



Council Plan Update



WOKINGHAM
BOROUGH COUNCIL

Foreword

Welcome to this, the first annual update of our Council Plan. I hope it illustrates the range of activity we are undertaking and the progress we are making to deliver against our Principles and our Priorities.

This year, for the first time, we held a series of events in different locations around the Borough to engage directly with our residents, discussing the tough choices we face as a council as we strive to maintain and improve services whilst our income from central government reduces significantly. We have saved £31m since 2010-11, representing 28% of our net budget. We face a further £20m over the next four years. Adult Social Care will increasingly be funded through a ring-fenced precept on the Council Tax, but other services across the Council face significant savings challenges, and the profile of both what we can do and how we do it will change substantially over the next few years.

We know we must go on providing sufficient school places in high-performing schools for our growing population. We must ensure that our vulnerable children and struggling families are safeguarded and supported. We will have significant new housing developments to plan and deliver, making sure we get the proper infrastructure to support new and existing communities. We need to go on supporting economic growth across the Borough and across Berkshire, attracting new business and equipping the current and future workforce with the skills needed.

It has been a busy and exciting year, and we look forward to tackling the challenges ahead as we work together, with our partners, our communities and our residents, to ensure Wokingham Borough continues to be a 'a great place to live, an even better place to do business'.

Keith Baker, Leader

Andy Couldrick, Chief Executive

Vision, Principles & Priorities

Vision

“A great place to live, an even better place to do business”

The Borough is recognised as a desirable place to live having been considered the 2nd least deprived local authority by the Index of Multiple Deprivation (IMD) 2015. We aim to maintain this, whilst improving the quality of life for our residents to ensure that the benefits of living within the Borough are felt by all.

The Thames Valley region is renowned as a top location for technological enterprise, and the vision for Wokingham Borough to be a ‘better place to do business’ is to ensure it continues to participate fully in the Thames Valley Berkshire Local Enterprise Partnership (LEP), helping to attract business to the area, and facilitate growth. This has helped us secure essential investment in infrastructure, and been translated into the lowest youth unemployment rate in the country, as well as a decrease in unemployment generally.

Principles

Offer excellent value for your council tax

Wokingham Borough Council managed to keep the Council Tax increase in 2014/15 below inflation (1.9%, compared to 3.0%), and achieved a freeze in 2015/16. We have continued to drive for considerable efficiencies and savings, with savings of £6.0m and £8.3m realised over the last two financial years respectively, whilst still providing high quality and varied services, including the statutory services for which we are responsible. This reflects the Council’s pursuit of providing excellent value for money.

Provide affordable homes

With our partnership with Registered Social Landlords, 108 affordable homes were completed in 2014/15, with a further 300+ completions expected in the current financial year, including social rentals and shared ownership opportunities. The development of the Strategic Development Locations will provide a good opportunity to increase the volume of affordable houses available within Wokingham Borough in the future, and the Council’s trading company, Wokingham Housing Limited, will continue to be used to help provide affordable homes.

Look after vulnerable people

New legislation, the Care Act 2014, came into effect from April 2015. Under this the Council has new duties to provide services to those who are eligible by reference to new national eligibility criteria (a significant change for Wokingham as the new criteria will include more people and a wider range of provision than the previous criteria of meeting only those people with the highest needs); extend services to carers who become entitled to services in their own right; and to provide a ‘deferred payment’ scheme. There were also changes to the processes for young people approaching 18 as they transition from Children’s to Adults’

Services, changes to arrangements for people with existing care packages moving into the area and changes to Safeguarding arrangements. The Act also established the right of all people to an advocate where this was needed to facilitate their involvement in the assessment, care planning or safeguarding processes.

Improve health, wellbeing and quality of life

The Borough has the lowest premature mortality rate of all local authorities in the country, and an average life expectancy within the highest quartile (APHO, 2015). This represents a decade's worth of work to reduce the number of people with long term conditions, and ensuring that those who do suffer can access high quality care, which promotes a good quality of life. Furthermore, the population of Wokingham enjoys higher than average life satisfaction (PHE, 2015), suggestive of a good quality of life in the Borough.

