



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **OVERVIEW AND SCRUTINY
MANAGEMENT COMMITTEE** will be held in David Hicks 1
- Civic Offices, Shute End, Wokingham RG40 1BN on
WEDNESDAY 15 MARCH 2023 AT 7.00 PM

A handwritten signature in black ink, appearing to read 'Susan Parsonage', with a long, sweeping tail.

Susan Parsonage
Chief Executive
Published on 7 March 2023

The role of Overview and Scrutiny is to provide independent “critical friend” challenge and to work with the Council’s Executive and other public service providers for the benefit of the public. The Committee considers submissions from a range of sources and reaches conclusions based on the weight of evidence – not on party political grounds.

Note: Non-Committee Members and members of the public are welcome to attend the meeting or participate in the meeting virtually, in line with the Council’s Constitution. If you wish to participate either in person or virtually via Microsoft Teams, please contact Democratic Services. The meeting can also be viewed live using the following link:

<https://youtube.com/live/diDgxuPNrOc?feature=share>

This meeting may be filmed for inclusion on the Council’s website. Please note that other people may film, record, tweet or blog from this meeting. The use of these images or recordings is not under the Council’s control.

Our Vision
<i>A great place to live, learn, work and grow and a great place to do business</i>
Enriching Lives
<ul style="list-style-type: none"> • Champion excellent education and enable our children and young people to achieve their full potential, regardless of their background. • Support our residents to lead happy, healthy lives and provide access to good leisure facilities to enable healthy choices for everyone. • Engage and empower our communities through arts and culture and create a sense of identity for the Borough which people feel part of. • Support growth in our local economy and help to build business.
Providing Safe and Strong Communities
<ul style="list-style-type: none"> • Protect and safeguard our children, young and vulnerable people. • Offer quality care and support, at the right time, to reduce the need for long term care. • Nurture our communities: enabling them to thrive and families to flourish. • Ensure our Borough and communities remain safe for all.
Enjoying a Clean and Green Borough
<ul style="list-style-type: none"> • Play as full a role as possible to achieve a carbon neutral Borough, sustainable for the future. • Protect our Borough, keep it clean and enhance our green areas for people to enjoy. • Reduce our waste, promote re-use, increase recycling and improve biodiversity. • Connect our parks and open spaces with green cycleways.
Delivering the Right Homes in the Right Places
<ul style="list-style-type: none"> • Offer quality, affordable, sustainable homes fit for the future. • Ensure the right infrastructure is in place, early, to support and enable our Borough to grow. • Protect our unique places and preserve our natural environment. • Help with your housing needs and support people, where it is needed most, to live independently in their own homes.
Keeping the Borough Moving
<ul style="list-style-type: none"> • Maintain and improve our roads, footpaths and cycleways. • Tackle traffic congestion and minimise delays and disruptions. • Enable safe and sustainable travel around the Borough with good transport infrastructure. • Promote healthy alternative travel options and support our partners in offering affordable, accessible public transport with good transport links.
Changing the Way We Work for You
<ul style="list-style-type: none"> • Be relentlessly customer focussed. • Work with our partners to provide efficient, effective, joined up services which are focussed around our customers. • Communicate better with customers, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough. • Drive innovative, digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.
Be the Best We Can Be
<ul style="list-style-type: none"> • Be an organisation that values and invests in all our colleagues and is seen as an employer of choice. • Embed a culture that supports ambition, promotes empowerment and develops new ways of working. • Use our governance and scrutiny structures to support a learning and continuous improvement approach to the way we do business. • Be a commercial council that is innovative, whilst being inclusive, in its approach with a clear focus on being financially resilient. • Maximise opportunities to secure funding and investment for the Borough. • Establish a renewed vision for the Borough with clear aspirations.

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Councillors

Jim Frewin (Chair)	Andrew Mickleburgh (Vice-Chair)	David Cornish
Andy Croy	Peter Dennis	Graham Howe
Norman Jorgensen	Pauline Jorgensen	Adrian Mather
Stuart Munro	Alison Swaddle	

Substitutes

Gary Cowan	Michael Firmager	Chris Johnson
Morag Malvern	Charles Margetts	Alistair Neal
Beth Rowland	Rachelle Shepherd-DuBey	Wayne Smith
Bill Soane		

ITEM NO.	WARD	SUBJECT	PAGE NO.
1.		APOLOGIES To receive any apologies for absence.	
2.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 22 February 2023.	5 - 12
3.		DECLARATION OF INTEREST To receive any declarations of interest.	
4.		PUBLIC QUESTION TIME To answer any public questions. A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this Committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
5.		MEMBER QUESTION TIME To answer any Member questions.	
6.	None Specific	Q3 22/23 CORPORATE PERFORMANCE MONITORING REPORT To scrutinise the Q3 Corporate Performance Management Report.	13 - 58

7.	None Specific	EQUALITY PLAN UPDATE To scrutinise the annual update on the Council's Equality Plan.	59 - 72
8.	None Specific	CUSTOMER EXPERIENCE STRATEGY - DRAFT To consider and comment on the Council's draft Customer Experience Strategy.	73 - 88
9.		BIODIVERSITY NET GAIN PILOT PROJECT To consider proposals for a Biodiversity Net Gain Pilot project which will deliver ecological improvements at the project site.	To Follow
10.	None Specific	O&S WORK PROGRAMMES 2023/24 To consider and confirm the Work Programmes for the Overview and Scrutiny Committees for 2023/24.	89 - 102
11.	None Specific	CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME To consider the current published version of the Executive Forward Programme.	103 - 114
12.	None Specific	O&S FORWARD PROGRAMMES 2022/23 To consider the Forward Programmes for the Overview and Scrutiny Committees for the remainder of 2022/23.	115 - 122
13.	None Specific	ACTION TRACKER To consider the regular Action Tracker report.	123 - 126

Any other items which the Chairman decides are urgent

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

CONTACT OFFICER

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MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 22 FEBRUARY 2023 FROM 7.00 PM TO 9.20 PM

Committee Members Present

Councillors: Jim Frewin (Chair), Andrew Mickleburgh (Vice-Chair), David Cornish, Andy Croy, Graham Howe, Norman Jorgensen, Pauline Jorgensen, Stuart Munro and Alison Swaddle

Other Councillors Present

Councillors: Morag Malvern, Alistair Neal, Ian Shenton and Sarah Kerr

Officers Present

Neil Carr, Democratic and Electoral Services Specialist

1. STATEMENT BY THE CHAIR

Jim Frewin made the following statement:

“Members of the Committee will be aware that, at the start of the year, we received a number of actions and suggestions from a Scrutiny Improvement Review. We have worked hard to take on board the suggestions for improvement. The previous meeting was independently reviewed and we have now received feedback which suggests that we are moving in the right direction with Overview and Scrutiny. The next step is to hold an externally facilitated workshop for Overview and Scrutiny Members. This will be arranged at a suitable time for Members. In the meantime, a big thank you from me to everyone who took part in the Scrutiny Improvement Review”

2. APOLOGIES

Apologies for absence were submitted by Peter Dennis and Adrian Mather.

Morag Malvern and Al Neal attended the meeting as substitutes.

3. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 18 January 2023 were confirmed as a correct record and signed by the Chair.

4. DECLARATION OF INTEREST

There were no declarations of interest.

5. PUBLIC QUESTION TIME

There were no public questions.

6. MEMBER QUESTION TIME

There were no Member questions.

7. PROPOSED CHANGES TO THE WASTE COLLECTION SERVICE

The Committee considered a report on proposed changes to the Waste Collection Service, set out at Agenda pages 13 to 26. The Committee also received two supplementary presentations providing more detail on specific issues raised by Members prior to the meeting.

Ian Shenton (Executive Member for Environment, Sport and Leisure) attended the meeting supported by officers – Rebecca Bird, Richard Bisset, Oliver Burt (re3), Simon Dale, Fran Hobson and Emma Tilbrook (Eunomia).

Ian Shenton introduced the item, referring to the aims of the proposed changes – driving forward its commitment to waste minimisation, diversion, recycling and carbon reduction whilst helping to tackle the financial challenges facing the Council.

The report gave details of the proposal for the Council to move from its current arrangements of weekly refuse and recycling collections to an Alternate Weekly Waste (AWC) collection model for the Borough. The proposal was in line with WBC's environmental and climate commitments as a move to AWC would encourage residents to dispose of recyclable material more effectively as well as minimising overall waste generation. In summary, the proposal was that WBC would:

- move to a fortnightly collection of refuse in wheeled bins, ceasing the supply of blue bags;
- move to a fortnightly collection of dry recycling using the existing green reusable sacks, already available to residents;
- maintain the existing weekly food recycling collections and the paid-for garden waste collections.

The proposed changes would apply to kerbside properties only. Other arrangements would be put in place for flats and those properties without access to kerbside collection.

The report stated that, across England, many councils had been running AWC's for over 25 years. Nearly 80% of English councils already carried out AWC collections to boost recycling and restrict the amount of refuse produced. Neighbouring councils, Bracknell Forest and Reading moved to AWC some time ago. Bracknell Forest changed in 2007, increasing their recycling rate by 13% per annum. Reading changed in 2006, increasing their recycling rate by 10% per annum. Bracknell Forest had subsequently moved to three weekly collections.

The future of the Council's waste collection service had been considered initially by a cross-party working group. The working group had commissioned work on potential options from specialist organisations – WRAP and Eunomia. The modelling work had reduced an initial 12 options down to four. Two options were then subject to public consultation. The report stated that the two options would deliver savings and environmental improvements within the constraints of the existing waste collection contract. Option 1 would implement AWC for refuse and mixed dry recycling. Option 2 would implement three weekly collection of refuse with fortnightly collections for mixed dry recycling.

As a result of the modelling, benchmarking and two consultation exercises, the proposal was for Option 1, which would be submitted to the Executive in March 2023. The benefits of moving to AWC were summarised as:

- Savings upwards of circa £0.5m in 2024/25 rising to circa £1.5m in 2025/26;
- An increased recycling rate of circa 64%, up from 54% currently;
- A carbon saving of 2,400t CO₂ per annum – from reduced waste disposal, transport and fuel.

Officers gave details of the two consultation exercises used to inform the development of the proposed service changes. In October 2021, an initial consultation was launched to gain residents' high-level views on waste collection and recycling in the Borough. A more detailed consultation then followed between October and December 2022. The second consultation sought residents' views on the two final options outlined in the report. The key findings of the second consultation were:

- 74% of respondents liked, could accept or were neutral about fortnightly, refuse and recycling collections;
- 30% of respondents liked, could accept or were neutral about three weekly refuse and recycling collections;
- 78% of respondents liked, could accept or were neutral about wheeled bins for general rubbish.

Officers also confirmed that a full Equality Impact Assessment had been carried out in relation to the proposed changes. As a result, mitigations had been introduced for specific groups. For example, larger households would receive a larger wheeled bin and the assisted collection service would continue for residents who could not bring containers to the edge of the property.

In the ensuing discussion, Members raised the following points:

If wheeled bins were being introduced for refuse, why were they not being introduced for recycling as well? It was confirmed that the Government's position was not clear on the separation of recycling at the moment, so it was proposed to retaining the existing green sacks until the Government's position became clearer.

Operationally, would the proposed new arrangements be cheaper for Veolia? It was confirmed that contract efficiencies totalling £290k were included in the proposals (realised from 2025/26). The waste contract was due to be re-let in 2026. This would be a separate process. Discussions had already been held with Veolia about the proposed AWC arrangements. Negotiations about changes to the Waste contract, to reflect the new arrangements, had not yet commenced.

The cost of implementing the proposed option was estimated at £1.995m (funded from the Waste Equilisation Fund). Was there an additional cost to the Council in terms of lost interest on this money? Officers confirmed that there would be a loss of interest earned estimated at circa £300k over a 13 year period.

Why was it proposed to start buying the new bins in 2023 – there would be additional costs re storage, etc.? It was confirmed that the procurement process would start in 2023, with a long lead in time. The bins would be delivered in batches. Work was ongoing to identify potential storage/security options within the Council's own facilities in order to minimise any additional costs.

A key element of the proposed savings was behaviour change amongst residents. What evidence was there that the suggested 10% increase in recycling could be achieved? Officers commented that the projected increase was based on the experience of other councils. Benchmarking had taken place using similar councils to WBC who had implemented a similar change. The proposed service changes would be highlighted in an

extensive communications campaign across the Borough. It was likely that Government targets for recycling would increase, so it was important that the Council made progress on this issue.

The consultation information indicated that there were three under-represented groups. Did the Council hear the views of all sections of the community? It was confirmed that a postcard with details of the proposals was sent to every household in the Borough. A wide range of communication tools was used including social media and contact with specific community groups. It was suggested that a demographic analysis of the consultation responses be circulated to Members. It was also suggested that the communications plan supporting the new arrangements include the provision of information for people moving into the Borough – perhaps via the new WBC website.

Was the collection of glass a specific issue which needed to be addressed in the new arrangements? It was confirmed that the current arrangements worked well – residents were able and willing to use the Bring Banks. Collecting glass from the kerbside would have a significant financial impact.

In relation to the cross-party working group, what were the full range of options explored before the final two options were identified? Officers confirmed that there were originally 12 options which were assessed in terms of savings delivered, environmental benefits and carbon reductions. There was also an analysis of the “future proofing” of the service in relation to potential changes of Government policy and recycling targets. It was suggested that details of the original 12 options be circulated to Members for information.

If the new arrangements were approved and implemented, how would the impacts and savings be measured, monitored and reported? Officers commented that there were currently two KPIs which were reported as part of the quarterly performance reporting to the Overview and Scrutiny Committees and the Executive. Further KPIs could be developed in order to measure specific aspects of the service. Progress would also be reported to this Committee as required by Members.

The report stated that the new arrangements would apply to properties with access to the kerbside. Of the 64,000 kerbside properties in the Borough, around 99% could accommodate a wheeled bin. Survey work would identify the actual number of properties that could not accommodate wheeled bins. It was suggested that details of the modelling be circulated to inform Members on the increased recycling performance required from kerbside properties to compensate for the properties which did not adopt the new arrangements. It was noted that specific measures would be introduced for residents in flats, such as the use of recycling champions and targeted campaigns for individual blocks.

In 2022, an increased target for food recycling was announced in order to save £350k. This was to be supported by a communications campaign. How successful had the campaign been and was there data available to demonstrate the increased levels of food recycling? It was suggested that evidence be circulated to Members to confirm the increased levels of food recycling and the impact of the communications campaign.

There was concern that the financial data in the Overview and Scrutiny report was not consistent with the data submitted to the Budget Council meeting on 16 February 2023. For example there was a difference of £200k in the assumed savings for 2024/25. There was also a difference in the residual amount of the Waste Equalisation Reserve following the proposed changes and a difference in the waste disposal costs set out in the Medium

Term Financial Plan. It was confirmed that the report to the Executive in March 2023 would contain accurate data on costs and savings and would be consistent with the Medium Term Financial Plan.

The report stated that the proposed new arrangements would deliver a carbon saving of 2,400t CO₂. How was this carbon saving calculated? Officers confirmed that the carbon saving was made up of reduced levels of waste disposal, transport and fuel costs. The projected carbon saving had been agreed with the Council's Climate Emergency officer team. It was suggested that a detailed breakdown of the carbon saving be circulated to Members and included in the report to the Executive.

It was confirmed that the report being considered by the Management Committee would form the basis of the report being submitted to the Executive in March 2023. Consequently the Recommendations box contained two sets of recommendations, one recommendation for the Management Committee and three recommendations for the Executive. The section headed "Recommendations to the Executive" did not apply to the Management Committee. The Management Committee was not being asked to recommend approval of the proposed changes set out in the report.

It was proposed by Pauline Jorgensen and seconded by Jim Frewin that a summary of the Committee's discussion be submitted to the Executive, alongside the officer report, together with the additional information and/or clarification requested by Members at the meeting.

Upon being put to the vote, the proposal was agreed.

RESOLVED That:

- 1) Ian Shenton and the relevant officers be thanked for attending the meeting to give the presentation and answer Member questions;
- 2) a summary of the Committee's discussion be submitted to the Executive at its March 2023 meeting in order to inform its consideration and decisions on the proposed changes to the waste collection service;
- 3) the Executive also receive copies of the additional information requested by the Committee, viz:
 - the full Equality Impact Assessment;
 - a demographic analysis of the consultation responses;
 - details of the original 12 waste options reported to the cross-party working group;
 - details of the modelling on the increased volumes from kerbside properties required to compensate for the flats and other properties not adopting the new arrangements;
 - data showing the increased levels of food recycling in 2022/23 against targets and an assessment of the impact of the underpinning communications campaign;
 - confirmation that the costs and savings included in the Executive report are consistent with the costs and savings in the Medium Term Financial Plan;
 - a breakdown of the reported 2,400t CO₂ saving arising from the proposed new waste collection arrangements.

8. CUSTOMER EXCELLENCE PROGRAMME UPDATE

The Committee considered a presentation on the Customer Excellence Programme, set out at Agenda pages 27 to 34. Jackie Whitney and Sarah Zama attended the meeting to give the presentation and answer Member questions.

The presentation gave details of the aims of the Council's Customer Excellence Programme. These included:

- Customer experience – improved and consistent customer experience across services and ownership to be organisation-wide;
- WBC Website – new website which centred on the needs of customers;
- Customer Data & Insight – customer insight used proactively as part of a customer-centric strategy to drive continuous improvement across WBC;
- Customer Journey Management – easy access to services for all, focussed on customer need. Clear organisation-wide accountability for the success of customer journeys.

The presentation highlighted a number of activities over the next 3-6 months, including:

- bringing together Customer Excellence with the Community and Partnership Organisational Foundation Programme;
- developing Customer Experience key performance indicators, e.g. a service reporting dashboard for Housing;
- new website – design and develop new pages for the corporate website and six service-specific sites (to launch in July 2023);
- new Customer Relationship Management (CRM) system – review existing digital customer journeys and build improved journeys (to launch in spring 2024);
- Customer Strategy – public consultation with a view to launch in early summer 2023 (report to the Executive in March 2023);
- customer journey mapping – Children's Services (SEND), Council Tax and Digital journeys ready for new CRM development;
- Library Offer – outputs of discovery phase and engagement with library teams/customers to inform a Community Strategy during 2023.

In the ensuing discussion, Members raised the following points:

In relation to customer accessibility, what steps were being taken to maximise the use of plain English in WBC services and publications? It was confirmed that three key principles were being applied: Care, Clarity and Confidence. Officers were working with CLASP to review the Council's communications with residents. The new Customer Charter was due to be launched in the summer of 2023.

In relation to the new website, it was important to ensure that map-based pages were kept up to date.

As with all IT projects, there was a risk of project failure. If the project failed, was there a recovery plan? If the project was a success, would it raise expectations in terms of additional resources? Officers confirmed that the risk of failure was mitigated by the strength of the team working on the project.

Were there safeguards in place to control the sharing of confidential data? It was confirmed that safeguards were built into the CRM system to ensure oversight of any privacy issues.

Was the system operationally critical? What safeguards were there in case of system failure? Officers confirmed that the CRM system was not the system used by WBC. For example, Social Care and Planning had their own systems. The new system would deal with high volume enquiries such as waste and recycling.

How had the voice of WBC staff been incorporated into the development of the new system? It was confirmed that staff workshops had been held together with customer mapping exercises.

RESOLVED That:

- 1) Jackie Whitney and Sarah Zama be thanked for attending the meeting to give the presentation and answer Member questions;
- 2) Further updates on the Customer Excellence Programme be submitted to the Committee in due course;
- 3) The draft Customer Excellence Strategy be submitted to the next meeting of the Committee on 15 March 2023.

9. OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORTS

The Committee considered the Overview and Scrutiny Annual Reports for 2022/23, set out at Agenda pages 35 to 56. As set out in the Council Constitution, each of the Overview and Scrutiny Committees was required to submit an Annual Report to Council in March each year. The Annual Reports included an introduction to Overview and Scrutiny and a summary of the issues considered in 2022/23.

RESOLVED: That the Overview and Scrutiny Annual Reports for 2022/23 be approved for submission to Council in March 2023.

10. CONSIDERATION OF THE CURRENT EXECUTIVE AND IEMD FORWARD PROGRAMMES

The Committee considered a copy of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme, as set out on Agenda pages 57 to 68.

It was noted that the latest report on proposed increases to Off Street Parking charges would be considered by the Executive in March 2023.

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

11. 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 76.

RESOLVED: That the Overview and Scrutiny Work Programmes for the remainder of 2022/23 be noted.

12. ACTION TRACKER REPORT

The Committee considered the latest Action Tracker report, as set out at Agenda pages 77 to 80.

RESOLVED: That the Action Tracker report be noted.

Agenda Item 6.

TITLE	Q3 22/23 Corporate Performance Monitoring Report
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 15 March 2023
WARD	(All Wards);
LEAD POLITICIAN	Sarah Kerr – Executive Member for Performance
LEAD OFFICER	Sally Watkins - Chief Operating Officer

OUTCOME / BENEFITS TO THE COMMUNITY

This report provides accountability and transparency against the Council's Key Performance Indicators (KPIs) for service areas and provision of these to our customers.

RECOMMENDATION

To note the performance of the KPIs relevant to this Committee.

SUMMARY OF REPORT

Quarter 3 KPIs show good performance despite significant continued challenges to delivery. The highlights of quarter 3 for the Council include:

- There has been a significant increase in the % of people with a Learning Disability who live on their own or with friends or family. This has been achieved by the Specialist Accommodation project which has provided 30 new homes for people with adult care needs. Work in this area will continue over the coming months as part of our policy of reducing placing people with Learning Disabilities in Care Homes.
- A positive Peer Review of the Virtual school confirmed the considerable improvements made in our offer to Children in Care - including UASC.
- Creation of community led cost of living response with council officers and the Hardship Alliance and the introduction of Warm Hubs across our library estate.
- Continued reduction in the revenue forecast overspend and control of the capital programme spend.
- A positive peer review revisit from the LGA focused on the demonstrable progress and palpable change delivered since the initial review.

Looking forward, rising inflation is causing challenges nationally with forecasts suggesting it will continue for some time. Inflation drives up the costs of everything the council does. It also increases demand of many services and compounds this with more complex issues.

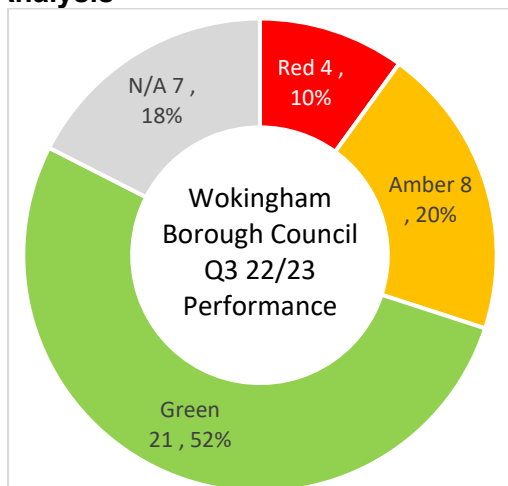
Further details of all KPIs are listed in Appendix A which accompanies this report.

Background

- The Council's Key Performance Indicators (KPIs) measure how well each service is delivering against its current objectives.
- KPIs that are reported are decided by the lead executive members in consultation with their respective director. Targets for each KPI are also set in the same way.
- This performance report and appendices covers **Q3 2022/23 October, November and December 2022**
- There are 40 KPIs, details of which can be found in found in Appendix A which includes year on year trends where available.
- Where available benchmarking information is included to give greater context.
- Each KPI should have a SMART target (Specific, Measurable, Achievable, Realistic and Timely), which takes into account historic trend information and benchmarking to compare Wokingham Borough performance with national trends.
- KPIs are assigned a RAG status (**Red, Amber, Green**) to indicate whether performance is on target (**Green**), close to target (**Amber**) or missing the target (**Red**).

Indicators are assigned to a Director and Lead Executive Member. Commentary including highlights, focuses for the future and potential challenges from the CEO, Deputy CEO and each Director can be found in Appendix A, which accompanies this report.

Analysis



Quarter 3 22/23 Performance

Quarter 3 KPIs show good performance despite some significant continued challenges to delivery. High inflation driving up the cost of service delivery coupled with financial uncertainty at a global level has made it a challenging quarter. Despite this, the majority of KPIs, 21, are Green, 8 are Amber and 4 are Red.

Red KPIs in Quarter 3 2022/23

The following information below gives details of the KPIs reported as Red in Q2 22/23 with background and context of performance and the corrective action being taken.

AS1- Percentage of safeguarding concerns, leading to an enquiry, completed within 2 working days

This is a local indicator set to achieve best practice performance by responding to safeguarding concerns in a timely manner. The aim of completing safeguarding concerns within 2 working days is a local target in place to ensure decisions are made in a timely manner for concerns that progress to a safeguarding enquiry. Our annual performance for 2020/21 was 61% and the quarter 3 performance was 53%.

Performance has been below target for a number of reasons. Pressure on the service has increased immensely over the past 2 years with the volume of Safeguarding Concerns having increased by 76% on pre-pandemic referral rates. Those concerns meeting the statutory criteria for Section 42 Enquiry are presenting as increasingly complex and require more intensive multiagency responses. These pressures have been heightened by an increase in staffing

pressures due to vacancies, as well as an increase in 'out-of-scope' referrals, particularly from South Central Ambulance Service (SCAS) and Thames Valley Police (TVP), as well as some commissioned services – these are referrals that are not about abuse or neglect and alternative pathways should in fact have been used.

Actions undertaken to address the pressures included additional training for these organisations and a new process commencing December 22 to move the 'out-of-scope' referrals to a more appropriate pathway with Adult Social Care. This has had a significant positive impact on performance with timeliness of concerns improving to 76% in December 2022. It is expected that performance will remain at this level, and this will be reflected in the Q4 performance report.

CS3 – Percentage of Children in Care who are 20 miles+ from their homes and out of borough

This KPI has been consistently green for the last 8 quarters, moving from 22% to 29% in quarter 3. The locally set target for Wokingham in 2022/23 is based on the average of 2021 performance for England (16%), South East (22%) and Statistical Neighbouring Local Authorities (29%). Low percentage indicates better performance for this indicator.

The children in care cohort in Wokingham is low compared to our statistical neighbours. Several children were placed for adoption more than 20 miles from their homes in quarter 3 which, with a such a low total number, has significantly affected the percentage result. These will not be counted in the cohort once their adoption process is complete.

CS4 – Percentage of Education, Health and Care Plan (EHCP) Assessments completed within 20 weeks of referral

In 2021 published results for EHCPs issued within 20 weeks (excluding exceptions) for the South East were 49.3%. In quarter 3 we achieved 41% which is a 10% reduction on the previous quarter.

The percentage timeliness of the issuing of EHC Plans within 20 weeks decreased in Q3 primarily due to significant delays in Educational Psychologists (EP) producing statutory advice during the EHC assessment process. Whilst the EP service in WBC is prioritising statutory work, they are operating under staffing capacity (and there is a challenge, nationally to recruit EP's), this is impacting on the SEND Teams ability to issue Plans in a timely manner.

The above is compounded by waiting lists with the provider CYPIT (Children / Young People Integrated Therapies) which involve OT / SLT assessments. These are longer than 6 weeks, the maximum time allowed for assessments to take place and reports written for the EHC needs assessment process.

The service is implementing the following actions to target improvements:

- Continued monitoring and scrutiny of data weekly, working with SEND team/ panel.
- SEND Team are looking at tracker on a weekly basis to ensure deadlines are met
- Weekly tracker meetings with performance colleagues to ensure accuracy of data.
- Exploring alternative (virtual) arrangements to assessment where this would be appropriate to the child/young person
- Reviewing the resources available in the EP team.

CS5 – Percentage of 16-17 year olds with activities / destinations Not Known

The Department for Education and NCCIS reported that the South East average of 16-17 year olds with activities or destinations Not Known was 12.3%. Whilst Wokingham was lower than this for quarter 3 at 10% the current target is set against the national average of 8% or less.

The team has had capacity issues and is now fully staffed. This will enable the service to track the unknown cohort more effectively.

Recent access to data systems for the whole team has provided more contact details and is already proving to be successful in enabling us to engage with those with whom we have lost contact. More effective tracking has been put in place in order to bring this figure down and we now have the resource to carry out more home visits in order to contact our hardest to reach young people

KPIs without targets

There are currently 7 KPIs without targets assigned and it is important to understand why this is the case.

CEX2, CEX3, CEX4, PG5 and PG8 are new KPIs introduced for 2022/23 reporting and there needs to be an initial period for these measures to establish the baseline performance, fully understand the results and then to agree a suitable target to aim for. CEX2 is designed to assess the level of channel shift as part of the council's drive to effectively manage demand through our customer touch points. CEX3 is designed as a proxy measure of socioeconomic inequality and will be used to understand the effect of the tackling poverty strategy. CEX4 is a measure of the confidence officers have in the organisation and their willingness to share ethnicity and disability information. It is an important factor in assessing the progress of the Council's Equality Programme. PG8 has been introduced alongside PG9 to understand first how much waste we produce and then second where that waste goes. PG2 and PG3 are important KPIs to understand the demand on the council for homelessness prevention and how it is dealt with. The cost-of-living crisis is driving increased demand along with increased complexity in this area. Targeting at this time with so much uncertainty economically would be difficult and of limited value.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

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

Other financial information relevant to the Recommendation/Decision

NA

Cross-Council Implications

NA

Public Sector Equality Duty
Please confirm that due regard to the Public Sector Equality Duty has been taken and if an equalities assessment has been completed or explain why an equalities assessment is not required.

