



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **OVERVIEW AND SCRUTINY
MANAGEMENT COMMITTEE** will be held in David Hicks 1
- Civic Offices, Shute End, Wokingham RG40 1BN on
WEDNESDAY 21 NOVEMBER 2018 AT 7.00 PM

Heather Thwaites

Heather Thwaites
Acting Chief Executive
Published on 13 November 2018

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.

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WOKINGHAM BOROUGH COUNCIL

Our Vision

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

Our 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

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Councillors

Parry Bath (Chairman)	Philip Houldsworth (Vice-Chairman)	Andy Croy
Lindsay Ferris	Guy Grandison	Kate Haines
Mike Haines	Ken Miall	Ian Pittock
Malcolm Richards	Bill Soane	Shahid Younis

Substitutes

Alistair Auty	Rachel Burgess	Carl Doran
John Jarvis	Clive Jones	Rachelle Shepherd-DuBey

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- 58. APOLOGIES**
To receive any apologies for absence.
- 59. MINUTES OF PREVIOUS MEETING** 5 - 12
To confirm the Minutes of the Meeting held on 17 October 2018.
- 60. DECLARATION OF INTEREST**
To receive any declarations of interest.
- 61. 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
- 62. MEMBER QUESTION TIME**
To answer any Member questions.
- 63. None Specific GROUNDS MAINTENANCE SERVICE REVIEW** 13 - 46
To finalise the Committee's report following the review of the Grounds Maintenance service.

64.	None Specific	COUNCIL PLAN PERFORMANCE MANAGEMENT REPORT Q2 To consider the Council Plan Performance Management Report for the second Quarter of 2018/19.	47 - 100
65.	None Specific	BOROUGH PLAN UPDATE To consider a presentation setting out progress in developing the new Borough Plan.	101 - 102
66.	None Specific	CONSIDERATION OF THE CURRENT EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES To consider the current published version of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme.	103 - 110
67.	None Specific	COMMITTEE WORK PROGRAMMES To discuss the work programme of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees	111 - 124
68.	None Specific	UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES For the Chairman or nominated Member of the Committee to report back in its activities including any requests to undertake reviews.	

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.

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Agenda Item 59.

MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 17 OCTOBER 2018 FROM 7.00 PM TO 9.00 PM

Committee Members Present

Councillors: Parry Batth (Chairman), Philip Houldsworth (Vice-Chairman), Andy Croy, Mike Haines, Ken Miall, Ian Pittock, Malcolm Richards, Shahid Younis and Clive Jones

Officers Present

Peter Baveystock, Service Manager, Cleaner, Greener and Reactive Highway Services
Neil Carr, Democratic and Electoral Services Specialist

46. APOLOGIES

Apologies for absence were submitted from Lindsay Ferris, Kate Haines and Bill Soane.

Clive Jones attended the meeting as a substitute.

47. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 19 September 2018 were confirmed as a correct record and signed by the Chairman.

48. DECLARATION OF INTEREST

There were no declarations of interest.

49. PUBLIC QUESTION TIME

In accordance with the agreed procedures the Chairman invited members of the public to submit questions.

49.1 Gillian Elward asked the Chairman the following question:

Most flexible plastic can be recycled. There are facilities in the UK for recycling polyethylene-based plastic (i.e. carrier bags, bread bags, cling film, bubble wrap, magazine wrappers etc. etc.). This makes up a significant proportion of consumer plastic packaging.

- I. Can the re3 partnership consider collecting and recycling this type of plastic? (ref Oxford City Council);
- II. Most large supermarkets collect carrier bags (so other PE-based plastics can be collected and recycled via this waste stream), but this is not widely known. Can re3/the Marketing and Communications Office include this information in their communications campaign?"

Answer

- I. In February this year we significantly extended the amounts of plastic materials we collect from the kerbside which included pots, tubs and trays. The additions made in February were introduced, taking into account sustainable recycling markets and the practicalities and cost of sorting. The Oxford City scheme has been extended to include a number of non-rigid plastics and at some stage in the future, other materials could be added to WBC's scheme if the criteria is met.
- II. The Council currently promotes the fact that most large supermarkets collect carrier bags but will look at our current programme and re-evaluate if necessary.

Supplementary Question

A small quick win would be to educate the public more about the recycling of polyethylene-based plastics via local supermarkets. Can this be pursued?

Supplementary Answer

Your suggestion is noted and will be investigated.

50. MEMBER QUESTION TIME

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

50.1 Gary Cowan asked the Chairman the following question:

Can you ensure that Ward Members are informed as to the grass cutting schedule in their wards and the actual areas scheduled to be cut in advance of the actual scheduled cut?

Answer

The new Contract was not built around schedules but was based on outcomes in that designated frequent cut areas would never be longer than 125mm. Whilst there is no specific schedule, our contractors follow a set grass cutting route which enables us to tell how they are progressing within different wards. With this information, last year we started a weekly update for Ward Members, during the growing period, in which we gave them grass cutting activities across the borough so they could see how this was progressing and relate it to their particular area.

Supplementary Question

Whoever carries out the grass cutting has to develop a programme supported by a schedule to ensure that the work is carried out in the correct locations. Can that schedule be made available to Members? This would provide greater clarity and transparency and reduce the level of contact between Members and the Cleaner and Greener team. Can the circulation of this information be looked at?

Supplementary Answer

The contractor does follow set routes. This information was made available online last year and we will endeavour to do the same in 2019.

Peter Fry (Tivoli Area Manager) commented that the contractor was reviewing the routes, rounds and schedules for next year. The company was introducing a new electronic system into the Wokingham service which would provide updated information on the progress made by grass-cutting teams along their set routes. It was hoped to link this system with the Council's IT system thereby making it possible to provide more accurate information which, in turn, would reduce the number of calls to the contractor and WBC seeking updates on progress.

50.2 Ian Pittock asked the Chairman the following question:

The Parliamentary Committee on local government scrutiny recommended, in December 2017, that the annual Council budget is scrutinised throughout its development. Why has scrutiny of the Council Budget 2019/20 not been included in the Forward Programme for O&SMC?

Answer

The Council's Constitution already empowers the Overview and Scrutiny Committees to scrutinise the Council's Budget. Paragraph 6.2.3.1 states that the Community and Corporate Services Overview and Scrutiny Committee is responsible for scrutinising, reviewing and assisting with the policy development of the Council's Budget and Policy Framework.

At its meeting on 1 October 2018 the Committee considered how it would carry out its Budget Scrutiny role. The Committee resolved (*inter alia*) as follows:

"The January 2019 Committee item on monitoring of the Council's Revenue and Capital expenditure include a review of the quarterly revenue and capital monitoring reports, with a view to completing a review of the Budget setting process during the next municipal year".

Supplementary Question

When you say "Budget setting process" do you mean the administrative process or the actual development of the Budget itself?

Supplementary Answer

The Committee will decide on its work programme but my understanding is that it will be seeking to scrutinise the key issues, themes and Budget pressures facing the Council. This will be a more rigorous review looking backwards and forwards to the development of the Budget for 2020/21.

51. REVIEW OF THE GROUNDS MAINTENANCE CONTRACT

The Committee considered a report, set out at Agenda pages 11 to 16, which gave details of the Committee's ongoing review of the Council's Grounds Maintenance contract.

The report reminded Members that the review was considered at its 1 August and 19 September 2018 meetings. Following the Committee's Call for Evidence a number of residents, community groups and Town and Parish Councils had submitted written feedback on the operation of the service. The report set out the key themes arising from the evidence submitted to date relating to consultation, frequency of grass cutting, flexibility in the contract, communication with stakeholders, long grass and wildflower areas.

The following witnesses attended the meeting to provide information and answer Member questions:

- Peter Baveystock – WBC Service Manager, Cleaner and Greener Services;
- Emma Pilgrim – WBC Performance Officer, Cleaner and Greener Services;
- Peter Fry – Area Manager, Tivoli Group Ltd.

During the ensuing discussion Members raised the following issues.

What steps were Tivoli taking to improve the quality of service provided and learn lessons from the 2018 grass cutting season.

Peter Fry stated that a number of improvements had been implemented to improve standards and tackle issues arising earlier in the year. As an example, Tivoli would not be reducing staffing levels during the winter which meant that the service would be fully resourced in terms of personnel and skill sets for the start of the 2019 grass cutting season in March/April. Tivoli were also looking at the routes used by grass cutting teams and the machinery available as well as measures to improve supervision and productivity.

Would Tivoli be addressing issues relating to grass/weed growth in road gutters and drains?

Peter Baveystock confirmed that this issue was covered by the street cleansing contract. Specific issues could be addressed if Members provided location details.

Tivoli had taken over the grounds maintenance contract from ISS. What added skills/resources/investment would Tivoli be able to deliver?

Peter Fry stated that Tivoli was a new business and would bring a more local focus than ISS which was a large multinational organisation. This meant that Tivoli would be more responsive and agile and able to make investment decisions more effectively.

Tivoli was introducing new mobile systems for staff. Was there any resistance from staff in using these new systems and hand-held devices?

Peter Fry gave examples of the new systems in relation to staff bulletins, electronic forms and payslips. Staff were supportive of the new systems as they reduced the time previously spent on paperwork.

How did the Tivoli contract differ between Wokingham and the Royal Borough of Windsor and Maidenhead (RBWM)?

Peter Fry commented that the Wokingham contract allowed more flexibility as it was more output focussed. RBWM officers spent more time on inspection and contract management activities. The Wokingham contract allowed more room for innovation and flexible solutions. Peter Baveystock commented that the new Localities team would be involved in the monitoring of the service and would be involved in quarterly contract meetings from 2109.

Were there any plans to develop greater feedback from local community groups and Town and Parish Councils?

Peter Baveystock commented that there were plans to improve local intelligence and feedback on service delivery linked to new Localities service. Officers would also be exploring options for mutual support with the three Town Councils.

How would Tivoli address the problems caused by grass “clumps” which were unsightly, blocked drains and prevented the casual use of informal green spaces?

Peter Baveystock stated that aim was to carry out regular cuts (every 4-5 weeks) which would keep the grass at a reasonable length and prevent “clumping”. Peter Fry commented on Tivoli’s investment in new machinery which would make it more difficult for clumping when the grass was cut.

What level of savings had been delivered to WBC when the new contract was let?

Peter Baveystock confirmed that the Council would make ongoing savings of £140k per annum compared to the previous base Budget. The joint procurement process with RBWM had delivered a saving of £40k.

How was the contract monitored by WBC staff?

Emma Pilgrim stated that the WBC client team carried out regular inspections and monitored the suite of Key Performance Indicators and Key Management Indicators. The Council's Dynamics system also generated information on complaints and customer satisfaction. Peter Fry commented that data from the Dynamics system was used by Tivoli to respond to complaints. The Localities team would be using hand held devices which linked in to the Dynamics system. Members were invited to view the operation of the Dynamics system from the client and contractor perspective.

The Chairman thanked the witnesses for their contributions and explained the next steps in the Scrutiny review process. A draft report would be produced and circulated to Members for comment before the November meeting of the Committee. The final draft would then be submitted to that meeting for final sign off by the Committee.

RESOLVED That:

- 1) Peter Fry, Peter Baveystock and Emma Pilgrim be thanked for attending the meeting to answer Member questions;
- 2) a draft Scrutiny report and recommendations on the Grounds Maintenance contract be circulated to members of the Committee for discussion and comment;
- 3) a final draft of the Scrutiny report be submitted to the 21 November 2018 meeting for sign off by the Committee.

52. WASTE AND RECYCLING UPDATE

The Committee considered a report, set out at Agenda pages 17 to 54, which gave details of the Council's plans to achieve the 50% waste and reuse target included in the 2008 EU Waste Framework Directive. The 50% target had been introduced into UK law and would remain in place following Brexit. The report stated that, at its meeting on 23 May 2018, the Committee had set out a number of questions relating to the corporate waste and recycling indicators and requested a more in-depth report on waste and recycling.

Peter Baveystock (Service Manager, Cleaner and Greener Services) and Irum Gulzar (Waste Reduction Officer) gave a presentation with responses to the earlier questions from the Committee. The report also included the re3 Strategy for 2018/20 which had been approved by the Council's Executive at its meeting on 27 September 2018.

In relation to the earlier questions raised by the Committee the following points were raised.

What was the breakdown between residual waste sent to landfill and waste to energy?

Peter Baveystock provided the following performance data:

	2015/16 Tonnes	2016/17 Tonnes	2017/18 Tonnes
Energy from Waste	28,138 (72%)	29,917 (77%)	32,657 (86%)
Landfill	11,053 (28%)	9,240 (23%)	5,378 (14%)

What were the cost implications of the measures proposed to move the Council to the 50% recycling target by 2020?

Peter Baveystock confirmed that the introduction of food waste recycling (April 2019) would add approximately 7% to WBC's overall recycling figure (currently around 40%). In addition, the collection of pots, tubs, trays, foil and cartons (from February 2018) was expected to add 1.5% to 2%. It was also estimated that 0.5% to 1% would be generated by increasing the number of glass banks to 50 across the Borough by 2020. Finally, a further 1.5% to 2% would be generated by reducing the level of contamination in our kerbside recycling.

In terms of the financial implications of these measures, the increased revenue costs to cover an extra crew member and new vehicles would be £500k. This would be offset by the savings from diverting approximately 5,000 tonnes from landfill/energy from waste to anaerobic digestion.

Was there a net cost for the green waste service or did the service break even?

Peter Baveystock confirmed that the chargeable green waste service was a break-even service taking into account collection costs, administration costs, containers and container distribution.

Some Welsh Councils achieved recycling levels of 70%. Was this due to a more innovative approach or a different reporting system?

Irum Gulzar gave details of the strategic approach to waste and recycling adopted by the Welsh Government. The Welsh Government's 2010 document Towards Zero Waste (TZW) was the overarching waste strategy document for Wales. Wales was the only administration in the UK to have introduced statutory local authority recovery targets for waste recycling. The Welsh Government adopted a "carrot and stick approach" with a combination of Capital funding support and penalties for non-achievement of statutory targets. It was also noted that, of the 22 Welsh local authorities, 16 had fortnightly collections, five had three weekly collections and one had a four-weekly collection.

