



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
TUESDAY 16 JANUARY 2024 AT 7.00 PM

Susan Parsonage
Chief Executive
Published on 8 January 2024

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/IOHz0a3rEdc?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

Alistair Neal (Chair)	Andrew Mickleburgh (Vice-Chair)	Andy Croy
Catherine Glover	Chris Johnson	Norman Jorgensen
Pauline Jorgensen	Adrian Mather	Stuart Munro
Caroline Smith	Alison Swaddle	

Substitutes

Charles Margetts	Graham Howe	Peter Dennis
Clive Jones	Morag Malvern	Rachelle Shepherd-DuBey
Bill Soane	Jane Ainslie	Ian Pittock
Phil Cunningham	Marie-Louise Weighill	

ITEM NO.	WARD	SUBJECT	PAGE NO.
56.		APOLOGIES To receive any apologies for absence.	
57.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 15 November 2023.	5 - 12
58.		DECLARATION OF INTEREST To receive any declarations of interest.	
59.		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	
60.		MEMBER QUESTION TIME To answer any Member questions.	
61.	None Specific	THAMES WATER To consider an update from Thames Water representatives following the discussion at the Committee's meeting on 12 June 2023.	13 - 16

62.	None Specific	LEADER & CHIEF EXECUTIVE To receive the six-monthly update from the Leader and Chief Executive on key challenges and opportunities facing the Council over the next period.	17 - 24
63.	None Specific	Q2 2023-24 CORPORATE PERFORMANCE REPORT To consider the Quarter 2 - 2023/24 - Corporate Performance Report – covering the period July to September 2023.	25 - 74
64.	None Specific	AFFORDABLE HOUSING STRATEGY To scrutinise the draft Affordable Housing Strategy prior to its submission to the Executive.	75 - 98
65.	None Specific	CONSIDERATION OF THE CURRENT EXECUTIVE AND IEMD FORWARD PROGRAMMES To consider the current published version of the Executive and Individual Executive Member Decision Forward Programmes.	99 - 108
66.	None Specific	COMMITTEE WORK PROGRAMMES To discuss the work programme of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees	109 - 120
67.	None Specific	ACTION TRACKER To consider the regular Action Tracker report.	121 - 124

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 15 NOVEMBER 2023 FROM 7.00 PM TO 10.35 PM

Committee Members Present

Councillors: Alistair Neal (Chair), Andrew Mickleburgh (Vice-Chair), Andy Croy, Norman Jorgensen, Pauline Jorgensen, Adrian Mather, Stuart Munro, Alison Swaddle, Chris Johnson, Catherine Glover and Caroline Smith

Other Councillors Present

Councillors: Sarah Kerr and Ian Shenton

Officers Present

Rebecca Bird, Senior Specialist, Communications, Engagement and Marketing
Richard Bisset, Lead Specialist, Place Clienting
Lewis Borges, Head of Customer Experience & Change
Steve Brown, Assistant Director, Environment & Safety
Neil Carr, Democratic and Electoral Services Specialist
Giorgio Framalocco, Director, Place & Growth
Jackie Whitney, Assistant Director, Customer & Change

45. APOLOGIES

There were no apologies for absence.

46. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 4 October 2023 were confirmed as a correct record and signed by the Chair.

47. DECLARATION OF INTEREST

There were no declarations of interest.

48. PUBLIC QUESTION TIME

There were no public questions.

49. MEMBER QUESTION TIME

In accordance with the agreed procedure the Chair invited Members to submit questions to the appropriate Members.

49.1 Councillor Gary Cowan asked the Chair the following question. In Councillor Cowan's absence, a written reply was provided, as set out below:

Agenda Item 51 – Unreasonably Persistent Complainants Policy

This policy suggests that the approach will only to be used in extreme circumstances but that was not the case of a resident who recently complained about allotment allocations where he was considered an Unreasonable Persistent Complaint and severe action was taken against him.

The report states that an unreasonable or an unreasonably persistent complainant can be:

- a complainant who has been responded to in full but still wishes to pursue the same complaint.

This assumes that, in all cases, the Council Officers' response is correct and the Complainant is wrong. That implies that the complaint in such a case is guilty without any right of appeal and action against them will be taken in accordance with policy.

My question: is it correct that if the Council Officers' reply is not correct can the policy be used to make the resident an Unreasonable Persistent Complainant and formal severe action be taken against them without the residents having a right to a formal appeal?

Answer

If a complainant is unhappy with the Council's response to their complaint, they can contact the Local Government and Social Care Ombudsman (LGSCO). This service can be accessed at any stage of the complaints process, although the LGSCO may decide not to investigate until the Council's own complaints process has been exhausted.

It is a free service and the LGSCO undertakes an independent investigation into whether the Council has made the right decision in the right way. The Council proactively provides signposting to the LGSCO following the end of its complaints process. Therefore, if a complainant is still unhappy with the way the Council has dealt with a complaint they have a route to escalate, which the Council would actively encourage.

The LGSCO has their own guidance that we have used to update the Council policy:

[Guidance on managing unreasonable complainant behaviour - Local Government and Social Care Ombudsman](#)

In terms of an appeal process for the policy, this is useful feedback and we will ensure that this is considered with other feedback from the Overview and Scrutiny Committee.

50. PROGRESS OF THE WASTE COLLECTION CHANGES PROJECT

The Committee considered a report and presentation, set out at Agenda pages 11 to 44, relating to progress on the Waste Collection Changes Project.

Ian Shenton, Executive Member for Environment, Sport and Leisure, attended the meeting to present the report supported by officers from the Place & Growth department and the Communication, Engagement and Marketing team. It was noted that a detailed briefing had also been provided for each political group on the Council.

The report stated that the Council was currently implementing the Waste Collection Changes project which was approaching its operational/delivery phase. From the summer of 2024, most households would be putting waste out in 180 litre black wheeled bins which would be emptied every fortnight. It was noted that around 700 properties with limited access would continue with the existing waste collection arrangements, i.e. blue bags.

Online communications had been provided for residents from October 2023 as the first part of a staged campaign. Detailed project briefings had also been provided for Members. Successful implementation of the project would reduce waste and deliver savings against the difficult financial challenges facing the Council. The waste collection changes were expected to boost the Borough's recycling rates from 54% to 64%. This would move the Council towards the top ten performers in the country.

The supporting presentation provided details on issues such as the aims of the waste collection service, types of container, presentation of waste containers, garden waste,

bulky waste collections, clinical waste, missed collections and assisted collections. It also gave details of the project governance arrangements including the monthly Member Engagement Programme Board.

Following the presentation, Members raised the following points and questions.

In identifying the properties continuing with blue bags due to limited access, how were these properties identified? It was confirmed that a Borough-wide property survey had been carried out in addition to conversations with refuse crews and elected Members.

Would service KPIs be amended to reflect the aims of the project and the new service? It was confirmed that KPIs were being reviewed in light of the project goals which were set out in the presentation – reduction in landfill tonnages; Carbon saving of 2,400t CO₂; increased recycling rate from 54% to 64%; circa £1m revenue savings per annum. Future reports could include KPIs and an update on project outcomes. It was noted that the Council's Climate Emergency Action Plan included a recycling target of 70%. This was seen as a "stretching" target.

Sainsbury's had removed its glass recycling bins. Would other facilities across the Borough be removed as well? It was confirmed that the Government had recently released a Simpler Recycling policy which required all councils to collect glass, metal, plastic, paper and card, food waste and garden waste by March 2026. The implications of this Government directive were being worked through with key partners including Veolia, re3 and the relevant professional bodies. It was noted that the current waste contract also ended in 2026.

In relation to the early stages of communication with residents about the changes, what feedback had been received to date? It was confirmed that some feedback had been received via social media and the Member workshops. Any feedback would be used to inform the project as it moved towards the operational stage, for example through the addition of new points on the Q&A pages. Any additional feedback from Members was welcomed. In relation to properties not moving to wheeled bins, each household would receive a letter explaining the situation.

In relation to fly tipping and example was given of people using litter bins to dispose of excess waste. It was important to tackle the causes of fly tipping as well as enforcement. It was confirmed that officers would look at this issue. It was also noted that a Scrutiny Task & Finish Group was being established to look at the provision and operation of litter bins across the Borough.

Would the service changes include consideration of a move to electric vehicles? It was confirmed that there was no Government directive to move to electric waste vehicles. This would be a cost-benefit consideration as part of the new contract procurement process.

In relation to the projected Revenue saving of £1m, what factors contributed to this saving? It was confirmed that the saving estimate had been the subject of external validation. The saving would be generated through a reduction in crews, vehicles, fuel and reduced levels of landfill. Work was ongoing with Veolia and re3 on the delivery of savings through the new arrangements.

In relation to lost, damaged or stolen bins, who was responsible for paying for any replacement bins? It was confirmed that the home owner was responsible for payment for

a replacement bin. In relation to residents moving into a property, the bin should have been left behind by the previous occupants. If not, the new occupants were responsible for the purchase of a new bin. The cost of a replacement bin would be £40 with delivery within 15 working days.

There was concern about the closing off of comments on the Council's Facebook page. It was confirmed that staff resource was an issue, e.g. one post could generate hundreds of comments. In the meantime, the Waste and Recycling Newsletter, containing the latest updates, was published every two weeks.

Was there potential for a "super recycler" scheme for residents who did not require a wheeled bin? It was confirmed that the plan was for a bin to be delivered to every property with the exception of limited access properties. However, officers would look at the potential for recognising super recyclers. If residents wished to share a bin with neighbours, officers would look at the collection of redundant bins.

Were residents required to put plastic bags inside the wheeled bin to hold the waste? It was confirmed that the use of plastic bags was not compulsory. Residents had the discretion to purchase their own plastic bags.

In relation to the "No Thank You" items on page 19 of the Agenda, what was the arrangement for used batteries? It was becoming more difficult to recycle batteries in local shops. It was confirmed that batteries could be recycled at the Shute End offices and other locations indicated on the Council website. Increased use of libraries for recycling of batteries would also be considered. It was also intended to carry out a trial for the recycling of soft plastics during 2024.

RESOLVED That:

- 1) Ian Shenton and the supporting officers be thanked for attending the meeting to brief the Committee and answer Member questions;
- 2) the presentation and update on progress relating to the Waste Collection Changes project be noted;
- 3) Member comments and questions on the project be fed back to the relevant project groups for further consideration;
- 4) the Executive Member and Director review the service KPI's to reflect the project goals and outcomes, with a report back to the Committee in due course;
- 5) the Committee receive a further update report in early summer 2024, prior to the implementation of the proposed service changes;
- 6) Member briefing sessions on the service changes be arranged following the May 2024 elections.

51. UNREASONABLY PERSISTENT COMPLAINANTS POLICY

The Committee considered a report, set out at Agenda pages 45 to 56, which gave details of an updated Unreasonably Persistent Complainants Policy.

Sarah Kerr, Executive Member for Climate Emergency and Resident Services, supported by officers, attended the meeting to present the report and answer Member questions.

The report stated that the Unreasonably Persistent Complainants Policy (UPCP) had been updated to reflect the Council's approach to people who complain in an unreasonable or persistent manner about a particular topic. The policy should be considered in conjunction with the Council's Corporate Complaints Policy which set out the process for making a complaint. Use of the UPCP was very rare and, currently, there were no residents falling within its remit.

The report stated that the updated UPCP set out a clear and transparent process for officers to follow and the circumstances when the policy should be applied. The aim was not to deter complainants. It was to arrive at a satisfactory resolution and to provide clear guidance on what complainants could expect and the decision making process. The policy was consistent with best practice advice from the Local Government and Social Care Ombudsman.

In the ensuing discussion, Members raised the following points and questions.

It was noted that the updated policy complied with the principles of plain English. It would have been useful for track changes to have been used so that Members could see the updates to the previous policy.

The earlier Member question from Councillor Gary Cowan suggested that a formal right of appeal should be available to residents who came under the UPCP. Could this suggestion be considered? It was confirmed that officers would review the potential for an appeals process as suggested by Councillor Cowan.

If a complainant was moving towards "persistent" status, what checks and balances were in place to ensure that officers were acting in line with the policy? It was confirmed that corporate complaints officers were embedded within service areas with the aim of sharing best practice. Any move to the UPCP would be referred to the relevant head of service for consideration. If Members had been involved in the complaint, they would be made aware of the steps being taken. It was not felt appropriate for Members to be involved in the decision making on the application of the UPCP.

RESOLVED That:

- 1) Sarah Kerr and the supporting officers be thanked for attending the meeting to present the report and answer Member questions;
- 2) Member comments and questions be fed into the development of the Unreasonably Persistent Complainants Policy;
- 3) the Committee receive feedback on any further changes to the policy prior to its submission to the Executive.

52. COUNCIL MOTIONS

The Committee considered a report, set out at Agenda pages 57 to 76, which gave details of progress against Council Motions agreed over the past three years.

The report included a list of Motions approved by Council (Annex A), the full wording of each Motion (Annex B) and a summary of actions taken to implement the Motions. The Committee had requested an annual update on progress against Motions as, previously, there had been no feedback loop to inform Members about the actions taken.

In the ensuing discussion, Members raised the following points and questions.

Once fully updated, the schedule setting out progress against each Motion should be circulated to all Members.

The annual update report should set out which Motions had been fully implemented and, as a result, been removed from the schedule.

Motion 500 – progress against requests for pedestrian crossings and traffic calming, etc. made through petitions was not yet included in the published schedule. This should be addressed in order to comply with the Motion.

Motion 502 – Borough of Sanctuary – clarify the wording in relation to refugees versus migrants and update progress on achieving Borough of Sanctuary status.

Clarify the process to be followed if the sponsoring Member is not happy with progress, or lack of progress, relating to the Motion.

Officers be requested to review the process for searching the Council website for items relating to the decision making process.

RESOLVED That:

- 1) the annual update on progress against Council Motions be noted;
- 2) the schedule setting out progress against Motions be updated to reflect Member comments and questions raised at the meeting;
- 3) once updated, the relevant schedule be circulated to all Members;
- 4) officers consider the process for sponsoring Members to be updated on progress against the relevant Motion.

53. EXECUTIVE AND IEMD FORWARD PROGRAMMES

The Committee considered a copy of the Executive and IEMD Forward Programmes, as set out on Agenda pages 77 to 86.

RESOLVED: That the Executive and IEMD Forward Programmes be noted.

54. O&S COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 87 to 102.

New Council Constitution – it was suggested that the relevant Overview and Scrutiny section of the new Council Constitution be considered by the Committee in 2024.

RESOLVED: That the Overview and Scrutiny Committee work programmes be noted.

55. ACTION TRACKER

The Committee considered the regular Action Tracker report, set out at Agenda pages 103 to 106.

RESOLVED: That the Action Tracker report be noted.

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TITLE	Thames Water
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 16 January 2024
WARD	None Specific
LEAD OFFICER	Neil Carr - Scrutiny Officer

OUTCOME / BENEFITS TO THE COMMUNITY

The role of Overview & Scrutiny is to hold the Council's leadership and key public service providers to account. Scrutiny also acts as the voice of local residents, ensuring that issues of importance and concern are scrutinised publicly.

Residents and community groups have confirmed that the discharge of sewage into rivers and waterways in the Borough is unacceptable. Wokingham Borough is home to rivers and streams of significant importance. Members are keen to understand the steps being taken by Thames Water to address issues such as the discharge of sewage into local watercourses along with the company's plans to secure future investment and the potential impact on its customers.

RECOMMENDATION

The Committee is requested to:

- 1) consider the update provided by representatives of Thames Water;
- 2) update and revise the action points agreed at the Committee's meeting in June 2023.

SUMMARY OF REPORT

Richard Aylard, Thames Water's Sustainability Director, attended the Committee's meeting on 12 June 2023 to give a presentation and answer Member questions on matters of interest to residents and local communities. James Bentley, Thames Water's Operations Director, joined Richard for the Q&A which followed the presentation. The presentation covered a range of issues including the operation of a sewage treatment works, causes of storm discharge into rivers and Thames Water's future investment plans for sites in the Borough.

Following the discussion, a number of action points were agreed including site visits, briefings for Town and Parish Councils, follow-up discussions with WBC officers and the sharing of financial and performance data. The report sets out progress made against the action points.

Thames Water were invited to attend the Committee's meeting on 16 January 2024 in order to consider progress and discuss any supplementary issues.

Background

As Members will recall, Richard Aylard, Thames Water's Sustainability Director, attended the Committee's meeting on 12 June 2023 to give a presentation and answer Member questions on matters of interest to residents and local communities. James Bentley, Thames Water's Operations Director, joined Richard for the Q&A which followed the presentation. The presentation covered the following issues:

- How does a sewage treatment works operate?
- Why do flows increase after rainfall? Causes - infiltration, missed and unauthorised connections, inundation and physical damage.
- Why do flows increase after rainfall – dual manholes.
- Impacts on river water quality – reasons for not achieving Good status in the Thames River Basin.
- Event Duration Monitor (EDM) – showing the number and duration of overflows at sites in the Borough.
- Storm Discharge Interactive Map – showing storm discharge activity indicated by Thames Water's EDM at sites in the Borough. The map has been updated to include improvement plans.
- Thames Water Investment Plans in Wokingham Borough:
 - Arborfield Sewage Treatment Works (STW) – an upgrade is planned to improve the ability to treat the volumes of incoming sewage, reducing the need for untreated discharges in wet weather. Due to complete in 2026.
 - Remenham STW – is a small treatment works, currently operating well with no major upgrade schemes planned.
 - Longwater STW – ongoing work to improve the efficiency of its sludge system.
 - Ash Ridge (Wokingham) STW – an upgrade is planned to improve the ability to treat the volumes of incoming sewage, reducing the need for untreated discharges in wet weather;
 - New Mill STW – is currently operating well and there are no plans for major upgrade schemes.
 - Wargrave STW – is being upgraded to improve its ability to treat the volumes of incoming sewage, reducing the need for untreated discharges. The scheme is due to complete in 2026. Assessments for future upgrades are also being considered to cater for future growth in the Wargrave system.

Members found the presentation very useful. It was followed by a constructive debate on a number of key issues. Obviously, since then there have been significant changes at Thames Water, with a change of Chief Executive and ongoing financial challenges.

Members emphasised the role of Overview & Scrutiny in holding the Council's leadership and key public service providers to account. Scrutiny also acted as the voice of local residents, ensuring that issues of importance and concern are scrutinised publicly.

Members confirmed that residents and community groups had confirmed that the discharge of sewage into rivers and waterways was unacceptable. Wokingham Borough is home to rivers and streams of significant importance and Members were pleased to see that Thames Water recognised that urgent action was required.

At the meeting on 12 June 2023, a number of action points were agreed. These are set out below, together with a summary of progress.

- Thames Water undertook to arrange a site visit for up to six people at the Wargrave Sewage Treatment plant – the site visit took place on 30 November 2023.
- Thames Water agreed to provide briefings on issues such as sewage discharge, water leakages and investment plans for Town and Parish Councils and community groups, on request – Thames Water representatives have been invited to attend a meeting of the Borough Parish Liaison Forum in 2024.
- Councillor Chris Johnson raised issues about the performance of the Grazeley Road/Three Mile Cross pumping stations – Thames Water agreed to investigate and provide a written answer.
- Thames Water was currently working on a submission to Ofwat on the price review process – it was agreed that the submission be shared with WBC Members once it was ready for circulation.
- In response to a question about the payment of dividends to shareholders and the movement of funds to the company's internal stakeholders, Thames Water agreed to provide a written response.
- Thames Water agreed to provide feedback on the level of water leakages in the Borough and the action plan/investment in place to address this matter.
- A joint meeting was agreed for September 2023 when Thames Water would brief WBC Members and officers on the roll-out of smart meters in 2024 – the briefing took place on 29 September 2023.
- It was agreed that Thames Water and WBC officers would meet to discuss issues relating to delays in the adoption of infrastructure linked to new housing development in the Borough.
- Thames Water agreed to further discussions with local Members and residents on the learning points from the sink hole incidents in Elms Lane and Evendons.
- The Committee invited Thames Water representatives to attend its meeting on 16 January 2024 in order to discuss progress on the matters set out above.

Following an update from the Thames Water representatives, Members will be able to ask questions on progress and to raise any new issues of interest/concern for local residents.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council continues to face severe financial challenges over the coming years as a result of reductions to public sector funding and growing pressures in our statutory services. It is estimated that Wokingham Borough Council will be required to make budget reductions of approximately £20m over the next three years and all Executive decisions should be made in this context.

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

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

Protection and enhancement of the environment, including rivers and waterways in the Borough, is a key aim of the Council's Climate Emergency Action Plan.

List of Background Papers

None

Contact Neil Carr	Service Resources and Assets
Telephone No 0118 974 6000	Email neil.carr@wokingham.gov.uk
Date 5 January 2024	Version No. 1.0

Chief Exec & Leader Update

Overview & Scrutiny

17

January 2024



An update on the Challenges

Finance



Financial pressures continue to be felt, inflation is high, income low and all budgets are under pressure

CLT and Executive continue to work together on areas of savings, including taking those difficult decisions when they are needed

Cost of Living



Cost of Living Crisis, rising inflation and growing financial pressure on our communities

Support via the Tackling Poverty Action Plan, including the seed funding of a 'community store' and an 'school uniform' project for education

Partnership



Inconsistency in partnership relationships, leading to missed opportunities for collaboration

Progressing the development of a vision for the borough, alongside continued strengthening of the relationships with our school community, Town and Parish Councils and our VCS partners

Demand



Demand and complexity of need continues to rise, especially in Adults, Childrens and Housing

Cross council working on key areas of need, led through CLT and focused on early intervention and support to manage demand

Reading Uni/Wokingham Borough Council Strategic Partnership



19 **Climate and environmental sustainability**



Art, heritage and culture



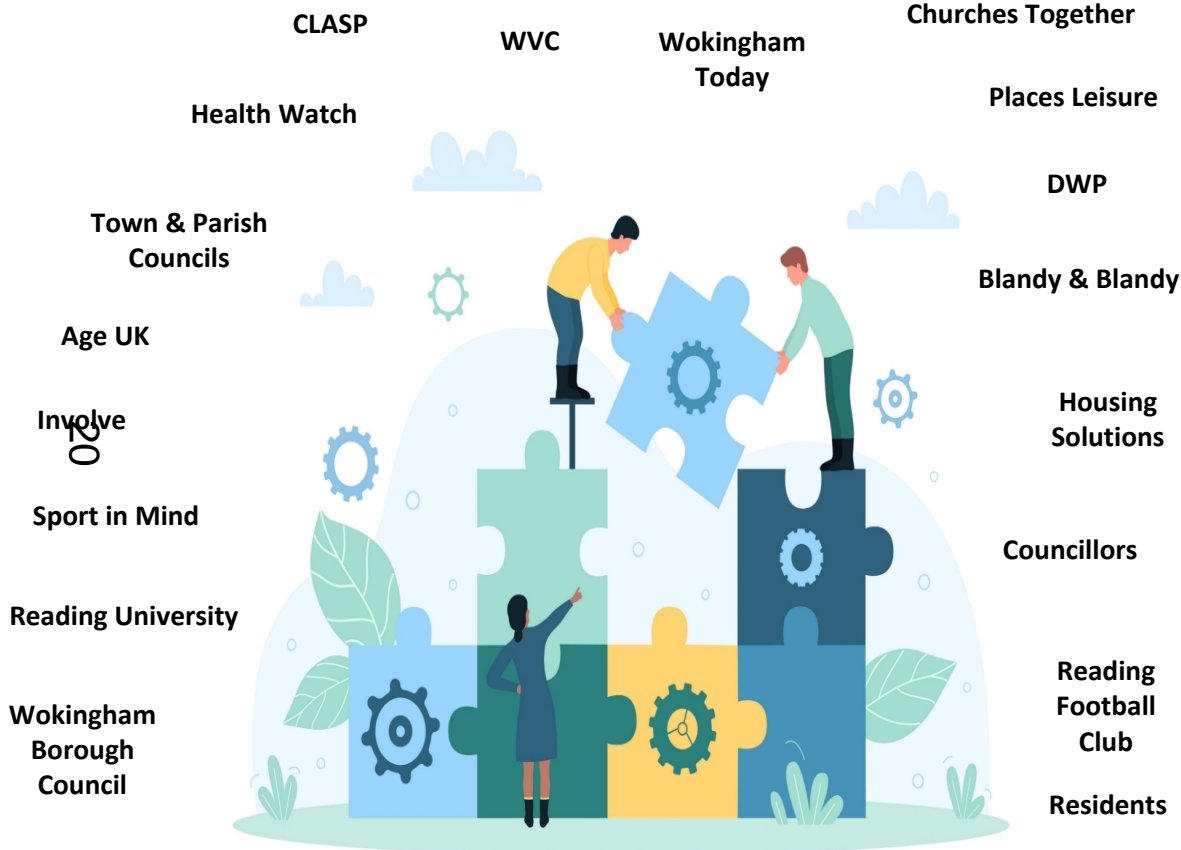
Economic development and growth



Participatory Action Research

A Strategic programme of work across shared areas of community interest and impact. Nominated leads from across the University and the Council, focused on jointly delivering on key themes & outcomes for our community.

Community vision | Shaping the vision together with partners



Partner Steering Group

Partners working together gathering input from the community to shape and co-design strategy.

- All partners are using their existing networks and connections to promote the vision work and gather input – better targeting of seldom heard groups
- Partners acting as Chair and Deputy and providing a monthly place to meet
- Young people involved in designing a Community Vision logo – Youth Council and Reading University
- Partners have used their own communication and engagement channels to promote the online survey
- Digital collaboration area for all partners to use
- Analysing input together to co-design and create the vision - December to February

The Council is a partner at the table, but also acts as convener

Making an impact

Care Home purchased to support vulnerable residents
New Council website launched to support residents access information and advice digitally

21

July 23

Free job fair to help local people find work
Oak Tree Special School opened in September 2023 welcoming 54 pupils
Social workers recognised for years of dedication

September 23

First WBC/Reading Uni partnership board held
Winner of the 'Excellence in Community-led Decision Making' category at the Affordable Housing awards
White Ribbon accreditation received

November 23

August 23

£40,000 'Surviving Winter' crowdfund awarded to local VCS groups
New park and ride services launched at Thames Valley Park and Ride

October 23

Free advice to make residents homes more energy efficient
Seed funded a local Community store and school uniform initiatives

December 23


First ever best dressed window competition
Topping out ceremony at Gorse Ride
Children welcomed to new SEND early years centre (Farley Hill)

Community Impact – a case study

You're Funding Your Community

- Launched in October to show the faces and work WBC does in our communities
- Helps residents see the work they fund through council tax
- Goes hand in hand with our Fair Funding Deal campaign
- 14 colleague and partner stories on work being undertaken to help residents
- 2 • Demonstrates how Council services make a huge difference to those who are vulnerable in our community

MEET AGA
PREVENTION TEAM



"I help and support those living in our borough to manage health conditions and reduce the impact and severity of some symptoms."

WOLINGHAM
Matches

YOU'RE FUNDING YOUR COMMUNITY

MEET RACHEL
SPORT AND LEISURE TEAM



"I help borough residents living with decreased mobility, learning disabilities and long-term health conditions become more confident and active through exercise."

WOLINGHAM
Matches

YOU'RE FUNDING YOUR COMMUNITY

MEET JAYNE
THE FRIENDSHIP ALLIANCE



"I work for a local charity, the Link Visiting Scheme, to promote friendship and reduce the impact of loneliness and isolation for older people and my role is funded by Wokingham Borough Council."

WOLINGHAM
Matches

YOU'RE FUNDING YOUR COMMUNITY

MEET GINA
ANTI-SOCIAL BEHAVIOUR TEAM




"My team investigates complaints from residents and helps them resolve the issues they may have."

"Sometimes we're able to resolve by listening with all parties and reaching an agreement or taking enforcement action, including issuing fines where appropriate."

WOLINGHAM
Matches

YOU'RE FUNDING YOUR COMMUNITY

MEET CAROL
THE LINK VISITING SCHEME



"Through the work of our charity, with help and support from the council, we've seen lives transformed, adding thousands of hours of friendship, laughter and fun to people who had felt forgotten."

WOLINGHAM
Matches

YOU'RE FUNDING YOUR COMMUNITY

MEET SHANE
SPORT AND LEISURE TEAM



"My role covers both falls prevention and the moving with confidence programme."

"I work closely with residents in need of extra support to understand what they enjoy doing and what help they need to break down the barriers to allow them to do what they love. This may involve an exercise class, gym session or a home visit."

WOLINGHAM
Matches

YOU'RE FUNDING YOUR COMMUNITY

Next Steps

- Continuing to provide a safe budget position now and in future years for the organisation, whilst protecting the most vulnerable within the Borough
- Moving forward with our Vision for the Borough, through co-production and community engagement
- Work in partnerships with more organisations to drive better outcomes for our borough

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TITLE	Quarter 2 23/24 Performance Monitoring Report
FOR CONSIDERATION BY	Overview & Scrutiny Management Committee on 16 th January 2024
WARD	(All Wards);
LEAD POLITICIAN	Stephen Conway – Leader of the Council
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 2 KPIs shows continued good performance despite significant continued challenges to delivery. The highlights of quarter 2 for the Council include:

- Two of our social workers were recognised for their commitment through the 2023 Social Worker of the Year Awards. Jan Ledbrook was nominated for Team Leader of the Year and Jen Daines was nominated for Adult Social Worker of the Year.
- Shortlisted as finalist at the Affordable Housing Awards in Excellence in Community Led Decision Making for the Tenant and Landlord Improvement Panel and the Tenant Charter.
- Sustained performance in collections of council tax and business rates against the wider context of cost of living
- Oak Tree Free Special School opened in September, welcoming 54 pupils.