Climate Emergency – <i>This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030</i>
Please state clearly what the impact of the decision being made would be on the Council’s carbon neutral objective.

Reasons for considering the report in Part 2
NA

List of Background Papers
NA

Contact Will Roper	Service Chief Executive’s Office
Customer Insight & Performance Manager	Email will.roper@wokingham.gov.uk

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Appendix:
Quarter 3 2022/23
Key Performance Indicators
Wokingham Borough Council



Overview

Our ambition is for Wokingham Borough to be one of the best boroughs for adults and carers in need of support to live, where they feel safe, included and a key part of the community. Our key priorities for the next four years are: keeping people safe, prevent, reduce and delay the need for formal care and support, involve people in their care and support, work in partnership and commission services that deliver quality and value for money.

Top Wins

- There has been a significant increase in the % of people with a Learning Disability who live on their own or with friends or family. This has been achieved by the Specialist Accommodation project which has provided 30 new homes for people with adult care needs. Work in this area will continue over the coming months as part of our policy of reducing placing people with Learning Disabilities in Care Homes.
- The timeliness of safeguarding concerns that progressed to enquiry has improved significantly in December 22 to 76%. This was as a result of actions undertaken to address the issues causing the drop in performance over the last year.
- We have commissioned additional capacity to support timely hospital discharge and we are working closely with our partners across the system to manage additional pressures.

Top Opportunities

Adult Services Transformation Programme will identify and maximise opportunities for improvement over the next 3 to 4 years. Improvements are expected with the following KPIs:

- Front door activity (AS3)
- Better demand management due to strength-based practice (AS5 & AS4)
- Consistent operational performance management (AS2)

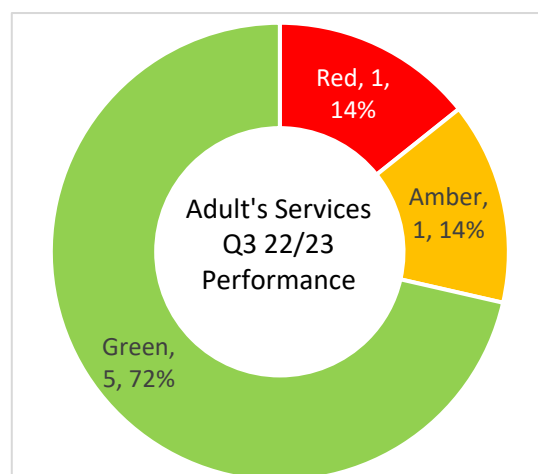
Challenges

Adult Social Care has been historically underfunded. Future demographic and inflationary pressures together with the significant funding pressures remaining unaddressed are placing Adult Social Care statutory services and the wider care sector under increasing risk.

Quarter 3 2022/23 Performance Summary

Adult Services targets are set to be stretching and are deliberately challenging to achieve.

- 72% of KPIs achieving target, Green
- 14% of KPIs slightly off-target, Amber
- 14% of KPIs below target, Red
- 2 KPIs have improved performance compared to Q2 22/23
- 5 KPIs have deteriorated compared to Q2 22/23



Overview

Officers in the CEO's Office are enablers, supporting other areas of the council and partner organisations to deliver what's most important to our residents. This includes work with the voluntary sector to help those most at need, helping the wider organisation to ensure the support available to residents is effectively communicated and supporting services to continue to develop through the change programme.

Top Wins

- Recruitment of the first AD for HR and OD and launch of the new HR structure
- Creation of community lead cost of living response with council officers and hardship alliance
- Introduced Warm Hubs across our library estate

Top Opportunities

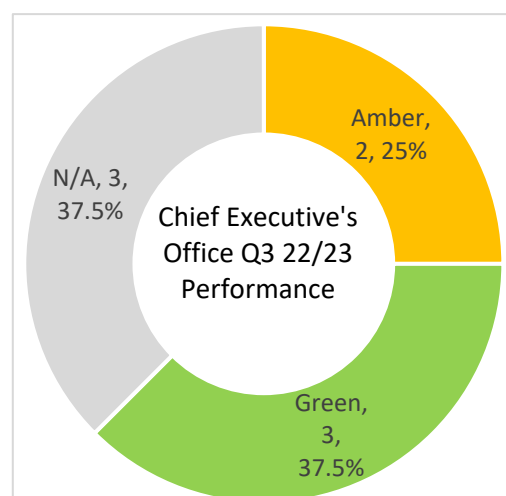
- Planning for our first Community Futures event
- Introducing new technology to support better digital customer experiences whilst avoiding costs
- Establishing year 3 equalities action plan

Challenges

- Working innovatively to maintain community engagement
- Delivering for our customers effectively at pace
- Maintaining stability whilst delivering organisational change

Quarter 3 2022/23 Performance Summary

- 37.5% of KPIs achieving target, Green
- 25% of KPIs slightly off-target, Amber
- No KPIs are reported Red for Q3
- 37.5% of KPIs are N/A – 3 KPIs are new for 22/23 and therefore targets are not yet assigned. These will be confirmed once baselines have been agreed.
- 5 KPIs have improved performance compared to Q2 22/23
- 2 KPIs have deteriorated compared to Q2 22/23
- There has been no change in the performance of 1 KPI compared to Q2 22/23



Overview

Children's Services are responsible for undertaking the LA statutory duties in relation to education including the provision of services for children with SEND, the delivery of statutory social care services and a range of early help provision, together with the services which support and quality assure these functions. We focus on making a difference, we aim high, we are strategic, efficient and effective, we value our people and we drive partnership, collaboration and co-production. We are striving to become a child friendly community, where children are safe and care for, they enjoy and achieve, are healthy and resilient, ready for adulthood and are happy, hopeful and loved.

Top Wins

- A strong learning and development offer responding to inspection, quality assurance and scrutiny, including "Introduction to Communication and Consultation with Children", "Foundations for Attachment", "Developing Effective Supervision Children's Services" – participant evaluation evidenced high levels of satisfaction and provided clear links to improving practice.
- A positive Peer Review of the Virtual school confirmed the considerable improvements made in our offer to Children in Care - including UASC.
- The Adult Education Service retained its Good Ofsted rating when inspected in November 22.
- Recruited a number of permanent managers in unprecedentedly difficult market conditions – Head of SEND, Fostering Team Manager.

Top Opportunities

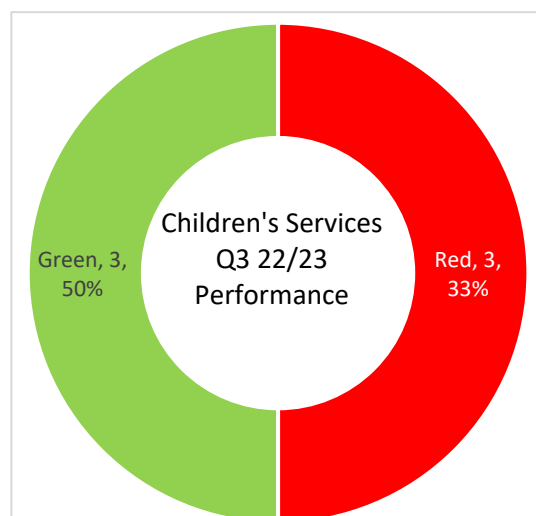
- Bids submitted for 2 SEND free schools and significant work on SEND improvement
- Outline business case regarding Children's residential home presented to (Strategic Growth & Asset Board), identified two potential properties to purchase (if business case approved) which will improve local sufficiency for our CYP.
- Feedback from Children in Care and Care leavers Peer Challenge, providing us with ideas and opportunities for service improvement

Challenges

- Staff sickness and wellbeing impacting on performance across Children's Services
- Continued high level Early Help referrals, reflective of the various pressures currently being experienced by families, including the rise in cost of living.
- School Admissions continue to see a demand for school places, particularly in years 5, 6, 7, 8, 9 and 10. There are particular challenges for places for girls in years 7, 9 and 10, with an increasing pressure on placements for boys. We continue to source additional capacity for year 7 students which is an ongoing issue for September 2023 admission.

Quarter 3 2022/23 Performance Summary

- 50% of KPIs achieving target, Green
- No KPIs are reported as Amber (slightly-off target) for Q3
- 50% of KPIs below target, Red
- 2 KPIs has improved performance compared to Q2 22/23
- 4 KPIs have deteriorated compared to Q2 22/23



Overview

This department continues to perform well considering increased demands for services primarily caused by the economic downturn and the cost of living crisis.

There are many other challenges that remain. Services within the department are struggling to recruit certain roles, particularly in Highways and Building Control Services. The economic downturn will undoubtedly continue to increase demand for services, particularly in housing, where the causes of homelessness are becoming far wider reaching.

Top Wins

- Natural History Museum is preparing a planning application to come to Innovation Valley, Shinfield.
- Application submitted to the Social Housing Decarbonisation Fund to bring 180 social homes to EPC C rating. BEIS to notify successful applicants in late February 2023.
- Home Decarbonisation Advice Service proposal agreed and service being developed.
- Successful Arts and Culture event which built successful relationships with local businesses.
- The facilitation of introductions between local contractors and WBC, so that local businesses can bid for contracts and longer-term relationships can be established.
- Continued to grow engagement with the University of Reading, learning more about how Reading students volunteer at a careers fair. As attended Reading Internship Scheme launch and receiving offer for WBC to have a student intern, salary paid by the University.
- Launched the Green Skills Academy at Langley College and developed our understanding of the opportunities around the Shared Apprenticeship Scheme (SAS) and establishing relationships with SAS lead and College contacts.

Top Opportunities

- Changes to the National Planning Policy Framework being consulted upon. Provides the opportunity to influence national planning policy change.
- Involvement in Solar Together scheme, alongside all Berkshire LAs, to support home owners to install solar panels on their properties.
- Film office agreeing and starting to implement a new system for charging productions. Tour with Stage Fifty at Winnersh Triangle; understanding of their offer and the scale of their studios.
- Expand access of the CRM to allow departments who have a touch point with businesses to record those actions.
- A mapping exercise of businesses across the Borough.
- The development of a business engagement plan for the Council.
- Provisional grant allocation of £3.1m from Govt. to help address housing pressures from Ukraine refugee and Afghan resettlement schemes by supporting the provision of additional affordable housing.

Challenges

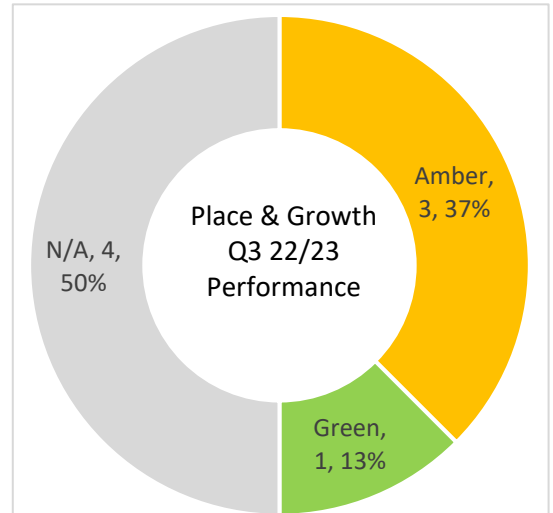
- The continued need to plan for savings in the MTFP.
- Housing land supply below 5 years, which makes the council more vulnerable to speculative development.
- Climate emergency facing conflicting priorities in light of cost-of-living crisis.
- Ensuring WBC has influence over skills and employment decisions from the Studios/industry, and from our partners.
- Access to up-to-date data so that effective planning can take place.

Quarter 3 2022/23 Performance Summary

- 13% of KPIs achieving target, Green
- 37% of KPIs slightly off-target, Amber
- No KPIs are reported as below target, Red, for Q3

The remaining KPIs do not have targets currently assigned and therefore the RAG status is reported as N/A.

- 5 KPIs have improved performance compared to Q2 22/23
- 2 KPI has deteriorated compared to Q2 22/23
- There has been no change in the performance of 1 KPI compared to Q2 22/23



Overview

Along with the hard work needed to deliver the continued strong results reported here there has been significant activity from officers across the council to deal with the financial challenges we face. The headwinds coming from the cost of living crisis and a potential recession threaten the Council's income streams and are compounded by high inflation which means that everything the council does costs more.

Top Wins

- Maintaining Council Tax and Business Rate collections.
- Freedom of Information (FOI) requests KPI is green for the first time.
- Further reduction in the revenue forecast overspend.
- Further cost control measures reducing the capital programme spend.
- Occupancy rate of WBC-owned regeneration units increasing from a steady 91.5% to 94% in the last quarter.

Top Opportunities

- Continuing to drive leisure centre take up post covid.
- Further reductions in the revenue overspend.

Challenges

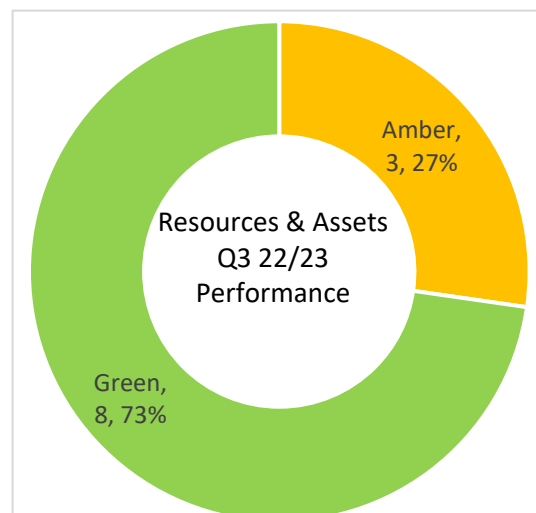
Covid-19 and its impact has been, and remains, our main challenge. The service has seen an overall increase in demand and this manifests in increased numbers but also people with higher needs.

In addition to the added pressures on workforce due to Covid-19, particularly with increases in sick leave, there is also a national challenge with recruiting qualified Occupational Therapists and Social Workers. Locally we have developed a recruitment and retention plan to support us with this.

Quarter 3 2022/23 Performance Summary

- 73% of KPIs achieving target, Green
- 27% of KPIs are slightly off-target, Amber
- 0 KPIs are reported as Red for Q3

- 7 KPIs have improved performance compared to Q2 22/23
- 3 KPIs have deteriorated compared to Q2 22/23



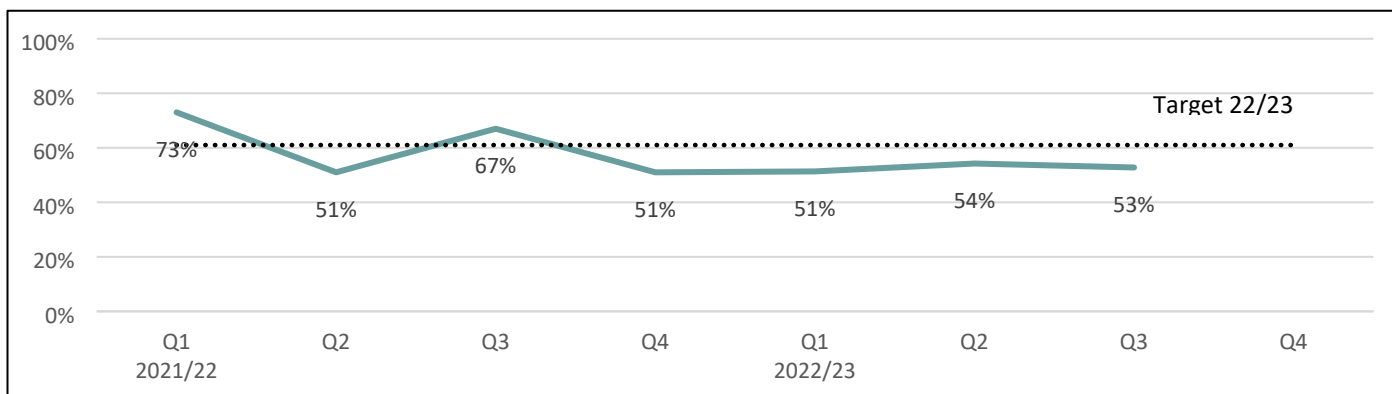
Appendix A-1: Adult Services Key Performance Indicators 2022/23 Summary Table

Ref	Description	RAG	DoT
AS1	Percentage of safeguarding concerns, leading to an enquiry, completed within 2 working days	Red	Worse
AS2	Social work assessments allocated to commence within 28 days of the request (counted at point of allocation)	Green	Worse
AS3	Percentage of new contact referrals closed with advice, information or signposting	Green	Better
AS4	The proportion of adults with a learning disability who live in their home or with their family (ASCOF Measure 1G)	Green	Better
AS5	New permanent admissions to residential or nursing care homes (65+) (ASCOF Measure 2A2)	Green	Worse
AS6	Proportion of people receiving long term care who were subject to a review in the last 12 months	Green	Worse
AS7	Percentage of CQC registered providers that are rated Good or Outstanding	Amber	Worse

Appendix A-2: Adult Services Key Performance Indicators 2022/23 Detailed Information

AS1- Percentage of safeguarding concerns, leading to an enquiry, completed within 2 working days

Period	Actual	Target	RAG	DoT
Q1 22/23	51%	61% or more	Red	No change
Q2 22/23	54% (77/142)	61% or more	Red	Better
Q3 22/23	53%	61% or more	Red	Worse
Q4 22/23				



Benchmarking: N/A. This is not monitored as a national indicator. This indicator is set locally to achieve best practice performance by responding to safeguarding concerns in a timely manner. Our annual performance for 2020/21 was 61%. The aim of completing safeguarding concerns within 2 working days is a local target in place to ensure decisions are made in a timely manner for concerns that progress to a safeguarding enquiry.

Service Narrative for KPI AS1 Priority: Keeping People Safe.

Performance has been under target for a number of reasons. Pressure on the service has increased immensely over the past 2 years with the volume of Safeguarding Concerns having increased by 76% on pre-pandemic referral rates. Those concerns meeting the statutory criteria for Section 42 Enquiry are presenting as increasingly complex and require more intensive multiagency responses. These pressures have been heightened by an increase in staffing pressures due to vacancies, as well as an increase in 'out-of-scope' referrals, particularly from South Central Ambulance Service (SCAS) and Thames Valley Police

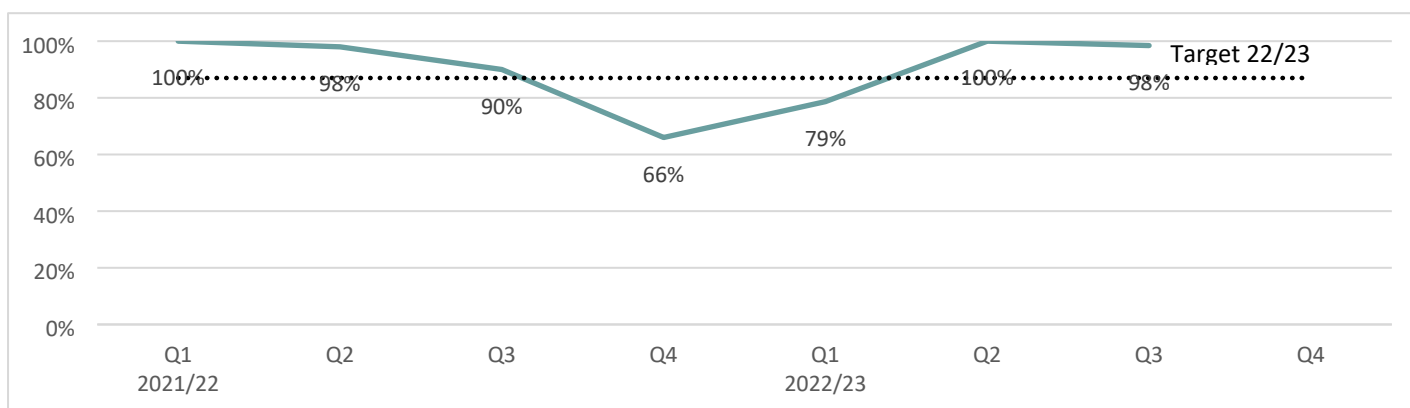
(TVP), as well as some commissioned services – these are referrals that are not about abuse or neglect and alternative pathways should in fact have been used.

Actions undertaken to address the pressures included additional training for these organisations and a new process commencing December 22 to move the ‘out-of-scope’ referrals to a more appropriate pathway with Adult Social Care. This has had a significant positive impact on performance with timeliness of concerns improving to 76% in December 2022. It is expected that performance will remain at this level, and this will be reflected in the Q4 performance report.

Q3 performance was: October 42%, November 29%, December was 76%

AS2 – Social work assessments allocated to commence within 28 days of the request (counted at point of allocation)

Period	Actual	Target	RAG	DoT
Q1 22/23	79%	87% or more	Red	Better
Q2 22/23	100% (210/210)	87% or more	Green	Better
Q3 22/23	98%	87% or more	Green	Worse
Q4 22/23				



Benchmarking: N/A. This is not monitored as a national performance measure, however, numbers of people waiting for assessments, packages of care or reviews is collected regularly for all Local Authorities in the South East. Currently 26% of people are waiting longer than 6 months across the region. 28 days is a local target to ensure best practice.

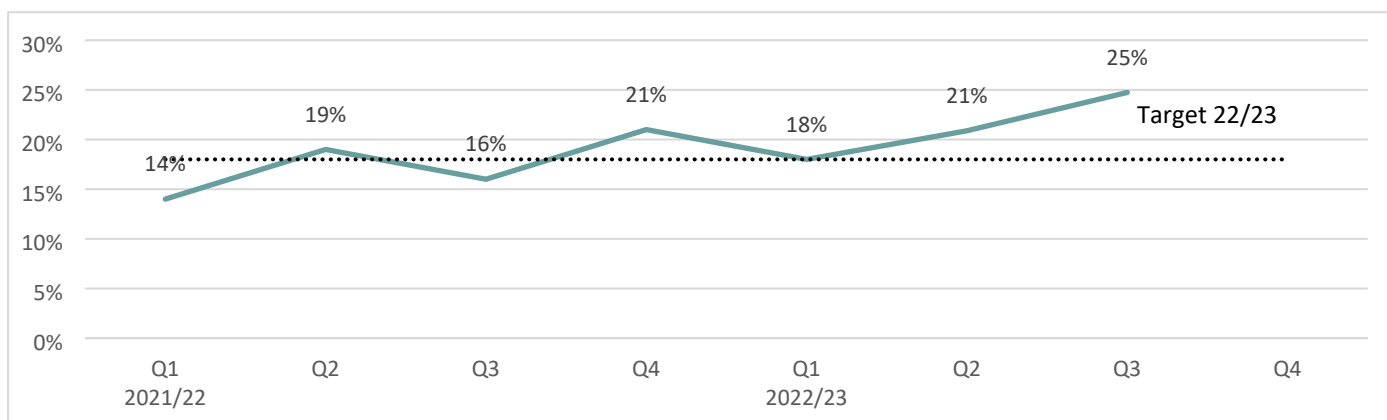
Service Narrative for KPI AS2 Priority: Involve people in their care and support.

People must be provided with the right combination of care, in the right place at the right time, in ways that will be sustainable going forward.

There is a process of triaging and risk assessing all contacts received to ensure those requiring immediate attention are prioritised.

AS3 – Percentage of new contact referrals closed with advice, information or signposting

Period	Actual	Target	RAG	DoT
Q1 22/23	18%	18% or more	Green	Worse
Q2 22/23	24% (55/228)	18% or more	Green	Better
Q3 22/23	25%	18% or more	Green	Better
Q4 22/23				



Benchmarking: N/A. The target is set with the aim of improving our local performance for this specific area (information and advice). Comparative data from our statutory return is not reported with the same definition but monitors all new contacts from the community, resulting in signposting or universal services. For this measure we were 7th highest in the region.

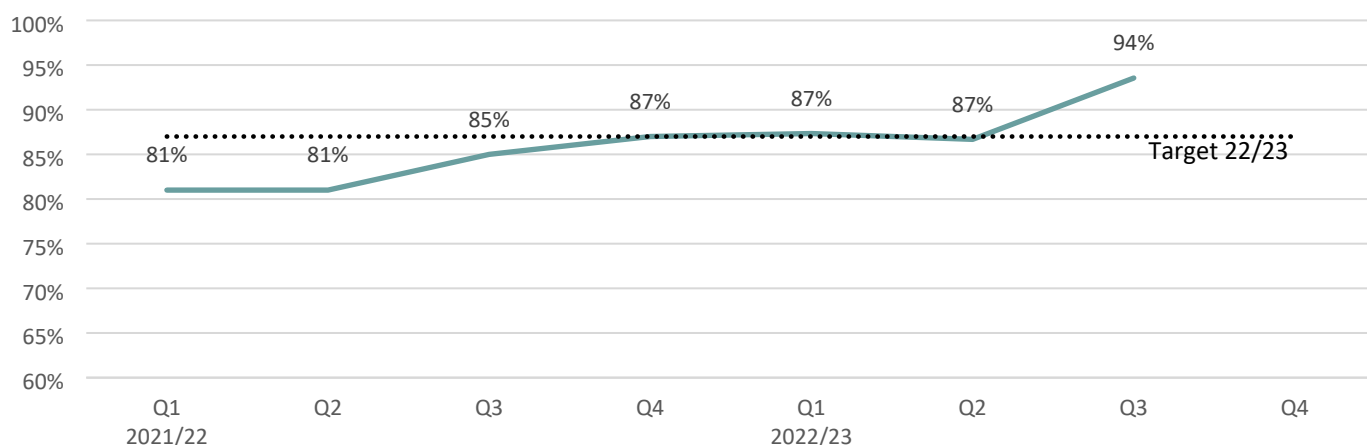
Service narrative: Priority: Prevent, Reduce, Delay the need for formal care and support

To prevent, reduce and delay the need for formal care and support is one of our priorities. Providing high quality advice, information or signposting at the first point of contact is key in achieving this aim.

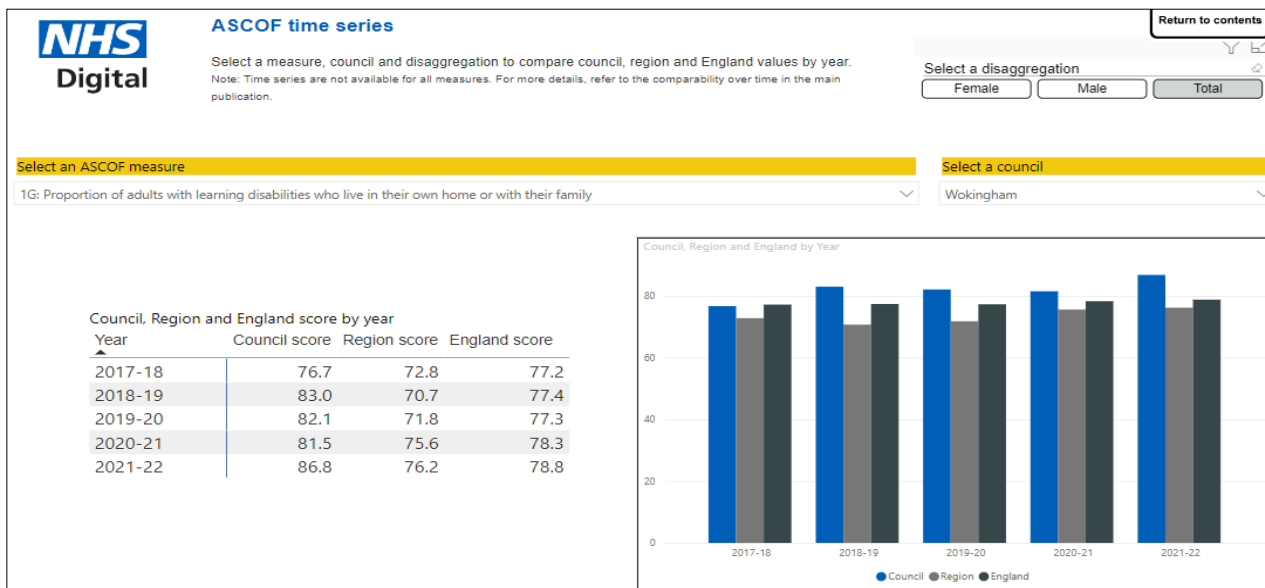
The customer pathway must be simple and efficient. It is essential that our residents are encouraged to self-serve where it is appropriate and possible. Whenever and however people and their carers contact services, they should receive a positive response and appropriate support to help resolve the issues they face.

AS4 – The proportion of adults with a learning disability who live in their own home or with family (ASCOF Measure 1G)

Period	Actual	Target	RAG	DoT
Q1 22/23	87%	87% or more	Green	No change
Q2 22/23	87% (449/518)	87% or more	Green	No change
Q3 22/23	94%	87% or more	Green	Better
Q4 22/23				



Benchmarking: Wokingham Borough Council scored 38 out of 152 Local Authorities for this ASCOF Measure in 2021/22 (where 1 is best). Wokingham achieved 86.8% which is better than the England result of 78.8% and regional result of 76.2%. Our local target is set with the aim of sustaining or improving our 2021/22 performance of 87%.



Service Narrative: Priority: To involve people in their care and support.

We aim to support people with a learning disability to live independently in suitable accommodation for as long as possible.

The improvement in Q3 has been achieved by the Specialist Accommodation project which has provided 30 new homes for people with adult care needs. Work in this area will continue over the coming months as part of our policy of reducing placing people with Learning Disabilities in Care Homes.