Maintain and improve the waste collection, recycling and fuel efficiency

We have maintained weekly refuse and recycling collection services across the Borough. The volume of waste produced per household in 2014/15 shows improvement compared to the previous financial year. Recycling rates for 2014/15 also show an improvement on the levels seen in 2013/14, and we expect to see another small improvement in the amount of waste recycled this financial year.

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

As well as our work to maintain refuse and recycling services and to improve our service for vulnerable people, so far in 2015/16, we have seen fewer repeat referrals to Children's Social Care within 12 months of a previous referral and we are on target to hit this indicator; furthermore increased numbers of looked after children are being taken care of within 20 miles of their home. The Housing Service has improved the quality of temporary and permanent housing to the residents of Wokingham: between April 2014 and November 2015, the proportion of Council owned Decent Homes increased from 46% to 94%, and upgraded temporary accommodation has been created to reduce the number of households being placed outside of the Borough when in crisis.

Priorities

- Improve educational attainment and focus on every child achieving their potential
- Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth
- Ensure strong sustainable communities that are vibrant and supported by well-designed development
- Tackle traffic congestion in specific areas of the borough
- Improve the customer experience when accessing council services

These Priorities each formulate the basis to a set of Key Actions which are designed to aid the completion of the Priorities. The progress during the first year of the Key Actions being implemented is outlined below.

Key Action	We said we would...	...So we did	What's next?
Improve educational attainment and focus on every child achieving their potential	<p>Work together to secure a world class, full education, from early years experiences to adulthood, delivering outstanding progress and attainment for each person. We will encourage and draw on best practise in Wokingham schools and beyond, in a framework of challenge and support for school improvement which is inspiring, systematic, sustainable and accountable.</p>	<p>We have provided targeted support to the Early Years providers that need it most, through analysis of data and monitoring of quality. We have engaged in schools self – evaluation to agree what they need to do in order to improve as part of our refreshed School Improvement Strategy. We have improved the way we deliver bespoke support and challenge to schools, focusing on priority schools who benefit most. We have made a positive impact for children:</p> <ul style="list-style-type: none"> • 97% of 2 year olds who have their provision funded are in Good or Outstanding provision. • 82% of 3 & 4 year olds whose provision is funded are in Good or Outstanding provision • Key stage attainment figures for children attending schools in Wokingham are high showing that pupils are benefitting from education provision locally. By the age of 19, 88.7% of young people have a level 2 qualification. 	<p>We will address school readiness in partnership with parents, schools and the voluntary and community sector through our next phase of Early Help strategy and an Early Years investment plan. We will investigate how well children are prepared to start school through analysis of data and liaison with schools. Information will be shared with Children's Centres and Early Years providers so that improvement strategies can be implemented and included in the Early Years investment plan.</p> <p>We will further develop our collaborative approach to school improvement; building 'teams around the school'.</p>
	<p>Review and recommission the 0-5 year old offer across the Local Authority, health and early years so that our children are ready for school, emotionally resilient and healthy.</p>	<p>We have reviewed and published our Early Help directory of services, mapping resources for children and their families.</p> <p>We have evidenced improved support for vulnerable families through our recommissioned children's centres.</p>	<p>We will work with stakeholders to help shape future Public Health nursing services as part of an integrated Wokingham offer.</p>

