

**MINUTES OF A MEETING OF THE  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE  
HELD ON 23 MAY 2018 FROM 7.00 PM TO 8.35 PM**

**Committee Members Present**

Councillors: John Kaiser (Chairman), Pauline Helliar-Symons, Ken Miall, Ian Pittock, Malcolm Richards, Bill Soane, Chris Smith and Shahid Younis

**Other Councillors Present**

Councillors: Philip Houldsworth and Rachelle Shepherd-DuBey

**Officers Present**

Neil Carr, Democratic and Electoral Services Specialist  
Paul Ohsan Ellis, Strategy and Commissioning Support Manager

**85. APOLOGIES**

Apologies for absence were submitted by Parry Batth, Laura Blumenthal, Lindsay Ferris and Kate Haines.

Philip Houldsworth and Rachelle Shepherd-Dubey attended the meeting as substitutes.

**86. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Committee held on 27 March 2018 were confirmed as a correct record and signed by the Chairman.

**87. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**88. PUBLIC QUESTION TIME**

There were no public questions.

**89. MEMBER QUESTION TIME**

There were no Member questions.

**90. COUNCIL PLAN PERFORMANCE MONITORING - QUARTER 4 2017/18**

The Committee considered a report, set out at Agenda pages 11 to 20, which gave details of the Council's performance against 48 performance indicators and 19 key projects. The report covered the fourth quarter of 2017/18 and gave details of end of year performance compared to the assigned targets.

The report stated that the majority of measures (71%) achieved the assigned targets (Green) whilst 15 (24%) were slightly off target (Amber) and three measures (5%) were further off target and were reported as Red. The direction of travel for the majority of measures was positive, showing an improvement in performance compared to quarter 3.

The three indicators with a Red rating were:

- Percentage of children who became subject to a Child Protection Plan for a second or subsequent time ever;
- Percentage of children leaving care who achieved permanence (being adopted or entering into a Special Guardianship Order);

- Percentage of household waste reused, recycled and composted.

The report also highlighted an indicator showing good performance, the percentage of housing stock which meets the Decent Homes Standard. In 2017/18 the percentage of homes meeting the standard stood at 99.6%.

The report explained that most of the components within the Decent Homes Standard were time-based which meant that properties complying in one year could fall out of compliance in the following year. An investment programme had been developed to ensure that, for the next three years, any property which fell out of the standard at the start of the year would be brought up to standard before the end of that year.

During the ensuing discussion, Members raised the following points and questions:

Kgs of residual household waste per household and Percentage of household waste reused, recycled and composted – Members raised a number of points and questions about performance relating to these indicators, including:

- What was the breakdown between residual waste sent to landfill and waste to energy;
- What were the cost implications of the measures proposed to move the Council to the 50% recycling target by 2020;
- Was there a net cost for the green waste service or did the service break even?
- Some Welsh Councils achieved recycling levels of 70%. Was this due to a more innovative approach or a different reporting system?
- What was the impact on recycling of the significant reduction in printed newspapers, magazines, etc?
- Could wet materials, e.g. newspapers, card, etc be recycled or were they sent to landfill?
- What were the cost and service implications of adding lids to the recycling boxes?

Members requested a further report on the waste and recycling services to address the points above. Members also agreed to develop Key Lines of Enquiry in order to ensure that key issues of interest could be addressed in detail when the report was considered by the Committee.

In relation to the key performance indicators reported, Members asked for more information on the selection of indicators and the setting of annual targets. This included details of mandatory national targets and local targets set to monitor progress against the Council's key priorities. Members also requested evidence to demonstrate that the Council was attaching SMART targets to the key indicators, i.e. targets that were specific, measurable, achievable, realistic and time-bound.

**RESOLVED** That:

- 1) the Quarter 4 2017/18 Council Plan Performance Monitoring report be noted;

- 2) the Committee receive a further report on waste and recycling services in order to address the questions raised by Members;
- 3) Members agree Key Lines of Enquiry prior to the Committee's consideration of the report on waste and recycling;
- 4) the Committee receive a further report on Performance Management setting out the rationale for each key indicator e.g. national versus local and evidence of the use of SMART targets (see also Minute 91 below).

#### **91. COUNCIL PLAN 2018/19 PERFORMANCE MONITORING RESET REPORT**

The Committee considered a report, set out at Agenda pages 41 to 46, which gave details of the proposal to develop a new Council Plan during 2018/19. As part of this process a set of 49 key actions had been agreed.

The report gave details of the 49 key actions and the performance indicators identified in order to monitor progress over the year. The report also highlighted any key actions which were not supported by existing performance measures and projects. The Committee were asked to approve the proposed indicators which would then become part of the quarterly monitoring report.

During the ensuing discussion Members raised the following points and questions:

- A number of the proposed performance measures lacked detail and were not supported by SMART targets. Without clear targets it would be difficult for Members to gauge progress against the key actions;
- Performance monitoring reports should include benchmarking to enable Members to assess performance against similar authorities and best practice;
- Performance on major projects should include more detail relating to key milestones, budget under/overspends, return on investment, public consultations, etc;
- Planning applications and quality design (L&CS15) – it was felt that survey results would be a better measure of success than successfully defended appeals.
- The Committee had previously raised concerns about the tardiness of performance management information and understood that the 21<sup>st</sup> Century Council programme would deliver a more effective performance management system with more timely information for Members to consider. Would the new Council Plan reporting system deliver more timely performance information?
- Did the plans for new infrastructure across the Borough include provision of electric car charge points? How was progress on this issue being recorded and reported?