What was the impact on recycling of the significant reduction in printed newspapers, magazines, etc.?

Peter Baveystock provided the following performance data:

Material	Mar-Aug 2017 Tonnes	Mar-Aug 2018 Tonnes	Movement
News/Pamphlets	1,847	2,193	+19%
Mixed Paper	4,985	3,882	-22%
Card	1,216	1,650	+36%

Could wet material, such as newspaper, card, etc. be recycled or was it sent to landfill?

Peter Baveystock confirmed that wet materials such as paper, card, etc. could not be recycled as the fibres started to decompose. Wet materials were rejected and sent to energy from waste.

What were the cost and service implications of adding lids to the recycling black boxes?

Peter Baveystock confirmed that the cost of introducing lids for the black boxes would be around £200k. The additional costs of removal and emptying were estimated at between £250k and £500k. A more cost effective approach was a communications programme encouraging residents to store recycling under cover until collection. It was also suggested that putting the blue bags on top of the recycling boxes helped to keep the recyclate dry.

What was the current position in relation to charging for DIY waste at Longshot Lane and Smallmead?

Peter Baveystock confirmed that DIY waste was not classified as household waste and the Council's policy was to continue to levy a charge. It was felt that this was still a much cheaper option than hiring a skip or Hippo bag.

Were there any plans to introduce the kerbside collection of glass?

Peter Baveystock confirmed that achieving a 1% improvement in glass recycling, by introducing kerbside collection, would cost around £600k to £800k per annum. Consequently, the Council's focus was on improving performance by increasing the number of bottle banks across the Borough to 50 by 2020. Members were asked to consider potential sites for new bottle banks within their wards.

RESOLVED That:

- 1) Peter Baveystock and Irum Gulzar be thanked for attending the meeting to answer Member questions;
- 2) the re3 Waste Strategy for 2018/20 be noted;
- 3) the Committee receive a further update on progress towards the 50% recycling target in the autumn of 2019;
- 4) any suggestions for new bottle bank sites be forwarded to the Cleaner and Greener team.

53. COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 55 to 66.

In relation to the Overview and Scrutiny Management Committee meeting on 21 November 2018 – it was proposed that the item on 21st Century Council be deferred to the 17 January 2019 meeting due to the significant items which had to be considered at the November meeting. It was suggested that the Chairman give further consideration to the items to be considered at the 21 November meeting.

In relation to the Community and Corporate Services Overview and Scrutiny Committee meeting on 5 November 2018 – it was confirmed that the Chairman had decided to defer the item on Wokingham Town Centre Regeneration to the 14 January 2019 meeting. This was due to the fact that key reports relating to lessons learnt from the Market Place project and the final safety audit would not be available until December 2018. It was felt that the public availability of these reports would be essential in order to facilitate an effective Scrutiny discussion. It was suggested that an update report on the Market Place Regeneration project be submitted to the 5 November meeting with a further detailed Scrutiny session to be held on Town Centre Regeneration at the 14 January 2019 meeting.

RESOLVED That:

- 1) the Overview and Scrutiny Committee future work programmes be noted;
- 2) the Chairman review the number and priority of items to be considered at the next meeting of the Management Committee;
- 3) the Community and Corporate Services Overview and Scrutiny Committee consider an update report on the Market Place Regeneration Project at its meeting on 5 November 2018 followed by a detailed Scrutiny session on Wokingham Town Centre Regeneration at its meeting on 14 January 2019.

Agenda Item 63.

TITLE	Review of the Grounds Maintenance Service
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 21 November 2018
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance

OUTCOME / BENEFITS TO THE COMMUNITY

Overview and Scrutiny is one of the checks and balances which ensure that the Council and its partners make and implement effective decisions. It is a key element in the decision making process which ensures transparency and accountability.

The grounds maintenance service aims to improve quality of life by maintaining quality parks, play areas and open spaces and encouraging biodiversity across the Borough.

RECOMMENDATION

The Committee is recommended to:

- a) consider the final draft of the Overview and Scrutiny report on the Grounds Maintenance Service and approve the final version for submission to the Executive in January 2019;
- b) comment on the process used to carry out the Scrutiny review and any implications for the future work of the Overview and Scrutiny Committees.

SUMMARY OF REPORT

At its meetings on 1 August, 19 September and 17 October 2018, the Committee considered evidence relating to the performance of the Council's Grounds Maintenance Contract. In order to provide additional evidence for the Committee, Officers published a Call for Evidence via print and social media.

Having considered the written and verbal evidence, the Committee is now asked to confirm its final report for submission to the Executive in January 2019.

Background

At its meeting on 1 August 2018, the Committee commenced a review of the Council's Grounds Maintenance Contract. The Committee agree the following Terms of Reference for the review:

- a) To understand the key terms of the Council's grounds maintenance contract with Tivoli Group Ltd (who took over this year, having bought out ISS Facilities Services).
- b) To understand the operation of the joint management arrangements between Tivoli, WBC and the Royal Borough of Windsor and Maidenhead.
- c) In relation to grass cutting, to understand the delivery of the service in terms of frequencies, timings, local priorities, complaints handling and communication with stakeholders.
- d) To understand how the grounds maintenance service works with key partners such as Town and Parish Councils and local community groups.
- e) To consider performance management of the grounds maintenance contract in relation to performance indicators, targets, penalties, monitoring, financial control and reporting to Members.
- f) To consider the financial elements of the grounds maintenance contract within the context of the financial challenges facing the Council.
- g) To understand how other Council's deliver grounds maintenance services and consider examples of best practice.
- h) To consider the potential for service improvements, improved communications and partnership working within the context of the challenges facing the Council.

The Committee considered written and verbal evidence on the grounds maintenance service at its meetings on 19 September and 17 October 2018, following which a report was prepared for the Committee's consideration (attached).

Following approval by the Committee the report will be submitted to the Council's Executive on 31 January 2019.

The Committee has also agreed to monitor progress relating to the service by receiving further reports at its meetings in February and October 2019.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £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)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

Other financial information relevant to the Recommendation/Decision

To be considered as part of the discussions.

Cross-Council Implications

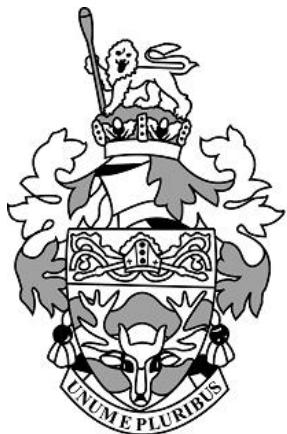
Overview and Scrutiny impacts on all Council services and the work of key partners.

List of Background Papers

Reports to the Overview and Scrutiny Management Committee – 1 August, 19 September and 17 October 2018.

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 12 November 2018	Version No. 1

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WOKINGHAM BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

REVIEW OF THE GROUNDS MAINTENANCE SERVICE

REPORT AND RECOMMENDATIONS

NOVEMBER 2018

Committee Members:

Councillor Parry Bath (Chairman)

Councillor Philip Houldsworth (Vice-Chairman)

Councillors Andy Croy, Lindsay Ferris, Guy Grandison, Kate Haines, Mike Haines, Ken Miall, Ian Pittock, Malcolm Richards, Bill Soane and Shahid Younis

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REVIEW OF THE GROUNDS MAINTENANCE SERVICE

Foreword by Councillor Parry Batth, Chairman of the Overview and Scrutiny Management Committee

Wokingham Borough frequently appears in lists of the best places to live in the UK. These “best place to live” surveys look at quality of life issues such as the performance of schools, health and wellbeing, crime rates, job opportunities and access to well-maintained parks and open spaces. The Council’s Vision statement “A great place to live, an even better place to do business” emphasises the importance of quality of life issues for our residents.

We all recognise that well maintained parks, open spaces and residential areas promote a feeling of pride in our local communities. Consequently we were all concerned about the unloved appearance of some of our neighbourhoods earlier in 2018. A large number of complaints and media references to “Grassgate” did not reflect well on the Borough and did not reflect well on the Council’s aim to provide a high quality grass cutting and grounds maintenance service for our residents.

The Overview and Scrutiny Management Committee was subsequently asked to carry out a review of the Grounds Maintenance contract with specific focus on the grass cutting service. In carrying out the review, we looked at three main issues:

- 1 Were there problems with the structure of the Council’s Grounds Maintenance contract?
- 2 Were there problems with the way the Council’s contractor was delivering the service?
- 3 Were there problems with the way the Council monitored and managed the contract?

In order to address these issues the Committee published a “Call for Evidence” which generated a significant number of responses from residents, community groups and Town and Parish Councils. We also interviewed a number of key people including the Executive Member, the Council’s client team and a representative from the contractor (Tivoli Group). Finally we spoke to a number of other local authorities to gain an understanding of best practice and to understand their experience of service delivery issues during 2018.

Having considered the evidence, the Committee agreed a number of recommendations which will be submitted to the Council’s Executive. We hope that the recommendations will be accepted and their implementation will result in better performance of the service in 2019, with greater coordination, improved communications and the development of a real partnership between the Council and the contractor.

Finally, I would like to thank the residents, stakeholder groups, Officers and Members who contributed their time and expertise to support the Committee’s deliberations.

Parry Batth,
November 2018

Section 1 - Executive Summary

- 1.1 The Council's current Grounds Maintenance contract commenced in 2016 with a new contractor, ISS Facility Services (ISS was subsequently bought out by Tivoli Group, with the handover taking place in June 2018). The contract was awarded after a joint procurement exercise with the Royal Borough of Windsor and Maidenhead (RBWM). The contract moved away from a traditional prescriptive model (i.e. a defined number of cuts) to an output/outcomes based contract.
- 1.2 The new contract was developed on the basis of a partnership approach with the new contractor. This meant that the contractor was responsible for delivering a service which left the Borough in a presentable condition and, crucially, had the flexibility to move resources around to deliver that outcome.
- 1.3 The contract commenced on 1 April 2016. There were immediate problems as the contractor tried to train staff and get to grips with the geography of the Borough. In 2017 there was a significant improvement in the service delivered and it appeared that the partnership arrangement was developing. However, in 2018 further significant problems arose. The adverse weather conditions in March/April were put forward as a reason, but other Councils appear to have coped with the impact of the weather conditions and delivered a satisfactory service.
- 1.4 It appears that the major cause of the problems earlier in 2018 was a failure by the contractor to provide sufficient resources (machinery, staff and effective supervision) in order to achieve the standards required. It appears that RBWM experienced similar problems. The outcome was that some parts of the Borough received a good quality service whilst in other areas the grass was knee high. As a result the Council received hundreds of justified complaints and negative coverage in print and social media.
- 1.5 The Overview and Scrutiny Management Committee gathered a significant amount of evidence about the service from residents, community groups and Town and Parish Councils. The Committee also interviewed a number of key people including the Executive Member, the WBC Client Officers and a representative of the contractor. The Committee also received evidence from RBWM and Bracknell Forest Borough Council (BFBC). The latter successfully delivers an outcome-based contract.
- 1.6 The evidence submitted by RBWM indicated that they were experiencing similar problems to WBC in relation to the contractor's staffing levels and contract supervision. Conversely, BFBC had developed a strong partnership with its contractor (Continental Landscapes) resulting in good service delivery with very few complaints.
- 1.7 The Committee felt that the successful delivery of the service in 2017 indicated that the partnership arrangement set out in the contract could

work. However, this required a commitment from the contractor to allocate sufficient resources and robust contract management by the Council. The Committee felt that the Council was currently reacting to service issues as they arose rather than proactively managing the contract to drive the partnership approach set out in the contract.

- 1.8 The Committee made a number of recommendations relating to the future delivery of the contract. These included a suggestion that the Council meet with senior management from Tivoli Group to reaffirm the contractual obligations and to confirm that appropriate resources would be in place for 2019. The Committee received some evidence from Tivoli Group that they were taking steps to ensure that more resources would be allocated to the contract in 2019. This was a positive response but the Committee wanted to see further concrete evidence of this commitment. Consequently, the Committee asked for a report to be submitted to its meeting in February 2019 setting out details of preparations and resources available for the 2019 grass cutting season.
- 1.9 The Committee made recommendations about the way in which WBC Officers manage the contract and suggested improvements in relation to greater transparency and communication with residents, community groups, Town and Parish Councils and ward Members. The Committee felt that the roll-out of the new Localities Service (as part of the 21st Century Council programme) provided opportunities for improved local intelligence and the development of local networks which could provide feedback on the operation of the grounds maintenance service.
- 1.10 The Committee welcomed the potential improvements relating to the Council's customer relationship management system (Dynamics) and the roll-out of comprehensive maps showing the different areas of grass and the standards required for each. It was also noted that Tivoli Group were investing in hand-held technology which could link to the Council's IT system to provide more up to date information on areas to be cut and progress made.
- 1.11 The Committee's recommendations will be submitted to the Council's Executive for consideration. It is hoped that implementation of the recommendations will result in an improvement in service delivery in 2019 and subsequent years. If the service delivery problems continue into 2019, the Committee suggest that the Council consider more stringent options to ensure that the Borough's residents receive the high quality service they expect and deserve.