Looking forward, whilst inflation has decreased it still continues to combine with higher interest rates to cause challenges. Inflation drives up the costs of everything the council does, and higher interest rates make borrowing money for capital investment more expensive. The council is also seeing increasing demand to many services which is also compounded with more complex issues. The current projected revenue monitoring position from the end of the year is running with a forecast overspend of approximately £3.6 million.

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

Background

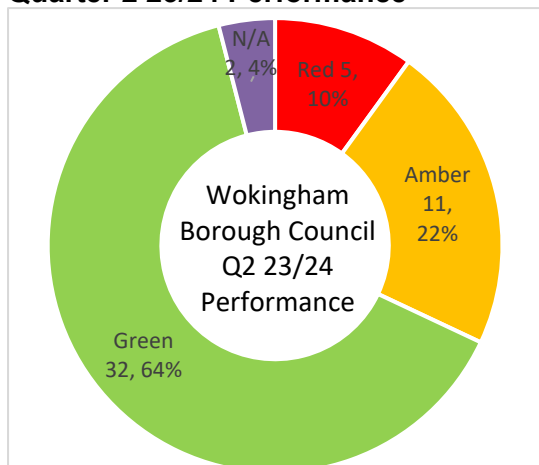
- The Council's Key Performance Indicators (KPIs) measure how well each service is delivering against its current objectives.
- This performance report and appendices covers Q2 2023/24 July, August and September 2023.
- Where available benchmarking information is included to give greater context.
- Each 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

The Council provides a wide range of services to its residents and so the reporting of a single bottom line is not possible. For this reason, the Council uses a balanced scorecard approach, reporting a mixture of KPIs covering service activity, financial performance, indicators on the health of the work force and customer excellence scores. The following analysis is intended to give a picture of the overall health of the Councils performance at the top level and to highlight areas performing below target, the actions being taken to improve this, and the challenges faced.

Quarter 2 23/24 Performance



Quarter 2 KPIs show continued robust performance despite 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 half year. Despite this, the majority of KPIs, 32, are Green, 11 are Amber and 5 are Red. 2 KPIs are untargeted.

Red KPIs in Quarter 2 2023/24

The following information below gives details of the KPIs reported as Red in Q2 23/24 with background and context of performance and the corrective action being taken.

PG8 – Total household tonnes

16813.49 tonnes of household waste were collected in Q2 slightly above the 16500-tonne target. Compared to Q1 there has been a significant decrease of total household tonnes by 1781.57t which is significant. Several comms pieces highlighting recycling and waste reduction have been sent out and this is likely to have assisted in this reduction.

PG9 – All recorded crime in Wokingham borough (excluding fraud) (sourced from data.police.uk)

The number of crimes has declined from 2397 in Q1 to 2286 in Q2 which remains above the 1925 crimes a quarter target.

Whilst the number of crimes has declined slightly since Q1 the total remains high and above target. Most crime categories have seen an increase in Q1. This is mainly driven by, Theft from Businesses, Shoplifting and Theft from a Vehicle offences. Trend and Hotspot data is being discussed at both the multi-agency problem solving tasking group & the Community Safety Partnership. The Chief Constable attended full council to discuss the issue with members and initiatives to support shops with the increase of shoplifting including a self-reporting tool, banning notices and an enforcement operation are under development.

PG13A - Completion of standard works orders within 28 days (Highways)

866 or 42.7% of work orders were completed within 28 days, up from 40.7% in Q1. Although the 28-day standard works orders have slightly improved in Q2, they are still below target. Measures have been put in place since October and an additional gang has been deployed to remove the backlog of works. The previous issues around the 'lead in' times for works requiring road-closures, which was originally a 3-month process, has been reduced to 14 days, for most of the 28-day orders. Extra support with programming has been put in place, to further help with improving this KPI.

The benchmarking charts in appendix A provide an overview of the borough's road condition, compared to other councils in the Southeast (SE) and the UK. Over the last few years, the borough's 'A' roads and motorways have remained consistent at 4% (in need of maintenance), which is substantially lower than the SE average of 11%. Our B, C and unclassified network have shown a slight increase in deterioration over the last 2 years, moving from 2% to 4% (in need of maintenance). This is still lower than the SE average which is currently around 4.5%.

The numbers are lower than we would like, and we are working with the contractor to come up with an action plan. Our contractors understand that there is a backlog, and we've reassessed our resource to tackle the workload, as well as working with the Highways assets team to manage works requiring road closures.

RA10 – Revenue monitoring forecast position

The revenue overspend has increased from 1.6% in Q1 to 2.0% in Q2.

Budget and forecast to be monitored as normal on a monthly basis and reported to Directors and Members with the aim to try and bring the overspend as close to zero as possible if and when opportunities arise.

CS1 – Percentage of Continuous Assessments (Childrens) completed within 45 working days

The service aims to complete 80% of the assessments withing 45 working days and in Q2 this 68% was achieved.

There is a focus on bringing performance back in line following the dip in the Q4 2022-23 due to the levels of absence and higher number of Assessments. New processes were fully implemented and are now being monitored for impact. Day 25 supervisions are booked, providing an effective mechanism to address issues about potential delays earlier. In addition, daily open assessment reports are provided to the service to inform the daily allocation meetings - which means that assessments can allocated and commenced more promptly.

KPIs without Targets

There is currently 2 KPI without a target, reported as N/A. PG2 – Number of households in emergency nightly-let/B&B accommodation is reported to give visibility of the level of demand experienced by the housing service and its associated risks. Targeting of this KPI may drive the wrong behaviour and has limited value. CEX8 - Proportion of Wokingham resident pupils eligible for FSM in Wokingham borough schools has no result this quarter as the information is not collected from schools through the summer holiday.

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)	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

None

Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)

This report covers the whole of the Council's operations.

Public Sector Equality Duty

This report covers a full range of services across the council. It is for noting and discussion and does not contain recommendations for approval that would involve a policy or service alteration that would have implications upon people with protected characteristics under the Public Sector Equality Duty.

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

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

N/A

List of Background Papers

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

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Appendix A: Quarter 2 2023/24 Key Performance Indicators Wokingham Borough Council



Overview

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

Top Wins

- Sustained performance in collections of council tax and business rates against the wider context of cost of living
- 3229 attendees to our prevention services delivered across the 3 live well gyms at Carnival Hub, Bulmershe and Loddon Valley including 27 cancer rehab and 436 cardiac rehab participants.

Top Opportunities

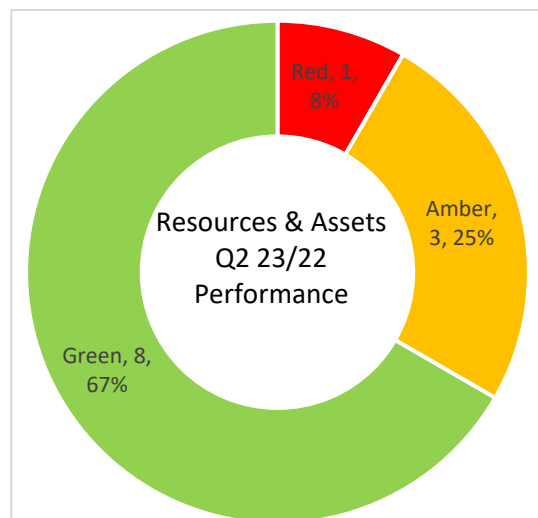
- Engaging with OSMC and the public in the budget setting process.
- Review of the constitution to streamline and improve efficiency of the Councils governance processes.
- Developing the leisure offer through the extension of the boxing hub.

Challenges

- Continued financial challenges with more extreme pressure on the revenue position
- Cost of living increasing volatility in leisure spend.
- Ongoing external challenges impacting the closure of accounts.

Quarter 2 Performance Summary

- 3 KPIs are reported as slightly-off target Amber
- 8 of KPIs achieving target, Green
- No KPIs are reported as Pending
- No KPIs are reported as N/A
- 1 KPI is reported as below target, Red



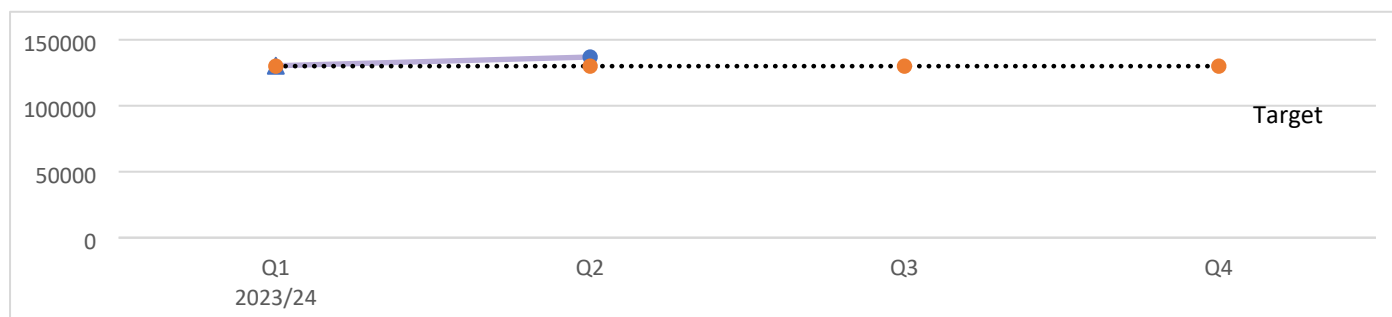
Appendix E-1: Resources & Assets Key Performance Indicators 2023/24 Summary Table

Ref	Description	RAG Q1	DoT Q1	RAG Q2	DoT Q2
RA1A	Junior activities – attendances for junior swim/fitness and swimming lessons	Green	Better	Green	Better
RA1B	All centre attendances – gym, swim, group ex	Green	Better	Green	Better
RA2	Participation in leisure activities to support those who may be experiencing social isolation (Moving with Confidence programme & Active Ageing programme).	Green	Better	Green	Better
RA3	Completion to time and budget of regeneration projects (Residential Works)	Amber	Better	Amber	N/A
RA4	Occupancy rate of WBC-owned Regeneration units	Green	Worse	Green	Better
RA5	Council Tax Collections	Amber	Worse	Green	Better
RA6	Business rates collection	Amber	Worse	Green	Better
RA7	Return on investment portfolio - Property Investment Fund	Amber	Better	Amber	Better
RA8	Number of Freedom of information requests handled within statutory time frames.	Green	No Change	Amber	Worse
RA9	Number of data breaches reported to the ICO working days of decision to hold them	Green	No Change	Green	No Change
RA10	Revenue monitoring forecast position	Amber	Worse	Red	Worse
RA11	Capital monitoring forecast position	Green	Better	Green	Better

Appendix E-2: Resources & Assets Key Performance Indicators 2023/24 Detailed Information

RA1A – All centre Junior activities – attendances for junior swim/fitness and swimming lessons

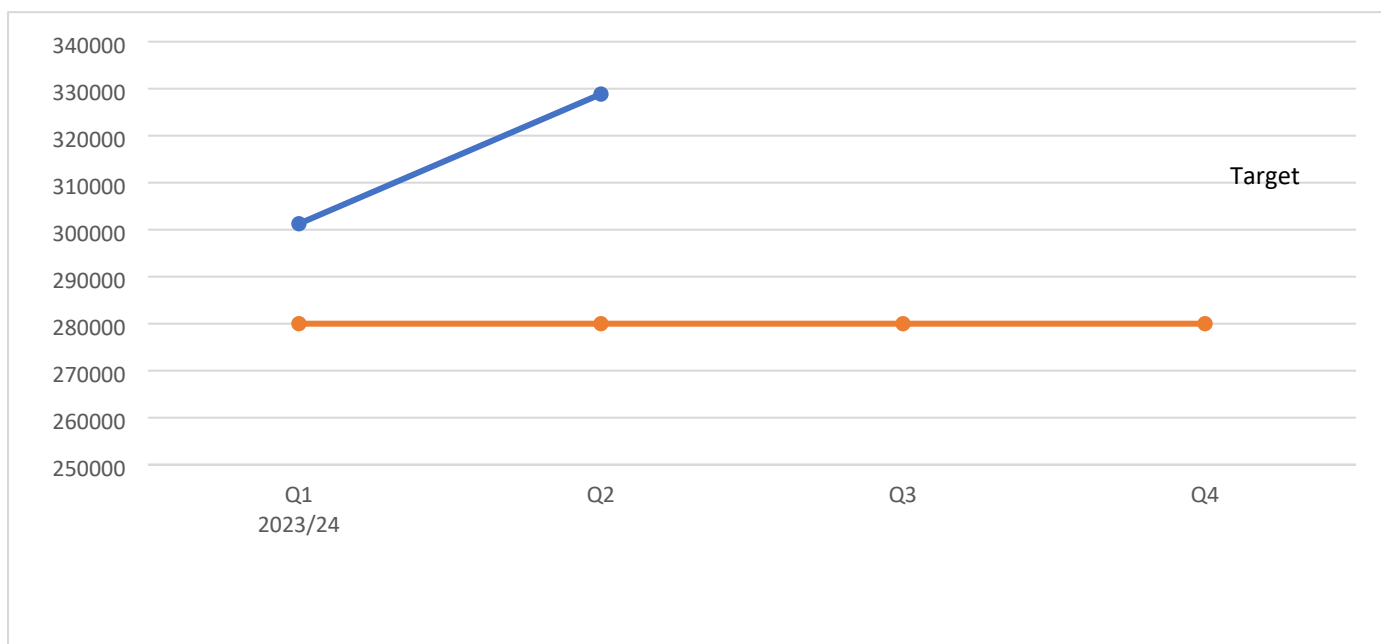
Period	Actual	Target	RAG	DoT
Q1 23/24	130311	130000	Green	Better
Q2 23/24	136923	130000	Green	Better
Q3 23/24		130000		
Q4 23/24		130000		
Year End				



Service Narrative: We have seen a consistent attendance overall at all our junior sessions, to encourage as much attendance as possible there has also been an introduction of our ‘born to move sessions’ at Wokingham, Loddon and Bulmershe, the instructor led virtual classes are for children aged 8-12, sessions include dance, martial arts, yoga etc.

RA1B – All centre attendances including Junior activities – gym, swim, group ex

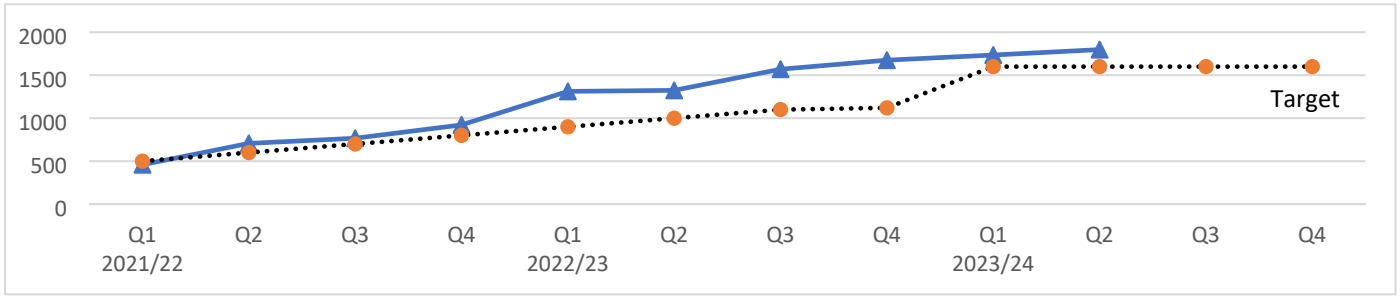
Period	Actual	Target	RAG	DoT
Q1 23/24	301266	280000	Green	Better
Q2 23/24	328854	280000	Green	Better
Q3 23/24		280000		
Q4 23/24		280000		
Year End				



Service Narrative: Attendance continues to increase, this is particularly positive in the last quarter due to being the summer months, we have seen particular growth in swimming lessons, general swim and gym members with a 12% across the board. Carnival Hub continues to grow in members, events across all centres have continued to take place such as cultural events, roller skating, football tournaments and dance competitions

RA2 – Participation in leisure activities to support those who may be experiencing social isolation (Moving with Confidence programme & Active Ageing programme).

Period	Actual	Target	RAG	DoT
Q1 23/24	1735	1130	Green	Better
Q2 23/24	1798	1130	Green	Better
Q3 23/24		1130		
Q4 23/24		1130		
Year End				



Service Narrative: Demand is still high for all our sessions with particular our one to one home visits in Moving with Confidence and those sessions taking place in our care homes, seeing a review of where we deliver for potential to expand. Dementia friendly sessions still play a key part in our offering with team working hard on themed sessions which allows the participants to really engage, positive feedback from the carers continues with the dedicated time of the sessions for downtime and chat to support the social value of the programme.

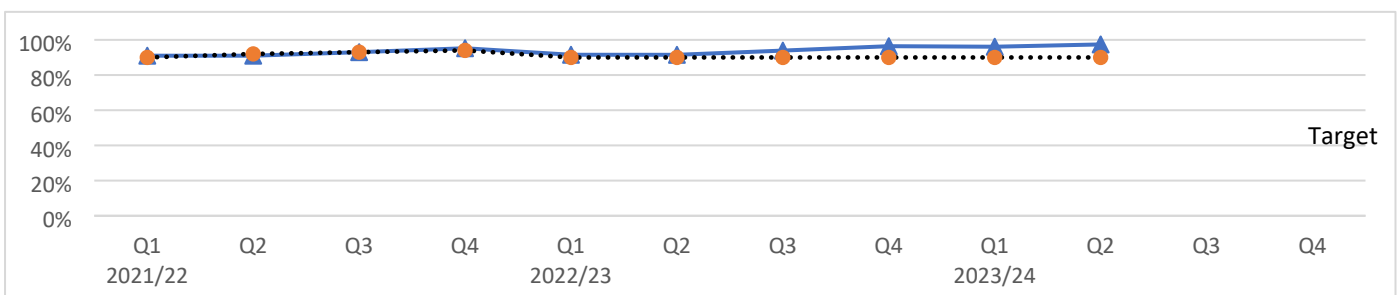
RA3 – Completion to time and budget of regeneration projects (Residential Works)

Period	Actual	Target	RAG	DoT
Q1 23/24	Amber	Green	Amber	Better
Q2 23/24	Amber	Green	Amber	N/A
Q3 23/24		Green		
Q4 23/24		Green		
Year End		Green		

Service Narrative: Work has progressed this quarter and we expect to appoint a new contractor shortly to complete the construction works and complete the building. Early indications are that works could be completed within existing budget allocation (to be confirmed with appointment of contractor).

RA4 – Occupancy rate of WBC-owned Regeneration units

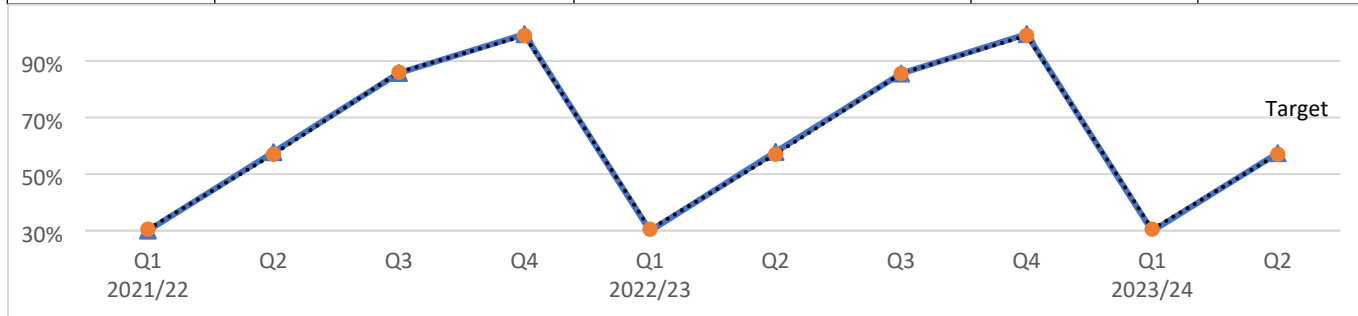
Period	Actual	Target	RAG	DoT
Q1 23/24	96.1%	90%	Green	Worse
Q2 23/24	97.4%	90%	Green	Better
Q3 23/24				
Q4 23/24				
Year End				



Service Narrative: The town centre regeneration portfolio has experienced a strong quarter's performance against continued market and economic uncertainty for high street retailers. One property deal completed in the quarter with a new lease on the empty Peach Place unit (formerly the eActive Healthy Women's gym).

RA5 – Council Tax Collections

Period	Actual	Target	RAG	DoT
Q1 23/24	29.84%	30.5%	Amber	No change
Q2 23/24	57.39%	57%	Green	Better
Q3 23/24		86%		
Q4 23/24		99%		
Year End				

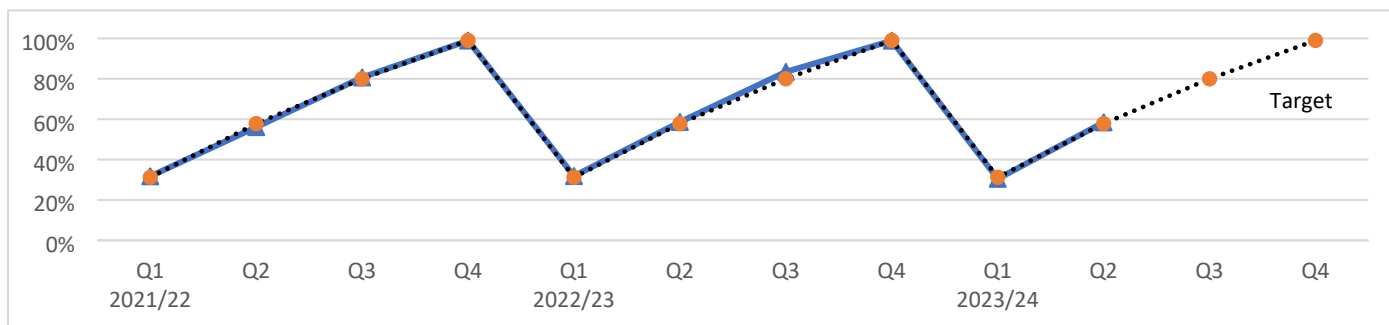


Service Narrative:

Collection rates remain strong with a level performance against the same time last year. Recently released results show that Wokingham had the top collection rates in the country for last year.

RA6 – Business rates collection

Period	Actual	Target	RAG	DoT
Q1 23/24	30.5%	31.2%	Amber	No Change
Q2 23/24	58.44%	58%	Green	Better
Q3 23/24		80%		
Q4 23/24		99%		
Year End				

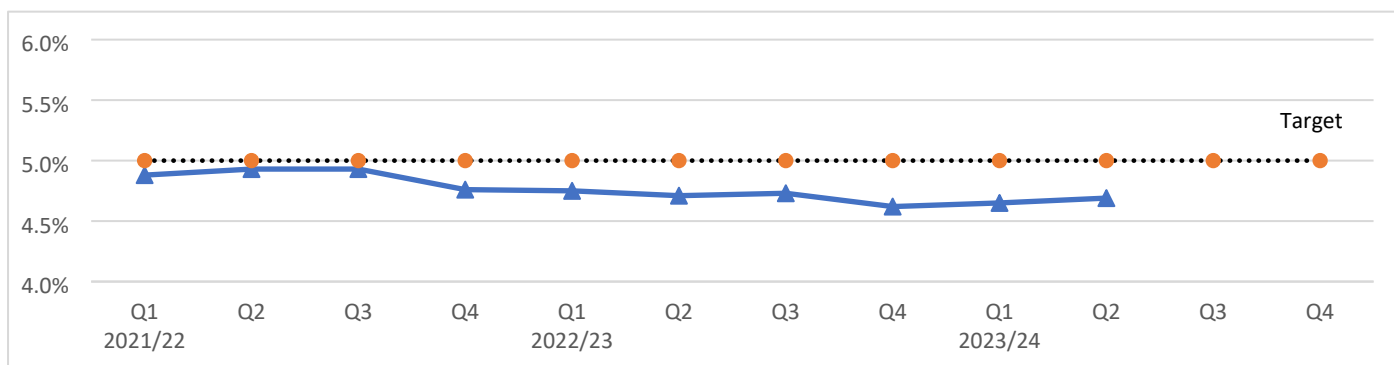


Service Narrative:

Collection rates remain strong with a level performance against the same time last year.

RA7 – Return on investment portfolio - Property Investment Fund

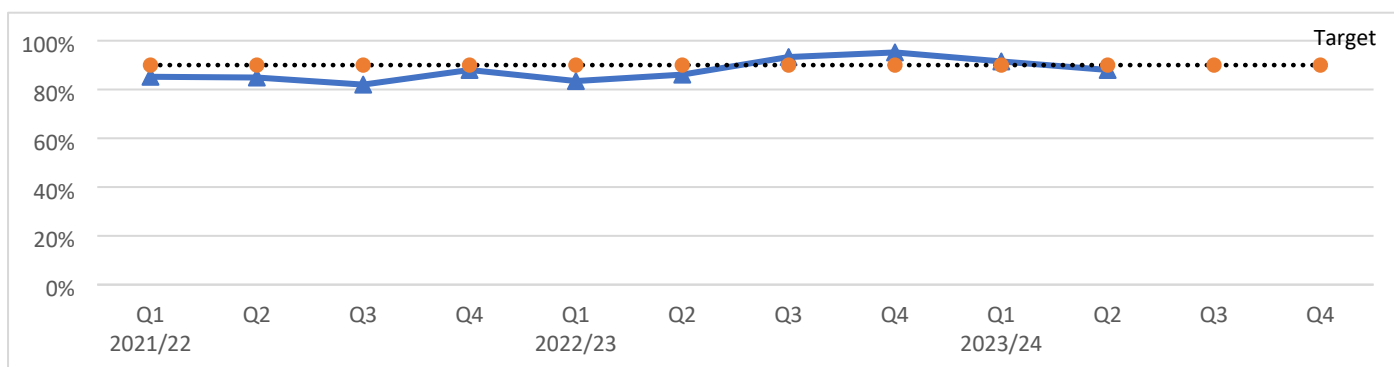
Period	Actual	Target	RAG	DoT
Q1 23/24	4.65%	5%	Amber	Better
Q2 23/24	4.69%	5%	Amber	Better
Q3 23/24		5%		
Q4 23/24		5%		
Year End				



Service Narrative: In Q2 there was a small upward movement on the return on investment (ROI) when compared to Q1. This reflects upward planned changes in rental levels within the portfolio. Through continued active management of the assets within the portfolio we will retain existing tenants and achieve new lettings both will lead to a continuous improvement on the ROI.

RA8 – Number of Freedom of information requests handled within statutory time frames.

Period	Actual	Target	RAG	DoT
Q1 23/24	91.5%	90%	Green	No change
Q2 23/24	88.0%	90%	Amber	Worse
Q3 23/24		90%		
Q4 23/24		90%		
Year End				



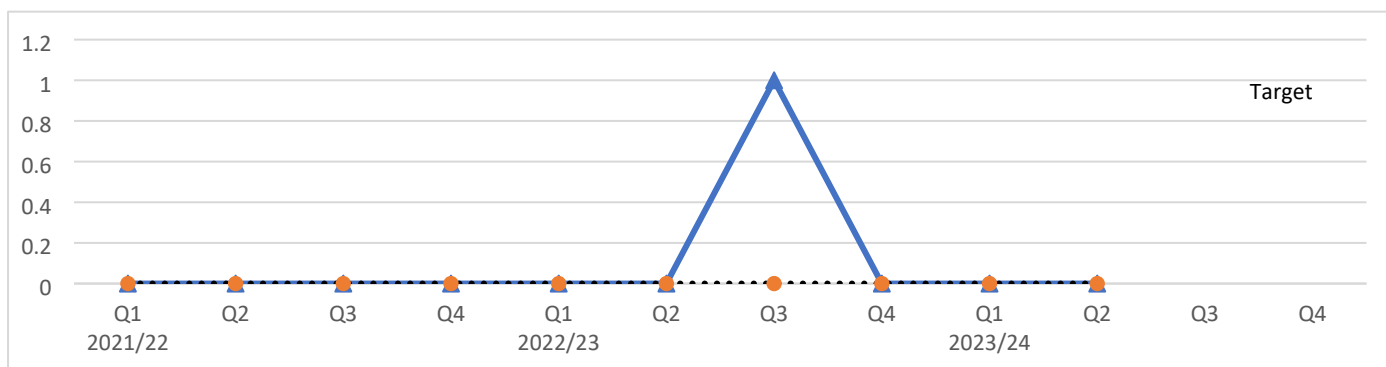
Service Narrative: The service has seen an Increase of 50 requests received in Q2 (compared to Q1) which represents a 18.9% increase in volume. This has a lead to a small decline in the number completed in time. Of those that were not completed in time 11 were completed within the next 2 days which would have pushed us back over target

Action to improve:

Continue to work with services to publish more frequently requested information on our website, improve searchability/access, and internally getting teams to respond ahead of the due date.

