the Summary at the start of the report should include information about trends from earlier reporting periods;
- % care proceedings completed in 26 weeks of application – it was confirmed that the report contained an error; the target for Green status was 60% not 100% as printed;
- % of looked after children living within 20 miles of Berkshire West – Members asked for clarification about the use of “Berkshire West” instead of Wokingham;
- Members noted that a number of Red indicators related to schools – it was confirmed that the introduction of more rigorous Ofsted inspections had resulted in reduced performance rating for a number of schools;
- Care Governance indicators – Members asked for more details on these indicators and the provider numbers set out in the report;

- Members noted the amount of time and effort used to collect and present the performance data each quarter and expressed the view that the 21<sup>st</sup> Century Council programme should provide some improvements in this regard.

**RESOLVED** That:

- 1) the updates on performance indicators and major projects be noted;
- 2) the additional information and clarification requested by Members be incorporated into the next performance monitoring report.

### **30. MONITORING PUBLIC AND MEMBER QUESTIONS**

The Committee considered a report which set out public and Member questions submitted to the meetings of Council on 21 July 2016, the Executive on 28 July 2016 and the Extraordinary Executive on 1 September 2016.

Members considered each of the questions submitted and discussed the potential for further investigation.

**RESOLVED:** That the report be noted, with no further action to be taken.

### **31. CONSIDERATION OF THE CURRENT EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES**

The Committee considered a copy of the Executive Forward Programme and Individual Executive Member Decision Forward Programme as set out on Agenda pages 85 to 94.

Members discussed the Forward Programmes and considered the potential for items to be reviewed by the Overview and Scrutiny Committees. During the discussion the following points were raised:

- Evening Car Park Charges – Members requested an update on the impact of the new charges and data on the additional income generated to date;
- Corporate Peer Review – Members noted that the findings from the review would be considered at a future meeting of the Committee.

**RESOLVED:** That the Executive and Individual Executive Member Decision Forward Programmes be noted.

### **32. UPDATE REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE CHAIRMEN**

The Committee received update reports from the Overview and Scrutiny Committee Chairmen. During the discussion the following points were made:

- Items on Overview and Scrutiny Committee Agendas should be supported by written reports circulated in advance with the Committee papers;
- The next meeting of the Community and Corporate Overview and Scrutiny Committee (7 November) would be held at Winnersh Community Hall;

- A Borough-wide meeting was to be held with Town and Parish Councils to discuss flood risk management.

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

### **33. COMMITTEE WORK PROGRAMMES**

The Committee considered its forward work programme and the work programmes of the three Overview and Scrutiny Committees.

During the discussion of this item it was noted that Councillors Baker and Pollock had been invited to attend the next meeting of the Management Committee on 22 November 2016.

**RESOLVED:** That the Overview and Scrutiny Committee forward work programmes, as amended, be approved.

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**ITEM NO:**

**TITLE** **Council Plan Performance Monitoring – Q2 2016/17 report**

**FOR CONSIDERATION BY** Overview & Scrutiny Committee on 22 November 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 note 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):

	Q2		Q1	
<b>Green</b>	37	71%	41	77%
<b>Amber</b>	10	19%	7	13%
<b>Red</b>	5	10%	5	9%
<b>Total</b>	52		53	

Indicators with a RED rating are:

- % referrals in 16/17 which are repeat referrals within 12 months of a previous referral to Children’s Social Care
- % Children who became subject of a Child Protection Plan (CPP) who are subject to a CPP for a second or subsequent time within 24 months.
- % Care Proceedings completed in 15/16 within 26 weeks of application
- % Looked After Children living within 20 miles of Berkshire West
- Kgs of residual household waste per household per annum

Indicators with an AMBER rating are:

- % CP Visits due in the period which were on-time (within 10 days of the previous visit).
- Care Governance: Number of providers on Wokingham LA’s Caution list changing from Red to Amber or removed from the list
- % Primary Schools with a Current Ofsted Rating of “Good” or better.

- % Special Schools with a current Ofsted rating of “good” or better.
- Number of affordable dwellings completed (annual)
- Percentage of household waste reuse, recycling and composting
- Business Rates collection
- % first contact resolution - calls and emails
- The % of calls answered
- Number per annum of opportunities (new employment, apprenticeships and graduate posts) negotiated through ESPs

## Background

Executive Briefing and Overview and Scrutiny Committee have requested further information to explain how the RAG ratings for the indicators has been determined – this is shown in Appendix B.

Appendix C lists the changes in the Performance Indicators measured compared to 15/16.

## Analysis of Issues

None

<b>List of Background Papers</b>	
None	
<b>Contact</b> Andrew Moulton	<b>Service</b> Governance & Improvement
<b>Telephone No</b> 07747 777298	<b>Email</b> <a href="mailto:andrew.moulton@wokingham.gov.uk">andrew.moulton@wokingham.gov.uk</a>
<b>Date</b> 10 November 2016	<b>Version No.</b> 1

# Community



Look after vulnerable people

Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
% referrals in 16/17 which are repeat referrals within 12 months of a previous referral to Children's Social Care	<p><b>24% or Less</b></p> <p><b>Green:</b> 24% or less  <b>Amber:</b> 24.1% to 26%  <b>Red:</b> Over 26%</p>	18.96%	32.9% (Q1: 21.6%)	<b>Red</b>	Worse (than Q1)	Judith Ramsden/ Charlotte Haitham Taylor	<p>Whilst this figure is over our target, only one case raised discussion as to whether a different approach would have been appropriate on first referral, however there is evidence to support the initial decision being reasonable. None of the repeat referrals led to Child Protection enquiries. This is an indicator which helps us establish if a case has been closed too quickly. It is not necessarily an indication of a failure in the support provided.</p> <p>There were 17 (of 69) repeat referrals in July (24.6%), 21 (of 52) in August (40.4%) and 18 (of 90) in September (20%).</p> <p>The percentage was over target in August due to the lower number of total referrals received, which is the usual trend in the summer holidays.</p> <p>Performance for September was 20%, which is better than the target.</p>

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
% Children who became subject of a Child Protection Plan (CPP) who are subject to a CPP for a second or subsequent time within 24 months.	<b>Less than 8%</b> <b>Green:</b> Less than 8% <b>Amber:</b> 8 – 10% <b>Red:</b> Over 10%	7%  Number of Children: 8 of 114	33%  Number of Children: 6 of 18  (Q1: 5.6%)	<b>Red</b>	Worse (than Q1)	Judith Ramsden/ Charlotte Haitham Taylor	A large family (four children) became subject to a Child Protection Plan for a second time in quarter 2. This particular family had intervention up to the limit of the local authority's legal powers and the subsequent Child Protection Plan could not have been avoided.
% Care Proceedings completed in 15/16 within 26 weeks of application	<b>60%</b> <b>Green:</b> 60% <b>Amber:</b> Between 47% and 59.9% <b>Red:</b> Less than 47%	52.9%	33%  (Q1: 60%)	<b>Red</b>	Worse (than Q1)	Judith Ramsden/ Charlotte Haitham Taylor	4 Care Proceedings were completed over the 26 week timescale in the quarter due to further assessment being required. This timetable was controlled by the Court and not the Local Authority.
% Looked After Children living within 20 miles of Berkshire West	<b>70%</b> <b>Green:</b> 70% or more <b>Amber:</b> 64-69.9% <b>Red:</b> Less than 64%	63.9%	63%  (Q1: 67.1%)	<b>Red</b>	Worse (than Q1)	Judith Ramsden/ Charlotte Haitham Taylor	Work is being undertaken to increase the recruitment of local foster carers and out of area emergency placements are only used in exceptional circumstances if there are no other options available locally. Almost all children who are in long term placements out of borough have exceptional needs. We are actively working with units to stabilise the children to reintegrate them to the local area as soon as they are able and ensure it meets a child's need.

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
% of children who wait less than 16 months between entering care and moving in with their adoptive family – 3 year rolling average 17	55% Green: 55% or above Amber: 50% to 54.9% Red: Less than 50%	2012 – 2015 rolling three year average: 40%				Judith Ramsden/ Charlotte Haitham Taylor	The next data release is expected in December 2016. However, the DfE are reviewing the frequency of data releases. We are seeking alternate sources of information to present in this report in Q3 should the December DfE release be discontinued.
Proportion of adoptive families who are matched to a child who waited more than 3 months from approval to being matched to a child	52% Green: 52% or less Amber: 52% to 60% Red: More than 60%	Not yet available 14/15 Actual: 83%				Judith Ramsden/ Charlotte Haitham Taylor	The next data release is expected in December 2016. However, the DfE are reviewing the frequency of data releases. We are seeking alternate sources of information to present in this report in Q3 should the December DfE release be discontinued.

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
18 % CP Visits due in the period which were on-time (within 10 days of the previous visit).	<b>82%</b> <b>Green:</b> 82% or more <b>Amber:</b> 78% to 81.9% <b>Red:</b> Less than 78%	80%	79.1% (Q1: 75.9%)	<b>Amber</b>	Better (than Q1)	Judith Ramsden/ Charlotte Haitham Taylor	91.4% of all visits took place within 15 working days, delays between 10 and 15 days mainly relating to attempted unannounced visits taking place where the family were not at home.  Visits are reviewed by Team and Service Managers weekly and late reviews are scrutinised by managers with any concerns being escalated as appropriate.
Percentage of reablement packages of care ceased in the period where reablement was successful	<b>Improve compared to 15-16: 60%</b> <b>Green:</b> 60% or more <b>Amber:</b> 55% to 59.9% <b>Red:</b> Less than 55%	60.2%	69%	<b>Green</b>	No change	Stuart Rowbotham/ Julian McGhee-Sumner	

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Care Governance: Number of providers assessed as Amber or Red or changed from Amber to Red that came onto Wokingham LA's Cautions list in the period  <b>19</b>	<b>To decrease the number of providers compared to 15/16</b>  Green: Less than 12 providers at year end Amber: 12 to 14 providers at year end Red: More than 14 providers at year end	Domiciliary Care: 3  Residential/ Nursing Care: 11  Other: 4	Domiciliary Care: 0  Residential /Nursing Care: 2  Other: 0	<b>Green</b>	Worse (none in Qtr 1)	Stuart Rowbotham/ Julian McGhee-Sumner	Both residential /nursing homes were flagged as red following concerns identified as QA visits, demonstrating improved systems to identify quality assurance concerns.  One of the residential homes has since decreased from red to amber, following a positive serious concerns meeting, however the other provider remains as red as the end of August. This provider is due to regulatory special measures enforcement.
Care Governance: Number of providers on Wokingham LA's Caution list changing from Red to Amber or removed from the list	<b>To increase the number of providers compared to 15/16</b>  Green: 11 or more providers at year end Amber: 9-10 providers at year end Red: less than 9 providers at year end	Domiciliary Care: 2  Residential/ Nursing Care: 11  Other: 3	Domiciliary Care: 0  Residential /Nursing Care: 1  Other: 0	<b>Amber</b>	Worse	Stuart Rowbotham/ Julian McGhee-Sumner	There were a higher number of providers counted in Q1 due to downgrading from red to amber and then subsequently downgrading from amber to close, following positive QA visits.

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
20 SHINE participants - physical activity programme for adults 60 and over living in the Wokingham Borough.	<p><b>Increase by 10% to 1980 participants (495 per quarter)</b></p> <p>Green – 495 and above Amber – 300-495 Red – 300 and under</p> <p>This may change if we meet our target after the first 2 quarters for example.</p>	1800	1119	Green	Better	Stuart Rowbotham/ Julian McGhee-Sumner	
Leisure Centre Attendance Numbers	<p><b>Increase by 3% to 565,211 (141,303 per quarter)</b></p> <p>Green – 141,303 or over Amber – 50,000 – 141,303 Red – 50,000 or below</p> <p>This may change if we meet our target after the first 2 quarters for example.</p>	548,749	372,021	Green	Better	Stuart Rowbotham /Angus Ross	

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 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)	<b>100%</b> 90-100% is <b>Green</b> . 70-80% is <b>Amber</b> . <70% is <b>Red</b> .	90%	97%	<div style="background-color: #92d050; border: 1px solid black; padding: 2px; display: inline-block;">Green</div>	Better	Stuart Rowbotham/ Julian McGhee-Sumner	The percentage of housing stock that meets the Decent Homes Standard has remained constant at 97% throughout the 2 <sup>nd</sup> quarter of this financial year. The number of homes that were brought up to the standard was 92, with only 2 falling out of the standard. At the end of the quarter, only 75 homes are yet to meet the standard.

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
% 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). 22	70% within 45 days (higher is better) 70-100% is <b>Green</b> 50-70% is <b>Amber</b> <50% is <b>Red</b>	78%	78%	<b>Green</b>	No change	Stuart Rowbotham/ Julian McGhee-Sumner	Homelessness application volumes, though still high, are stabilising.
	</=60% (OBP) (lower is better) 0-60% = <b>Green</b> 60-70% = <b>Amber</b> 70%+ = <b>Red</b>	50%		<b>Green</b>	No change	Stuart Rowbotham/ Julian McGhee-Sumner	Plans progressing for additional homelessness accommodation.

# Community



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Fosters	October 2017	Green	No change	Stuart Rowbotham/ Julian McGhee- Sumner	Estimated completion was revised from late summer 2017 to October 2017 following the appointment of the building contractor.
Integration with Health (Better Care Fund) 23	TBC	Green	No change	Stuart Rowbotham/ Julian McGhee Sumner	2016-17 BCF plan approved by Department of Health Local 2016-17 Section 75 agreement signed with CCG governing pooled funding, progress on key elements of the programme including: Head of Service jointly appointed for the integrated short term team has progressed integration in the short term team. Connected Care IT project tender phase 3 completed and WBC implementation plan underway. Integrated Social Care and Health Hub went live early June 16; Night Response service commenced late April 16 and pilot scheme has been reviewed and will be re-commissioned until end of January 17. Positive quarter 1 and 2 performance regarding Delayed Transfers of Care, significantly below target and best performance in Berks West, and gradual improvement in non-elective admissions with improved performance expected in 3 <sup>rd</sup> and 4 <sup>th</sup> quarters.

# Community



## Improve health, wellbeing and quality of life

### Key Indicators

Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 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)  24	11%  => 11% = Green 6%-11% = Amber <= 6% = Red	19%	Not available	N/A	N/A	Josie Wragg / Malcolm Richards	Cycling on the A329 is measured at 8 sites for a set week during the summer. That same data is collected year on year so that a comparison can be made.  The percentage is the increase in cycle numbers relative to the baseline surveys undertaken in 2013.  Indicator is therefore report annually. No data is currently available.

# Community



## Improve educational attainment and focus on every child achieving their potential

Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
% Primary Schools with a Current Ofsted Rating of "Good" or better. 25	<b>Improvement</b> <b>Green:</b> Improvement or 100% <b>Amber:</b> No Change <b>Red:</b> Deterioration	86% (as of 31 March 2016)	88%	<b>Amber</b>	No change	Judith Ramsden/ Charlotte Haitham Taylor	No change from Q1. No school inspection outcomes released in Q2. Primary Schools inspected and outcomes published in the first quarter: <b>Coombes</b> – Inadequate, previously Good <b>Gorse Ride Junior</b> - RI, previously Good <b>Early St Peters</b> – Good, previously RI <b>Farley Hill</b> - Good, previously RI <b>Winnersh</b> - Good, previously RI <b>Windmill</b> – Good, inspected for the first time.