Section 2 - Recommendations

- 2.1 That the Executive Member and Director of Locality and Customer Services meet with senior management from Tivoli Group to discuss the operation of the grounds maintenance service and to emphasise the Council's expectations for service delivery in 2019.
- 2.2 That the Executive Member and Director of Locality and Customer Services liaise with their counterparts at RBWM to identify areas of common interest and concern and make joint representations to Tivoli Group as necessary.
- 2.3 That the Director of Locality and Customer Services review the level of WBC's client monitoring/management resource available for the beginning of the next grass cutting season – March/April 2019.
- 2.4 That the Director of Locality and Customer Services review the contractual options available to the Council in the event of continuing underperformance by the grounds maintenance contractor.
- 2.5 That the Director of Locality and Customer Services explore options for co-location of the grounds maintenance client and contractor teams and review the weighting of KPIs to emphasise the performance of the key public-facing elements of the service.
- 2.6 That the implementation of the Localities Service be used to develop a framework for improved engagement and performance management of community services (including grounds maintenance) with local residents, community groups, Town and Parish Councils and ward Members.
- 2.7 That WBC Officers work with the contractor to seek input from appropriate specialist groups, including RSPB and the Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (BBOWT) in order to inform management plans for biodiversity sites (woodland, copse and thicket) across the Borough.
- 2.8 That, as part of the Council's 21st Century Council programme, new technology be used to deliver more comprehensive, up to date information on grounds maintenance schedules, routes, performance and customer feedback via the Council's website.
- 2.9 That the Council continue discussions with Town and Parish Councils about the potential for further asset transfers and options for mutual support in relation to the grounds maintenance service, with regular updates to the Borough Parish Liaison Forum.
- 2.10 That the Director of Locality and Customer Services submit a report to the Overview and Scrutiny Management Committee, at its meeting in February 2019, setting out the arrangements in place to ensure an effective grass cutting service in 2019.

- 2.11 That the Director of Locality and Customer Services submit a further report to the Overview and Scrutiny Management Committee, at its meeting in October 2019, setting out details of performance issues and lessons learnt during the 2019 grass cutting season.
- 2.12 That the Executive instruct Officers to provide updated guidance on the Council's approach to public consultation, in line with the commitments set out in the Council's Constitution and the relevant legal principles.

3. Section 3 - Background

- 3.1 The Council's new Grounds Maintenance contract commenced on 1 April 2016. The contractor delivering the new service was ISS Facility Services. The contract was set for a period of 10.5 years and will run until September 2026, with provision for a potential five year extension. It was considered that this length of contract would provide security for the contractor who would then be able to invest, for example, in modern machinery and high quality staff training.
- 3.2 Contract procurement was carried out in partnership with the Royal Borough of Windsor and Maidenhead (RBWM) with both Councils using the same contractor. However, the two contract specifications were different with RBWM adopting a more traditional approach to contract management involving greater checking and monitoring of the contractor's performance. The range of operational tasks included in the WBC contract is set out at Annex 1 to the report.
- 3.3 The parks and green spaces covered by the WBC Grounds Maintenance contract are substantial, comprising:
- 4.4million square metres of grass in parks and verges across the Borough;
 - 122,560 square metres of sports pitches (over 50 pitches);
 - 130,000 square metres of hedges and shrubs;
 - Over 100 children's play areas.
- Due to the length of the contract and the changing local environment, the contract also has flexibility to add or remove sites. For example:
- Addition of new residential areas (potentially with parks and open spaces) across the Borough;
 - Schools may opt-in or opt-out of the service by arrangement with the contractor;
 - Sheltered housing schemes are not part of the contract but may decide to opt-in;
 - Asset transfers to Town and Parish Councils (including parks and open spaces) resulting in opt-out, opt-in or opt-in plus arrangements.
- 3.4 Following a consultation exercise in 2014, it was decided to procure the new contract on an output/outcome specification. This meant a move away from a rigid maintenance regime to a more flexible approach allowing the contractor to allocate resources to address specific issues during the growing season, such as dealing with the impact of unseasonal weather and improving the quality of sports pitches.
- 3.5 The Grounds Maintenance contract has an annual value of £809k, with over £350k spent on grass cutting and maintenance. The contract does not include penalty clauses, but there is a £40k performance bonus payable dependent on the contractor's performance against a set of agreed key performance and

management indicators. The contractor employs approximately 22 staff with up to five seasonal staff added in busy periods. There are nine different grass cutting routes, but these are not all in use at the same time.

- 3.6 Effective maintenance of parks, pitches and green spaces are an important element in making the Borough a “great place to live”. Recent public engagement on the new Borough Plan, in 2018, indicated that the provision of “clean, green and enjoyable spaces” is one of the key priorities for local residents.
- 3.7 The Grounds Maintenance contract set out a number of key outcomes which would be achieved through a strong partnership approach with the contractor. The list included outcomes for the contractor to deliver and outcomes which would be a shared responsibility for the Council and the contractor. The key outcomes are set out below:

Key Outcomes for the Contractor to deliver:

- Improved customer and user satisfaction levels for targeted users and designated sites;
- Continued reduction of customer complaints over the course of the contract, with resolution at first point of contact (direct to the contractor);
- Service performed to, at least, the minimum specified standard on every site;
- Partnership working and problem solving approach to provide added value to the client;
- Sustainable and minimal costs for operational activity;
- Improved service for specific areas, to be identified during the course of the contract, by adjusting existing resources (e.g. play areas, sponsorship sites and sports pitches);
- Improved biodiversity-based maintenance regimes, focussed on target species and habitat, together with careful site management to ensure sites are maintained according to need.

Key Outcomes to be a Shared Responsibility between the Client (WBC) and the Contractor:

- Achieve savings and generate new income streams over the course of the contract term;
- Update and maintain map and quantity records;
- Establish management plans for selected sites over the course of the contract;
- Change management regimes to become more sustainable;
- Positively change customer perception and expectations of sustainable maintenance regimes;
- Increase community involvement and volunteering.

- 3.8 During the first year of the new contract (2016) there were a large number of issues and complaints relating to the delivery of the service. A factor in this poor performance was the contract start date of 1 April. This meant that the new

contractor, ISS, had to take over the contract when the grass growing season was already under way. ISS TUPE'd all existing staff over by 1 April. However, training the staff on new equipment and new working practices delayed the start of grass cutting and sightline work. There were also problems relating to equipment and confusion about the interpretation/location of the newly introduced long grass/wildflower areas.

- 3.9 Lessons were learnt following the first year of the contract and the second year, 2017, appeared to be much better with improved feedback from residents and local stakeholders. WBC Officers felt that ISS was settling into the new arrangements and that the contract would settle down and run more smoothly. During 2017 there were a total of 113 justified complaints recorded on the Council's new CRM Dynamics system. These complaints related to grass cutting (19), hedge, shrub and copse work (72) and other issues (22).
- 3.10 In 2018, the service delivery issues returned, generating a significant increase in complaints and negative reporting in print and social media. It was reported that adverse weather conditions were a key factor in the contractor's failure to complete the initial round of grass cutting in a reasonable timeframe. March and early April did see very cold and wet conditions with several winter storms including the "Beast from the East". By mid-April the weather had swung to the other extreme. May was then the sunniest and warmest since records began more than 100 years ago.
- 3.11 The key issue relating to the delivery of the service was this delay in completing the first round of grass cutting in March. ISS was then playing catch up at a time when the hot weather was leading to rapid growth. As a result the grass in many areas became very long and, when eventually cut, left large amounts of clippings or clumps which damaged new growth and left areas looking extremely unkempt.
- 3.12 In these circumstances the Council would expect the contractor to deploy additional resources (staff and machinery) in line with the contract in order to catch up and bring the Borough back up to standard. However, it appeared that ISS was unable or unwilling to provide additional resources and was, therefore, unable to deal with the backlogs of work. By June/July the backlogs had been resolved and the extremely hot weather meant that there was little additional growth.
- 3.13 Tivoli Group bought ISS, with the acquisition completed on 1 June 2018. Tivoli Group is owned by private individuals as part of the Sullivan Street Partners portfolio of companies. The ISS Management team transferred to Tivoli along with 1,000 employees. As part of the publicity material relating to the acquisition of the ISS contracts (including WBC and RBWM) Tivoli's Managing Director, Phil Jones, stated: "This is a new and exciting opportunity for the business to take hold of its independence and concentrate on what we do best which is to deliver excellence to our clients".
- 3.14 In addition to WBC and RBWM, Tivoli operates grounds maintenance contracts with other Councils including the London Borough of Bexley and

Arun District Council. It also has a significant contract with the British armed forces. In 2015 Tivoli won a five year contract worth £20m to provide maintenance of military land, airfields and sports fields, etc.

- 3.15 During the first quarter of 2018 the CRM Dynamics system recorded 314 justified complaints about the grounds maintenance service. The complaints related to grass cutting (258), hedge, copse and shrub work (31) and other issues (25). This showed a threefold increase in complaints compared to the first quarter of 2017/18. In addition, elected Members received a large number of complaints from their constituents and there was a further significant amount of negative reporting in print and social media.
- 3.16 As a result of the large number complaints received, Members made the request for the Overview and Scrutiny Management Committee to carry out a review of the Grounds Maintenance contract with a specific focus on the delivery of the grass cutting service.
- 3.17 The Committee met on 1 August 2018 and agreed the following terms of Reference for the review:
 - To understand the key terms of the Council's Grounds Maintenance contract with Tivoli Group (who took over the contract in 2018, having bought out ISS Facility Services).
 - To understand the operation of the joint management arrangements between Tivoli, WBC and the RBWM.
 - In relation to grass cutting, to understand the delivery of the service in terms of frequencies, timings, local priorities, complaints handling and communication with stakeholders.
 - To understand how the Grounds Maintenance service works with key partners such as Town and Parish Councils and local community groups.
 - To consider performance management of the grounds maintenance contract in relation to performance indicators, targets, penalties, monitoring, financial control and reporting to Members.
 - To consider the financial elements of the grounds maintenance contract within the context of the financial challenges facing the Council.
 - To understand how other Councils deliver grounds maintenance services and consider examples of best practice.
 - To consider the potential for service improvements, improved communications and partnership working within the context of the challenges facing the Council.

3.18 The Committee gave consideration to the review at four meetings: 1 August, 19 September, 17 October and 21 November 2018. The Committee's report was finalised at the November meeting. In order to understand the range of issues involved in the Grounds Maintenance service, the Committee interviewed a number of witnesses, viz:

- Norman Jorgensen, Executive Member for Environment, Leisure and Libraries;
- Peter Baveystock, Service Manager, Cleaner, Greener and Reactive Highway Services;
- Emma Pilgrim, Specialist, Place Clienting;
- Councillor Jane Hartley, Charvil Parish Council;
- Peter Fry, Tivoli Area Manager.

3.19 The Committee also published a Call for Evidence, using print and social media, in the following terms:

"The Council's Overview and Scrutiny Management Committee is undertaking a review of the Council's grass cutting service. The new service commenced in April 2016 and aimed to provide a more flexible service which responded to local needs and priorities. However, there have been a number of complaints about the quality and effectiveness of the service which has led to the review.

The Committee would like to hear the views of residents, Town and Parish Councils and Community Groups about the frequency and quality of grass cutting across the Borough. This could include the timeliness and frequency of cuts, the quality of the work, disposal of grass cuttings, impact of wildflower areas, information on the Council's website, complaints handling or any other issues".

The Call for Evidence generated over 70 responses from local residents in addition to comments from community groups, Residents' Associations, Town and Parish Councils and elected Members.

3.20 The Committee also received written evidence from BFBC. Finally, Members carried out a site visit in order to look at the delivery of the service in several different settings across the Borough. This included general grass areas, play areas, sports pitches and biodiversity sites.

Section 4 - Issues and Evidence

4.1 In order to gather evidence about the Grounds Maintenance service the Committee interviewed witnesses at three of its meetings. The Committee agreed a set of Key Lines of Enquiry (KLOEs) which provided a framework for the sessions. The KLOEs are set out below together with the responses and evidence supplied by witnesses:

4.2 KLOE 1 – Grounds Maintenance Contract

The Grounds Maintenance contract was let from March 2016 to September 2026 with a possible five year extension. Please explain how the contract is structured to deliver a more flexible approach to grass cutting.

The contract moved away from a frequency based specification to a specification based on outputs and outcomes driven by local needs and available resources. It was anticipated that the contractor would become a partner organisation working with the Council to achieve policy objectives and shape customer and user expectations.

The contract was structured to allow flexibility to the service through not having a “one size fits all” approach. The Contract Sum was agreed to cover all aspects of grounds maintenance to Wokingham Borough Council areas. For example, as opposed to having 8 cuts per year across all grass areas, the contractor is empowered to cut the grass when necessary in order to achieve the agreed standards. For example:

- Ornamental grass areas (e.g. lawn areas in high profile locations) should be no longer than 50mm and no shorter than 15mm;
- Amenity grass areas (e.g. parks and picnic areas) should be no longer than 100mm and no shorter than 30mm);
- General grassed areas (e.g. housing estates, highway verges and open spaces) should be no longer than 125mm and no shorter than 30mm);
- For grassland regimes (e.g. wildflower meadows, grassland habitats and sightline verges) the contractor will provide details on the measures to be taken to promote biodiversity and meet required standards at each site;
- Sports Areas – the contractor will meet the specified standards for each sport or activity identified in the contract.

During hot/dry periods where grass cutting is not appropriate the contractor is able to shift the resources available to different work e.g. hedges and shrubs. Conversely, the contractor is able to increase grass cutting when this is required. Whilst the contractor may not be able to cut all areas on a fortnightly basis during the growing season the Tivoli contract managers are able to make the decision to put more resources into the contract to achieve

the agreed quality standards expected or be penalised for not achieving it through the performance bonus.

Over the course of the contract it is clear that Wokingham Borough will change and grow and that the Council needs a contract that can be managed to reflect this. The current contract allows the Council to take on management of new areas and transfer assets to Town and Parish Councils.

Please explain how the £40k contract performance bonus is awarded and how it is linked to the performance management of the contract.

The performance bonus is broken down between the various Key Performance Indicators (KPIs) and Management Performance Indicators (MPIs) which have a specific weighting. If a KPI is achieved, e.g. play area inspections completed to standard for the contract year, the contractor will receive an incentive payment. If performance of a KPI deteriorates the contractor will not receive the incentive payment and will be asked to “pay back” the KPI value into the service. So, for example, if sports user satisfaction falls in comparison to the previous year, the contractor would need to invest the relevant sum into sports facilities or maintenance.

In 2017 the service was delivered to a reasonable standard and the contractor received £35k out of the £40k maximum bonus payment. Work is ongoing to determine the 2018 payment but it is likely to be significantly below the £40k maximum.

Please explain how the contract is structured to enable input variations to ensure that the agreed outputs/outcomes are met.