RA9 – Number of data breaches reported to the ICO working days of decision to hold them

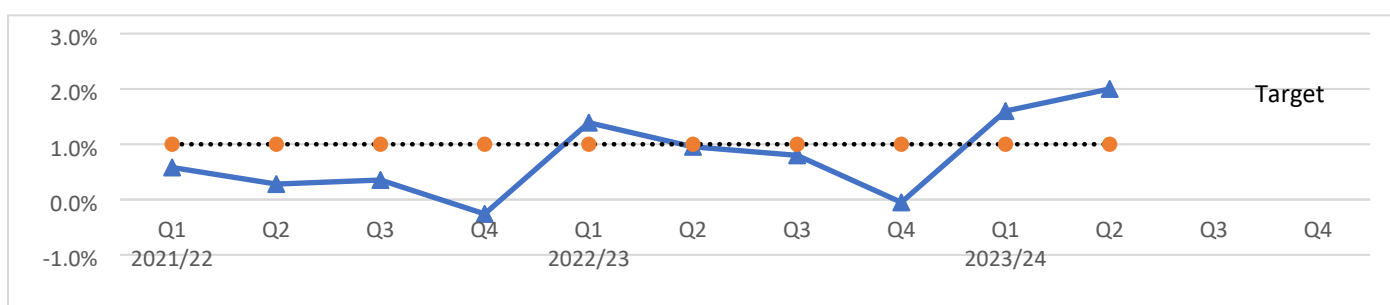
Period	Actual	Target	RAG	DoT
Q1 23/24	0	0	Green	No change
Q2 23/24	0	0	Green	No change
Q3 23/24		0		
Q4 23/24		0		
Year End				



Service Narrative: None - Reporting to ICO doesn't mean we get in trouble and demonstrates compliance (or wanting to) with DP legislation. Refresher training has just been launched Dec 2022.

RA10 – Revenue monitoring forecast position

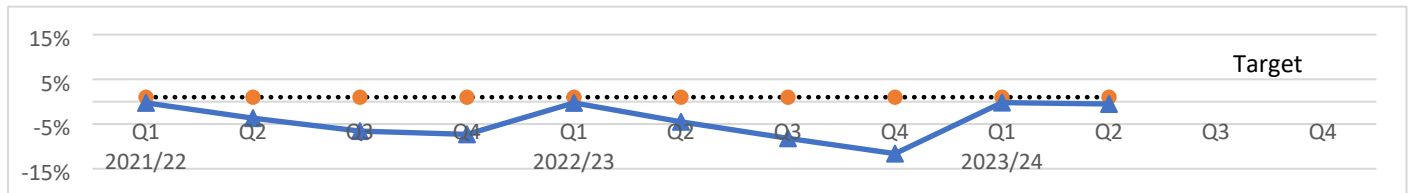
Period	Actual	Target	RAG	DoT
Q1 23/24	1.6%	1%	Amber	Worse
Q2 23/24	2.0%	1%	Red	Worse
Q3 23/24				
Q4 23/24				
Year End				



Service Narrative: Budget and forecast to be monitored as normal on a monthly basis and reported to CLT and Members with the aim to try and bring the overspend as close to zero as possible if and when opportunities arise.

RA11 – Capital monitoring forecast position

Period	Actual	Target	RAG	DoT
Q1 23/24	-0.21%	1%	Green	Better
Q2 23/24	-0.52%	1%	Green	Better
Q3 23/24				
Q4 23/24				
Year End				



Service Narrative: Monthly budget monitoring for 23/24 will continue to focus on delivery outcomes, accurate profiling of expenditure to assist in monitoring and budget setting. In addition, for 23/24, further scrutiny has been introduced in the form of capital gold review meetings.

Overview

This directorate continues to perform well considering increased demands for services primarily caused by the economic downturn and the cost-of-living crisis while managing a significant savings programme. There are many challenges that still remain. The directorate continue to use agency staff where recruitment remains challenging and where resources are needed to deliver key projects and services. This is mainly in areas such as highways and building control where a national shortage of skills and an agile and contracted market due to national schemes which can typically command higher markets rates in the short term.

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

- Shortlisted as finalist at the Affordable Housing Awards in Excellence in Community Led Decision Making for the Tenant and Landlord Improvement Panel and the Tenant Charter.
- 103 Sheltered Tenants signed up as informal Tenant Volunteers as part of the EROSH accreditation process.
- Arborfield district centre planning application approved
- Highway improvements - completed 86,653m² of asphalt preservation work, equivalent to 332 tennis courts and saving 396.8tco₂e compared with traditional warm mix resurfacing
- Launch of the White Ribbon Strategy.
- Following Overview and Scrutiny's consideration, the Executive approval of the changes to environmental and street cleansing services.
- Key Partners (Veolia, WSP, Volkers, Tivoli) meeting of all Directors and WBC Senior Officers and Portfolio Holders held and improvement actions agreed.
- Peer Review for Emergency planning completed
- Successful launch of Solar Together Scheme with 2829 homes and SMEs signed up across WBC, 608 accepted their offer for solar/battery installations with 565 paid WBC has the highest number of acceptances across the Berkshire LAs
- Procurement for new waste bins for waste collection project completed.
- Wokingham Senior Manager appointed Chair of the Community Safety Partnership

Top Opportunities

- Opportunity to bid for Homes' England funding to assist forward-funding of South Wokingham Distributor Road (SWDR).
- Opportunity to bid for DHLUC planning capacity/delivery skills fund.
- Contract Management Training programme available to staff
- Opportunities to explore new burdens for Governments Simpler Recycling
- Waste Collection change project Members Briefing and Scrutiny in November
- Results from the STAR (Satisfaction of tenants and residents) Survey, enabling the service to identify potential improvements in tenant satisfaction, engagement and service improvements.
- The joint Complaints Handling Code with the Local Government and Social Care Ombudsman and the Housing Ombudsman, leading to a single complaints policy across the Council for the first time.
- Review of the service against the new Consumer Standards, the new Tenant Charter and Council Values, identifying areas of improvement and moving to best practice.
- Maintaining EROSH Sheltered Housing Accreditation for the service.

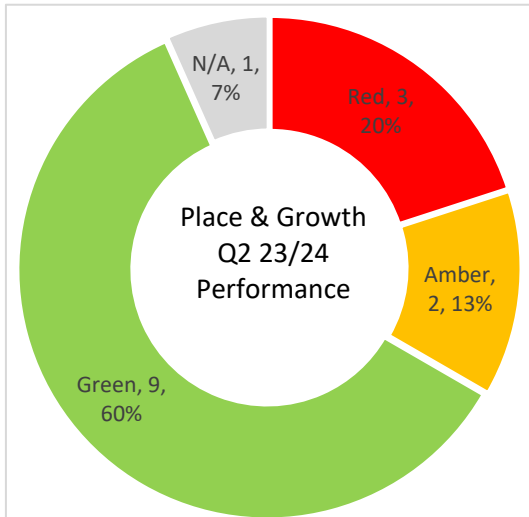
Challenges

- Planning income down 35% in year due to national economic conditions and continued uncertainty regarding planning reform.
- Recruitment of experienced building control surveyors remains acutely difficult. New national registration process causing some surveyors to leave the profession.
- The highest ever homelessness presentations in the last quarter
- Cost of living and other social pressures increasing Crime Rates in the Borough

- The procurement of significant contracts from 2026 presents as both challenge and an opportunity.
- The service adjusting to the new Regulatory regime coming into effect in the new financial year.

Quarter 2 Performance Summary

- 2 are reported as (slightly-off target) Amber
- 9 of KPIs achieving target, Green
- 1 KPIs are reported as N/A
- 3 KPIs are reported as below target, Red

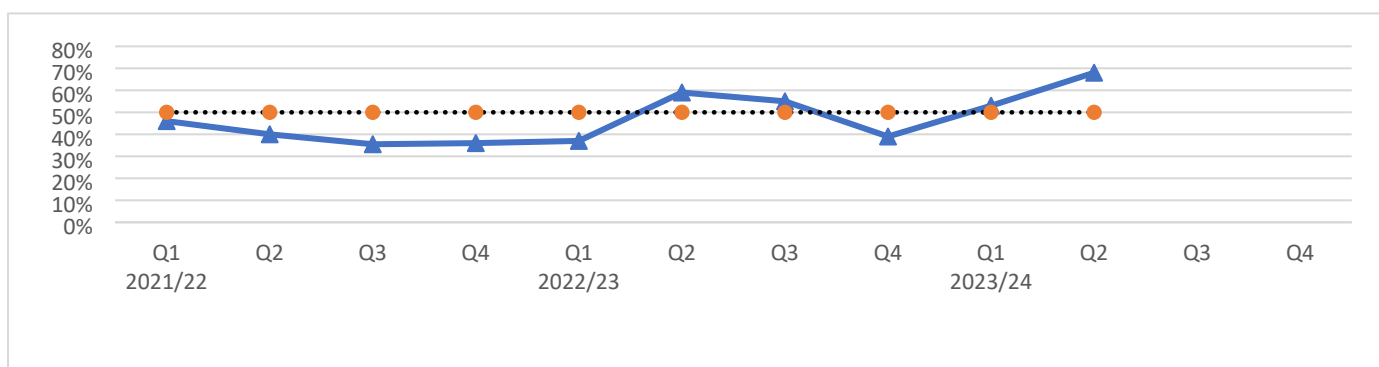


Ref	Description	RAG Q1	DoT Q1	RAG Q2	DoT Q2
PG1	Number of households for whom homelessness has been prevented	Green	Better	Green	Better
PG2	Number of households in emergency nightly let/B&B accommodation	N/A	Worse	N/A	Better
PG3	Percentage of planning appeals won	Green	Worse	Green	Better
PG4	Percentage of 'major' planning applications determined within 13 weeks or the agreed extended time	Green	No change	Green	Worse
PG5	Number of quarterly business engagement events to provide advice and guidance delivered	Green	N/A	Green	Worse
PG6	Percentage of waste recycled, composted and reused	Green	Better	Green	Better
PG7	Average number missed collections per 100,000 collections	Green	No change	Green	No change
PG8	Total household tonnes	Red	Worse	Red	Better
PG9	All recorded crime in Wokingham borough (excluding fraud) (sourced from data.police.uk)	Red	Worse	Red	Better
PG10	Number of ASB service requests	Green	Better	Green	Better
PG11	Proportion of ASB service request cases, opened and closed within the period, that were responded to within 1 day	Green	Better	Amber	Worse
PG12	Place and Growth Customer Excellence Score	Green	Better	Green	Better
PG13	Highways 2hr and 24hr response to defects	Amber	N/A	Amber	Better
PG13A	Completion of standard works orders within 28 days	Red	N/A	Red	Better
PG14	Streetworks number of permits issued and numbers that exceed permit date/time	Green	N/A	Green	Worse

Delivering the Right Homes in the Right Places

PG1 – Number of households for whom homelessness has been prevented

Period	Actual	Target	RAG	DoT
Q1 23/24	53% (65/121)	50%	Green	Better
Q2 23/24	68% (97/147)	50%	Green	Better
Q3 23/24		50%		
Q4 23/24		50%		
Year End				

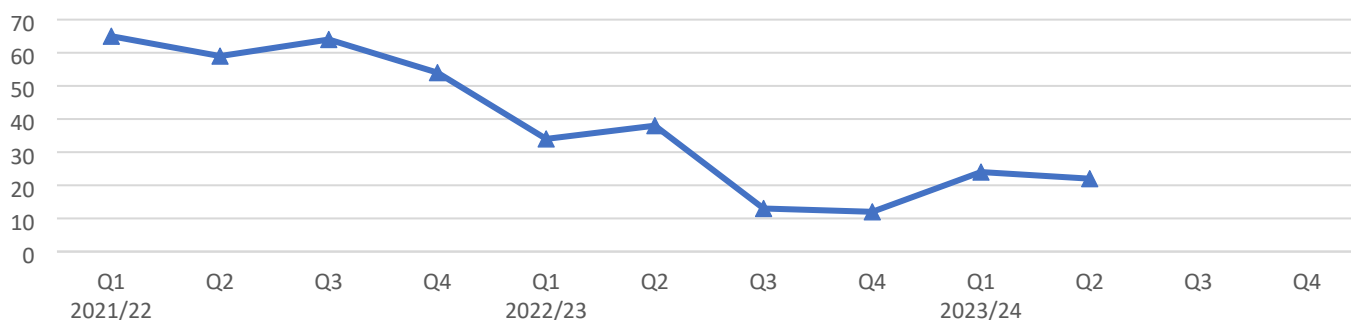


Service Narrative: In Q2, 318 households presented to the service, out of which we had a legal homelessness duty to 142 households, who were either homeless or threatened with homelessness within 56 days. During this period, we were able to prevent or relieve homelessness for 97 households, which is the highest number we have ever prevented or relieved in a quarter under the Homelessness Reduction Act. This was achieved through increasing the number of private sector offers made to households to end their homelessness duties, through early intervention activities which resulted in halting family evictions and private sector evictions and through offers of social housing through the housing register. However, we are still seeing a significant demand on the service from households fleeing domestic abuse and refugee households and it is predicted that this demand will continue to increase into Q3 and Q4. We have also seen over 80 households evicted through no fault private sector evictions in Q1 and Q2, so although we are improving our access to the private sector market, record number of households are being evicted as landlords are becoming anxious about the Renter Reform Bill and being affected by their own rising mortgage costs so are exiting the market.

To drive improvement, we continue to procure privately rented properties onto our Rent Guarantee Scheme to ensure that we can maintain the same level of homelessness preventions to prevent households from requiring emergency accommodation placements; to achieve this continue to hold regular landlord forums and seek opportunities to work with private landlords. We are also planning ahead for expected staff shortage due to staff leaving the Homelessness Team and the impact that this will have on caseloads, which if not addressed will result in missed opportunities to prevent and relieve homelessness.

PG2 – Number of households in emergency nightly-let/B&B accommodation

Period	Actual	Target	RAG	DoT
Q1 23/24	24	N/A	N/A	Worse
Q2 23/24	22	N/A	N/A	Better
Q3 23/24				
Q4 23/24				
Year End				

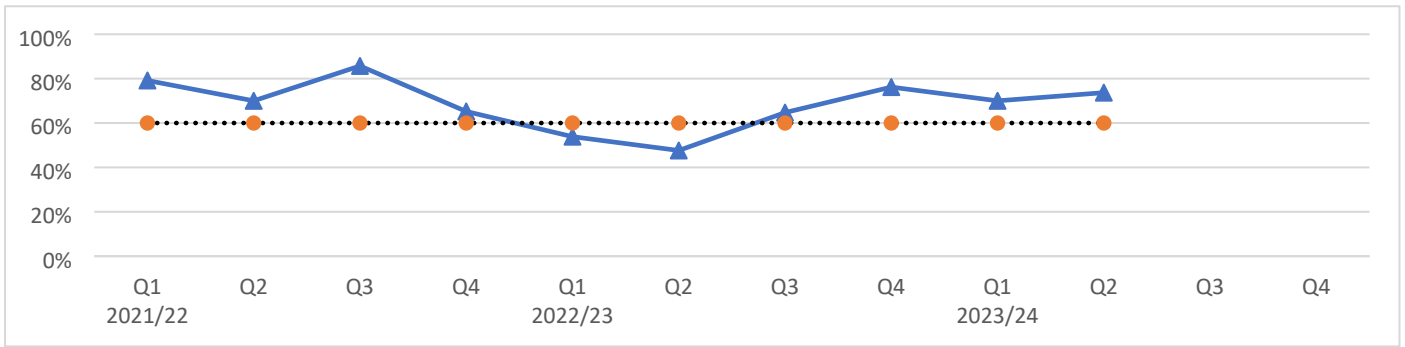


Service Narrative: In Q2 we made 49 new emergency accommodation placements and there were 22 households in emergency accommodation at the end of Q2. This is slightly better than the previous quarter where 51 placements were made in total and 24 households remained in emergency accommodation at the end of Q1. However, there were points during the second quarter where we had 30 households in emergency accommodation which is the highest level this financial year. The price of emergency accommodation placements has also been increasing sharply, with average cost increasing to £70 per night from £55 per night. Homelessness demand in the borough is increasing so we will need to continue to explore all opportunities to prevent and relieve homelessness to stop the number of households in emergency accommodation from increasing further.

To improve further we continue to procure privately rented properties onto our Rent Guarantee Scheme to ensure that we can maintain the same level of homelessness preventions to prevent households from requiring emergency accommodation placements; to achieve this we will continue to hold regular landlord forums and seek opportunities to work with private landlords.

PG3 – Percentage of planning appeals won

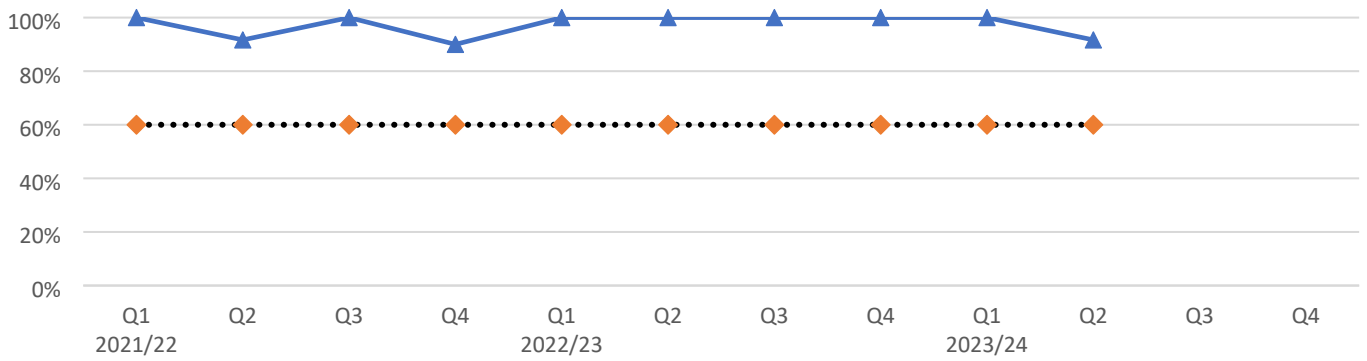
Period	Actual	Target	RAG	DoT
Q1 23/24	70% (7/10)	60% or more	Green	Worse
Q2 23/24	74% (14/19)	60% or more	Green	Better
Q3 23/24		60% or more		
Q4 23/24		60% or more		
Year End				



Service Narrative: Appeal performance can vary due to the small number received each quarter. However, the decline in performance seen through 2022 has now been reversed with the number of appeals dismissed rising to expected levels. This has resulted from increased negotiation with applicants leading to less refusals and therefore appeals.

PG4 – Percentage of ‘major’ planning applications determined within 13 weeks or the agreed extended time

Period	Actual	Target	RAG	DoT
Q1 23/24	100% (7/7)	60%	Green	No change
Q2 23/24	92% (11/12)	60%	Green	Worse
Q3 23/24		60%		
Q4 23/24		60%		
Year End				

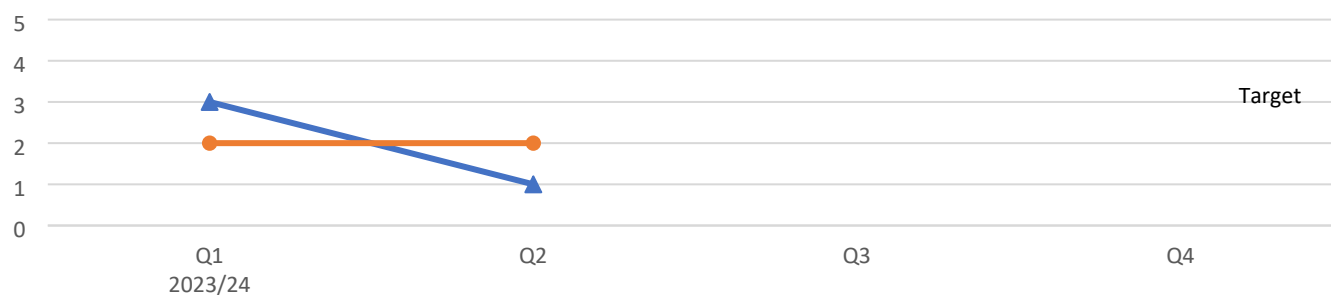


Service Narrative: The time taken to determine planning applications remains significantly higher than statutory targets at 98% or above. No concerns are raised at this time

Enriching Peoples Lives

PG5 – Number of quarterly business engagement events to provide advice and guidance delivered

Period	Actual	Target	RAG	DoT
Q1 23/24	3	2 + per quarter	Green	N/A
Q2 23/24	1	2 + per quarter	Green	Worse
Q3 23/24		2 + per quarter		
Q4 23/24		2 + per quarter		
Year End				



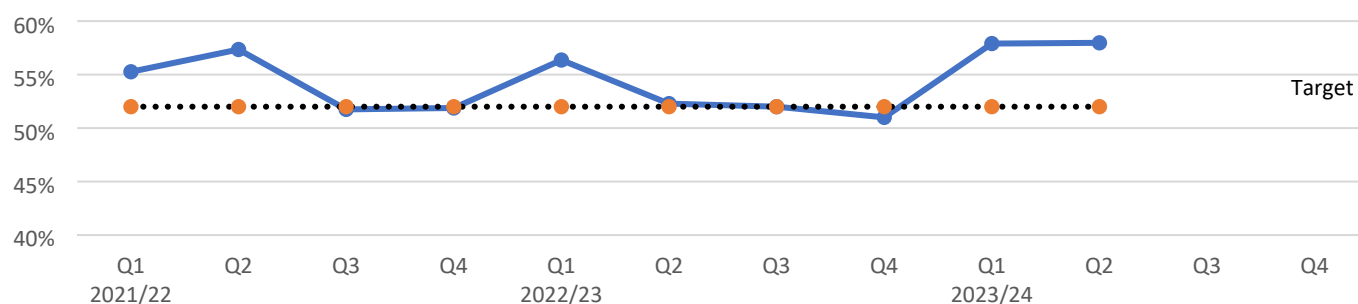
Service Narrative: Our overall yearly target is to deliver 8 business engagement events across the year. This is to provide a range of advice to support the growth and sustainability of our business community. This quarter we have held one event, a Job Fair in Wokingham Town Hall. This was to support our local businesses with recruitment and our residents in accessing local jobs. We did not achieve 2 events this quarter but this is due to the summer months being difficult to gain commitment.

We have achieved 50% of our target and across the 2 quarters of the first half are on track. There is confidence we will achieve/ exceed in the following two quarters. We have a possible 4 events planned for quarter 3.

Enjoying a Clean and Green Borough

PG6 – Percentage of waste recycled, composted and reused

Period	Actual	Target	RAG	DoT
Q1 23/24	57.9%	52%	Green	Better
Q2 23/24	58%	52%	Green	Better
Q3 23/24		52%		
Q4 23/24		52%		
Year End				



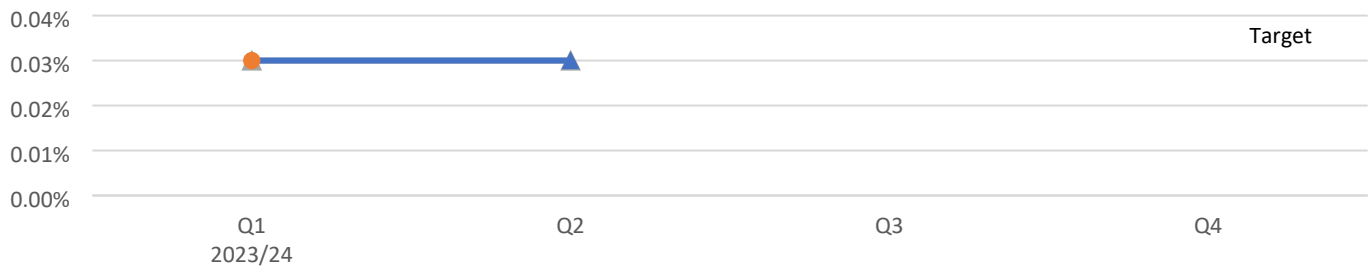
Service Narrative: This quarter's recycling performance is c.1.5% higher as compared to Q1 2022/23. The main reason for this difference was an increase in garden waste collected by c.544t (c.14%) due to the wet and sunny weather in the quarter which increased growth. The cost-of-living crisis continues to influence the purchasing of products (including packaging) which results in less recyclable material in the waste stream. There was c.93t (c.6%) less food waste in Qtr 2 2023/24 as compared with 2022/23 which indicates residents are being careful with what they consume and what is recycled.

Officers continue to increase communications to drive recycling from the blue bags to green recycling bags/food waste, focusing on waste minimisation.

This KPI is important to ensure the service delivers on its objectives to improve recycling rates, decrease carbon emissions and control costs. KPIs will be reviewed ready for the new year to ensure they align with the waste collection changes.

PG7 – Average number missed collections per 100,000 collections

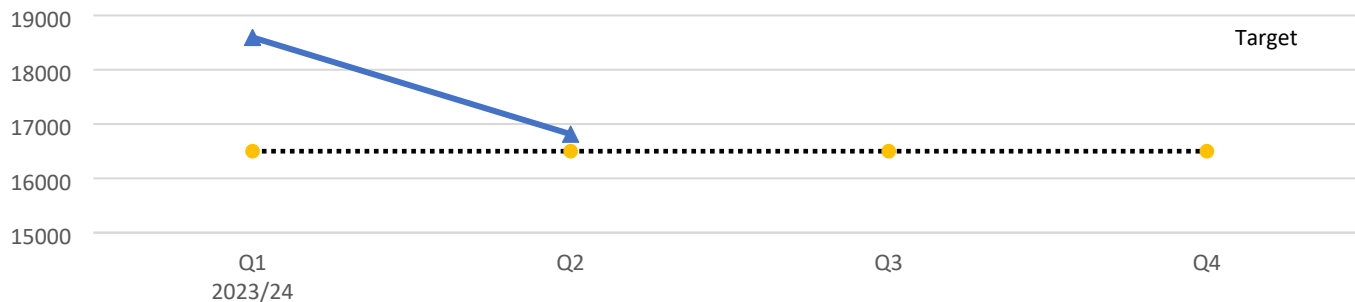
Period	Actual	Target	RAG	DoT
Q1 23/24	0.03% (31)	0.03%	Green	Better
Q2 23/24	0.03% (25)	0.03%	Green	No change
Q3 23/24		0.03%		
Q4 23/24		0.03%		
Year End				



Service Narrative: Continued low levels of missed bins in most waste types. Garden waste missed bin reports fluctuates seasonally and depending on weather. The % is low

PG8 – Total household tonnes

Period	Actual	Target	RAG	DoT
Q1 23/24	18414.7	16500	Red	Worse
Q2 23/24	16813.49	16500	Red	Better
Q3 23/24		16500		
Q4 23/24		16500		
Year End		66000		



Service Narrative: Compared to Q1 there has been an decrease of total household tonnes by 1781.57t which is significant. From April 1st, 2022 to March 31st 2023 the borough approved 898 housing completions, and this number is forecast to be an ongoing constant , and therefore this needs to be considered as an increase service demand.

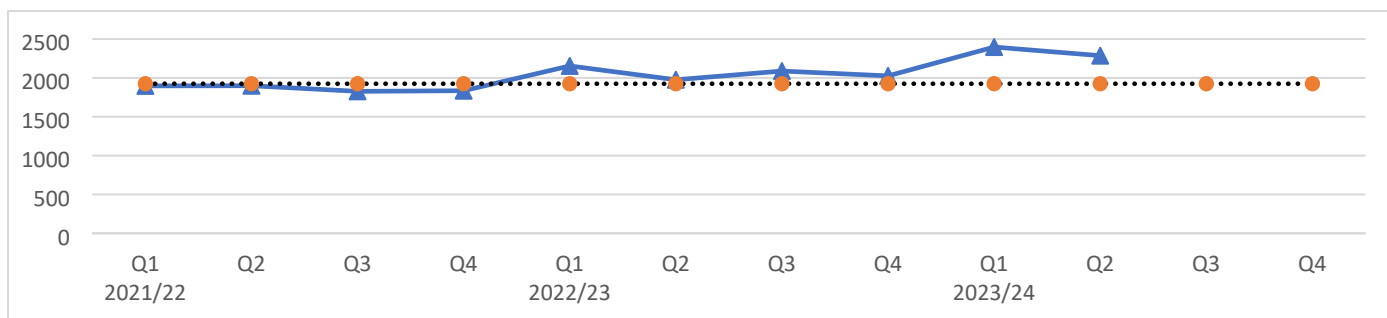
A number of comms pieces highlighting recycling and waste reduction have been sent out and this is likely to have assisted in this reduction.

This KPI is important to ensure the service delivers on its objectives to reduce waste, decrease carbon emissions and control costs. KPIs will be reviewed ready for the new year to ensure they align with the waste collection changes.