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
26 % Secondary Schools with a current Ofsted rating of "good" or better.	<b>Improvement</b> Green: Improvement or 100% Amber: No Change compared to previous quarter Red: Deterioration	89% (as of 31 March 2016)	89% (Q1: 78%)	Green	Better	Judith Ramsden/ Charlotte Haitham Taylor	Improvement from Q1. One inspection outcome was released in Q2. <b>Oakbank School</b> – Good, previously RI
% Special Schools with a current Ofsted rating of "good" or better.	<b>Improvement</b> Green: Improvement or 100% Amber: No Change Red: Deterioration	100% (as of 31 March 2016)	66%	Amber	No change	Judith Ramsden/ Charlotte Haitham Taylor	No change from Q1. No school inspection outcomes released in Q2. Special schools inspected and outcomes published in the first quarter: <b>Southfield</b> - Inadequate, previously Good

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
<p>Children who attend a Wokingham school (Primary, Secondary or Special) who are at a school with and Ofsted rating of “good” or better.</p>	<p><b>Improvement</b></p> <p><b>Green:</b> Improvement or 100%</p> <p><b>Amber:</b> No Change compared to previous quarter</p> <p><b>Red:</b> Deterioration compared to previous quarter</p>	<p>90% (as of 31 March 2016)</p>	<p>87% (Q1:86%)</p>	<p style="text-align: center; background-color: #92d050; border: 1px solid black;"><b>Green</b></p>	<p>Better</p>	<p>Judith Ramsden/ Charlotte Haitham Taylor</p>	<p>Improvement from Q1. One inspection outcome was released in Q2. <b>Oakbank School</b> – Good, previously RI</p>

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Number of schools causing concern	5 schools	5 schools	8 schools (Q1 8 schools)	N/A	No change	Judith Ramsden/ Charlotte Haitham Taylor	At the end of Q2 2016-17 we were working with 8 schools either because they had a "Requires Improvement" Ofsted judgement (six schools), or because they were in special measures (two schools). All are monitored at least termly.

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# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Number of schools becoming academies  29	10 schools (expectation at end of 15/16)	1 school	0 schools	N/A	N/A	Judith Ramsden/ Charlotte Haitham Taylor	This indicator was introduced because of the expected increase in the rate of academy conversions following the publication of the White Paper “Educational Excellence Everywhere” in March 2016 which set a target that all schools convert to academies by 2022. Since then, however, the government proposals for academy conversion have changed. In Q2 no schools were changing to academies. It is expected that the 2 schools in special measures will change to academies in the next two terms.

# 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	September 2017	Green	No Change	Josie Wragg / Charlotte Haitham Taylor	Project on programme and within budget

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# Community



## Provide affordable homes

### Key Indicators

Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 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)	<p><b>Green</b> 200</p> <p><b>Amber</b> 180-199</p> <p><b>Red</b> less than 180</p>	321	139 12 (Q1)	<div style="background-color: #92d050; padding: 5px; text-align: center; color: white;"><b>Green</b></div>	Better	Josie Wragg / Julian McGhee-Sumner / Mark Ashwell	The 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 granted (i.e. outline and full).

# Community



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director/ Executive Member	Commentary
Number of affordable dwellings completed (annual)  32	<b>230</b>  Green – 230 or above Amber – between 181 to 229 completions Red – below 180 completions	123	39 (52 Q1)	<b>Amber</b>	Worse	Josie Wragg / Julian McGhee-Sumner	We are currently predicting 223 completions for 2016/17. There have been 91 completions to date in Q1 & Q2. These figures are based on the most up to date information which is provided by RPs, who are in turn informed by developers. Whilst we closely monitor this data and meet with RPs each quarter to discuss development programmes, slippage on several sites has meant that completions which were expected during this financial year, are now likely to take place early 2017/18. Our target within the 2015 – 18 Housing Strategy is for 1000 affordable housing completions and we expect that subject to additional windfall sites coming forward we may still meet this target.

# 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	

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# Place



## Maintain and improve the waste collection, recycling and fuel efficiency

Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director /Executive Member	Commentary
Kgs of residual household waste per household per annum – <i>The kgs of residual waste that are NOT sent for recycling eg. Waste to Energy</i>	665 = G 680 = A 700 = R	709	728	Red	Worse	Josie Wragg / Angus Ross	Higher levels of collected residual waste and also that taken to the Household Waste Recycling Centres.
Percentage of household waste reuse, recycling and composting	42% = G 40% = A 39% = R	38%	40.62%	Amber	Better	Josie Wragg/ Angus Ross	Good improvement due to higher kerbside recycling.

# Place



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
<p><b>Street Lighting Upgrade Project:</b>                      Joint procurement with Slough and Reading BC's to replace approx. 7700 aging WBC street lighting columns and install more than 13,500 low energy LED lanterns, approx. 5800 of which on existing columns. The project also includes approx. 2100 conversions of recently installed lanterns from traditional lamps to LED's. The successful contractor is Volker Highways. The project includes relevant WBC non-highway street lighting assets and the Town and Parish Councils, who own street lighting, are being given the opportunity to be included. 70% of the project will be funded by a DfT Challenge Fund grant - up to £8.12m.</p>	March 2018	Green	No Change	Josie Wragg / Malcolm Richards	Since the start of the Lantern Replacement programme, on the 25 <sup>th</sup> April 2016, 2260 No. (approx. 39%) have been completed. The Column Replacement programme started on the 1 <sup>st</sup> August and 520 No. have been done, in the Earley area. The larger proportion of the column replacements have been scheduled by the contractor for 2017/18. Of the 14 Town & Parish Councils that own street lighting 3 will not be relevant for the project, 3 have expressed an interest to participate, 7 have confirmed they will be participating and the works for 1 (Sonning) have been completed. The Comms Plan is being implemented and a project specific web page is available on the WBC Web Site.

# Place



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

Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Five year housing supply	<b>100%</b> 100% = Green 98.5% = Amber 98% and below = Red	112%	112%	Green	No change	Josie Wragg / Mark Ashwell	In a recent planning appeal (Stanbury House) the Inspector concluded that the Council was unable to demonstrate a 5 year housing land supply of deliverable sites. Following legal advice, an application has been made to challenge this decision through the High Court. The council is maintaining the position that it can demonstrate a 5 year housing land supply.

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# Place



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
New Homes Survey which is monitored annually - % satisfied with their new home (annual)	80% Amber – 70-79% Red – below 70%	80%	N/A (annual survey)	N/A	N/A	Josie Wragg / Mark Ashwell	Completed annually.  The New Homes Survey is an annual survey used to evaluate the effectiveness of our local planning policies by assessing satisfaction with new homes. The survey covers areas such as storage, parking, both inside and outside space and proximity to local facilities and amenities. The results help to identify where policies are working <i>well and where issues maybe occurring. This helps to inform new housing developments and the development of our planning policies in the future. Overall satisfaction levels have tended to be fairly high. With 80% being achieved in last year’s survey, we are anticipating a similar result in the next survey. The next survey is due to be undertaken in early 2017.</i>

# Place



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
% of S106 which is allocated against schemes	<p><b>Green</b> 90% &amp; above</p> <p><b>Amber</b> 80% to 89%</p> <p><b>Red</b> Below 80%</p>	90%	95%	<div style="background-color: #92d050; padding: 5px; text-align: center;">Green</div>	Better	Josie Wragg / Mark Ashwell	

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# Place



## Tackle traffic congestion in specific areas of the Borough

Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel	Strategic Director/ Executive Member	Commentary
Journey times on key routes across the Borough (reported Annually (in arrears)- Q4 only)  Average time in minutes to travel one mile in the morning peak period across all chosen routes.	2.96 and less = <b>Green</b> Between 3.60 & 2.96 = <b>Amber</b> 3.60 or more = <b>Red</b>	3.14	N/A Data only available yearly in arrears.	N/A	N/A	Josie Wragg / Malcom Richards	<p><i>The data is only available annually, is a year in arrears, and will cover the period September to August. Data for 15/16 will not be available until the March 2017.</i></p> <p>The benchmark of 2.96 minutes is the average time to travel 1 mile as observed in 2011/12. The indicator is an indication of congestion across the network during the morning peak period (average Tues to Thurs across the year excluding holiday). The longer it takes to travel a mile the more congested the network is, relative to the travel conditions in 2011/12. The 'target' is for this average time to travel 1 mile not to increase. 3.60 minutes equates to an average speed of circa 20mph. This would therefore be the RED RAG, between this and the benchmark would be AMBER. 2.96 or less would be GREEN.</p>

# Place



## Major Projects

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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	Josie Wragg/ Malcolm Richards	
North Wokingham Distributor Road	2019/20	Green	No Change	Josie Wragg/ Malcolm Richards	
South Wokingham Distributor Road	2010/21	Green	No Change	Josie Wragg/ Malcolm Richards	

# Performance



## Offer excellent value for your Council Tax

### Key Indicators

Indicator	Target (plus target range for RAG)	15/16 Outturn	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Revenue Budget Monitoring Forecast Position	+/- 1% of £135M Budget inclusive £546k carry forwards from 15-16 (£1.35M) Green +/- 1% Amber +/- 1.5% Red +/- 2%	£454k	£492k	Green	Worse	Graham Ebers / Anthony Pollock	Forecast variance updated position to be reported to Executive 27-10-16 current indicative position £492k overspend which represents a marginal worsening direction of travel.
Capital Budget Monitoring Forecast Position	Break- even (Nil variance)  Red = +/- over 2.5% Amber = +/- over 1% to 2.5% Green = +/- 1%	£(1,871)k underspend	£(47)k underspend	Green	Better	Graham Ebers / Anthony Pollock	Forecast variance is £(47)k

# Performance



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Indicator	Target (plus target range for RAG)	15/16 Outturn	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Council tax collection	<b>98.85%</b> R below 98.80% A 98.80 -98.84% G 98.85% and above	99.51%	59.09%	Green	Better	Graham Ebers/ Anthony Pollock	
Business Rates collection	<b>98.50%</b> R below 98.40% A 98.40 – 98.49% G 98.50% and above	99.09%	57.61%	Amber	Worse	Graham Ebers/ Anthony Pollock	Business Rates collection can be very volatile throughout the year. We have taken recovery action on more accounts this year than last, which will improve collection over the coming months . Plans are in place to closely monitor.
Rents collection	<b>98.50%</b> R below 98.40% A 98.40 – 98.49% G 98.50% and above	99.05%	48.29%	Green	Better	Graham Ebers/ Anthony Pollock	Collection rate is improving. Northgate rents system is settling down and progress is being made with collection of rent and improved processes are being implemented.

# Performance



Indicator	Target (plus target range for RAG)	15/16 Outturn	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Returns on investments	<b>0.50%</b> R below 0.30% A 0.30%- 0.5% G 0.5% and above	0.55	0.18	Green	Worse	Graham Ebers/ Anthony Pollock	Interest rate drop to 0.25% and a change in Fund manager deposits resulted in lower interest receipts., offset by charges to internal schemes such as WHL. These are expected to exceed the target by the end of the year.

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# Performance



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Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Assets Programme	31/01/2018	Green	Better	Graham Ebers / Mark Ashwell	Area Wide Reviews – consultation on Reviews continues. Anticipate that all Reviews will be completed by the autumn. The Model for Community Asset Transfer is adopted and the principles contained therein are being implemented in transfers to Town and Parish Councils. The principles of MCAT can now be incorporated within the Asset Management Plan for adoption later this year.

# Performance



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

### Key Indicators

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Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better /Worse/ No change)	Strategic Director / Executive Member	Commentary
% of successfully defended appeal decisions (dismissed)	<b>65%</b> 65% or more = <b>Green</b> 61.75% - 64.99% = <b>Amber</b> Less than 61.75% = <b>Red</b>	73%	70.6%	<b>Green</b>	Worse	Josie Wragg/ Mark Ashwell	65% or more = Green 61.75% - 64.99% = Amber Less than 61.75% = Red  <b>Appeal decisions - target 5% above likely new Government target.</b>
Proportion of planning breaches resolved by negotiation	<b>50%</b> 50% or more = <b>Green</b> 47.50% - 49.99% = <b>Amber</b> Less than 47.50% = <b>Red</b>	65%	71.1%	<b>Green</b>	Better	Josie Wragg/Mark Ashwell	50% or more = Green 47.50% - 49.99% = Amber Less than 47.50% = Red  <b>Planning enforcement – focus on negotiation to reflect focus of the new Local Planning Enforcement plan but more robust approach to taking action where necessary.</b>

# Performance



Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better /Worse/ No change)	Strategic Director / Executive Member	Commentary
% of service users satisfied with environmental regulatory services (shared service) Annual monitoring	<b>80%</b> 80% or more = <b>Green</b> 76% - 79.99% = <b>Amber</b> Less than 76% = <b>Red</b>	82%	<b>Data not yet available</b>			Josie Wragg/ Pauline Jorgensen	<p><b>Q2 – Data for the Q2 quarter will not be available until end of October because of the inherent time lag in submission of responses within each quarter.</b></p> <p>Q1 performance was 84%</p> <p>80% or more = Green                      76% - 79.99% = Amber                      Less than 76% = Red</p> <p>Data collected and supplied by West Berkshire.</p> <p><b>Environmental Shared Service – 5% above standard set for shared service by Joint Strategic Review Panel.</b></p>

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# Performance



Improve the customer experience when accessing Council Services							
Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director/ Executive Member	Commentary
% first contact resolution - calls and emails 47	<b>65%</b> 65% or more = <b>Green</b> 60% - 64.99% = <b>Amber</b> Less than 60% = <b>Red</b>	67.3%	64.4%	<b>Amber</b>	Worse	Graham Ebers/ Pauline Jorgensen	We are endeavouring to resolve as many queries as a first time fix. As more customers are self-serving straight forward processes, more calls are now around complex queries which cannot yet be fixed at first point.
The % of calls answered	<b>95%</b> 95% or more = <b>Green</b> 90% - 94.99% = <b>Amber</b> Less than 90% = <b>Red</b>	92.4%	92%	<b>Amber</b>	Worse	Graham Ebers/ Pauline Jorgensen	Still seeing an increase in talk time year on year, as we are dealing with more complex enquiries, impacting on abandonment rate.