**RESOLVED** That:

- 1) the Council Plan 2018/19 Performance Monitoring Reset report be noted;

- 2) the Committee receive a further report setting out more details on the rationale for the key actions, performance indicators, associated SMART targets and their relevance to the Council Plan (see also Minute 90 above);
- 3) that consideration be given to an additional indicator relating to the delivery of infrastructure (e.g. highways and medical facilities) within the Strategic Development Locations;
- 4) that consideration be given to an additional indicator relating to the effective use of Community Infrastructure Levy (CIL) delivered in partnership by the Borough, Town and Parish Councils;
- 5) the Committee receive an update on the implementation of electric car charge points as part of new infrastructure delivery across the Borough;
- 6) the Committee receive an update on plans to provide more up-to-date information for Members as part of the performance monitoring report process.

## **92. NEW COUNCIL PLAN PROCESS 2019-24**

The Committee considered a report, set out at Agenda pages 27 to 62, which gave details of the process agreed by Council for the development and approval of a new Council Plan for the period 2019 to 2024.

The report stated that the Council had approved the Council Plan review at its meeting on 22 March 2018. Appended to the report were a number of presentation slides which outlined the Council's approach to the creation of the new "Borough Plan" and the collaborative approach to be adopted.

The presentation slides highlighted the importance of working with partners such as the police, health sector, business community, towns and parishes and voluntary sector in order to develop a shared plan and a joined up approach to implementation.

The report highlighted the key features of an effective plan, viz:

- Customer focussed (data driven);
- Outcome based (real delivery for customers);
- Mobilises all available assets (working with partners);
- Aligned with Budgets (rationing and deliverability);
- Underpinned by Service Delivery Plans (deliverability);
- Supported by strategies (alignment/constraints);
- Performance monitoring (measuring achievement).

The report set out the proposed timeline for the development of the new plan. This included evidence gathering, engagement with stakeholders, development of performance indicators and effective governance arrangements. It was proposed that the new plan be approved by the Council in early 2019.

During the ensuing discussion Members raised the following points and questions:

- Members supported the proposal for a more collaborative approach to the development of the new Council Plan;

- More effective joining up with partners could include more sharing of assets and data;
- The consultation process for the new plan should drill down to understand the views of individual businesses, schools, health and voluntary sector organisations;
- It was noted that the Chief Executive would be attending the July meeting of the Committee and would be able to give further details about progress relating to the new Council Plan;
- Members requested a further report covering the Project Plan for developing the new Council Plan and an opportunity to consider the draft plan prior to approval by the Executive and Council in early 2019.

**RESOLVED** That:

- 1) the process for developing the new Council Plan be noted;
- 2) the proposals to develop a new plan in collaboration with partners and stakeholders be supported;
- 3) the Committee receive further a report giving details of the Project Plan for the new Council Plan;
- 4) the Committee consider the draft Council Plan prior to its submission to the Executive and Council in 2019;
- 5) the Chief Executive be asked to provide a further update on the new Council Plan at the Committee's meeting in July 2018.

**93. CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME**

The Committee considered a copy of the Executive Forward Programme as set out on Agenda pages 63 to 68.

In the ensuing discussion Members raised the following points:

- Gorse Ride Estate Regeneration – it was felt that progress on this scheme should be considered as part of the 2018/19 work programme;
- Joint Central and Eastern Berkshire Draft Minerals and Waste Plan – it was felt that this item should be considered by the Committee prior to submission to the Executive;
- Wokingham Borough 0 to 25 Special Education Needs and Disability (SEND) Strategy 2017/19 – it was felt that the draft strategy should be considered by the Children's Services Overview and Scrutiny Committee;
- Sites to be declared surplus for disposal – it was felt that the relevant sites should be considered by the Committee as part of the progress report on the Local Plan Update.

**RESOLVED** That:

- 1) the Executive Forward Programme be noted:

- 2) the Overview and Scrutiny work programmes be update to include the items raised by Members at the meeting.

#### **94. COMMITTEE WORK PROGRAMMES**

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 69 to 80.

**RESOLVED** That:

- 1) the Overview and Scrutiny Committee work programmes be noted;
- 2) the work programmes be updated to include the items raised by Members during the meeting.

#### **95. UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES**

The relevant Chairman provided updates on recent issues considered by the Committees and future Agenda items.

Children's Services Overview and Scrutiny Committee – Pauline Helliard-Symons reported on the Committee's meeting held on 22 May 2018 as follows:

- The training session was deferred to the September 2018 meeting;
- Draft Primary Place Strategy – no report had been received;
- Care leavers Council Tax exemption – a further report had been requested;
- SEND Strategy – no report had been received;
- Annual conversation with Ofsted – Ofsted had provided positive feedback, e.g. in relation to support for schools and the quality of social care staff;
- Schools causing concern – four Members had attended.

Health Overview and Scrutiny Committee – Ken Miall confirmed that the meeting scheduled for 4 June had been cancelled.

**RESOLVED:** That the update reports be noted.