		<p>From October 2015, Wokingham Borough Council are responsible for commissioning 0-5s health services.</p> <p>We agreed service specifications to promote integrated working and compliance with our Early Help strategy.</p>	
	Deliver new Primary and Secondary provision including a new Secondary school in the South of the Borough.	<p>We agreed Primary and Secondary School Place Strategies to ensure school place sufficiency. We delivered 135 extra primary school reception class places through the opening of three new schools and the expansion of further schools.</p> <p>We commenced our programme to deliver the new secondary school at Arborfield garrison which is on track to open in September 2016.</p>	<p>In the Borough's 4 Strategic Development locations we will deliver 7 new primary schools. The first of these, Montague Park is expected to open in September 2016.</p> <p>We will open our new secondary school in September 2016.</p>
	Give more Wokingham children access to good or better schools and settings and mobilise the range of resources around communities and schools to support results and outcomes.	<p>In partnership with schools we refreshed our assessment and improvement planning approach at the start of the academic year. This is the basis for appropriate support to schools in order to ensure that they are providing a good standard of education for all children in the area.</p> <p>Building new schools with new facilities is supporting improved learning opportunities across the borough.</p>	<p>Our School Improvement Strategy and School Places strategy will continue to drive improvement and ensure that we have sufficient local school places across the Borough.</p> <p>We will complete our analysis on good practice for closing the gap for disadvantaged pupils to be shared with all schools to support Borough wide improvement. This will include our Y6-7 transition case study project to identify good practice and areas for development in closing the gap. Initial findings will be reported on in the spring term 2016 with a full report in the summer 2016.</p>
	Implement the changes required to deliver on the supported changes set out in the	We have implemented the changes required to deliver the requirements set out	We will continue to monitor the impact and effectiveness of our Children and Families

	Children and Families Bill and go further to bring the child and family into the centre of assessment, planning and support processes for children with additional needs.	<p>in the Children and Families Act.</p> <p>We have published our Local Offer of services for Children with a Special Educational Need or Disability, secured our joint Education Health and Care planning process with Health to replace Statements of Special Education Needs, established advocacy and advice arrangements, agreed a policy on personal budgets and established joint planning and delivery arrangements with Health for services for children with Special Educational Needs or Disability and a draft joint strategy for Children with Disability</p>	<p>Act implementation.</p> <p>We will finalise, agree and implement our Joint Strategy for Children with Disability in partnership with providers, professionals, parent/carers and children.</p>
	Implement a strategy to enable children in care to live in excellent placements in their communities where this is appropriate, and to receive the highest quality care, education and support.	<p>We agreed and implemented our Sufficiency Strategy and our Foster Carer Recruitment Strategy built on this to recruit more in-house foster carers. Brokerage support has been established and is supporting social workers source the right placement for each child. Since 2014, more children are now living in or closer to Wokingham Borough. Our Virtual school was launched providing more effective education and support for our children in care.</p>	<p>Procurement is underway for Foster care for challenging behaviour, foster care for permanence and alternatives to care with new services planned to start from April 2016.</p> <p>We will work with providers through this procurement process to establish partnerships to further improve our recruitment of foster carers and supported lodgings carers.</p>

New Actions:

We will develop our overarching schools strategy, bringing together our school improvement, school organisation, school place sufficiency and school funding work in a focused single Authority area approach.

Our new primary school place strategy will be agreed on. Through the strategy implementation plan, we will secure additional school places in the Woodley, Earley and Shinfield areas from September 2016.

The implementation of our Joint Strategy for Children with Disability will be agreed on. As part of this strategy we will deliver a more integrated offer for children and young people from 0-25 and parent/carers and we will secure additional provision for children with Special Educational Needs to ensure they can be educated locally.

Key Action	We said we would...	...So we did	What's next?
Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth	We will submit the new planning applications to regenerate Wokingham Town Centre, and moving forward to create a town that is vibrant, prosperous and thriving, maintaining the balance of the new and the historic.	<p>Peach Place Corner - The first phase of the development has been completed on time and budget, and the apartments created have all been sold.</p> <p>Peach Place - A planning application was submitted in December 2014, and accepted in March 2015. In September 2015 the Council made the Compulsory Purchase Order for Peach Place.</p> <p>Carnival Pool - The council submitted a planning application for the site in April 2015, and was granted consent in July 2015.</p> <p>Elms Field - Public consultation for the types of retailers desired in this space, and the final designs of units and public spaces in the redevelopment closed in April 2015.</p>	<p>Work on Peach Place is scheduled to start in late 2016.</p> <p>Work is expected to start on the Carnival Pool site in Spring 2016.</p>
	We will encourage a great mix of new retailers to come to the town to occupy the new shops as we build them, so that as we build units, we will fill them.	Initial communication with retailers has been extremely promising; a wide range of companies, both national and local, have indicated their interest in the new development.	Conversations with retailers will be picked up formally later in the redevelopment process.
	We will progress the design for the Carnival Pool site, to create a new and exciting leisure led offer at the heart of the town. We plan to engage and consult widely with you, so that what we develop reflects what you tell us you want to see.	Public consultation ran throughout February 2015, and was used to inform the planning application for which consent was given in July 2015.	Work is expected to start on the Carnival Pool site in Spring 2016.
	We will implement the City Deal to enhance the support business receives, to improve our local training offers, and to support a commitment to getting local people into locally created jobs.	We set up the Elevate Wokingham careers information and advice hub. As well a programme of initiatives to support vulnerable young people into work.	We will work more closely with local businesses and training providers to encourage sustainable employment opportunities for some of our most vulnerable residents of all ages.