# 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)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Number per annum of NEET young people, aged 16-24 years, who have been given employment intervention	92 = G 78 = A >78 = R	N/A	Q1 44 Q2 20 <b>Total 64</b>	Green	Better	Josie Wragg / Stuart Munro	New indicator for 16/17 so no figure for 15/16
Number per annum of opportunities (new employment, apprenticeships and graduate posts) negotiated through ESPs	60 = G 51 = A >51 = R	N/A	Q1 16 Q2 4 <b>Total 20</b>	Amber	Worse	Josie Wragg / Stuart Munro	New indicator for 16/17 so no figure for 15/16.  Have a number of ESP agreements in discussion and expect this number to increase considerably by the next quarter
Number per annum of new businesses engaged with	70 = G 60 = A >60 = R	71	Q1 16 Q2 24 <b>Total 40</b>	Green	Better	Josie Wragg / Stuart Munro	Engaged with a number of new businesses when putting on the Wokingham Careers Fair

# Business



Major Projects					
Project	Estimated Completion Date	RAG	Direction of Travel (Better/ Worse/ No change)	Strategic Director / Executive Member	Commentary
Wokingham Regen: Peach Place	2018	Green	No Change	Andy Couldrick / Mark Ashwell	Detailed design work and discharge of relevant planning conditions underway. Currently tendering for a Build Contractor with appointment expected in early November. Work due to start on site in January 2017
Wokingham Regen: Elms Field	2020	Green	No Change	Andy Couldrick / Mark Ashwell	Detailed design work underway with 3 week public engagement on the Play Area designs due to commence October 24. Process to procure a build contractor has commenced with work expected in summer 2017
Wokingham Regen: Carnival Pool	2017 Phase 1 2020/21 Phase 2	Green	No Change	Andy Couldrick / Mark Ashwell	Phase 1 works progressing well on site with piling completed and work commenced on cores. Work due to complete by April 2017 (Bowling Alley opening summer 17) Master planning of Phase 2 has commenced and options are being considered with an intent to submit a detailed planning application in 2017.

# Workforce



Key Indicators							
Indicator	Target (plus target range for RAG)	15/16 Actual	16/17 Qtr. 2 Actual	RAG	Direction of Travel (Better/Worse/No change)	Strategic Director / Executive Member	Commentary
Turnover - Number of people voluntary leaving the service as a percentage of the service headcount	G: 15% - 20% A: 10% - 15% or 20% - 25% R: < 10% or >25%	15.29%	14.46%	Green	No change	Graham Ebers / Pauline Jorgensen	Turnover remains within acceptable range but is being monitored due to ongoing uncertainty. There's a +1%/-1% tolerance on this indicator so it remains Green for Q2
Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months	G: <= 6.6 days A: 6.7 - 7.5 days R: > 7.5 days	5.33	5.63	Green	No Change	Graham Ebers / Pauline Jorgensen	Remains at low levels with proactive absence management taking place as necessary.
Workforce Satisfaction - Percentage of the workforce that is either satisfied or very satisfied with working for WBC	G: >=80% A: 70% - 80% R: < 70%	83.9%	N/A	Green	N/A	Graham Ebers / Pauline Jorgensen	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
51 People Strategy	31 March 2020	Green	No Change	Graham Ebers / Pauline Jorgensen	The people strategy remains on target with key milestones being delivered against initial plans. Work packages and timescales are continually being considered against the developing proposals of the 21C programme.

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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Community</b>				
<b>Look after Vulnerable People</b>				
% referrals in 16/17 which are repeat referrals within 12 months of a previous referral to Children’s Social Care	18.96%	24% or Less	<b>Green:</b> 24% or less <b>Amber:</b> 24.1% to 26% <b>Red:</b> Over 26%	Stat Neighbours with a “Good” Ofsted rating under the single inspection framework 14/15 Performance: 24.2% Target chosen with the aim of maintaining the improved performance achieved in 2015-16 and to perform in line with our statistical neighbours who received a “good” judgement at their most recent Ofsted Inspection.
% Children who became subject of a Child Protection Plan (CPP) who are subject to a CPP for a second or subsequent time within 24 months	7%  Number of Children: 8 of 114	Less than 8%	<b>Green:</b> Less than 8% <b>Amber:</b> 8 – 10% <b>Red:</b> Over 10%	Stat Neighbours 14/15 Performance: 18.53% based on the DfE definition – all children becoming subject of a CPP for a second or subsequent time in their lifetime.  We saw a higher number of children becoming subject to a CPP in 2015-16 in WBC area.  Although the target percentage is the same as 15-16 performance, due to the predicted lower number of overall children coming on a child protection plan (we estimate that 60 children will come onto plan in 16/17) this target aims to decrease the actual number of children in the year subject to CPP for a second or subsequent time. In 16/17 we expect 8% to equate to approximately 5 children.
% Care Proceedings completed in 15/16 within 26 weeks of application	52.9%	60%	<b>Green:</b> 60% <b>Amber:</b> Between 47% and 59.9% <b>Red:</b> Less than 47%	15/16 South East Performance: 47.4% 15/16 National Performance: 58%  National Target is 100%

DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
% Looked After Children living within 20 miles of Berkshire West	63.9%	70%	<b>Green:</b> 70% or more <b>Amber:</b> 64-69.9% <b>Red:</b> Less than 64%	Percentage of children placed within 20 miles of home address as at 31 <sup>st</sup> March 2015:  National Performance: 76.9% South East Performance: 68.8% Stat Neighbours Performance:66% “Good” Stat Neighbours Performance: 69.4%  Target is set with the aim of continued improvement to perform in line with our statistical neighbours who received a “good” judgement at their most recent Ofsted Inspection.
% of children who wait less than 16 months between entering care and moving in with their adoptive family – 3 year rolling average	40% - 2012-2015 rolling three year average	55%	<b>Green:</b> 55% or above <b>Amber:</b> 50% to 54.9% - <b>Red:</b> Less than 50%	Stat Neighbours with a “Good” Ofsted rating under the single inspection framework:2012-2015 rolling three year average 54.6%  Target is set with the aim of continued improvement to perform in line with our statistical neighbours who received a “good” judgement at their most recent Ofsted Inspection.
Proportion of adoptive families who are matched to a child who waited more than 3 months from approval to being matched to a child	Not Yet Available  14/15 Actual: 83%	<b>52%</b>	<b>Green:</b> 52% or less <b>Amber:</b> 52% to 60% <b>Red:</b> More than 60%	52.2% Stat Neighbours with a “Good” Ofsted rating under the single inspection framework 14/15: 52.2%  Target is set with the aim of continued improvement to perform in line with our statistical neighbours who received a “good” judgement at their most recent Ofsted Inspection.

DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
% CP Visits due in the period which were on-time.	80%	82%	Green: 82% or more Amber: 78% to 81.9% Red: Less than 78%	Local Indicator – No comparative data available nationally or regionally.  Target set to ensure that children who are identified as being at significant risk are visited regularly, within prescribed timescales and any delays in visiting timescales only occur up to a maximum of 5 working days with a justifiable reason, approved by Service Managers.
Percentage of reablement packages of care ceased in the period where reablement was successful	New indicator	TBC after Q1	TBC after Q1	This is a local indicator to assess the success of reablement by monitoring the percentage of reablement packages of care that ended in the period where the individual was fully or part reabled.
Care Governance: Number of providers that came onto Wokingham LA's Cautions list assessed as Amber or Red or changed from Amber to Red in the period	Domiciliary Care: 3 Residential/Nursing Care: 11 Other: 4	To decrease the number of providers compared to 15/16	Green: Reduction Amber: No change Red: Increase	This is a local indicator to monitor the improvement in the quality of services and safeguarding in the Local Authority area and aims to maintain high standards of care. No new packages of care will be commissioned with a provider assessed as red and packages of care will be arranged with caution with a provider assessed as amber.
Care Governance: Number of providers on Wokingham LA's Caution list changing from Red to Amber or removed from the list	Domiciliary Care: 2 Residential/Nursing Care: 11 Other: 3	To increase the number of providers compared to 15/16	Green: Increase Amber: No change Red: Decrease	

**DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS**

**Appendix B**

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
SHINE participants - physical activity programme for adults 60 and over living in the Wokingham Borough lead through the Sport and Leisure Team at WBC.	1800	Increase by 10% to 1980 participants (495 per quarter)	<p>Green – 495 and above</p> <p>Amber – 300-495</p> <p>Red – 300 and under</p> <p>This may change if we meet our target after the first 2 quarters for example.</p>	<p>This is a physical activity programme for adults 60 and over living in the Wokingham Borough lead through the Sport and Leisure Team at WBC, revenue from the classes back to the council.</p> <p>It has been in place since 2000 and is a WBC initiative only.</p>

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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
Leisure Centre Attendance Numbers for-Loddon Valley, Carnival, St Crispin’s and Bulmershe.	548,749	Increase by 3% to 565,211 (141,303 per quarter)	<p>Green – 141,303 or over                      Amber – 50,000 – 141,303                      Red – 50,000 or below</p> <p>This may change if we meet our target after the first 2 quarters for example.</p>	All leisure centres bring revenue into the council, managed by 1life with the contract management with sport and leisure.
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)	90%	100%	<p>90-100% is Green.                      70-80% is Amber.                      &lt;70% is Red.</p>	The figure provides a percentage of the social housing stock that meets the Decent Homes Standard; a programme aimed at improving council homes to bring them all up to a minimum standard. There are a large number of components that make up the Decent Standard, which means properties will fall out of the Standard at various points throughout the year. The 90-100% Decency rate is considered a high level of Decency.

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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
% 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.	78%	70% (higher is better)	70 -100% - Green 50-70% - Amber <50% - Red	This is a local indicator. Time taken to make a formal decision under Part VII of the Housing Act 1996 has a bearing on the customer experience and also on the council’s finances and use of resources. The target of 70% for 16/17 has been set taking into account the recent increase in homelessness numbers and expected continuation of high numbers.
% of initial emergency temporary accommodation placements for families made out of Borough (OBP).	50%	60% (lower is better)	0-60% - Green 60-70% - Amber 70%-100% - Red	This is a local indicator. We seek to avoid placements out of Borough (OBPs) wherever possible due to the disruption to peoples’ lives. OBPs are more expensive than other forms of temporary accommodation and so are minimised wherever possible. Going forward WBC have a strategy for increasing the portfolio of in-Borough provision and so we anticipate that in coming years the need for OBPs will reduce.
<b>Improve health, wellbeing and quality of life</b>				
Number of cycle trips on the A329 corridor (LSTF project investment area)	19%	11%	=> 11% = Green 6%-11% = Amber <= 6% = Red	Cycling on the A329 is measured at 8 sites for a set week during the summer. That same data is collected year on year so that a comparison can be made

DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Improve educational attainment and focus on every child achieving their potential</b>				
% Primary schools with a current Ofsted Rating of “Good” or better	86% (as of 31 March 2016)	Improve ment	<b>Green:</b> Improvement or 100% <b>Amber:</b> No Change <b>Red:</b> Deterioration	National Performance – 86.5% (as of 31 <sup>st</sup> March 2016)  Target set to promote consistent improvement over time – tending towards 100%  Note that performance will depend on schools being inspected and inspection reports being published during the period, over which the LA has no control. The results of schools inspected during the period will be included with the commentary each quarter.
% Secondary Schools with a current Ofsted rating of “good” or better	89% (as of 31 March 2016)	Improve ment	<b>Green:</b> Improvement or 100% <b>Amber:</b> No Change <b>Red:</b> Deterioration	National Performance - 76% (as of 31 March 2016)  Target set to promote consistent improvement over time – tending towards 100%  Note that performance will depend on schools being inspected and inspection reports being published during the period, over which the LA has no control. The results of schools inspected during the period will be included with the commentary each quarter.

**DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS**

**Appendix B**

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<p>% Special Schools with a current Ofsted rating of “good” or better</p>	<p>100% (as of 31 March 2016) – maintained special schools only</p> <p>100% (as of 31 March 2016) – including non-maintained special schools.</p>	<p>100%</p>	<p><b>Green:</b> Maintenance of 100% performance</p> <p><b>Red:</b> Less than 100%</p>	<p>National Performance – 93% (as of 31<sup>st</sup> March 2016) (Note that this figure includes the non-maintained special schools. No data is available for maintained special schools only).</p> <p>Target set to promote maintenance of 100% performance as at 31 March 2016.</p> <p>Note that performance will depend on schools being inspected and inspection reports being published during the period, over which the LA has no control. The results of schools inspected during the period will be included with the commentary each quarter.</p>
<p>% Children who attend a Wokingham school (Primary, Secondary or Special) who are at a school with and Ofsted rating of “good” or better.</p>	<p>90% (as of 31 March 2016)</p>	<p>Improve ment</p>	<p><b>Green:</b> Improvement or 100%</p> <p><b>Amber:</b> No Change</p> <p><b>Red:</b> Deterioration</p>	<p>National (as at 31 Dec 15 – data published twice yearly in December/January and August/September): 82%</p> <p>Note that this figure includes ALL providers – nursery, pupil referral unit, primary, secondary and special schools – figure for combined primary, secondary and special is not available nationally</p> <p>Target set to promote consistent improvement over time – tending towards 100%</p> <p>Note that performance will depend on schools being inspected and inspection reports being published during the period, over which the LA has no control. The results of schools inspected during the period will be included with the commentary each quarter.</p>
<p>Number of schools causing concern</p>	<p>5 Schools</p>	<p>5 Schools</p>		<p>LA School Improvement work aims to identify and reduce numbers of schools causing concern to achieve overall % in good or better</p>

DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
Number of schools becoming academies	1 School	10 Schools		Schools in special measures must become academies Coasting schools may be subject to academy orders LA MAT developments could potentially produce a step-change in academy numbers Good or better schools have indicated intentions to convert in 2016-17 (estimated 6) Overall target for 2016-17 is 10.
<b>Provide affordable homes</b>				
Number of affordable dwellings permitted (including where an offsite contribution received) (annual)	321	200	Green 200 or above Amber – 180-199 Red – less than 180	The 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 granted (i.e. outline and full).
Number of affordable dwellings completed (annual)	123	230	Green – 230 or above Amber – between 181 to 229 completions Red – below 180 completions	The target within the Housing Strategy 2015 – 2018 is to complete 1000 new affordable homes within this 3 year period. Whilst the number of completions was lower than expected in 2015/16, as development progresses within the larger SDL sites we are anticipating about 600 completions during 2017/18. There may be further schemes that we are not yet aware of and therefore, the 1,000 target may still be achievable.  Predictions are liable to change and are based on the best available information provided by Registered Providers and developers at the beginning of each year. Officers hold quarterly meetings with the RPs to closely monitor the delivery programme.

DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Place				
Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Maintain and improve the waste collection, recycling and fuel efficiency</b>				
Kgs of residual household waste per household per annum	709	665	665 = G 680 = A 700 = R	Residual waste has increased over the last two years. However, we are retaining the existing RAG targets in order to maintain our commitment to reducing residual waste and its financial impact on the Council. The Council’s task and finish group is working through waste collection options that will be brought to the Executive in the Autumn.
Percentage of household waste reuse, recycling and composting	38%	42%	42% = G 40% = A 39% = R	The rate of recycling is declining nationally. The Council has recently adopted a strategy to increase kerbside recycling which will contribute to the 2020 statutory target of 50%. Therefore we have retained the same targets despite last year’s reduction.
<b>Ensure strong sustainable communities that are vibrant and are supported by well-designed development</b>				
Five year housing supply - To help with boosting the supply of housing, the National Planning Policy Framework (NPPF) requires local planning authorities to identify and keep up-to-date a deliverable five year housing land supply. Without this, even recently adopted planning policies for the supply of housing will be considered out of date (as stated in the National Planning Policy Framework paragraph 49).	112%	100%	100% = Green 98.5% = Amber 98% and below = Red	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 (currently published twice a year). Next update to be published by October 2016– numbers are being finalised.  As soon as the supply of housing drops below five years it should change to red, however we have a mechanism (where we rely upon ‘reserve’ housing sites) in order to ‘bump’ the supply back up to five years.