Providing Safe and Strong Communities

PG9 – All recorded crime in Wokingham borough (excluding fraud) (sourced from data.police.uk)

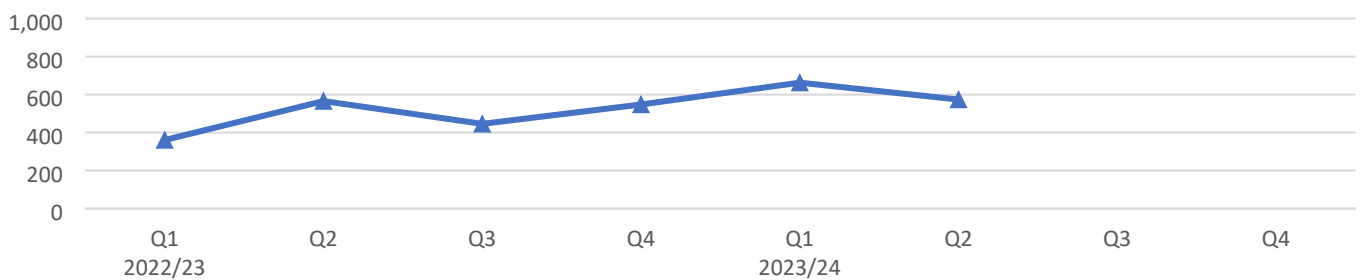
Period	Actual	Target	RAG	DoT
Q1 23/24	2397	1925	Red	Worse
Q2 23/24	2286	1925	Red	Better
Q3 23/24		1925		
Q4 23/24		1925		
Year End				



Service Narrative: Whilst the number of crimes has declined slightly since Q1 the total remains high and above target. The majority of crime categories have seen an increase in Q1. This is mainly driven by Theft from Businesses, Shoplifting and Theft from a Vehicle offences. Trend and Hotspot data is being discussed at both the multi-agency problem solving tasking group & the Community Safety Partnership. The Chief Constable has attended full council to discuss the issue with members and initiatives to support shops with the increase of shoplifting including a self-reporting tool, banning notices and an enforcement operation are under development.

PG10 – Number of ASB service requests

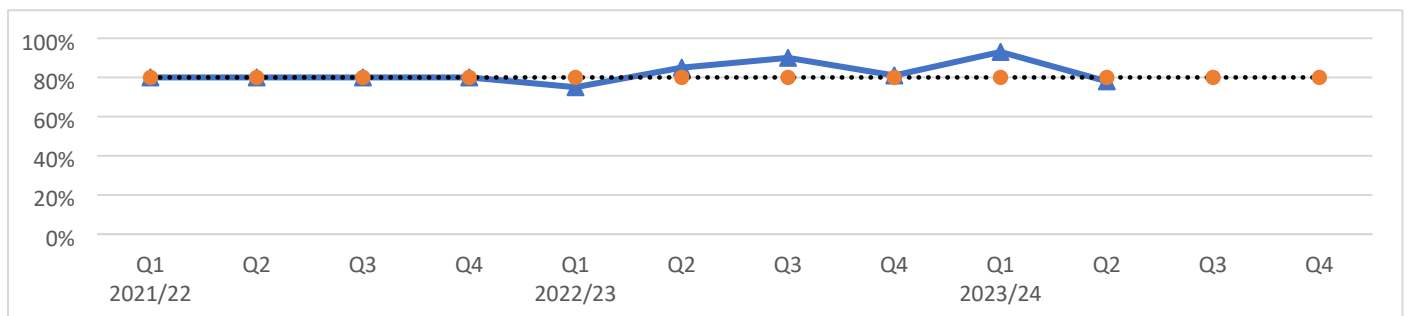
Period	Actual	Target	RAG	DoT
Q1 23/24	616	Pending	Green	Better
Q2 23/24	574	575	Green	Better
Q3 23/24				
Q4 23/24				
Year End				2300



Service Narrative: Number of requests have reduced slightly this quarter compared to the last quarter but still remain within expected levels.

PG11 – Proportion of ASB service request cases, opened and closed within the period, that were responded to within 1 day

Period	Actual	Target	RAG	DoT
Q1 23/24	93%	80%	Green	Better
Q2 23/24	78%	80%	Amber	Worse
Q3 23/24		80%		
Q4 23/24		80%		
Year End				

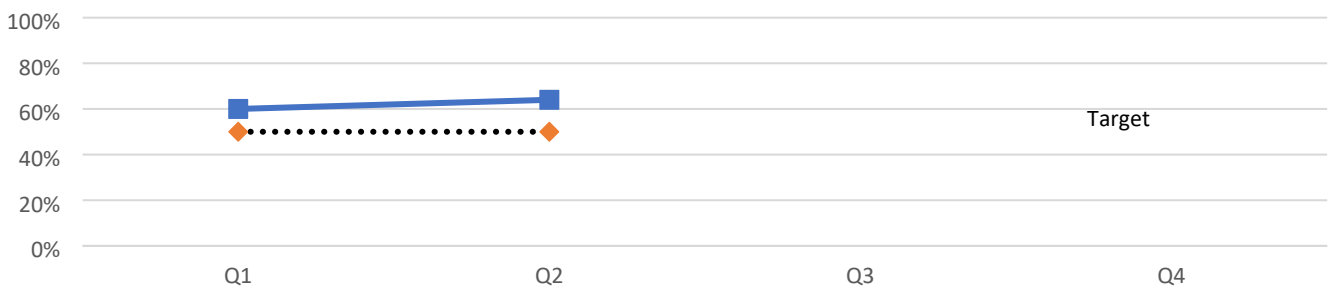


Service Narrative: The number of service requests has fallen a small amount (87) this quarter compared to Q1, the majority of this reduced demand has come from a reduction in flytipping incidents (-48) and abandoned vehicles (-10), small reductions have also been seen across several other incidents. This reduction in service demand has helped the team continue to achieve a 1 day response target, despite there being a vacancy in the team throughout the whole of Q2.

Change the Way We Work For you

PG12 – Place and Growth Housing Customer Excellence Score

Period	Actual	Target	RAG	DoT
Q1 23/24	60% (79)	50%	Green	Better
Q2 23/24	64% (58)	50%	Green	Better
Q3 23/24				
Q4 23/24				
Year End				

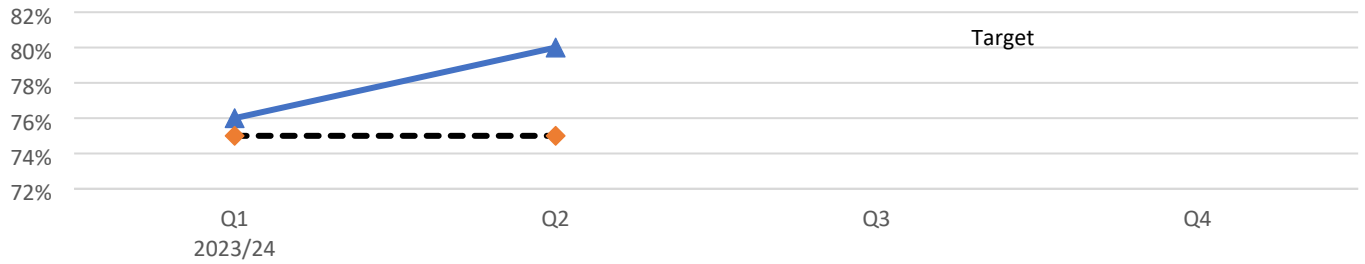


Service Narrative: In the second quarter of the 23/24 financial year, the Housing Service recorded 58 responses to the telephone survey. Of these an average of 64% were satisfied with the outcome of the call and an average of 25% dissatisfied with the final outcome of the call, above the target of 50%. There has been an increase with those satisfied with the outcome of their call by 4% from Q1 to Q2. However, there was also a slight increase with those dissatisfied with the outcome of their call by 2% from Q1 to Q2. As with the previous quarter’s data, the main reason for a dissatisfied call was due to a lack of call back from the service (58%) or from a contractor (22%). Satisfaction with the Housing Assistants, who take calls for the service, remains positive with 80% of respondents agreeing they were friendly and helpful and 79% agreeing they took the time to listen. However, 63% of callers agreed there were clear outcomes from the call. This should be the next area of focus to improve tenants’ customer experience with the service. The main action point for improvement is to ensure a clearer outcome of what tenants should expect after they have made a call. One of the challenges is passing on calls on to relevant officers and ensuring those officers respond to requested call backs. There are expectations that need to be balanced, as in some circumstances officers may not be able to call back on the same day.

Keeping the Borough Moving

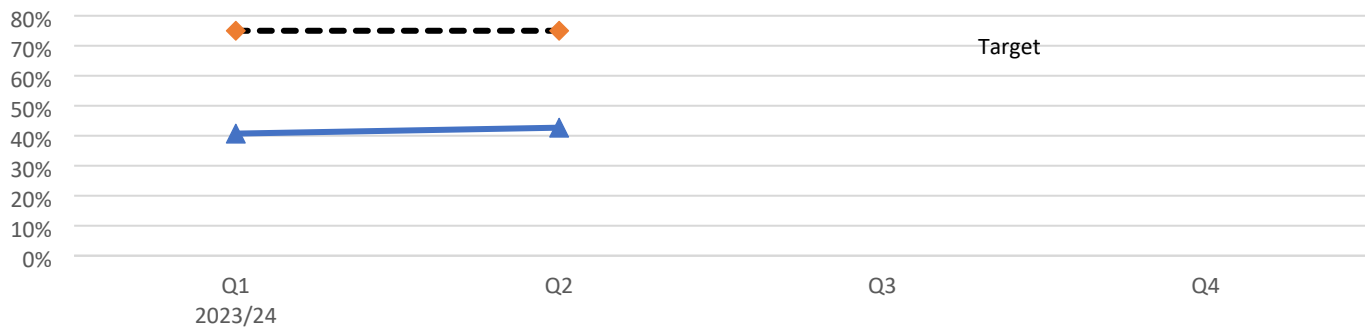
PG13 – Highways 2hr and 24hr response to defects

Period	Actual	Target	RAG	DoT
Q1 23/24	76.14% (1164)	75%	Green	N/A
Q2 23/24	80.13% (642)	75%	Green	Better
Q3 23/24				
Q4 23/24				
Year End				

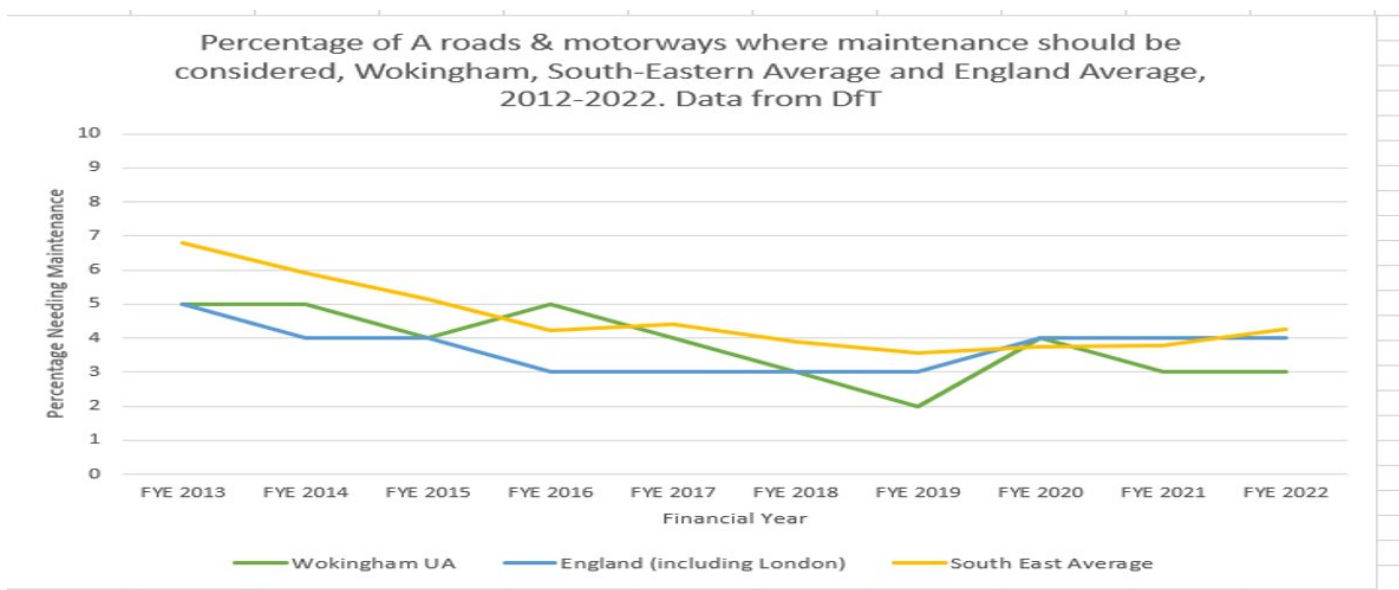
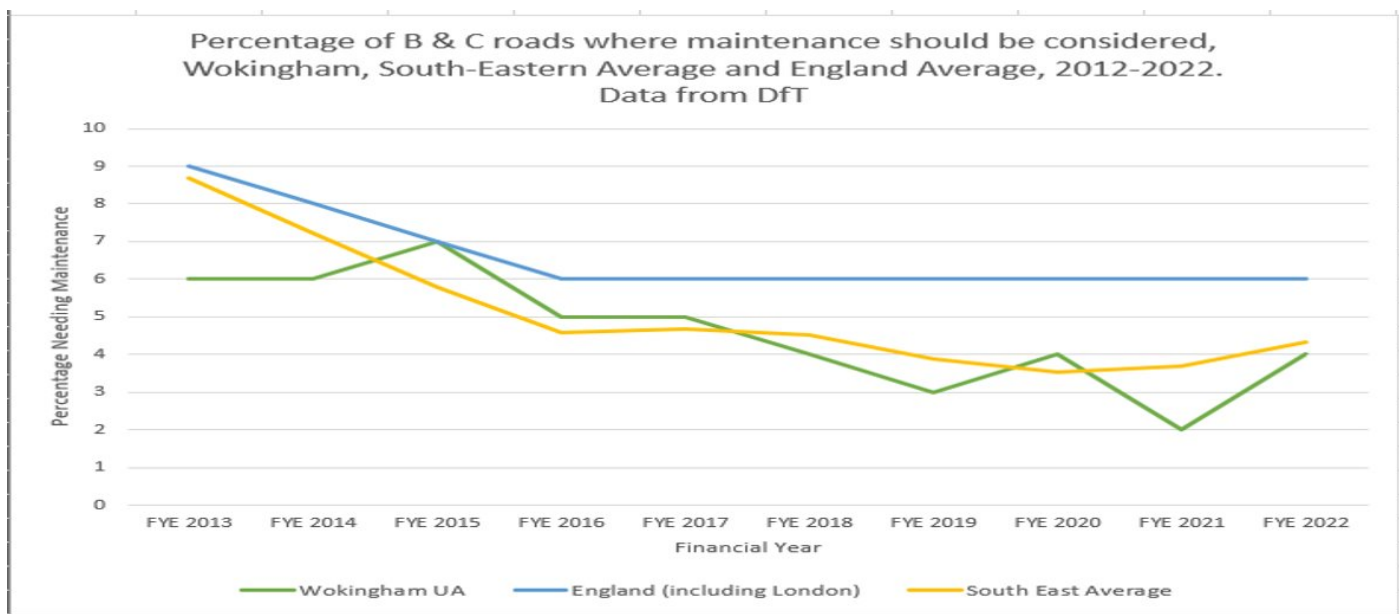
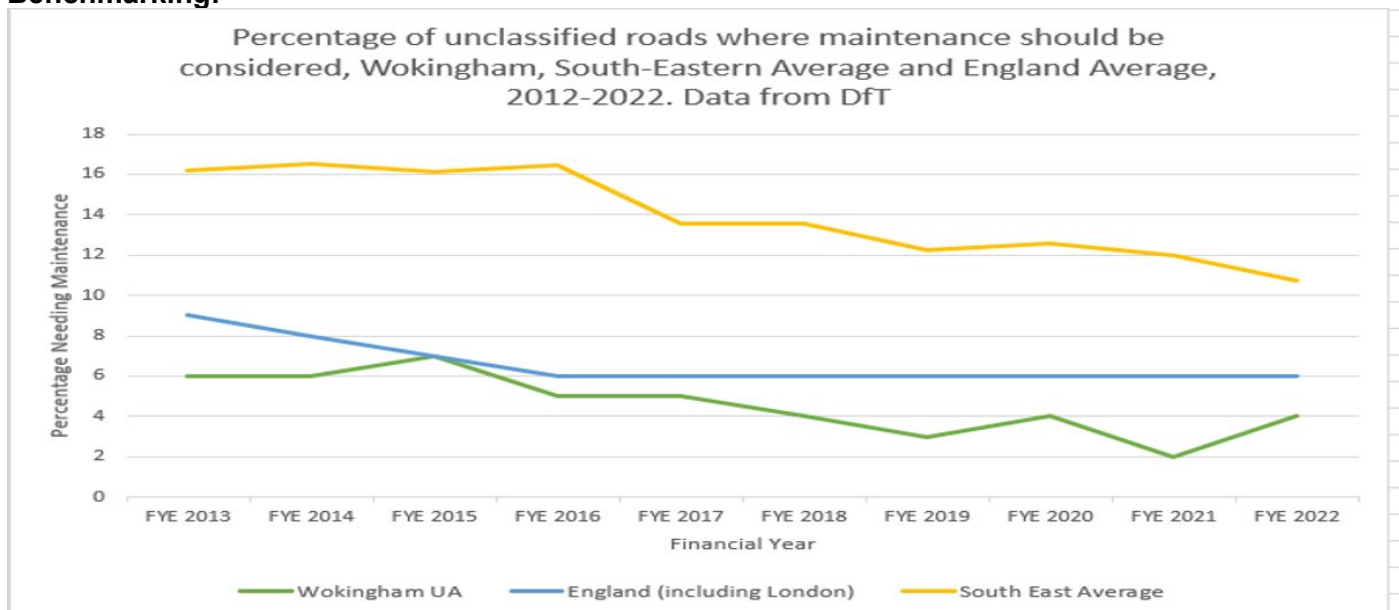


PG13A - Completion of standard works orders within 28 days

Period	Actual	Target	RAG	DoT
Q1 23/24	40.71% (719)	75%	Red	N/A
Q2 23/24	42.69% (866)	75%	Red	Better
Q3 23/24				
Q4 23/24				
Year End				



Benchmarking:



Service Narrative:

The 2 & 24hr KPI has improved in Q2, with most failed orders, just marginally over the timescales, (for example completion in 25 hours instead of 24 hours). Work is currently underway in partnership with Wokingham and Volker Highway to work more efficiently together to move away from reactive repairs to a more planned approach. This aims to reduce the number of emergency potholes being raised and drive efficiencies through better programming. In Addition, the contractor is also working with their subcontractors, to build up resilience.

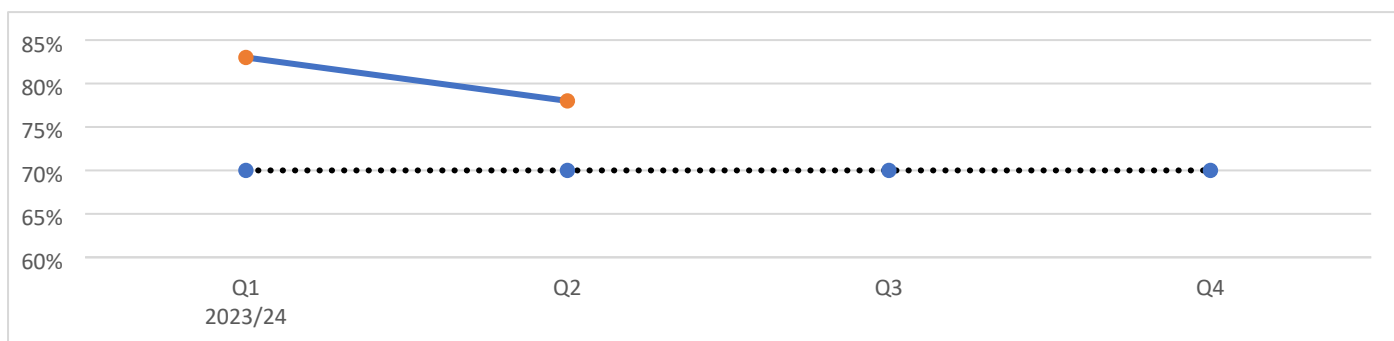
Although the 28-day standard works orders have slightly improved in Q2, they are still below target. Measures have been put in place since October and an additional gang has been deployed to remove the backlog of works. The previous issues around the ‘lead in’ times for works requiring road-closures, which was originally a 3-month process, has been reduced to 14 days, for most of the 28-day orders. Extra support with programming has been put in place, to further help with improving this KPI.

The benchmarking charts above provide an overview of the borough’s road condition, compared to other councils in the Southeast (SE) and the UK. Over the last few years, the borough’s ‘A’ roads and motorways have remained consistent at 4% (in need of maintenance), which is substantially lower than the SE average of 11%. Our B, C and unclassified network have shown a slight increase in deterioration over the last 2 years, moving from 2% to 4% (in need of maintenance). This is still lower than the SE average which is currently around 4.5%.

The numbers are lower than we would like, and we are working with the contractor to come up with an action plan. Our contractors understand that there is a backlog, and we’ve reassessed our resource to tackle the workload, as well as working with the Highways assets team to manage works requiring road closures / TTRNs.

PG14 – The Percentage of Streetworks permits issued that exceed permit date/time

Period	Actual	Target	RAG	DoT
Q1 23/24	83%	70%	Green	Green
Q2 23/24	78%	70%	Green	Green
Q3 23/24		70%		
Q4 23/24		70%		
Year End				



Service Narrative: Officers in the Streetworks Team undertake a randomly sampled amount inspections of live utility company (gas, electricity etc) worksites, based upon the utility companies

nationwide performance, to ensure that the sites are safe for passing vehicles, pedestrians and the work force themselves (complying with the Safety at Streetworks and Roadworks: A Code of Practice) and that the highway is being reinstated correctly (complying with the Specification for the Reinstatement of Openings in Highways) to minimise the amount highway defects that might appear as a result of such work. The Streetworks Team also undertake routine inspections based upon customer reports or issues that the Inspector witnesses. These are known as Category A (Live Site Inspections). The Council has a statutory duty to ensure that such works are carried out safely and that the structure of the highway asset isn't negatively affected.

This KPI indicates the number of inspections that are carried out and the percentage that have failed that inspection. If an inspection fails, it is the responsibility of the utility company to make the necessary changes within either 2 hours or 4 hours, depending on severity. Further sample and routine inspections, not covered by this KPI, are carried within the first 6 months of interim or permanent reinstatement (category B inspections) and within 3 months of the end of the guarantee period, which is 2 years or 3 years from deep excavations (Category C)'

The Streetworks Team are creating a process for implementation in the new year to provide a quarterly scorecard to utility companies, and then holding performance meetings should they be necessary. This, alongside the currently effective inspection regime, will drive high standard and ensure the highway network remains the highest possible standard.

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 in 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

- Council website launched along with 3 other service specific websites. Designed with the customer in mind and additional flexibility to allow more agile updates
- Receiving innovative bids from members of the voluntary and community sector to support tackling poverty activity targeting the cost of home life and the cost of school life.

Opportunities

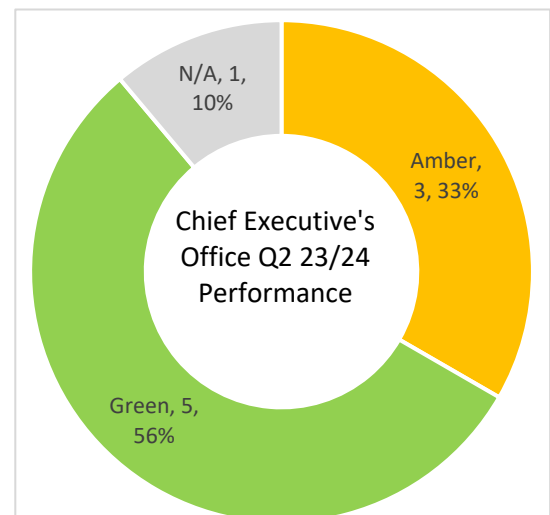
- Comprehensive engagement with the community to develop their shared vision.
- Further improvements to the website's content, working in an agile way based on customer feedback
- Development and deployment of a new Customer Relationship Management system across the council.

Challenges

- Inflation which whilst recently declining still continues to drive up our operating costs
- Cost savings to ensure our continued financial stability
- Recruitment to key skilled roles

Quarter 2 2023/24 Performance Summary

- 3 are reported as (slightly-off target) Amber
- 5 of KPIs achieving target, Green
- No KPIs are reported as Pending
- 1 KPI is reported as N/A
- No KPIs are reported as below target, Red



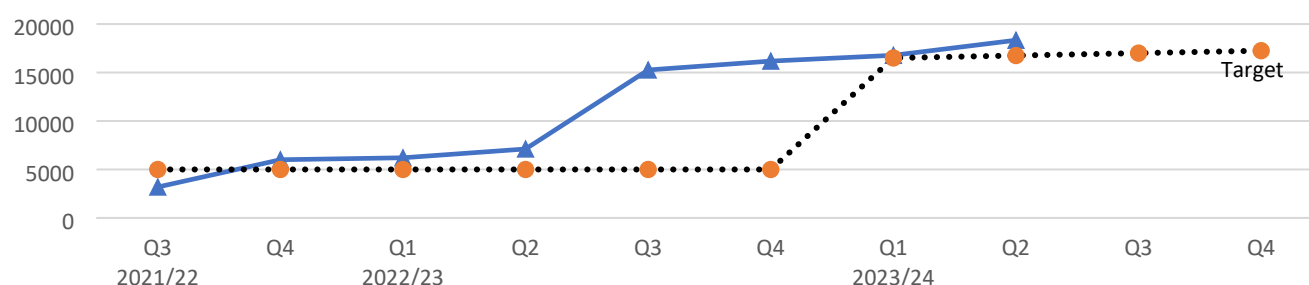
Appendix B-1: Chief Executive's Office Key Performance Indicators 2023/24 Summary Table

Ref	Description	Q1 RAG	DoT Q1	Q2 RAG	DoT
CEX1	Number of people registered on the Engage platform	Green	Better	Green	Better
CEX2	Corporate customer experience score	Green	No Change	Green	Worse
CEX3	Customer Services Satisfaction score	Amber	Worse	Green	Better
CEX4	Customer Satisfaction Web	Green	Better	Amber	Worse
CEX5	Channel Shift - Please see definition in the rationale field.	Green	No Change	Green	Better
CEX6	Expected voluntary staff turnover (turnover reported on a rolling 12 month basis)	Amber	Better	Amber	Worse
CEX7	Sickness absence (absence reported on a rolling 12 month basis)	Green	Better	Amber	Worse
CEX8	Proportion of Wokingham resident pupils eligible for FSM in Wokingham borough schools	Amber	Better	N/A	No change
CEX9	Early resolution versus stage one complaints	Amber	Pending	Green	Better

Appendix B-2: Chief Executive's Office Key Performance Indicators 2023/24 Detailed Information

CEX1 – Number of people registered on the Engage platform

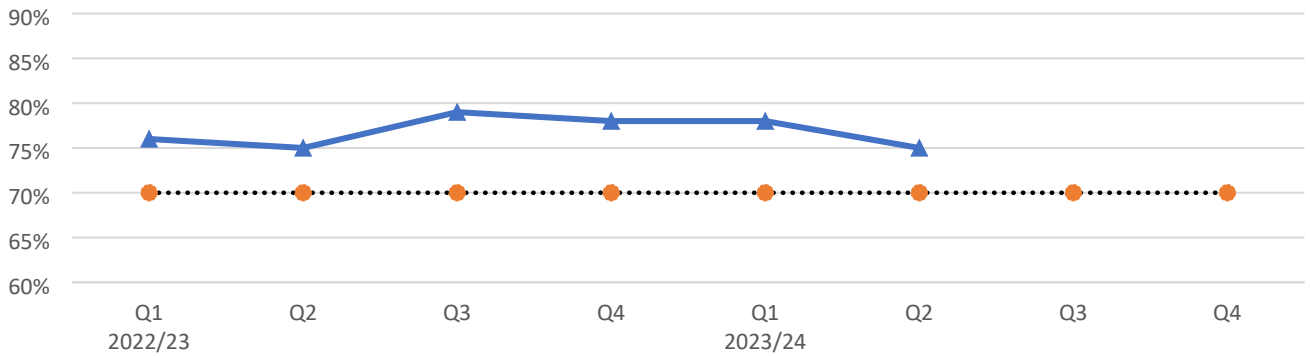
Period	Actual	Target	RAG	DoT
Q1 23/24	16,775	16,500	Green	Better
Q2 23/24	18,330	16,750	Green	Better
Q3 23/24				
Q4 23/24				
Year End				



Service Narrative: The increase from Q1 to Q2 is partially due to a survey on changes to the Council's waste/recycling collections, which had over 9K responses.