		<p>We are now delivering a supported employment service offering work experience and apprenticeships to vulnerable young people aged 16 to 24.</p> <p>Major developments within the Borough are now requested to provide employment skills plans on planning permissions; these provide additional work experience, employment and apprenticeship opportunities that can be targeted at our most vulnerable young people.</p>	
	<p>We will focus support for our local businesses, and continue to work with the Thames Valley Berkshire Local Enterprise Partnership to drive growth and make sure that the infrastructure needs of the borough are recognised in all strategic plans and bids for funding.</p>	<p>We have worked with Thames Valley Berkshire Local Enterprise Partnership to develop a list of priority infrastructure projects in Wokingham Borough that can apply for funding through the anticipated Growth Deal 3 fund.</p> <p>A successful funding bid has been submitted to Thames Valley Berkshire Local Enterprise Partnership including a low interest loan through the Public Works loan board for £18m.</p>	<p>Through the new Economic Development strategy and local plan we will ensure that economic development is at the heart of infrastructure planning.</p> <p>We will build strong working partnerships with other Berkshire Authorities and the Thames Valley Berkshire Local Enterprise Partnership to deliver infrastructure that will support the Berkshire Economy.</p>
	<p>We will work closely with our town and parish councils to support local communities, including developing some early pilots for joint/delegated service delivery.</p>	<p>We are in partnership with Shinfield Parish Council working on the delivery of a new community facility; we are working with two Parish Councils to look at asset transfer. In addition we have made provision within our new Grounds Maintenance contract to either include or exclude elements of service to support these ongoing discussions.</p>	<p>We will continue to have discussions with Town/Parish Councils about land/asset transfer.</p>

New Actions:

We will explore the possibility of setting up a start-up business centre situated at the Carnival Pool site for small, tech businesses looking to for their first commercial premises.

Our update to the Local Plan will be taken forward, working with our neighbouring authorities in the West of Berkshire Housing Market Area to take a collective approach to planning our development needs through to 2036.

We will review and strengthen our approach to securing training, apprenticeships and jobs as part of our review of the Local Plan.

Working with the Department for Transport we are developing business plans to secure the delivery of £24m in grant funding for our strategic roads at North and South Wokingham and Arborfield.

Shinfield Parish Council will submit a business plan for the new Community facility in March 2016. We will work with other interested Town/Parish Councils regarding more localised service delivery.