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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
New Homes Survey which is monitored annually - % satisfied with their new home (annual)	80%	80%	Amber – 70-79% Red – below 70%	<b>Completed annually.</b>  The New Homes Survey is an annual survey used to evaluate the effectiveness of our local planning policies by assessing satisfaction with new homes. The survey covers areas such as storage, parking, both inside and outside space and proximity to local facilities and amenities. The results help to identify where policies are working well and where issues maybe occurring. This helps to inform new housing developments and the development of our planning policies in the future. Overall satisfaction levels have tended to be fairly high. With 80% being achieved in last year’s survey, we are anticipating a similar result in the next survey. The next survey is due to be undertaken in early 2017.
% of S106 which is allocated against schemes	90%	90%	Green 90% & above Amber 80% to 89% Red Below 80%	The RAG is an ambitious stretch target to focus service areas on delivery of infrastructure projects at an early stage.
Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Tackle traffic congestion in specific areas of the Borough</b>				

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**DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS**

**Appendix B**

<p>Journey times on key routes across the Borough (reported Annually (in arrears)- Q4 only)</p> <p><i>Average time in minutes to travel one mile in the morning peak period across all</i></p>	<p><b>3.14</b></p>		<p>2.96 and less = <b>Green</b>                  Between 3.60 &amp; 2.96 = <b>Amber</b>                  3.60 or more = <b>Red</b></p>	<p><i>The data is only available annually, is a year in arrears, and will cover the period September to August. Data for 15/16 will not be available until the March 2017.</i></p> <p>The benchmark of 2.96 minutes is the average time to travel 1 mile as observed in 2011/12.                  The indicator is an indication of congestion across the network during the morning peak period (average Tues to Thurs across the year excluding holiday). The longer it takes to travel a mile the more congested the network is, relative to the travel conditions in 2011/12. The 'target' is for this average time to travel 1 mile not to increase. 3.60 minutes equates to an average speed of circa 20mph. This would therefore be the RED RAG, between this and the benchmark would be AMBER. 2.96 or less would be GREEN.</p>
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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Performance				
Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Offer excellent value for your Council Tax</b>				
Revenue Budget Monitoring Forecast Position	£454k	+/- 1% of £135M Budget inclusive £546k carry forwards from 15-16 (£1.35M)	Red +/- 2% Amber +/- 1.5% Green +/- 1%	The 1% target was identified as an indicator of how well WBC manages the overall budget. WBC has consistently been within this target but as WBC faces greater financial pressures this will become more challenging. 1% variance is £1.35m (approximately 15% of General Fund Balances); a 2% variance is £2.7m (approximately 30% of General Fund Balances).
Capital Budget Monitoring Forecast Position	£(1,871)k underspend	Break-even (Nil variance)	Red = +/- over 2.5% Amber = +/- over 1% to 2.5% Green = +/- 1%	The 1% target was identified as an indicator of how well WBC manages the overall budget. As WBC faces greater financial pressures in future years this will become more challenging. 1% variance is £1.5m; a 2.5% variance is £3.7m.
Council Tax Collection	99.51%	98.85%	R below 98.80% A 98.80 - 98.84% G 98.85% and above	Level of previous years' performance less contingency for known risks, i.e. changes to Council Tax Reduction Scheme and changing economy

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**DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS**

**Appendix B**

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
Business Rates Collection	99.09%	98.50%	R below 98.40% A 98.40 – 98.49% G 98.50% and above	Level of previous years’ performance less contingency for known risks, i.e. impact from changing economy
Rents Collection	99.05%	98.50%	R below 98.40% A 98.40 – 98.49% G 98.50% and above	Level of previous years’ performance less contingency for known risks, i.e. impact of universal credit, benefit cap
Returns on external investment of cash	0.55	0.50%	R below 0.30% A 0.30%- 0.5% G 0.5% and above	Thresholds with the reduction of the base rate in Aug 15 – most investments are already locked in for the financial year at higher than base

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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Deliver quality in all that we do, including the statutory services for which we are responsible</b>				
% of successfully defended appeal decisions (dismissed)	73%	65%	65% or more = Green 61.75% - 64.99% = Amber Less than 61.75% = Red	Appeal decisions - target 5% above likely new Government target.
Proportion of planning breaches resolved by negotiation	65%	50%	50% or more = Green 47.50% - 49.99% = Amber Less than 47.50% = Red	Planning enforcement – focus on negotiation to reflect focus of the new Local Planning Enforcement plan but more robust approach to taking action where necessary.
% of service users satisfied with environmental regulatory services (shared service) Annual monitoring.	82%	80%	80% or more = Green 76% - 79.99% = Amber Less than 76% = Red	Environmental Shared Service – target is set at 5% above standard set for shared service by Joint Strategic Review Panel.  Data collected and supplied by West Berkshire.

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**DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS**

**Appendix B**

Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Improve the customer experience when accessing Council Services</b>				
% first contact resolution - calls and emails	<b>67.3%</b>	<b>65%</b>	65% or more = <b>Green</b> 60% - 64.99% = <b>Amber</b> Less than 60% = <b>Red</b>	Aim to maximise first time resolution, at first point of contact. As technology is developed and 21 <sup>st</sup> C Council implemented, it is likely that actuals will increase. This will impact on call durations, making them potentially longer at first point, but enhancing experience.
The % of calls answered	<b>92.4%</b>	<b>95%</b>	95% or more = <b>Green</b> 90% - 94.99% = <b>Amber</b> Less than 90% = <b>Red</b>	Within industry standard target range. 3-8% call abandonment is standard; 3-5% is best practice.

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DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Business				
Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
<b>Invest in regenerating towns and village, support social and economic prosperity, whilst encouraging business growth</b>				
Number of NEET young people, aged 16-24 years, who have been given employment support	NA	92	92 = G 78 = A >78 = R	Because of changes to external funding streams for Elevate (from Cabinet Office to EU) the skills targets have changed. This is a new indicator based on the targets required for this EU fund. Thresholds been also been devised using tolerances set by the funding body i.e. 15% margin for target shortfall
Number of opportunities (new employment, apprenticeships and graduate posts) negotiated through ESPs	NA	60	60 = G 51 = A >51 = R	This is as new target amalgamating all the employment outcomes negotiated on Employment Skills Plans. Thresholds been also been devised using the same tolerances as above
Number of new businesses engaged with	71	70	70 = G 60 = A >60 = R	Target based on last year's achievement. Thresholds been also been devised using the same tolerances as above

DESCRIPTION OF 16/17 COUNCIL PLAN PERFORMANCE INDICATORS

Appendix B

Workforce				
Indicator Description	15/16 Actual	16/17 Target	RAG (Thresholds)	Commentary
Turnover - Number of people voluntary leaving the service as a percentage of the service headcount	15.29%	15- 20%	G: 15% - 20% A: 10% - 15% or 20% - 25% R: < 10% or >25%	Turnover between 10-20% is seen as healthy, with under 10% seeing as leading to stagnation and over 20% costly. It is likely given the current uncertainty that turnover will be higher than usual hence 15-20% would seem expected.  There's a +1%/-1% tolerance on this indicator so it becomes Green for Q1
Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months	5.33	< = 6.6 days	G: < = 6.6 days A: 6.7 – 7.5 days R: > 7.5 days	In 2015, the national combined public & private sector average was 6.6 days and as such the target set for this year. This is much lower than public sector equivalents which have an average of around 8 days, hence the amber banding of 7.5 days as this is approached.
Workforce Satisfaction - Percentage of the workforce that is either satisfied or very satisfied with working for WBC	83.9%	>=80%	G: >=80% A: 70% - 80% R: < 70%	A normal response for such a response would be 70% and above, hence this is the amber level. The target was set higher given the level of achievement from the last survey.

## Performance Monitoring Indicators changes for 2016/17

Indicator	Director/Exec Member	Reason
% Looked After Children who achieved permanent care arrangements during previous 12 months	Judith Ramsden/ Charlotte Haitham Taylor	Indicator removed
Delayed transfers of care (delayed days) from hospital (aged 18+) in the previous quarter	Stuart Rowbotham/ Julian McGhee-Sumner	Indicator removed
Number of WBC Councillors and Social Care Staff who are known to be "Dementia Friendly"	Stuart Rowbotham/ Julian McGhee-Sumner	Indicator removed
Cumulative % of the eligible population aged 40-70 who received an NHS health check	Stuart Rowbotham/ Julian McGhee-Sumner	Indicator removed
Smoking prevalence	Stuart Rowbotham/ Julian McGhee-Sumner	Indicator removed
HIV diagnosed prevalence per 1,000 people aged 15-59	Stuart Rowbotham/ Julian McGhee-Sumner	Indicator removed
% 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	Stuart Rowbotham	Indicator removed
Reduce the education gap at KS2 level 4 between disadvantaged and other pupils for Reading, Writing and Maths	Judith Ramsden/ Charlotte Haitham Taylor	Indicator removed
Reduce the education gap at KS4 level 4 between disadvantaged and other pupils for 5 A*-C GCSE incl E&M	Judith Ramsden/ Charlotte Haitham Taylor	Indicator removed
% Pupils achieving a good level of development at Early Years Foundation Stage in academic year 14-15.	Judith Ramsden/ Charlotte Haitham Taylor	Indicator removed
% Disadvantaged pupils achieving a good level of development at Early Years Foundation Stage in academic year 14-15	Judith Ramsden/ Charlotte Haitham Taylor	Indicator removed
Debtors collection	Graham Ebers	Indicator removed
Number of apprenticeships for NEETs between 16 and 24 years	Heather Thwaites/ Stuart Munro	Indicator reworded
Number of work experience opportunities for NEETs between 16 and 24 years	Heather Thwaites/ Stuart Munro	Indicator reworded
Number of apprenticeships posts secured through employment skills plans (ESP)	Heather Thwaites/ Stuart Munro	Indicator reworded

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<b>TITLE</b>	<b>Corporate Peer Review</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee – 22 November 2016/2016
<b>WARD</b>	None specific
<b>DIRECTOR</b>	Andrew Moulton, Head of Governance and Improvement Services
<b>LEAD MEMBER</b>	Keith Baker, Leader of the Council

**OUTCOME / BENEFITS TO THE COMMUNITY**

An effective, efficient, high performing Council focusing on the needs of its residents and communities.

**RECOMMENDATION**

That the Committee:

- 1) consider the findings of the Corporate Peer Review report;
- 2) consider progress in delivering improvement actions, set out in the action plan;
- 3) consider the implications of the review and action plan for the Overview and Scrutiny work programme for 2017/18.

**SUMMARY OF REPORT**

The Local Government Association (LGA) feedback report was developed following the Corporate Peer Review in February 2016. The report highlighted a number of strengths and also set out the challenges facing the Council. The detailed report can be found at Appendix A. The report was considered by the Executive at its meeting on 27 October 2016.

An action plan (Appendix B) has been developed identifying activities, many of which were already underway, to address the areas identified as requiring improvement. The report to the Executive provided an update on progress on the activities included in the Action Plan.

It is planned for the LGA to return in February 2017. The purpose of the visit is to help the Council assess and demonstrate the impact of the peer challenge and the progress made against the areas of improvement and development identified by the peer team.

The Overview and Scrutiny Management Committee will be considering its next annual work programme at its meeting in January 2017. It is suggested that the Corporate Peer Review report and the WBC Action Plan provide information about strengths and weaknesses that will help inform the development of the new work programme.

## Background

- 1.1 A Corporate Peer Review is a voluntary improvement review which is facilitated by the Local Government Association (LGA). Wokingham's Corporate Peer Review took place from Monday 8<sup>th</sup> February to Thursday 11<sup>th</sup> February 2016. The review focussed on five core themes:-
  - i. Understanding the local place and priority setting: does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
  - ii. Leadership of place: does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
  - iii. Organisational leadership and governance: is there effective political and managerial leadership supported by good governance and decision making arrangements that respond to key challenges and enable change and transformation to be implemented?
  - iv. Financial planning and viability: does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
  - v. Capacity to deliver: is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?
- 1.2 Exploring these areas has given the council reassurance and an indication of its ability and capacity to deliver on its plans, proposals and ambitions. The review also focussed on another area of particular importance to Wokingham - the extent to which the Council is prepared to respond to the next wave of austerity.
- 1.3 A feedback report was prepared by the LGA which set out our strengths and things to be proud of and our challenges, identifying areas where we should look to improve.
- 1.4 In summary, the review found the Council to be ambitious and high achieving in many areas, supported by sound finances and enthusiastic, capable staff. The detailed report can be found at Appendix A. The resulting Action Plan is set out at Appendix B.
- 1.5 The Corporate Peer Review provides an assessment of the Council's strengths and the challenges it will face over the next period. As such it provides useful information for the Committee to consider in developing its next annual work programme.

## 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)	£0	Yes	
Next Financial Year (Year 2)	£0	Yes	
Following Financial Year (Year 3)	£0	Yes	

### Other financial information relevant to the Recommendation/Decision

The peer review is part of the LGA's sector led improvement activities and was at no additional cost to the Council.

### Cross-Council Implications

Impacts across and beyond the Council.

### List of Background Papers

Corporate Peer Challenge – Wokingham Borough Council – Feedback Report

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<b>Date</b> 11 November 2016	<b>Version No.</b> 1

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# Corporate Peer Challenge **Wokingham Borough Council**

8 – 11 February 2016

Feedback Report

## 1. Executive Summary

Wokingham Borough Council (WBC) is ambitious and high achieving in many areas, supported by sound finances and enthusiastic, capable staff. The Chief Executive is well-respected both in and out of the borough, and the Leader and Executive members have a strong grasp of their portfolios. Some external partners have seen a real improvement in the council over recent years, and WBC is now seen as a “trusted partner”. The council has by no means exhausted opportunities to work more collaboratively with partners both within the borough and across Berkshire.

WBC has an impressive growth plan. Coherent and proactive, it is supported by sound finances and infrastructure, and WBC’s successful record of delivery has meant that the council enjoys a strong reputation among local developers and key partners such as the Homes and Communities Agency (HCA) for its approach on this agenda. The council is open to new ways of working and has established successful shared services, a housing company (Wokingham Housing Limited) and a trading company for adult social care services (Optalis).

The council’s financial management is strong and so far WBC has been able to achieve significant savings with minimal impact on front line services. However, the financial planning horizon for revenue spend is limited to one year and as such focuses on the short term. Linked to this, there is a lack of a strong vision for the area and the council’s role in shaping it, underpinned by clear principles and priorities, to provide focus for the medium term financial strategy and guide the next phase of savings. This means that there is limited opportunity to build in an effective lead-in period to consult with residents, partners and stakeholders on potential savings and to implement difficult decisions.