CEX2 – Corporate customer experience score

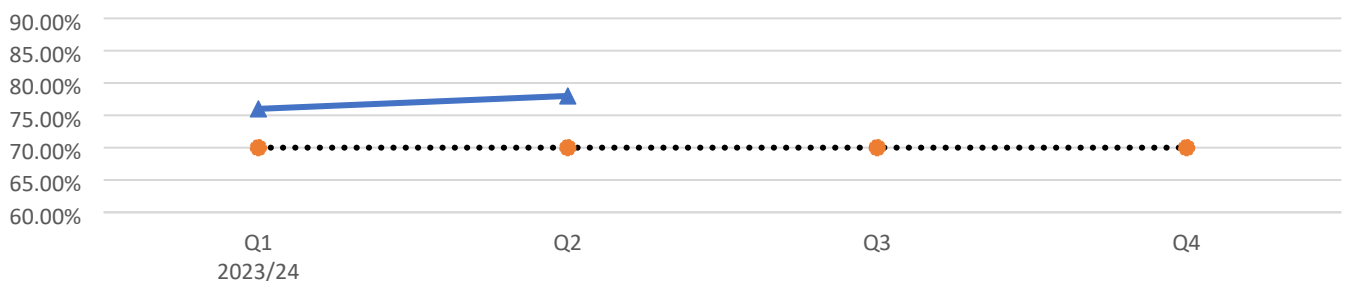
Period	Actual	Target	RAG	DoT
Q1 23/24	78%	70%	Green	No Change
Q2 23/24	75%	70%	Green	Worse
Q3 23/24				
Q4 23/24				
Year End				



Service Narrative: 1572 pieces of individual feedback received this quarter. Measuring against our Customer Charter, customers said we are helpful and professional when we talk to them. However, they can be frustrated when they are waiting for updates or a solution from us. To improve we are investigating where customers are identifying pain points and highlighting potential issues as quickly as possible to the service.

CEX3 – Customer services satisfaction score

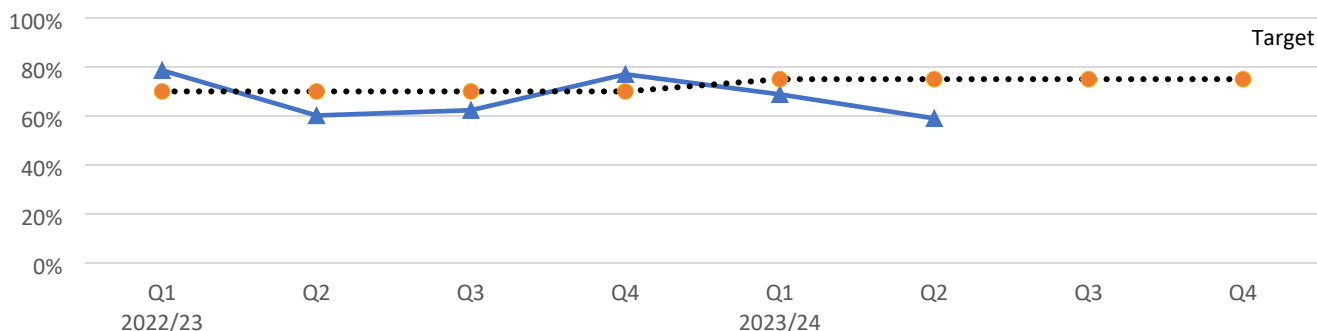
Period	Actual	Target	RAG	DoT
Q1 23/24	76%	70%	Green	No Change
Q2 23/24	78%	70%	Green	Better
Q3 23/24		70%		
Q4 23/24		70%		
Year End				



Service Narrative: Experience score across Customer Services interaction channels remains good. High scoring continues to feature around the Customer Charter aspects - Friendly and Helpful and Listening.

CEX4 – Customer Satisfaction Web

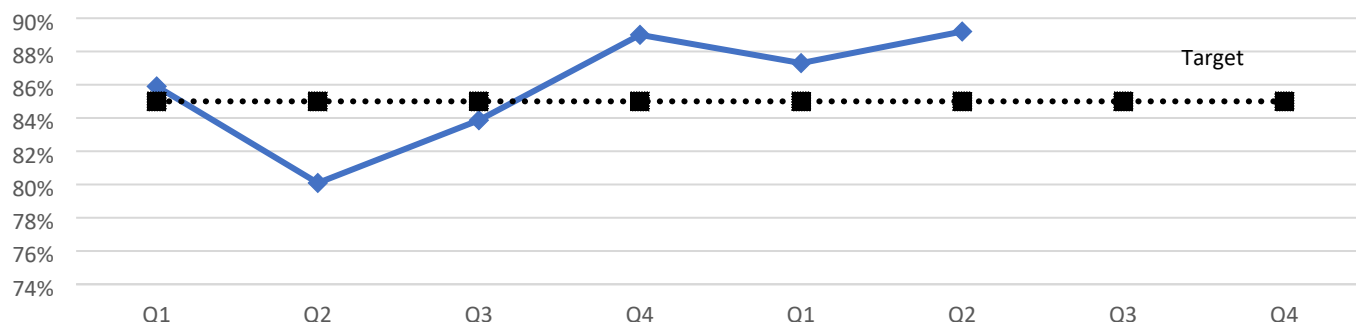
Period	Actual	Target	RAG	DoT
Q1 23/24	69%	75%	Amber	N/A
Q2 23/24	59%	75%	Amber	Worse
Q3 23/24		75%		
Q4 23/24		75%		
Year End				



Service Narrative: The new corporate website was launched in mid July on time and on budget. Now we have the new website platform the Digital Team are now embarked on a programme of enhancements reviewing the content based on customer feedback. Our Digital Certainty Index is above industry standard so we know that the infrastructure is well built and of a higher standard, receiving positive accessibility feedback from residents

CEX5 – Channel Shift

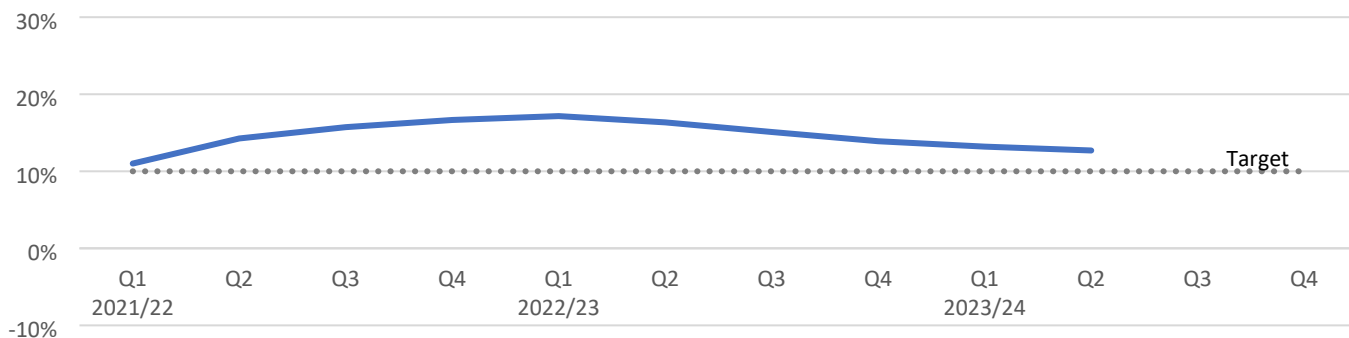
Period	Actual	Target	RAG	DoT
Q1 23/24	87.30%	85%	Green	N/A
Q2 23/24	89.20%	85%	Green	Better
Q3 23/24		85%		
Q4 23/24		85%		
Year End				



Service Narrative: This KPI covers online processes that are managed by Customer Services and are available for customers to self-serve online; 11 Waste processes, Abandoned Vehicle, Apply for or renew a blue badge, Highways request and Vegetation (grounds maintenance). The overall self-serve percentage reflects those digital services used by a customer, where they did not need assistance from a team member. A high percentage of customers self-served due to these digital journeys being easy to use, intuitive and available 24/7.

CEX6 – Expected voluntary staff turnover (turnover reported on a rolling 12 month basis)

Period	Actual	Target	RAG	DoT
Q1 23/24	13.2%	10%	Amber	Worse
Q2 23/24	12.70%	10%	Amber	Better
Q3 23/24		10%		
Q4 23/24		10%		
Year End				

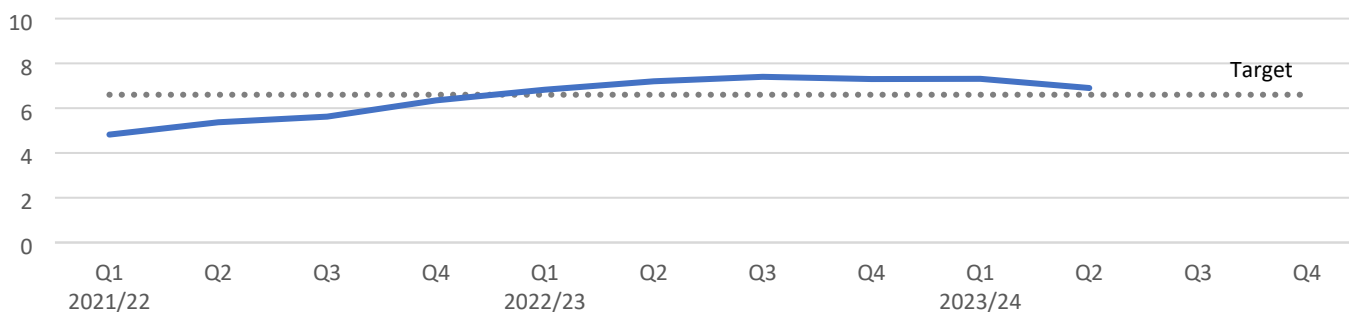


Bench Marking: Median Labour Turnover Rate 10.3% (XpertHR labour turnover rates survey 2022) with an average for public sector organisations of 12.4%

Service Narrative: Voluntary turnover has fallen slightly to 12.7%, which falls just outside the Council's target and just above the public sector average. We already have flexible working practices in place and plan to build on this foundation through embedding modern ways of working but also through our developing People Strategy and Plan.

CEX7 – Sickness absence (absence reported on a rolling 12 month basis)

Period	Actual	Target	RAG	DoT
Q1 23/24	7.2 days	6.6 days or less	Amber	Better
Q2 23/24	6.9 days	6.6 days or less	Amber	Better
Q3 23/24		6.6 days or less		
Q4 23/24		6.6 days or less		
Year End				



Bench Marking: 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: The absence rate for Q2 has fallen slightly since Q1 and is now only just above the Councils target and well below the public sector average. Work is being undertaken to strengthen the policy around absence management in the organisation.

CEX8 – Proportion of Wokingham resident pupils eligible for FSM in Wokingham borough schools

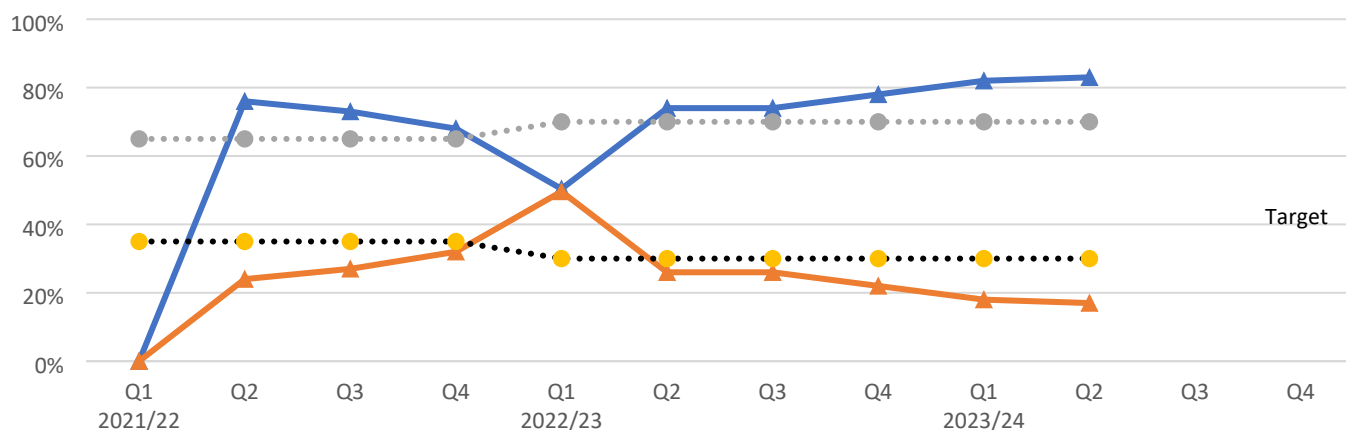
Period	Actual	Target	RAG	DoT
Q1 23/24	8.8%	10%	Red	No change
Q2 23/24	N/A	10%	N/A	No change
Q3 23/24				
Q4 23/24				
Year End				

Service Narrative: There is no school survey in the summer months and so no new data is available this quarter. This KPI measures the percentage of all pupils in Wokingham schools who are eligible for means-tested free school meals. The measure does not include pupils in Reception, Year 1 or 2 who are in receipt of the Universal Infant FSM programme.

While we cannot know the total number of pupils who might qualify based on household income (there is no available government data on individual household income), we are aiming for an upward trend in the overall percentage. A target of 10% by the end of 2023/24 is challenging but achievable looking at the overall picture of wealth in Wokingham and benchmarking with statistical neighbours.

Action to address: schools with a lower than average take up of free school meals will be targeted with communications and support to promote the benefits to families and schools (including pupil premium). New project to develop a model for reducing the cost of the school day in Wokingham will identify further activity that can increase take up of FSM where pupils are eligible. Targeted social media campaigns to specific groups of residents is also being explored.

CEX9 – Early resolution versus stage one complaints



Period	Actual	Target	RAG	DoT
Q1 23/24	Early resolutions- 82% (324) Stage one complaints- 18% (73)	Target ER 23/24- 70% Target S1 23/24- 30%	Green	Better
Q2 23/24	Early resolutions- 83% (366) Stage one complaints- 17% (74)	Target ER 23/24- 70% Target S1 23/24- 30%	Green	Better
Q3 23/24		Target ER 23/24- 70% Target S1 23/24- 30%		
Q4 23/24		Target ER 23/24- 70% Target S1 23/24- 30%		
Year End				

Service Narrative:

There was a rise (13%) in the number of complaints resolved early, with the total number of Stage 1’s increasing slightly from 73 to 74 cases. Compared to the same period in 2022-23, both early resolution and Stage 1 cases were higher, continuing a trend seen over the last four quarters. This trend aligns with changes implemented 18 months ago to improve the capture and management of complaints. These changes made it easier for customers to voice their concerns, and familiarised officers with best practices in complaints handling. Consistent with previous quarters, complaints resolved early related to the quality or non-delivery of a service. Complaints requiring a formal Stage 1 response centred on unhappiness with assessments and/or procedural outcome decisions.

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

- Performance has improved in Q2 for six of our eight KPIs and remained steady for one, only one is worse than last quarter but is still performing in line with the assigned target.
- Two of our social workers were recognised for their commitment through the 2023 Social Worker of the Year Awards. Jan Ledbrook was nominated for Team Leader of the Year and Jen Daines was nominated for Adult Social Worker of the Year.
- The Learning disability Team is now up and running. This was identified as a need as part of the Learning Disability Strategy. The team hopes to offer a more specialist service, offering co-production with the Learning Disability Partnership Board and maximising partnerships with health.

Top Opportunities

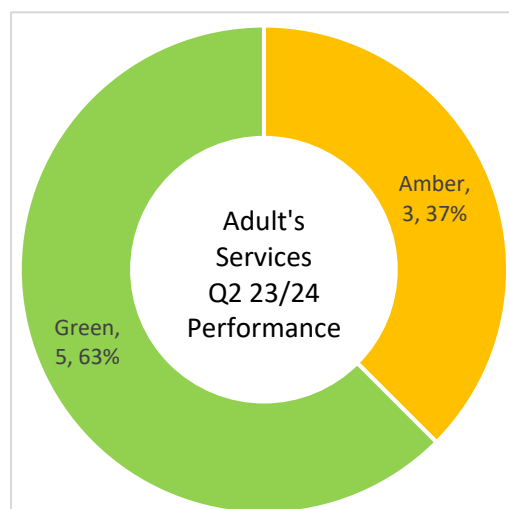
The Adult Services Transformation Programme has identified opportunities over the next 3 to 4 years. As part of our transformation work, Adult Social Care front door activity is under review and a strength-based approach will be used to manage the continuing increase in demand, which considers the person's own strengths and capabilities and what support might be available from their wider support network or within the community to help. The work in this area will support the service to manage increasing demand and the increasing complex needs of our residents presenting to Adult Social Care to maintain our levels of performance across our Key Performance Indicators.

Challenges

Adult Social Care has been historically underfunded. Future demographic and inflationary pressures together with the significant funding pressures being unresolved, placing Adult Social Care statutory services and the wider care sector under increasing risk. More recently, the social care sector in Wokingham has experienced increased financial pressure, with a number of social care providers experiencing difficulties, effecting continuity of care within the local area.

Quarter 2 2023/24 Performance Summary

- 3 are reported as (slightly-off target) Amber
- 5 of KPIs achieving target, Green
- No KPIs are reported as Pending
- No KPIs are reported as N/A
- No KPIs are reported as below target, Red



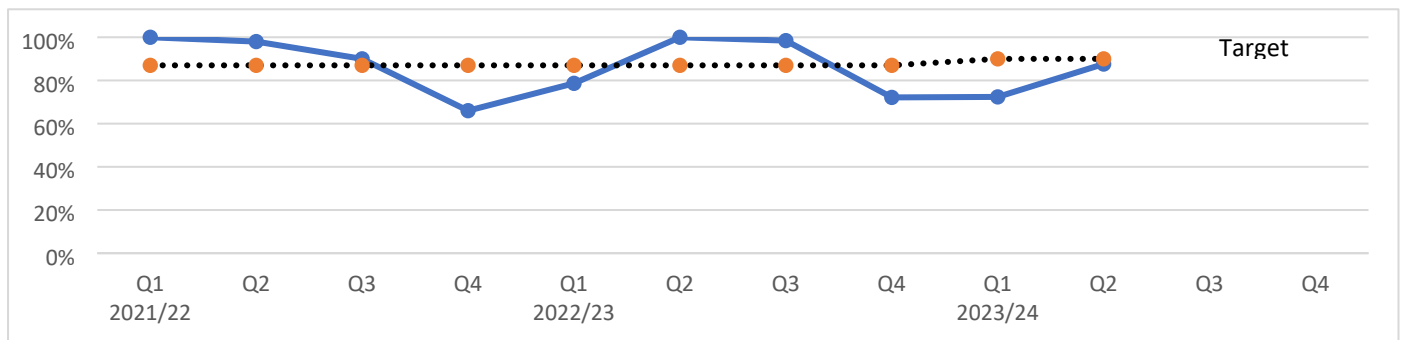
Appendix A-1: Adult Services Key Performance Indicators 2023/24 Summary Table

Ref	Description	RAG Q1	DoT Q1	RAG Q2	DoT Q2
AS1	Social work assessments allocated to commence within 28 days of the requests (counted at point of allocation)	Red	No change	Amber	Better
AS2	Percentage of new contact referrals closed with advice, information or signposting.	Green	Better	Green	Worse
AS3	The proportion of adults with a learning disability who live in their own home or with their family (ASCOF Measure 1G)	Green	No change	Green	No change
AS4	New permanent admissions to residential or nursing care homes (65+) (ASCOF Measure 2A2)	Red	Worse	Amber	Better
AS5	Proportion of people receiving long term care who were subject to a review in the last 12 months	Amber	Better	Green	Better
AS6	Percentage of CQC-registered providers that are rated Good or Outstanding	Amber	Residential and Domiciliary Care: Better Nursing: Worse	Amber	Better
AS7	Proportion of section 42 safeguarding enquiries where a risk was identified and the reported outcome that this risk was reduced or removed.	Green	Better	Green	Better
AS8	Hospital discharge - % of people who were discharged to their normal place of residence	Green	No change	Green	Better
AS9a&b	Annual measure: Increase in healthy life expectancy at age 65 (males/females)				
AS10	Annual measure: Percentage of adults classified as overweight or obese				
AS11	Annual measure: Percentage of adults meeting the recommended physical activity levels				
AS12	Annual measure: Reduction in the proportion of adults feeling lonely often/always or some of the time				

Appendix A-2: Adult Services Key Performance Indicators 2023/24 Detailed Information

AS1- Social work assessments allocated to commence within 28 days of the requests (counted at point of allocation)

Period	Actual	Target	RAG	DoT
Q1 23/24	72% (152/210)	90% or more	Red	No change
Q2 23/24	88% (177/202)	90% or more	Amber	Better
Q3 23/24		90% or more		
Q4 23/24		90% or more		
Year End				



Benchmarking: 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: 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.

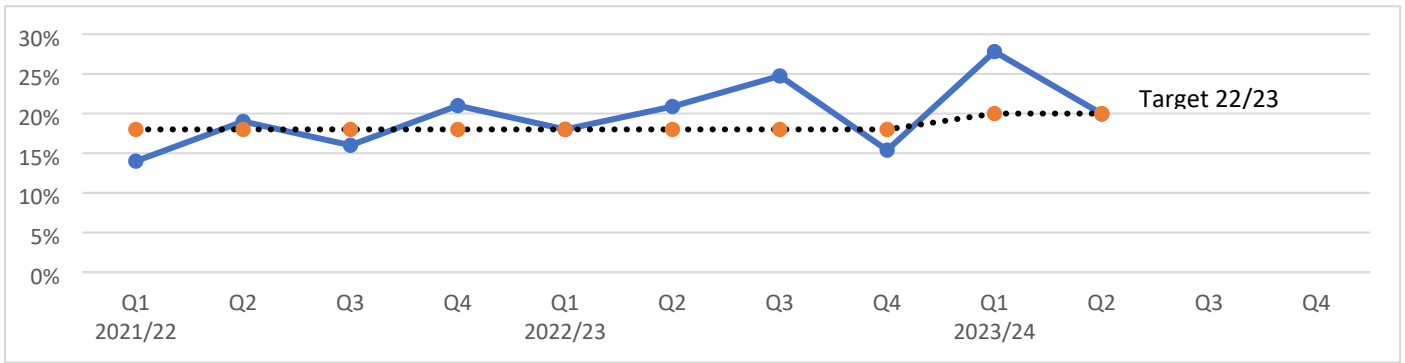
There is a process of triaging and risk assessing all contacts received to ensure those requiring immediate attention are prioritised.

Performance has continued to improve in this area.

Changes are currently being made to the Adult Social Care pathway in Q2 and we will look to measure the impact of these changes to the performance data during Q3.

AS2- Percentage of new contact referrals closed with advice, information or signposting.

Period	Actual	Target	RAG	DoT
Q1 23/24	28% (173/622)	20% or less	Green	Better
Q2 23/24	20% (151/757)	20% or less	Green	Worse
Q3 23/24		20% or less		
Q4 23/24		20% or less		
Year End				



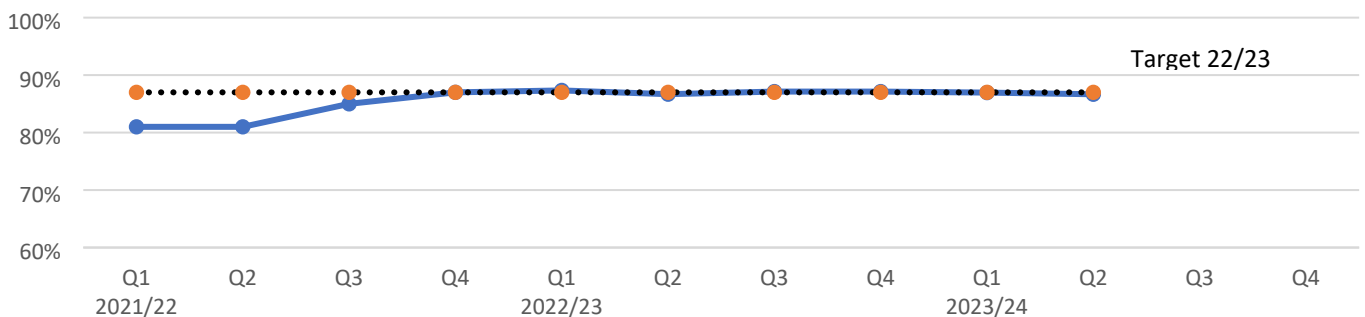
Benchmarking: The target is set with the aim of improving our local performance for this specific area (information and advice). Comparative data from our statutory return is not reported with the same definition but monitors all new contacts from the community, resulting in signposting or universal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

Service Narrative: Priority: Prevent, Reduce, Delay the need for formal care and support
 Providing high quality advice, information or signposting at the first point of contact is key in achieving this aim.

We continue to meet the target in this area, despite increasing demand and complexity at our front door.

AS3 – The proportion of adults with a learning disability who live in their own home or with their family (ASCOF Measure 1G)

Period	Actual	Target	RAG	DoT
Q1 23/24	87% (460/529)	87% or more	Green	No Change
Q2 23/24	87% (455/525)	87% or more	Green	No Change
Q3 23/24		87% or more		
Q4 23/24		87% or more		
Year End				



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%.

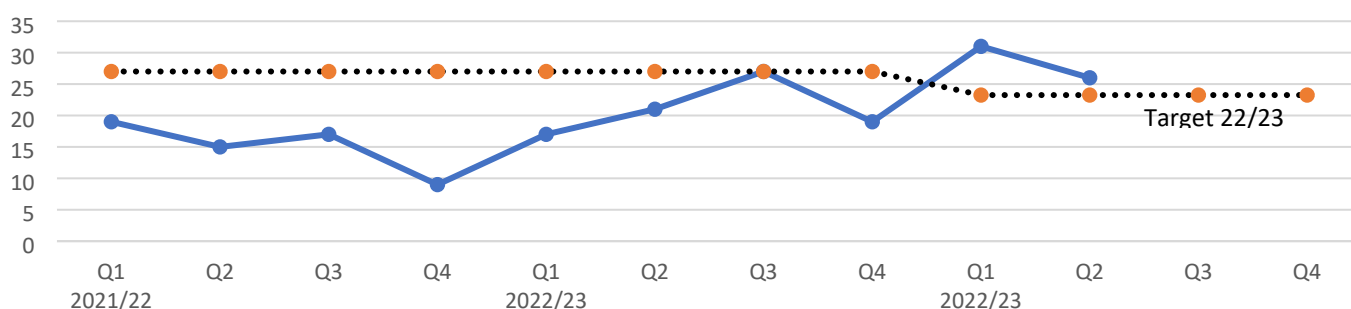
Service Narrative: Priority: To involve people in their care and support.

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

Performance remains steady in this area.

AS4 – New permanent admissions to residential or nursing care homes (65+) (ASCOF Measure 2A2)

Period	Actual	Target	RAG	DoT
Q1 23/24	31	23	Amber	Better
Q2 23/24	26	23	Amber	Better
Q3 23/24		23		
Q4 23/24		23		
Year End				



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.

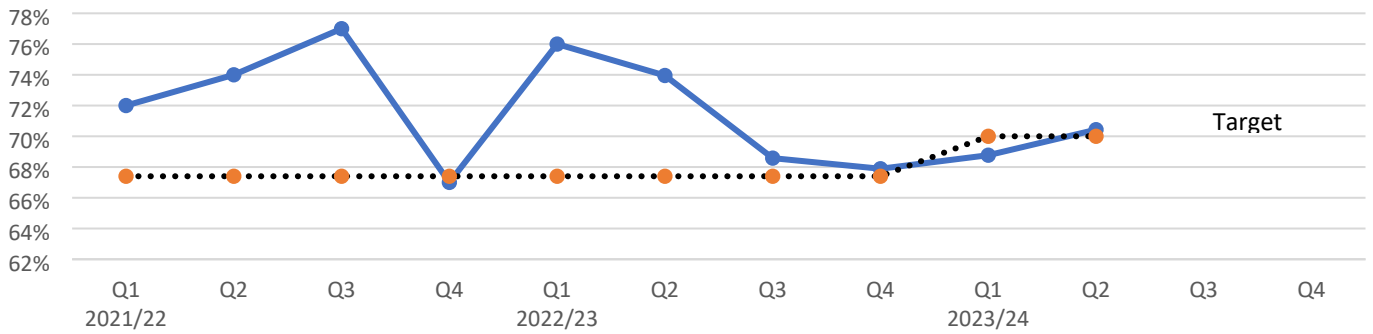
Service Narrative: Priority: Prevent, Reduce, Delay the need for formal care and support.

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.

Numbers of new admissions decreased in Q2, improving our performance in this area.

AS5 – Proportion of people receiving long term care who were subject to a review in the last 12 months

Period	Actual	Target	RAG	DoT
Q1 23/24	69% (1,090/1,585)	70% or more	Amber	Better
Q2 23/24	70% (1048/1488)	70% or more	Green	Better
Q3 23/24		70% or more		
Q4 23/24		70% or more		
Year End				



Benchmarking: Wokingham is ranked 2 out of 16 South East Local Authorities (where 1 is best). The 2023/24 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.