Whilst the Council has agreed the outputs to be achieved, it expects the contractor to have a clear understanding of the resources required and to put together a schedule of an input basis in order to achieve this. Moving forwards, Council Officers will work with Tivoli to agree an annual/seasonal programme of work, aspects of which could be made available for public inspection via the Council’s website.

4.3 KLOE 2 – Future Stakeholder Engagement

The contract outlines six priorities for future development. Please explain progress made in relation to each of the priorities:

- **Working in partnership with a problem-solving approach:**
Tivoli Group provided support for pitch management at Laurel Park where an agronomist was made available free of charge to provide recommendations for future maintenance and advice to the football club on sustainable improvements.
- **Providing sustainable and minimal costs for operational activity and offering flexibility to maintenance regimes:**

The Council has been able to move resources to introduce long grass regimes and to take on the management of new sites using existing resources.

- **Improving customer and user satisfaction:**
The contractor is able to update residents directly using the CRM Dynamics system and work with Officers to meet residents and stakeholders to resolve issues. This is a potential area for improvement using technology available as part of the 21st Century Council programme.
- **Improving the service for priority identified areas over the course of the contract by adjusting existing resources:**
Through the flexibility of the contract the contractor has been able to assign a dedicated play area grass cutting team. Over the course of the contract this is an area that needs to be looked into in more detail to make sure that new initiatives are communicated effectively to residents and local stakeholders.
- **Improving biodiversity-based maintenance regimes:**
The contract has introduced a number of long grass and wildflower areas which the Council intends to increase over the course of the contract. Again, consultation and communication will be important elements of this initiative.
- **Achieving savings and generate new income streams over the course of the contract.**
The Council is currently reviewing how income streams are generated with a focus on the resources available within the contract.

4.4 KLOE 3 – Market Engagement and Joint Procurement

Please explain the contract variations between WBC and RBWM.

The WBC and RBWM contracts are both output/outcome based contracts with the same terms and conditions. The only significant difference is that the RBWM output specification is more detailed and the contract is managed in a more “hands on” way than the WBC contract. RBWM makes payment to the contractor each month based on the agreed performance indicators (scheduled works completed, complaints, play area maintenance and average joint monthly site inspection scores). If there are no significant issues the contractor receives the full monthly sum. A payment reduction is agreed if there are any significant outstanding issues.

Please provide details of the working relationship between the two Boroughs in relation to the management of the grounds maintenance contracts.

There has been a shared Tivoli Contract Manager in place for both RBWM and WBC with both Council's having dedicated supervisors. Client Officers

from the two Councils meet occasionally to discuss contract performance and any outstanding issues. At present meetings between each Council and senior management from Tivoli Group are held separately.

Please provide details of any feedback on the operation of the grounds maintenance contract at RBWM including the level of complaints received.

RBWM report that they have experienced similar problems to WBC in relation to the resourcing and supervision of their contract. They also confirm that the adverse spring weather should not be used as an excuse for sub-optimum service delivery. They believe that the key issue was/is the contractor's failure to provide adequate resources (trained staff/machinery) and contract supervision.

4.5 KLOE 4 – Customer Relationship Management

Please provide more details of the operation of the CRM Dynamics system, including involvement of the contractor and examples of responses provided to residents.

The contractor has a dedicated “dashboard” of reports received directly from the Council’s Customer Services Team. These reports specify details of the issues raised and their location. There is scope for the contractor to provide the following details:

- Investigation date;
- Whether the investigation was postponed;
- Investigation outcome which could be:
 - No work required;
 - Work Scheduled;
 - Work completed;
 - Postponed;
 - Date work scheduled;
 - Date work completed.

Depending on the customer’s request, they may receive a text or an email with an automated response setting out the results of the investigation.

4.6 KLOE 6 – Performance Management

Please provide performance management data for each of the agreed contract Key Performance Indicators (KPIs).

KPI Performance Management data for 2017 and 2018 (Quarter 1) is set out in the tables below.

Table: Grounds Maintenance Key Performance Indicators – 2017

KPI	Description	Target 2017	Score	Pass/Fail
KPI 1	Officer Inspection Scores	80	78	Fail
KPI 2	Independent Inspection Scores	80	80	Pass
KPI 3	Play Area Inspections	90	92	Pass
KPI 4	Customer Satisfaction	81	85	Pass
KPI 5	Sports User Satisfaction	80	92	Pass
KPI 6	Justified Complaints - Grass	24	19	Pass
KPI 7	Justified Complaints – Hedges	30	72	Fail
KPI 8	Justified Complaints - Other	37	22	Pass
KPI 9	Biodiversity – No of Projects	6	6	Pass

Table: Grounds Maintenance Key Performance Indicators – 2018 Q1

KPI	Description	Target 2018 Q1	Score	Pass/Fail
KPI 1	Officer Inspection Scores	80	73	TBC – inspections continue
KPI 2	Independent Inspection Scores	80		TBC
KPI 3	Play Area Inspections	90	90	TBC – inspections continue
KPI 4	Customer Satisfaction	85		TBC
KPI 5	Sports User Satisfaction	80		TBC
KPI 6	Justified Complaints - Grass	24	258	Fail
KPI 7	Justified Complaints – Hedges	30	31	Fail
KPI 8	Justified Complaints - Other	37	25	TBC
KPI 9	Biodiversity – No of Projects	6		TBC

Please provide evidence of good performance in partnership working, community engagement, staff training and biodiversity.

- **Partnership Working** – the contractor attended onsite meetings with football clubs, resident groups and Town/Parish clerks.
- **Community engagement** – Bulb donation and planting at St Crispins School with the Wokingham Rotary club, tree and shrub planting for community projects.
- **Staff training** – the contractor provided 400 hours of staff training, including tree inspection, first aid and chainsaw training.
- **Biodiversity** – the contractor worked with the client team to deliver the long grass regime and attended associated meetings with resident groups.

Please provide details of benchmarking undertaken in relation to the service and lessons learnt from best practice in other parts of the country.

As part of the tender process a consultant was engaged to assist with the writing of the contract and a shadow bid was carried out to gauge whether the Quality Standards within the Specification were achievable within the budget available. The move to an output-based contract model is relatively new, but Officers are consistently seeing a change in perception and policy in relation to biodiversity which includes:

- the National Pollinator Strategy,
- the UK Biodiversity Action Plan,
- the Natural Environment and Rural Communities Act 2006: Duty for Public Authorities.

4.7 KLOE 6 – Contract Performance, Customer Feedback and Complaints

Please explain the process for identifying failures in service delivery and the steps taken to address issues with the contractor.

The Grounds Maintenance contract is monitored by Officers from the Localities and Place Clienteling teams. Contract monitoring involves:

- Daily contact between WBC Officers and the Tivoli Contract Manager/supervisors;
- Weekly/monthly meetings with the contractor;
- Quarterly site inspections;
- Quarterly meeting with the contractor to review KPIs;
- Annual review meeting;
- Annual independent inspection.

The main method of identifying a failure in service is through the CRM Dynamics System which enables the Council to record customer reports which have not been responded to within an agreed timescale.

In addition, residents may also contact the Council directly to seek updates on reports already logged. Once these are highlighted Council Officers liaise with the contract supervisors to resolve the issue or obtain further information to update the resident. Any trends emerging in these reports are raised at the monthly contract meetings.

Stakeholder feedback is also received from other services which have separate contracts with Tivoli, such as Tenant Services, Property and local schools.

Please provide details of the number, type and geographical location of complaints received in the first quarter of 2018 compared to 2016 and 2017.

Table: Grounds Maintenance – Quarter 1 Justified Complaints

Quarter 1 Justified Complaints	2016	2017	2018
Grass	N/A	19	258
Hedge Copse,Shrub	N/A	72	31
Other	N/A	22	25

Of the justified complaints received in 2018, 111 were from residents in Wokingham, 43 from residents in Earley and 43 from residents in Woodley.

Note: The CRM Dynamics system was not operational until 2017.

Please explain how service issues were communicated to residents, Town and Parish Councils, community groups and other stakeholders.

Officers worked with the Council's Communications team to provide information to the public. With good relationships already in place with community groups, Officers have been able to use this communication channel to keep interested parties updated. There is scope to improve communication with residents by making more information available online such as details of the grass cutting routes and dates.

4.8 KLOE 7 – Next Steps

Please explain how the Council is working with the contractor to ensure that additional resources are identified in order to achieve the agreed standards within the contract.

Tivoli have arranged for some pieces of work such as tractor work and rotovating to be sub-contracted out to approved suppliers in order to make more staff available for grass cutting. By reviewing the current KPIs the Council is able to amend the weighting to shift the focus on to areas where improvement is required such as grass cutting.

Tivoli also provided evidence to the Committee that they intended to retain a full team of contract staff over the coming winter. This would ensure that adequate, trained staff would be available at the commencement of the grass cutting season in March 2019.

Please give details of any further areas where WBC is seeking to work in partnership with the contractor.

The Council will work with the contractor to:

- Provide more online grass cutting information to provide residents, community groups and ward Members with clear expectations. Raw data is available to provide a timeline for grass cutting in local areas.

- Improve customer engagement using the CRM Dynamics system, keeping residents updated on the progress of their reports. Further support and training will be provided for Tivoli staff, to enable them to advise residents on progress relating to their complaint/issue.
- Agree the resource and machinery level for the current contract to ensure that the service provided is sustainable. This work is ongoing as additions/changes to long grass areas will impact on this process. Changes will need to be agreed prior to the commencement of grass cutting in 2019.
- Introduce more areas of long grass and wildflowers at appropriate locations. Basic maps have been created by Council Officers to outline proposed long grass areas. Proposed wildflower sites for the 2019 contract year have been agreed.

Please explain how the Council's 21st Century Council programme is being utilised to deliver improvements in communication, engagement, complaints handling and the overall customer experience.

The Council's 21st Century Council programme has seen significant investment in improved IT which enables greater self-service and improvements to the Council's website.

With improvements in technology available to contractors, Council Officers and residents it will be easier to log where issues have been highlighted, prevent duplicated reports and provide clear responses to residents. This will help to manage expectations and improve the customer experience.

Please explain how the development of Locality Services will deliver improved engagement and performance management of the contract.

The development of Locality Services will provide more local intelligence and provide feedback from the local community which will help to shape local green spaces. It is envisaged that Localities Officers will attend client-contractor meetings to share local knowledge and feedback.

Please explain the consultation process used for service changes such as the introduction of additional long grass/wildflower areas.

The consultation "Maintaining our open green spaces" consisted of an online survey which ran for two months between October and December 2014. The survey generated 173 responses. The survey responses indicated a low level of satisfaction with the condition and maintenance of open green spaces in the Borough: 21.7% satisfied/very satisfied; 53.3% dissatisfied/very dissatisfied. The responses also indicated support for a more flexible approach enabling more focus on specific areas to meet specific demands. Officers also contacted residents who had lodged complaints about the service to explore their concerns.

4.9 Call for Evidence – Submissions Received

- 4.10 As outlined above the Committee issued a Call for Evidence which sought the views of local residents, community groups and Town and Parish Councils on the performance of the Council's contractor in delivering the targets in the Grounds Maintenance Contract. The main issues raised in relation to the Call for Evidence are summarised below:
- The Council publishes details of the grass cutting contract standards (e.g. the height of grass in general grass areas) but it is obvious that these standards are not being met.
 - Allowing grass to grow longer results in an increase in health complaints such as asthma and hay fever as increased amounts of grass pollen are released.
 - The overgrown appearance of highway central reservations, especially at "gateways" into the Borough, did not present a positive image of the Borough for visitors.
 - Long grass tends to contain increased amounts of litter and dog owners are unable to effectively clear up after their pets – it is apparent that litter picks are not always carried out before cutting.
 - Long grass also results in increased numbers of ticks which can affect the health of dogs and, potentially, humans.
 - Long gaps between cuts leaves areas looking "scruffy" and, when the grass is cut, large clumps of grass are left behind.
 - The large clumps of grass inhibit new growth, block drains and gutters and make it difficult for young people to enjoy informal play.
 - Long grass and overhanging vegetation at road junctions create health and safety risks for pedestrians and drivers.
 - Long grass and encroaching vegetation on cycle paths causes difficulties for cyclists.
 - The quality of grass cutting work was poor with areas within open spaces randomly missed.
 - When local areas begin to look untidy there is a "snowball" effect with increased levels of littering.
 - From visiting neighbouring Council areas it was apparent that they were able to cope with the adverse spring weather and deliver a good service.

- Adopting a flexible approach is fine but there must be some control to ensure that early cuts are completed, otherwise the contractor ends up playing catch up.
- When the hot weather arrived, the contractor was cutting the grass – even when there was no grass to cut, resulting in clouds of dust.
- Allowing residents to park cars and vans on verges and green spaces causes damage especially when the weather is wet.
- The Council should restore verges which have been eroded by parked vehicles and take steps (such as fixed posts) to discourage this behaviour in the future.
- The growth of weeds has increased significantly since the new contract began in 2016 – this links to complaints about performance of the street sweeping service.
- Allowing grass and weeds to grow between the road and kerbside increases the “scruffy” appearance of residential areas.
- There are frequent problems relating to overgrown grass and weeds in children’s play areas which causes concern for parents.
- There appear to be examples in some areas of confusion between the Council and the contractor about which areas to cut – this did not happen prior to 2016.
- The Council should develop a better understanding of local needs for open space (e.g. informal play, picnics, etc.) and factor this information into decisions about long grass/wildflower areas.
- The Council should provide more public information about the timing of grass cutting/street sweeping to enable residents/community groups to check on the performance of the contractor and provide feedback.

4.11 It is worth noting that the Call for Evidence also generated a number of positive comments, including:

- the development of wildflower areas was well received in some areas;
- areas of longer grass support declining bird and insect populations;
- the quality of grass cutting work in some areas of the Borough was good.

4.12 Case Study – Bracknell Forest Borough Council

4.13 In order to gain a different perspective on the delivery of a grounds maintenance contract, Officers visited Bracknell Forest Borough Council (BFBC) and met with the Director of Environmental Services to discuss the operation of their contract.