WBC has an iterative decision-making process, with most key decisions explored by the largest political group prior to going to the Executive. The process, although lengthy, does generate results, however there is tendency for there to be a focus on the short-term and a potential to limit transparency in decision-making. Although there are some examples of scrutiny adding value, generally overview and scrutiny is reactive and has a limited role in policy development.

The council has made significant efforts recently to improve the way it engages with local people, for example the community budgeting exercise used to inform budget setting for 2016/17, and this is a positive step. However, community engagement activity needs to be broader, deeper and earlier in the decision-making process.

WBC enjoys enthusiastic, innovative and capable staff and middle managers, who feel supported by senior management who ‘walk the talk’. The council has a strong record on ‘growing their own’ and has actively managed recruitment and retention issues. WBC is now embarking on an innovative 21<sup>st</sup> Century Public Servant organisational development programme.

The council has a great story to tell, not just on its impressive growth agenda, but it is missing an opportunity to celebrate its success – to staff, to residents and to partners.

There are a number of areas where WBC can build on this strong foundation to better position the council to respond to the challenges that the next phase of austerity will present. A clear vision for the future, developed in partnership with the community and partners, will help inform priority setting and medium term financial planning.

## **2. Key recommendations**

Our key recommendations, outlined in more detail in the body of this report, are as follows:

- Don't be afraid to be bold – WBC has been successful when providing strong leadership for key projects. Apply this courage more widely.
- What are your real priorities? Determine how your services are going to meet resident needs, what priority are you giving to each service and redesign services accordingly
- Extend your organisational and financial planning horizons to include detailed modelling in your longer-term financial plans
- Think about your story of place – what is the unique role of the council in this environment, what is the role of partners, the voluntary and community sector, the community?
- Blow your own trumpet! Celebrate success widely and often in order to recognise staff efforts and increase morale, and share positive stories with partners and residents.

## **3. Summary of the Peer Challenge approach**

### **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Wokingham Borough Council were:

- George Garlick, former Chief Executive, Durham Council
- Councillor Alan Jarrett, Leader, Medway Council
- Beverley Compton, Assistant Director for Adult Services and Health, North East Lincolnshire Council
- Nicola Monk, Service Director for Policy and Performance, Luton Borough Council
- Gilian Macinnes, Principal Consultant, Planning Advisory Service
- Kate Herbert, Peer Challenge Manager, LGA

## Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, you asked the peer team to explore the extent to which Wokingham Borough Council is prepared to respond to the next wave of austerity.

## The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent four days onsite at Wokingham Borough Council, during which they:

- Spoke to more than 80 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 45 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 117 hours to determine their findings – the equivalent of one person spending 3½ weeks in Wokingham.

This report provides a summary of the peer team's findings along with suggestions for some next steps. It builds on the feedback presentation provided by the peer team at

the end of their on-site visit (8–11 February 2016). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the issues raised may be about things you are already addressing and progressing.

## **4. Feedback**

### **4.1. Understanding of the local place and priority setting**

WBC has a very clear understanding about how the borough will physically develop in the future and is proactively driving growth and infrastructure developments to deliver against this vision. Although there is a detailed vision and delivery plan around Wokingham town centre, housing and infrastructure, there is a lack of detail around what Wokingham, the place, and Wokingham Borough Council will look like over the medium- to long-term.

Without this clarity of vision and priorities, there is a risk that increasingly difficult decisions will be taken on a piecemeal basis and may not be consistent in delivering the strategic objectives of the council. There is a need to clearly articulate the high-level, broad vision, principles and priorities for the council to provide a clear framework within which to develop and review services, and to inform the difficult decisions to come. In shaping the overarching vision and priority setting, while remaining aware of the needs of their own localities, Councillors will need to ensure that there is a focus on the strategic needs of the borough.

Such clarity around the focus for the borough will also be essential to shape strategic relationships with partners and the way in which WBC engages with those partners. Structures for some key partnerships are now well established, for example the framework for health integration, and it is widely understood that there is now a need to focus on the pace of delivery and the achievement of outcomes using these as levers.

There are a number of opportunities to strengthen key partnerships further, such as with the voluntary and community sector (VCS), to better channel community engagement and co-production initiatives in a cost effective way. These partnerships will be critical to successfully mitigating the impact of difficult decisions the council may have to take in the future.

The council has a number of examples of innovative work, for example the commercialisation of discretionary services in Environmental Services, and delivering improvement, for example the Children's Framework which is on track to improve services over the next 9 months and is well-regarded by Ofsted.

### **Suggestions**

- For the council, review the vision and priorities to develop a more specific direction to help inform the difficult decisions to be made.
- Consider whether you have the right strategic partnerships – with the right partners – in place to support delivery of priorities.

- Design your engagement with the voluntary and community sector in a way that promotes an ongoing, healthy and productive dialogue – as equal partners.

## 4.2. Leadership of place

Wokingham is the Department of Communities and Local Government's 'go to' example of successful delivery of strategic housing development accompanied by the infrastructure to create sustainable communities. This is far from the norm. WBC has demonstrated a strong vision in this area of activity, coupled with leadership and commitment to achieving that vision, and quite rightly the officers and members of the council are proud of what has been achieved to date and what is in train.

There are a number of examples of how WBC is providing leadership of place:

- The Wokingham Town Centre regeneration scheme, having recovered from an earlier delay, is now well underway and is widely thought to be a strong and sustainable development programme, underpinned by good internal working across council teams and effective working relationships with developers.
- Business partners hold the Economic Development Team in high regard and appreciate the various ways the council engages with them.
- WBC's role within the Berkshire 10 Partnership is seen as very positive in supporting the delivery of an accountable care system
- The Chief Executive has been visible with the voluntary and community sector and is seen as being open and honest about the challenges being faced
- Members are in touch with the quality of life factors that make Wokingham an attractive and sustainable place to live (for example a commitment to social rent and affordable market rents; insisting on pets being accepted and balconies fitted in a new Extra Care housing development)

There is an opportunity for WBC to develop its place-shaping role further, to bring together partners across the public, business, community and voluntary sector space to develop a shared vision of how Wokingham will look in the long-term and each partner's role in making the vision a reality.

Some external partners have seen a real improvement in the council over recent years, and WBC is now seen as a "trusted partner" by neighbouring boroughs. There is no political appetite for pursuing the devolution agenda in Berkshire, favouring instead more shared service arrangements. The council should actively seek out opportunities for increased closer working with neighbouring authorities to capitalise on economies of scale.

There are wider skills gaps affecting local employers across the borough, including difficulties recruiting construction workers and senior leaders in schools. Furthermore, the relatively high cost of living in the borough has prompted challenges in filling lower paid roles. There is an opportunity to bring a broader group of partners together to tackle these issues. Working together to package Wokingham as a great place to live and work, for example, would be a prime opportunity to develop more productive relationships with the major employers and investors in the Borough.

The council has successfully used strong communications to explore controversial strategic issues with local people, not least the debate around the housing agenda. WBC is increasingly seeking to strengthen consultation and engagement with residents and stakeholders. The recent community budgeting exercise used to inform budget setting for 2016/17, is an example of WBC exploring new ways to engage local people and deepen the council's understanding of local concerns, and this is a very positive step. However, community engagement activity needs to be broader, deeper and earlier in the process, should provide meaningful opportunities to shape service design and decision making, and take care to ensure that plans are not blown off track by a vocal minority.

## Suggestions

- Develop with partners a long-term vision for the Borough and clarify the roles of the council, partners, and the community roles to deliver this
- Build on the strong start you have made on public consultation and engagement
- Following the publication of the Skills Priority Statement, are you confident you are addressing any skills gaps in the area, not just for council workers?
- Develop a joined up public sector campaign to promote Wokingham as a great place to work to support public and private sector recruitment
- Prioritise exploring increased joint working across Berkshire.

### 4.3. Organisational leadership and governance

WBC is well-led, with a Chief Executive who is well-respected by staff, the Leader and members, and partners both in and outside of Wokingham, and a Leader and Lead Members who have a good understanding of their portfolios. Members of the Corporate Leadership Team (CLT) are approachable and staff believe that they 'walk the talk'. The Extended Corporate Leadership Team is helping to promote more integrated working across departments

There are increasingly good working relationships between members and officers. The Joint Board is a good way of bringing CLT and Executive Members together to explore key issues, and there appears to be emerging clarity about their respective roles. Members and officers both recognise that transformation is needed and are committed to the 21<sup>st</sup> Century Public Servant programme and appropriate management is being put in place to support this.

However, it is not clear how WBC sees the '21<sup>st</sup> Century Elected Member' and how this is being incorporated into the wider 21<sup>st</sup> Century Public Servant organisational development approach. More widely, there seems to be limited support for member development and it would be useful for the council to consider how members should be supported to embrace their roles as modern community leaders. It may be helpful to explore options for member development such as the Member Development Charter Programme and the LGA's Leadership Academy/ Leadership Essentials.

The largest political group explores key decisions prior to them going to the Executive. This works well in helping smooth the flow of decisions, but creates an elongated decision-making process, leading to a tendency to focus on the short-term. It could also be seen as limiting transparency in decision-making. It is worth considering whether the perception that all decisions have to go through a political process mean that relatively simple service changes may not be proposed.

There have been some good examples of overview and scrutiny activity adding value, for example task and finish groups (on non-contentious issues), and scrutiny of the post-Ofsted action plan performance. However, generally overview and scrutiny is reactive and has a limited role in policy development. There is a need to think about how the council can ensure that scrutiny provides effective challenge for the council, for example evaluating different options, performance monitoring, and assessing delivery of outcomes. Linked to this, there is a wider issue of how opposition members can be involved in policy development.

Performance management and monitoring has improved over recent years, but there is more work to do to ensure that it links to council priorities, has meaningful and clearly understood targets, and is actively managed by managers, executive members and overview and scrutiny. Furthermore, the council should seek to maximise opportunities for shared learning across the authority.

WBC has a great story to tell and not just on its impressive growth agenda. However, the council is missing an opportunity to celebrate its success and to promote Wokingham to staff, partners, residents and beyond.

### **Suggestions**

- Further clarify roles and responsibilities of members and officers – is the risk that unnecessary escalation of decision-making to members stifles innovation?
- Consider how overview and scrutiny can add value in light of the political context
- Explore options for member development
- CLT and Executive Members need to demonstrate ownership of performance management, and staff development should be clearly linked to productivity and achievement of corporate outcomes
- Celebrate success – shout from the rooftops!

### **4.4. Financial planning and viability**

The council's financial management is strong, with no major overspends or underspends, and so far WBC has been able to achieve significant savings with minimal impact on front line services. An asset rationalisation programme is underway with an accelerated delivery timescale, there is a commercial approach developing across the council, and re-procurement exercises have generated £100k savings in environmental services. The almost 10% return expected from the Wokingham Town Centre regeneration project is impressive.

There is good, early, high-level member engagement in budget setting via the Joint Board and the largest political group, and a positive approach to community engagement on the 2016/17 budget this year.

However, the level of detail in the public papers for the 2016/17 budget setting was extremely limited, with very little detail about the savings (or growth) proposed and the potential impact of each of the proposals. The debate seems largely to have taken place internally, with limited potential for public scrutiny. It is essential that members are given sufficient level of information to be able to consider, question and challenge the proposals put before them, and that there is transparency for local people around the savings proposed.

Furthermore, the financial planning horizon for the revenue budget is limited to one year and the Medium Term Financial Strategy (MTFS) contains no detailed forward plans. The lack of a strong vision and priorities for the council means that there is no focus for the medium term financial strategy to guide the next phase of savings, and that there is limited opportunity to conduct effective consultation with residents, partners and stakeholders to discuss difficult decisions.

Given the financial challenges to come, it would be worth ensuring that the medium to long-term cost implications of demand around adult services are understood, and in light of legislative and financial changes it would be worth reviewing the future of Wokingham's own housing stock.

There is a need to deepen the understanding of the long-term potential trade-offs available to the council and community, including considering all options that may in years gone by have been considered as 'sacred cows'.

We understand that there has recently been a somewhat broader involvement across Corporate Leadership Team in financial planning. This has been welcomed by senior managers and this should become standard practice. Financial planning is a critical council-wide, functional issue, and not an issue for the finance department alone.

The council is willing to consider new ways of working, for example shared services, commercialisation of parks, and creating company structures, and work on asset rationalisation is moving in the right direction. It is important that WBC ensures that there is a strategic approach to exploring other delivery models and that it is making optimum use of existing companies/ models (Optalis, Wokingham Housing Company, etc) and growing these businesses sustainably. The council should also take care to ensure that commissioning and procurement processes do not shut out smaller, local organisations.

As part of the above suggestion for WBC to develop its place-shaping role further, it is important that the council considers what the future relationship of the council, partners and the community in Wokingham looks like to meet local need in the medium- to long-term, and develop a shared agenda around this. Furthermore, the council should tap into the resource offered by the community, voluntary sector and partners to help to shape future service delivery and achieve savings.

## Suggestions

- Increase transparency around financial reporting
- Develop a medium term financial strategy that provides medium-term planning around future budget envelopes and the nature of required savings
- Broaden the ownership of financial planning – it is a critical council-wide, functional issue, not an issue for the finance department alone.
- Ensure that members have a full range of savings options in front of them, with an understanding of impact
- Consider flexible use of capital
- Undertake a review of the future of WBC's own housing stock

### 4.5. Capacity to deliver

WBC enjoys enthusiastic, innovative and capable staff and middle managers, who feel supported by senior management who 'walk the talk'. The latest staff survey results were very positive and give a strong sense that the organisation 'looks after' its staff, and this was echoed in our discussions with staff while on site. There are few HR issues, improved levels of attendance, and SMART ways of working have delivered significant savings for the council.

The council's approach to organisational development is supporting a committed workforce to develop and remain with the council, and WBC has a strong record on 'growing their own'. There is a strong awareness of key skills gaps for the authority and the council has actively managed recruitment and retention issues, tailoring approaches for some of these, for example career paths for planners, special terms & conditions and benefits for children's social workers (praised by Ofsted), and apprenticeships. There are also successful collaborative working initiatives in place across Berkshire to avoid local councils 'poaching' key staff from neighbouring boroughs. This work could be widened to address workforce recruitment and retention across the public sector, for example recruiting teachers, identifying more key worker housing.

WBC is now embarking on an innovative 21<sup>st</sup> Century Public Servant organisational development programme, which will develop a clear vision and direction for WBC workforce and members. This should explore how to align workforce to productivity and outcomes, and begin to address what the '21<sup>st</sup> Century Elected Member' looks like for WBC and how the council can support members on this aspect of the transformation programme.

WBC has strong relationships with some partners and voluntary and community sector (VCS) organisations resulting in good examples of delivery, for example adult social care maximising opportunities around coproduction. There are further opportunities to explore closer working with partners such as town and parish councils, VCS organisations, fire and police services. There is a need for the council to demonstrate to partners how much it values them, to build trust and reinforce the sense of working together as equal partners.