Key Action	We said we would...	...So we did	What's next?
Ensure strong communities that are vibrant and supported by well-designed development	We will implement the Council's Community Infrastructure Levy (CIL) in order that funding for vital infrastructure in the Borough can be secured and we will work our Towns and parishes to make sure that local infrastructure provision reflects our joint local priorities.	The CIL was implemented in April 2015. Town and Parish Councils will receive up to 25% of the Levy in areas that have adopted a Neighbourhood Plan, and up to 15% (capped at £100 per existing Council Tax dwelling) in areas without a Neighbourhood Plan.	The CIL collections are being progressed, as are discussions with the Town and Parish Councils about how the monies are to be spent on community priorities. As an example although early in the process, some preliminary discussions around using CIL payments to increase the primary healthcare provision within the Borough have taken place, with the aim of supporting the population as the average age increases and the population expands into new developments.
	We will adopt and implement the Local Flood Risk Management Strategy (LFRMS) in 2014/15 to raise awareness of flood risks and help to develop proposals for reducing those risks across communities.	Following a consultation in September 2014, Wokingham's LFRMS was approved by the Executive in January 2015 to ensure that we continue to improve knowledge on local sources of flood risk, put in place emergency plans to increase resilience and identify all funding available to us to improve outlooks. We have also appointed a new Flood Risk Manager.	A review of the National Strategy is due to take place in 2016, and as such Wokingham's initial review of the document will be undertaken in 2017. We will progress the Flood Action Plan to reduce the chances of flooding of properties, businesses and roads
	When considering planning and related applications we will promote the highest quality of design and secure the greatest amount of new infrastructure we can justify.	We have up to date policy design guidance, in the form of the Borough Design Guide, and have been working with staff and members on regular training updates. This has allowed us to push for more parking provision to be included in the planning applications for the SDLs to ensure they are fit for purpose now and in the future, and to ensure that the SDLs are built with good design principles, focusing on character,	This is an ongoing policy and training commitment.

		<p>secure and natural surveillance and diversity amongst others.</p> <p>Public health worked with the Town and Country Planning Association and Public Health England on a training day for planners and public health staff on designing environments to reduce obesity.</p>	
	<p>We will work with Towns and Parishes and the SDL Forums so that as the new developments are delivered, both existing and new communities are well supported and have access to the high quality community facilities they require.</p>	<p>The forum programme is planned in advance and agendas set to suit current engagement requirements. One such example of how we have been able to include residents in our decision making relating to the SDLs is by engaging with you over the location of the South Wokingham Distributor Road. 81% of respondents preferred the central route, which was approved by members. A planning application will be submitted during 2016/17.</p> <p>Internal and stakeholder governance arrangements are in place and will be maintained.</p>	<p>Public health will continue to identify the best practice on healthy environments and seek to build this into local plans.</p> <p>This is an ongoing engagement programme. In 2016, the Council will begin a shopfront engagement process for the Wokingham town centre regeneration to ensure that the facilities delivered in the new development are of the high quality design expected.</p>
	<p>We will develop a modern vision for our libraries including local access to high quality services.</p>	<p>Over the last year we have spent time developing a new Offer for the Borough's libraries.</p>	<p>The Library Offer is being presented to the Council's Executive in January 2016.</p>
	<p>We will work with our Waste Board partners to further develop our local waste strategy and we will work with our communities and our partners to raise recycling rates.</p>	<p>In partnership with the other Re3 councils (Bracknell Forest, Reading and Wokingham), we have restructured the staffing and governance arrangements to facilitate better joint strategic working to achieve our recycling and waste reduction targets.</p>	<p>A number of local waste options to reduce household waste, increase recycling and hold costs are being developed and will be considered over the forthcoming months, and agreed options will be taken forward.</p>

New actions:

We are in the process of agreeing terms of reference for joint working with Towns and Parish Councils around the delivery of joined up infrastructure.

We are providing ongoing communication about capital planning, programming and delivery of new community infrastructure to enable effective investment opportunities which the T&PCs can help shape and sponsor.

We will work to promote lively and supported communities in our SDL's which are more than bricks and mortar

We will continue to develop opportunities for new open spaces, increased activities within our country parks as well as attractive leisure centres.

We will be progressing the Local Plan Update, which will include consultation next year. Ultimately, the Local Plan Update will set a new housing target for the Borough up to 2036, will provide planning policies to guide development and will allocate new sites for different uses, including housing.

Following consultation, the Library offer will be implemented within the Borough.