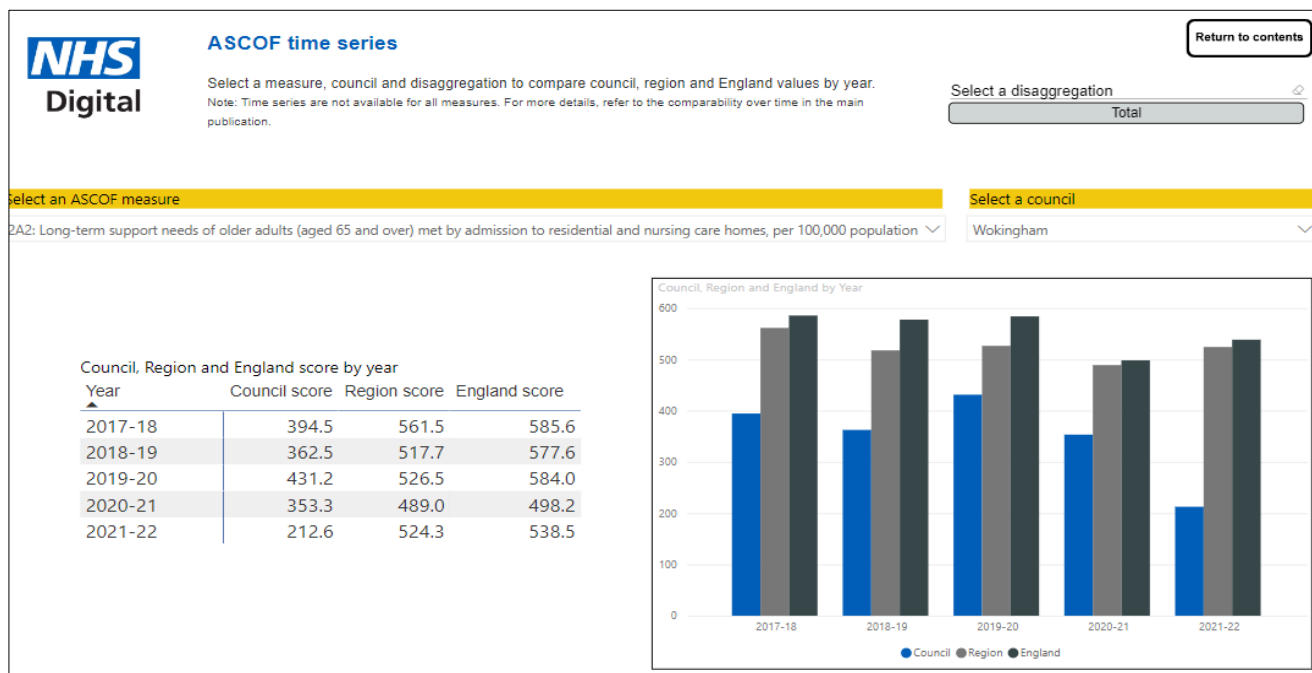
AS5 – New permanent admissions to residential or nursing care homes (65+) (ASCOF Measure 2A2)

Period	Actual	Target	RAG	DoT
Q1 22/23	17	Less than 27	Green	Worse
Q2 22/23	22	Less than 27	Green	Worse
Q3 22/23	20	Less than 27	Green	Worse
Q4 22/23				



Benchmarking: Wokingham Borough Council scored 6 out of 152 Local Authorities for this ASCOF National Measure performance in 2021/22 (where 1 is best). Our aim is to reduce the number of long-term admissions to care homes.

In 2021/22 Wokingham reported, annually, 212.6 admissions to residential and nursing care homes for people aged 65+, per 100,000 population compared to 524.3 in the South East and 538.5 in England.

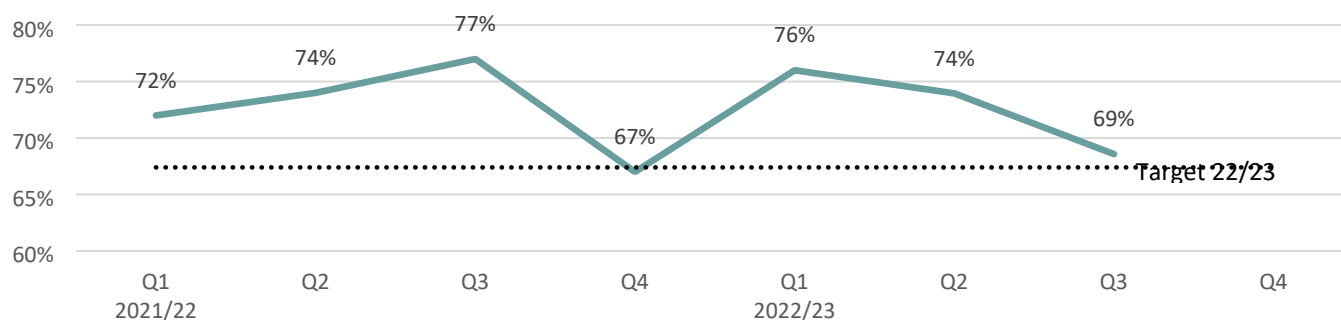


Service Narrative: Priority: Prevent, Reduce, Delay the need for formal care and support.

Achieving a reduction in the number of people entering care homes (residential or nursing) evidences that we are putting in the right measures to effectively reduce, delay, prevent the need for long term care and support.

AS6 – Proportion of people receiving long term care who were subject to a review in the last 12 months

Period	Actual	Target	RAG	DoT
Q1 22/23	76%	67% or more	Green	Better
Q2 22/23	74%	67% or more	Green	Worse
Q3 22/23	69%	67% or more	Green	Worse
Q4 22/23				



Benchmarking: Wokingham is ranked 2 out of 16 South East Local Authorities (where 1 is best). The 2021/22 target has been set as a challenging stretch target. Our aim is to perform in the top quartile in comparison to other Local Authorities. Currently our performance for people with a review or assessment in the last 12 months places us 2nd highest in the South East Benchmarking Club.

Service Narrative: Priority: Involve people in their care and support.

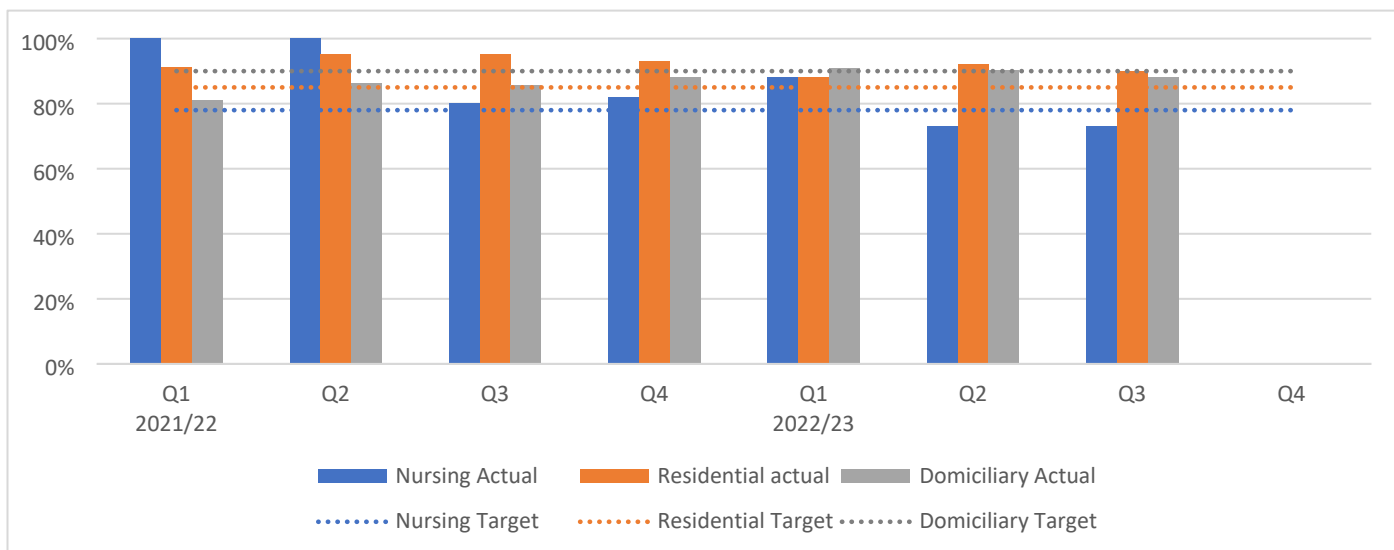
People must be provided with the right combination of care, in the right place at the right time, in ways that will be sustainable going forward.

Local Authorities have a duty under the Care Act to undertake reviews of care and support plans to ensure that plans are kept up to date and relevant to the person’s needs and aspirations, provides confidence in the system and mitigates the risks of people entering a crisis situation.

Performance has fallen over the last two quarters due to staff vacancies and it is expected that performance will continue to decline for this reason. Reviews that are due for people who have been identified as higher risk will continue to be prioritised to ensure risk is being managed effectively in this area.

AS7 – Percentage of CQC registered providers that are rated Good or Outstanding

Period	Actual	Target	RAG	DoT
Q1 22/23	Nursing Homes: 88% Residential Homes: 88% Domiciliary Care: 91%	Better than South-East: Nursing Homes: 78% Residential Homes: 85% Domiciliary Care: 90%	Green	Better
Q2 22/23	Nursing Homes: 73% Residential Homes: 92% Domiciliary Care: 90%	Better than South-East: Nursing Homes: 78% Residential Homes: 85% Domiciliary Care: 90%	Amber	Worse
Q3 22/23	Nursing Homes: 73% Residential Homes: 90% Domiciliary Care: 88%	Better than South-East: Nursing Homes: 78% Residential Homes: 85% Domiciliary Care: 90%	Amber	Worse
Q4 22/23				



Benchmarking: The target for this indicator is to perform better than South East region. Registered provision rated Good or Outstanding across the South East was as follows at the end of 2021/22: Nursing Homes 78%, Residential Homes 85%, Domiciliary Care 90%.

At the end of Q3 2022-23 South East performance was Nursing Homes 81%, Residential Homes 84%, Domiciliary Care 87%.

Service Narrative: Priority: Work in partnership and commission services that deliver quality and value for money.

We aim to ensure we maintain a high proportion of regulated services in the local area that are judged as good or outstanding.

CQC inspection ratings for care providers are above national averages in Wokingham Borough as evidenced in our Market Position Statement.

The locally reported %s for Nursing Homes is impacted by small numbers in the borough. 1 Nursing Home is 9% of the total, meaning our local performance can change more drastically, whereas the total % for the region remains more steady.

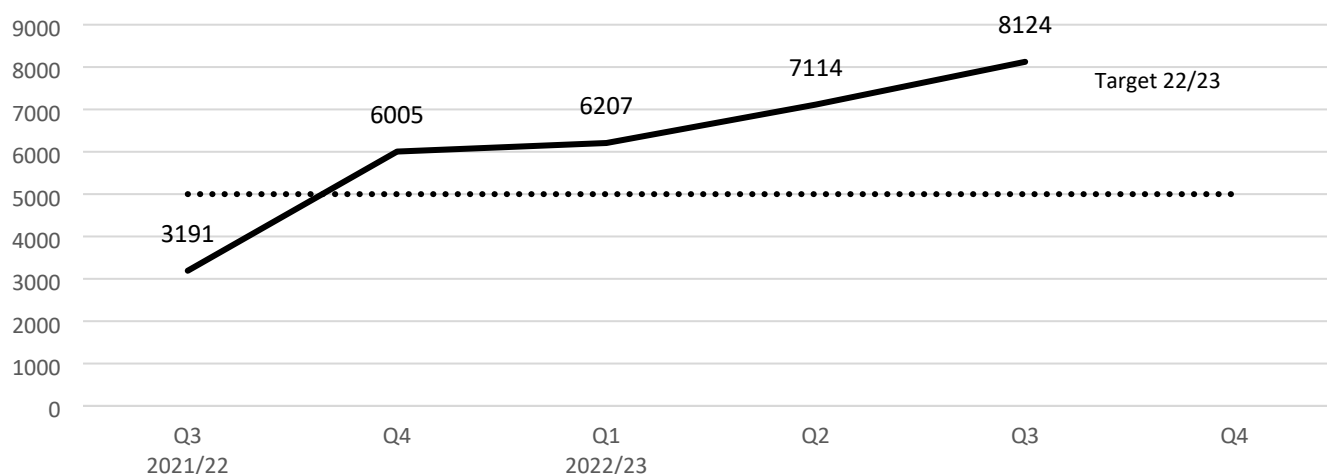
Appendix B-1: Chief Executive's Office Key Performance Indicators 2022/23 Summary Table

Ref	Description	RAG	DoT
CEX1	Number of people registered on the Engage platform	Green	Better
CEX2	Proportion of Customer Services enquiries resolved via Self-Serve	N/A	Better
CEX3	Proportion of Wokingham resident pupils eligible for Free School Meals at Wokingham borough schools	N/A	Better
CEX4	Proportion of WBC staff who have self-declared their ethnicity and disability information via internal BWO system	N/A	Worse
CEX5	Expected voluntary staff turnover	Amber	Better
CEX6	WBC staff sickness absence	Amber	Worse
CEX7	Overall customer satisfaction across phone and web	Green	Better
CEX8	Early resolution versus Stage 1 customer complaints	Green	No change

Appendix B-2: Chief Executive's Office Key Performance Indicators 2022/23 Detailed Information

CEX1 – Number of people registered on the Engage platform

Period	Actual	Target	RAG	DoT
Q1 22/23	6,207	5,000 or more	Green	Better
Q2 22/23	7,114	5,000 or more	Green	Better
Q3 22/23	8,124	5,000 or more	Green	Better
Q4 22/23				



Benchmarking: The provider of Engage platform estimate that if we are engaging with around 3% of our total population, that is considered to be good performance. It is expected that it can take between 18-24 months to achieve this target level of engagement. Wokingham Borough has a population size of 177,500. Therefore, if we are engaging with 5,325 or more we are considered to be performing well and in-line, or better, than other organisations using Engage.

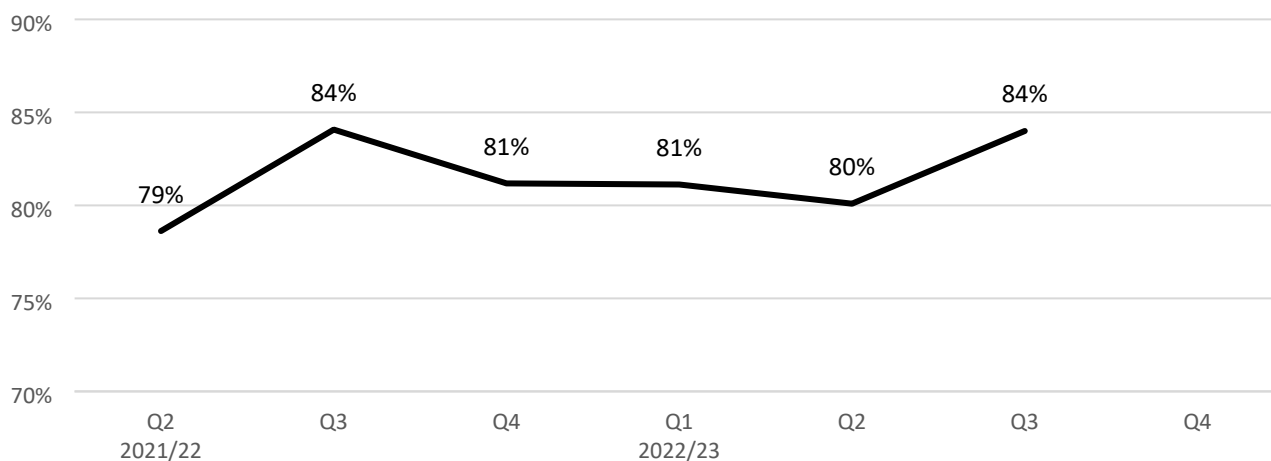
Service Narrative:

The increase from Q2 to Q3 is partially due to a survey on changes to the Council's waste / recycling collections, which had over 9,000 responses. It is hoped that through increasing use of the engage platform

and developing a forward plan of consultations to take place the number of users signed up and proportion of active users engaging on a repeat basis can be increased.

CEX2 – Proportion of Customer Services enquiries resolved via self-serve

Period	Actual	Target	RAG	DoT
Q1 22/23	81% (25,669 / 31,624)	TBC	N/A	No change
Q2 22/23	80% (5,922 / 7,394)	TBC	N/A	Worse
Q3 22/23	84% (5,837/ 6,960)	TBC	N/A	Better
Q4 22/23				

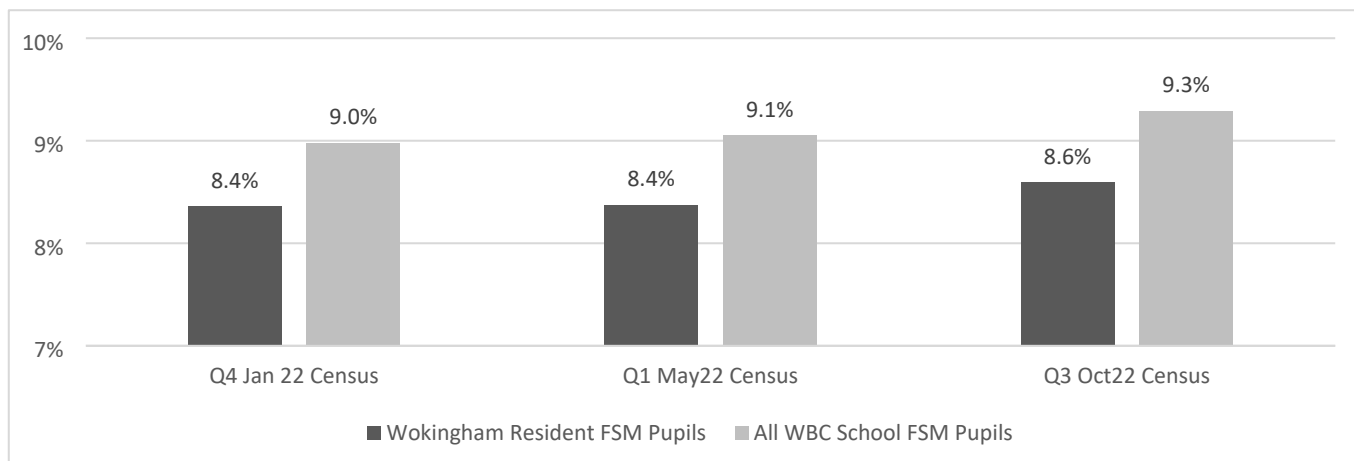


Service Narrative:

This is a view of the level of digital channel shift seen through our corporate CRM. Work is ongoing through the Customer OFP to develop greater insight into this area and develop a wider view of channel shift across the Council as a whole.

CEX3 – Proportion of Wokingham resident pupils eligible for Free School Meals in Wokingham borough schools

Period	Actual	Target	RAG	DoT
Q1 22/23 May 22 Census	8.4% (2,223 / 26,544)	TBC	N/A	N/A
Q2 22/23				
Q3 22/23 Oct 22 Census	8.6% (2,297/ 26,738)	TBC	N/A	N/A
Q4 22/23 Jan 23 Census				



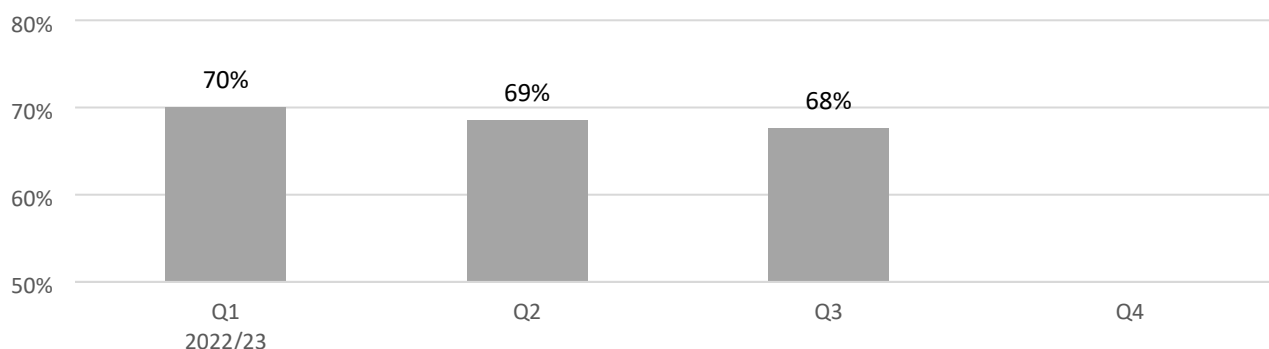
Benchmarking: For the 2021/22 academic year, 12.6% of pupils in the South East region were eligible for Free School Meals and 17% across England. As at the May 2022 census, 8.4% of Wokingham-resident pupils were eligible for Free School Meals (9.1% for all WBC school pupils).

Service Narrative:

The increase is part of a continued push through the Tackling Poverty Strategy and using conversations and communications as part of the Household Support Fund and Cost of Living Crisis to raise awareness and encourage sign-up for FSM for eligible pupils. Whilst numbers have increased these are lower than hoped and still leaves a gap between FSM sign-ups and people known to be eligible based on other data sources, with further communications, promotion and conversations helping to reduce the gap over time.

CEX4 – Proportion of WBC staff who have self-declared their ethnicity and disability information via BWO

Period	Actual	Target	RAG	DoT
Q1 22/23	70% (984/1406)	TBC	N/A	N/A
Q2 22/23	69% (966/1410)	TBC	N/A	Worse
Q3 22/23	68% (959/ 1419)	TBC	N/A	Worse
Q4 22/23				



Benchmarking:

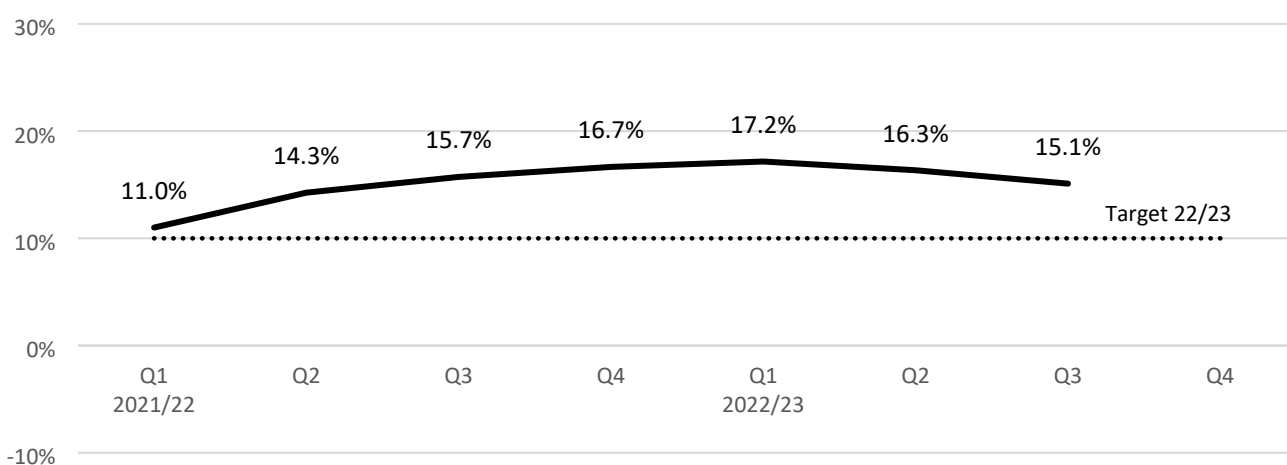
Service Narrative:

This figure is indicative of perceptions of the inclusivity of the workplace. A comprehensive communications campaign was undertaken across 2021/22 to encourage self-disclosure. Staff equality networks will be engaged to help support this campaign. The slightly reduced proportion of staff who have disclosed their ethnicity and disability data from Q2 to Q3 could be due to the number of new starters within that period. The

council encourages applicants to provide their diversity data during application stage. If new starters have provided their information at application stage, it is added to their BWO record on their behalf. Where new starters have not provided the information at application stage, they are encouraged to self-disclose during their induction period. This reduction represents a small number of new starters who are yet to disclose this data. Targeted communications to new starters will be undertaken to encourage self-disclosure of diversity data. Work will be undertaken to review this KPI as it may be more relevant to show the breakdown of the organisation in comparison to our community.

CEX5 – WBC Voluntary Staff Turnover

Period	Actual	Target	RAG	DoT
Q1 22/23	17.2% (242/1410)	10-15%	Amber	Worse
Q2 22/23	16.3% (231/1413)	10-15%	Amber	Better
Q3 22/23	15.1%	10-15%	Amber	Better
Q4 22/23				



Benchmarking: Median Labour Turnover Rate 10.3% (XpertHR labour turnover rates survey 2022) with an average for public sector organisations of 12.4%

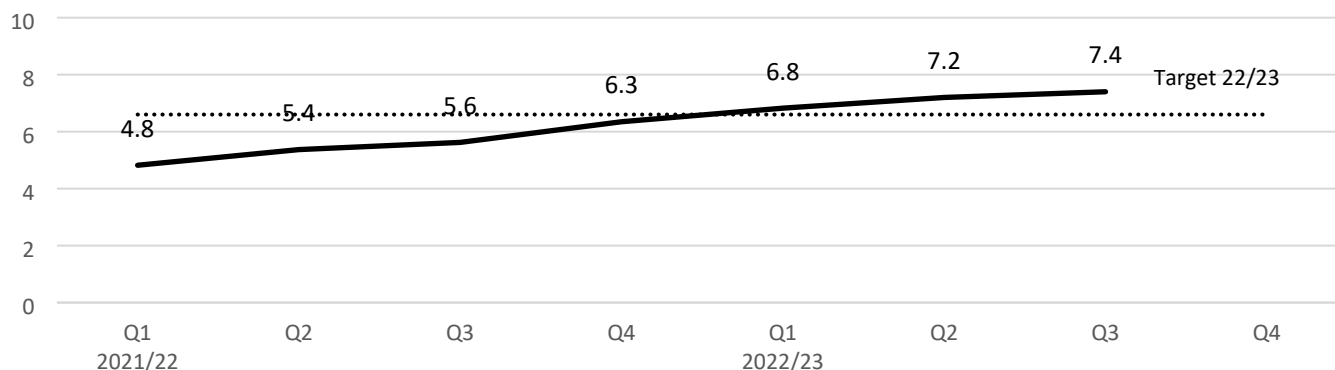
Service Narrative:

Voluntary turnover is now 15.1%. The rates are decreasing which is positive and now sits just above our target range.

Whilst staff turnover can be healthy for the Council and roles are replaced with new talent consideration needs to be given to more national factors such as skills shortages in key sectors such as social care, social work, flooding and planning where there are significant shortages of qualified professionals versus many vacancies. This can impact in terms of staff leaving but then working in the same field but through other arenas and in a position to command higher rates than working for local authority can provide. It is therefore important for us to continue to understand the areas where we are experiencing high turnover, through enhanced working relationships between HR and our Services and looking at what opportunities the Council has to address this. We already have flexible working practices in place however we need to build on this foundation through embedding modern ways of working but also through our planned People Strategy and Plan. Developing our own staff and how we can retain them, our branding and how we can attract the best talent for our roles and the increase in our wellbeing offer will all be some of the key themes that will run through our People Plan to show that we are working towards becoming an employer of choice.

CEX6 – WBC Staff Sickness Absence

Period	Actual	Target	RAG	DoT
Q1 22/23	6.8 days	6.6 days or less	Amber	Worse
Q2 22/23	7.2 days	6.6 days or less	Amber	Worse
Q3 22/23	7.4 days	6.6 days or less	Amber	Worse
Q4 22/23				



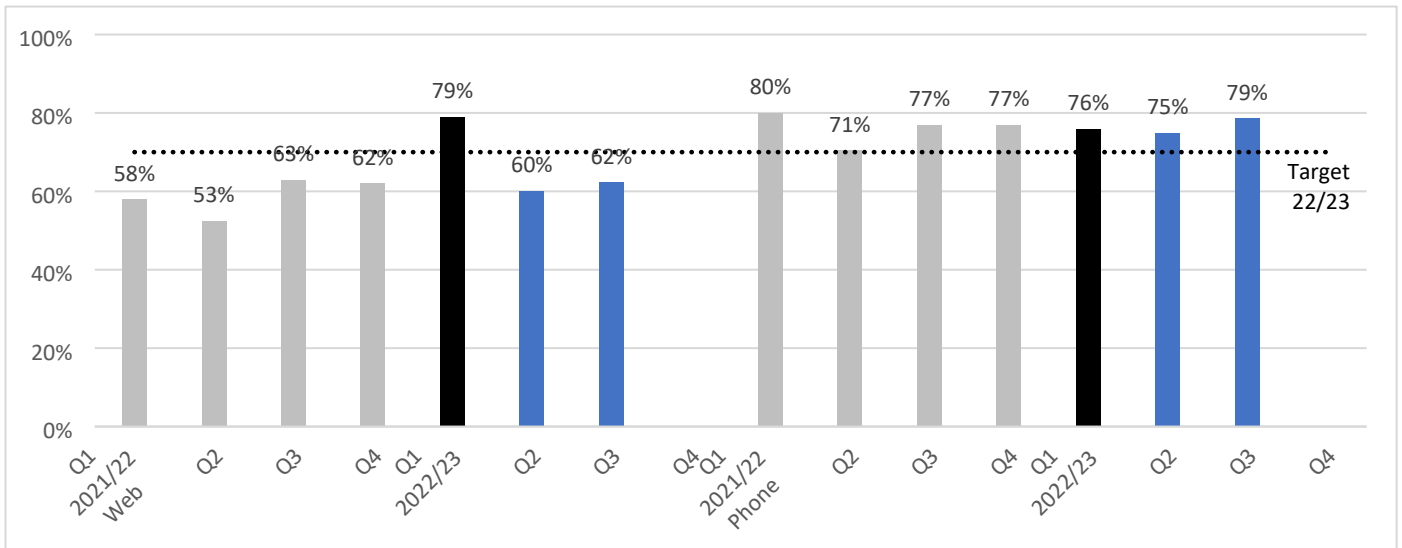
Benchmarking: Average Working Days Lost (AWDL) in the UK is 7.3 days (XperTHR absence rates and costs survey 2022) with an average for public sector organisations of 10 days per FTE.