Bracknell Forest delivered its grounds maintenance service through an in-house team up to 2014 when it carried out a procurement exercise and outsourced the service to Continental Landscapes Ltd., commencing in 2015.

- 4.14 BFBC developed a similar output/outcome based contract to WBC with the contractor being responsible for keeping the Borough in a presentable condition. However, there are a number of specific deliverables set out in the contract. For example, urban grass areas have to be cut approximately 15 times within the spring/summer months which equates to a cut roughly every two weeks. This means that the contractor will cut the grass less frequently if the weather is hot and dry and will cut more frequently if the weather is wet and the grass grows more quickly. The effect is that the contractor may carry out 16/17 cuts in one year and 12/13 cuts in the following year. The exact frequencies are agreed following discussions between the client team and the contractor.
- 4.15 The Director and client team for the BFBC grounds maintenance service is based in the same building as the grounds maintenance contractor's management team which has made it much easier to build a strong partnership approach. There is daily contact between the client and the contractor.
- 4.16 The BFBC client team and contractor carry out a joint weekly inspection which focuses on the overall appearance of the Borough. Client officers seek to build a common understanding of what is acceptable and what is not. This helps to build a real partnership with both sides owning the process. Any issues arising that cannot be resolved by the client and contractor teams are resolved through a discussion between the Director of Environmental Services and the relevant Director of Continental Landscapes.
- 4.17 A monthly contract meeting is held between the client team and the contractor. The meeting uses a standard Agenda which includes performance data, complaints, staff training, health and safety and any high profile events (such as the recent visit of the Queen to Bracknell).
- 4.18 As part of the contract procurement exercise, bidders were required to submit method statements setting out how they would resource and deliver the contract. These method statements are used in discussions if/when the client team believe that the contractor is not achieving the required standard. For example, one of the method statements sets out the management/supervisory structure which will be used to manage the contract. If the contractor has a vacancy in one of these posts it is required to fill that vacancy in line with its method statement.
- 4.19 Overall, it was felt that the grounds maintenance service in Bracknell Forest was of a good standard. The client team and contractor had developed a positive working relationship which was evidenced by the high number of compliments and the low number of complaints received each year. In relation to the adverse weather conditions in 2018 it was felt that they did provide a serious challenge but the contractor was able to cope effectively. The contractor was able to deliver the agreed number of cuts and to maintain the standards expected by the Council. The level of complaints in 2018 was no higher than in previous years.

Section 5 - What Does the Evidence Tell Us?

- 5.1 The Council's Grounds Maintenance contract commenced on 1 April 2016 and will run until September 2026, with provision for a five year extension. The perceived benefits of a 10 year contract included increased certainty for the contractor resulting in improved local knowledge and community engagement, greater investment, and staff training. The contract moved away from a traditional prescriptive model to an outcome based model which relies on the contractor to commit positively to the partnership model and to adopt a proactive approach.
- 5.2 A long contract with light touch contract management also exposes the Council to risks in the event that the contractor fails to allocate sufficient resources to achieve the agreed performance standards. The Committee noted that there had been service failures in two out of the three years of the contract's operation. Consequently, the Committee felt that discussions should be held with senior management from the contractor (Tivoli Group) in order to highlight the Council's expectations and concerns about future delivery of the service.

Recommendation 1 - That the Executive Member and Director of Locality and Customer Services meet with senior management from Tivoli Group to discuss the operation of the Grounds Maintenance service and to emphasise the Council's expectations for service delivery in 2019.

- 5.3 The Committee also noted evidence submitted by Officers of RBWM which indicated concerns about the service provided by ISS/Tivoli. The Committee felt that a joined up approach between the two Councils would deliver more leverage in discussions with the contractor. This could take the form of joint meetings as currently each Council met with Tivoli independently.

Recommendation 2 - That the Executive Member and Director of Locality and Customer Services liaise with their counterparts at RBWM to identify areas of common interest and concern and make joint representations to Tivoli Group as necessary.

- 5.4 The Committee considered the factors behind the sub-optimum delivery of the grounds maintenance service in 2018. It was apparent that a crucial issue was completion of the first round of cuts in a reasonable time thereby preventing significant grass growth and the development of backlogs of work. The Committee noted the steps being taken by the contractor to ensure that adequate resources were available for the start of the grass cutting season in March/April 2019 and felt that the Council should consider additional support for the client team to ensure that the service was monitored and supported proactively during those key months.

Recommendation 3 - That the Director of Locality and Customer Services review the level of WBC's client monitoring/management resource available at the beginning of the next grass cutting season – March/April 2019.

- 5.5 The Committee considered the performance management data for the service and noted that a reasonable standard had been achieved in 2017 (with the contractor receiving most of the performance bonus). As a result Members believed that the existing contractual arrangements could work effectively. However, another year of underperformance would raise serious concerns about the future viability of the partnership with Tivoli Group. As such, the Council should start to consider contingency arrangements in case of further service failures next year.

Recommendation 4 - That the Director of Locality and Customer Services review the contractual options available to the Council in the event of continuing underperformance by the grounds maintenance contractor.

- 5.6 The Committee also felt that there were some practical steps that could be taken to strengthen the partnership approach to the contract. One of these was to explore options for the co-location of the WBC client team and the contractor's management team. It was noted that the grounds maintenance service in Bracknell Forest benefitted from such an arrangement.
- 5.7 It was also felt that the weighting of the KPIs should be addressed with the contractor in order to put more emphasis (and financial incentive) on the key public-facing elements of the service such as grass cutting and sightline maintenance.

Recommendation 5 – That the Director of Locality and Customer Services explore options for co-location of the grounds maintenance client and contractor teams and review the weighting of KPIs to emphasise the performance of public facing elements of the service.

- 5.8 The Committee considered a wide range of evidence from local stakeholders about the importance of effective communication about service delivery and the designation and treatment of different types of grassed areas. Members noted that the roll-out of the Localities Service would result in improved local intelligence with better links into the Council's IT systems. This should deliver more accurate information and knowledge about issues such as the health impacts of longer grass/wildflower areas and the impact of vehicles parking on grass verges.

Recommendation 6 - That the implementation of the Localities Service be used to develop a framework for improved engagement and performance management of community services (including grounds maintenance) with local residents, community groups, Town and Parish Councils and ward Members.

- 5.9 In relation to biodiversity areas, Members visited Winnersh Meadows during their site visit. Members were informed that maintenance of similar sites (woodlands, copses and thickets mainly within the Borough's parks) was expected to meet good standards of industry practice. Members felt that Winnersh Meadows (and similar sites) would benefit from expert advice relating to local flora and fauna

and that this advice could be used to inform improvements to local management plans. The Royal Society for the Protection of Birds (RSPB) and the Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (BBOWT) were suggested as sources of expert advice, although there were likely to be others.

Recommendation 7 – That WBC Officers work with the contractor to seek input from appropriate specialist groups, including RSPB and the Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (BBOWT) in order to inform management plans for biodiversity sites (woodland, copse and thicket) across the Borough.

- 5.10 The Committee also received evidence about IT improvements linked to the Council's 21st Century Council programme. Publication of improved maps and work schedules on the Council's website would help to deliver a more transparent and accountable service.

Recommendation 8 - That, as part of the Council's 21st Century Council programme, new technology be used to deliver more comprehensive, up to date information on grounds maintenance schedules, GIS mapping, performance and customer feedback via the Council's website.

- 5.11 The Committee noted that the Borough and the Town/Parish Councils had been in discussions for some time over the possibility of more joined up working and mutual support. This included the potential for asset transfers (including open spaces) as part of the Borough Council's ongoing Asset Management Review. The Borough Parish Liaison Forum had considered a number of reports relating to these issues and would continue to monitor progress.

Recommendation 9 - That the Council continue discussions with Town and Parish Councils about the potential for further asset transfers and mutual support and provide updates to the Borough Parish Liaison Forum.

- 5.12 In order to monitor progress and ensure that preparations were in hand for the 2019 grass cutting season, Members felt that a report should be submitted to the Committee's meeting in February 2019.

Recommendation 10 - That the Director of Locality and Customer Services submit a report to the Overview and Scrutiny Management Committee, at its meeting in February 2019, setting out the arrangements in place to ensure an effective grass cutting service in 2019.

- 5.13 Similarly, the Committee felt that a further report should be submitted to its meeting in October 2019. The purpose of the report would be to highlight any issues arising in the main grass cutting months and to identify any lessons learnt for future years.

Recommendation 11 - That the Director of Locality and Customer Services submit a further report to the Overview and Scrutiny Management Committee, at its meeting in October 2019, setting out details of performance and lessons learnt during the 2019 grass cutting season.

- 5.14 Finally, the Committee considered the way in which service changes were consulted upon and communicated as part of the Grounds Maintenance contract re-let process. The online survey in late 2014 generated 173 responses and was supported by feedback from residents who had lodged complaints and discussions with Town and Parish Councils. The information and views collated were then fed into the development of the new contract. The Committee felt that a consultation process which set out details of proposed service changes such as the introduction of long grass areas may have resulted in less confusion and complaints when the new arrangements were introduced.
- 5.15 The Council's approach to public consultation has been a constant theme in the recent work of the Overview and Scrutiny Committees. The Committee has previously considered and confirmed the Council's key principles for effective consultation, viz:
- Consultation must occur when proposals are still at a formative stage;
 - Sufficient information/reasons for the proposals must be given to allow consultees to understand the proposals and respond to them appropriately;
 - Sufficient time must be given to allow for consideration and response;
 - Responses must be conscientiously taken onto account.
- 5.16 The Committee noted that, following an Overview and Scrutiny review in 2011/12, the Executive had instructed Officers to prepare guidance on effective consultation. However, it was apparent that this guidance was no longer available on the Council's website or intranet. The Committee felt that updated guidance on the Council's commitment to and delivery of effective public consultation (as set out in the Council's Constitution) would be of significant benefit to Members and Officers.

Recommendation 12 - That the Executive instruct Officers to provide updated guidance on the Council's approach to public consultation, in line with the commitments set out in the Council's Constitution and the relevant legal principles.

Section 6 - Conclusions and Next Steps

- 6.1 The report highlights the important role that well-maintained parks, open spaces and residential areas play in making the Borough a great place to live. The Committee noted the positive ambition of the Council to develop a strong partnership approach and the fact that a number of initiatives had already been developed and delivered successfully with the contractor. It also welcomed the fact that WBC Officers were working hard to ensure that the service is fully equipped and resourced in time for the 2019 grass cutting season. Having said that, the Committee also noted that the Grounds Maintenance service has experienced serious problems in two of the past three years. This is unacceptable. The Borough's residents expect better and the Council must take appropriate steps to ensure that the agreed standards are achieved in 2019 and beyond.
- 6.2 Moving to an output/outcome based contract can deliver a good service and a strong partnership, but only if both partners are willing and able to deliver on their side of the agreement. This means that the contractor must provide adequate resources in terms of skilled staff, modern machinery and experienced supervisors/managers. The Council must also be able to monitor the contract effectively and proactively, which means being able to identify issues at an early stage and escalating them if they are not resolved quickly.
- 6.3 In terms of next steps: in line with the Council's Constitution, the Committee's report will be submitted to the Council's Executive at its meeting on 31 January 2019. The Committee hopes that all the recommendations will be accepted in order to drive improvement in the delivery of the grounds maintenance service.
- 6.4 In the meantime, the Committee will monitor progress through update reports to its meetings in February and October 2019.

Annex 1

WBC Grounds Maintenance Operational Task List		
No.	Operational Task	Description
1	Grass and Grassland Maintenance	Mowing and maintaining up to standard all grassed areas within the contract. Creation and maintenance of wildflower and grassland areas.
2	Hedge and Hedgerow Maintenance	Pruning and maintaining up to standard all hedges within the contract.
3	Shrub Maintenance	Pruning and maintaining up to standard all shrubs within the contract area.
4	Woodlands, Copses and Thickets	Maintaining a range of woodlands, copses and thickets according to good woodland management practice to develop and enhance biodiversity.
5	Tree Maintenance	The maintenance of the Council's tree stock within reach from ground level and Level 1 tree inspections.
6	Pond and Lake Maintenance	Maintaining a range of ponds and lakes according to good management practice to develop and enhance biodiversity.
7	Ditches, Drains, Watercourses	Maintaining a range of ditches, drains and watercourses according to good management practice to develop and enhance biodiversity.
8	Planters, Containers and Hanging Baskets	The provision, planting and maintenance of planters, containers, floral display units and hanging baskets with a range of plants including flowers, shrubs and small trees, etc.
9	Border Planting and Maintenance	The planting and maintenance of borders with range of plants.
10	Sports Facilities Maintenance	Inspection and maintenance of sports playing surfaces, facilities (not including buildings) and equipment to the required standard.
11	Attendant duties	Attendance primarily during evening and weekend match fixtures/games at Cantley Park, Wokingham etc. including cleaning in between games/fixtures.

12	Cemetery maintenance	The provision of Cemetery maintenance including liaison between the Authorised Officer, undertakers, the public and the cemeteries as appropriate.
13	Play areas/Youth Provision Repair and Maintenance	The inspection, repair and maintenance of all play areas/youth equipment and facilities across the Borough.
14	Infrastructure Inspection and Maintenance	The inspection and minor maintenance of Southlake Dam, paths, bridges and hard standing areas across open spaces.
15	Open Space Furniture Maintenance	The installation (on request), inspection and maintenance of signage, benches, bike racks, planters, fencing etc. in all open space.
16	Leaf Clearance	The clearance of leaf fall and tree litter across contract areas, including paths and hard standing areas, where appropriate.
17	Litter and Detritus	Maintaining all sites within the contract according to the litter priority areas.
18	Weed and Pest Control	Maintaining sites within the contract according to the weed control requirements in priority areas. Dealing with pests as required.
19	Winter Operations	The provision of practicable winter maintenance including snow removal and gritting in the Council's priority sites and features.
20	General Reporting and Miscellaneous	The reporting of all issues on WBC property and land.
21	Customer Relationship Management	To provide sufficient compatible IT systems and employee resources to support the safe, efficient and smooth running of the services provided by the Service Provider which links fully with WBC's CRM solution.