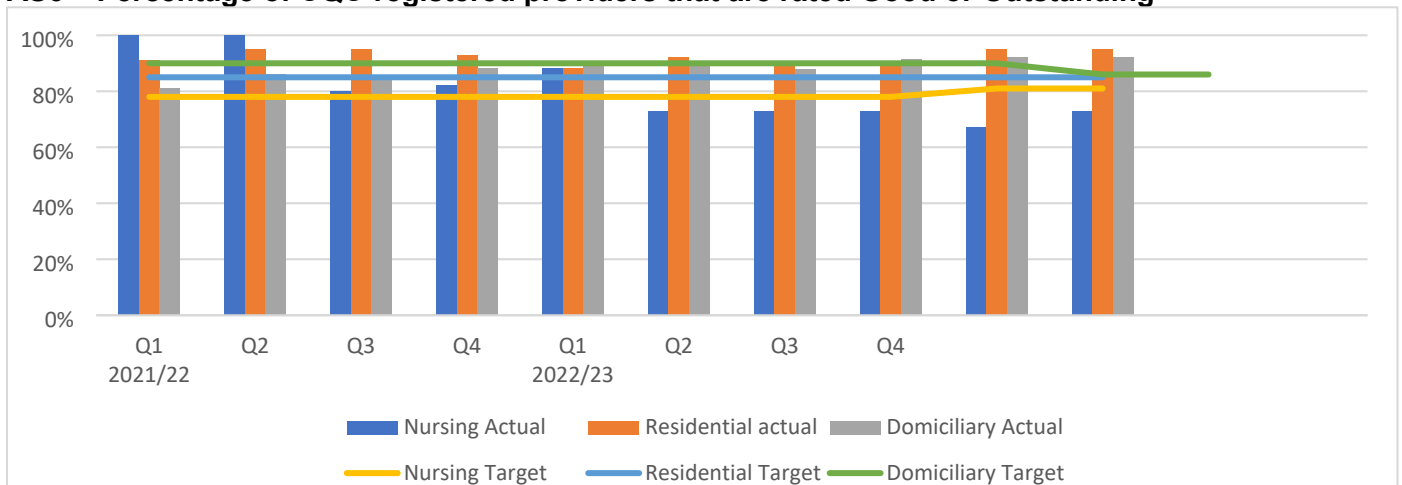
Service Narrative: Priority: Involve people in their care and support.

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.

Numbers have continued to improve in Q2 and the target is now being met.

AS6 – Percentage of CQC-registered providers that are rated Good or Outstanding



Period	Actual	Target	RAG	DoT
Q1 23/24	Nursing Homes: 67% Residential Homes: 95% Domiciliary Care: 92%	Better than South-East: Nursing Homes: 81% Residential Homes: 85% Domiciliary Care: 86%	Amber	N/A
Q2 23/24	Nursing Homes: 73% Residential Homes: 95% Domiciliary Care: 92%	Better than South-East: Nursing Homes: 81% Residential Homes: 85% Domiciliary Care: 86%	Amber	Better
Q3 23/24		Better than South-East: Nursing Homes: 81% Residential Homes: 85%		

		Domiciliary Care: 86%		
Q4 23/24		Better than South-East: Nursing Homes: 81% Residential Homes: 85% Domiciliary Care: 86%		
Year End				

Benchmarking: The target for this indicator is to perform better than South East region.

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.

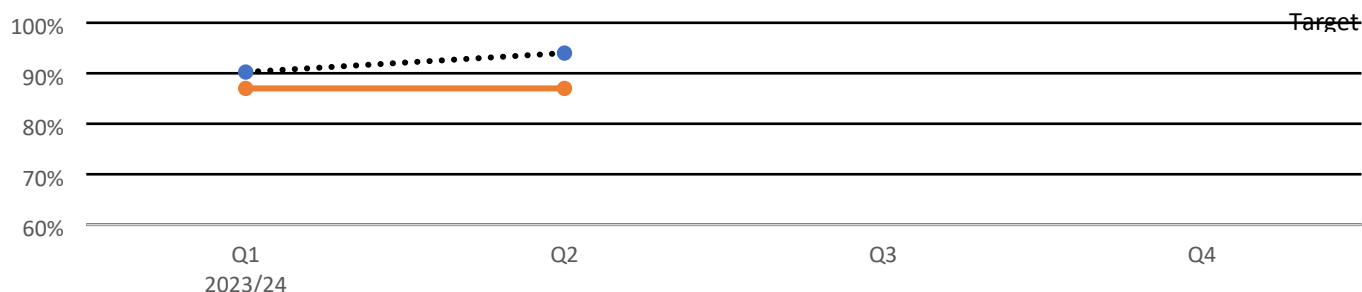
CQC inspection ratings for care providers are above national averages in Wokingham Borough as evidenced in our Market Position Statement.

Two of the three services (Residential and Domiciliary Care) are achieving target with a higher proportion of providers judged as good or outstanding in the Wokingham Borough area compared to the whole of the South-East.

The locally reported percentage for Nursing Homes is impacted by small numbers in the borough and therefore disproportionately skews the overall percentage. One Nursing Home is 9% of the total, which is why this measure is still below target, despite an improvement this quarter.

AS7 – Proportion of section 42 safeguarding enquiries where a risk was identified and the reported outcome that this risk was reduced or removed.

Period	Actual	Target	RAG	DoT
Q1 23/24	90% (74/82)	87% or more	Green	Better
Q2 23/24	94% (94/100)	87% or more	Green	Better
Q3 23/24		87% or more		
Q4 23/24		87% or more		
Year End				



Benchmarking: The total for Berkshire Authorities was 89% for 2021-22 which was in line with WBC performance for that year.

Service Narrative: Priority: Keeping people safe

The Care Act (2014) places a statutory duty on local authorities to make enquiries or cause others to make enquiries where the adult at risk is; aged 18 years or over, has care and support needs, is at risk of or

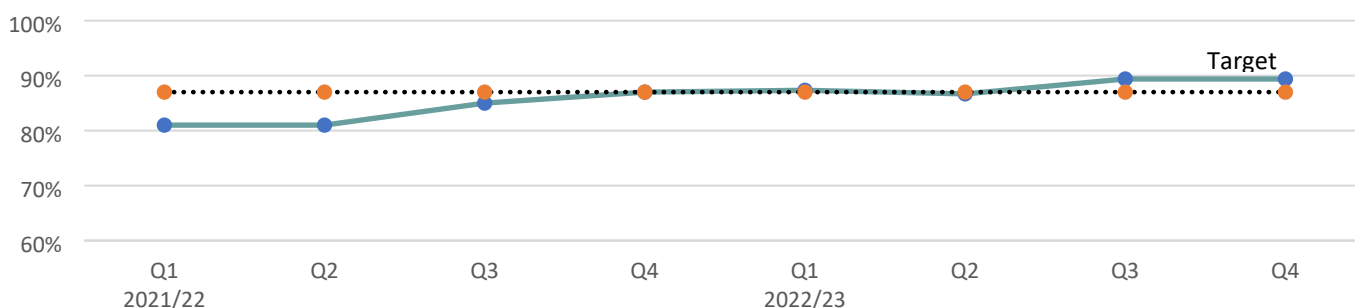
experiencing abuse or neglect and, as a result of their care and support needs is unable to protect themselves from that (risk of) abuse or neglect. WBC has a proven commitment and investment to the protection of their resident's rights. Safeguarding is an integral part of all our practice, viewed as everybody's business, there is a strategic approach in relation to safeguarding with clear roles and responsibilities for all staff.

This is a measure that is collected from all Local Authorities via the annual Safeguarding Adult Collection. From 2023-24 this is now an Adult Social Care Outcomes Framework (ASCOF) measure.

Wokingham Borough Council performs well in comparison to other areas and performance has continued to improve in Q2.

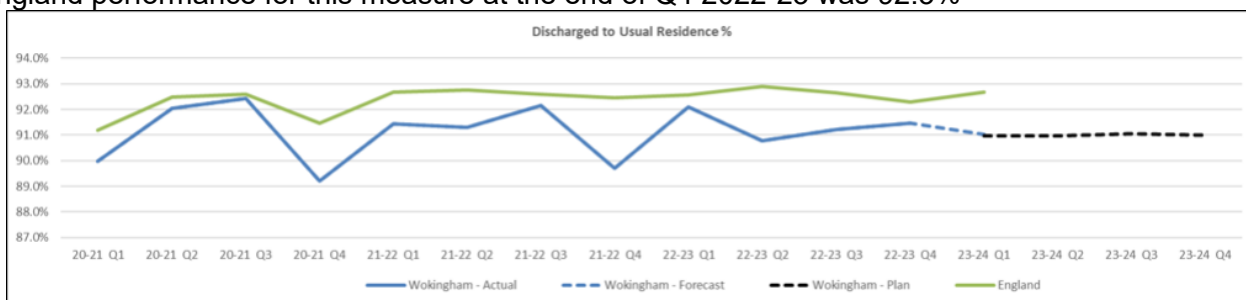
AS8- Hospital discharge - % of people who were discharged to their normal place of residence

Period	Actual	Target	RAG	DoT
Q1 23/24	91% (829/907)	91% or more	Green	No change
Q2 23/24	92% (1661/1797)	91% or more	Green	Better
Q3 23/24		91% or more		
Q4 23/24		91% or more		
Year End				



Benchmarking:

All England performance for this measure at the end of Q4 2022-23 was 92.3%



Service Narrative: Priority: Prevent, reduce, and delay the need for formal care and support.

We work closely with our partners, including health services and those who provide services to support with hospital discharge with the joint aim of reducing delays with hospital discharge and continue to support people to remain in their own home rather than move into extra or residential care.

Performance in this area is currently achieving target and increased compared to last quarter.

Q2 only includes July and August as this is a BOB metric and figures are released in arrears. We will be able to update this in November when the Sept figures are released.

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 cared for, they enjoy and achieve, are healthy and resilient, ready for adulthood and are happy, hopeful and loved.

Top Wins

- Awarded a grant by DfE to develop a regional recruitment Fostering Hub.
- Purchased a property to open our second residential Children's home.
- Awarded a grant by DfE to develop and implement a staying close programme to provide intensive support to care leavers.
- Oak Tree Special School opened in September 2023 welcoming 54 pupils.
- The Virtual School has been successful in securing a permanent team of specialists, including Early Years, Post 16, UASC, and for 'Children with a Social Worker' to support individual needs and monitor impact.

Top Opportunities

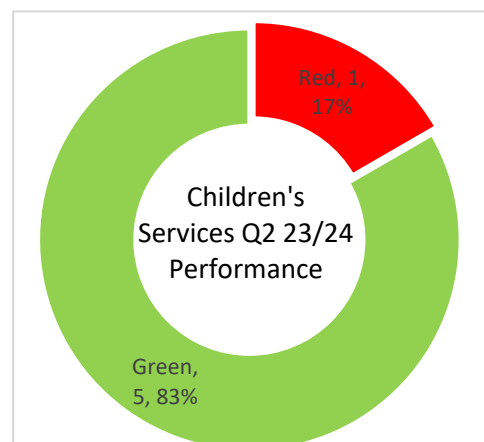
- Develop a Quality Assurance Framework and Audit Programme to align the Education, Health and Care Plan timeliness improvement journey with the production of high quality EHC Plans.
- The Exclusion Prevention Programme (EPP) offered by PYJS is being expanded to offer to all Wokingham secondary schools.
- Joint working with Housing colleagues in Place and Growth to develop new accommodation options for care leavers.

Challenges

- Increased demand across the SEND 'system' continues to place pressure on the team and Education Psychologists.
- Placement sufficiency and inflation costs is creating pressure in placement budgets for SEND and Social Care.
- Recruitment of specialist workforce remains challenging in Children's Services.

Quarter 2 Performance Summary

- No KPIs are reported as (slightly-off target) Amber
- 5 of KPIs achieving target, Green
- No KPIs are reported as Pending
- No KPIs are reported as N/A
- 1 KPI is reported as below target, Red



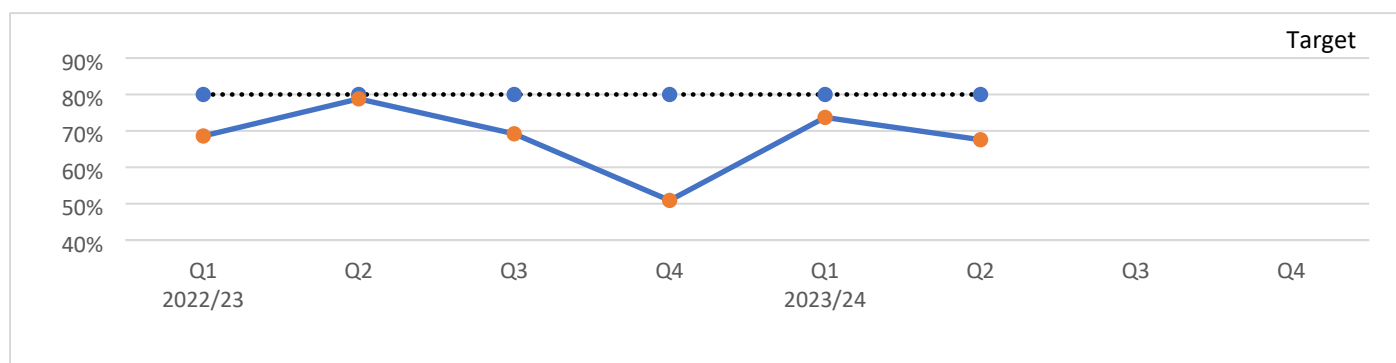
Appendix C-1: Children's Services Key Performance Indicators 2023/24 Summary Table

Ref	Description	RAG Q1	DoT Q1	RAG Q2	DoT Q2
CS1	Percentage of Continuous Assessments completed within 45 working days	Amber	Better	Red	Worse
CS2	Percentage of Initial Child Protection Conferences within 15 working days of the start of the Section 47 which led to a conference	Green	Better	Green	Worse
CS3	Child Protection plans lasting 2 years or more which cease during the year	Green	Better	Green	Better
CS4	Percentage of Care leavers 19 to 21 in suitable accommodation at period end	Green	Better	Green	Worse
CS5	Proportion of all EHC plans issues in 20 weeks (including exceptions)	Green	Better	Green	Worse
CS6	CME (children of compulsory school age who are not registered pupils at a school and are not receiving suitable education otherwise than at a school) in a period	Green	Better	Green	Better

Appendix C-2: Children's Services Key Performance Indicators 2023/24 Detailed Information

CS1 – Percentage of Continuous Assessments completed within 45 working days

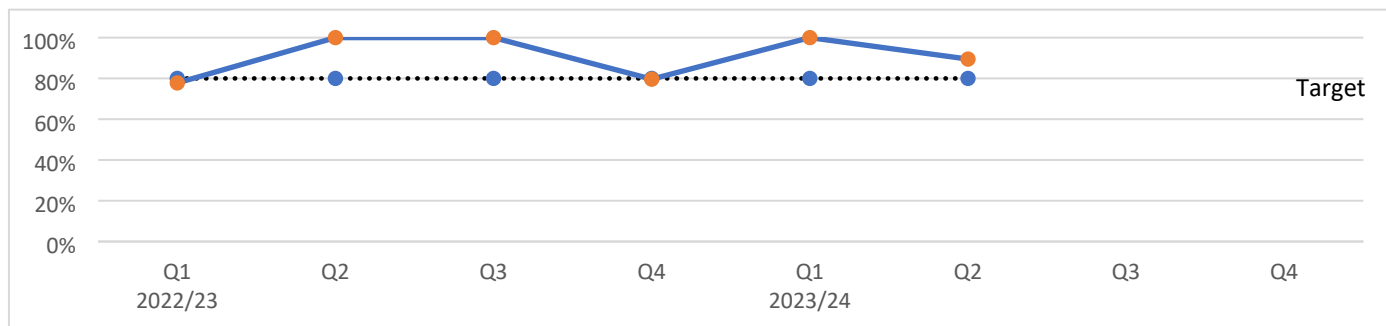
Period	Actual	Target	RAG	DoT
Q1 23/24	74% (311/422)	80% or more	Amber	Better
Q2 23/24	68% (273/404)	80% or more	Red	Worse
Q3 23/24		80% or more		
Q4 23/24		80% or more		
Year End		80% or more		



Service Narrative: The service aims to complete 80%, of the assessments within 45 working days. There were some challenges in terms of staff movement and sickness in the teams along with a higher number of assessments, which impacted on the performance. The development of a new data set has supported a greater focus on bringing performance back in line by targeting open assessments to ensure they are completed within timescale. Day 25 supervisions are booked, providing an effective mechanism to address issues about potential delays earlier. Work to drive front line performance is having a positive result and early analysis of the current quarter data is showing a positive impact with figures exceeding the target of 80% being achieved currently.

CS2 – Percentage of Initial Child Protection Conferences within 15 working days of the start of the Section 47 which led to a conference

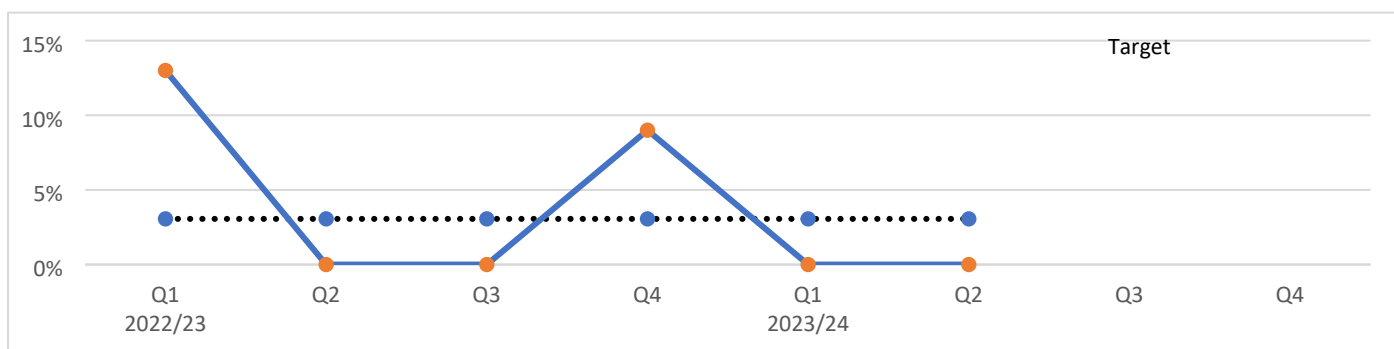
Period	Actual	Target	RAG	DoT
Q1 23/24	100% (43/43)	80% or more	Green	Better
Q2 23/24	89% (34/38)	80% or more	Green	Worse
Q3 23/24		80% or more		
Q4 23/24		80% or more		
Year End		80% or more		



Service Narrative: 23/24 Target is based on the average of the 2022 figures for National (79.2%), South East (78.6%) and Statistical Neighbours (81.49%)

CS3 – Child Protection plans lasting 2 years or more which cease during the year

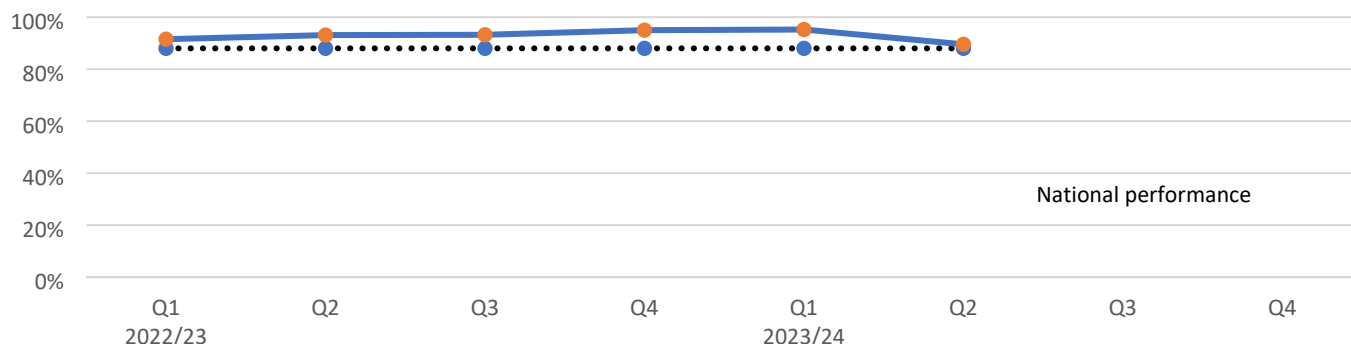
Period	Actual	Target	RAG	DoT
Q1 23/24	15% (0/29)	3.1%	Green	Better
Q2 23/24	0% (0/38)	3.1%	Green	Better
Q3 23/24		3.1%		
Q4 23/24		3.1%		
Year End				



Service Narrative: 23/24 Target is based on the average of the 2022 figures for National (3.7%), South East (3.3%) and Statistical Neighbour (2.18%). Lower percentage indicates better performance

CS4 – Percentage of Care leavers 19 to 21 in suitable accommodation at period end

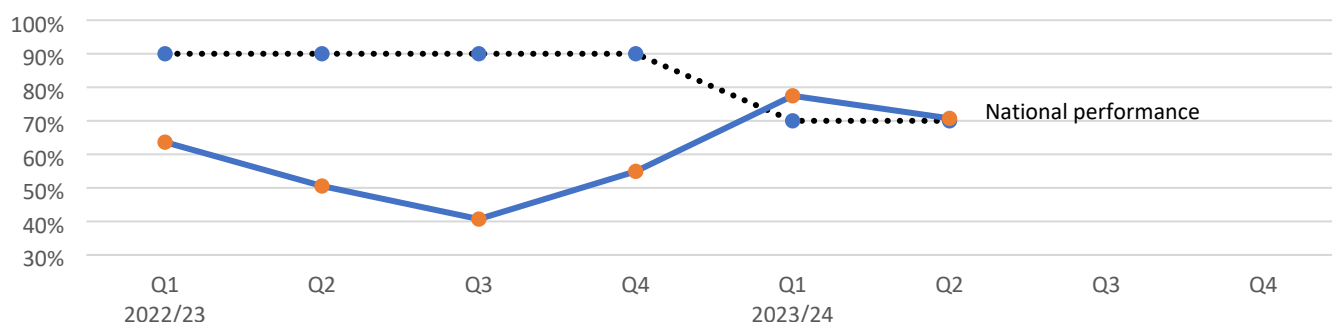
Period	Actual	Target	RAG	DoT
Q1 23/24	95% (60/63)	88% or more	Green	Better
Q2 23/24	90% (60/67)	88% or more	Green	Worse
Q3 23/24		88% or more		
Q4 23/24		88% or more		
Year End		88% or more		



Service Narrative: 23/24 Target is based on the average of the 2022 figures for National (88%), South East (86%) and Statistical Neighbour (90.4%).

CS5 – Proportion of all EHC plans issues in 20 weeks (including exceptions)

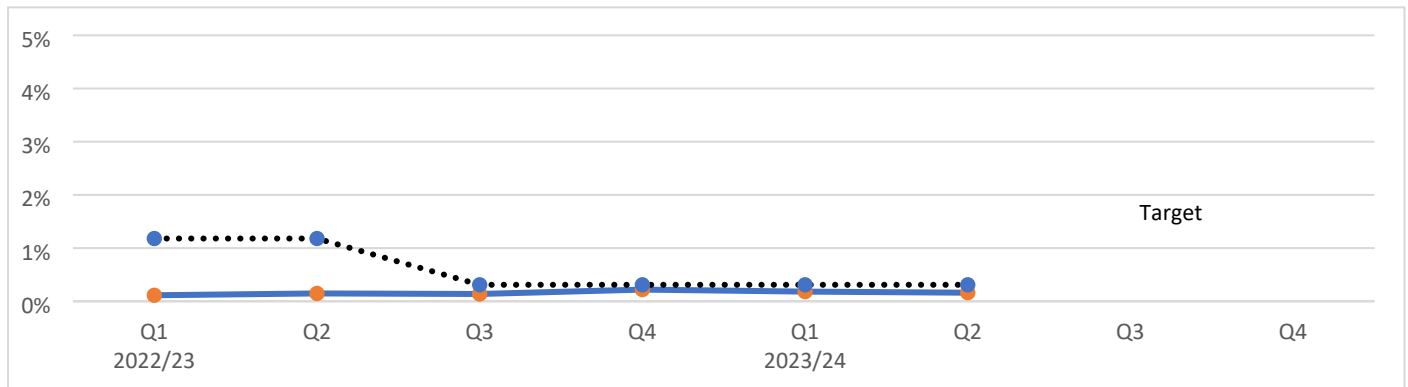
Period	Actual	Target/National	RAG	DoT
Q1 23/24	79% (55/70)	70% or more	Green	Better
Q2 23/24	71% (58/82)	70% or more	Green	Worse
Q3 23/24		70% or more		
Q4 23/24		70% or more		
Year End		70% or more		



Service Narrative: A realistic target of 70% has been set for the team, which is higher than the national average of 49%, and combined national average/statistical neighbour average of 55%. The target will be reviewed next year.

CS6 – CME (children of compulsory school age who are not registered pupils at a school and are not receiving suitable education otherwise than at a school) in a period

Period	Actual	Target/National	RAG	DoT
Q1 22/23	0.18% (53/29136)	0.33% or less	Green	Better
Q2 22/23	0.16% (47/29136)	0.33% or less	Green	Better
Q3 22/23		0.33% or less		
Q4 22/23		0.33% or less		
Year End		0.33% or less		



Service Narrative: National figures are based on the school academic year. Full Year figures provide unique children, which may not add up when using the quarterly numbers. Lower percentage indicates better performance.

TITLE	Affordable Housing Strategy
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 16 January 2024
WARD	None Specific;
LEAD OFFICER	Director, Place and Growth - Giorgio Framalicco

OUTCOME / BENEFITS TO THE COMMUNITY

To obtain Member oversight and input into the development of the Affordable Housing Strategy in line with the priorities outlined herein. To also gain Member input into proposed changes for key workers within the Council's Allocations Policy, removing the requirement to have lived within the Borough for the previous five years which will help support the local economy and especially the care sector.

The Affordable Housing strategy outlines four strategic priorities and will be accompanied by a more detailed action plan which will be refreshed on an annual basis. The strategy sets out the Council's strategic direction to build the right homes in the right places and support our residents by developing socially inclusive communities. The strategy is underlined by a strong commitment to partnership working with the aim of increasing the quality and quantity of affordable housing in the Borough by:

1. Addressing and understanding our housing needs
2. Providing suitable accommodation options to our most vulnerable residents
3. Ensuring homes are healthy, safe, efficient, environmentally sustainable and well-designed
4. Creating positive social impact to promote inclusive growth and develop thriving communities

This will improve housing outcomes for our residents, as well as helping to mitigate the increasing financial pressure created by the Council's duty to provide accommodation, by providing additional housing options with varying levels of support to ensure sufficiency of provision for a number of different priority groups. This will futureproof the Council's resilience to respond to the increasing level of housing demand by building a healthy pipeline of good quality, affordable housing delivery whilst continuing to implement early intervention and commissioning appropriate support where possible to tackle the causes of homelessness and rough sleeping at source. In turn, the Council anticipates improved outcomes for our residents, and the wider community, through the implementation of this strategy.

RECOMMENDATION

The Overview and Scrutiny Committee are asked to review the Affordable Housing Strategy which is due to be considered by the Executive on 28th March 2024 and what recommendations and/or comments (if any) they wish to make for the Executive to consider.

The Overview and Scrutiny Committee are asked for their input into the proposed changes for key workers within the Council's Allocations Policy removing the requirement for key workers to have lived within the Borough for the previous 5 years.

SUMMARY OF REPORT

The effect of global economic shocks including soaring energy prices, rising interest rates, and increasing inflation have contributed to the creation of a cost-of-living crisis. This coupled with the fact that Wokingham remains a Borough of high unaffordability has led to a situation where local housing costs have resulted in increased socioeconomic disparities and an increasing trend of more households presenting as homeless and younger people having to make stark life choices due to the high cost of housing.

The Council's aim is to create a future pipeline of affordable and sustainable homes for those most in need. This will help to reduce social and economic inequalities across the Borough by creating stable and safe homes. Working with our partners and engaging with our residents and landlords across the Borough, we will help to ensure that we address and understand our housing need and help maximise affordable housing delivery where possible. We will build the right homes in the right places, improve the quality, sustainability and design of the housing stock and support our residents by developing socially inclusive and healthy communities.

The four strategic priorities that this strategy will look to deliver over the strategy period 2024 to 2028 are:

Strategic Priority 1 – Continue to address and understand our housing needs

Strategic Priority 2 – Provide suitable accommodation options to our most vulnerable residents

Strategic Priority 3 – Ensure that homes are healthy, safe, efficient, environmentally sustainable and well designed

Strategic Priority 4 – Create positive social impact which will help promote inclusive growth and develop thriving communities

Since the previous Housing Strategy was published in 2020, there has been increasing demand on the Council's housing stock and services with demand outstripping supply. This is despite Wokingham delivering some of the highest levels of affordable housing nationally. Many of our residents require specialised dwellings and bespoke support to fulfil their tenancies and this requires additional spend to meet their individual needs. An increase in the number of residents that require our support increases the financial outlay for the Council to provide these services which then places the Council under unsustainable financial pressure. This strategy outlines how we can mitigate the increase in demand for social and supported housing to reduce the cost to the Council whilst also working with our partners to maximise outcomes for our existing residents.

This strategy has been developed with input from residents, partner agencies and the Council's expert officers. Partnership working is fundamental to the success of this strategy to address the challenges faced by the Council's priority groups. To this end, it is important that every stakeholder this strategy supports can own their objectives within the strategy and that this is a live document owned by all involved. An action plan will be included to accompany this strategy which will then monitor and evaluate the progress of the strategy against the strategic priorities. This will enable us to track our progress and any blockages in delivering these strategic objectives including regular reports and feedback from the Council's tenant engagement groups and the Council's Housing Advisory and Implementation Group (member/officer group).

Members, Officers, stakeholders, and the public will have the opportunity to respond to our consultation on the draft strategy. The consultation will be sent out across the

Council, to all Members, the Parish and Town Councils, the Registered Provider Partnership, TLIP, DLUHC, Homes England, partner agencies and local charities. It will also be publicised through a press release and our social media. As part of the consultation, we will ask questions around whether consultees agree with the objectives set out in the strategy, what challenges they think the Borough is facing in terms of housing, and what fundamental outcomes they would like to see from the delivery of the strategy. The strategy is set to go to Executive in March 2024 and Full Council in June 2024 where it is expected to be published shortly after.