Service Narrative:

Whilst there has been a slight increase in absence rates for Q3, this is in line with the previous trend at this point in the year. Increases at this point in the calendar are typical across most sectors due to the increase in cold, flu and other respiratory illnesses which are more prevalent in colder months. Whilst the absence is higher than 2021/22 rates and during lock down, which again fits with a national perspective, staff who are delivering front line services in sectors such as Care will be more exposed to viruses. As part of the HR plan moving forward and a review of our policies a new managing absence policy will be scoped out, and whilst it will be subject to full consultation, once implemented more detailed processes, in terms of managing absence, will be provided to all Managers providing them with underpinning guidance to allow them to manage absence correctly and fairly with a view to us being able to reduce the absence rates we currently have. This policy roll out will include full training for managers and will also include more clearer detailed guidance on how to get the best from our Occupational Health service and our Employee Assistance Programme.

CEX7 – Overall Customer Satisfaction across phone and web

Period	Actual	Target	RAG	DoT
Q1 22/23	79% satisfied web 76% satisfied phone	70% or more overall	Green	Better
Q2 22/23	60% satisfied web 75% satisfied phone	70% or more overall	Amber	Worse
Q3 22/23	62% satisfied web 79% satisfied phone	70% or more overall	Green	Better
Q4 22/23				



Benchmarking:

Local Authority overall satisfaction level: 73%

	Benchmarking across Private and Public Sector
Satisfaction per channel:	National average
Web	79.50%
Phone	74.60%

Source – UK Customer Satisfaction Index

Service Narrative:

Small increase in satisfaction across Web and SMS this quarter, 1906 separate pieces of feedback provided 602 via Web and 1231 via SMS.

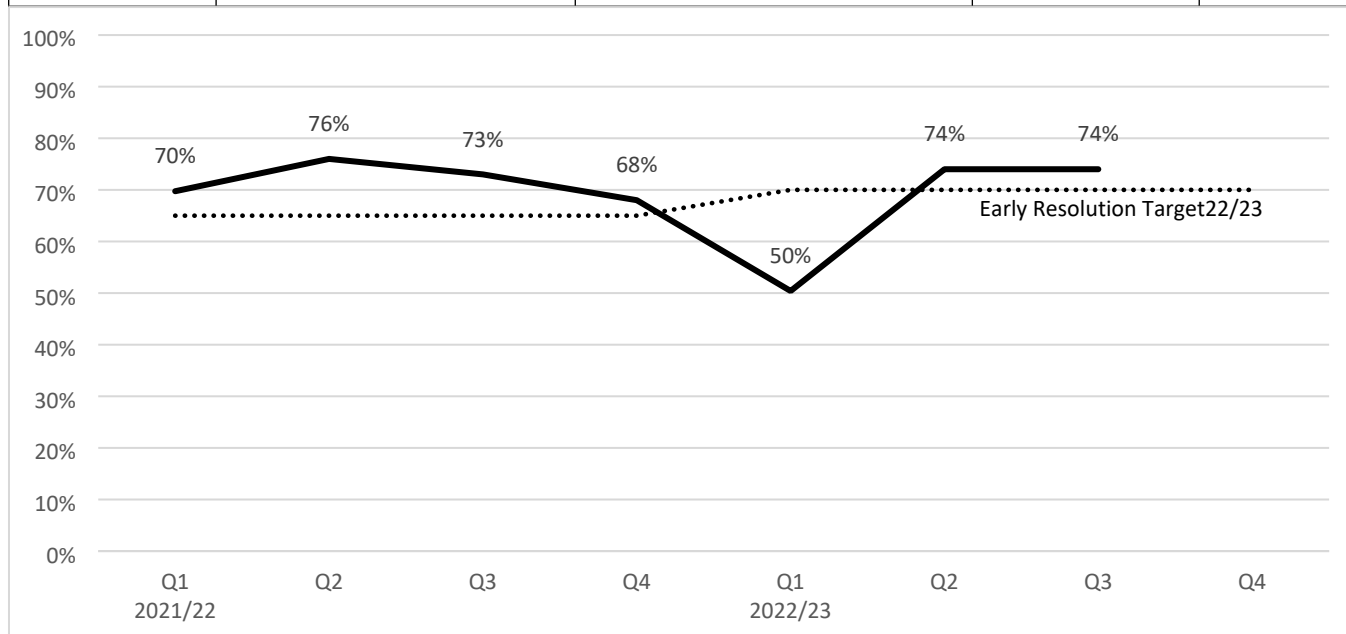
Some of the good comments were concerning the waste process online and how easy it was to find information and order items. There were comments concerning the Waste consultation, some had struggled to get onto the consultation to leave their feedback.

Generally SMS feedback was - 'lovely helpful people', 'professional and caring'.

Still inconsistency across the organisation with customers unhappy about not receiving call backs or are unable to speak to the person they want to. On the web, some customers couldn't always find the answers to their questions.

CEX8 – Early Resolution versus Stage 1 Complaints

Period	Actual	Target	RAG	DoT
Q1 22/23	ER: 50% (62) S1: 50% (61)	ER 70%: S1 30%	Red	Worse
Q2 22/23	ER: 74% (164) S1: 26% (58)	ER 70%: S1 30%	Green	Better
Q3 22/23	ER: 74% (236) S1: 26% (84)	ER 70%: S1 30%	Green	No change
Q4 22/23				



Service Narrative:

Target achieved for last two quarters as a result of greater collaboration between the Complaints Team and Services. This has enabled officers to better coordinate their efforts in managing complaints without formal escalation. The 3C’s workshops around improving the way we communicate, is providing a space for staff to develop skills in drafting better complaint responses. This combined with the Customer Experience learning programme, encourages a pro-active mindset in resolving complaints. This has contributed to a de-escalation of complaints and better customer experience.

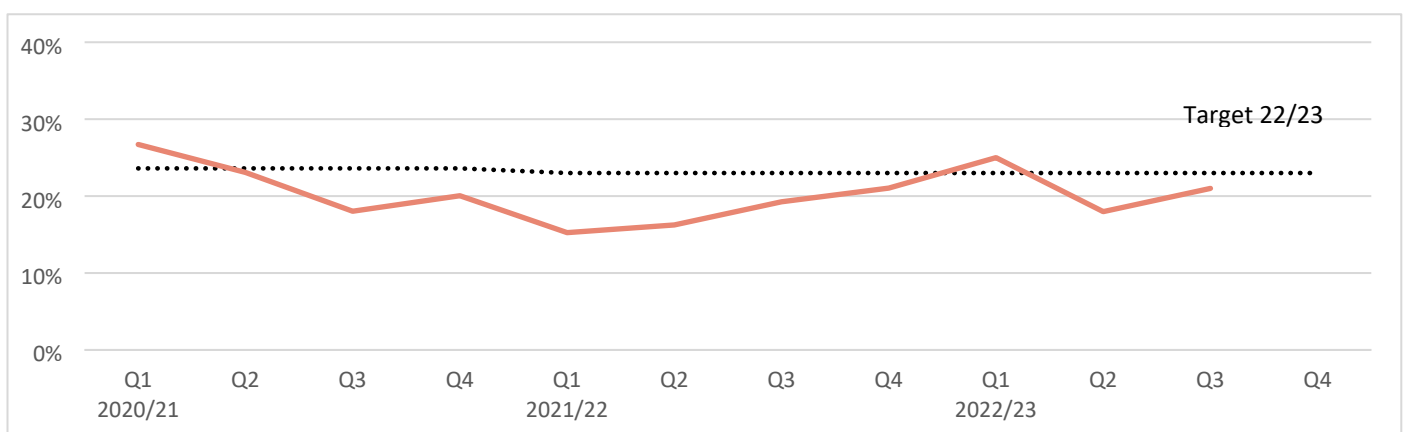
Appendix C-1: Children's Services Key Performance Indicators 2022/23 Summary Table

Ref	Description	RAG	DoT
CS1	Percentage of re-referrals within 12 months	Green	Worse
CS2	Percentage of initial Child Protection Conferences held within 15 working days of decision to hold them	Green	Better
CS3	Percentage of Children in Care who are 20 miles+ from their homes and out of borough	Red	Worse
CS4	Percentage of Education, Health and Care Plan (EHCP) Assessments completed within 20 weeks of referral	Red	Worse
CS5	Percentage of 16-17 year olds with activities/destinations not known	Red	Better
CS6	Percentage of 16-17 year olds Not in Education, Employment or Training (NEET)	Green	Worse

Appendix C-2: Children's Services Key Performance Indicators 2022/23 Detailed Information

CS1 – Percentage of re-referrals within 12 months

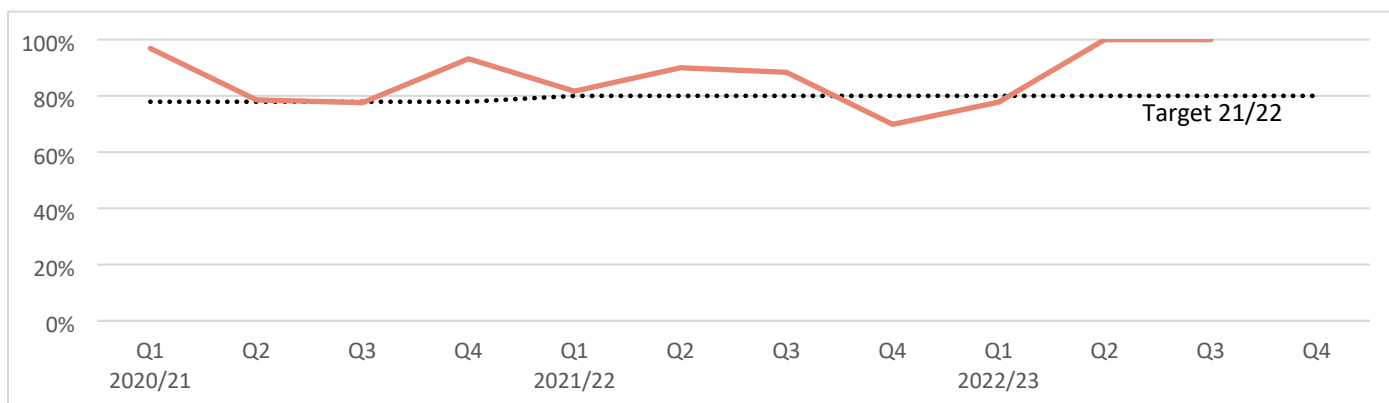
Period	Actual	Target	RAG	DoT
Q1 22/23	25% (99/396)	24% or less	Amber	Worse
Q2 22/23	18% (73/406)	24% or less	Green	Better
Q3 22/23	21% (79/374)	24% or less	Green	Worse
Q4 22/23				



Benchmarking: The locally set target for Wokingham in 2022/23 is based on the average of 2021 performance for England (22.7%), South East (27.7%) and Statistical Neighbouring Local Authorities (23.9%). Wokingham's performance is currently better than national and regional trends. The 22/23 Target is based on the average of the 2022 figures for National (21.5%), South East (25.9%) and Statistical Neighbour (20.78%).

CS2 – Percentage of initial Child Protection Conferences held within 15 working days of decision to hold them

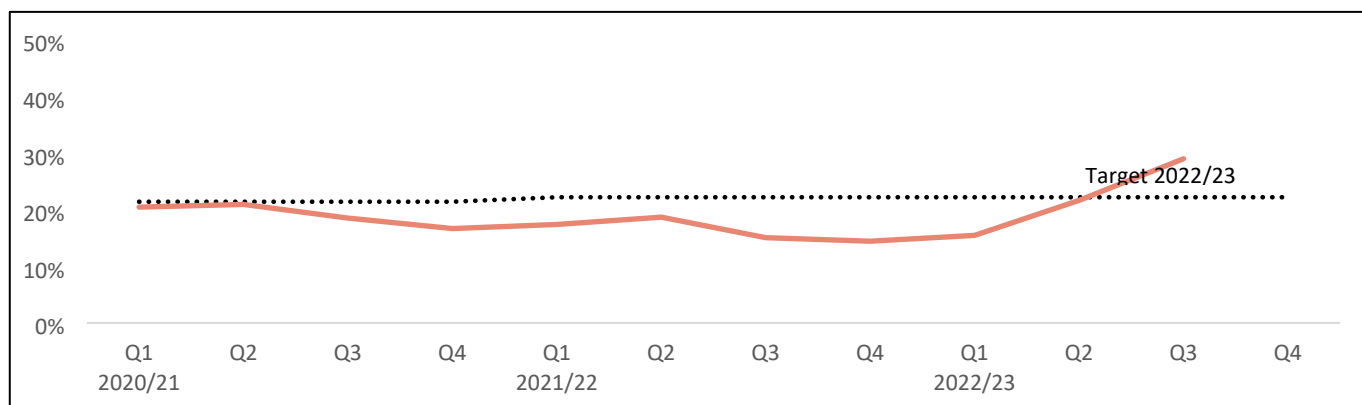
Period	Actual	Target	RAG	DoT
Q1 22/23	78% (14/18)	84% or more	Amber	Better
Q2 22/23	100% (21/21)	84% or more	Green	Better
Q3 22/23	100% (43/43)	84% or more	Green	Better
Q4 22/23				



Benchmarking: The locally set target for Wokingham in 2022/23 is based on the average of 2021 performance for England (83%), South East (82%) and Statistical Neighbouring Local Authorities (86%). Wokingham’s performance in Quarter 3 2022/23 is better than national and regional trends. The 22/23 Target is based on the average of the 2022 figures for National (79.2%), South East (78.6%) and Statistical Neighbour (81.49%).

CS3 – Percentage of Children in Care who are 20 miles+ from their homes and out of borough

Period	Actual	Target	RAG	DoT
Q1 22/23	15% (15/97)	22% or less	Green	Worse
Q2 22/23	22% (21/97)	22% or less	Green	Worse
Q3 22/23	29% (26/91)	22% or less	Red	Worse
Q4 22/23				



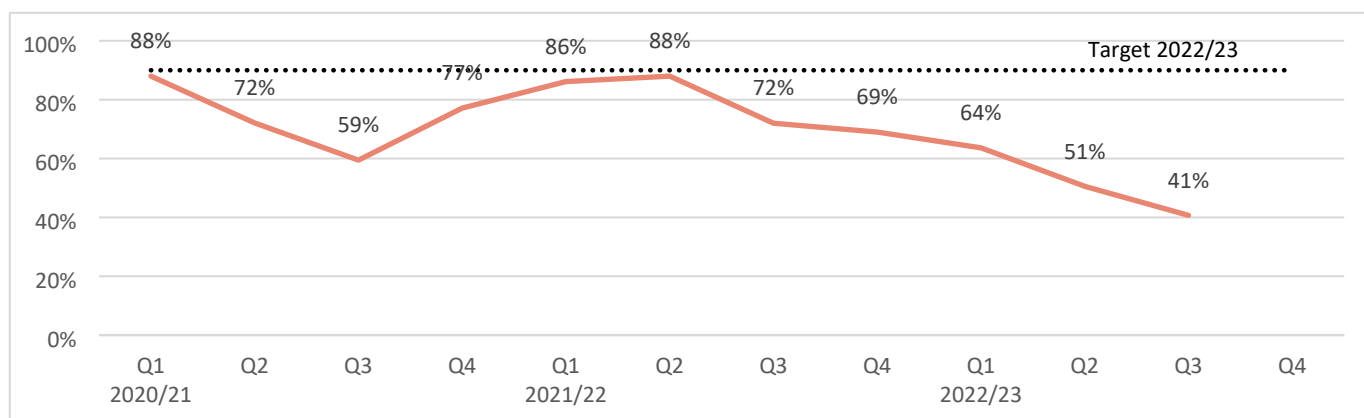
Benchmarking: The locally set target for Wokingham in 2022/23 is based on the average of 2021 performance for England (16%), South East (22%) and Statistical Neighbouring Local Authorities (29%). Low percentage indicates better performance for this indicator.

Service Narrative:

The children in care cohort in Wokingham is low compared to our statistical neighbours. A number of children were placed for adoption more than 20 miles from their homes in quarter 3 which with a such a low total number has significantly affected the percentage result. These will not be counted in the cohort once their adoption process is complete.

CS4 – Percentage of Education, Health and Care Plan (EHCP) Assessments completed within 20 weeks of referral

Period	Actual	Target	RAG	DoT
Q1 22/23	65% (49/77)	90% or more	Red	Worse
Q2 22/23	51% (45/89)	90% or more	Red	Worse
Q3 22/23	41% (35/86)	90% or more	Red	Worse
Q4 22/23				



Benchmarking: In 2021 published results for EHCPs issued within 20 weeks (excluding exceptions), Wokingham scored 85.9% compared to South East 49.3% and England 59.9%.

Service Narrative:

The percentage timeliness of the issuing of EHC Plans within 20 weeks decreased in Q3 primarily due to significant delays in Educational Psychologists (EP) producing statutory advice during the EHC assessment process. Whilst the EP service in WBC is prioritising statutory work, they are operating under staffing capacity (and there is a challenge, nationally to recruit EP's), this is impacting on the SEND Teams ability to issue Plans in a timely manner.

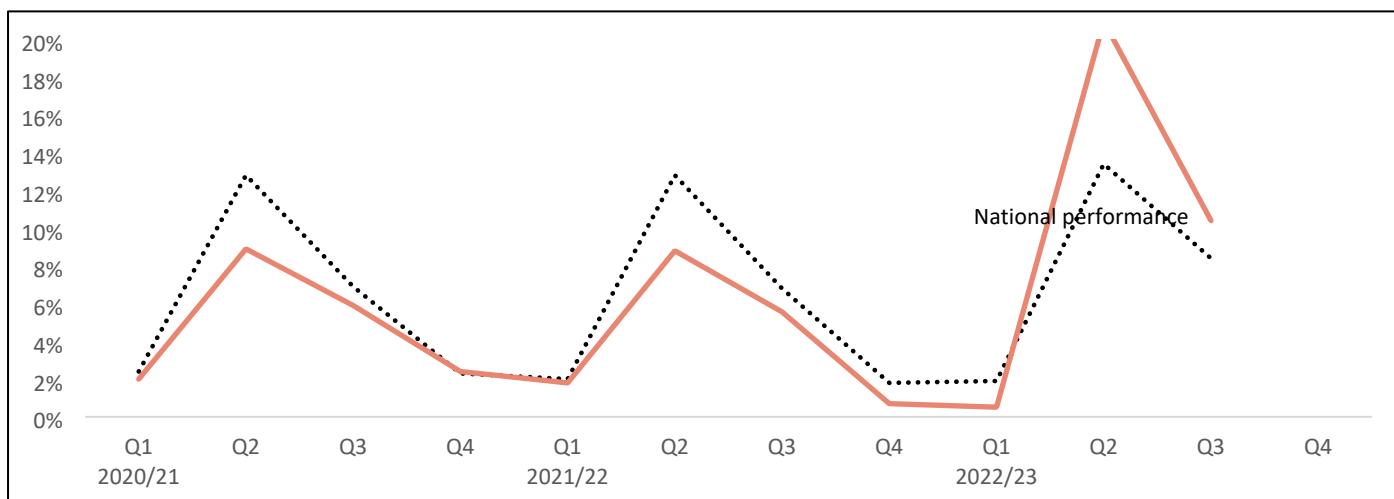
The above is compounded by waiting lists with the provider CYPIT (Children / Young People Integrated Therapies) which involve OT / SLT assessments. These are longer than 6 weeks, the maximum time allowed for assessments to take place and reports written for the EHC needs assessment process.

The service is implementing the following actions to target improvements:

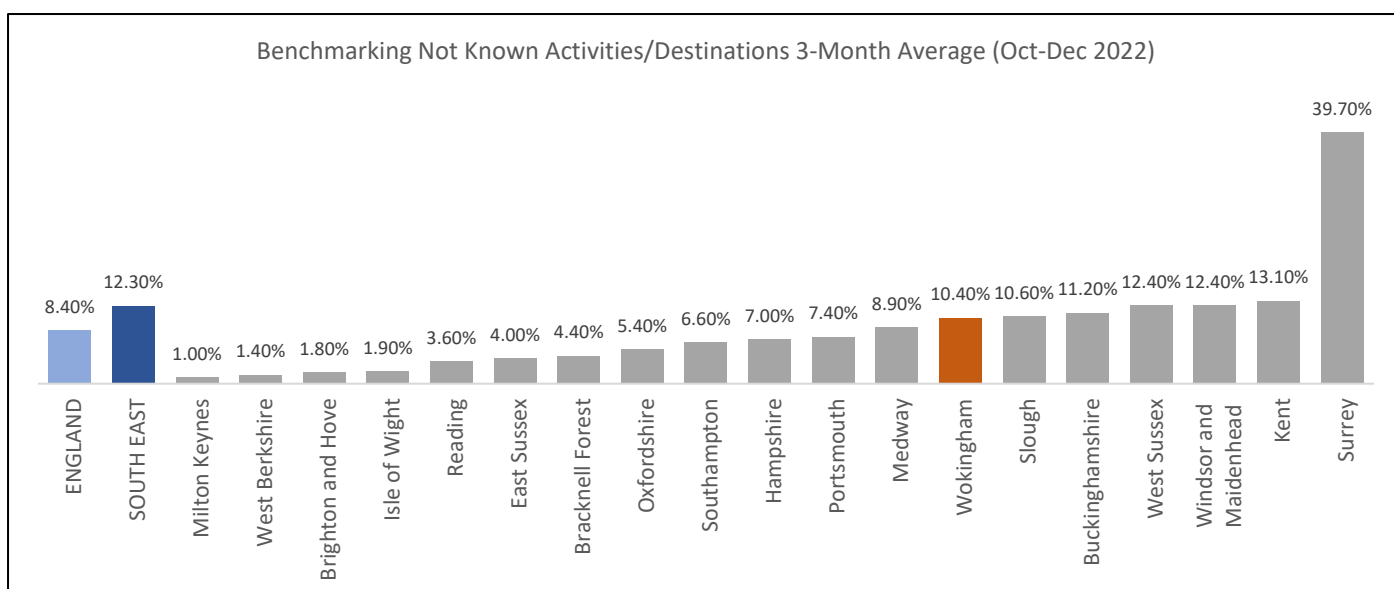
- Continued monitoring and scrutiny of data weekly, working with SEND team/ panel.
- SEND Team are looking at tracker on a weekly basis to ensure deadlines are met
- Weekly tracker meetings with performance colleagues to ensure accuracy of data.
- Exploring alternative (virtual) arrangements to assessment where this would be appropriate to the child/young person
- Reviewing the resources available in the EP team.

CS5 – Percentage of 16-17 year olds with activities / destinations Not Known

Period	Actual	Target/National	RAG	DoT
Q1 22/23	0.5% (20/3907)	1.9% or less	Green	Better
Q2 22/23	20.8% (823/3930)	13.4% or less	Red	Worse
Q3 22/23	10% (413/3959)	8% or less	Red	Better
Q4 22/23				



Benchmarking: The Department for Education and NCCIS reported that the South East average of 16-17 year olds with activities or destinations Not Known was 12.3%. Whilst Wokingham was lower than this for quarter 3 at 10% the current target is set against the national average of 8% or less.



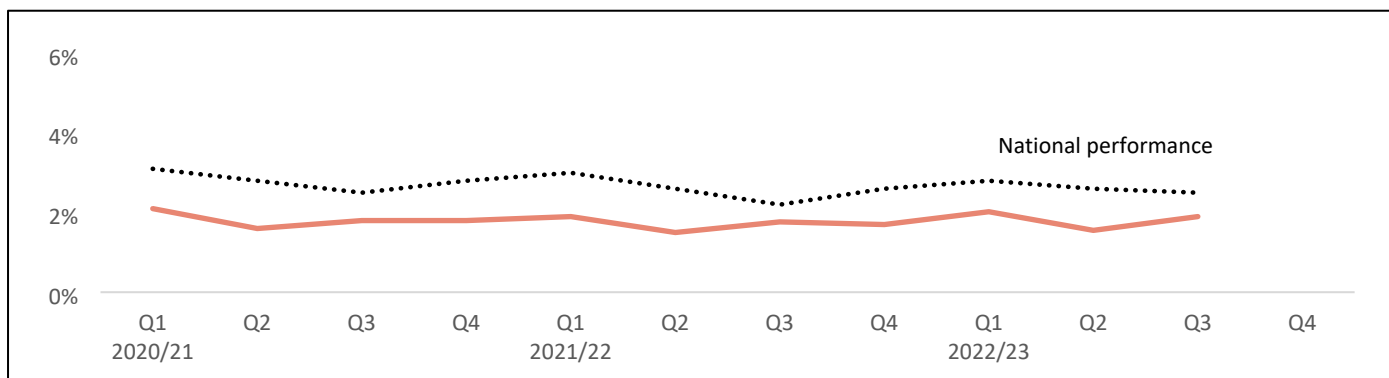
Service Narrative:

Wokingham's Not Known average over this period is slightly higher than the national average although is lower than the regional figure. The team has had capacity issues and is now fully staffed. This will enable the service to track the unknown cohort more effectively.

Recent access to data systems for the whole team has provided more contact details and is already proving to be successful in enabling us to engage with those with whom we have lost contact. More effective tracking has been put in place in order to bring this figure down and we now have the resource to carry out more home visits in order to contact our hardest to reach young people.

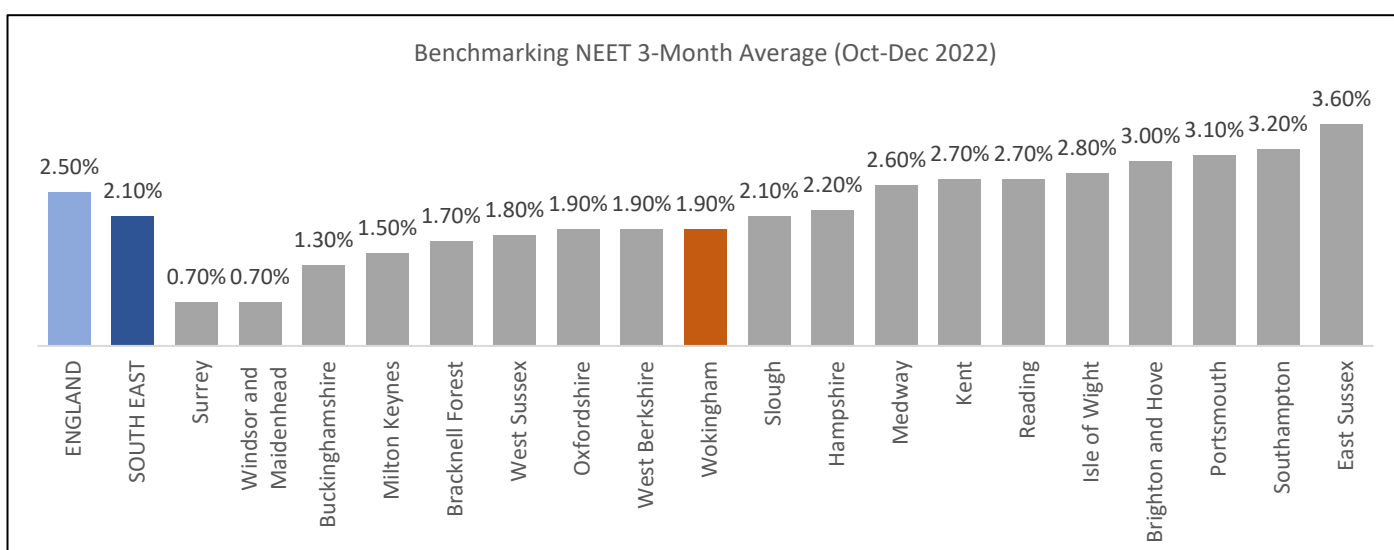
CS6 – Percentage of 16-17 year olds Not in Education, Employment or Training

Period	Actual	Target/National	RAG	DoT
Q1 22/23	2.0% (79/3907)	2.8% or less	Green	Better
Q2 22/23	1.6% (61/3926)	2.6% or less	Green	Better
Q3 22/23	1.9% (75/3959)	3% or less	Green	Worse
Q4 22/23				



Benchmarking:

Local Authority Tables published for Q3 2022/23 (Oct to December 2022), from the Department for Education



and NCCIS, reported that Wokingham had 1.9% of 16-17 year olds Not in Education, Employment or Training (NEET) compared to 2.1% across South East and 3% across England. Wokingham continues to outperform regional and national trends.

Service Narrative:

Although Wokingham continues to maintain a low NEET figure, we have observed a rise in the number of unemployed young people we are working with who have a range of significant difficulties which have arisen following Covid, and which has impacted on their readiness to move into or remain in EET. As one member of the team is not yet qualified, this will continue to have an impact on the delivery of the advice and guidance service until training is completed.