Agenda Item 64.

TITLE	Quarter 2 2018/19 Council Plan Performance Monitoring
FOR CONSIDERATION BY	Overview & Scrutiny Management Committee on 21 November 2018
WARD	None Specific
DIRECTOR	Graham Ebers, Director of Corporate Services

OUTCOME / BENEFITS TO THE COMMUNITY

Accountability and transparency of the delivery of key council priorities and to inform decision making.

RECOMMENDATION

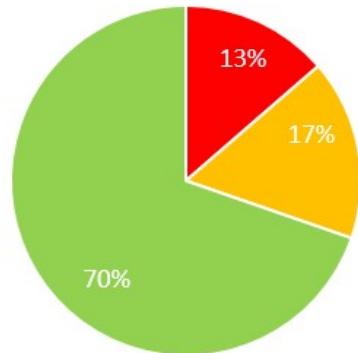
Overview and Scrutiny Management Committee are recommended to:

- Consider the latest performance information for Quarter 2 2018/19 and agree any corrective action required.
- Review the service narrative, in Appendix D, which provides a response to Member queries on Quarter 1 2018/19 performance.
- Note the changes made to Children's Services performance measures detailed in Appendix C.

SUMMARY OF REPORT

For quarter 2 2018/19 70% of performance measures are achieving the assigned targets and are reported as Green; the majority of which have further improved from quarter 1.

11 measures are reported as Amber since performance is marginally off target. Nine measures are Red for this quarter since performance is off target; seven of these red measures have deteriorated since last quarter. Further details of the Red measures are shown below.



Each quarter, some measures are selected to be in the Spotlight on Good Performance to recognise areas of improvement and what actions were taken to achieve this. For quarter 2 the measure in the spotlight is CE3 – Council Tax collections.

Appendix A provides a summary of the performance measures currently supporting the Council Plan Key Actions for 2018/19 and Appendix B contains supplementary information for each measure.

As agreed by Executive Members, following consideration of the Quarter 1 2018/19 performance report, the Director of Children's Services conducted a review of the measures currently supporting the Council Plan. In order to present a high level overview of the "health" of the service and to promote effective discussion and challenge, a number of measures have been changed for Children's Services; details of which can be found in Appendix C.

Spotlight on Good Performance

CE3 – Council Tax collection

With financial support from central government decreasing year on year, the Council has become more reliant on its collection of Council Tax to supports its medium term financial plans for delivering the Council's priorities. For the fourth year in a row, Wokingham Borough Council has achieved the **highest collection rate for Council Tax in the country** and is on target to be among the highest once again for 2018/19. A fact recently acknowledged in the Municipal Journal.

Through a collective approach and team dedication, the collection of Council Tax continues to remain on target at each reporting period for the year to date. The targets assigned to this measure are set at a realistic level based on a number of factors including the increases in the monetary value due to changes in areas such as Council Tax Reduction Scheme, removal of empty property discounts on domestic properties and increased housing numbers.

The collectable debit continues to rise each year and it is to the credit of the team that they continue to set exemplary standards of collection without any increase in staffing levels but by continually improving processes and with a committed and knowledgeable workforce. Even more remarkable considering the entire team is in the process of transitioning through 21st Century Council this year. Some recent improvements include the implementation of a self-serve option for customers enabling them to advise us that they are moving from/to a property within the borough, online 24/7, and in most cases this information will update their council tax record without any manual intervention. Customers can also set up direct debits and apply for discounts online.

Indicators with a RED rating

The following measures are currently reported as Red for Quarter 2 2018/19 and the service narrative below aims to explain why the measure is underperforming and what actions are planned to improve performance.

EA1i – Percentage of Wokingham borough state-funded primary schools with a current Ofsted rating of Good or better/ EA2 – Percentage of children who attend a Wokingham borough state-funded school (Primary, Secondary or Special) which is Good or better.

Two schools (Radstock Primary and Emmbrook Junior) have been judged as "Requires Improvement" and one school (Beechwood Primary) has been judged as "Inadequate". All three of these schools were previously rated as "Good" however were on the Local Authority risk register and identified as vulnerable to the judgements received. This information is reported regularly throughout the year to Overview and Scrutiny where detail of the areas causing concern and remedies in place to support progress have been outlined. Those schools continue to receive support and challenge from the school improvement team in line with our guiding policy that is shared with schools annually setting out our terms of engagement with them.

For schools identified in the highest category of concern schools are required to respond to 15 days of support and progress is challenged through regular School Improvement Board meetings. Other vulnerable schools are allocated up to 5 days of officer support time and are also held to account; in some cases through a School Improvement Board.

The Local Authority makes full use of the Statutory Powers available to it and one of the "Requires Improvement" schools had been issued with a Pre Warning notice. The "Inadequate" school had been issued a formal warning notice copied to the Secretary of State, powers were removed from the governing body and an Interim Executive Board were appointed. The Ofsted reports recognise the support and timely intervention of the Local Authority to bring about positive change and prevent further decline in those schools.

The school now rated as "Inadequate" is subject to an automatic academy order from the Secretary of State and the service are working closely with the Regional Schools Commissioners office and Department for Education to ensure that this process focusses on the continued development of effective provision for pupils.

KPI EA7: Percentage of infants who received a 6-8 week review by the time they were 8 weeks old.

This national measure is reported on a quarterly basis by Public Health England, four months in arrears. During 2017/18 the Wokingham borough health visiting team were not achieving the assigned target of 90-95% of reviews being made on time. Improvements are being seen each quarter in 2018/19 and this is expected to further improve. All targeted visits (to vulnerable families) are always completed within the required timescales. Universal visits are sometimes completed outside the timescale and this is being addressed within the service through additional support and further training.

KPI EA11 (new): 12-month rolling voluntary turnover of qualified Social Workers within Children's Social Care and Early Intervention Service

This new measure has been introduced for monitoring during 2018/19. A stable social work workforce results in continuity of support for our most vulnerable children, an important prerequisite for achievement of the best outcomes for children and young people. Turnover is also an indicator of the morale of the workforce. The proposed targets assigned to this measure suggest it is currently red. The service are monitoring this new measure and will provide a further update in the subsequent performance report.

KPI SC7: Percentage of household waste reused, recycled and composted.

Whilst quarter 1 saw an improvement in performance, there has been a deterioration in quarter 2 for both collected garden waste and black box recycling. The reduction in garden waste collections was due to the very dry summer this year. The service are further exploring why black box recycling reduced during this reporting period.

KPI VP1iv: Non-elective admissions

Whilst overall non-elective admission performance is not on track in terms of the local versus national position, the four Berkshire West Clinical Commissioning Groups (CCGs) are in the top 10 out of 211 CCGs for the lowest numbers of non-elective admissions and Wokingham ranks 1st in England for the lowest numbers. An in-depth review of trend and analysis over the last two years has been conducted to identify areas of focus; which will predominately focus targeted improvements for the over 70 population which has the largest number of non-elective admissions.

KPI VP4: Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care

The proportion of repeat referrals increased during July 2018. It is not unusual for referrals, and repeat referrals, to increase at this time of year before schools are closed for the summer holidays. The target was achieved during August and September 2018.

KPI VP7: Percentage of children leaving care who achieved permanence

For quarter 2 2018/19 four, of the ten children leaving care, achieved permanence. The other six children left care at the age of 18; three moving into independent living, one staying put with their foster carer and two remaining in residential placement due to health needs. Those who leave care at the age of 18 will have a transition plan in place.

KPI VP8: Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)

The Assistant Director for Social Care and Early Help and Service Managers are meeting with teams on a weekly basis to review performance and address any barriers to achieving timescales. One of the main barriers is recording of visits on Mosaic (the social care recording IT system). The drop in performance coincides with increased caseloads and the main impact of this is that social workers are not always recording their work in a timely manner. There is robust oversight of visiting and any children that the service is unable to access are escalated appropriately.

Background

The Council Plan Review, approved on 22nd March 2018, identifies 49 Key Actions which Wokingham Borough Council aims to deliver during 2018/19 financial year to support its six overarching priorities. The Council Plan Performance Monitoring Report shows the Council's performance across a number of measures which gives an indication of progress in achieving these Key Actions.

Local targets assigned to each measure aim to be SMART (specific, measurable, achievable, realistic and timely), take into account historic trend information, where available, to assess direction of travel and also to review any benchmarking information to show how Wokingham borough compares with other regions or national trends.

More timely reporting

Members of Overview & Scrutiny Committee raised concerns around the time lag from the end of a reporting quarter to receiving the final performance report. In order to mitigate these concerns, it is proposed that performance information be published on the Council website, which will improve transparency of information and for Overview & Scrutiny Committee to receive the performance reports at the same time as Executive Briefing.

Analysis of Issues

The report shows the overall performance of the council against a number of performance measures. The report details the targets assigned to each measure, provides a comparator benchmark for the previous year's actual performance and for previous quarters. Each performance measure is assigned a RAG (Red, Amber, Green) status which defines whether the indicator is on target (Green), close to target (Amber) or missing the target (Red). For each measure, a direction of travel is reported to indicate the change in performance (for example, whether values have increased or decreased) and to identify whether this change is an improvement or deterioration compared to the previous reporting period. All performance measures are allocated to a Director and the lead Executive Member. The commentary provides further information related to that measure and aims to explain the data, any variances and actions being taken.

For 2018/19 existing performance measures have continued from the previous year, with some new measures being introduced to support delivery of Council Plan Key Actions; which are due for completion by March 2019. To support the new Borough Plan, commencing in April 2019, a more detailed review and consultation process will be conducted to establish future robust performance measures to support delivery of the future strategic plan.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £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)	N/A	N/A	N/A
Next Financial Year (Year 2)	N/A	N/A	N/A
Following Financial Year (Year 3)	N/A	N/A	N/A

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.

Reasons for considering the report in Part 2

None

List of Background Papers

Appendix A – Q2 2018/19 Council Plan Performance Summary

Appendix B – Supplementary Performance Information – Q2 2018/19

Appendix C – Changes to Key Performance Measures for 2018/19

Appendix D – Q1 18-19 Member QandA

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Date 07/11/2018	Version No. v3.0

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COUNCIL PLAN PRIORITY: IMPROVE EDUCATIONAL ATTAINMENT AND FOCUS ON EVERY CHILD ACHIEVING THEIR POTENTIAL.			
KPI Ref Description	Frequency	RAG	Direction of Travel
EA1i Percentage of Wokingham borough state-funded primary schools with a current Ofsted rating of Good or better	Quarterly	Red	⬇️ Deteriorated
EA1ii Percentage of Wokingham borough state-funded secondary schools with a current Ofsted rating of Good or better	Quarterly	Amber	➡️ Static
EA1iii Percentage of Wokingham borough state-funded special schools with a current Ofsted rating of Good or better	Quarterly	Green	➡️ Static
EA2 Percentage of children who attend a Wokingham state-funded school (Primary, Secondary or Special) which is "Good" or better	Quarterly	Red	⬇️ Deteriorated
EA3 Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better	Quarterly	Amber	N/A
EA5i Percentage of children <u>who entered Care</u> in the period who were placed more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)	Quarterly	Green	⬇️ Improved
EA5ii Percentage of <u>all children in care</u> at the end of the period who were in a placement more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)	Quarterly	Green	⬇️ Improved
EA6 Percentage of new birth visits completed within 14 days by a Health Visitor	Quarterly	Green	⬆️ Improved
EA7 Percentage of infants who received a 6-8 week review by the time they were 8 weeks.	Quarterly	Red	⬆️ Improved
EA8 Percentage of children who received a 12 month review by the time they turned 15 months	Quarterly	Green	⬆️ Improved
EA9 Percentage of children who received a 2-2.5 year review	Quarterly	Green	⬆️ Improved
EA10 Average Progress 8 Score per pupil in Wokingham borough. (<i>New measure</i>)	Annual	Green	⬆️ Improved
EA11 12-month rolling voluntary turnover of qualified Social Workers within Children's Social Care and Early Intervention Service	Quarterly	Red	⬇️ Deteriorated

COUNCIL PLAN PRIORITY: INVEST IN REGENERATING TOWNS AND VILLAGES, SUPPORT SOCIAL AND ECONOMIC PROSPERITY, WHILST ENCOURAGING BUSINESS GROWTH.			
KPI Ref Description	Frequency	RAG	Direction of Travel
R1 Wokingham regeneration project - Peach Place	Quarterly	Amber	⬇️ Deteriorated
R2 Wokingham regeneration project - Elms Field	Quarterly	Green	➡️ Static
R4 Percentage of Community Infrastructure Levy received and allocated to schemes	Quarterly	Green	➡️ Static
R5 Percentage of Section 106 which is allocated against schemes	Quarterly	Green	⬆️ Improved
R6 Number of young people not in education, employment or training (NEET), aged 16-24, who have been given employment support	Quarterly	Green	⬆️ Improved
R7 Number of opportunities (new employment, apprenticeships, and graduate posts) negotiated through Employment and Skills Plans (ESPs)	Quarterly	Green	⬆️ Improved
R8 Number of new businesses engaged with	Quarterly	Amber	⬆️ Improved
R9 To update on Gorse Ride regeneration and stakeholder engagement through Gorse Ride Project Steering Group.	Quarterly	Green	➡️ Static