The early conclusions from the VCS Review (which was yet to report when the team was on site) were that the local VCS was delivering high quality services and value for money. The council should consider how it can work with the VCS to capitalise on this to increase the local capacity to deliver. Key to this will be to ensure that there is strategic leadership of the council's relationship with the VCS (for example a single point of contact) and that the council acts as a responsible partner to the sector as far as it can, for example at least 3 months' notice of funding agreements, considering 3-year funding agreements, regular monitoring of delivery against SLAs for grants/contracts with organisations, paying bills on time, involvement in service design and regular engagement. This will support the VCS to have strong and sustainable financial footing.

The issue of elections by thirds was raised with the peer team, with the suggestion that elections every three years out of four was having an impact on the business of the council ("The real business gets done between September and November"). It is not for the Corporate Peer Challenge process to advise a council on its electoral arrangements, but the council should consider whether the electoral cycle does indeed impact adversely on decision-making, and if so how to address this.

### **Suggestions**

- Work with members to develop a programme of development that supports the '21st Century Elected Member'
- Ensure that the impact of staffing reductions are identified and do not undermine the delivery of priorities
- Widen collaborative approaches to addressing workforce recruitment and retention across the public sector
- Identify organisational leadership around relationship with the VCS and ensure a strategic approach to longer-term grant giving and commissioning of the VCS. Consider establishing a Compact between the VCS and the council (and other partners) to set out how all partners will engage with each other

### **4.6 Preparedness to respond to austerity**

It is difficult to take a view on whether the council is well-prepared to respond to the next wave of austerity because WBC's revenue plans are only clear for the short-term.

The council has been bold on numerous occasions to put in place new and innovative models of working, for example parks that are now self-financing, shared services with other councils, and establishing the housing company, and there is clearly a willingness to push this further. Members are increasingly coming to understand the realities of the financial situation and the impact for the council.

However, if all the 'low hanging fruit' has been picked as has been suggested to us, the council needs to ensure that the transformation plans have sufficient pace to be able to mitigate the impact of the funding situation anticipated in 2019/20

Furthermore, it is important that WBC thinks about how it can embrace collaboration and multi-agency working across both Wokingham and Berkshire to deliver further

change at scale and pace. The council must ensure that it has the right partners in place, that there is clarity about the role of the council and the role of partners in delivering a shared vision, so that all players are making the best contribution they can. WBC also needs to consider whether it is being open enough with partners: Is there a shared understanding of each other's priorities (and to what extent are these shared priorities) and each other's challenges (including scale of financial challenge) to explore opportunities to effective joint working?

Wokingham is asset rich as a locality and the council should consider whether it is making the most of those assets. Wokingham also had a low dependency community and a wealthy population that potentially could pay more and take on more to retain the services they feel they need. WBC should consider how to start this conversation with the local community.

## **5. Next steps**

### **Immediate next steps**

We appreciate you will want to reflect on these findings and suggestions with your senior managerial and political leadership in order to determine how the Council wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mona Sehgal, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Her contact details are 07795 291006/ [Mona.Sehgal@local.gov.uk](mailto:Mona.Sehgal@local.gov.uk).

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform your ongoing consideration.

### **Follow up visit**

The LGA peer challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 12-24 months.

Appendix B – Corporate Peer Review Action Plan – Submitted to the Executive on 27 October 2016

Area for Improvement	Activity	How progress is being monitored (for review at CLT – 20/9)
<p>Understanding of the local place and priority setting</p>	<p>1.1 For the council, review the vision and priorities to develop a more specific direction to help inform the difficult decisions to be made.</p> <p>1.2 Consider whether you have the right strategic partnerships – with the right partners – in place to support delivery of priorities</p> <p>1.3 Design engagement with the voluntary and community sector in a way that promotes an ongoing, healthy and productive dialogue – as equal partners.</p>	<p>Through the C21C programme clear areas for ongoing scrutiny around cost and opportunity have been identified for work to support the 3-year financial plan. 12 themes identified within the programme, for detailed examination</p> <p>Role of, and relationships between key partnerships is under consideration, and an emerging ‘Resilient Wokingham’ Strategy will provide an over-arching strategic intent. Outcomes of the Peer Challenge into the Health and Wellbeing Board also shaping partnership</p> <p>Work undertaken with Involve to create a better and stronger platform for engagement and dialogue</p>
<p>Leadership of place</p>	<p>2.1 Develop with partners a long-term vision for the Borough and clarify the roles of the council, partners, and the community roles to deliver this.</p>	<p>See above, plus An updated Economic Strategy has been approved and is being implemented. We have strong strategic and working links with the LEP</p>

	<p>2.2 Build on the strong start made on public consultation and engagement.</p> <p>2.3 Following the publication of the Skills Priority Statement, are you confident you are addressing any skills gaps in the area, not just for Council workers?</p> <p>2.4 Develop a joined up public sector campaign to promote Wokingham as a great place to work to support public and private sector recruitment</p> <p>2.5 Prioritise exploring increased joint working across Berkshire.</p>	<p>Lessons learned from first year: second round of engagement events scheduled and planned</p> <p>This work is addressed in the Economic Development Action Plan. We will be addressing the needs/gaps through this route, with work already underway in relation to hospitality, construction and STEM subjects.</p> <p>Outstanding: Council's Leadership Team to explore approach 10/16</p> <p>WBC has led the way in promoting and hosting shared services, and will continue to do so.</p>
3 Organisational leadership and governance.	<p>3.1 Further clarify roles and responsibilities of members and officers – is the risk that unnecessary escalation of decision-making to members stifles innovation?</p> <p>3.2 Consider how overview and scrutiny can add value in light of the political context</p>	<p>Member-officer roles and relationships are currently clear and strong. 'Joint Board' works effectively as to individual lead member-director links and communications</p> <p>New O&amp;S Chair: root and branch review planned to deliver enhanced scrutiny function</p>

	<p>3.3 Explore options for member development</p> <p>3.4 CLT and Executive Members need to demonstrate ownership of performance management, and staff development should be clearly linked to productivity and achievement of corporate outcomes</p> <p>3.5 Celebrate success – shout from the rooftops!</p>	<p>Programme to be reviewed in the light of the 21 Century Council (C21C) changes 1/17</p> <p>New structural arrangements for PM as part of C21C: to be implemented 1-3/16 Improved engagement of Lead Members through 1:1s with Directors</p> <p>Ongoing: local PR still more effective than sector-wide profile-raising. Will be addressed within the C21C programme</p>
4. Financial planning and viability	<p>4.1 Increase transparency around financial reporting</p> <p>4.2 Develop a medium term financial strategy that provides medium-term planning around future budget envelopes and the nature of required savings</p> <p>4.3 Broaden the ownership of financial planning – it is a critical council-wide, functional issue, not an issue for the finance department alone.</p>	<p>MTFP process changed for 17-18: built around a 3-year plan, CLT and wider leadership group, and Executive members fully engaged</p> <p>See above</p> <p>See above</p>

	<p>4.4 Ensure that members have a full range of savings options in front of them, with an understanding of impact</p> <p>4.5 Consider flexible use of capital</p> <p>4.6 Undertake a review of the future of WBC's own housing stock</p>	<p>Business case approach adopted for key savings lines. Business cases then considered by members</p> <p>Many posts already capitalised. We operate within regulation and make use of capital flexibly where we can</p> <p>Review commissioned: has narrowed the options available for the Council</p>
5. Capacity to deliver	<p>5.1 Work with members to develop a programme of development that supports the '21st Century Elected Member'</p> <p>5.2 Ensure that the impact of staffing reductions are identified and do not undermine the delivery of priorities</p> <p>5.3 Widen collaborative approaches to addressing workforce recruitment and retention across the public sector</p> <p>5.4 Identify organisational leadership around relationship with the VCS and ensure a strategic approach to longer-term grant giving and commissioning of the VCS.</p>	<p>This will be taken forward by the C21C Member-Officer Working Group, building on the recent InLogov (Birmingham Uni.) publication 'The 21<sup>st</sup> Century Councillor'</p> <p>C21C programme includes risk assessments: for the programme and for each directorate in transition. Staffing issues addressed and mitigation in place</p> <p>It proves difficult to establish collaboration with partner Las with whom we are competing for staff. Workforce issues a key consideration for the STP work with NHS</p> <p>Picked up by Head of Strategic Commissioning. Compact to be complete 3/17. VCS to be involved directly in the emerging Resilient Wokingham strategy</p>

		Consider establishing a Compact between the VCS and the council (and other partners) to set out how all partners will engage with each other	and work programme
6.	Responding to austerity	<p>6.1 Adopt transformation plans with sufficient pace to be able to mitigate the impact of the funding situation anticipated in 2019/20.</p> <p>6.2 Embrace collaboration and multi-agency working across both Wokingham and Berkshire.</p> <p>6.3 Review whether the Council is making the most use of its assets.</p> <p>6.4 Consider how best to start a conversation with the local community about charging for services and self-reliance.</p>	<p>C21C programme achieves this</p> <p>We are actively engaged in this already where opportunities emerge. WBC has 'led the charge' for the establishment of shared services</p> <p>Asset Review programme underway. WBC also lead agency for One Public Estate bid, leading partnership of 6 Las, Police, Fire, Health, Gov't Property Unit</p> <p>We are picking this up in the 16-17 round of budget consultation events</p>

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ITEM NO:

<b>TITLE</b>	<b>Shared Services Overview and Scrutiny Review</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee – 22 November 2016
<b>WARD</b>	None Specific
<b>DIRECTOR</b>	Andrew Moulton, Head of Governance and Improvement Services

## **OUTCOME / BENEFITS TO THE COMMUNITY**

In the face of increasing financial and demographic pressures the Council must look at new ways of working and new ways of delivering public facing and back office services. Effective shared services can deliver benefits relating to reduced costs, greater resilience, improved service quality and greater value for money for residents and service users.

## **RECOMMENDATION**

The Committee is requested to:

- 1) confirm that the proposed Overview and Scrutiny review of Shared Services be put on hold pending the outcome of the 21<sup>st</sup> Century Council work programme;
- 2) request a briefing on the 21<sup>st</sup> Century Council Shared Services work strand in order to inform its future work programme.

## **SUMMARY OF REPORT**

At its meeting in September 2015, the Overview and Scrutiny Management Committee supported a request from Councillor Bray for the establishment of a Task and Finish Group to look at shared services. Councillor Bray's proposed outcome was the development of best practice guidance to aid the future development of shared services.

A Task and Finish Group was established and met in March 2016. The Task and Finish Group agreed terms of reference (attached) and a draft work programme. However, it was subsequently confirmed that Shared Services was one of the components of the 21<sup>st</sup> Century Council programme which is now underway.

At its meeting on 31 May 2016 the Committee considered its work programme for 2016/17. The Committee confirmed the principle that Overview and Scrutiny reviews should not duplicate other ongoing reviews within the Council. Consequently, the Task and Finish Group has not progressed its work programme and now seeks confirmation from the Committee that the review be put on hold pending the outcome of the 21<sup>st</sup> Century Council work strand. It is suggested that the Committee receive a briefing on the 21<sup>st</sup> Century Council work on Shared Services and use that information to determine when and how the Shared Services Task and Finish Group is to proceed.

## **Background**

At its meeting on 7 September 2015 the Overview and Scrutiny Management Committee considered a scrutiny review request from Councillor Prue Bray. The request related to the services which the Council currently delivers, or is in the process of moving to deliver, with other local authorities as shared services.

Councillor Bray set out the following reasons for carrying out the review:

*“With the financial constraints placed upon the Council there is a drive to deliver services as efficiently as possible. One model of service delivery which has been increasingly adopted by the Council as part of this is joint service delivery with other councils.*

*A number of different services are now delivered jointly but the agreements under which they have been set up vary, as does the effectiveness of the service. It would seem sensible to review which arrangements have been most successful and which have been least successful, in order that any new agreements for shared services can be as good as possible, providing residents with a good quality service as efficiently as possible.*

*As part of any review, it would be sensible to look at the outcomes from the shared arrangements to see whether they are as they were expected to be when they were set up – better or worse - in order to better set expectations in the future. Aspects that need to be looked at are: financial impact, service quality and resilience.*

*I would like the principal outcome of the review to be some best practice guidance as to how to set up a good quality shared service. An additional outcome could be some actions to be taken to improve one or more existing shared service arrangements”.*

## **Current Shared Services**

To date the following Shared Services have been established by the Council:

- Adopt Berkshire – shared between WBC, Bracknell Forest, the Royal Borough of Windsor and Maidenhead (RBWM) and West Berkshire.
- Audit and Investigation – shared between WBC and RBWM.
- Building Control Solutions – shared between WBC and RBWM.
- Building and Maintenance – shared between WBC and the RBWM.
- Environmental Health, Licensing and Trading Standards – shared between WBC and West Berkshire District Council.
- Digital Solutions – shared between WBC and Bracknell Forest BC.
- Shared Legal Solutions – shared between WBC and the RBWM.

## **Task and Finish Group**

The Overview and Scrutiny Management Committee supported the establishment of a Task and Finish Group to carry out the review. The Group comprised Councillors Bray, Chopping, Halsall, Patman and Younis. The Group met in March 2016 and agreed terms of reference and a draft work programme.

It was subsequently confirmed that the 21<sup>st</sup> Century Council programme included a work strand on Shared Services. The Committee confirmed, at its meeting on 31 May 2016, that Overview and Scrutiny reviews should not duplicate other reviews being carried out in other parts of the Council. As a result, the Task and Finish Group has not progressed its work programme and the Committee is requested to consider when and how the Task and Finish Group should proceed.

It is suggested that a briefing on the 21<sup>st</sup> Century Council Shared Services work strand will enable the Committee to understand the current situation and make an informed decision about the future of the Task and Finish Group.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

	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

Proposals to improve current shared services or to develop new shared services may result in additional financial savings to the Council.

### Cross-Council Implications

The review of existing shared service development will help to identify best practice which will benefit service areas looking at the potential for a shared service approach.

<b>Contact</b> Neil Carr	<b>Service</b> Democratic Services
<b>Telephone No</b> 0118 974 6058	<b>Email</b> neil.carr@wokingham.gov.uk
<b>Date</b> 11 November 2016	<b>Version No.</b> 1

## SHARED SERVICES TASK AND FINISH GROUP

### TERMS OF REFERENCE

**Purpose of Review: To consider the process for developing shared services, whether or not proposed outcomes have been achieved and recommendations for future improvements and opportunities.**

1. To consider the range of shared services currently delivered by WBC.
2. To consider the process followed in developing each of the shared service solutions, including option appraisal and project management.
3. To consider the decision making process relating to the shared services approved to date including the levels of political/democratic input.
4. To consider the proposed outcomes for each of the existing shared services (i.e. in terms of financial savings, improved service delivery, service resilience and improved customer satisfaction) and the actual outcomes delivered.
5. To consider how shared services are monitored, how Members are updated on performance and the arrangements for effective Governance.
6. To consider the potential for future savings and service improvements from shared services.

#### **Key Objectives:**

1. To understand the range of shared services currently delivered by WBC.
2. To understand the way in which each shared service was developed, including set up costs and timescales.
3. To understand the process for managing, monitoring and reporting on the performance of the shared services.
4. To understand the decision making process relating to shared services and the ongoing Governance arrangements.
5. To consider the lessons learnt to date and to define success factors for future shared services.
6. To make recommendations for the future development of shared services, their management and Governance arrangements.