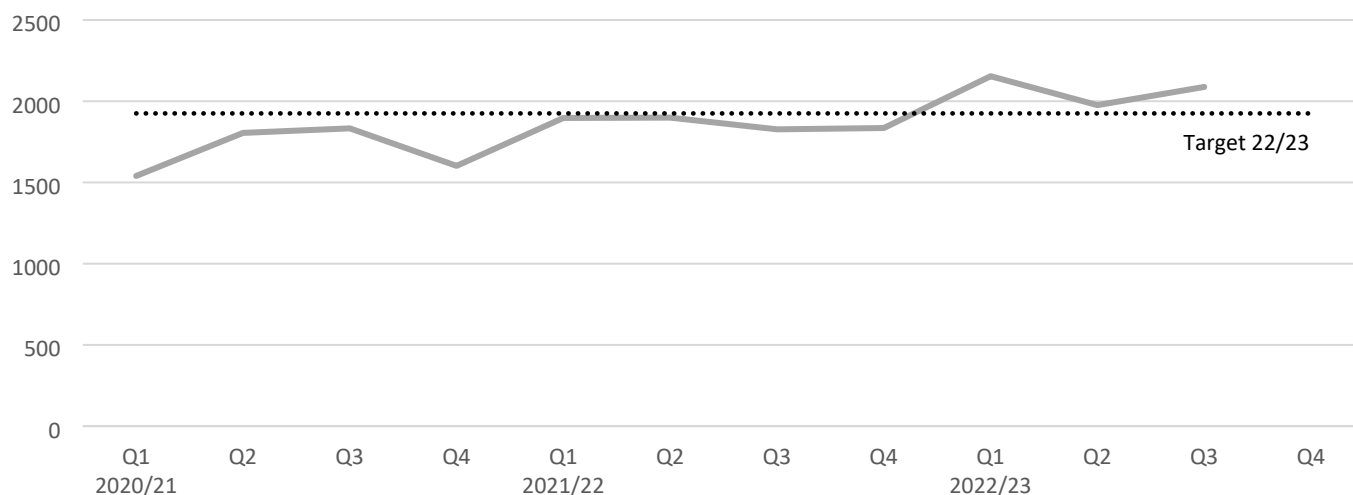
Appendix D-1: Place & Growth Key Performance Indicators 2022/23 Summary Table

Ref	Description	RAG	DoT
PG1	All recorded crime in Wokingham borough (excluding fraud)	Amber	Worse
PG2	Number of households for whom homelessness has been prevented	N/A	Better
PG3	Number of households in emergency nightly-let/B&B temporary accommodation	N/A	Better
PG4	Percentage of 'Standard' work orders completed within 28 days (Category 2 Task Orders)	Amber	Better
PG5	Total (and concessionary) passenger numbers on WBC town contracted services	N/A	Better
PG7	Proportion of ASB service request cases, opened and closed within the period, that were responded to within 1 day	Amber	Worse
PG8	Total household tonnes	N/A	Better
PG9	Percentage of household waste reused, recycled and composted	Green	No Change

Appendix D-2: Place & Growth Key Performance Indicators 2022/23 Detailed Information

PG1 – All recorded crime in Wokingham borough (excluding fraud)

Period	Actual	Target	RAG	DoT
Q1 22/23	2,154	1,925 or less	Red	Better
Q2 22/23	1,976	1,925 or less	Amber	Better
Q3 22/23	2,088	1,925 or less	Amber	Worse
Q4 22/23				



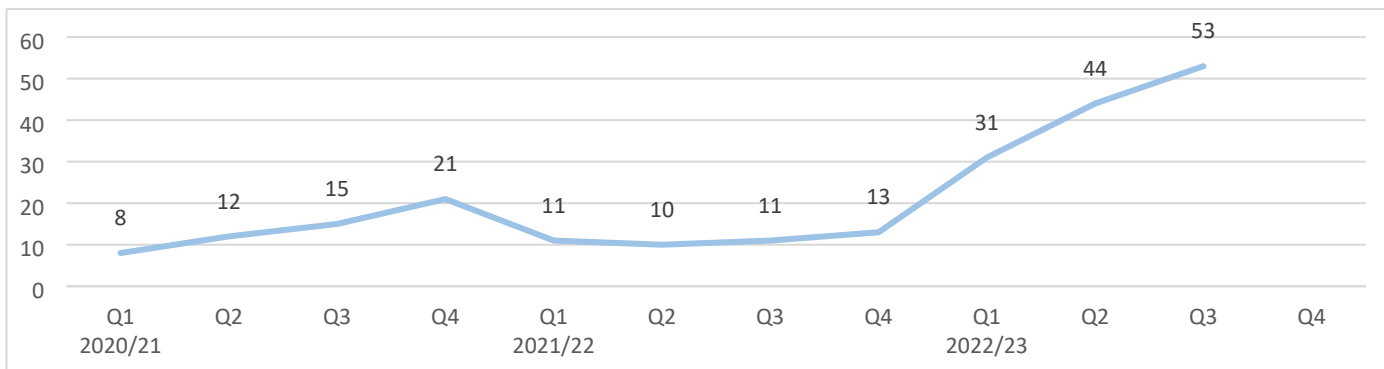
Benchmarking: In September 2022, 816 crimes were recorded in the Wokingham Borough compared to 751 in Bracknell Forest and 1,750 in Reading.

Service Narrative:

Q3 has seen increases in Theft related categories - This is mainly being driven by Shoplift offences. Criminal Justice and other enforcement actions to tackle individuals responsible are being undertaken through the Brough's Problem Solving Tasking Group and Anri Social Behaviour Panel.

PG2 – Number of households for whom homelessness has been prevented

Period	Actual	Target	RAG	DoT
Q1 22/23	31	N/A Base Lining	N/A	Better
Q2 22/23	44	N/A Base Lining	N/A	Better
Q3 22/23	53	N/A Base Lining	N/A	Better
Q4 22/23				

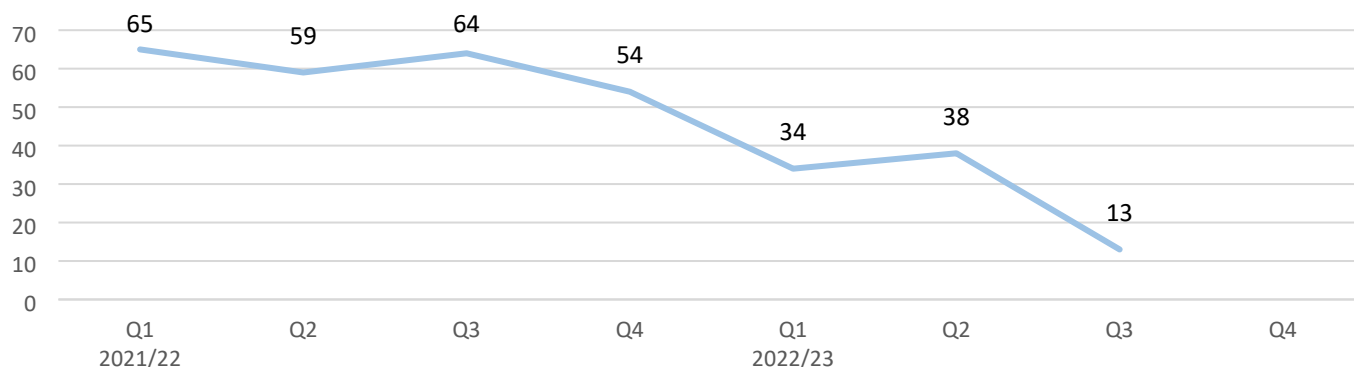


Benchmarking: It was reported nationally that 35% of households in the Wokingham Borough secured accommodation after Prevention Duty compared to 57% in the South East and across England.

Service Narrative: In Q3, 53 households either had their homelessness prevented or relieved by the service which is the highest number since before the pandemic. We assisted 15 households to secure their existing household, so they did not become homeless; 14 households were assisted into alternative privately rented accommodation and 18 households were offered and accepted social housing through our housing register. We also assist some households to remain with family or secure supported accommodation. The increase in successful prevention and relief work is the direct result of having an increased number of homelessness prevention officer with a reduce caseload and ability to support households more effectively.

PG3 – Number of new households in emergency nightly-let/B&B accommodation

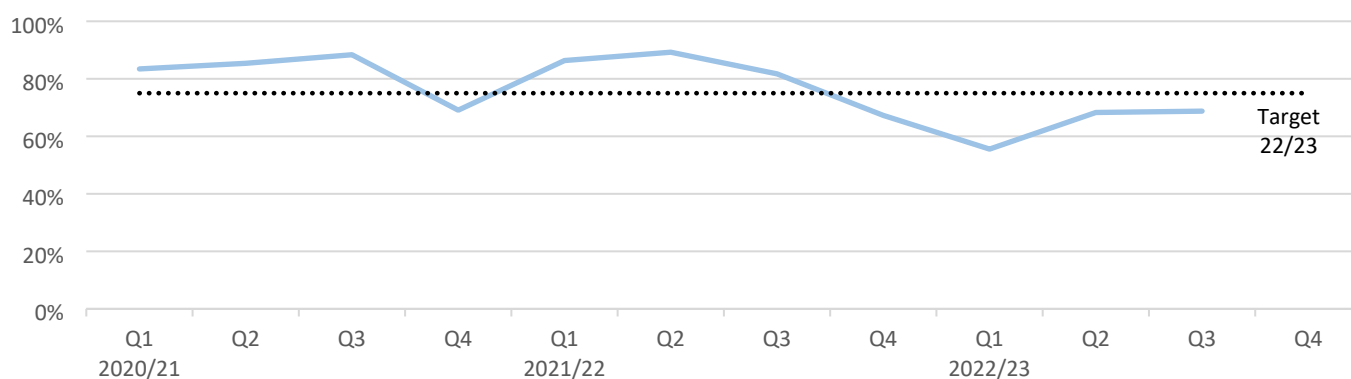
Period	Actual	Target	RAG	DoT
Q1 22/23	34	N/A	N/A	N/A
Q2 22/23	38	N/A	N/A	N/A
Q3 22/23	13	N/A	N/A	Better
Q4 22/23				



Service Narrative: At the end of Q3 there were only 13 households in emergency accommodation, which is the lowest number in this financial year and the lowest number in emergency accommodation since before the pandemic. This is a direct result of the number of successful prevention cases being higher than the number of relief cases, and the addition of more HRA temporary accommodation. The nightly rate spend in emergency accommodation at the end of the month is also the lowest recorded in this financial year. The use of Crown House and the first six units at the regenerated Grovelands Park has had a big impact on emergency accommodation numbers which are likely to continue to decrease as the next phase of Grovelands Park is due for completion in February 2023.

PG4 – Percentage of ‘Standard’ work orders completed within 28 days (Category 2 Task Orders)

Period	Actual	Target	RAG	DoT
Q1 22/23	56% (315/567)	75% or more	Red	Worse
Q2 22/23	68% (295/432)	75% or more	Amber	Better
Q3 22/23	71% (200/283)	75% or more	Amber	Better
Q4 22/23				



Service Narrative:

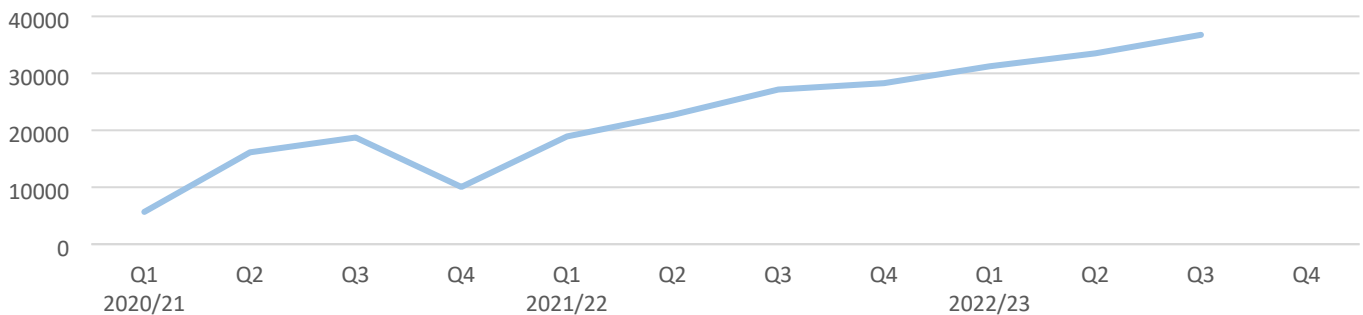
200 non-critical defects were fixed within 28 days of the order being raised out of a total 283. We have worked with our contractor to put in place a draft action plan to improve the Q2 scores. We will continue to monitor this action plan and make necessary changes to achieve 75% or more so we can reach a Green Rag status, however we measure this KPI on 100%, and are therefore seeking for greater improvements to be made by our contractor as we move forward with this renewed action plan.

Q4 data will be available in April 2023.

PG5 – Total (and concessionary) passenger numbers on WBC town contracted services

Period	Actual	Target	RAG	DoT
Q1 22/23	31,237 passengers 14,411 concessions (46%)	N/A	N/A	Better
Q2 22/23	32,908 passengers	N/A	N/A	Better

	15,554 concessions (47%)			
Q3 22/23	36,762 passengers 15,351 concessions (42%)	N/A	N/A	Better
Q4 22/23				

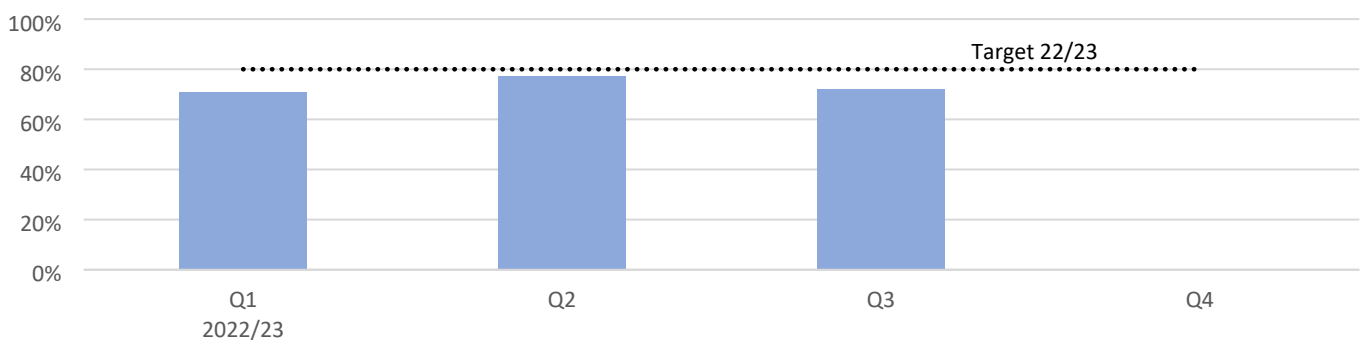


Benchmarking: Passenger levels continue to recover nationally following the pandemic. The network has stabilised at 81% recovery for all local bus services, this is the same as in neighbouring boroughs.

Service Narrative: Bus services are subject to sessional variation, with September to December being the peak. Passenger numbers usually fall once the clocks revert to summertime and residents take summer holidays. Current concessionary traveller trends are a result of Covid recovery and impacts or winter Covid outbreaks which generate a fear of bus travel amongst this passenger group. Reduced proportion of concessionary travellers will also be linked to off-peak service cancellations because of to driver shortages.

PG7 – Proportion of ASB service request cases, open and closed within the period, that were responded to within 1 day

Period	Actual	Target	RAG	DoT
Q1 22/23	71% (256/362)	80% or more	Amber	N/A
Q2 22/23	77% (436/564)	80% or more	Amber	Better
Q3 22/23	72% (314/436)	80% or more	Amber	Worse
Q4 22/23				

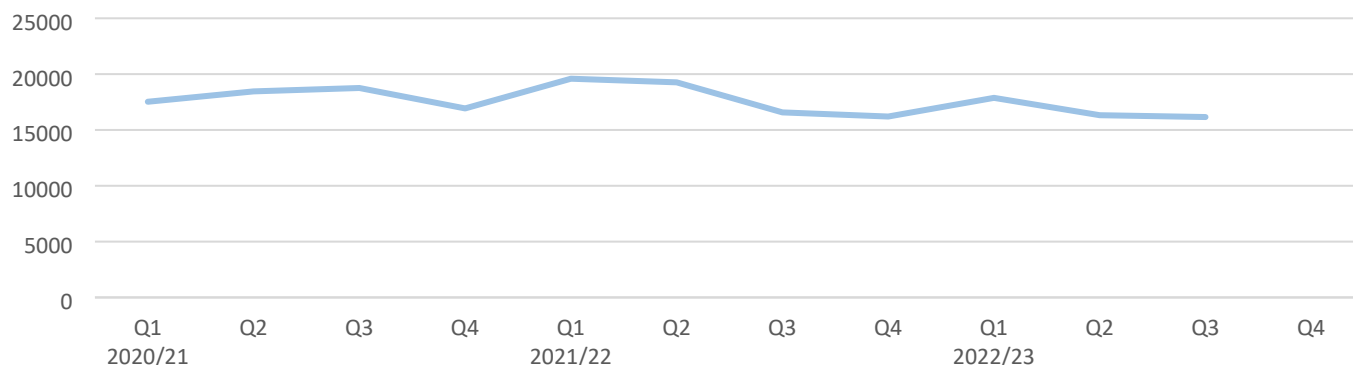


Service Narrative:

an increasing number of cases are of a more long term nature which may be responded to within 3 days rather than requiring an instant response; additionally the ASB team has reduced in size from 11 to 9 for budgetary reasons which makes instant response harder to achieve across 7 days per week.

PG8 – Total household tonnes

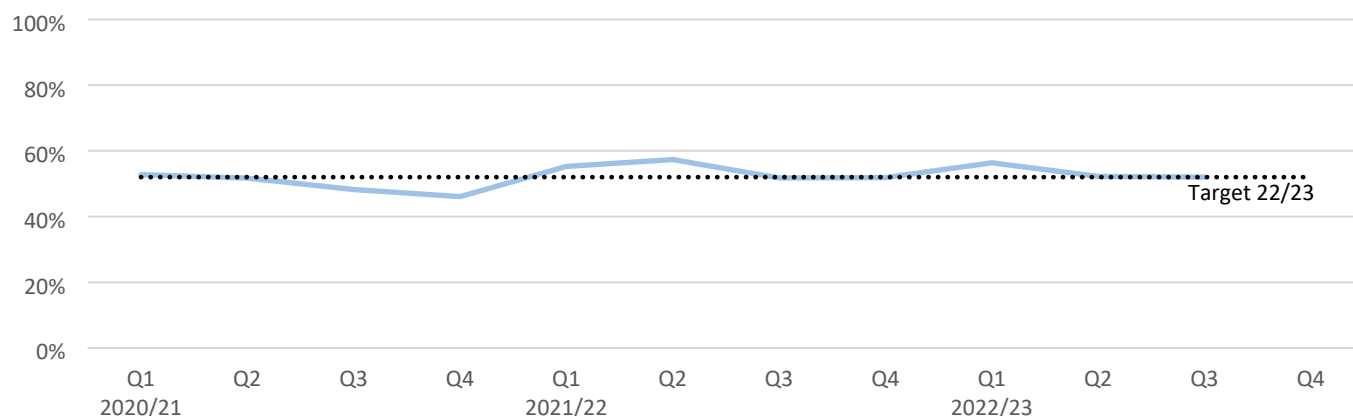
Period	Actual	Target	RAG	DoT
Q1 22/23	17,873 tonnes	N/A	N/A	N/A
Q2 22/23	16,320 tonnes	N/A	N/A	Better
Q3 22/23	16,155 tonnes	N/A	N/A	Better
Q4 22/23				



Service Narrative: As compared to Q3 in 2021, there has been an 9.2% reduction in the total household waste generated. This is primarily due to a number of factors including residents buying less products (cost of living crisis and inflation) and people returning to ‘normality’ following Covid. This reduction of tonnage is not limited to WBC, it is nationwide. It is expected this trend will continue certainly into Q4 and likely into 2023/24.

PG9 – Percentage of household waste reused, recycled and composted

Period	Actual	Target	RAG	DoT
Q1 22/23	56.3% (10,074 tonnes)	52% or more	Green	Better
Q2 22/23	52.2% (8,522 tonnes)	52% or more	Green	Worse
Q3 22/23	52% (8,334 tonnes)	52% or more	Green	No Change
Q4 22/23				



Benchmarking: National published information reported that in 2020/21 46% of household waste in the South East was reused, recycled and composted compared to 43% in Bracknell Forest and 36% in Reading. Wokingham is currently performance above these regional and neighbouring trends.

Service Narrative:

This quarter's recycling performance is similar to Q3 2021. The cost-of-living crisis continues to have an affect on the purchasing of products (including packaging) which results in less recyclable material in the waste stream. As a year to date comparison with 2021, there is 5,000 tonnes less waste which is significant. There is 180t less food waste which indicates residents are being careful as to what they consume and what is recycled. This is a nationwide issue which all local authorities are impacted by. However, it is well know that over 50% of the blue bags contain recyclable items and a targeted communications campaign (including direct information to each household) will be undertaken in February to capture as much recycling as possible.

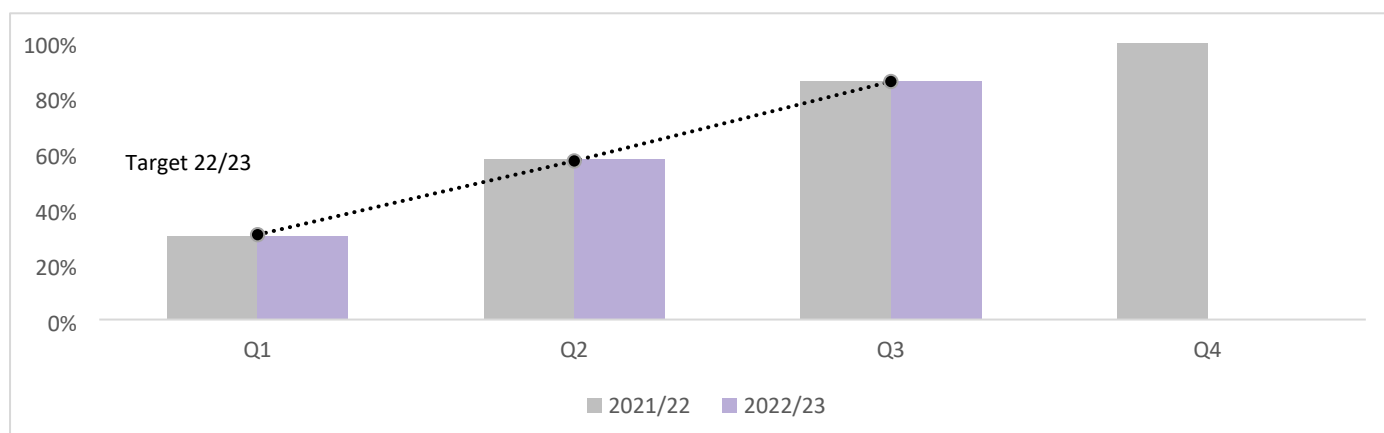
Appendix E-1: Resources & Assets Key Performance Indicators 2022/23 Summary Table

Ref	Description	RAG	DoT
RA1	Council Tax collection	Amber	Worse
RA2	Business Rates collection	Green	Better
RA3	Usage of Wokingham borough leisure centres	Green	Worse
RA4	Return on investment portfolio – Property Investment Fund	Green	Better
RA5	Number of Freedom of Information requests handled within statutory timeframes	Green	Better
RA6	Number of data breach incidents reported to Information Commissioner’s Office (ICO)	Amber	Worse
RA7	Revenue budget monitoring forecast position	Green	Better
RA8	Capital budget monitoring forecast position	Green	Better
RA9	Participation in physical activity sessions to support those who may be experiencing social isolation	Green	Better
RA10	Completion to time and budget of regeneration projects (Carnival Pool)	Amber	N/A
RA11	Occupancy rate of WBC-owned regeneration units	Green	Better

Appendix E-2: Resources & Assets Key Performance Indicators 2022/23 Detailed Information

RA1 – Council Tax collection

Period	Actual	Target	RAG	DoT
Q1 22/23	29.9%	30.5% or more	Amber	Worse
Q2 22/23	57.8%	57% or more	Green	Better
Q3 22/23	85.55%	86%	Amber	Worse
Q4 22/23				



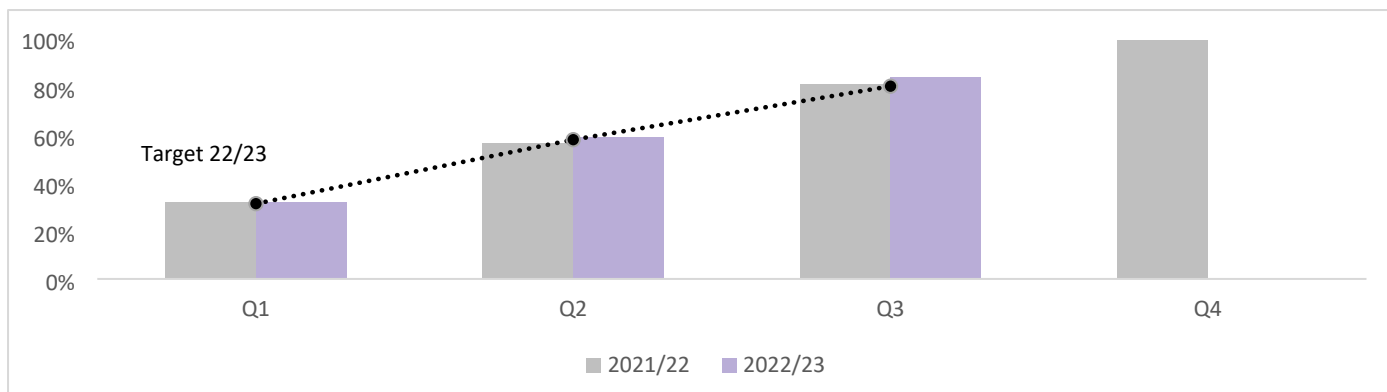
Benchmarking: National statistics published for 2021/22 reported that Wokingham Borough Council collected 99.5% of Council Tax compared to 96% of all Unitary Authorities and 95.8% across England. In 2021/22 Wokingham Borough Council was ranked 1st (top) for its Council Tax collection rate.

Service Narrative:

December's month is always a challenging one due to customers paying for Christmas. We have also seen a rise in customers asking for their payments to be extended by another two months until the end of March 23

RA2 – Business Rates collection

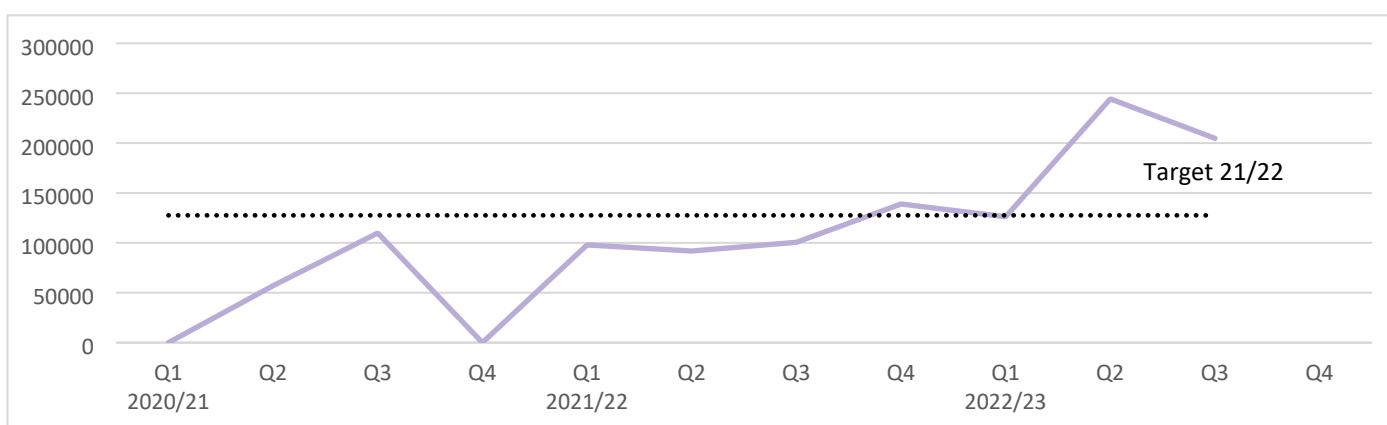
Period	Actual	Target	RAG	DoT
Q1 22/23	31.8%	31.2% or more	Green	Better
Q2 22/23	58.6%	58.0% or more	Green	Better
Q3 22/23	83.44%	80% or more	Green	Better
Q4 22/23				



Benchmarking: National statistics published for 2021/22 reported that Wokingham Borough Council collected 99% of non-domestic rates compared to 96.3% of all Unitary Authorities and 95.5% across England. In 2021/22 Wokingham Borough Council was ranked 10th (where 1st is top) for its Business Rates collection.