A local connection has typically been required as part of the Council's Allocation Policy, however the Council is looking to remove this (for key workers only) to ensure that any key workers moving into the Borough need not have lived or worked in the Borough for the previous five years. This will not only support the local economy but also provide more affordable accommodation for staff supporting sectors such as social care. The five year rule will be removed for key workers, however, any future applicants for key worker schemes will be required to work within Wokingham Borough. This decision will form a separate report to Executive in March 2024.

Background

The Council's previous Housing Strategy ran from 2020 and will end in 2024. This strategy has led to the implementation and delivery of several key initiatives. Whilst we prioritise housing for those who need it most, there is an increasing need to alleviate pressures on the Council's limited stock and resources. Affordable housing is an area of intense pressure for the Council and so adding 'affordable' to the title of this strategy, it becomes an affordable housing strategy rather than a standard housing strategy. This makes it clear what type of housing we are looking to promote outcomes for and who we need to work with to achieve this.

In the past 4 years, over the course of the previous Housing Strategy, the Council has:

- Delivered one of the highest numbers of affordable housing in England, completing 542 affordable homes in the past 3 years and generating a future pipeline of over 1600 additional homes
- Implemented a new allocations policy to help allocate affordable homes to those most in need.
- Gorse Ride estate regeneration phase 1 completed (46 homes), with phase 2 underway.
- Delivered an award-winning programme of six specialist housing schemes for 34 adult social care users, providing long term quality homes for those with learning disabilities, physical disabilities, complex needs or requiring mental health support
- Delivered a new Semi-independent Living (SIL) accommodation scheme for care leavers in Wokingham, providing accommodation for up to 7 care leavers
- Awarded Govt. grant funding through the Single Homelessness Accommodation Programme to deliver Housing First intensive support for 7 young people
- Awarded £3.1m grant funding towards the purchase of 17 homes for use by Ukrainian and Afghan refugees
- Provided an 18 unit affordable rented scheme for key workers in Wokingham through one of our Registered Provider partners
- Reduced the number of care leavers in temporary accommodation to 6 residents over last 2 years.
- Submitted a successful bid has under the Social Housing Decarbonisation Fund to bring c110 homes to an EPC C by 2025.

The outcomes to be achieved from the new strategy are:

- Delivery of more affordable homes in the Borough
- Increased capacity within the private rental sector
- More opportunities for supporting the local economy and key sectors such as social care
- Enable people to stay in their homes for longer
- Delivering housing and support tailored to meet identified need
- Improving guidance and information
- Developing effective policies and strategies to ensure housing delivered meets need
- Improving the quality and management of affordable homes

- Ensuring quality and sustainability of design of all affordable homes
- Regenerating communities and housing stock
- Developing more socially inclusive communities through housing initiatives to support local residents Increase support for Early Intervention to prevent homelessness at the earliest opportunity
- Undertake a cross-annual service snapshot to identify young people aged 14+ who are at risk of homelessness
- Commitment to ensure young people do not need to present as homelessness in order to be accommodated

The Affordable Housing Strategy is the framework strategy document which defines the strategic vision of affordable housing for the Council. It provides an “umbrella” and oversees the supporting strategies of the Homelessness and Rough Sleeping Strategy, Young Persons Housing Strategy, a proposed new Older People’s Housing Strategy and Affordable Housing Options Strategy. Please see Enclosure 3 for more detail. The Council has significant pressure on our residents’ housing placements, especially those who require additional support needs. This strategy outlines how the Council will seek to provide for the Borough’s residents in a cost-effective and sustainable way, with community and social value a golden thread embedded within our way of working.

Analysis of Issues

The current cost of living crisis is leading to soaring energy bills, interest rates and private sector rents have created a causal effect on the number of people presenting as homeless to the Council. The Affordable Housing Strategy seeks to identify and mitigate the challenges and risks outlined herein:

- Affordable housing delivery is dependent on developers bringing their sites coming forward which in turn is partly affected by the wider economic climate - rising build costs, shortages of skilled workers and a downturn in house prices can see delays in the delivery of schemes or a lack of planning applications coming forward which then results in the demand for affordable housing outstripping supply
- Finite resources (such as land availability, financial resources) means that the Council cannot meet all need and faces a difficult task of prioritising competing requirements. For example, there are increasing demands from those facing homelessness, adult social care users or children’s services requiring more specialist accommodation
- The reduced supply of affordable homes due to Right to Buy which reduces the amount of affordable housing stock in the Borough. Nationally around 40% of homes purchased under Right to Buy have later been sold into the private rental sector. This leads to more residents relying on housing benefit due to a lack of social rented homes
- There is a small and expensive private rental sector in the Borough. With an increasing number of people on low incomes and a shortage of affordable housing this is pushing people to live in an unsuitable accommodation or to seek accommodation further afield
- Climate change is already affecting houses within the Borough. More extreme weather events such as heatwaves and flooding, as well as rising temperatures risk making homes unliveable, threatening the health and wellbeing of our tenants.

Homes need to be designed with climate change in mind, to ensure our residents are protected, and minimise future spent to retrofit homes, or repair them after climate change impacts.

- At the same time, there is a challenge within the Borough to manage and balance housing need whilst ensuring homes are fit for future climate challenges, and the Council is able to reach carbon neutrality by 2030.
- Wokingham Borough has an increasing proportion of residents with long term health conditions, such as dementia, and people with learning disabilities or difficulties, it is important that we address and manage demand for long term care and maintain high quality services, especially where delivery of specialist accommodation can help alleviate financial pressures or deliver more effective care and support
- There are pockets of deprivation, unemployment, and a risk of poverty within working families. With the cost-of-living crisis we are seeing more people presenting as homeless

The draft Affordable Housing Strategy has four key priorities, outlined below:

Strategic Priority 1 – Continue to address and understand our housing needs

The population and make up of our Borough is changing. The cost-of-living crisis is putting additional pressures on our residents. We have a small and expensive private rental sector in the Borough. There are increasing numbers of residents presenting as homeless. More affordable housing will be needed to meet demand and address the outcome of these pressures. We need a diverse mix of homes to meet the changing needs of our Borough, especially around a growing older population with homes for key workers required to support the ageing population. Furthermore, the future Adult social care reforms will lead to increased demand for older residents to remain in their own homes, if they so wish, with appropriate care and support.

Strategic Priority 2 – Provide suitable accommodation options to our most vulnerable residents

We want to support more people to live independently and stay healthy by offering the right housing options to meet their needs. With the cost-of-living crisis and increased complex health needs we need to offer more support and options to those who are homeless, currently sleeping rough, at risk of homelessness or are survivors of domestic abuse. Our priority groups for young people aged 16-25, are those in and transitioning out of care, 16/17-year-olds at risk of homelessness and Unaccompanied Asylum-Seeking Children (UASC) leaving care. We also have a large pipeline of need from those residents with learning disabilities, physical disabilities or are struggling with their mental health who require more support through specialist housing schemes.

Strategic Priority 3 – Ensure that homes are healthy, safe, efficient, environmentally sustainable and well designed

Poor housing can have a severe impact health and wellbeing, resulting in stress and anxiety caused by living in insecure, unaffordable, or damp and mouldy homes. Overcrowded homes do not have space to study or play. Lack of stable housing can

mean frequent school moves, with no chance to learn or make friends. The climate change is already affecting our Borough (coupled with cost-of-living crisis), with impacts on the quality of life on our community and the most vulnerable residents. From April 2024, under the forthcoming Social Housing Regulation Act, housing associations and stock-holding local authorities will be required to demonstrate their adherence to consumer standards. The Council has committed to carbon neutrality by 2030. Thus, it becomes imperative, for council to deliver a good choice of high quality, climate-ready and well managed housing that will play an integral role in supporting residents with adapting to the evolving effects of climate change. This type of housing will have better energy efficiency standards, improved thermal comfort, reduced environmental impact, and contribute to Borough’s commitment to be carbon neutral by 2030.

Strategic Priority 4 – Create positive social impact which will help promote inclusive growth and develop thriving communities

The Council, together with its partners such as Registered Providers, the Tenant and Landlord Improvement Panel, organisations such as the NHS and third sector organisations, has a key role through engagement in helping to create thriving communities and address the root causes of housing crises such as improving employability, enhancing tenancy sustainability, reducing worklessness and a reliance on benefits. By investing in social capital programmes and delivering initiatives such as creative social prescribing and tenancy sustainment schemes, and arts based approaches to improving health and wellbeing will help to empower residents and transform lives, as well as more broadly helping to support the local economy and wider community.

Next Steps

The strategy is due to be released for public consultation in January 2024 before it is considered at Executive in March 2024 and Full Council in June 2024 before publication shortly after. The strategy will run for 4 years up to 2028 and progress will be assessed throughout.

A decision to remove the local connection test for key workers to have lived within the Borough in the previous five years, will form a separate report to Executive in March 2024.

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?
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Current Financial Year (Year 1)	-	-	
Next Financial Year (Year 2)	-	-	
Following Financial Year (Year 3)	-	-	

<p>Other financial information relevant to the Recommendation/Decision</p> <p>One of the key outcomes the strategy seeks to address is cost avoidance and exploring opportunities to invest to save and applying for government grant. However, it is not possible to cost these individual savings until business cases for specific schemes or initiatives have been explored in more detail. An action plan which will accompany the strategy will assist the monitoring against financial outcomes.</p> <p>The capital and revenue approvals needed to enact this strategy will be sought and contained within the annual budget setting process whilst external grant funding opportunities will be sourced and pursued in order to maximise the outputs of this strategy.</p>
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<p>Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)</p> <p>This strategy provides the strategic vision for the Council's approach to delivering, maintaining and managing affordable housing in Wokingham including supporting wider Council strategies relating to climate emergency, social value and public health. The strategy also supports the Council's cross-directorate Gold priority to acquire additional affordable dwellings to reduce the cost of placements for our most vulnerable residents increasing our stock of safe and affordable housing for our priority groups. This strategy has been co-produced across directorates with workshops taking place with internal stakeholders in Autumn 2023.</p>

<p>Public Sector Equality Duty</p> <p>A Stage 1 Equalities and Impacts Assessment has been undertaken and found only positive or neutral impacts on each demographic, so a Stage 2 assessment is not required.</p>

<p>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></p> <p>The Affordable Housing Strategy aligns with this goal, aiming to provide sustainable and affordable homes which meet these climate targets. Recognising the link between housing quality and well-being, the strategy emphasizes the importance of climate-ready, energy-efficient homes through the inclusion of specific KPIs in this area. Meeting these will support residents in adapting to climate change and contribute to the council's carbon-neutral commitment by 2030.</p>

<p>Reasons for considering the report in Part 2</p> <p>N/A</p>

<p>List of Background Papers</p> <p>Enclosure 1 - Affordable Housing Strategy Draft</p>
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Enclosure 2 - Affordable Housing Strategy – Stage 1 EQIA Enclosure 3 – Housing Strategy Documents and Policies Chart

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“Right Homes, Right Places”

Housing plays a huge role in the health, environmental, social and economic well-being of everyone who lives in the Borough. It is more than just bricks and mortar; everyone is affected by housing. Housing underpins local growth and economic stability as well as contributing to healthy, thriving communities.

With the effect of global economic shocks including soaring energy prices, rising interest rates and increasing inflation, have in turn created a cost-of-living crisis. This and coupled with the fact that Wokingham remains a Borough of high unaffordability means there is a real requirement to address housing need, especially as there is an increasing trend of more households presenting as homeless and younger people having to make stark life choices due to the high cost of housing. The Council’s aim is to create a future pipeline of affordable and sustainable homes for those most in need. This will help to reduce social and economic inequalities across the Borough by creating stable and safe homes. Working with our partners and engaging with our residents and landlords across the Borough, we will help to ensure that we address and understand our housing need and help maximise affordable housing delivery where possible. We will build the right homes in the right places, improve the quality, sustainability and design of the housing stock and support our residents by developing socially inclusive and healthy communities.

The Council’s role includes:

- Working with developers and partners to deliver good quality environmentally and financially sustainable homes in the right places, maximising affordable housing where possible especially social rented homes
- Investing in our own housing stock, acting as corporate landlord to ensure we provide a decent standard of homes and respond to new regulations on health and safety
- To manage and respond to our housing needs
- Delivering ambitious estate regeneration programmes to develop well connected and socially inclusive communities
- Working with landlords to improve standards of private rental sector properties
- Working across different departments, agencies, and other Berkshire authorities to ensure effective infrastructure delivery to mitigate against development and support new and existing communities
- Prioritising people with additional support needs to access appropriate accommodation and support
- Acting as the corporate parent and providing accommodation for young people leaving care

Key facts and figures

- In Wokingham, the population size has increased by 15.0%, from around 154,400 in 2011 to **177,500** in 2021. This is higher than the overall increase for England (6.6%) where the population grew by nearly 3.5 million to 56,489,800 (and Southeast (7.5%). As of 2021, Wokingham is the 28th most densely populated of the South East’s 64 local authority areas (Census 2021).
- Between 2011 to 2021, it is estimated that Wokingham saw a **11.1%** increase in the population aged between 15-64 and a **28.2%** increase in the population aged 65+. (Census 2021). The population is expected to grow by **8.9%** (14,867) by 2028 from 2018 (ONS 2020).
- The average price of a home in the Borough is **£511,505** compared to a national average of **£292,882** (UK House Price Index, Aug 2023)
- Those on the Council’s Housing Register identified as being in priority housing need (Band 1-3) stands at **606** households (September 2023)
- The Council has over **2500** affordable homes within its stock, with Registered Providers owning over **4500** affordable homes in the Borough

Our housing priorities – what we will do

Priority	Why is this important?
Continue to address and understand our housing needs	The population and make up of our Borough is changing. The cost-of-living crisis is putting additional pressures on our residents. We have a small and expensive private rental sector in the Borough. There are increasing numbers of residents presenting as homeless. More affordable housing will be needed to meet demand and address the outcome of these pressures. We need a diverse mix of homes to meet the changing needs of our Borough, especially around a growing older population with homes for key workers required to support the ageing population. Furthermore, the future Adult social care reforms will lead to increased demand for older residents to remain in their own homes, if they so wish, with appropriate care and support.
Provide suitable accommodation options to our most vulnerable residents	We want to support more people to live independently and stay healthy by offering the right housing options to meet their needs. With the cost-of-living crisis and increased complex health needs we need to offer more support and options to those who are homeless, currently sleeping rough, at risk of homelessness or are survivors of domestic abuse. Our priority groups for young people aged 16-25, are those in and transitioning out of care, 16/17-year-olds at risk of homelessness and Unaccompanied Asylum-Seeking Children (UASC) leaving care. We also have a large pipeline of need from those residents with learning disabilities, physical disabilities or are struggling with their mental health who require more support through specialist housing schemes.
Ensure that homes are healthy, safe, efficient, environmentally sustainable and well designed	Poor housing can have a severe impact on our health and wellbeing. Overcrowded homes don’t have space to study or play. Lack of stable housing can mean frequent school moves, with no chance to learn or make friends. In less obvious ways, poor housing can result in mental ill health, stress and anxiety caused by living in insecure, unaffordable or damp and mouldy homes. From April 2024, under the forthcoming Social Housing Regulation Act, housing associations and stock-holding local authorities will be required to demonstrate their adherence to consumer standards. A good choice of high quality, sustainable and well managed housing will help the Borough to achieve energy efficiency and reduce the environmental impact of housing, contributing to Borough’s commitment to be carbon neutral by 2030.
Create positive social impact which will help promote inclusive growth and develop thriving communities	The Council, together with its partners such as Registered Providers, the Tenant and Landlord Improvement Panel and third sector organisations, has a key role through engagement in helping to create thriving communities and address the root causes of housing crises such as improving employability, enhancing tenancy sustainability, reducing worklessness and a reliance on benefits. By building healthy communities, using Marmot principles*, we can help address social and health inequalities across the Borough. By investing in social capital programmes and delivering initiatives such as creative social prescribing and tenancy sustainment schemes, and arts based approached to improving health and wellbeing will help to empower residents and transform lives, as well as more broadly helping to support the local economy and wider community. <i>*Eight policy areas have been designed by Professor Sir Michael Marmot to support healthy and sustainable communities, these include early years development, employment, living standards, communities, ill-health prevention, discrimination, and environmental sustainability.</i>

Our successes since the last Housing Strategy	Our challenges going forward
<ul style="list-style-type: none"> As a Local Authority we delivered one of the highest numbers of affordable homes in England, completing 542 affordable homes in the past 3 years and generating a future delivery pipeline of over 1600 additional affordable homes Implemented a new allocations policy to help allocate affordable homes to those most in need. Compared to other Berkshire and Greater London authorities the number of people on our Housing Register remains static but low Gorse Ride estate regeneration phase 1 completed (46 homes), with plans for phase 2 underway. The estate has been designed to be gas free Delivered an award-winning programme of six specialist housing schemes for 34 adult social care users, providing long term quality homes for those with learning disabilities, physical disabilities, complex needs or requiring mental health support Delivered a new Semi-independent Living (SIL) accommodation scheme for care leavers in Wokingham, providing accommodation for up to 7 care leavers Awarded Govt. grant funding to deliver four properties for those sleeping rough in the Borough and who require intensive support using a Housing First model. Secured further funding through the Single Homelessness Accommodation Programme. Awarded £3.1m grant funding towards the purchase of 17 homes for use by Ukrainian and Afghan refugees Provided an 18 unit affordable rented scheme for key workers in Wokingham through one of our Registered Provider partners Increased our provision of temporary accommodation by securing long term leases with private landlords and delivering a 23 unit modular build scheme in Winnersh Focussed on practical responses, preventative initiatives, enhancing housing pathways to help end rough sleeping Reduced the number of care leavers in temporary accommodation from 9 to 2 residents Helped people access and secure private rented housing, through schemes such as the Rent in Advance/ Deposit Loan Scheme Met and maintained the Decent Homes Standard target on our own housing stock, with the majority of stock meeting an EPC C rating Submitted a successful bid has under the Social Housing Decarbonisation Fund to bring c110 homes to an EPC C by 2025. Over 1600 households in the Borough received assistance from Help to Heat (a Govt. energy grant). 	<ul style="list-style-type: none"> Affordable housing delivery is dependent on developers bringing their sites coming forward which in turn is partly affected by the wider economic climate - rising build costs, shortages of skilled workers and a downturn in house prices can see delays in the delivery of schemes or a lack of planning applications coming forward which then results in the demand for affordable housing outstripping supply Finite resources (such as land availability, financial resources) means that the Council cannot meet all need and faces a difficult task of prioritising competing requirements. For example, there are increasing demands from those facing homelessness, adult social care users or children's services requiring more specialist accommodation The reduced supply of affordable homes due to Right to Buy which reduces the amount of affordable housing stock in the Borough. Nationally around 40% of homes purchased under Right to Buy have later been sold into the private rental sector. This leads to more residents relying on housing benefit due to a lack of social rented homes There is a small and expensive private rental sector in the Borough. With an increasing number of people on low incomes and a shortage of affordable housing this is pushing people to live in an unsuitable accommodation or to seek accommodation further afield There is a challenge within the Borough to manage and balance housing need whilst protecting the quality of our environment especially in order to achieve carbon neutrality by 2030 Wokingham Borough has an increasing proportion of residents with long term health conditions, such as dementia, and people with learning disabilities or difficulties, it is important that we address and manage demand for long term care and maintain high quality services, especially where delivery of specialist accommodation can help alleviate financial pressures or deliver more effective care and support There are pockets of deprivation, unemployment, and a risk of poverty within working families. With the cost of living crisis we are seeing more people presenting as homeless

What do our residents say? (To note STAR survey outcomes to be included – survey of the Council's housing tenants)

In the New Homes Survey 2023:

- 82% of respondents were either satisfied or very satisfied with their new home
- 100% of shared owners were satisfied with their new home
- 70% agree that their house and area are attractive
- 77% felt a sense of community

What we are going to do - how we will address our priorities		
Priority	Outcomes	What are we going to do?
Continue to address and understand our housing needs	Delivery of more affordable homes in the Borough	<ul style="list-style-type: none"> Work towards maximising affordable housing delivery through the Local Plan Update, subject to development viability Over 600 affordable homes to be delivered through the Council's partnership with Registered Providers during the Housing Strategy period (subject to development sites coming forward) The Council to consider 100% affordable sites up to a threshold of 50 homes per site and subject to the requirement for supporting infrastructure requirements The Council to support affordable housing delivery through its own housing companies The Council to explore opportunities to repurpose underutilised or vacant assets and to maximise affordable housing delivery on its own land assets, subject to viability and prioritisation of service need Create an Affordable Housing Delivery Options Strategy to look at options for future delivery including maximising external funding and regeneration opportunities Address the housing needs of our refugee communities, Gypsy Roma Traveller and Boat Dweller communities
	Increased capacity within the private rental sector	<ul style="list-style-type: none"> Work with private landlords to expand the private rented sector to increase the range of available housing options Aim to enhance access to more affordable rental accommodation by exploring the possibility of local rent control measures or incentivising landlords to offer lower than market rents Explore how the Council's housing companies could provide accommodation through a private rental sector approach
	More opportunities for supporting the local economy and key sectors such as social care	<ul style="list-style-type: none"> Work with our partners to provide more key worker accommodation and explore the possibility of short-term tenancies for transitional key workers on short term contracts where this supports sectors such as social care or creative industries
	Enable people to stay in their homes for longer	<ul style="list-style-type: none"> Understand the requirement for those older residents who want to stay in their own homes with appropriate care and support Work with colleagues in Adult Social Care to help prepare for the adult social care reforms and any potential impact on housing requirements Ensure we have the appropriate funding in place to support those who want to stay in their homes for longer (e.g., Disabled Facilities Grant funding)

		<ul style="list-style-type: none"> • Ensure all new homes are accessible as per the accessibility standards
Provide suitable accommodation options to our most vulnerable residents	Delivering housing and support tailored to meet identified need	<ul style="list-style-type: none"> • Developing more supported housing for vulnerable people based on need including rough sleepers, those requiring temporary accommodation, survivors of domestic abuse, adult social care clients, children in care and care leavers and those requiring more support • Inclusion of specialist accommodation as part of affordable housing provision within new development schemes where appropriate, especially where schemes are close to local facilities or public transport • Work with the Council's Registered Provider partners to deliver more specialist and supported accommodation • Continue to provide a range of care and support services to help vulnerable people live independently
	Improving guidance and information	<ul style="list-style-type: none"> • Continue to improve access to information, advice and guidance on housing, distributing information through a variety of partners including our town and parish councils, Citizens Advice Wokingham, voluntary and charity sector partners • Enhance the digital advice and guidance available to residents via the Council's website and social media
	Developing effective policies and strategies to ensure housing delivered meets need	<ul style="list-style-type: none"> • Implementation of a new Young Persons Housing Strategy and an updated Homelessness and Rough Sleeping Strategy in 2024/25 • Development and implementation of a new Older Persons Housing Strategy • Develop a Specialist Housing Supplementary Planning Document ensuring best practice in the design and delivery of specialist housing for our most vulnerable residents
Ensure that homes are healthy, safe, efficient and well designed	Improving the quality and management of affordable homes	<ul style="list-style-type: none"> • Improve the quality and on-going management of homes and environments containing affordable housing • Make best use of existing homes and assets to help tackle housing need as well as over-crowding and under-occupation • Ensure all landlords in the Borough engage with and listen to their tenants and deliver the best possible housing management service • Ensure that the Council continues to engage with and involve its tenants through the Tenant and Landlord Improvement Panel and ensure the core values of their Tenants Charter are reflected across all affordable housing • Support our Private Rented Sector (PRS) residents and work with PRS landlords to improve standards of properties and expand the capacity of the PRS to increase the housing options available to the Borough's residents • Improve the temporary and emergency accommodation offer for rough sleepers and homeless residents • Ensure that fire safety, health and safety remain the top priority in every home and housing scheme
	Ensuring quality and sustainability of design of all affordable homes	<ul style="list-style-type: none"> • The adoption of a new Local Plan, updated Affordable Housing Supplementary Planning Document and Borough Design Guide • Improve energy efficiency, reduce carbon emissions and fuel poverty, working towards achieving a carbon neutral Borough by 2030. • Make the best use of Council-owned land setting the standard for high quality sustainable new housing and ensure that new Council owned homes aspire to be carbon neutral • Improve energy performance of Council housing stock to EPC C and above by 2030, delivering schemes to support retrofitting of existing older stock • Engage with the Council's partner Registered Providers to support retrofitting of older homes in the Borough • Ensure new developments make adequate provision for sustainable transport, electric vehicle charging points, superfast broadband and work from home facilities
	Regenerating communities and housing stock	<ul style="list-style-type: none"> • Continue to deliver regeneration programmes of older, poor quality housing stock such as at Gorse Ride in Finchampstead • Ensure any regeneration projects are led by the local community and address their needs and priorities • Ensure any regeneration projects help to build resilient communities and housing stock for future climate impacts
Create positive social impact which will help to underpin local growth and develop inclusive and thriving communities	Developing more socially inclusive communities through housing initiatives to support local residents	<ul style="list-style-type: none"> • Promote independence, health and wellbeing to all residents • Work to improve life chances for all tenants including a stable home and employment opportunities • Create communities and homes, not housing and estates, ensuring that the impact on existing communities from new development is minimised during the development period and is positive in the longer term, utilising arts based approaches to community cohesion and placemaking • Continue to expand employment and training opportunities for all residents including exploring and implementing opportunities for vulnerable residents • Improve day to day housing affordability through preventative projects to tackle challenges such as fuel poverty • Work together with partner Registered Providers on specific activities which contribute to social and community inclusion and support tenancy sustainability such as creative social prescribing

How will we measure success? We will use the following example indicators to measure our progress against the high level outcomes:

<p>Continue to address and understand our housing needs</p> <ul style="list-style-type: none"> • Number of affordable homes delivered especially social rented homes • Number of affordable homes negotiated • Delivery of additional GRT pitches and boat dweller moorings 	<p>Provide suitable accommodation options to our most vulnerable residents</p> <ul style="list-style-type: none"> • No care leavers in temporary accommodation • Ending all rough sleeping by 2025 (to note this is a national government policy approach) • Numbers of people accessing information, advice and guidance • Number of care leavers and Learning Disabled residents in suitable accommodation • % of those presenting as homeless, homeless acceptances and use of B&B • Delivery of supported housing projects 	<p>Ensure that homes are healthy, safe, efficient and well designed</p> <ul style="list-style-type: none"> • % of affordable housing stock which meets the Decent Homes Standard • Ensure all new homes are carbon-neutral • Adoption of a new Local Plan and sustainability policies • Implementation of an updated Affordable Housing SPD and Borough Design Guide • Annual publication of Climate Emergency Action Plan progress report (CEAP) • Number of council-owned properties with EPC rating C and above 	<p>Create positive social impact which will help to underpin local growth and develop inclusive and thriving communities</p> <ul style="list-style-type: none"> • Number of residents supported through initiatives such as creative social prescribing or arts based community cohesion initiatives • Number of households lifted out of fuel poverty • Number of residents participating in business enterprise/skills development courses • % satisfaction levels in the annual New Homes survey • Ongoing engagement/consultation with key groups e.g. young people to
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		<ul style="list-style-type: none"> • % of Homes with EPC C rating or above by 2030 • Number of social housing properties achieving high efficiency standards • RPs to complete a stock survey of all existing Wokingham properties • RPs to measure and report back on the SAP and EPC rating of all new developments in Wokingham 	<p>understand their needs and requirements</p> <ul style="list-style-type: none"> • Using tailored arts based approaches to increase participation in community initiatives
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An accompanying action plan has been developed which will be updated annually and will set out how the Council will deliver against the priorities set out above. Progress will be monitored by the Council, HAIG (member/officer group) and the Council's Registered Provider Partnership.

Local housing data is collated, analysed and published every 3 months in the Housing Facts and Figures report available on the Council's website.

Equality Impact Assessment (EqIA) form: the initial impact assessment

1. Process and guidance

The purpose of an EqIA is to make sure that the council is meeting the needs of all our residents by ensuring we consider how different groups of people may be affected by or experience a proposal in different ways. EqIAs help us to meet our [Public Sector Equality Duty](#) and where applicable the [Armed Forces Duty](#)

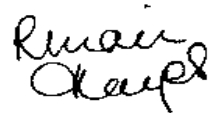
The council has a two stage EqIA process:

- Stage 1 - the initial impact assessment
- Stage 2 - the full impact assessment.

This form is for use at Stage 1 of the process. This must be completed when undertaking a project, policy change, or service change. It can form part of a business case for change and must be completed and attached to a Project Initiation Document. The findings of the initial impact assessment will determine whether a full impact assessment is needed.

Guidance and tools for council officers can be accessed on the council's Tackling Inequality Together intranet pages.

Date started:	08.12.2023	
Completed by:	Ruby Shekhawat	
Service:	Strategic Housing / Economy and Housing	
Project or policy EqIA relates to:	Affordable Housing Strategy	
Date EqIA discussed at service team meeting:	19.09.2023	
Conclusion (is a full assessment needed?):	No.	

Signed off by (AD):	Rhian Hayes Assistant Director, Economy & Housing	
Sign off date:	13.12.2023	

2. Summary of the policy, project, or service

This section should be used to summarise the project, policy, or service change (the proposal).