Key Action	We said we would...	...So we did	What's next?
Tackle traffic congestion in specific areas of the borough	Make sure that new developments have the necessary transport infrastructure to have minimal impact on the existing transport network, and we will protect the existing highway network by resisting development that will have a significantly harmful and unmitigated impact on it.	<p>We secured funding in the form of S106 agreements to support transport improvements.</p> <p>We agreed planning applications that include significant transport enhancements.</p> <p>We started work on major projects including new park and ride sites, Shinfield Eastern Relief Road and Coppid Beech roundabout.</p>	<p>Work on developing the plans for Winnersh Relief Road, Arborfield Cross bypass, North and South Wokingham Distributor Roads.</p> <p>Initiatives to enhance permeability around Wokingham Town Centre such as Wiltshire Road returning to 2 way movements being considered.</p>
	Also make sure that new development provides funding for strategic transport infrastructure (e.g. improvements to the rail network; funding for distributor roads) to alleviate pressure on our roads and that all opportunities to secure further funding from Central Government, the Local Enterprise Partnership and elsewhere are exploited.	<p>CIL provides the income and flexibility in funding to address infrastructure requirements.</p> <p>Existing governance arrangements exist to ensure that infrastructure programmes are supported by appropriate bidding for all known grants and loan facilities.</p>	<p>Maintaining established funding via CIL monitoring and bidding.</p> <p>Continue to develop bids for funding more transport improvements with the LEP.</p> <p>Continue networking with the government funding agencies and the Local Enterprise Partnership to ensure our plans are understood and supported by them to secure early inclusion in any funding streams emerging.</p>
	Deliver the Local Sustainable Transport Fund projects, including cycle paths on the A329, traffic signal improvements on the Showcase cinema junction, and further personal and business travel planning on the A329 corridor.	<p>We have delivered the cycle paths between the Reading Borough boundary and Winnersh crossroads.</p> <p>We have replaced and enhanced the traffic signals at Showcase cinema junction.</p> <p>We have liaised with numerous businesses across the Borough to support their staff sustainable travel initiatives.</p>	<p>Deliver the final part of the project – including the next stage of the A329 cycle way.</p> <p>Continue to deliver the aspirations of the Local Transport Plan by supporting sustainable transport across the Borough.</p>
	Deliver Park and Ride sites at Mere Oak	Mere Oak Park and Ride opened in August	We will continue to work with Bracknell

	and Winnersh.	2015, providing 600 car park spaces as well as bicycle storage and motorcycle parking. Winnersh Park and Ride opened in October 2015, providing 390 car park spaces, as well as bicycle storage and motorcycle parking.	Forest and Reading with regards to the provision of a Park and Ride service near to the Coppid Beach roundabout on the A329, and another located in the Thames Valley to compliment services along the A4 and A329 corridors.
	Work with Towns and Parishes to identify local solutions to issues of congestion.	We have worked with local SDL forums to understand needs around new development proposals and consulted with towns and parishes as new schemes have been developed.	Joint working with Finchampstead Parish Council around the options for delivery of the California Crossroads enhancement funded by Arborfield SDL.
	Increase choice of transport options including public transport, cycleways and footpaths.	<p>We have maintained and improved the public transport offer across the Borough for reduced cost to the Council.</p> <p>We have designed and built a wholly new park and ride site at Winnersh and at Mere oak. Improved cycleways across the Borough have been developed and we have delivered substantial number of bikeability training programmes for schools.</p>	Continue to develop a broad range of transport options for Borough residents including improved cycle facilities on all new developments, developer supported enhanced bus routes and improved facilities for walking.

New Actions:

The initiatives and options available to address the impact of Crossrail and the Western Rail Link to Heathrow on Twyford Station including enhanced parking in association with the Parish Council will be looked at.

Collaborative work with our partners will be continued in the West of Berkshire Housing Market Area to select development options for the future through the Update to the Local Plan up to 2036.

We will work with the Keephatch Beech development consortia to secure the Coppid Beech Park and Ride.

Plans for California Crossroads with Finchampstead Parish Council will be progressed.

We will deliver a network of off road greenways to make walking, cycling and horse riding easier on key routes between the SDL sites.