RA3 – Usage of Wokingham borough leisure centres

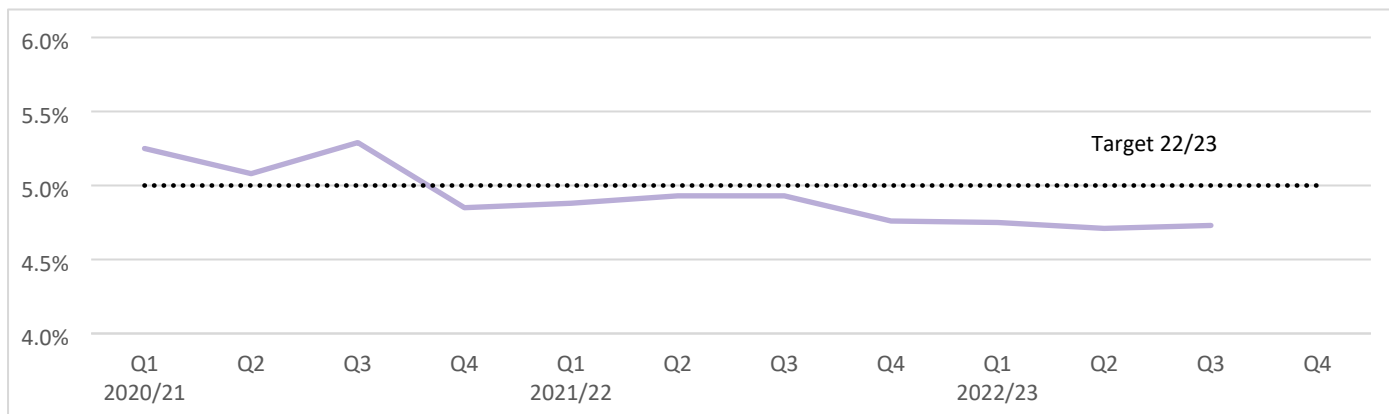
Period	Actual	Target	RAG	DoT
Q1 22/23	126,169	127,556 or more	Amber	Worse
Q2 22/23	244,297	127,556 or more	Green	Better
Q3 22/23	204,760	127,556 or more	Green	Worse
Q4 22/23				



Benchmarking /Service Narrative: Usage at the leisure centres across the Borough has seen a steady rate of usage, post COVID has had an impact and the recent economic pressures has also played a part. We are seeing the expected growth and with an increase with the new Carnival Leisure Centre re-opening. Q3 has a natural decline due to the time of year but we will expect to see a spike in Q4 with the start of the new year and a known time for all leisure activities and facilities to increase in numbers.

RA4 – Return on investment portfolio – Property Investment Fund

Period	Actual	Target	RAG	DoT
Q1 22/23	4.75%	5% or more (yield within 10% tolerance)	Green	Worse
Q2 22/23	4.71%	5% or more (yield within 10% tolerance)	Green	Worse
Q3 22/23	4.73%	5% or more (yield within 10% tolerance)	Green	Better
Q4 22/23				



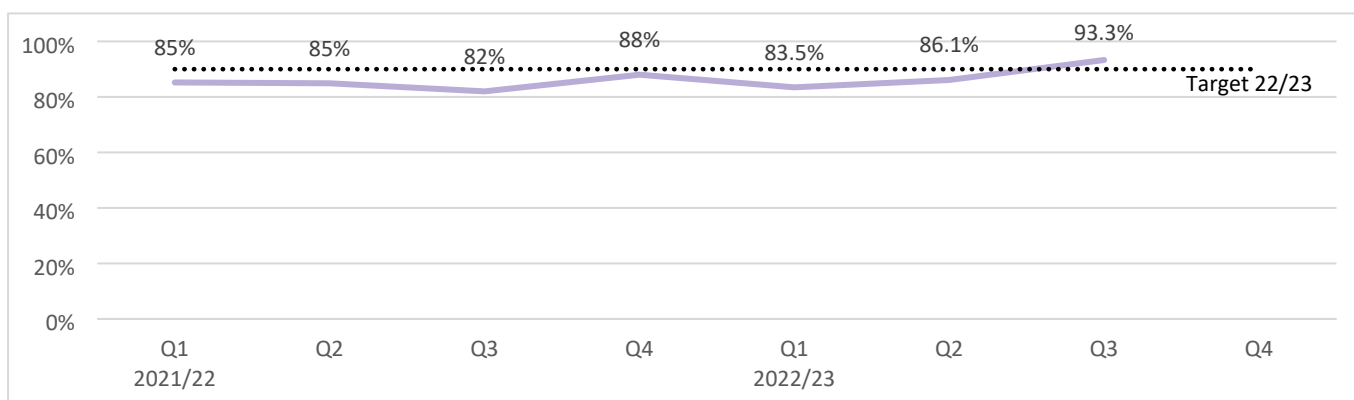
Benchmarking / Service Narrative:

Slight improvement in rental return due to new lettings and fixed rent step uplift on Waitrose Woodley lease following our strategic re-gear last year. Overall performance undermined by exposure to post covid office market at Denmark St and Mulberry, both assets subject to strategic review. If/when portfolio fully let, return would comfortably exceed target rate.

N.B. Imminent strategic re-gear of Woodley Waitrose lease will secure the future vitality of the shopping centre (which is the reason why we purchased the asset), will strengthen asset value and increase unexpired income length. But it will also reduce portfolio running yield in short term, which is the only dynamic measured in this table.

RA5 – Number of Freedom of Information requests handled within statutory timeframes

Period	Actual	Target	RAG	DoT
Q1 22/23	83.5% (232/278)	90% or more	Amber	Worse
Q2 22/23	86.1% (229/266)	90% or more	Amber	Better
Q3 22/23	93.3% (222/238)	90% or more	Green	Better
Q4 22/23				



Benchmarking/ Service Narrative: Of the 266 Freedom of Information (Fol) requests received during Quarter 3 2022/23, 6 were overdue by 1 day and a further 5 were overdue by 2 days. Work in underway with services to further improve timeliness of FOI responses. Quarter 1 performance was 83.5% so there has been an improvement in Quarter 3.

Work done with services to improve notifications and reminders. An officer has been working flexibly and logging in after 19:00 when a request is due on the day, which hasn't been closed, to check if a response has been provided after office hours.

RA6 – Number of data breach incidents reported to the Information Commissioner’s Office (ICO)

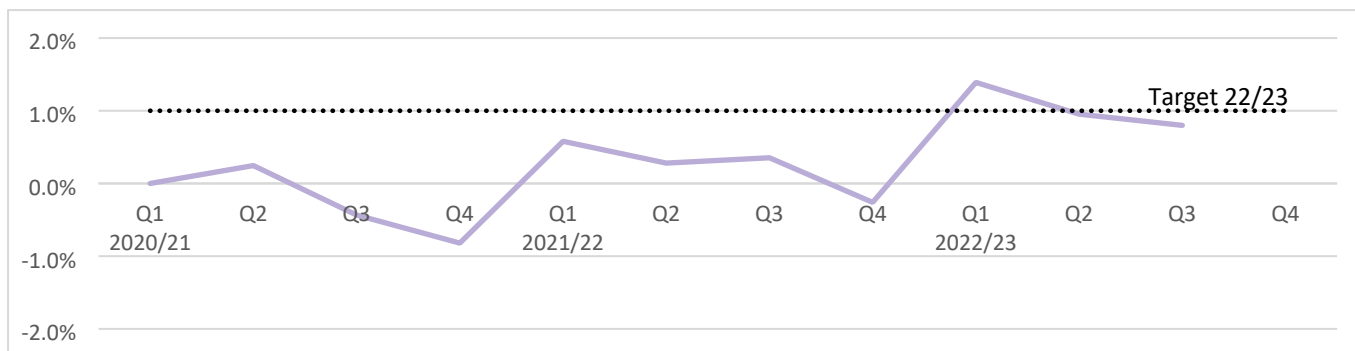
Period	Actual	Target	RAG	DoT
Q1 22/23	0	0	Green	No change
Q2 22/23	0	0	Green	No change
Q3 22/23	1	0	Amber	Worse
Q4 22/23				

Benchmarking / Service Narrative:

Report to ICO was due to PPP data breach which still had Wokingham's data in the notebook. Minimal risk in terms of our data as covered a short time period, but as Bracknell and West Berks were both reporting it, we had to. SB spoke with ICO helpline who said it would only be beneficial to report it. ICO decision concluded no action against WBC.

RA7 – Revenue budget monitoring forecast position

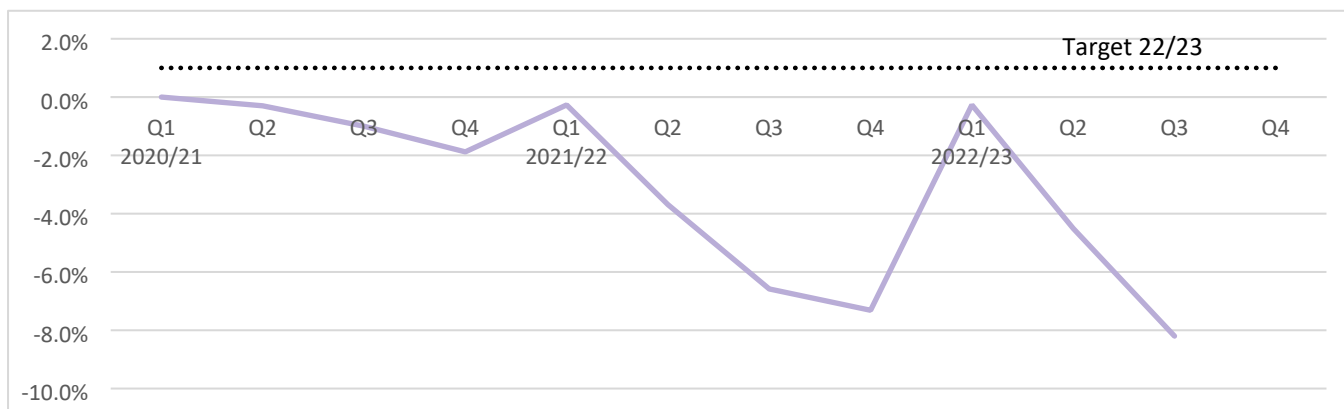
Period	Actual	Target	RAG	DoT
Q1 22/23	+1.39%	+/-1% or underspend	Amber	Worse
Q2 22/23	+0.95% (£1.545m overspend)	+/-1% or underspend	Green	Better
Q3 22/23	+0.8%	+/-1% or underspend	Green	Better
Q4 22/23				



Benchmarking / Service Narrative: Information reported for Q3 is provisional and subject to approval by Executive. As at Quarter 3 2022/23 the revenue monitoring report forecasts an overspend of 0.95% which represents £1.545m). Please see Revenue Monitoring Report within Executive Agenda Papers for full info.

RA8 – Capital budget monitoring forecast position

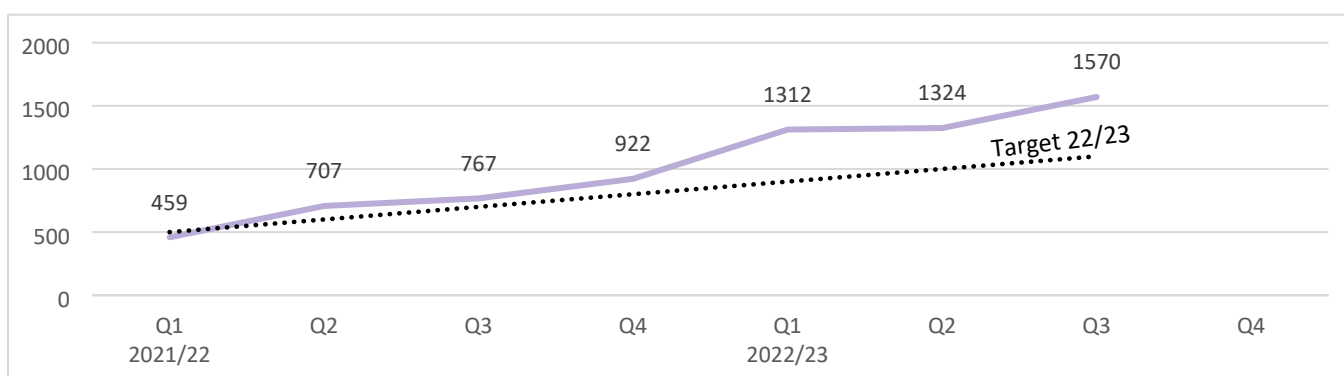
Period	Actual	Target	RAG	DoT
Q1 22/23	-0.27%	+/-1% or underspend	Green	Better
Q2 22/23	-4.51% (£18.57m underspend)	+/-1% or underspend	Green	Better
Q3 22/23	-8.20%	+/-1% or underspend	Green	Better
Q4 22/23				



Benchmarking / Service Narrative: Information reported for Q3 is provisional and subject to approval by Executive. As at Quarter 3 2022/23 the capital monitoring report forecasts an underspend of -4.51% (£18.573m). There is a carry forwards of £212.784m. Please see Capital Monitoring Report within Executive Agenda Papers for full information.

RA9 – Participation in physical activity sessions to support those who may be experiencing social isolation

Period	Actual	Target	RAG	DoT
Q1 22/23	999	900 or more	Green	Better
Q2 22/23	1,082	1,000 or more	Green	Better
Q3 22/23	1,570	1,100 or more	Green	Better
Q4 22/23				



Benchmarking / Service Narrative: We are seeing a continued need for our one-to-one home visits in line with the Moving with Confidence project, supporting those socially isolated and at risk of falls. We have increased our activity offerings supporting the Moving with Confidence project delivering in care homes, assisted living sites and community settings supporting those unable to attend mainstream sessions with an additional focus of dementia friendly sessions.

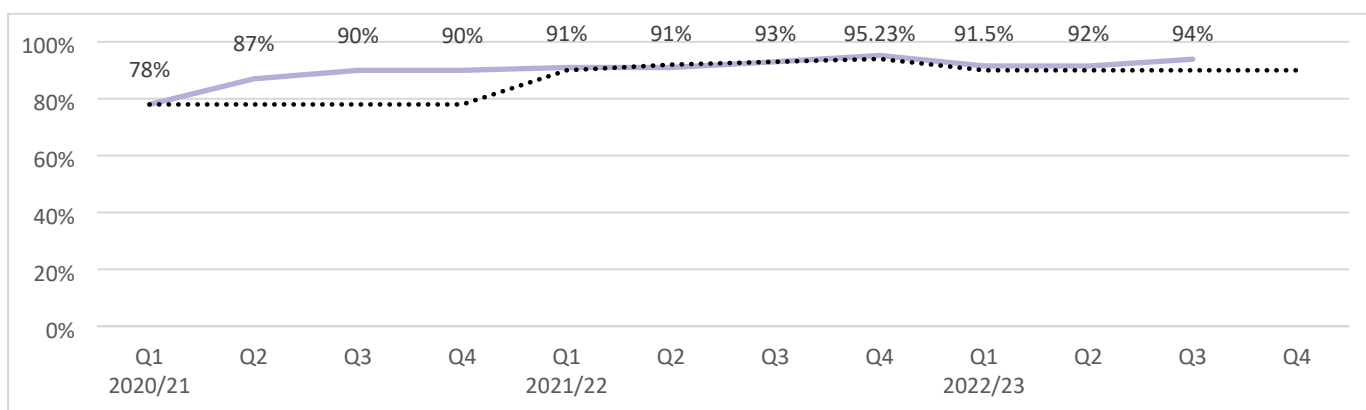
RA10 – Completion to time and budget of regeneration projects for Carnival Pool

Period	Actual	Target	RAG	DoT
Q1 22/23	On time, within budget	On time, within budget	Green	No change
Q2 22/23	Carnival Hub: On time, within budget Residential: Slight delay, over budget	On time, within budget	Amber	N/A
Q3 22/23	Carnival Hub: On time, within budget Residential: Delayed, over budget	On time, within budget	Amber	N/A
Q4 22/23				

Benchmarking / Service Narrative: The Carnival Hub leisure centre has been completed and is now operational. The opening of the Carnival Hub has been successful and has received very positive customer feedback since opening. The residential element of the project is delayed and will result in budget increase. A new contractor has had to be appointed to complete the final elements and it is anticipated the scheme will be completed later this year.

RA11 – Occupancy rate of WBC-owned regeneration units

Period	Actual	Target	RAG	DoT
Q1 22/23	91.5%	90% or more	Green	Worse
Q2 22/23	91.5%	90% or more	Green	No change
Q3 22/23	94%	90% or more	Green	Better
Q4 22/23				



Benchmarking / Service Narrative: The current economic uncertainties means the retail and commercial lettings market is challenging but Wokingham continues to be a popular location for retailers and operators. Sweaty Betty opened in one of WBC’s retail units on Peach Street in Sep-22 which is a sign of confidence in the Wokingham market. We continue to work with a number of potential tenants for the town centre.

Despite significant market and economic uncertain the town centre regeneration portfolio has had a positive quarter performance. A number of property deals have completed in the quarter, including Greggs, Pret A Manger and Core Connexions. Some empty units have been taken on by existing tenants expanding which is a positive sign of the local Wokingham market.

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TITLE	Equality Plan Update
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 15 th March 2023
WARD	None Specific
LEAD OFFICER	Sally Watkins, Chief Operating Officer

OUTCOME / BENEFITS TO THE COMMUNITY

The Equality Plan and accompanying annual action plan helps to ensure that the council continues to meet its equality obligations for the Borough and residents, progressing towards the “Achieving” level of the Equality Framework for Local Government (EFLG).

RECOMMENDATION

That the Committee consider progress on delivery of the annual equality action plan and note the proposed actions for 2023/24 aimed at continued progression against the EFLG.

SUMMARY OF REPORT

In March 2021, the Council approved the Equality Plan 2021-25 to deliver a programme of improvements against the Equality Framework for Local Government (EFLG). The EFLG is a framework of continuous improvement designed help local authorities build equality into all aspects of service delivery and employment. The Overview and Scrutiny Management Committee received a report at its meeting on 23 February 2022 on the progress achieved in the first year of the programme, together with the action plan for 2022/23. Similarly, this report presents an update on progress made against this year’s annual action plan and sets out proposed actions for the 2023/24 plan.

An effective Cross-Party Working Group is in place to provide strategic oversight of the programme throughout the year.

A self-assessment against the EFLG conducted in December 2022 indicated that the Council was at the ‘Developing’ level of the framework. This means that the organisation had established the building blocks for progression, had made an organisational commitment to improving equality, and was putting in place processes to deliver on equality issues. Delivery of actions in 2021/22 and 2022/23 has consolidated this position and is supporting progress towards the ‘achieving’ standard.

The action plan for 2022/23 comprised 11 actions. Of these, all 11 actions have commenced, with 10 complete or due to be complete by the end of March 2023 and 1 which continues to be underway. Highlights of the action plan are set out within the report and more details provided in Appendix 1. The proposed action plan for 2023/24 is included as Appendix 2.

Background

In approving the Equality Plan 2021-25, the Council set out its commitment to tackling inequality for all our communities, presenting three priorities and eight objectives to be delivered across the lifetime of the Plan. These are detailed below:

Priority 1 – Listen to and learn from our communities and use this to deliver services that work well for everyone

- We will improve the collection of data about our communities.
- We will engage and communicate with our residents to encourage participation.
- We will use feedback from residents to identify barriers to equality of opportunity.

Priority 2 – Act on our commitments to equality, diversity, and inclusion in the way we plan, deliver, and shape our services

- We will embed our commitments to equality into the way we plan, purchase, and deliver.
- We will model active community leadership through collaboration and coproduction.
- We will strengthen and improve our use of Equality Impact Assessments.

Priority 3 – Build a diverse and engaged workforce, where everyone is respected

- We will equip staff with the right tools to tackle inequality and meet the needs of our increasingly diverse community.
- We will honour the commitments agreed in our Equality Workforce Monitoring Report.

These priorities and objectives reflect the broad scope of the ambition required to make comprehensive progress against the EFLG. The goal of the EFLG is to mainstream the deliberate consideration of equality issues across the business of the organisation. Put simply, the EFLG aims to make sure we are thinking about the needs of different groups of people in everything that the council does: in our provision of services; in how we work with our partners; and in how we meet our responsibilities as an employer.

There are three levels of award against the EFLG, as follows:

- Developing - The organisation has made an organisational commitment to improving equality. It is putting in place processes to deliver on equality issues and is meeting the statutory requirements.
- Achieving - The organisation has policies, processes and procedures in place and is delivering some good equality outcomes. It is exceeding statutory requirements.
- Excellent – The organisation has mainstreamed equality throughout the organisation and can demonstrate that it is delivering significant outcomes across its services that are making a difference in its communities. The organisation is an exemplar council for equality and diversity.

The equality action plan for 2022/23 comprised 11 actions targeted at supporting the council's continued trajectory across the EFLG, towards the 'Achieving' level of the framework. The EFLG has four improvement modules and 17 priority themes as detailed below:

Understanding and working with your communities

1. collecting and sharing information
2. analysing and using data and information
3. effective community engagement
4. fostering good community relations
5. participation in public life.

Leadership, partnership, and organisational commitment

6. political and officer leadership
7. priorities and working in partnership
8. using equality impact assessment
9. performance monitoring and scrutiny.

Responsive services and customer care

10. commissioning and procuring services
11. integration of equality objectives into planned service outcomes
12. service design and delivery.

Diverse and engaged workforce

13. workforce diversity and inclusion
14. inclusive strategies and policies
15. collecting, analysing, and publishing workforce data
16. learning, development, and progression
17. health and wellbeing.

Detail

The 2022/23 equality action plan sought to build on the progress achieved in the first year of the equality programme, consolidating the 'Developing' position of the organisation by continuing to build the necessary supporting infrastructure, knowledge, and skills.

Appendix 1 sets out the progress made against each action thus far. Of the 11 actions within the plan, 10 have started and we are on track to deliver 10 actions by the end of the financial year, with 1 underway and due for completion in 2023/24.

It is important to note that as delivery against the Equality Plan continues, the organisation's equality and inclusion infrastructure is being developed, enabling continued focus through business as usual on some of the key areas targeted through our action plans.

Key achievements of this year thus far include:

- Meetings of the Equality Forum held bimonthly with consideration of key equality 'hot topics'.
- Provision of community grants via the Equality Forum to support grassroots activity to celebrate diversity and address issues of equality.
- Additional support for staff equality network groups, including through the provision of protected time for network leads.

- Embedding issues of equality within the council-wide Customer Excellence training programme.
- Provision of dedicated equality member learning and development sessions and addition of an introductory session within the member induction process.
- Provision of bitesize learning sessions to staff to support celebration of diversity days across the year and raise knowledge and awareness.
- Development of social value approach for housing and regeneration schemes feeding into a corporate policy in next year's plan.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£165,000		Revenue
Next Financial Year (Year 2)	£95,425 (carried over from Year 1)		Revenue
Following Financial Year (Year 3)	TBC		

Other financial information relevant to the Recommendation/Decision
None

Cross-Council Implications
This is a cross-Council programme requiring commitment and activity across all services.

Public Sector Equality Duty
The Equality Framework for Local Government is an improvement tool which supports organisations to enhance performance in delivery of the Public Sector Equality Duty. The actions set out in the attached appendices detail activity that directly delivers against the council's Public Sector Equality Duty. An equality impact assessment was undertaken for the Equality Plan 2021-25.

Climate Emergency – <i>This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030</i>
There is no direct impact on achieving a carbon neutral Borough, however the equality plan will help ensure that this aspiration is achieved in a just and equitable manner across the diverse communities in the Borough, taking regard of the protected characteristics.

Reasons for considering the report in Part 2
N/A

List of Background Papers
N/A

Contact Bryony Gibbs & Emily Higson	Service Insight, Strategy & Inclusion
Telephone No N/A	Email bryony.gibbs@wokingham.gov.uk

Appendix 1: Equality action plan 2022/23 - Priority 1: Listen to and learn from our communities

Equality Objective	Theme	Action No.	Action	Progress update
1	Collecting, analysing & using data	1	Support services to collect the right level of equality data to help improve the customer experience and meet our duties under the Equality Act.	Customer Excellence Business Partners are including equality data focus in support offer and liaising with Equality specialist as required. Equality Data Monitoring Guidance publicised within the organisation, utilising case study to illustrate good use of equalities data. Further promotion with additional case study is planned for Quarter 4. The Housing Service has volunteered to work through the guidance to produce an equalities data overview for the service.
2 & 3 63	Community engagement & participation	2	Support the development of the Resident's Equality Forum (REF) throughout its inaugural year, undertaking community capacity building to address gaps in representation.	Support arrangements for the Equality Forum have transitioned from external consultant to internal support via the Inclusion Team and Community Engagement Team. The Forum has agreed a name change from Residents Equality Forum to Equality Forum to reflect the focus of the group. The group meets bimonthly with discussion focussed on 'hot topics' set out in the Forward Plan. The group has discussed or provided input into the council's hate crime strategy, Customer Excellence strategy, and Equality action plan. The Forum recently agreed the re-appointment of the existing Chair, Emma Cantrell (CEO of First Days) and welcomed a new co-Chair, Alice Kunjappy-Clifton (CEO, Community United Berkshire). A development plan for 2023/24 for the forum is to be produced in Quarter 4.
2 & 3	Community engagement & participation	3	Agree and deliver a programme of activity with internal and external stakeholders to mark key awareness/celebration dates across the year.	The Community Engagement team worked with Equality Forum members who expressed an interest to deliver the Black History Month event. Funding was provided via the Equality Programme to the Equality Forum to deliver a series of small community grants. The grants are focussed on addressing issues of equality and on promoting grassroots activity supporting the participation of underrepresented groups. Community grants have been allocated to 9 organisations and individuals, with updates to be provided to the Forum across the next year. The council's proposed diversity calendar for 2023 was agreed with the Equality Forum in January.

Appendix 1: Equality action plan 2022/23 - Priority 1: Listen to and learn from our communities

2 & 3	Community engagement & participation	4	Review and address barriers to participation in public life, with a focus on elected members, and other formal appointments with the council as appropriate.	A diversity questionnaire has been added to the member induction process, and a member diversity profile will be produced. The Local Government Association's 'Be a Councillor' campaign, including guidance to support disabled residents to stand as councillors, will be promoted to the political groups at appropriate stages.
3	Communicating with our residents	5	Coordinate a programme of accessible communications to mark key awareness/celebrations.	The Communications, Engagement, and Marketing Team created a diversity calendar, ensuring that key celebratory dates are marked by the council internally and externally, liaising with relevant teams and internal stakeholders including staff equality networks. The team also support an ongoing programme of communications for the Equality Programme, and supported the development of intranet pages and resources, including the new accessibility pages and refreshed tackling inequality together pages.

Appendix 1: Equality action plan 2022/23 - Priority 2: Act on our commitments to Equality, Diversity and Inclusion in how we plan and deliver services

Equality Objective	Theme	Action No.	Action	Progress update
65	Partnership working	6	Consult and engage the Resident Equality Forum and other key internal and external partners in the development of the Year 3 Equality Action Plan.	The action plan is being developed with input from the Equality Forum, Staff Equality Networks and in consultation with Unions. A revised version of draft plan is to be shared with the CPWG before finalised version presented for approval.
	Commissioning and procuring services	7	Build on examples of good practice within the organisation to develop a Social Value Framework, or equivalent mechanism, which includes equality outcomes.	Procurement and Place Commissioning have undertaken work to develop approaches to applying social value in different circumstances. A working group has been established to take learning and in 2023/24 develop a corporate social value policy which draws together the application of social value to different types of decisions, reflecting the council's key priorities.
	Decision making and service planning & delivery.	8	Following the release of 2021 census data, support service areas to understand and use this insight by undertaking an equality impact assessment to support service planning and the setting of service-level equality objectives.	This action is reliant on the production of a refreshed Equality Profile for the borough which will be produced utilising data and insight from the 2021 census. Release of census data has dictated the timescale for production of the Equality Profile. The profile has been created and there will be staged publication as further data becomes available. Internal support is being developed in line with service planning cycles.

Appendix 1: Equality action plan 2022/23 - Priority 3: Build a diverse and engaged workforce

Equality Objective	Theme	Action No.	Action	Progress update
7	Equipping & supporting colleagues	9	Develop a corporate equalities offer to continue to enhance the profile of Equality, Diversity and Inclusion within the organisation and support the council to meet its equality objectives set out in the Equality Plan 2021-25.	Additional support is being implemented for staff equality networks including an organisational commitment to protected time for network leads, regular meetings with the Chief Executive, and revised governance arrangements. Additional learning and development opportunities have been provided throughout the year via bitesize learning events and embedding inclusion related content in the council-wide Customer Experience training. Additional training to be rolled out in quarter 4 on Equality Impact Assessments. A revised mandatory e-learning module is also due to be rolled out in Quarter 4. Guidance has been added to executive reports to require Inclusion Team sign-off of Equality Impact Assessments, whilst maintaining service ownership and responsibility, and work is underway to implement a central file location to support centralised review.
7 66	Equipping & supporting colleagues	10	Deliver and review an Equality, Diversity and Inclusion Learning and Development programme for elected members.	A programme of member learning has been commissioned with the LGA and 3 sessions have been delivered so far. A review is to be undertaken in Quarter 4 for feedback activity and to consider how to promote sessions to Members.
8	Great place to Work	11	Embed Equality, Diversity and Inclusion considerations in the Workforce Development Strategy and Implementation Plan, setting and delivering clear targets for 2022/23 to continue to build and support a diverse workforce.	Work is currently underway to develop a new People Strategy for the organisation based on engagement with staff and other internal stakeholders. This activity was delayed due to the transition to the new operating model for the Human Resources service. Clear working arrangements between the Inclusion Team and the HR service have been agreed to strengthen future support and collaboration.