What is the purpose of the proposal, what are the aims and expected outcomes, and how does it relate to service plans and the corporate plan?

This strategy aims to meet housing needs, offer suitable homes for vulnerable residents, ensure healthy, safe, and sustainable living, and foster inclusive growth for thriving communities. The strategy will set out the strategic direction of the Council from 2024-2028, ensuring the Council meets its Corporate Parenting Duties and adheres to relevant legislation, community vision and best practise. The strategy will be accompanied by a 4-year action plan which sets out the actions the Council will undertake to achieve these objectives in more detail.

How will the proposal be delivered, what governance arrangements are in place and who are the key internal stakeholders?

Strategy to be adopted in April 2024 following standard Council Executive governance procedures. Prior, the strategy is being aired at the Registered Partners partnership meeting, HAIG (Housing Advisory and Implementation group), Tenancy and Landlord Improvement Panel, Place and Growth Leadership Team, Corporate Leadership Team and Public Consultation.

Key internal stakeholders are Housing, Climate Emergency, Adult Social Care Services, Children Services.

Who will be affected by the proposal? Think about who it is aimed at and who will deliver it.

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The strategy is aimed at the housing needs of the borough. It includes residents facing the brunt of expensive private rented sector, growing older population, key workers, survivors of domestic abuse, residents who are homeless, currently sleeping rough, at risk of homelessness, young people aged 16-25, are those in and transitioning out of care, 16/17-year-olds at risk of homelessness and Unaccompanied Asylum-Seeking Children (UASC) leaving care. Residents with learning disabilities, physical disabilities or are struggling with their mental health who require more support through specialist housing schemes.

3. Data & Protected Characteristics

This section should be used to set out what data you have gathered to support the initial impact assessment.

The table below sets out the equality groups that need to be considered in the impact assessment. These comprise the nine protected characteristics set out in the Equality Act 2010 and other priority areas defined by the council.

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Age	Disability	Gender reassignment	Marriage and Civil Partnership	Pregnancy/Maternity
Religious belief	Race	Sex	Sexual Orientation	Socio-economic disadvantage

The Armed Forces Act 2021 also requires consideration of the [impact on Armed Forces Communities](#) when exercising certain housing, education or healthcare functions (excluding social care). Further guidance can be found [here](#).

What data and information will be used to help assess the impact of the proposal on different groups of people? A list of useful resources is available for officers on the Council’s Tackling Inequality Together intranet pages.

Wokingham Housing needs assessment data for vulnerable adults fed into the strategy. Data to assess the impact of strategy on residents will be star survey, new homes survey, housing facts and figures (quarterly reports).

4. Assessing & Scoring Impact

This section should be used to assess the likely impact on each equality group, consider how significant any impacts could be and explain how the data gathered supports the conclusions made.

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Scoring impact for equality groups	
Positive impact	The proposal promotes equality of opportunity by meeting needs or addressing existing barriers to participation and/or promotes good community relations
Neutral or no impact	The proposal has no impact or no disproportionate impact.
Low negative	The proposal is likely to negatively impact a small number of people, be of short duration and can easily be resolved.
High negative	The proposal is likely to have a significant negative impact on many people or a severe impact on a smaller number of people.

Referring to the Scoring table above, please give an impact score for each group, explain what the likely impact will be, and briefly set out how the data supports this conclusion.

Equality group	Impact score	Impact and supporting data
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Age	Positive	This strategy is aimed towards supporting vulnerable residents, net need for housing older people is 56 units (2024-28). Furthermore, by prioritising clear housing pathways and options for young residents aged (16-25). The Council’s strategic needs data currently shows that there are 119 young residents this strategy will benefit rising to 169 by 2026/27. Moreover, supporting independent living and specialist accommodation for older people who will be positively affected by this strategy.
Disability	Positive	<p>The net need for adults with physical disability is 15. The net need from residents with learning disability and mental health is 44 and 18 respectively for period (2024-28). There is limited quantitative data on the number of young people within the priority groups outlined in this strategy that have a disability. Negotiating and building specialist accommodation to support residents with disability and mental health who will be positively affected by this strategy.</p> <p>Quantitative data from our housing officers suggests that a higher proportion of Care Leavers have complex mental health needs related to their trauma. For example, a young person who has experienced more than 3 Adverse Childhood Experiences (ACEs) is much more likely to experience rough sleeping and have more complex mental health needs.</p>
Gender reassignment	Neutral	
Marriage and Civil Partnership	Neutral	
Pregnancy/Maternity	Neutral	
Religious belief	Positive	<p>The Council is expecting to have 70 Unaccompanied Asylum Seeking Children Care Leavers by 2026/27, up from 38 currently. These residents are predominantly from Afghanistan (37%) Sudan (21%) and Iran (16%) with Iraq, Syria and Eritrea (5% each) making up a significant portion.</p> <p>These countries have varied religious beliefs, different to the predominant religion in England, and so will benefit from a strategy that has identified this cohort as a priority group.</p>

Race	Positive	<p>The Council is expecting to have 70 Unaccompanied Asylum Seeking Children Care Leavers by 2026/27, up from 38 currently. These residents are predominantly from Afghanistan (37%) Sudan (21%) and Iran (16%) with Iraq, Syria and Eritrea (5% each) making up a significant portion.</p> <p>People from these countries are from a variety of races, different to the predominant one in England, and so will benefit from a strategy that has identified this cohort as a priority group.</p>
Sex	Neutral	
Sexual Orientation	Neutral	
Socio-economic disadvantage	Positive	<p>Quantitative data from our Housing Officers suggests that this strategy will put a strategic direction in place for the priority groups who have previously experienced a level of trauma or financial hardship which has led to the Council adopting a Corporate Parenting responsibility for them. This includes family and friends no longer willing to accommodate, domestic abuse or other factors that place additional challenges on their ability to enter the housing market. Additional support is usually required for challenging behaviours also.</p> <p>The Council, together with its partners such as Registered Providers and third sector organisations, has a key role through engagement in helping to create thriving communities and address the root causes of housing crises such as improving employability, enhancing tenancy sustainability, reducing worklessness and a reliance on benefits. By investing in social capital programmes and delivering initiatives such as creative social prescribing and tenancy sustainment schemes, and arts based approaches to improving health and wellbeing will help to empower residents and transform lives, as well as more broadly helping to support the local economy and wider community.</p>
Armed Forces Communities	Neutral	

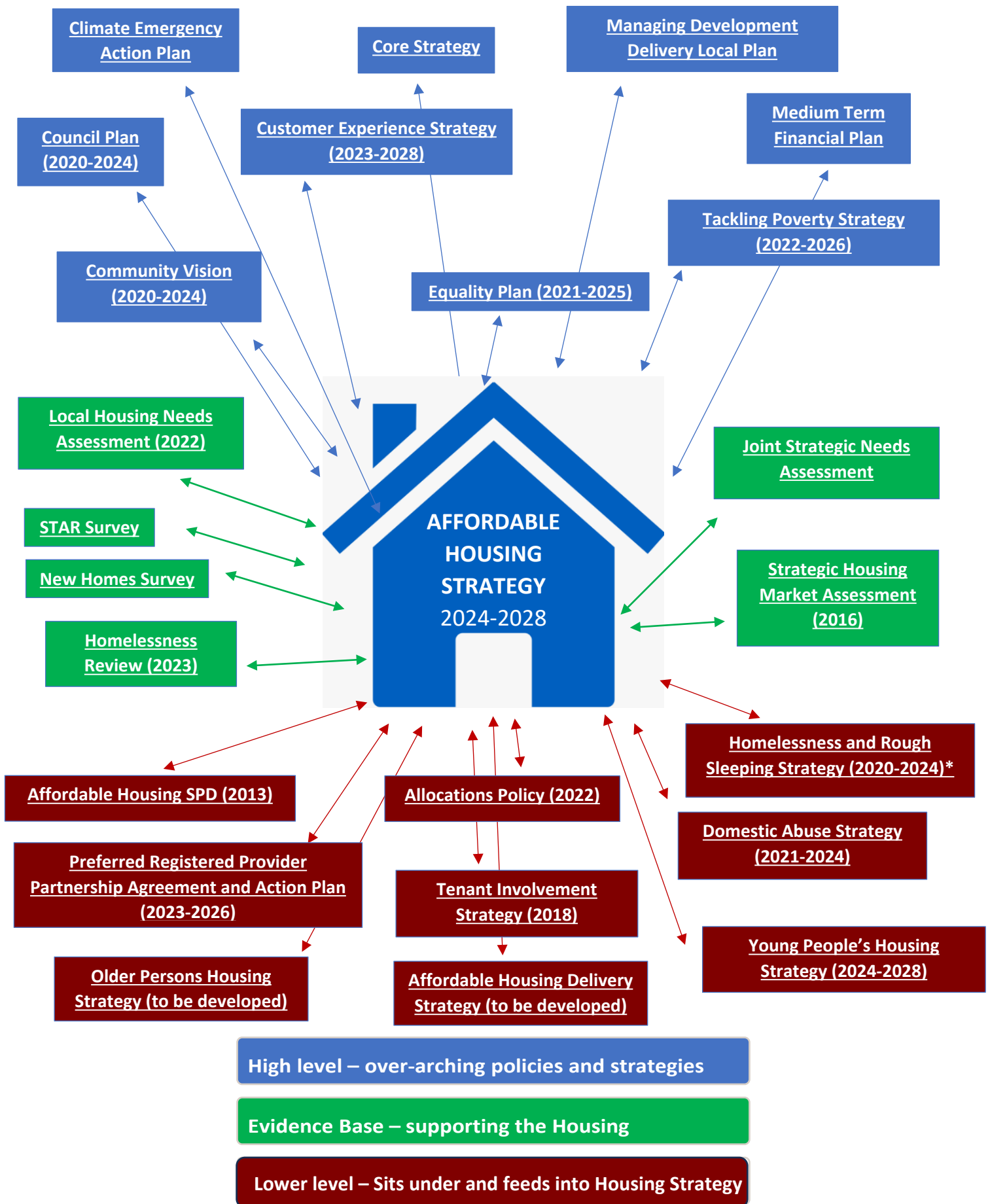
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5. Conclusion and next steps.

Based on your findings from your initial impact assessment, you must complete a full impact assessment if you have identified any groups as having a low or high negative impact.

If no impact, or a positive impact has been identified, you do not need to complete a full assessment. However, you must include reference to the initial assessment in any associated reports, and it must receive formal approval from the Assistant Director responsible for the project, policy, or service change.

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* This is due for update in 2024

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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 2023-24 (December 2023)

Updated 20 December 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 – 25 JANUARY 2024						
WBC1401	Shareholders Mid-Year Report 2023-24 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
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	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 Purpose: The Local Government Act 2003 requires the Chief Finance Officer (Deputy Chief Executive and	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance - Imogen Shepherd-DuBey	N/A

Agenda Item 65.

	CFO) to report to Members, when setting the level of Council Tax, on the robustness of the budget presented and adequacy of reserves. The CFO report highlights the strong financial management the Council. It also outlines the major financial issues facing the Council in the medium-term period, which without the Council taking a commercial approach could increase the reliance on council tax income as well as impact on the future delivery of Council services.					
WBC1404	Unreasonably persistent Complainants Policy Purpose: To review and sign off the policy.	Executive		Chief Operating Officer - Sally Watkins/ Jackie Whitney	Leader of the Council and Executive Member for Housing – Stephen Conway	N/A
WBC1405	Annual Health & Safety Report 2022-23 Purpose: This report relates to the Council's internal health and safety performance during the period between April 2022 and March 2023.	Executive		Chief Operating Officer - Sally Watkins/ Louise Livingston	Executive Member for Equalities, Inclusion and Fighting Poverty - Rachel Bishop-Firth	N/A
WBC1412	Air Quality Management Areas Purpose: To seek agreement to proceed with the implementation process of revocation orders. In respect of 2 out of 3 of the borough's air quality management areas.	Executive	Exec Report	Director, Place and Growth - Giorgio Framalico/ Narinder Brar	Executive Member for Environment, Sport and Leisure - Ian Shenton	N/A
EXECUTIVE MEETING – 22 FEBRUARY 2024						
WBC 1366	Housing Revenue Account	Executive	Housing Revenue	Deputy Chief	Executive Member	N/A

	Budget 2024/25 Purpose: 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.		Account Budget 2024/25	Executive - Graham Ebers/ Mark Thompson	for Finance - Imogen Shepherd- DuBey	
101	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
	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
	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
	Housing Responsive Repairs &	Executive	Procurement strategy	Director, Place and	Leader of the	N/A

	<p>Maintenance Contract Purpose: The purpose of this report is to seek Executive approval to procure a new term contract for responsive repairs and maintenance services as is required to repair and maintain the housing stock owned and managed by the Council and the Council's housing companies.</p>		options appraisal report.	Growth - Giorgio Framalico/ Rodney Coyle	Council and Executive Member for Housing - Stephen Conway	N/A
EXECUTIVE MEETING – 14 MARCH 2024						
WBC 1397	<p>Young People's Housing Strategy Purpose: To agree to the publish the Young People's Housing Strategy.</p>	Executive	Young People's Housing Strategy 2024-2028 EQIA	Director, Place and Growth - Giorgio Framalico/ Samuel Watt	Leader of the Council and Executive Member for Housing - Stephen Conway	N/A
WBC1407 102	<p>Affordable Housing Strategy 2024 - 2028 Purpose: To obtain Council approval to adopt the proposed Affordable Housing Strategy 2024 - 2028.</p>	Executive	Strategy Document, Equalities Impact Assessment	Director, Place and Growth - Giorgio Framalico/ Frances Haywood	Leader of the Council and Executive Member for Housing - Stephen Conway	N/A
WBC1408	<p>Tackling Poverty Strategy Refresh Purpose: A mid-point review of the Tackling Poverty Strategy to take account of changing national and local context and improved data and insight.</p>	Executive		Chief Executive - Susan Parsonage/ Emily Higson	Executive Member for Equalities, Inclusion and Fighting Poverty - Rachel Bishop-Firth	N/A
WBC1409	<p>Strategic Asset Review Purpose: A review of the Council's approach to strategic asset management and future asset opportunities.</p>	Executive		Deputy Chief Executive - Graham Ebers/ Sarah Morgan	Leader of the Council and Executive Member for Housing - Stephen Conway	N/A Particular information relating to financial performance or values of assets may be commercially sensitive.
WBC1410	<p>Responsible body status (Biodiversity Net Gain)</p>	Executive		Director, Place and Growth - Giorgio	Executive Member for Environment,	N/A

	Purpose: To secure approval for officer to make an application to DEFRA for responsible body status in relation to biodiversity net gain			Framallicco/ Laura Buck, Andy Glencross	Sport and Leisure - Ian Shenton	
EXECUTIVE MEETING – 30 MAY 2024						
WBC1411	SEND Strategy Purpose: To consider the revised SEND Strategy incorporating the Safety Valve agreement with the DfE and recent changes to the SEND Local Area Inspection Framework.	Executive		Director, Children's Services - Helen Watson/ Jonathan Wilding	Deputy Leader of the Council and Executive Member for Children's Services - Prue Bray	N/A

Members of the Executive:-

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

**WOKINGHAM BOROUGH COUNCIL
INDIVIDUAL EXECUTIVE MEMBER DECISIONS FORWARD PROGRAMME**

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

Individual Executive Member Forward Programme - December 2023

Updated 15 December 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)	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
<p>15 MD2024/01</p>	<p>Use of Waste Collection Changes funding for containers <i>Purpose:</i> To seek approval for the use of already approved funds (under the Waste Collection Changes Project) for the purchase of recycling containers. Date 15 Jan 2024 Meeting Room and Time LGF6 - 15 January 2024 @ 10.30am</p>	<p>Executive Member for Environment, Sport and Leisure - Ian Shenton</p>		<p>Director, Place and Growth - Giorgio Framallicco/ Richard Bisset</p>	<p>N/A</p>

IMD2024/02	Wokingham Borough Council (Prohibition and Restriction of Stopping, Waiting, Loading and Parking Places) (Consolidation) Order 2023 (Amendment No. 1) Order 2023 Purpose: A TRO was advertised to introduce, amend or revoke sections of on-street parking and waiting restrictions throughout the borough. This report considers the objections received to this proposed order and seeks approval from the Executive member to proceed on the basis on the recommendations presented. Date 18 Jan 2024 Meeting Room and Time TBC	Executive Member for Active Travel, Transport and Highways - Paul Fishwick	IEMD report, appendix A - response register.	Director, Place and Growth - Giorgio Framallicco/ Matt Gould	N/A
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Members of the Executive:-

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

Note:

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DRAFT WORK PROGRAMMES 2023-24

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 2023-24 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
16 January 2024	Leader & Chief Executive	To consider an update on challenges/opportunities from the Leader and Chief Executive	Committee Request	Susan Parsonage
	Thames Water	Follow-up discussions following attendance at June 2023 meeting	Committee request	Neil Carr
	Q2 Performance Management	To consider the Q2 Performance Monitoring report	Regular item	Will Roper
	Affordable Housing Strategy	To scrutinise the draft Affordable Housing Strategy	Committee Request	Samuel Watt
	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 five Overview and Scrutiny Committees for 2024/25	Work Programme	Neil Carr
	Action Tracker	To consider the regular Action Tracker report	Regular Update	Neil Carr

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
6 February 2024	WBC Recruitment and Retention	To consider the Council's policies and training/development provisions aimed at recruiting and retaining high quality staff	Committee Request	Louise Livingston
	Air Quality	To scrutinise progress against the Council's Air Quality improvement targets	Committee Request	Narinder Brar
	O&S Committees Annual Reports	To consider the draft O&S Annual Reports prior to submission to Council	Standing Item	Neil Carr
	O&S Work Programmes 2024/25	To consider the work programmes for the five Overview and Scrutiny Committees for 2024/25	Annual Item	Neil Carr
	Executive Forward Programme	To consider the Executive and IEMD Forward Programmes and identify any issues for Scrutiny	Regular Update	Neil Carr
	Action Tracker	To consider the regular Action Tracker report	Regular Update	Neil Carr

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
6 March 2024	Equality Plan	To scrutinise the annual update of the Council's Equality Plan	Regular Update	Emily Higson
	Refugees and Asylum Seekers	To consider the Council's support for refugees and asylum seekers	Committee Request	Rhian Hayes
	Economic Development	To consider progress against the Council's Economic Development Strategy	Committee Request	Rhian Hayes
	Q3 Performance Management	To consider the Q3 Performance Monitoring report	Regular item	Will Roper
	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 24/25	To consider the work programmes for the five Overview and Scrutiny Committees for 2024/25	Work Programme	Neil Carr
	Action Tracker	To consider the regular Action Tracker report	Regular Update	Neil Carr

Note:

- Update on the Tackling Poverty Strategy to the June 2024 meeting.
- Update on relocation from Shute End offices to the June 2024 meeting.

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE 2023/24 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
8 January 2024	Executive Member Update	To receive an update from the Executive Member for Children's Services.	Standing item	Prue Bray
	Schools Update	To monitor schools' performance.	Standing item	Children's Services / Ming
	Safety Valve Update	To monitor the development and progress of the programme.	Standing item	Children's Services/ Ming Zhang
	To Review the Post Ofsted Improvement Plan	To monitor the progress of the improvement plan.	Challenge item	Children's Services / Helen Watson
	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/ Ming Zhang
	CSO&S Forward Plan	To consider the forward plan of the Committee	Standing item	Democratic Services/ Luciane Bowker

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
20 March 2024	Draft SEND Strategy	To review the draft SEND Strategy	Review item	Children's Services/ Ming Zhang
	Safety Valve Update	To monitor the development and progress of the programme.	Standing item	Children's Services/ Ming Zhang
	Transition Into Adulthood	To review the service offered in relation to transition into adulthood	Challenge item	Children's Services/ Helen Watson
	Schools Update	To monitor schools' performance.	Standing item	Children's Services / Ming
	Executive Member Update	To receive an update from the Executive Member for Children's Services.	Standing item	Prue Bray
	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/ Ming Zhang
	CSO&S Forward Plan	To consider the forward plan of the Committee	Standing item	Democratic Services/ Luciane Bowker

November 2024

Update on recommendations made to the Executive in relation to social workers' recruitment and retention.

Regular updates on the post Ofsted Action Plan

SEND Youth Council to attend annually

Safeguarding Berkshire Partnership Annual report - unscheduled

CLIMATE EMERGENCY OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
29 February 2024	CEAP Progress Report	To consider progress against one or more of the CEAP key priority areas for carbon reduction	Committee Request	Rhian Hayes
	Procurement Update	To consider progress against the Committee's recommendations at the meeting on 25 September 2023	Committee Request	Rob Bradfield
	Solar Farms	To consider progress relating to the development of solar farms in the Borough in line with the CEAP	Standing Item	David Smith
	Work Programme	To consider the Committee's Work Programme for 2023/24 – to be informed by CEAP updates	Standing Item	Neil Carr
	Action Tracker	To consider the regular Action Tracker report	Standing Item	Neil Carr

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
22 January 2024	Medium Term Financial Plan	To receive details of proposed and updated bids within the draft MTFP – wrap up discussion	Work programme	Graham Ebers
	Local Housing Companies	To consider a review and the future direction of the Council-owned housing companies	Committee Request	Simon Dale
	Violence Against Women & Girls	To consider an update on the VAWG Strategy, progress against the Action Plan and the Anti-Abuse Charter	Committee Request	Narinder Brar
	Work Programme	To consider the work programme for the Committee for 2023-24	Standing Item	Democratic Services
	Action Tracker	To consider the regular Action Tracker report	Standing Item	Neil Carr

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
28 February 2024	Strategic Asset Management	To scrutinise a review of WBC's Borough-wide assets and future opportunities for use and service delivery	Committee Request	Sarah Morgan

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
4 March 2024	Police and Fire Services	To receive an update on the work of the Police and Fire Services	Work programme	Narinder Brar
	Flood Risk Management	To receive the annual update on the Council's delivery of the flood risk management strategy	Work Programme	Boniface Ngu
	Adverse Weather Plan	To scrutinise the Council's updated Adverse Weather Plan	Committee Request	Steve Brown
	Highways & Transport	To consider a follow-up on any improvements in communications and resident satisfaction – following the discussion in September 2023	Committee Request	Chris Easton
	Work Programme	To consider the work programme for the Committee for 2023-24	Standing Item	Democratic Services

**Task & Finish Groups – Active Travel Task & Finish Group & Litter Bins Task & Finish Group
Items for June 2024:**

- Community Safety Partnership – Year-end report
- Enforcement & Safety Service – Year-end report
- Planning Service – Planning, Strategic Planning and Planning Enforcement

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
31 January 2024	Autism Strategy	Challenge item	Challenge item	Adult Social Care
	WestCall – out of hours GP service	Update	Update	Berkshire NS Foundation Trust
	Coroners court	Referral from Community and Corporate Overview and Scrutiny Committee	To understand the works carried out by the Coroners Court and associated costs (operated by Reading Borough Council)	
	Primary care	Challenge item	Challenge item	ICB
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough
	ASC KPIs	Challenge item	Challenge item	Matt Pope

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
19 March 2024	South Central Ambulance Service	Update	Update	SCAS
	Primary care	Challenge item	Challenge item	ICB
	Healthwatch update – GPs new ways of working and NHS app	Challenge item	Challenge item	Healthwatch Wokingham Borough
	ASC KPIs	Challenge item	Challenge item	Matt Pope

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Currently unscheduled topics:

- Maternal mental health – June 2024
- GP access
- Communicating different ways of working with the public – NHS App
- Domiciliary care (including Market Provision Statement)
- Vaping in primary school children
- Update on criteria used to determine whether there was or was not sufficient GP surgery provision – ICB
- Update from the Chair of the BOB PCN Foundation, Dr Amit Sharma around its role, and how the Council could relate to it and work effectively with it.
- GP performance - Annual update on the performance of PCNs, including resourcing, staffing and outcomes.

Overview and Scrutiny Management Committee – Action Tracker 2023/24

O&S Management Committee – 12 June 2023		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Thames Water	<ul style="list-style-type: none"> • Letter from Chair to Thames Water summarising issues discussed • Members to attend site visits at STWs • Notify Town/Parish Councils about opportunities for Thames Water briefings • Arrange discussion with Members on sinkholes in Borough • Thames Water – WBC discussions on cost of living measures, smart meters, adoption of infrastructure and water efficient homes 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing • Ongoing • Ongoing
Q4 Corporate Performance Report	<ul style="list-style-type: none"> • Review layout and content of pie charts in report • Director and Executive Member review targets in leisure centre KPI • Further report on performance of leisure centres • Officers consider inclusion of assets values in KPI on investment portfolio 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing • Completed
O&S Work Programmes	<ul style="list-style-type: none"> • Allocate resident/Town/Parish suggestions to O&S Committees • All reports/presentations to be submitted in advance of O&S meetings 	<ul style="list-style-type: none"> • Completed • Completed

O&S Management Committee – 18 July 2023		
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 – Stephen Conway	<ul style="list-style-type: none"> • Improving the “Overview” aspect of O&S – discussions with Leader and O&S Chairs • All-Member briefing on the “Safety Valve” agreement with the DfE 	<ul style="list-style-type: none"> • Completed • Completed

	<ul style="list-style-type: none"> • Specific focus on improving partnership working with Thames Valley Police 	<ul style="list-style-type: none"> • Completed
Annual Complaints Report 2022/23	<ul style="list-style-type: none"> • Future reports to include data on response times for each stage of the complaints process • The term “customer” to be reviewed as part of the emerging Customer Excellence Strategy • Any policy updates to be submitted to the appropriate O&S Committee • Future complaints reports include more detailed equality monitoring data 	<ul style="list-style-type: none"> • Completed • Completed • Completed • Completed
Bus Enhanced Partnership & Scheme	<ul style="list-style-type: none"> • Progress on implementation to be submitted to O&S annually • Officers check legislation re inclusion of an exit clause to the agreement • Report to Executive to include clarification on WBC’s financial commitment after 2026/27 	<ul style="list-style-type: none"> • Completed • Completed • Completed
O&S Work Programmes	<ul style="list-style-type: none"> • Add OSMC item on Sports Pitch Strategy • Add OSMC item on WBC Recruitment and Retention • Approach SSEN re attendance at OSMC • Add C&C item on 2023 grass cutting 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing • C/f to 2024/25

O&S Management Committee – 11 September 2023

Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Q1 2023/24 Performance Report	<ul style="list-style-type: none"> • Provide further information on points raised by Members 	<ul style="list-style-type: none"> • Completed
Estate Infrastructure Task & Finish Group	<ul style="list-style-type: none"> • Original 12 recommendations endorsed and updated as agreed by Members • Further update to the Committee in 2024/25 	<ul style="list-style-type: none"> • Completed • Completed

Scrutiny Improvement Review Action Plan	<ul style="list-style-type: none"> • Update Action Plan to reflect Member discussion • O&S reports to include sections agreed by the Committee • SIR feedback session with Centre for Governance and Scrutiny noted 	<ul style="list-style-type: none"> • Completed • Completed • Completed
O&S Work Programmes	<ul style="list-style-type: none"> • Add OSMC item on Sports Pitch Strategy • Add OSMC item on WBC Recruitment and Retention • Approach SSEN re attendance at OSMC 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing

O&S Management Committee – 4 October 2023		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Vision for Our Borough	<ul style="list-style-type: none"> • Further update report in early 2024 	<ul style="list-style-type: none"> • Completed
WBC Future Office Provision	<ul style="list-style-type: none"> • Recommendation to the Executive that other options across the Borough be included in feasibility work, including improvements to Shute End • Officers to produce timeline for further “gateway” reports to O&S • Financial implications to be scrutinised through Budget Scrutiny process 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing
Unauthorised Encampments	<ul style="list-style-type: none"> • Circulate further info in response to Member questions • Further update report in 2024/25 	<ul style="list-style-type: none"> • Ongoing • Ongoing
O&S Work Programmes	<ul style="list-style-type: none"> • St Crispin’s Leisure Centre to Community & Corporate on 14 November • Barkham Solar Farm – all elements to be scrutinised by Climate Emergency O&S • Community & Corporate to scrutinise transport plans for new developments in Barkham area 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing

O&S Management Committee – 15 November 2023		
Agenda Item	Action	Update
Minutes of Previous Meeting	<ul style="list-style-type: none"> • Agreed 	<ul style="list-style-type: none"> • Completed
Waste Collection Changes Project	<ul style="list-style-type: none"> • Progress on the project noted; • Member comments and questions to inform the project; • Executive Member and Director to review KPIs and report back to the Committee; • Further update report in June 2024; • Member briefings on project after May 2024 elections 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing • Ongoing • TBC
Unreasonably Persistent Complainants Policy	<ul style="list-style-type: none"> • Member comments and questions to be fed into development of the policy; • Committee to receive feedback of any changes prior to submission to Executive 	<ul style="list-style-type: none"> • Completed • Ongoing
Council Motions	<ul style="list-style-type: none"> • Update schedule of progress following Member comments • Circulate finalised schedule to all Members; • Officers to consider process for updating Members who sponsor Council Motions 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing
O&S Work Programmes	<ul style="list-style-type: none"> • O&S section of new Constitution to be submitted to the Committee for comment 	<ul style="list-style-type: none"> • Ongoing