## **Scope of the Work:**

1. To gain an understanding of the pros and cons of shared services and the current arrangements at WBC
2. To gain an understanding of the views of partner organisations, management, front line staff and service users in relation to the impact of shared services
3. To gain an understanding of best practice in local government, other public services and the private sector
4. To gain an understanding of the potential for further shared services involving WBC and one or more partner organisations
5. To gain an understanding of the potential future benefits of shared services in terms of financial savings, service improvements and customer outcomes

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# Agenda Item 44.

<b>TITLE</b>	<b>Monitoring of Public and Member Questions</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee on 22 November 2016
<b>WARD</b>	None Specific
<b>DIRECTOR</b>	Andrew Moulton, Head of Governance and Improvement Services

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Overview and Scrutiny is a key part of the checks and balances which ensure that the Council and its partners make and implement effective decisions for all the residents of the Borough. Questions submitted to the Executive and Council give an indication of issues of interest and concern. These issues may generate review topics for the Overview and Scrutiny Committees.

## **RECOMMENDATION**

That the Committee considers the list of questions set out at Annex A and determine whether any of the issues raised should be considered for inclusion in the Overview and Scrutiny Work Programme for 2016/17.

## **SUMMARY OF REPORT**

At its meeting on 31 May 2016, the Committee considered a report containing suggestions for improving the Overview and Scrutiny process. One of the suggestions related to the monitoring of questions submitted to the Council's Executive and Council.

Members agreed that regular monitoring reports be submitted to the Management Committee.

## Background

At its meeting on 31 May 2016, the Committee considered a report containing a number of suggestions aimed at improving the Overview and Scrutiny process and developing greater public interest and involvement. One of the suggestions related to the monitoring of questions submitted to the Executive and full Council meetings.

Members and residents regularly ask questions at the Executive and Council meetings. These questions indicate areas of interest and concern and may generate ideas for Overview and Scrutiny investigation. The Committee agreed to consider regular monitoring reports on the questions submitted. Annex A contains details of the public and Member questions raised at the meeting of Council on 21 July 2016, the Executive on 28 July 2016 and the Extraordinary Executive on 1 September 2016.

## Analysis of Issues

Members are requested to consider Annex A and to determine whether it contains issues requiring further consideration and inclusion in the Work Programme for 2016/17.

### 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)	N/A	N/A	N/A
Next Financial Year (Year 2)	N/A	N/A	N/A
Following Financial Year (Year 3)	N/A	N/A	N/A

### Other financial information relevant to the Recommendation/Decision

None

### List of Background Papers

None

<b>Contact</b> Neil Carr	<b>Service</b> Governance and Improvement Services
<b>Telephone No</b> 0118 974 6319	<b>Email</b> <a href="mailto:neil.carr@wokingham.gov.uk">neil.carr@wokingham.gov.uk</a>
<b>Date</b> 11 November 2016	<b>Version No.</b> 1

## 1 Questions to Council on 20 September 2016

### **Lindsay Ferris asked the Executive Member for Highways and Transport:**

With the introduction of Civil Parking Enforcement on the horizon will the Executive Member for Highways agree to start working with local members to draw up a schedule and plans for where new parking arrangements will be required across the Borough?

#### **Answer**

A review commenced early in 2016 to look at the Borough's existing traffic regulation orders, road markings and the associated parking signs to ensure they are suitable to support CPE. The review highlighted numerous improvements required to the existing TROs, to the road markings and the parking signs that needed to be implemented to ensure CPE could be enforced and that it would be robust if challenged via the parking appeals process. These improvements are being made before CPE goes live, which is currently programmed for the second half of 2017, subject of course to approval at the 28 September 2016 Executive.

With regard to new parking arrangements and changes to the existing arrangements it is considered this would be best assessed and quantified after CPE has been implemented and established, in other words we would do the existing ones first. As usual any changes or larger scale improvements to the existing arrangements would be done on a priority basis, and would subject to appropriate availability of resources and funding.

### **Clive Jones asked the Executive Member for Children's Services:**

There have been suggestions in the press that the new Education Secretary Justine Greening is in favour of opening more grammar schools. Does the Conservative administration in Wokingham wish to see a return to grammar schools in the Borough?

#### **Answer**

The starting point for answering this question is to remind Councillor Jones that Wokingham's comprehensive schools, maintained and academies, are among the best in the country. We see their results continue to sustain massively high standards year after year. In short pupils do well here.

There has been interest in the grammar school question since the recent development in Sevenoaks, Kent. This is where an existing grammar school was expanded in a new building on a new site. In Wokingham, as seen with many areas in our Council, we are prepared to look carefully at different ways of doing things.

If there were a change in the law reflecting the new Secretary of State's thinking, that might change the balance of pros and cons. We will work through the anticipated green paper when it is published. However it would not change my sense that we want to work with our schools and we are interested in our education system as a whole. What we wish to see in Wokingham is children doing brilliantly. Our schools achieve that for our children and I salute them for that.

**Supplementary Question**

I agree with you. Wokingham children do extremely well but would you agree with me that there is no evidence that grammar schools increase social mobility, and significantly in the past have had a harm on the life chances and opportunities of 80% of young children who have not been able to go to grammar schools?

**Supplementary Answer**

I think there are different circumstances in different authorities. Here all of our schools do incredibly well for pupils and as I said to you, if this legislation goes through in Central Government, we would need to consider very carefully what it would mean for our own local circumstances here. We may not be able to influence what it actually means for us in terms of the fact that we have a Regional Schools Commissioner so we would need to consider later on down the line the pros and the cons and what it does mean for social mobility or not. At the moment our schools are doing an excellent job and I praise them for that.

**Prue Bray asked the Executive Member for Economic Development and Finance:**

Now that we have had three months since the EU Referendum vote (at the time of the Council meeting), can the Executive Member for Finance advise whether there has been any impact on Wokingham Borough Council as a result of the vote?

**Answer**

I think you asked me a similar question recently and my answer then was no and my answer today is no. The Thames Valley economy is currently in very good health.

**Supplementary Question**

Does that mean then that you have been given a guarantee that the European Structural and Investment Fund money that is due to come to the LEP between now and 2020 will be forthcoming?

**Supplementary Answer**

My understanding is that the Government has guaranteed to maintain funding that we would have otherwise got from the European Union up to 2020 so I would expect the answer to your question to be yes.

**Michael Firmager asked the Executive Member for the Environment:**

Would the Executive Member explain the arrangements for our residents for continuing easy access to our Household Waste Recycling Centres from 1st July?

**Answer**

You say easy access and I think what we have done has not provided any issues. As of 1 July, the re3 recycling centres now only accept household waste from residents living in the three Boroughs. The change was prompted by West Berkshire Council giving notice that it intended to stop the annual payment of £500,000 to the partnership councils for waste delivered to re3 recycling centres by West Berkshire residents. The partnership felt that it is unfair to ask our council tax payers to fund waste management services for residents in other local authorities. In order for onsite staff to check residency easily and enforce the access change, recycling centre visitor permits were

sent to the 182,000 households in the re3 area for use by residents when visiting the Bracknell and Reading facilities. All area residents are also able to use alternative forms of valid ID, like driving licence photocard, to access the recycling centres.

Considerable effort was put into communicating the changes, which resulted in widespread and continued coverage in the media including TV, radio, print publications, and news websites and on social media and in community-led publications. Recycling centre meet and greet staff have undergone communications training, which has been supplemented by onsite signage and leafleting, to ensure a consistent and accurate message. Communications for the next phase of changes due on 30th of this month, the introduction of a commercial vehicle permit and charges for some non-household waste are now underway and additionally, we will be carrying out traffic lane upgrades to both sites to improve access.

## **2 Questions to the Executive on 29 September 2016**

**Lindsay Ferris asked the Leader of Council:**

### **Question**

With the proposed cuts in staffing and services being proposed will WBC be in a fit state to perform as an effective Council in the future?

### **Answer**

The 21<sup>st</sup> Century Council programme offers this Council the opportunity to change and improve the way that services are delivered to our residents by taking out inefficiency, by increasing the range of transactions residents can do remotely and digitally, using leading edge technology, by reshaping our staff team to work more across disciplines and departments, by reducing bureaucracy and the number of staff and managers. By doing these things we can protect many services that in other councils have long since been ended or cut. We can enable our staff to work differently and to advance their training and development as a direct consequence. And we can avoid the service cuts and salami-slicing you suggest in your question

So yes, I am absolutely grateful for the opportunity to confirm that by doing what we are doing we will be leaner and fitter enabling us to continue to perform as a good, strong and effective council despite the financial challenges we face.

### **Supplementary Question**

From past history WBC has not been that good at introducing new IT services. In addition WBC has one of the highest levels of elderly people in the country. How can you ensure that these residents and others will still be able to access WBC services easily?

### **Supplementary Answer**

As a former IT professional myself IT is always difficult to implement and I think we are no different to any other organisation. But there is a strong work ethic to make the IT work this time around. It is going to be overseen by a couple of professional IT Councillors as well to make sure that, as far as we can, we will remove any of the issues that we had previously.

In terms of access to services for the elderly and vulnerable it will not just be on the basis of IT we all know, certainly people of my age anyway, that there is a high number of elderly people that are IT literate but in two or three generations it will be virtually everyone. So we absolutely have to be able to cater for those vulnerable people who do not have IT experience.

**Rachelle Shepherd-DuBey asked the Executive Member for Highways:**

**Question**

Will you include the number of schools, railway stations, park and ride locations and other such locations when considering the number of parking warden hours allocated to a town or parish rather than just the length of yellow lines?

**Answer**

Yes certainly.

**Supplementary Question**

I realise that yellow paint must be exceedingly expensive in this country and therefore that is the reason why you think that but will you please work with the local Members to work on problem areas rather than just allocating by yellow lines?

**Supplementary Answer**

It is not just by yellow lines it is by a whole range of factors including the ones you mentioned and more and they will of course be considered as they always are on these TROs.

### **3 Questions to the Executive on 27 October 2016**

**Peter Humphreys asked the Leader of the Council:**

**Question**

The negotiations with Aldi to secure a supermarket to anchor the proposed Elms Field development are taking an inordinately long time. Bearing in mind the recent publicity surrounding the Irish government giving state aid to Apple through tax breaks would the Leader of the Council please confirm that WBC in its desperation to secure a deal will not be providing financial incentives of any kind to get a supermarket on Elms Field? I use the term "council" to include any companies it controls and "incentives" in its broadest meaning to include rents below market value, rent-free periods etc. and other creative inducements or concessions. A lot of public money is at stake and thus it is important that the people of Wokingham are assured we are not subsidising a commercial company.

**Answer**

Desperation is a rather an emotional word. There is absolutely no way that this Council is desperate in the way you propose in your question.

The negotiations with the potential food store operator are progressing well and in line with the project programme. The terms being discussed are aligned with the Letting Strategy adopted by the Executive, which is very much based on current market value. As you would expect I am unable to go into detail on this matter but any incentives

being discussed are wholly in line with market requirements and will achieve the 'market value'.

### **Supplementary Question**

Obviously you are using the commercially confidential clause to sort of conceal information from your fellow councillors and the public but it is already in the public domain; albeit hard to locate that 15 shops and restaurants have been given free rent periods and that the cinema fit-out is, and I quote, "a loss leader". It is also publicly known that incentives have been given to the Premier Inn as well as to Aldi so the more pertinent question is probably if no financial incentives are given to the potential commercial tenants of Elms Field would the proposed budget cuts and increased charges for refuse disposal not necessarily be appropriate or approximately how many social housing units could be constructed with that money?

### **Supplementary Answer**

The fact is that the market requirements dictate certain actions and we are doing those actions and we are not doing anything different than anybody else in this area.

### **Lindsay Ferris asked the Leader of the Council:**

#### **Question**

Can you advise the main differences between this approach and more conventional shared service arrangements?

#### **Answer**

The key difference is that Optalis is a limited company, with directors registered at Companies' House. A shared service is simply an arrangement agreed between two or more councils to provide that service through a single managed team, rather than do it separately within each council.

In this model The Royal Borough acquires 45% of the shares of the company and the company more than doubles in size increasing its resilience, its foothold in the market, and its ability to recruit and retain staff as you move from two councils trying to find staff to one organisation trying to find staff. Both councils share the risks and the benefits of the new company as it grows and delivers services to both councils, and beyond, to other authorities and to private clients as well.

### **Supplementary Question**

We note that The Royal Borough of Windsor and Maidenhead has a target of between £1.8m and £2m in the reduction of costs of delivery of these adult social services over the next three years. Does the Optalis merged company, as I call it, pick up any debt arising out of any shortfall in achieving this target?

### **Supplementary Answer**

Absolutely not.

### **Prue Bray asked the Executive Member for Economic Development and Finance:**

#### **Question**

With the Revenue Monitoring report showing a current year projected overspend of £494K, which represents approximately the equivalent of a Council Tax rise of 0.5%, will this not put added pressure on meeting service needs in 2017/18?

**Answer**

The short answer is yes and I will not get into trouble for that. The detail is as follows. A key purpose of the budget monitoring is to inform our budget plans for the following year. This counts for both overspends and underspends. The budget overspends revealing themselves in this years' budget monitoring are in respect of the usual suspects; statutory demand lead services. Although we will continue to do all we can to contain these pressures this is often the best we can do, at least in the short term. They will therefore inevitably add to the spending pressures in 17/18 along with the other large budget challenges we face; such as losing a large slice of Government Grant.

We will therefore need to apply our usual level of financial diligence and service innovation in formulating our proposals for 17/18 and setting a balanced budget.

**Supplementary Question**

In July the overspend was forecast at £354k. You identified the two usual suspect areas. Other areas have managed to make savings so the underlying pressure in those two areas is even worse than is reflected. What are you going to do to pull this back?

**Supplementary Answer**

I think given that substantial amounts of this excessive expenditure is either on homelessness or looked after children I suspect in the current year it is probably very difficult to pull them back but I am sure that Charlotte will do all she can and Julian will do all he can to do that. As we look at next year's budgets the base level of spending in those areas, if it is as it is currently, then we are going to have to find a way of financing it because they are, as I said, demand led services to vulnerable and needy parts of our population that as one-nation Conservatives we need to look after.

# WOKINGHAM BOROUGH COUNCIL EXECUTIVE FORWARD PROGRAMME

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THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS)(MEETINGS AND ACCESS TO INFORMATION)(ENGLAND)  
REGULATIONS 2012

## NOVEMBER 2016 TO FEBRUARY 2017

Updated 11 November 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 / Explanation for any deferment of item
<b>Executive Meeting 24 November 2016</b>						
WBC883	<b>Council Owned Companies' Business</b> Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Graham Ebers/ Emma Lyons	Keith Baker	N/A
WBC860	<b>Buildings of Traditional Local Character</b> Purpose: To agree the procedure for the designation of Buildings of Traditional Local Character	Executive		Josie Wragg/ Clare Lawrence	Mark Ashwell	N/A Deferred from June Executive in order for further justification to be provided for the need for the new procedure
WBC896	<b>Highway Asset Management Strategy and Policy</b> Purpose: To approve the Highway Asset Management Strategy and Policy	Executive	Highway Asset Management Strategy and Policy	Josie Wragg/ Alison Dray	Malcolm Richards	N/A
WBC898	<b>Fees and Charges</b> Purpose: To approve the schedule of fees and charges	Executive		Graham Ebers/ Debra Evans	Anthony Pollock	N/A

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Agenda Item 45.