Appendix 1: Equality action plan 2022/23 - Priority 3: Build a diverse and engaged workforce

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Appendix 2: Equality Action Plan 2023/24 – Workplace culture and inclusion

	Action	Lead Officer
1	Provide support & training to our political and officer leadership to become visible champions of equality & inclusion, enabling a long-term programme of culture change.	Assistant Director, HR and OD
2	Provide training to managers to equip them to manage inclusively, with a focus on skills and behaviours.	Assistant Director, HR and OD
3	Continue to develop the staff equality network structure to ensure that the employee voice of underrepresented groups is heard and is able to influence the workplace culture and environment.	Assistant Director, HR and OD
4	Review human resources policies and practices to ensure they are inclusive, robust, equality assessed and are being applied consistently & fairly	Assistant Director, HR and OD
5	Use workforce data to target development opportunities to groups underrepresented at senior levels.	Assistant Director, HR and OD
6	Implement a programme of knowledge & skills raising to enable colleagues across the organisation to understand and meet their responsibilities with regard to digital accessibility.	Assistant Director, HR and OD

Appendix 2: Equality Action Plan 2023/24 – Decision Making

	Proposed Action	Lead Officer
7	Develop a corporate social value policy that details how the council will consider social value in different types of decision making, including procurement, regeneration & housing, and grant funding, and sets out how this will reflect equality and inclusion priorities, alongside other important considerations such as climate change and employment & skills.	Head of Insight, Strategy, and Inclusion
8	The Equality SME to provide support to the Organisational Foundations Programmes to ensure that equality considerations run across all proposal development to support, robust, evidenced based decision making.	Head of Insight, Strategy, and Inclusion
9	Within the Customers, Communities & Partnerships Organisational Foundations Programme review & shape consultation and engagement process to apply a targeted, equalities informed approach to engagement activities to support robust, evidenced based decision making, reaching and enhancing the voices of those most likely to be affected.	Head of Communications, Engagement, and Marketing
10	Continue to implement a robust training and awareness programme to enhance equality impact assessments.	Assistant Director, HR and OD

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Appendix 2: Equality Action Plan 2023/24 – Planning and delivering services

	Proposed Action	Lead officer
11	Develop a standardised approach to service planning ensuring that inclusion objectives are embedded, alongside other important considerations such as financial efficiencies & climate sustainability.	Head of Insight, Strategy, and Inclusion
12	Strengthen our use of equality data KPIs when establishing contract monitoring arrangements for commissioned and procured services.	Head of Procurement
13	Create an equality & inclusion charter to set out our values and expectations for suppliers who wish to work with us, ensuring they understand and embed EDI in all that they do.	Head of Procurement
14	Explore developing a dashboard approach to bring together equality and inclusion related KPIs for the organisation.	Head of Insight, Strategy, and Inclusion

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Appendix 2: Equality Action Plan 2023/24 – Working with our communities

	Proposed Action	Lead Officer
15	Within the Customers, Communities & Partnerships Organisational Foundations Programme develop a consistent and long-term approach to working in partnership with our communities ensuring that we invest in community capacity and work to build trust with our communities.	Strategic Lead for Customer Experience, Change, and IT
16	Support the Equality Forum to create and implement development plan to extend the influence of the Forum across the borough with communities and partners.	Head of Insight, Strategy and Inclusion
17	Through the Customers, Communities & Partnerships OFP, draw lived experience and community expertise into our approach to our Customer Excellence Learning and Development Programme.	Assistant Director, HR & OD

TITLE	Customer Experience Strategy - Draft
FOR CONSIDERATION BY	Overview & Scrutiny Management Committee on 15 March 2023 Executive on Thursday 25 th May 2023
WARD	(All Wards);
LEAD OFFICER	Chief Operating Office - Sally Watkins
LEAD MEMBER	Executive Member for Climate Emergency and Resident Services - Sarah Kerr

PURPOSE OF REPORT

The draft Customer Experience strategy requires Executive approval as it sets out the direction and focus around improving the experience Wokingham customers have when they interact with the Council.

The strategy aligns to the strategic outcomes within the Council Plan - 'Changing the way we work for you' and 'Being the best we can be'. It also aligns to the Equality Plan.

This report outlines the proposal for the Executive to consider, before onward public consultation. Following consultation, a final draft will be produced for Executive sign off.

RECOMMENDATION

Overview & Scrutiny Management Committee to comment on the draft Customer Experience strategy and forward any recommendations to the Executive.

Executive to approve the draft Customer Experience strategy, for onward public consultation.

EXECUTIVE SUMMARY

The strategy addresses several 'pain points' for our customers that were identified through more robust and frequent gathering of feedback, over the last 12 months. Feedback and input has been gathered from the workforce, residents, businesses, partners and Community groups to inform the content and design of the strategy – including the Equality Forum, CLASP and the Youth Council.

We know that people have inconsistent customer experiences when they interact with the Council – there are pockets of excellence, but the customer experience is not owned by everyone. The strategy outlines the vision and ambition around improving a more consistent customer experience.

Summary of considerations for this decision:

- It is a 5-year strategy, Wokingham Council does not currently have a Customer Experience Strategy that sets direction or areas of focus for improvement
- The strategy aligns to the Council Plan around 'Changing the way we work for you' and 'Being the best we can be'. It also aligns to the Equality Plan

- Within the strategy the Customer Charter defines the type of experience customers should receive when they interact with the Council
- The strategy drives the use of Customer data and insight as part of driving a more customer centric culture based on a foundation of continuous improvement across the Council
- Savings could be realised as a result of better customer experiences, reducing the cost of failure and avoidable demand, and channel shift to improved digital services
- The term 'customer' refers to anyone that interacts with the Council – it is terminology that will be tested again during public consultation
- The format has been designed in a way that makes it easy for people to understand – an Easy Read version will also be available

BACKGROUND

We know that people have inconsistent customer experiences when they interact with the Council – there are pockets of excellence, but the customer experience is not owned by everyone.

There is no current customer strategy meaning there is a gap in vision and ambition around ensuring a more consistent customer experience, that supports the strategic outcomes in the Council Plan.

We have gathered feedback and input from the workforce, residents and community groups, and they tell us that there are 4 things that make a difference to how they feel about their overall experience:

- Feeling listened to
- Being able to get what they need
- Trusting in the council to spend money wisely
- Feeling valued as a customer

The strategy addresses what customers have told us by setting the direction around 3 key areas of focus:

1. Being insight driven - Putting people at the heart of our services by listening to what they tell us, so we can better understand customer needs and priorities
2. Being outcome focused - Making sure services deliver value for money, and are designed to help customers achieve the right outcomes
3. Continuously improving - Getting the basics right and use customer feedback to inform service design in line with changing customer needs and expectations.

Key success indicators are defined for each area of focus. As part of the strategy's supporting action plan, specific customer experience KPI's are being developed with Services to be included within the quarterly monitoring report.

Equality, diversity and inclusion is the golden thread throughout the strategy. It reflects the aims of our Equality Plan to ensure we develop the right level of insight from all of our communities to inform service design.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces unprecedented financial pressures as a result of; the longer term impact of the COVID-19 crisis, Brexit, the war in Ukraine and the general economic climate of rising prices and the increasing cost of debt. It is therefore imperative that Council resources are optimised and are focused on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Costs contained within existing directorate budgets.		
Next Financial Year (Year 2)			
Following Financial Year (Year 3)			

Other Financial Information
None.

Stakeholder Considerations and Consultation
Formal public consultation. Engagement with service areas to ensure the strategy is embedded across the organisation and is used to inform service plans.

Public Sector Equality Duty
Public sector equality duty completed.

Climate Emergency – This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030
Provision of improved and accessible Digital services that act as an enabler for reducing Customer travel to offices and more efficient and effective ways of working.

Reasons for considering the report in Part 2
N/A

List of Background Papers
N/A

Contact Jackie Whitney	Service Customer, Change, Digital and IT
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Customer Experience Strategy

2023 - 2028





Susan Parsonage
Chief Executive
Wokingham Borough
Council



Clive Jones
Leader of the Council
Liberal Democrat
Member for Hawkedon
Ward

**We want to
put people at
the heart of
everything we do.**

Introduction

Our purpose is to provide value for money public services to the people of Wokingham Borough, to support them in leading happy and healthy lives. To do this we must design services that meet the needs of our residents and businesses, and make sure they are accessible to all.

Our Council Plan sets out a number of priorities that we are focusing on to improve outcomes for our communities. *Changing the way we work for you* is built on a foundation of being relentlessly customer focused. The experience our residents and communities have when they interact with us is important, and ownership of experiences should be Council wide.

Working with our partners we are committed to making it easier for customers, residents and businesses to get the services and support they need. Our focus is on the basics: improving the experience people have when they contact us. To do this we need to better understand our community's needs and work to improve lives through services designed with residents in mind.

Despite the challenges we face, we are ambitious, committed to and passionate about delivering improvements as well as striving for fully accessible and efficient services.

This Customer Experience strategy has been developed with customers, residents and partners. They told us what matters to them and the things that make a difference to how they feel about their overall experience. We have used this insight to set out what we need to achieve and what we will do to get there. The promises within our Customer Charter underpin the strategy alongside some key principles - listen more, take steps to understand our communities needs and act on feedback so we continuously improve.

We want to be the best we can be. We will take steps to nurture and develop colleagues across our organisation so that customers have a better experience when they contact us.

We know we have work to do. Our commitment is to work with our partners and communities to achieve the right outcomes in the right way and become more of a listening Council. We will keep an eye on how we are doing by regularly asking for feedback and tracking progress against targets set out in this strategy.

To find out more about Our priorities, take a look at the [Council Plan](#)

Using customer feedback to change the way we work and improve the customer experience



Our purpose is to serve our customers and the community.

We want to make interacting with us easy and a positive experience. We recognise the need to become more consistent in our approach, and more supportive when customers access our services.

Customers access a wide range of services and we know that the experience will differ depending on the service needed and how it is accessed, for example online, face to face or over the phone. Customers have told us that there are 4 things that make a difference to how they feel about their overall experience:

- Feeling listened to
- Being able to get what they need
- Trust in the Council to spend money wisely
- Feeling valued as a customer

We know from customer and community feedback that we have work to do to improve. Our ambition over the next 5 years is to improve the experience our customers have when they interact with us. To do this, we will work to get the basics rights, but to also regularly gather feedback to fully understand what our community needs and how we can improve their experiences. This information will inform action, and by regularly listening to feedback, will help us to keep a track on how we are doing.

Thank you to all of our residents, businesses, partners and community groups for their input and support in the creation of this strategy.

Our customer vision

To put our customers and community at the heart of all we do.



Our ambition

To get the basics right, and improve the experience customers have when they interact with us so that they:

Feel listened to

Are able to get what they need

Trust in the Council to spend money wisely

Feel valued as a customer



Customer charter

Our Customer Charter was created with input from customers and will be embedded across the Council, and with our partners. We will use it to measure how we are doing and where we need to improve.

We are committed to continually improving the way we work. We want to make it easy for customers to interact with us, and to have a positive experience when they do.



Equality, diversity and inclusion we want to make sure no one is left behind



We recognise the diversity of the communities we serve and want to build strong relationships with them and understand their needs and priorities.

We are proud to serve Wokingham's communities and recognise the growing diversity of the borough. Our vision is for all our customers, so we want to remove any barriers by delivering services that work for all, and by making sure our services are accessible.

We will engage with people and listen to feedback so that we can learn, build trust, strengthen collaboration and develop knowledge to inform service design. We will also look to adapt our methods of communication to meet the needs of our communities.

As a Council we want to celebrate diversity and inclusion within our work, continuously educate ourselves and strive for equality.



To find out more about how we are tackling inequality, take a look at our [Equality Plan](#)

Our strategy in summary

3 key areas of focus:





Be insight driven

Putting people at the heart of our services by listening to what they tell us, so we can better understand customer needs and priorities

We will



Review how we gather customer feedback to make sure all customers have the opportunity to tell us where we do well, and where we can improve



Use a range of service and trend data to better understand customers' needs to drive rapid learning and improvement



Focus on reviewing those services where feedback from customers identifies the need for an improved experience, and put actions in place to fix



Key success indicators:

- Customer feedback is gathered across all contact channels, and performance is reviewed using technology that brings together the right data and information
- Insight is used to target customer journeys for improvement
- Robust tracking of equality data to support decision making and inform service design



Outcome focused

Making sure services deliver value for money, and are designed to help customers achieve the right outcomes

We will



Take ownership of customer experiences within service areas, and work to deliver improvements in service efficiency



Develop performance indicators for each service area, and measure outcomes against the Customer Charter



Work closer with partners to co-design services and maximise the right skills, to support the right outcomes for customers



Key success indicators:

- All services have Customer Experience performance measures, with service improvements focused on the right outcomes for customers, and delivering value for money
- Customer contact channels are easy and cost effective, with support to self help wherever possible by using online services
- A community led approach, with services co-delivered with partners to achieve the right outcomes, in the right way, at the right time



Continuously improve

Getting the basics right, and use customer feedback to inform service design in line with changing customer needs and expectations.

We will



Improve our website to make sure digital services are centred around the needs of our customers



Share insight from customer complaints and learn lessons to avoid repeat mistakes



Improve the way we communicate with our customers by focusing on the language that we use



Drive a customer focused culture through training and reflections on performance, to make sure learning is applied



Key success indicators:

- A website that is accessible, easy to use and has increased levels of customer satisfaction
- Complaints are resolved quickly, without the need to escalate through formal processes
- All of our workforce attends customer experience and equality training, and understand the role they play in improving the customer experience
- Workforce plans at service level to ensure we are recruiting, developing and retaining the talent we need to support improvements in the customer experience

Strategy summary

Our customer vision

To put our customers and community at the heart of all we do.

Our ambition

To get the basics right, and improve the experience customers have when they interact with us so that our customers:

- Feel listened to
- Are able to get what they need
- Trust in the Council to spend money wisely
- Feel valued as a customer

3 key areas of focus

Be insight driven

Putting people at the heart of our services by listening to what they tell us, so we can better understand customer needs and priorities.

Continuously improve

Getting the basics right, and use customer feedback to inform service design in line with changing customer needs and expectations.

Be outcome focused

Making sure services deliver value for money, and are designed to help customers achieve the right outcomes.

Our customer charter

Support and care for people as individuals.

Be responsive, friendly and helpful.

Be open, honest and manage expectations.

Make it easy for you to interact with us.

Strive to get it right first time, and build on successes.

Listen, learn and work as one team to resolve issues.

Our values

Customer focused

One team

Taking ownership

Being ambitious

To find out more about 'Our Values', take a look at our [Council Plan](#)



TITLE	Overview and Scrutiny Work Programmes 2023/24
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 15 March 2023
WARD	None Specific
DIRECTOR	Graham Ebers, Deputy Chief Executive

OUTCOME / BENEFITS TO THE COMMUNITY

Effective Overview and Scrutiny helps to improve services, holds decision makers to account and engages with local communities. In so doing it helps to demonstrate that the Council and other public service providers are open and transparent and are delivering high quality, value for money services.

RECOMMENDATION

The Committee is requested to:

- 1) consider and approve the Overview and Scrutiny Work Programmes for 2023/24 (Annex A);
- 2) consider the additional Scrutiny requests from residents Members and Town/Parish Councils (Annex B);
- 3) note that additional items can be included in the Overview and Scrutiny Work Programmes during the year;

SUMMARY OF REPORT

Effective work programming is a Member-led process aimed at shortlisting and prioritising issues of community concern together with issues arising out of the Community Vision and Corporate Delivery Plan and major policy or service changes. It aims to:

- reflect local needs and concerns;
- prioritise topics for scrutiny which have the most impact or benefit;
- involve local residents and stakeholders;
- be flexible enough to respond to new or urgent issues.

Each year the Committee approves work programmes for itself and the Council's Overview and Scrutiny Committees. Recent discussions following the external Scrutiny Improvement Review have indicated the need for the work programming process to be more robust and for improved monitoring during the year.

Suggested work programme items are appended to the report for Member consideration and approval. These include items suggested following a public consultation exercise.

Background

An effective Overview and Scrutiny function is underpinned by robust work programming. Effective work programming lays the foundations for targeted scrutiny of issues of local importance. It helps to ensure that Overview and Scrutiny adds value and makes a difference. Effective work programming helps to:

- prioritise issues for in-depth work where Overview and Scrutiny can make an impact and add value;
- reduce the need for “information only” reports;
- achieve a balance between pre-decision scrutiny, policy development and performance/budget monitoring;
- contribute at an earlier stage in the decision making process;
- increase public and stakeholder involvement in Overview and Scrutiny;
- retain flexibility in order to respond to urgent issues arising during the year.

Scrutiny Review Criteria

The issues identified for consideration by Overview and Scrutiny should be of interest or concern for local residents and generate public interest and involvement in the Overview and Scrutiny process. In considering potential issues for review, Members should take into account the previously agreed selection criteria:

- Whether the issue is of local, and preferably current, concern;
- Whether the undertaking of the review can be linked to the Community Vision and Corporate Delivery Plan;
- Whether the topic is already being reviewed elsewhere within the Council;
- Is the topic one that is capable of being influenced by one of the Overview and Scrutiny Committees;
- Is the topic of manageable scope – not too wide-ranging and yet of sufficient size to warrant a scrutiny review;
- Whether sufficient resources are available to support the Scrutiny review;
- Whether the review should be undertaken by the Overview and Scrutiny Management Committee itself or be delegated to an Overview and Scrutiny Committee or a Task and Finish Group.

In Depth Scrutiny Reviews

An important strength of Overview and Scrutiny is the capacity to carry out in depth reviews of policies or services provided by the Council or its partners. In depth reviews allow Members to drill down into a particular issue and consider evidence from service users, community groups, experts and other stakeholders. They also enable Members to carry out research and broaden their knowledge of best practice in the public and private sectors.

Building on the successful outcome of recent Scrutiny Task and Finish reviews, it is suggested that each Overview and Scrutiny Committee identifies one or more topics for in depth review during 2023/24, the reviews to be carried out by the Committees themselves or by Task and Finish Groups.

Suggested Scrutiny Items for 2023/24

Annex A sets out the draft work programme for each of the Overview and Scrutiny Committees for 2023/24. Members should note that a number of work programme items are included each year, such as potential call-in items and Budget Scrutiny carried out by the Community and Corporate Overview and Scrutiny Committee. Members should factor this ongoing workload into their deliberations.

Annex B sets out the list of items suggested by residents, Members and Town and Parish Councils. Members are requested to consider the items in Annex B and determine whether any of the items should be included in the 2023/24 Work Programmes.

The work programmes allow flexibility for the consideration of urgent issues and the call-in of decisions made by the Executive or individual Executive Members. Once approved, the updated work programme issues will be timetabled into the programme of Overview and Scrutiny meetings during the year. Each Overview and Scrutiny Committee will determine its priorities within the programme and allocate specific items to specific meetings. As Members are aware, the Work Programmes are used flexibly, allowing new items to be introduced during the year as necessary.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the Covid-19 crisis. It is, therefore, imperative that Council resources are focussed on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	0	NA	NA
Next Financial Year (Year 2)	0	NA	NA
Following Financial Year (Year 3)	0	NA	NA

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

Effective Overview and Scrutiny helps to drive service improvement, policy development and the achievement of value for money for the Borough's residents.

Public Sector Equality Duty

Due regard has been given to Council's Public Sector Equality Duty. The issues scrutinised during 2023/24 will raise the profile of Overview and Scrutiny for residents across the Borough, including residents with protected characteristics as defined under

the Equality Act 2010. The aim is to achieve better/fairer outcomes and increased value for money for residents.

Climate Emergency – The Council has declared a Climate Emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030

The Overview and Scrutiny Management Committee has acted as a “critical friend” to the Council’s Climate Emergency activities through the work of the Climate Emergency Task & Finish Group. In 2022 the Committee established a new Overview and Scrutiny Committee with a specific focus on scrutinising the delivery of the Climate Emergency Action Plan.

List of Background Papers

Report of the Scrutiny Improvement Review - 2022

Contact Neil Carr	Service Resources and Assets
Telephone No 0118 974 6000	Email neil.carr@wokingham.gov.uk
Date 6 March 2023	Version No. 1.0

OVERVIEW AND SCRUTINY DRAFT WORK PROGRAMMES 2023/24

1. Overview and Scrutiny Management Committee

1.	Development of the Overview and Scrutiny Work Programmes and coordination of the work of the Overview and Scrutiny Committees
2.	Discussions with the Leader and Chief Executive (six-monthly) to identify future priorities and monitor performance against priorities and targets
3.	Scrutinising the emerging Borough Vision and updated Corporate Delivery Plan
4.	Scrutinising the underpinning priorities and KPIs for the Corporate Delivery Plan 2020/24 and the Quarterly Performance Management Reports
5.	Scrutinising the Council's Continuous Improvement Programme
6.	Scrutinising the Customer Excellence Strategy and supporting KPIs
7.	Scrutinising the Tree Strategy and Biodiversity Action Plan Update and progress against the Tree Protection and Biodiversity Task & Finish Group's recommendations
8.	Scrutinising the Consultation and Engagement Protocol
9.	Scrutinising the Council's Economic Development Strategy and the impact of the Thames Valley Berkshire Local Enterprise Partnership
10.	Scrutinising the Council's Equality Plan and the Council's compliance with its statutory duties under the Equality Act 2010
11.	Scrutinising delivery of the Tackling Poverty Strategy and development of the Year 3 Action Plan
12.	Scrutinising the operations and performance of Thames Water and SSE
13.	Scrutinising the Council's policies and procedures relating to Unauthorised Traveller Encampments
14.	Reviewing progress against recommendations from the Estate Infrastructure Task and Finish Group
15.	Scrutinising the impact on the Borough of refugees and asylum seekers
16.	Scrutinising progress against the Council's Air Quality Improvement targets
17.	Scrutinising progress against Motions agreed by full Council
18.	Scrutinising the emerging Member Development Strategy
19.	Approving the annual Overview and Scrutiny reports to Council
20.	Undertaking Call-In reviews of Executive and IEMD decisions as necessary
21.	Appointing Task and Finish Groups as appropriate

22.	Reviewing the effectiveness of the Overview and Scrutiny function and the underpinning support and training provided for Officers and Members
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2. Children's Services Overview and Scrutiny Committee

1.	Scrutinising progress against the Children's Services Strategy
2.	Monitoring the effective delivery of safeguarding services, including social worker recruitment, retention and training
3.	Reviewing services that contribute to the achievement of the Council's Vision and priorities for children and young people
4.	Reviewing updates on developments relating to Education and Learning Achievement and Partnerships (including narrowing the gap)
5.	Scrutinising progress relating to the Wokingham Borough Education Partnership
6.	Reviewing key Children's Services performance indicators and major projects
7.	Reviewing school performance indicators and Ofsted reports
8.	Scrutinising the performance of any schools causing concern
9.	Scrutinising the allocation of school places across the Borough
10.	Monitoring the impact of the Council's Continuous Improvement Programme on Children's Services
11.	Scrutinising progress of key strategic initiatives such as the Multi Agency Safeguarding Hub (MASH)
12.	Considering the annual report of the Corporate Parenting Board
13.	Scrutinising implementation of the Travel Assistance Policy (formerly the Home to School Transport Policy)
14.	Reviewing appeals against the service - in terms of number and outcomes
15.	Scrutinising the Strategy for children with special educational needs and disabilities and the SEND innovation and Improvement Programme
16.	Scrutinising the Fostering Transformation programme
17.	Call-In of Executive decisions relating to Children's Services
18.	Appointing Task and Finish Groups as appropriate

3. Climate Emergency Overview and Scrutiny Committee

1.	Scrutinising delivery of the Climate Emergency Action Plan and the annual update prior to consideration by Council
2.	Reviewing changes to the CEAP following the recommendations from the two Climate Emergency Task and Finish Group reports
3.	Ensuring that the Borough Tree Strategy and tree planting projects are progressing
4.	Scrutinising plans to manage traffic, congestion, and car emissions within the Borough
5.	Exploring what local electricity providers are doing to improve the local network
6.	Scrutinising the home decarbonisation service
7.	Monitoring the delivery and operation of WBC's solar farms
8.	Ensuring that updated planning guidance makes provisions with suitable environmentally friendly, enforceable requirements
9.	Reviewing recommendations from the 'Let's talk Climate' event
10.	Understanding the impacts of behavioural change programmes
11.	Understanding how WBC could work better in partnership with the business community in order to achieve the net-zero ambition
12.	Reviewing the need for and delivery of an energy strategy
13.	Undertaking Call-In reviews of Executive decisions as necessary
14.	Appointing Task and Finish Groups as appropriate

4. Community and Corporate Overview and Scrutiny Committee

1.	Scrutinising the development of the Council's Budget for 2024/25
2.	Reviewing the work of the Community Safety Partnership, the effectiveness of local policing and fire and rescue services
3.	Scrutinising progress on the Local Plan Update and the Council's Five Year Land Supply
4.	Scrutinising delivery of the Violence Against Women and Girls Strategy
5.	Scrutinising delivery of the Anti-Abuse Strategy
6.	Exercising the Council's flood risk management responsibilities by monitoring flood risk activities and partnership working with Towns and Parishes

7.	Scrutinising delivery of the Drug and Alcohol Misuse Strategy
8.	Scrutinising the Voluntary Sector Commissioning Strategy
9.	Scrutinising burial capacity across the Borough and the Council's plans to ensure adequate future capacity
10.	Scrutinising measures to develop closer working relationships with Town and Parish Councils and the voluntary sector
11.	Scrutinising service and policy developments relating to the Council's public facing services and its in-house support services
12.	Reviewing highways and transport issues including highways contracts, customer service, car parking, Bus Strategy and cycling infrastructure
13.	Scrutinising the Council's Arts and Culture Strategy
14.	Scrutinising performance of the in-house Enforcement and Safety service
15.	Scrutinising the Council's Housing Services to ensure that the needs of local residents and communities are being met
16.	Considering the report of the Active Travel Task and Finish Group
17.	Scrutinising the Borough-wide Parking Management Strategy
18.	Scrutinising the operation and performance of the Council-owned companies and shared service arrangements
19.	Appointing Task and Finish Groups as appropriate

5. Health Overview and Scrutiny Committee

1.	Scrutinising Adult Social Care Key Performance Indicators (KPIs)
2.	Monitoring health and social care outcomes and the performance of the local NHS Foundation Trusts
3.	Scrutinising progress relating to the BOB Integrated Care System, including joint Scrutiny with partners
4.	Monitoring the operation of the local Primary Care Networks
5.	Considering reports and updates from Healthwatch Wokingham Borough
6.	Scrutinising the Adult Social Care Transformation Programme
7.	Reviewing the provision of maternal mental health services
8.	Scrutinising the Council's emerging Autism Strategy
9.	Scrutinising the service provided by the Coroner's Court

10.	Reviewing access to GP services, pharmacy and dental services across the Borough
11.	Scrutinising performance of the South Central Ambulance Service
12.	Scrutinising performance of Optalis
13.	Scrutinising the Planning process in relation to the consideration of health issues
14.	Call-In of Executive decisions relating to adult social care and public health, as necessary
15.	Input into new policies through pre-decision scrutiny of draft proposals relating to adult social care
16.	Appointing Task and Finish Groups as appropriate

Table: Overview and Scrutiny Work Programme Requests 2023/24

No	Request	Request By
1	<p>Lack of safe active travel routes for both cycling and walking. We live less than 1/2 mile from primary school, the sports centre and Wokingham town centre but have no safe walking or cycling routes to any of them. This will be made even worse with the new South Wokingham Distribution Road and a lack of pedestrian crossings and segregated cycle ways. The LCWIP seems to have come to nothing, lots of feedback was given by many as to how unsafe the Finchampstead Road is and it is still very unsafe for cycling and for pedestrians who need to get across it. No safe crossing near Molly Millars or near the town centre and the crossing near Evendons only works about 50% of the time, it has been reported lots of times but still we have to run the gauntlet trying to cross safely with our children because the lights won't turn red for cars. Surely the fail safe should be to allow school children to safely cross the road.</p> <p>Lack of a secondary school strategy. I've been asking for literally years for a long term secondary school strategy that goes beyond 2020. We need to apply for secondary school by end Oct this year but WBC haven't shared where all the school places will be, so it will be a lottery for my child with SEN need.</p> <p>Lack of communication from the SEND Dept. My son was turned down for an EHCP but I don't know why, I've not been given a reason and all of my emails asking why, go unanswered. WBC do not respond to emails. They go into the ether.</p>	Wendy Measures
2	<p>Provision of shopping, sport and community facilities within the major developments in the area for example:</p> <ul style="list-style-type: none"> • Shinfield new supermarket not built planning permission just approved 4 years after house building started; • Shinfield village centre not started despite 4000 house being completed; • Arborfield new commercial centre not started; • Shinfield new cricket pitch not open; • Arborfield new sports pavilion not started; • Shinfield sports centre not built. <p>The outcome would be a holistic programme for completion of the shopping, sports and community facilities versus what has been promised to everyone as part of the major developments.</p>	Martin Prosser
3	<ul style="list-style-type: none"> • GP performance - to highlight good and poor performance; • Access to NHS dentistry - to highlight gaps and put pressure on the NHS to improve this; 	Cllr Charles Margetts

	<ul style="list-style-type: none"> • Success with planning appeals - to explain the difference between WBC with a Local Plan and without a Local Plan. 	
4	<ul style="list-style-type: none"> • Why do highways sign off road resurfacing as complete and satisfactory when they are in just as bad, if not worse, a state as before resurfacing. I'm talking in particular about the ironworks being below the road surface making them as bad as the potholes that were there previously. I'm talking in particular about Wokingham Road from the 3 Tuns to the George and Wilderness Road from the 3 Tuns to Pepper Lane. • Also the traffic lights by the George, Wokingham Road junction with Loddon Bridge Road, do not filter traffic as planned. When coming down the Wokingham Road from Reading the left turn filter onto Loddon Bridge Road stays red even though the turning onto Loddon Bridge Road is clear. • Pedestrian zebra crossings are not illuminated making it difficult to see pedestrians at night especially if they are wearing dark clothing. • Someone needs to drive around the area to see what white lines need repainting as there are many that are worn out. 	Michael Coleman
5	<p>As you are almost certainly aware, an initial investigation into placing a 3G facility at Laurel Park in Lower Earley was cancelled prior to any proper investigation or evaluation being undertaken, the decision was purely based on the feedback from a small number of misinformed residents local to Laurel Park.</p> <p>A second plan was then instigated to install a facility at Maiden Erlegh School, the council's public consultation showed overwhelming support for this idea, but yet again due to a small number of complainants the project has been stopped.</p> <p>Earley and Lower Earley has in the region of 33,000 residents, nearly a quarter of the total residents in Wokingham Borough, and yet we are the only part of the borough with no modern 3G facility.</p> <p>Laurel Park FC teams are currently having to train on sand based MUGAs, tennis courts and facilities that are on the other side of Wokingham because there is just not enough space locally. This will limit any hope of the club expanding to support more children, to enable mixed ability sessions, to introduce adult men's and women's teams or much needed senior walking football. We currently have close to 500 kids training every week but have a waiting list in excess of 100 children that we just can't support due to the lack of facilities. Ideally we'd love to extend our junior section from the existing 33 teams to 45+ in the next 3 years but that cannot happen without new facilities, and in fact it's more likely that we will have to decline in numbers.</p> <p>Increasingly it seems decisions related to sport in the borough are being made by people who are only listening to one side of the issue. At no point has any councillor taken the time to come and speak to the LPFC committee to understand what the real requirement is and the level of support that a new facility actually has. We know that the WBC Executive members were contacted directly by a large number of supporters of the project and each of them were brushed off and ignored.</p>	Ian Jobson