Key Action	We said we would...	...So we did	What's next?
Look after vulnerable people	Use the Better Care Fund to improve outcomes and reduce hospital stays for vulnerable people by integrating Health and Social Care services.	<p>Appointed a new head of service to our newly, integrated short-term health and social care service, established 3 Step Up/Step Down units flats as alternatives to hospital admissions and reducing delayed discharge from hospital, developed night care services, developed care 'navigators' to ease public access to preventative health and social care information and services.</p> <p>Developed new IT systems that allow health professionals to share records more easily with public consent. Provided additional health care support to residential and nursing care homes to avoid unnecessary hospital admissions.</p>	<p>Develop plans to integrate health and social care services for long term care on a more local, neighbourhood basis. Based on the successful outcomes from our existing flats.</p> <p>Develop 5 additional Step Up/Step Down flats to provide alternatives to hospital admissions and reduce delayed hospital discharge will be developed.</p> <p>Increase the usage of assistive technology in the community to enable people to be as independent as possible. Pilot night domiciliary care services. Further develop IT systems to allow health and social care staff to share records more easily with public consent.</p>
	Help our communities work towards becoming dementia friendly.	Throughout 2014/15, we trained 35 Councillors and Social Care Staff to become Dementia Friendly. This has increased significantly in 2015/16, with a further 99 receiving training during the first half of 2015/16.	A preliminary Dementia Friends session is planned for Councillors, and ongoing discussions with Human Resources continue around the inclusion of Dementia Friends into the staff induction.
	Focus on outcomes based assessment and improved re-ablement services so that everyone is helped to be as independent as possible.	All assessments have been redesigned to comply with the Care Act, and are outcomes focussed and seek to maximise independence. All safeguarding processes are also outcomes based to focus on what is best for the individual concerned.	We will continue to monitor the impact of the Care Act to ensure that people are fully supported by the services we offer them.
	Develop and implement an early intervention strategy building on what works	Through the multi-agency Children's Partnership we agreed and implemented	All staff will complete their additional training by February 2016. The changes in

	<p>well now to support and enable children and family's needs to be identified and met at the earliest opportunity, to empower families to meet the welfare and emotional health needs of their children, and make sure children are kept safe and their welfare promoted; including reviewing and re-commissioning emotional health and wellbeing services including primary CAMHS to improve the emotional health and wellbeing of vulnerable children and young people.</p>	<p>our Early Help strategy. We trained staff across the partnership in a single practice framework to ensure effective support to families. We launched our Early Help Hub as a single point of contact for children and families in need.</p> <p>We agreed a joint Health and WBC Emotional Health and Wellbeing strategy for children. Working with Health we have secured additional investment to support improved CAMHS through a joint CAMHS transformation plan which will deliver our strategic objectives of improved access and effectiveness of CAMHS.</p>	<p>practice will be seen system wide from February 2016.</p> <p>We have launched a joint commission with Health for counselling services for young people.</p> <p>We will monitor the impact of investment in CAMHS to ensure that waiting times are reduced.</p>
	<p>Implement the Young People's Housing Strategy in order that children at risk of homelessness are prevented from becoming homeless; that vulnerable young people who cannot live at home are able to access safe, supportive accommodation and care leavers have access to suitable accommodation that supports them to become full members of a stable community into adulthood.</p>	<p>The Young People's Housing Strategy was agreed and we have implemented the actions. We have established joined up, targeted, early housing advice and guidance and employment advice for children in care, young people at risk of homelessness and being taken into care. We have established closer partnership working, involving Targeted Youth Services and Family</p> <p>Support Services to provide support and guidance through existing arrangements to address the fundamental causes of homelessness. We have improved temporary housing arrangements that include the support necessary to help young people make the transition to secure, sustainable accommodation.</p>	<p>We will recommission supported accommodation for young people at risk of homelessness and being taken into care. We will work with providers and partners to improve recruitment of Supported Lodgings carers.</p> <p>We will develop better temporary housing arrangements for vulnerable young people that include support.</p>

New Actions:

We are developing a Wokingham Multi Agency Safeguarding Hub to ensure that we share our information and support in a timely way so that children are protected. This will go live in April 2016 with partners including Health, probation and the Police.

In partnership with Health, we will develop opportunities that the additional Health investment brings to improve support for children's emotional health and wellbeing.