COUNCIL PLAN PRIORITY: ENSURE STRONG COMMUNITIES THAT ARE VIBRANT AND SUPPORTED BY WELL-DESIGNED DEVELOPMENT			
KPI Ref Description	Frequency	RAG	Direction of Travel
SC1 Local Plan progress update - to update on delivery of the Local Development Scheme (LDS) work programme	Quarterly	Green	➡️ Static
SC3i Percentage of successfully defended appeal decisions (dismissed)	Quarterly	Green	⬆️ Improved
SC3ii Proportion of planning breaches resolved by negotiation	Quarterly	Green	⬆️ Improved
SC3iii Percentage of major applications determined in statutory time period (13 weeks)	Quarterly	Green	⬆️ Improved
SC3iv Percentage of minor applications determined in statutory time period (8 weeks)	Quarterly	Green	⬇️ Deteriorated
SC3v Percentage of other applications determined in statutory time period (8 weeks)	Quarterly	Green	⬇️ Deteriorated
SC4 To update on delivery of the Control Strategy through the Public Protection Partnership	Quarterly		Information only
SC5 Number of visits to Wokingham Borough libraries	Annual	Green	⬆️ Improved
SC6 Kgs of residual household waste per household per annum	Quarterly	Green	⬇️ Improved
SC7 Percentage of household waste reused, recycled and composted	Quarterly	Red	⬇️ Deteriorated
SC8 Percentage of household waste that is recycled from the kerbside	Quarterly	Amber	⬇️ Deteriorated
SC9i To update on progress with delivery of the 21st Leisure Strategy - Ryeish Green Sports Hub	Quarterly	Green	N/A
SC9ii To update on progress with delivery of the 21st Leisure Strategy - Bulmershe Leisure Centre	Quarterly	Green	➡️ Static
SC10 Five year housing supply	Annual	Green	N/A

COUNCIL PLAN PRIORITY: TACKLE TRAFFIC CONGESTION IN SPECIFIC AREAS OF THE BOROUGH			
KPI Ref Description	Frequency	RAG	Direction of Travel
T1 Arborfield Relief Road	Quarterly	Green	N/A
T2a North Wokingham Distributor Road - Toutley Road	Quarterly	Green	N/A
T2b North Wokingham Distributor Road - Ashridge Farm	Quarterly		Deferred to 2019/20
T2c North Wokingham Distributor Road - West of Old Forest Road	Quarterly		To be reported from Q3
T3 South Wokingham Distributor Road - Spine Road	Quarterly		To be reported from Q3
T4 Lower Earley Way dualling	Quarterly	Green	N/A
T5 Winnersh Relief Road Phase 2	Quarterly		To be reported from Q3
T6 Barkham Bridge	Quarterly	Green	N/A
T7 Thames Valley Park & Ride	Quarterly	Green	N/A
T8 Winnersh Triangle Parkway	Quarterly		To be reported from Q3
T9 Civil Parking Enforcement under the Traffic Management Act - Number of Penalty Charge Notices (PCNS) issued in Wokingham Borough	Monthly		Information only
T10 Number of people killed or seriously injured from road traffic collisions in Wokingham borough	Annual		Information only
T11 Average minimum travel time to reach the nearest key services by car	Annual		Information only
T12 To update on delivered objectives for 2018/19 for the Local Transport Plan	Quarterly	Green	N/A

COUNCIL PLAN PRIORITY: LOOK AFTER VULNERABLE PEOPLE

KPI Ref Description	Frequency	RAG	Direction of Travel
VP1 Update on progress with achieving 2018/19 objectives for Integration with Health (Better Care Fund)	Quarterly	Green	N/A
VP1i Percentage of people remaining at home 91 days after reablement	Quarterly	Green	↑ Improved
VP1ii Permanent admissions to residential and nursing care homes	Quarterly	Green	↓ Improved
VP1iii Delayed transfers of care (delayed days)	Monthly	Green	↑ Deteriorated
VP1iv Non-elective admissions	Quarterly	Red	↓ Improved
VP2 Proportion of adults with a learning disability who live in their own home or with their family (ASCOF measure 1G)	Annual	Amber	↑ Deteriorated
VP3 Dementia - Recorded prevalence (aged 65+) in Wokingham borough	Biannual	N/A	↑ Deteriorated
VP4 Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care	Quarterly	Red	↑ Deteriorated
VP5 Proportion of people who use services who feel safe (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 4A)	Annual	Amber	↓ Deteriorated
VP6i Percentage of children who become subject to a Child Protection Plan for a second or subsequent time within 24 months	Quarterly	Green	↓ Improved
VP6ii Percentage of children who become subject to a Child Protection Plan for a second or subsequent time ever	Quarterly	Green	↓ Improved
VP7 Percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted)	Quarterly	Red	↓ Deteriorated
VP8 Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)	Quarterly	Red	↓ Deteriorated
VP9 Number of initial carers assessments completed	Quarterly	Amber	↑ Improved
VP10 Percentage of housing stock with meets the Decent Homes Standard	Quarterly	Green	↓ Deteriorated
VP11 Percentage of formal homelessness decisions that are made within 45 working days	Quarterly	Amber	↓ Deteriorated
VP12 Percentage of initial emergency temporary accommodation placements for families made out of borough	Quarterly	Green	↑ Deteriorated
VP13 Number of affordable dwellings permitted (including where an offsite contribution received)	Quarterly	Amber	↔ Static
VP14 Number of affordable dwellings completed	Quarterly	Green	↓ Deteriorated
VP15 Health-related quality of life for people with long-term conditions	Annual	N/A	↓ Deteriorated
VP16i Gap in employment rate between those with a long-term health condition and the overall employment rate	Annual	N/A	↔ Static
VP16ii Gap in employment rate between those with a learning disability and the overall employment rate	Annual	N/A	↓ Improved
VP16iii Gap in employment rate for those in contact with secondary mental health services and the overall employment rate	Annual	N/A	↑ Deteriorated
VP17 Self-reported wellbeing - people with a high anxiety score	Annual	N/A	↑ Deteriorated

COUNCIL PLAN PRIORITY: IMPROVE THE CUSTOMER EXPERIENCE WHEN ACCESSING COUNCIL SERVICES

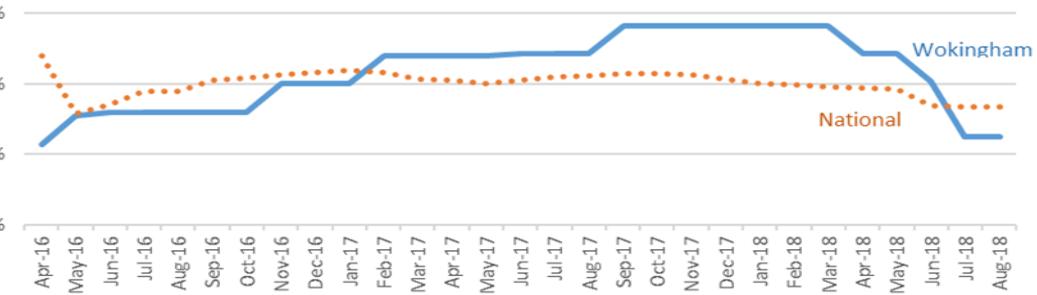
KPI Ref Description	Frequency	RAG	Direction of Travel
CE1 Revenue budget monitoring forecast position	Quarterly	Amber	↑ Deteriorated
CE2 Capital budget monitoring forecast position	Quarterly	Green	↔ Static
CE3 Council Tax collection	Quarterly	Green	↔ Static
CE4 Business Rates collection	Quarterly	Green	↑ Improved
CE5 Rents collection	Quarterly	Amber	↓ Deteriorated
CE6 Turnover - No. of people voluntarily leaving the service as a percentage of the service headcount	Quarterly	Green	↓ Improved
CE7 Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months	Quarterly	Green	↔ Static
CE8 Returns on external investment	Quarterly	Green	↑ Improved
CE9 Percentage of first contact resolution - calls and emails	Quarterly	Green	↓ Deteriorated
CE10 Percentage of calls answered	Quarterly	Amber	↓ Deteriorated
CE11 New Homes Survey - Percentage of residents satisfied with their new home	Annual	Green	↑ Improved

APPENDIX 1: Council Plan Priority 2018/19 to Improve Educational Attainment and Focus on Every Child Achieving their potential

Key Action: Ensure all Wokingham borough children have access to good or outstanding schools, colleges and early years settings

KPI EA1i: Percentage of Wokingham borough state-funded **primary** schools with a current Ofsted rating of Good or better

Reporting frequency:	QUARTERLY	Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	RED
Service:	Children's Services	Indicator Type:	National, Cumulative	Benchmark:	Below national average of 88.4% (as at Aug 2018)		
RAG Threshold:	Green if improving or 100%	Amber if less than 100% or no change			Red if deteriorating		
Period	Actual	Target Improvement compared to previous period	RAG	Direction of Travel (Trend)			
Q1 2017/18	92.16%		Green		Improved		
Q2 2017/18	94.12%		Green		Improved		
Q3 2017/18	94.12%		Amber		Static		
Q4 2017/18	94.12%		Amber	➡	Static		
Q1 2018/19	90.20%		Red	⬇	Deteriorated		
Q2 2018/19	86.27%		Red	⬇	Deteriorated		
Q3 2018/19							
Q4 2018/19							

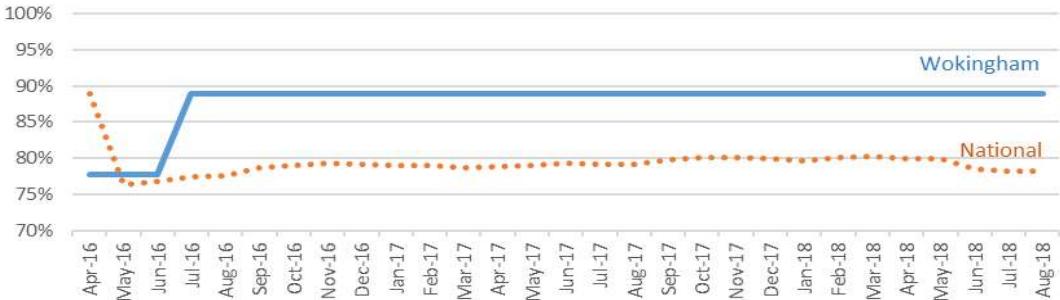


Commentary: Quarter 2 2018/19 performance reflects the position as at 31st August 2018. Further information about this measure can be found in the covering report.

Target Setting: 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

KPI EA1ii: Percentage of Wokingham borough state-funded **secondary** schools with a current Ofsted rating of Good or better

Reporting frequency:	QUARTERLY	Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	AMBER
Service:	Children's Services	Indicator Type:	National, Cumulative	Benchmark:	Above national average of 78.3% (as at Aug 2018)		
RAG Threshold:	Green if improving or 100%	Amber if less than 100% or no change			Red if deteriorating		
Period	Actual	Target Improvement compared to previous period	RAG	Direction of Travel (Trend)			
Q1 2017/18	88.90%		Amber		Static		
Q2 2017/18	88.90%		Amber		Static		
Q3 2017/18	88.89%		Amber		Static		
Q4 2017/18	88.89%		Amber	➡	Static		
Q1 2018/19	88.89%		Amber	➡	Static		
Q2 2018/19	88.89%		Amber	➡	Static		
Q3 2018/19							
Q4 2018/19							



Commentary: Quarter 2 2018/19 performance reflects the position as at 31st August 2018. Forest School was inspected in May 2018, and the outcome remained the same as previously: "Requires Improvement".

Target Setting: 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

KPI EA1iii: Percentage of Wokingham borough state-funded **special schools with a current Ofsted rating of Good or better**

Reporting frequency:		QUARTERLY		Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	GREEN		
Service:		Children's Services		Indicator Type:	National, Cumulative	Benchmark:		Above national average of 93% (as at Aug 2018)			
RAG Threshold:		Green if improving or 100%		Amber if less than 100% or no change				Red if deteriorating			
Period	Actual	Target Improvement compared to previous period	RAG	Direction of Travel (Trend)							
Q1 2017/18	100%		Green		Static						
Q2 2017/18	100%		Green		Static						
Q3 2017/18	100%		Green		Static						
Q4 2017/18	100%		Green	➡	Static						
Q1 2018/19	100%		Green	➡	Static						
Q2 2018/19	100%		Green	➡	Static						
Q3 2018/19											
Q4 2018/19											

Commentary: Quarter 2 2018/19 performance reflects the position as at 31st August 2018. There have been no Ofsted inspection outcomes for this quarter and hence performance currently remains the same. Northern House School has not yet been inspected.

Target Setting: 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

KPI EA2: Percentage of children who attend a Wokingham borough state-funded school (Primary, Secondary or Special) which is Ofsted rated Good or Outstanding.

Reporting frequency:		QUARTERLY		Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	RED		
Service:		Children's Services		Indicator Type:	National, Cumulative	Benchmark:		Above national average of 85.2% (as at Aug 2018)			
RAG Threshold:		Green if improving or 100%		Amber if less than 100% or no change				Red if deteriorating			
Period	Actual	Target Improvement compared to previous period	RAG	Direction of Travel (Trend)							
Q1 2017/18	89.32%		Amber		Static						
Q2 2017/18	92.00%		Green		Improved						
Q3 2017/18	91.96%		Red		Deteriorated						
Q4 2017/18	91.96%		Amber	➡	Static						
Q1 2018/19	90.95%		Red	➡	Deteriorated						
Q2 2018/19	86.65%		Red	➡	Deteriorated						
Q3 2018/19											
Q4 2018/19											

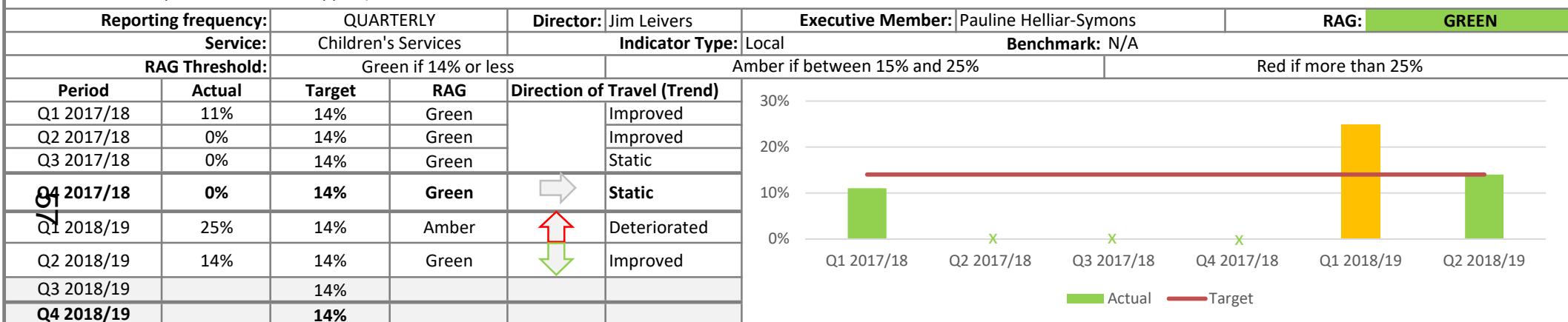
Commentary: Quarter 2 2018/19 performance reflects the position as at 31st Augst 2018. Further information about this measure can be found in the covering report.