	<p>I'm hopeful that the Overview and Scrutiny Committee can review how the decisions relating to the 3G pitch are being made and understand why councillors and the Executive Committee are not taking into account the views and requirements of the majority of the population of the Borough.</p>	
6	<p>To many residents it is irresponsible to grant planning permission for any sizeable new housing development of 50 or more dwellings without first ensuring that local services can cope with the additional demand that new residents will place on them.</p> <p>Planning officers seem too willing to kick the infrastructure can down the road when determining such applications. Their standard response - that NHS services are not within the remit of the planning department - is not only glib but also potentially very dangerous, especially when local GP and dental surgeries and local hospitals are already overloaded before any new development is built.</p> <p>Our society risks falling into terminal decline if we make healthcare, education and road safety less attainable and I suggest that planning officers and their committees should never exercise their power to increase population without first coordinating any necessary guaranteed infrastructure upgrades with the responsible bodies. Otherwise they may be condemning residents to unnecessary illness, accidents and possibly a premature death as well as a sub-standard education.</p> <p>Any person of sound mind would agree with my suggestion so it is a mystery that a properly coordinated approach to housing development planning has not been put in place.</p>	Simon Chapman
7	<p>I would like to have this reviewed please. 'Unofficial' pedestrian access through a hedgerow was available to able bodied and disabled persons at this location until just before Christmas when a 50cm wooden rail was installed to prevent vehicles from parking on the verge. Access remains available to abled bodied people, however disabled people face discrimination as there is no gap for pedestrians. I am no longer able to push my daughter in a wheelchair through the hedgerow at this location. Mothers with buggies need to lift their buggies. This is arguably contrary to the Discrimination Act of 2010 and therefore against the law. When reported to the WBC Inclusion Team, the response was not what I had expected. I had expected a response of 'Yes, we agree the lack of pedestrian access where once there was discriminates against less-able-bodied people'.</p> <p>Aside from acting when disabled people are being discriminated against (abled bodied people can simply step over the rail), WBC should be promoting non-car journeys by maintaining easy access without having to 'go round the houses'. This is an ideal opportunity which would cost nothing; ensure compliance with the law and create value for disabled and young parents with buggies.</p>	Keith O'Leary
8	<p>Please could you scrutinise the fact that the road on the Wokingham side of the Easthampstead Road railway</p>	Peter Turner

	crossing floods frequently, sometimes making it unusable for pedestrians. It has happened for years. The crossing is regularly closed causing disruption for pedestrians, yet the poor drainage issue is ignored.	
9	<p>Winnersh Parish Council would like to submit the following items for consideration:</p> <ul style="list-style-type: none"> • Quality and condition of roads and pavements within the Borough; • Delivery of agreed infrastructure by developers on new estates, i.e. community centres; • Review of the planning enforcement processes and communication. There appear to be some very old, outstanding investigations still ongoing and it is not clear which elements of the application are being investigated. 	Winnersh PC
10	<p>Wokingham Without Parish Council suggest the following topics:</p> <ul style="list-style-type: none"> • Highway maintenance – specifically in relation to: <ul style="list-style-type: none"> ○ Potholes – hazardous to both cyclists and cars ○ Road sign cleaning and repair ○ Roadside ditches and drainage maintenance ○ Roadside litter removal 	Wokingham Without PC
11	<p>Please accept the following from Arborfield and Newland Parish Council:</p> <ul style="list-style-type: none"> • Parish owned street lighting – move to WBC ownership • Waste collections • Litter • Delivery of services and facilities in Arborfield Garrison strategic development location. 	Arborfield & Newland PC

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WOKINGHAM BOROUGH COUNCIL EXECUTIVE FORWARD PROGRAMME

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

Executive Forward Programme - March 2023 to February 2024

Updated 07 March 2023

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
EXECUTIVE MEETING – 21 MARCH 2023						
WBC 1345	Local Cycling and Walking Infrastructure Plan Purpose: To adopt the borough wide Local Cycling and Walking Infrastructure Plan (LCWIP) as the borough's guiding document for future bidding and implementation of walking and cycling schemes on the identified strategic networks.	Executive	LCWIP report and its appendices Equality Impact Assessment (EqIA) form: Initial impact assessment	Director, Place and Growth - Simon Dale/ Robert Curtis	Executive Member for Active Travel, Transport and Highways - Paul Fishwick	N/A
WBC 1346	Officer Response to Recommendations of the Local Cycling, Walking and Infrastructure Plan Task and Finish Group Purpose: To consider the officer response to recommendations of the Local Cycling, Walking and Infrastructure Plan Task and Finish Group.	Executive	Task and Finish Group summary report, recommendations, and officer responses.	Director, Place and Growth - Simon Dale/ Robert Curtis, Callum Wernham	Executive Member for Active Travel, Transport and Highways - Paul Fishwick	N/A

WBC 1344	<p>Finchampstead Neighbourhood Plan Purpose: Approval of Executive is sought to accept the changes recommended by the Examiner and to progress the plan to a referendum.</p>	Executive	Examination Report Draft Decision Statement A copy of the 'Finchampstead Neighbourhood Development Plan Referendum Version' is available on request	Director, Place and Growth - Simon Dale/ Ben Davis, James McCabe, Ian Church	Executive Member for Planning and Local Plan - Lindsay Ferris	N/A
WBC 1343	<p>Twyford Neighbourhood Plan Purpose: Approval of Executive is sought to accept the changes recommended by the Examiner and to progress the plan to a referendum.</p>	Executive	Examination Report Draft Decision Statement A copy of the 'Twyford Neighbourhood Development Plan Referendum Version' is available on request	Director, Place and Growth - Simon Dale/ Ben Davis	Executive Member for Planning and Local Plan - Lindsay Ferris	N/A
WBC 1342 104	<p>Delivering the Ukrainian/Afghan Refugee Resettlement Government Grant Allocation Purpose: To ask Executive to approve the release of developer contributions for affordable housing through a delegated decision to enable the purchase of properties to support the Ukrainian/Afghan Refugee Resettlement Programme, for which the Council has been given a provisional grant allocation by central Government.</p>	Executive	Executive report	Director, Place and Growth - Simon Dale/ Frances Haywood	Deputy Leader of the Council and Executive Member for Housing - Stephen Conway	N/A
WBC 1347	<p>Shareholders Update - March 2023 Purpose: To consider various items related to the business of the Council owned companies, including their trading position</p>	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A

WBC 1340	Officer Response to Recommendations of the Preferred Registered Providers Task and Finish Group Purpose: To consider the officer response to recommendations of the Preferred Registered Providers Task and Finish Group.	Executive	Scrutiny report and officer response to recommendations.	Director, Place and Growth - Simon Dale/ Frances Haywood, Callum Wernham	Deputy Leader of the Council and Executive Member for Housing - Stephen Conway	N/A
WBC 1339	Data & Information Management Framework Purpose: To agree the framework in place for the Council's data and information governance arrangements.	Executive	Data & Information Management Framework	Deputy Chief Executive - Graham Ebers/ Andrew Moulton	Executive Member for Climate Emergency and Resident Services - Sarah Kerr	N/A
WBC 1337	Customer Experience Strategy Purpose: To present a new Customer Experience Strategy, following resident, community and partner engagement.	Executive	A draft copy of a new Customer Experience Strategy.	Director, Communities, Insight and Change -/ Jackie Whitney	Executive Member for Climate Emergency and Resident Services - Sarah Kerr	N/A
WBC 1336	Biodiversity Net Gain Pilot Project Purpose: To approve investment in a Biodiversity Net Gain Project on Council owned land.	Executive		Director, Place and Growth - Simon Dale/ Andy Glencross	Executive Member for Environment, Sport and Leisure - Ian Shenton	N/A
WBC 1334	Tackling Poverty Strategy year 1 Action Plan Purpose: To agree the year 2 action plan for delivering the Tackling Poverty Strategy	Executive	Action plan to support year2 of the Tackling Poverty Strategy	Chief Executive - Susan Parsonage/ Emily Higson	Executive Member for Equalities, Inclusion and Fighting Poverty - Rachel Bishop-Firth	N/A
WBC 1326	Waste collection proposal Purpose: To consider the proposed change of collection methodology and containment for refuse and recycling in the borough	Executive	Full report, finances, consultation responses, policies.	Director, Place and Growth - Simon Dale/ Richard Bisset	Executive Member for Environment, Sport and Leisure - Ian Shenton	N/A

WBC 1333	Procurement of Tree Maintenance Framework Contract Purpose: To procure a 4 year framework contact for the tree maintenance works required for Council owned trees.	Executive		Director, Place and Growth - Simon Dale/ Laura Buck	Executive Member for Environment, Sport and Leisure - Ian Shenton	N/A
WBC 1331	Covid Memorial Woodland Purpose: To seek Executive approval to proceed with the recommended site and scheme for the proposed Covid Memorial Woodland.	Executive		Director, Place and Growth - Simon Dale/ Laura Buck	Executive Member for Environment, Sport and Leisure - Ian Shenton	N/A
WBC 1325	Children's Services Overview & Scrutiny Recommendations to the Executive Purpose: To put forward recommendations agreed at the Children's Services Overview and Scrutiny Committee	Executive		Director, Children's Services - Helen Watson/ Luciane Bowker	Executive Member for Children's Services - Prue Bray	N/A
106 WBC 1338	Toutley East Development - Update on delivery and residential delivery model Purpose: The Toutley East Development comprises the delivery of a new dementia care home, housing development and supporting infrastructure. This report provides an update on the Toutley East Development from that previously given to the Executive in July 2022, including changes in the financial assumptions resultant from changes in the market. In addition, recommendations are made with respect to the residential delivery model.	Executive Council		Deputy Chief Executive - Graham Ebers/ David Smith	Executive Member for Finance - Imogen Shepherd-DuBey, .Leader of the Council and Executive Member for Business and Economic Development- Clive Jones	N/A Financial information
WBC 1350	Moving Traffic enforcement	Executive	Appendix A – List of	Director, Place and	Executive Member	N/A

	<p>Purpose: To provide the Executive with details of the Moving Traffic contraventions powers that if granted can be used to enforce traffic controls which are enabled through Traffic Regulation Orders (TROs) and the correct signing and lining and included the following, driving through a 'No Entry' sign; turning left or right when instructed not to do so; entering yellow box junctions when your exit was not clear; driving where motor vehicles were prohibited; and driving a private vehicle on a route for buses only and to seek approval to implement these powers.</p>		<p>sites and site plans Appendix B - Copy of DfT application Appendix C – Consultation outcome report. Appendix D – Equality impact assessment Appendix E – Consultation letter to Chief of Police and response</p>	<p>Growth - Simon Dale/ Matt Gould</p>	<p>for Active Travel, Transport and Highways - Paul Fishwick</p>	
107 WBC 1341	<p>Climate Emergency Position Paper Purpose: To provide an update to members on the current climate emergency position, including the solar together and home decarbonisation schemes.</p>	Executive	Position Paper	Director, Place and Growth - Simon Dale/ Andrew Collins	Executive Member for Climate Emergency and Resident Services - Sarah Kerr	N/A
WBC 1349	<p>Off Street Car Park Charges Purpose: To make a decision on implementing the proposal to increase off street car park charges following the end of the statutory objection period as part of the Notice Of Marking (Various Off-Street Borough Car Parks No. 1) Order 2023 TRO.</p>	Executive	<p>Appendix 1 - Proposed Parking Charges Appendix 2 - Extraordinary Overview and Scrutiny Management Committee on the 25 October report pack Appendix 3 - Officer Response to Call-In re Off Street Car Park Charges Appendix 4 - Minutes of Extraordinary Overview and Scrutiny</p>	Director, Place and Growth - Simon Dale/ Matt Gould	Executive Member for Active Travel, Transport and Highways - Paul Fishwick	N/A

Management Committee on the 25 October
Appendix 5 - Responses received following statutory objection period

EXECUTIVE MEETING – 25 MAY 2023

WBC 1351	Revenue Monitoring 2022-23 - Outturn Purpose: To report the revenue outturn position of the Council for 2022/23 financial year highlighting the effective management of the Council's finances to ensure value for money for council tax payers, housing tenants and schools.	Executive		Deputy Chief Executive - Graham Ebers/ Stu Taylor	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
108 WBC 1352	Capital Monitoring - Outturn 2022/23 Purpose: To inform Members of the capital programme outturn for 2022/2023, seek approval for the relevant budget carry forwards and demonstrate effective and safe use of our resources to deliver service improvements and service continuity through capital investments.	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1353	Tackling Poverty Strategy year 2 Action Plan Purpose: For the Executive to agree the Tackling Poverty Year 2 Action Plan	Executive		Chief Executive - Susan Parsonage/ Emily Higson	Executive Member for Equalities, Inclusion and Fighting Poverty - Rachel Bishop-Firth	N/A
WBC 1354	Wokingham Borough Council	Executive		Director, Place and	Executive Member	N/A

	Tree Strategy Purpose: To seek Executive approval to adopt the Wokingham Borough Council Tree Strategy			Growth - Simon Dale/ Laura Buck	for Environment, Sport and Leisure - Ian Shenton	
EXECUTIVE MEETING – 29 JUNE 2023						
WBC 1355	Adult Social Care Strategy and Social Care Futures Purpose: For Executive to: *note progress in the delivery of the Council's Adult Social Care Strategy and *approve commitment to Social Care Future vision	Executive		Director, Adult Social Care and Health - Matt Pope/ Iftkhar Ahmed	Executive Member for Health, Wellbeing and Adult Services - David Hare	N/A
WBC 1356	Delivery of Wellington Road Affordable Housing Scheme Purpose: To get Executive approval for the proposed delivery and funding of the affordable housing scheme at Wellington Road, Wokingham	Executive	Main Executive report and appendices	Director, Place and Growth - Simon Dale/ Frances Haywood	Deputy Leader of the Council and Executive Member for Housing - Stephen Conway	N/A
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EXECUTIVE MEETING – 27 JULY 2023						
WBC 1357	Capital Monitoring 2023/24 - Q1 Purpose: To consider the Capital Monitoring position at the end of Quarter 1.	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1358	Revenue Monitoring 2023-24 Q1 Purpose: To consider the revenue budget position at the end of Quarter 1	Executive		Deputy Chief Executive - Graham Ebers/ Stu Taylor	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1359	Shareholders Report 2022/23 - Outturn Purpose: To consider the Annual Shareholders' Report	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A

EXECUTIVE MEETING – 26 OCTOBER 2023

WBC 1360	Revenue Monitoring 2023-24 Q2 Purpose: To consider the revenue budget position at the end of Quarter 2	Executive		Deputy Chief Executive - Graham Ebers/ Stu Taylor	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1361	Capital Monitoring 2023/24 - Q2 Purpose: To consider the Capital Monitoring position at the end of Quarter 2.	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A

EXECUTIVE MEETING – 25 JANUARY 2024

WBC 1362	Revenue Monitoring 2023-24 Q3 Purpose: To consider the revenue budget position at the end of Quarter 3.	Executive		Deputy Chief Executive - Graham Ebers/ Stu Taylor	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1363 110	Capital Monitoring 2023/24 - Q3 Purpose: To consider the Capital Monitoring position at the end of Quarter 1.	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1364	Chief Finance Officer's Report 2024/25 Purpose: Provide strategic oversight for the 2024-25 budget setting	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1365	Shareholders Update - January 2024 Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A

EXECUTIVE MEETING – 22 FEBRUARY 2024

WBC 1366	Housing Revenue Account Budget 2024/25 Purpose:	Executive	Housing Revenue Account Budget 2024/25	Deputy Chief Executive - Graham Ebers/	Executive Member for Finance - Imogen Shepherd-	N/A
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	The revenue and capital budgets for 2024/25 are set and tenants rent levels are set for 2024/25 to ensure sound finances and value for money in providing housing services for council tenants.			Mark Thompson	DuBey	
WBC 1367	Treasury Management Strategy 2024-2027 Purpose: Note the treasury management procedures, limits, and objectives for 2024/25. Effective and safe use of our resources to deliver service improvements and service continuity through the management of the council's cash flow and investments while funding the capital programme.	Executive	Treasury Management Strategy 2024-2027	Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1368	Capital Programme and Strategy 2024-2027 Purpose: The capital programme and strategy 2024 – 2027 sets out the capital investment for the benefit of the community and how this is funded.	Executive	Capital Programme and Strategy 2024-2027	Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A
WBC 1369	Medium Term Financial Plan 2024-2027 Including Revenue Budget Submission 2024/25 Purpose: To provide the Executive with the key revenue budget extract for 2024/25 of the Medium Term Financial Plan (MTFP) 2024-2027 for submission to Council.	Executive	Medium Term Financial Plan 2024-2027 Including Revenue Budget Submission 2024/25	Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A

Members of the Executive:-

Clive Jones

Leader of Council and Executive Member for Business and Economic Development

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
Stephen Conway Rachel Bishop-Firth Paul Fishwick Prue Bray Lindsay Ferris David Hare Sarah Kerr Ian Shenton Imogen Shepherd-DuBey		Deputy Leader of the Council and Executive Member for Housing.	Equalities, Inclusion and Fighting Poverty Active Travel, Transport and Highways Children's Services Planning and Local Plan Health & Wellbeing and Adult Services Climate Emergency and Resident Services Environment, Sport and Leisure Finance			

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

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DRAFT WORK PROGRAMMES 2022/23

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.

The Overview and Scrutiny Committees will consider their work programmes at the first meeting in the new Municipal Year.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE 2022/23 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
12 June 2023	Q4 2022/23 Performance Report	To consider the KPI performance report for Q4 of 2022/23 (January – March 2023)	Work Programme	Will Roper
	Refugees and Asylum Seekers	To consider the impact on the Borough of refugees and asylum seekers, including arrivals from Ukraine	Committee Request	Simon Dale
	Air Quality	To scrutinise progress against the Council's Air Quality improvement targets	Committee Request	Simon Dale
	Adoption of Estate Infrastructure	To consider progress since the Task & Finish Group report in 2020.	Committee Request	Chris Easton/ Andy Glencross
	Consultation Protocol	To consider the draft Consultation Protocol	Request	Dave Allen
	Executive Forward Programme	To consider the Executive and IEMD Forward Programmes and identify any issues for Scrutiny	Regular Update	Neil Carr
	O&S Work Programmes 23/24	To consider the work programmes for the four Overview and Scrutiny Committees	Work Programme	Neil Carr
	Action Tracker	To consider the regular Action Tracker report	Regular Update	Neil Carr

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CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE 2022/23 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
22 March 2023	Key Performance Indicators	To monitor the performance of the service.	Challenge item	Children's Services / Helen Watson
	Report and Q&A with the Executive Member for Children's Services	To receive an update from the Executive Member for Children's Services.	Regular update	Councillor Prue Bray
	Care Leavers CAMHS Provision Update	To receive an update on the implementation and delivery of the CAMHS provision for Care Leavers	Challenge item	Children's Services / Adam Davis
	Fostering Transformation Update	To receive an update on the Fostering Transformation	Update item	Children's Services / Adam Davis
	Schools Causing Concern – Part 2	To consider the work being undertaken to support schools causing concern in a part 2 session	Standing item	Children's Services/ Sal Thirlway
	CSO&S Forward Plan	To consider the forward plan of the Committee	Standing item	Democratic Services/ Luciane Bowker

Unscheduled items:

- Youth Council update
- SEND Youth Forum

CLIMATE EMERGENCY OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
14 March 2023	Solar Farms Update	To consider an update on progress relating to the development of solar farms in the Borough.	Committee Request	Sabrina Chiaretti
	Community Engagement	To scrutinise progress relating to the community engagement elements of the CEAP.	Committee Request	Sabrina Chiaretti
	Work Programme	To consider the Committee's Work Programme for 2023/24.	Standing Item	Democratic Services

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DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
23 May 2023	Task & Finish Group Recommendations	To review progress against the recommendations of the O&S Climate Emergency Task & Finish Group	Committee Request	Sabrina Chiaretti
	Traffic Reduction Targets	To scrutinise progress against the traffic reduction targets in the CEAP	Committee Request	Sabrina Chiaretti
	CEAP and the Local Plan Update	To examine how the CEAP is embedded in the Local Plan Update	Committee Request	Sabrina Chiaretti
	Retrofitting in the Community	To scrutinise progress against the retrofitting targets in the CEAP	Committee Request	Sabrina Chiaretti
	Work Programme	To consider the work programme for the Committee for 2023/24	Standing Item	Democratic Services

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
22 May 2023	Flood Risk Management Update	To receive an update on flood risk management within the Borough.	Work programme	Boniface Ngu
	Drug and Alcohol Misuse Strategy	To consider an update on the Drug and Alcohol Misuse Strategy	Committee request	Narinder Brar
	Directorate Priorities	To receive the priorities for the Place & Growth and Resources and Assets Directorates	Committee Request	Simon Dale/Graham Ebers
	Work Programme	To consider the work programme for the Committee for 2023-24	Standing Item	Democratic Services

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DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
3 July 2023	Community Safety Partnership Update	To receive the annual update on the work of the Community Safety Partnership.	Work programme	Narinder Brar
	Violence Against Women and Girls Strategy Update	To consider an update on the Violence Against Women and Girls Strategy.	Committee request	Narinder Brar
	Anti-Abuse Charter Update	To receive an update on the implementation of the Anti-Abuse Charter.	Council Request	Narinder Brar
	Arts and Culture Strategy Update	To receive an update on the Arts and Culture Strategy.	Work programme	Rhian Hayes
	Work Programme	To consider the work programme for the Committee for 2023-24	Standing Item	Democratic Services

Task & Finish Groups – Active Travel Task and Finish Group

HEALTH OVERVIEW AND SCRUTINY COMMITTEE FORWARD PROGRAMME

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
27 March 2023	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough
	NHS Continuing Healthcare – progress update	Progress update	Progress update	ICB
	Adult Social Care Transformation Plan	Update	Update	ASC
	ASC KPIs	Challenge item	Challenge item	Matt Pope

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Currently unscheduled topics:

- South Central Ambulance Service
- Westcall
- Update on Burma Hills and Wokingham Medical Centre
- Adult Social Care Strategy

Overview and Scrutiny Management Committee – Action Tracker 2022/23

O&S Management Committee – 13 June 2022		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed • Performance follow-up data to be circulated to all O&S Members • Business Change training to be delivered • Council Motions – set out on WBC website – update to November meeting 	<ul style="list-style-type: none"> • Completed • Completed • Completed • Completed
Q4 2021/22 Performance Report	<ul style="list-style-type: none"> • Additional information requested by Members to be circulated to all O&S Members • HOSC recommended to consider suitability of KPIs and impact of increasing complexity 	<ul style="list-style-type: none"> • Completed • Completed
Scrutiny Improvement Review	<ul style="list-style-type: none"> • Executive-O&S Protocol to be circulated to all O&S Members • Committee to receive regular updates on changes to national legislation 	<ul style="list-style-type: none"> • Completed • Ongoing
Work Programme 2022-23	<ul style="list-style-type: none"> • Members to notify Democratic Services of top three work programme priorities • Leader and Chief Executive to be invited to attend the July meeting • Member training programme to include Equalities and Climate Emergency • Community and Corporate O&S to scrutinise the Local Plan, the LCWIP, Bus Strategy and Bus Improvement Enhanced Partnership • Work programme include item on Refugees and Asylum Seekers (September 2022) 	<ul style="list-style-type: none"> • Completed • Completed • Completed • Completed • Completed
Action Tracker Report	<ul style="list-style-type: none"> • Include historic items not yet completed • Each O&S Committee to develop its own Action Tracker 	<ul style="list-style-type: none"> • Completed • Start in 2023/24

O&S Management Committee – 7 July 2022		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Leader of the Council and Chief Executive	<ul style="list-style-type: none"> • Invite Leader and CEX to future meetings (suggest 6 monthly) 	<ul style="list-style-type: none"> • Completed
Climate Emergency O&S Committee	<ul style="list-style-type: none"> • Report to September meeting with more information on issues raised by Members 	<ul style="list-style-type: none"> • Completed
Climate Emergency Action Plan – Progress Report	<ul style="list-style-type: none"> • Member comments to be fed into CEAP • Andy Croy/Sarah Kerr meet with officers to consider accuracy of data • Report on Barkham Solar Farm project to September meeting 	<ul style="list-style-type: none"> • Completed • Completed • Completed
Work Programme 2022-23	<ul style="list-style-type: none"> • Chair/Vice-Chair to agree draft work programme for discussion at next meeting • Draft terms of reference for Task & Finish Group on corporate performance to next meeting • Consider potential item on the proposed Public Spaces Protection Order 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing

O&S Management Committee – 5 October 2022		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Q1 2022/23 Performance Monitoring Report	<ul style="list-style-type: none"> • Circulate written responses to questions not answered at the meeting 	<ul style="list-style-type: none"> • Completed
Climate Emergency O&S Committee	<ul style="list-style-type: none"> • Council recommended to agree to establish O&S Committee • Set up first meeting of the Committee – 4 partnership + 3 Conservative Members 	<ul style="list-style-type: none"> • Completed • Completed
Barkham Solar Farm Business Case	<ul style="list-style-type: none"> • Refer OSMC “in principle” support for project to the Executive 	<ul style="list-style-type: none"> • Completed

	<ul style="list-style-type: none"> • Recommend to Executive that WBC lobby the Government and Energy Companies re charges for grid connection • Circulate written responses to questions not answered at the meeting 	<ul style="list-style-type: none"> • Completed • Completed
Corporate Performance Task & Finish Group	<ul style="list-style-type: none"> • Set up Task & Finish Group – 3 Partnership + 2 Conservative Members 	<ul style="list-style-type: none"> • Completed
Work Programme 2022-23	<ul style="list-style-type: none"> • Arrange extraordinary meeting to scrutinise utility companies – Thames Water and SSE 	<ul style="list-style-type: none"> • 2023/24 work programme

O&S Management Committee – 16 November 2022		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Consultation & Engagement Review	<ul style="list-style-type: none"> • WBC Consultation Protocol supported in principle; • Draft protocol to OSMC in February/March 2023. 	<ul style="list-style-type: none"> • Completed • March 2023
Scrutiny Improvement Review	<ul style="list-style-type: none"> • Scrutiny Improvement Action Plan to be implemented and monitored • Member/officer workshop to be held in early 2023 	<ul style="list-style-type: none"> • Completed • Ongoing
Council Motions	<ul style="list-style-type: none"> • Further update in November 2023 • Request more prominent location of report as part of new website development 	<ul style="list-style-type: none"> • November 2023 • Ongoing
Officer Response to report of the Tree Protection and Biodiversity T&FG	<ul style="list-style-type: none"> • Officer and Executive response endorsed; • OSMC to consider annual update prior to consideration by Council 	<ul style="list-style-type: none"> • Completed • Ongoing
Committee Work Programmes	<ul style="list-style-type: none"> • Chair and Vice Chair to review items for next meeting • Leader/CEX next update to include an assessment of staff welfare issues 	<ul style="list-style-type: none"> • Completed • Completed

O&S Management Committee – 18 January 2023		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Leader and Chief Executive	<ul style="list-style-type: none"> • Invite Leader and Chief Executive to OSMC every six months 	<ul style="list-style-type: none"> • June/July 2023
Q2 Performance Report	<ul style="list-style-type: none"> • Circulate follow up information to relevant O&S Committees 	<ul style="list-style-type: none"> • Ongoing
O&S Work Programmes 2023/24	<ul style="list-style-type: none"> • Process for developing work programmes agreed - implement • Work Programmes to be confirmed at the March 2023 meeting • Borough's MPs be invited to submit items 	<ul style="list-style-type: none"> • Completed • March 2023 • Completed
Exec/IEMD Forward Programmes	<ul style="list-style-type: none"> • Add the Tackling Poverty Strategy to the OSMC work programme 	<ul style="list-style-type: none"> • Completed
Committee Work Programmes	<ul style="list-style-type: none"> • Circulate report of the Estate Infrastructure T&FG to Members 	<ul style="list-style-type: none"> • Completed

O&S Management Committee – 22 February 2023		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Changes to Waste Collection	<ul style="list-style-type: none"> • Submit summary of discussion to Executive together with additional info 	<ul style="list-style-type: none"> • Completed
Customer Excellence Programme	<ul style="list-style-type: none"> • Draft Customer Experience Strategy to next meeting 	<ul style="list-style-type: none"> • Completed
O&S Annual Reports	<ul style="list-style-type: none"> • Agreed for submission to March Council 	<ul style="list-style-type: none"> • Completed