

MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 20 SEPTEMBER 2021 FROM 7.00 PM TO 8.35 PM

Committee Members Present

Councillors: Pauline Helliard-Symons (Chairman), Alison Swaddle (Vice-Chairman), Sam Akhtar, Rachel Burgess, Paul Fishwick, Jim Frewin, Guy Grandison, Norman Jorgensen, Sarah Kerr, Rebecca Margetts, Jacki Rance and Rachelle Shepherd-DuBey

Other Councillors Present

Councillors: Shahid Younis

Officers Present

Neil Carr, Democratic and Electoral Services Specialist
Steve Moore, Director, Place and Growth
Will Roper, Customer Insight and Performance Manager
Sally Watkins, Assistant Director, Digital and Change

23. APOLOGIES

There were no apologies for absence.

Note: Jim Frewin and Jackie Rance attended on line.

24. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 7 July 2021 were confirmed as a correct record and signed by the Chairman.

25. DECLARATIONS OF INTEREST

There were no declarations of interest.

26. PUBLIC QUESTION TIME

There were no public questions.

27. MEMBER QUESTION TIME

There were no Member questions.

28. QUARTER 1 21/22 PERFORMANCE REPORT

The Committee considered a report, set out at Agenda pages 13 to 62, which gave details of performance for Quarter 1 of 2021/22 relating to the Council's Key Performance Indicators (KPIs).

Each KPI reflected a SMART target (specific, measurable, achievable, realistic and timely) which took into account historic trend information and benchmarking. The KPIs were assigned a RAG status (Green for on target, Amber for near to target and Red for missing the target).

The report stated that the KPIs had been reviewed for 2021/22, with some KPIs retired and some new KPIs introduced with targets for the Municipal Year. The indicators were assigned to a Lead Executive Member and a Director. Commentary for each directorate was set out in Appendix A to the report.

The report stated that performance continued to be strong across the reported KPIs, with 83% reported to be Green or Amber. Only three KPIs were reported as RED, viz:

- AS7 – Proportion of people receiving long term care who were subject to a review in the past 12 months.
- CIC3 – Percentage of households who have secured accommodation, available to them, for the next six months.
- RA4 – Participation in leisure centre activities.

Will Roper, Customer Insight Analyst and Performance Manager, attended the meeting to introduce the report and answer Member questions. Shahid Younis, Deputy Executive Member for Corporate Insight and Change, addressed the Committee on proposals to improve the effectiveness of the quarterly performance management reports. Shahid stated that the aim was to move to a position with the following characteristics:

- Reporting KPIs that demonstrate how the Council is progressing against the CDP and its statutory obligations;
- Information is more timely and as close to “as live” as operational parameters allow, with a layered dashboard approach from Corporate level to directorates to individual teams;
- Enabling quicker and better decision making, driving more efficiency and measuring the effectiveness in delivering outcomes for our community;
- Using dashboards that will provide near real-time performance monitoring of key performance indicators;
- An insight driven organisation where staff, Councillors, partners, residents and businesses are able to use data to derive insights on the Council’s performance, trends and patterns within the Borough.

In the ensuing discussions, Members raised the following points:

CIC8: Number of fly-tipping incidents – it was confirmed that this indicator was being reviewed, along with other environmental indicators. Improved intelligence would be used to support more targeted and effective enforcement action. Further information would be provided for Members.

PG20 – Proportion of municipal waste sent to landfill – why had the tonnage increased to 6.7%? It was confirmed that some operational issues with re3 had led to adverse performance. More detail would be provided for Members.

RA15 – Council Tax collection – Performance of 30% in Q1 was below the target of 30.5%, so the RAG status should not be Green.

Appendix C (Archived KPIs) – CS5 - Percentage of former care leavers (up to the age of 21) in Employment, Education or Training – Why had this indicator been retired? It was confirmed that a response would be sought from the Director of Children’s Services and would be circulated to the Committee.

Recent issues relating to Home to School Transport had highlighted the importance of cross-department working and the need for effective communication with parents. It was confirmed that this issue had received a significant amount of corporate focus over the preceding weeks. The anxiety caused for parents was regrettable and there was a need to improve communications.

CIC 1 – All recorded crime in Wokingham Borough (excluding fraud) – could more detailed narrative be included in the Quarter 2 report? It was confirmed that more detail would be included in the next report.

CIC 2 and CIC 3 – Percentage of households for whom homelessness has been prevented/Percentage of households who have secured accommodation available to them for the next six months – what were the likely future impacts caused by the end of the private sector eviction ban, the end of the furlough scheme and recent issues such as the increase in energy costs? It was confirmed that work was ongoing to analyse the causes of increasing demand for housing support. This would result in an action plan aimed at managing current and future demand through the introduction of preventative measures.

In relation to the proposals for more timely performance information – it was felt that this would be of benefit to both staff and Members. It would require education and training for staff in order to change the culture of the organisation. It was confirmed that the changes were being managed as a data and insight programme which focussed on the cultural aspects of change. The key would be the identification of the most important “business critical” KPIs.

It was suggested that the more-timely reporting of KPIs would see the Quarter 1 KPI report in July each year, the Quarter 2 report in October, the Quarter 3 report in January and the Quarter 4 report in April.

RESOLVED That:

- 1) Shahid Younis, Steve Moore, Will Roper and Sally Watkins be thanked for attending the meeting to present the report and respond to Member questions;
- 2) the Quarter 1 2021/22 Performance Monitoring Report be endorsed;
- 3) further responses be circulated on the specific KPI issues raised by Members;
- 4) a further report be submitted to the Committee with a timeline for introducing the improved KPI reports.

29. COUNCIL MOTIONS

The Committee considered a report, set out at Agenda pages 63 to 66, which highlighted the process for submission of Motions at meetings of the full Council.

The item had been included in the Committee’s work programme as there had been some concerns about the implementation of agreed Motions and a lack of information for Members about impacts and outcomes.

The report stated that Members were entitled to submit Motions to full Council meetings in line with Section 4 of the Constitution. Motions agreed by Council were forwarded to the

relevant department for implementation. At present, there appeared to be no effective “feedback loop” process whereby Members were appraised of any impacts and outcomes arising from the implementation of the relevant Motions.

Appended to the report was a list of Motions approved by the Council over the past three years.

Members supported the proposal for an annual update report and considered the appropriate content and timing.

RESOLVED That:

- 1) the Committee receive an annual update report on Motions agreed by Council;
- 2) the annual update report be submitted to the November meeting of the Committee;
- 3) the Council’s website include a section containing agreed Motions and details of the implementation process;
- 4) the initial update report to the Committee include details of Motions agreed over the past five years;
- 5) the update report include the full wording of the approved Motions.

30. CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME

The Committee considered a copy of the Executive Forward Programme as set out on Agenda pages 67 to 70.

RESOLVED: That the Executive Forward Programme be noted.

31. COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 71 to 84.

The Committee Chairmen provided updates on issues relating to their Committee.

Guy Grandison confirmed that a Budget Scrutiny training session would take place virtually on Monday 27 September at 7pm. The training session was available for all Members.

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

32. ACTION TRACKER REPORT

The Committee considered the latest Action Tracker report, set out at Agenda pages 85 to 86.

RESOLVED: That the Action Tracker report be noted.