WBC899	<b>Shared Service Agreement - Public Protection</b> Purpose: To agree the business plan and the implementation of a new Public Protection Shared Service (to replace the existing Environmental Health, Licensing and Trading Standards Shared Service agreement) to commence January 2017	Executive	Report and business case	Josie Wragg/ Clare Lawrence	Pauline Jorgensen	N/A
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**The Executive will not be holding a meeting in December therefore there are no items programmed for this month**

**Executive Meeting 26 January 2017**

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 / Explanation for any deferment of item
WBC900	<b>Council Owned Companies' Business</b> Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Graham Ebers/ Emma Lyons	Keith Baker	N/A
WBC901	<b>Revenue Monitoring 2016/17 - end of December 2016</b> Purpose: To consider the Revenue Monitoring Report, including Treasury Management Indicators, to the end of December 2016	Executive		Graham Ebers/ John Ogden	Anthony Pollock	N/A
WBC902	<b>Capital Monitoring 2016/17 - end of December 2016</b> Purpose: To consider the Capital Monitoring Report to the end of	Executive		Graham Ebers/ John Ogden	Anthony Pollock	N/A

	December 2016					
WBC875	<b>Leisure Strategy</b> Purpose: To ratify the agreed Leisure Strategy post public consultation	Executive		Stuart Rowbotham, Heather Thwaites/ Darrell Gale	Angus Ross	N/A As a consequence of the Leisure Strategy being deferred to October Executive, and therefore consultation not starting until after this date, the final adoption of the Strategy has been deferred to January 2017.
WBC903	<b>Chief Finance Officer's Report</b> Purpose: To set out the Chief Finance Officer's annual report for the 2016/17 financial year	Executive		Graham Ebers/ John Ogden	Anthony Pollock	N/A
WBC906 1 1 1	<b>SuDS Strategy</b> Purpose: To agree to formally adopt the SuDS Strategy following public consultation	Executive		Josie Wragg/ Francesca Hobson	Angus Ross	
WBC897	<b>Community Infrastructure Levy (CIL) Regulation 123 List Clarification</b> Purpose: To consider the responses to the public consultation on the clarifications to the CIL Regulation 123 List of infrastructure that may be funded via CIL, and to adopt the updated Regulation 123 List.	Executive		Josie Wragg/ Brendan Troy	Mark Ashwell	N/A This report was deferred from November Executive in order to allow Officers sufficient time to consider representations received.
WBC893	<b>Acquisition of Property (The Lodge) due to the Provision of the Arborfield Cross Relief Road</b> Purpose: To consider the voluntary acquisition of The Lodge due to the delivery of the Arborfield Cross Relief Road	Executive		Josie Wragg/ Ian Haller	Malcolm Richards	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. This item was deferred from the

November meeting because additional work was required to understand the strategic impact of property acquisitions for infrastructure delivery for the capital programme.

### Executive Meeting 23 February 2017

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 / Explanation for any deferment of item
WBC905  112	<p><b>Council Owned Companies' Business</b> Purpose: To consider various items related to the business of the Council owned companies, including their trading position</p>	Executive		Graham Ebers/ Emma Lyons	Keith Baker	
WBC907	<p><b>Housing Revenue Account Budget 2017/20</b> Purpose: To recommend to Council any proposed increases to rents and to approve any proposed increases to charges</p>	Executive		Graham Ebers/ John Ogden	Julian McGhee-Sumner	
WBC908	<p><b>Capital Programme and Strategy 2017/20</b> Purpose: To recommend to Council approval of the Capital Programme and Strategy 2017/20</p>	Executive		Graham Ebers/ John Ogden	Anthony Pollock	
WBC909	<p><b>Treasury Management Strategy 2017/20</b> Purpose: To recommend to Council approval of the Treasury Management Strategy 2017/20</p>	Executive		Graham Ebers/ John Ogden	Anthony Pollock	

WBC910	<b>Medium Term Financial Plan 2017/20 - Revenue Budget Submission 2017/18</b> Purpose: To recommend the Medium Term Financial Plan and Revenue Budget Submission to Council	Executive		Graham Ebers/ John Ogden	Anthony Pollock	
WBC892	<b>Future of Bulmershe Leisure Centre</b> To consider whether to refurbish or rebuild Bulmershe Leisure Centre	Executive		Stuart Rowbotham/	Angus Ross	N/A This item has been deferred from the November meeting in order to provide more time to consider capital funding options.

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

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Responsible Lead Member	Explanatory notes
WBC879	<b>Emmbrook Hearing Impairment Unit Closure</b> Purpose: To seek approval to determine the proposal to close the Hearing Impairment Unit at Emmbrook Infant and Junior Schools	Executive	28 Jul 2016	Judith Ramsden/ Piers Brunning	Charlotte Haitham Taylor	The item has been deferred as further discussions with stakeholders have identified a potential partnership solution requiring more extensive exploration with time needed to confirm operational implications. Date tba.

**Members of the Executive:-**

Keith Baker	Leader of Council
Mark Ashwell	Planning and Regeneration
Charlotte Haitham Taylor	Children's Services
Pauline Jorgensen	Resident Services
Julian McGhee-Sumner	Deputy Leader and Health and Wellbeing
Anthony Pollock	Economic Development and Finance
Malcolm Richards	Highways and Transport
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](mailto:democratic.services@wokingham.gov.uk)

# WOKINGHAM BOROUGH COUNCIL INDIVIDUAL EXECUTIVE MEMBER DECISIONS FORWARD PROGRAMME

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

Updated 11 November 2016

## November 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
IMD2016/ 33	<b>In-Year Appointment of Council Representative to White Waltham Airfield Consultative Committee</b> Purpose: to appoint a Councillor to the White Waltham Airfield Consultative Committee <b>17 Nov 2016 at 10.00am</b>	Executive - Individual Member Decisions  .Leader of the Council - Keith Baker		Andrew Moulton/ Arabella Yandle	Keith Baker	N/A
IMD 2016/34	<b>Consultation Response to Chiltern and South Bucks District Councils on their Green Belt Preferred Options Consultation (Oct 2016)</b> Purpose: To provide comments on the Chiltern and South Bucks District Councils' Green Belt Preferred Options Consultation (Oct 2016) <b>12 Dec 2016 at 11.00am</b>	Executive Member for Planning and Regeneration - Mark Ashwell		Josie Wragg/ Heather Read	Mark Ashwell	N/A

**Members of the Executive:-**

Keith Baker	Leader of Council
Julian McGhee-Sumner	Deputy Leader and Health and Wellbeing
Charlotte Haitham Taylor	Children's Services
Anthony Pollock	Economic Development and Finance
Angus Ross	Environment
Mark Ashwell	Planning and Regeneration
Malcolm Richards	Highways and Transport
Pauline Jorgensen	Resident Services

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 6054 or by emailing [democratic.services@wokingham.gov.uk](mailto:democratic.services@wokingham.gov.uk)

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

**WORK PROGRAMME 2016/2017**

**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 by the Overview and Scrutiny  
Management Committee**

## OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
24 January 2017	<b>Council Plan Performance Monitoring 2015/2016 Quarter 3 Report</b>	To consider Council performance as set out in the 2016/17 Quarter 3 Council Plan Performance Monitoring report	Standing Item	Julie Holland
	<b>Developing the Overview and Scrutiny Work programme for 2017/18</b>	To commence the development of the Overview and Scrutiny Work Programme for 2017/18	Timetable agreed by the Committee – 12 July 2016	Neil Carr
	<b>Public Sector Equality Duty</b>	To consider a report on the Council's duties under the Equality Act 2010	Requested by the Committee – 31 May 2016	Neil Carr
	<b>Monitoring of Public and Member Questions</b>	To review the public and Member questions submitted to the Executive and full Council meetings	Request by the Committee – 31 May 2016	Neil Carr

	<b>Executive Forward Programme and IEMD Forward programme</b>	Standing Item	To consider upcoming Executive Decisions	Democratic Services
	<b>Reports from Chairmen of Overview and Scrutiny Committees</b>	Standing Item	Coordination between the Overview and Scrutiny Committees	Committee Chairmen
	<b>Work Programmes</b>	To consider the Work Programmes for the Management Committee and the three Overview and Scrutiny Committees	Coordination between the Committees	Democratic Services

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**Items to be Confirmed:**

<b>Delivery Options for Highways and Transport</b>	To receive a report once the service review process is complete	Requested by the Committee - 11 January 2016	Alex Deans
<b>Asset Management Review Programme</b>	To receive a further update as the review progresses	Requested by the Committee - 7 March 2016	Chris Gillett
<b>Community Infrastructure Levy</b>	To receive an update on the infrastructure projects to be funded and to confirm the usage of CIL/S106 funds	Requested by the Committee – 12 July 2016	Heather Thwaites/ Brendan Troy

## CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
15 November 2016	Delivering Effective Safeguarding Services		Standing item to monitor safeguarding services	Head of Social Care and Intervention
120	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 and S Committee Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
21 March 2017	Delivering Effective Safeguarding Services		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  Narrowing the gap – progress report on schools including the data from 2015/2016 academic year	Standing item to enable the Committee to assess performance and identify areas of concern	Head of Learning & Achievement
	Children's Services O and S Committee Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services

Date to be confirmed for the following items:

- Career choice and guidance/ training opportunities for children in the Borough
- CPB Annual report;
- Wokingham Safeguarding Children's Board annual report;

## COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
21 November 2016	<b>Review of Town Centre Regeneration Scheme</b>	To consider progress relating to the regeneration of Wokingham town centre.	Referred to the Committee by the OSMC	Mark Ashwell / Bernie Pich
	<b>Review of Procurement</b>	To assess the impact of new Procurement regulations.	Requested by the meeting on November 2015	Pauline Jorgensen
	<b>Highways and Transport Works programmes</b>	To consider the development of the annual work programmes.	Requested by the O&S Management Committee – 12 July 2016	Alex Deans
	<b>Update on Travellers</b>	To update the committee on the number of incursions onto Borough land over the period from April to the end of September this year and what counter measures have now been installed to prevent future incursions.	Requested by the Chairman – 5 September 2016	Deana Humphreys
	<b>Work Programme</b>	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

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
<b>9 January 2017</b>	<b>Policing Arrangements</b>	Update on operation of new Bracknell/Wokingham policing arrangements.	Request from the Chairman	Superintendent Rob France
	<b>21<sup>st</sup> Century Council</b>	To consider an update presentation/report on the 21 <sup>st</sup> Century Council Change Programme	Requested by the Committee on 20 June 2016	Andy Couldrick/ Heather Thwaites
	<b>Civil Parking Enforcement (CPE)</b>	To receive an update report on progress relating to the introduction of Civil Parking Enforcement	Requested by Alison Dray, Street Co-ordination Manager	Alison Dray
	<b>Review of the Voluntary Sector</b>	To consider recommendations following the review of the Voluntary Sector in the Borough	Requested at the meeting in March 2016	Keith Baker
	<b>Work Programme</b>	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

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
<b>13 Mar 2017</b>	<b>Community Safety Partnership</b>	To consider and annual review of the operation of the Borough's Community Safety Partnership	Required by legislation	Davina Williams
	<b>Commuter Parking Task and Finish Group</b>	To consider prioritisation of the Task and Finish Group's recommendations and the potential for income generation arising out of the Crossrail project	Requested by the Executive	David Sleight
	<b>Right to Buy Scheme</b>	To consider an update on the Government's Right to Buy proposals included in the Housing and Planning Act 2016	Referred by the Overview & Scrutiny Management Committee	Stuart Rowbotham/ Simon Price
	<b>Work Programme</b>	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

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
<b>June 2017</b>	<b>Flood Risk Update Report</b>	To consider any local flooding issues arising during the winter of 2016/17	Statutory requirement	Francesca Hobson
	<b>Cycling Issues</b>	To consider the impact of new cycle lanes across the Borough and cycling safety issues	Requested by the Chairman and Vice-Chairman	Alex Deans
	<b>Work Programme</b>	To consider the work programme for the committee for 2017/18 so that the resources of the committee can be used as effectively as possible.	Standing Item	Democratic Services

## HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
Tuesday 8 November 2016	<b>Update on how the health and care economy is meeting the needs of the growing care home population in the context of the challenges faced by General Practice</b>	To receive an update on how the health and care economy is meeting the needs of the growing care home population in the context of the challenges faced by General Practice.	To seek assurance	NHS Wokingham Clinical Commissioning Group
	<b>Maternity Services</b>	To receive an update on maternity services and Friends and Family Test ratings for maternity services	To seek further assurance	Caroline Ainslie, Director of Nursing, RBH
	<b>Community Hubs</b>	To seek an update on the progress of community hubs	To be updated	Rhian Warner BCF Project Manager/ James Burgess, Better Care Fund Programme Manager
	<b>Performance Outcomes Report</b>	To monitor performance and identify any areas of concern	Challenge item	CCG
	<b>Health Consultation Report</b>	Challenge item	Challenge item	Democratic Services
	<b>Healthwatch update</b>	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
<b>Monday 16 January 2017</b>	<b>Adults with learning difficulties who require support with their day to day living</b>	To be informed of the services and support offered to adults with learning difficulties who require support with their day to day living.	For information	Stuart Rowbotham, Director of Health and Wellbeing
	<b>Primary care facilities at the Arborfield SDL</b>	To be informed of plans for primary care for the Arborfield SDL	For information	Darrell Gale, Consultant in Public Health, Mark Cupit, Delivery Programme Director, CCG
	<b>Impact of the 21st Century Council project on health and social care services</b>	To be informed of the likely impact of the 21 <sup>st</sup> Century Council project on health and social care services	For information	Stuart Rowbotham, Director of Health and Wellbeing
	<b>Performance Outcomes Report</b>	To monitor performance and identify any areas of concern	Challenge item	CCG
	<b>Health Consultation Report</b>	Challenge item	Challenge item	Democratic Services
	<b>Healthwatch update</b>	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
<b>Wednesday 8 March 2017</b>	<b>Accessing GP appointments</b>	To be updated around GP capacity and accessing GP appointments to determine if there are any areas of concern	To be updated	CCG
	<b>Community mental health services and accessing mental health services</b>	To be updated on community mental health services available and how mental health services are accessed	To seek assurance	Berkshire Healthcare NHS Foundation Trust
	<b>Performance Outcomes Report</b>	To monitor performance and identify any areas of concern	Challenge item	CCG
	<b>Health Consultation Report</b>	Challenge item	Challenge item	Democratic Services

#### Currently unscheduled topics:

- Draft Quality Accounts (April 2017)
  - Berkshire Healthcare NHS Foundation Trust
  - Royal Berkshire Hospital NHS Foundation Trust
  - South Central Ambulance NHS Foundation Trust
- Update on work of Clinical Commissioning Group
- Weekend 'bed blocking'