We will continue to develop and promote access to opportunities for our children in care through apprenticeships and other employment. This will include extending our successful Shutters café enterprise to support children in care and care leavers to access employment.

For those in housing need or crisis, the council has an aspiration to be self-sufficient in its use of temporary accommodation. When we achieve this it will lead to improved outcomes for families and their children. We will achieve this by refurbishing the Foxwood Facility to bring online 5-6 units of self-contained family and single accommodation, bring back into use Grovelands temporary accommodation pitches and use Housing Revenue Account funding to purchase properties using retained Right to Buy receipts for use as temporary accommodation.

Wokingham Housing Limited will continue to be used as a vehicle for the council to develop additional affordable housing in the Borough. Phoenix Avenue will deliver 68 general needs units, Fosters will deliver 34 units of extra care and the pipeline of land supply will deliver additional units using General Fund and land bought using Housing Revenue Account funds.

We will implement the provisions of the Care Act. This will involve ensuring all Adult Social Care services meets the requirements of the Care Act, embedding new assessment and support planning processes, implementing changes to transition arrangements for young people becoming 18, ensuring safeguarding changes are embedded, the commissioning of services to meet people's eligible care and support needs, review and commission prevention services, review and develop young carers' services and monitor the impact to the Care Act.

Key Action	We said we would...	...So we did	What's next?
Improve the customer experience when accessing council services	Implement the Council's Customer Strategy that seeks to maximise the customer and residents perception across all Council Services and maximise first point resolution.	We have consulted with residents at events. We have redesigned many service processes to make them as simple and efficient as possible and applied new technology to these processes so we can track customer requests and have information at hand to serve people better. Most of the Council website has been redesigned with digital services which are easy to use and accessible on mobile phones and tablets. We have launched a trial version of a customer portal which will evolve to ensure residents can log requests, get feedback on progress and confirmation of when we have completed the response.	We will continue to apply this approach across all customer services, dealing with high volume areas first so we have the most impact. We will make resident consultation a key feature of our work so we continue to understand resident's priorities and views. We will make savings by delivering services more efficiently.
	Adopt a revised Statement of Community Involvement to assist local residents and our partners in knowing to comment on and influence our approach to land use planning, and use the results of our new homes survey to improve the quality of future development the in borough.	The revised Statement of Community Involvement was adopted in July 2014.	
	Develop an engagement strategy so that the voice of children, young people , parents and carers are understood and taken into account in service design and delivery across all parts of the Council.	We agreed our Engagement Strategy for children, parent/carers and staff and have implemented its actions. We have built on our Children in care Council and involved children's views directly in our Local Safeguarding Children's Board. We have established our Council wide framework to capture what actions we have taken in response to children's views. We have appointed to a team of Young Commissioners who have supported the	We want to further develop the actions that we take as a direct result of children and parent/carers views and will monitor the impact of this through our regular monitoring of "You said, We Did."

		review and commissioning of services. We have built on existing parent/carer engagement through Reach and commissioned our Special Educational Needs and Disability Information and Advice Service, ensuring Children and Family Act implementation has been informed by views of children with Special Educational Needs and Disability and parents and carers.	
	Rationalise Council assets and establish the new community asset in areas of regeneration in a way that maximises service delivery (e.g. through co-location of services) and minimises operational running costs of services for service reinvestment or reducing the cost of council tax.	<p>Set up an asset review board to take a Council-wide approach, to rationalising our assets.</p> <p>Identified surplus assets. Introduced flexible-working. Obtained capital receipts through the sale of surplus assets, and reduced our running costs through reducing our operational property. So far this has delivered over £377k in savings.</p>	We will seek to complete the work being undertaken to review all of our assets and those of our partners, in each area within the Borough and consider how these can be better organised to better meet the needs of our services, communities and customers.

New Actions:

We will deliver area reviews across the Borough.

A second phase of flexible working will be implemented.

We will introduce a Corporate Asset Management Plan and implement a model for community asset transfers.



WOKINGHAM
BOROUGH COUNCIL