Target Setting: 2018/19 targets remain consistent with the previous year to be aiming for an improvement on the previous reporting period.

KPI EA3: Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better									
Reporting frequency:		QUARTERLY	Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	AMBER	
Service:		Children's Services	Indicator Type:		National, Cumulative	Benchmark:	N/A		
RAG Threshold:		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating			
Period	Actual	Target	RAG	Direction of Travel (Trend)	Commentary: Quarter 1 2018/19 performance information is reported as at 31st May 2018. This is a new measure introduced for 2018/19. Where comparable historic, and benchmarking, information is available this will be included in future reporting. Data on inspections up to the end of August will be published in November, which will be reflected in the Q3 report.				
Q1 2018/19	95%	Improvement compared to previous period	Amber	N/A					
Q2 2018/19	N/A		N/A	N/A					
Q3 2018/19									
Q4 2018/19									

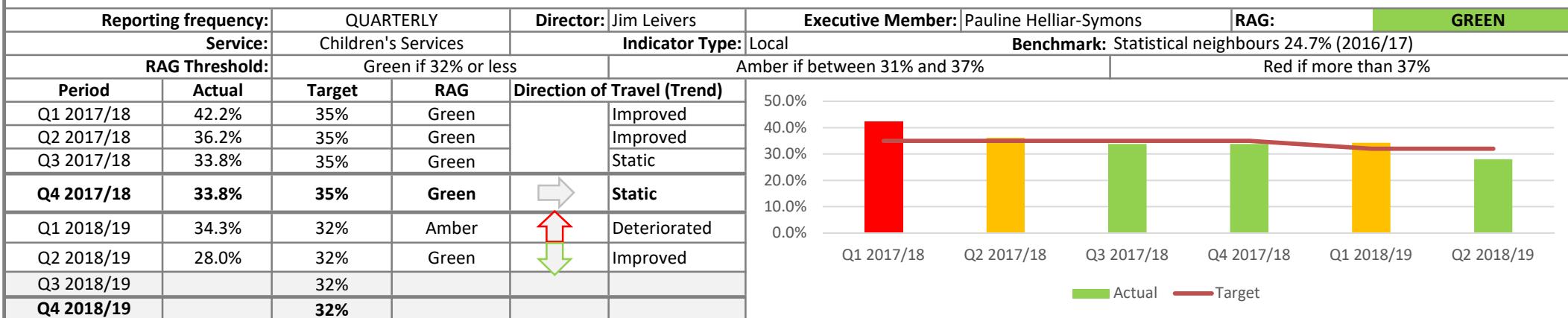
Key Action: Continue to ensure that children in care can have their needs met as close to their community of origin as possible.

KPI EA5i: Percentage of children **who entered care** in the period and were placed more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)



Commentary & target setting: During Quarter 2 2018/19 one of the seven children, who entered care, was placed more than 20 miles from home. This child was placed with family members who happened to live out of the area.

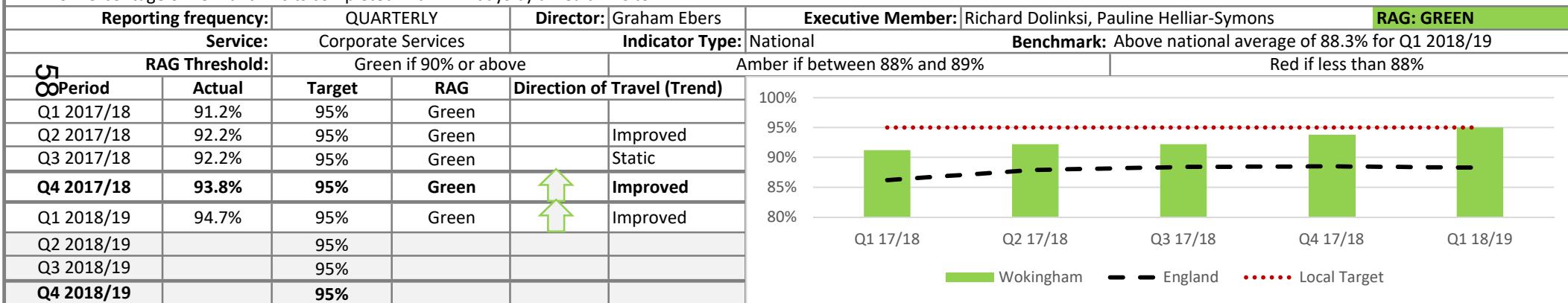
KPI EA5ii: Percentage of all children in care at the end of the period who were placed more than 20 miles from their home (excluding unaccompanied asylum seeking children, children placed with parents and children in receipt of short breaks support)



Commentary & target setting: 23 of 81 children in care in Wokingham are in a placement more than 20 miles from their home at the end of Q2 18/19. The target for 18/19 has been reduced in order to aim towards a reduction in the number of distant placements made during the year and to achieve a closer comparative performance with statistical neighbour authorities.

Key Action: Work with school nurses and health visitors to increase children's resilience

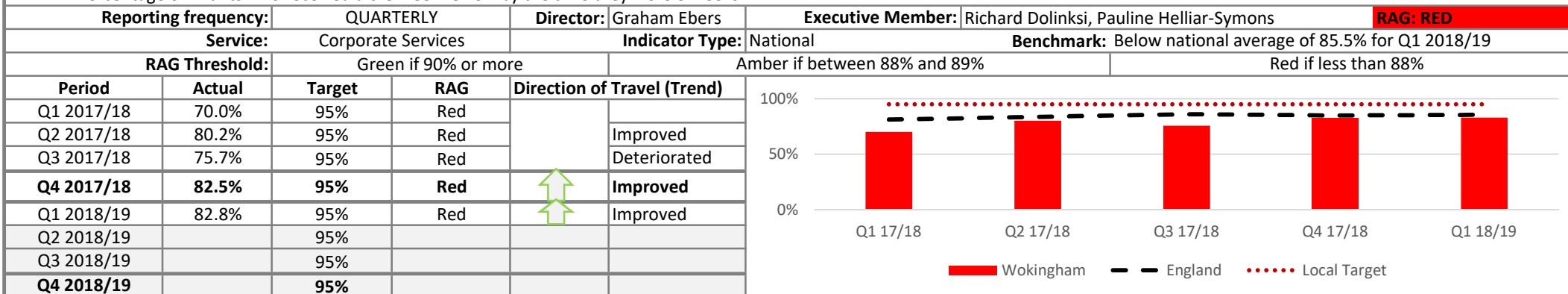
KPI EA6: Percentage of new birth visits completed within 14 days by a Health Visitor



Commentary: These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 1 2018/19, which was released in October 2018. Quarter 2 2018/19 data is expected to be published around January 2019.

Target Setting: A local target of 95% has been assigned for 2018/19 although performance above 90% is considered to be acceptable and remains above national average.

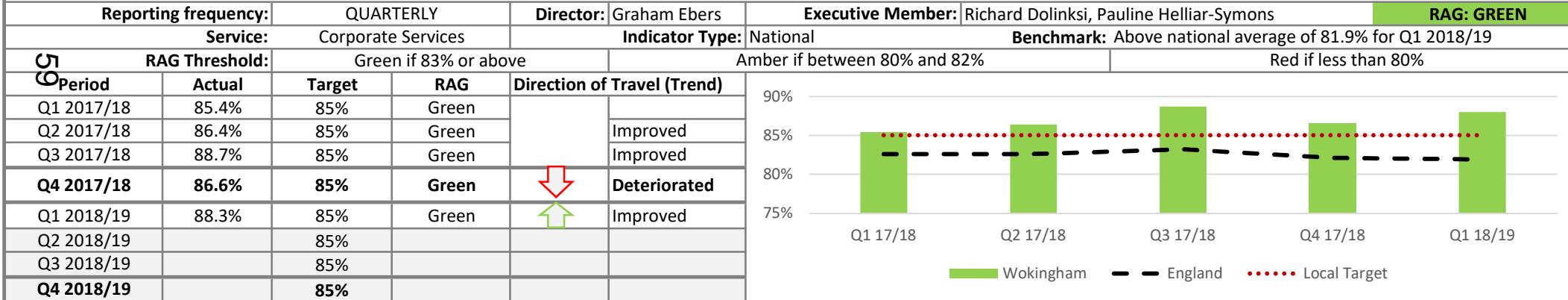
KPI EA7: Percentage of infants who received a 6-8 week review by the time they were 8 weeks.



Commentary: These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 1 2018/19, which was released in October 2018. Quarter 2 2018/19 published figures are expected January 2019. Despite being below target, performance continues to improve.

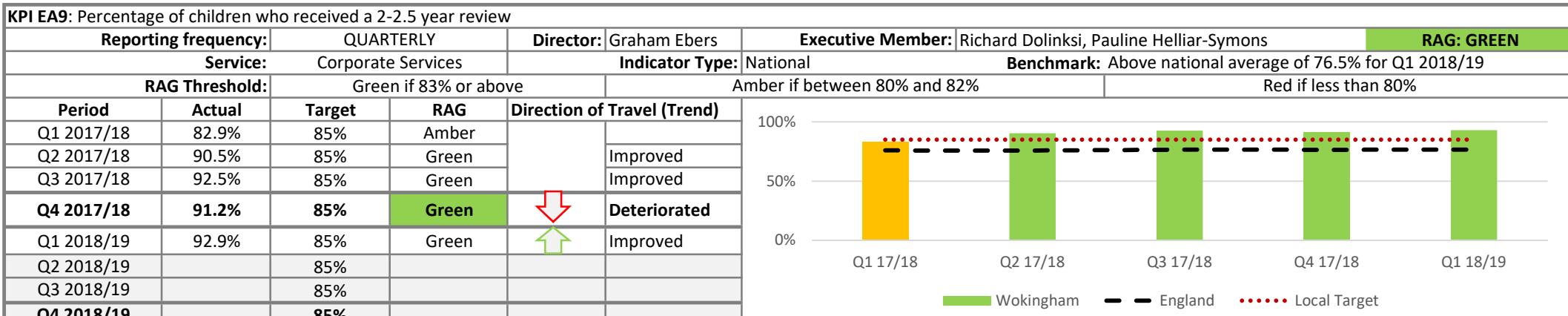
Target Setting: A local target of 95% has been assigned for 2018/19 although performance above 90% is considered to be acceptable.

KPI EA8: Percentage of children who received a 12 month review by the time they turned 15 months



Commentary: These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 1 2018/19, which was released in October 2018. Quarter 2 2018/19 published figures are expected January 2019.

Target Setting: A local target of 85% has been assigned for 2018/19 to ensure performance remains above the national average.

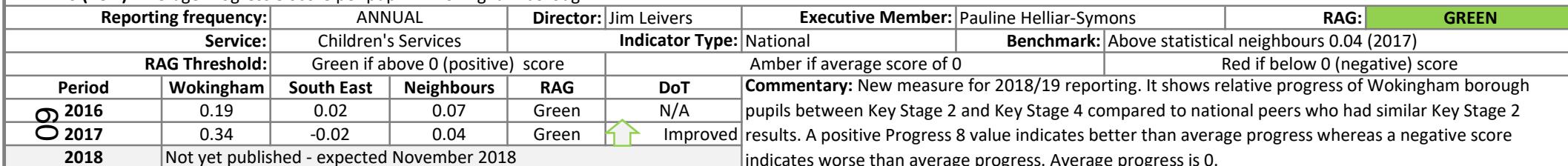


Commentary: These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 1 2018/19, which was released in October 2018. Quarter 2 2018/19 published figures are expected January 2019.

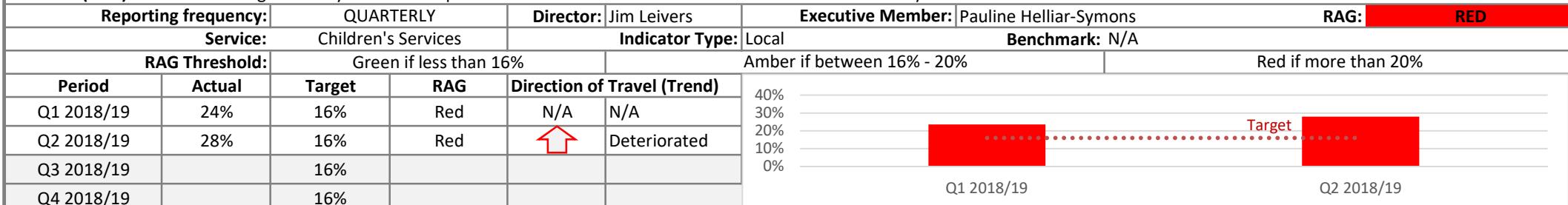
Target Setting: A local target of 85% has been assigned for 2017/18 to ensure performance remains above the national average.

New Measures introduced for 2018/19 reporting

KPI EA10 (new): Average Progress 8 Score per pupil in Wokingham borough.



KPI EA11 (new): 12-month rolling voluntary turnover of qualified Social Workers within Children's Social Care and Early Intervention Service



Commentary: New measure introduced for 2018/19 reporting. Please see covering report for further details.

APPENDIX 2: Council Plan Priority 2018/19 to Invest in regenerating towns & villages, support social and economic prosperity, whilst encouraging business growth.

Key Actions: Deliver the programme of work for Peach Place, Elms Field & Carnival Pool in Wokingham to improve our retail & leisure offer in a way that also delivers a commercial return.
Look to other towns across the Borough to improve the infrastructure and increase the vibrancy and vitality of the communities.

KPI R1: To update on Wokingham regeneration project - Peach Place

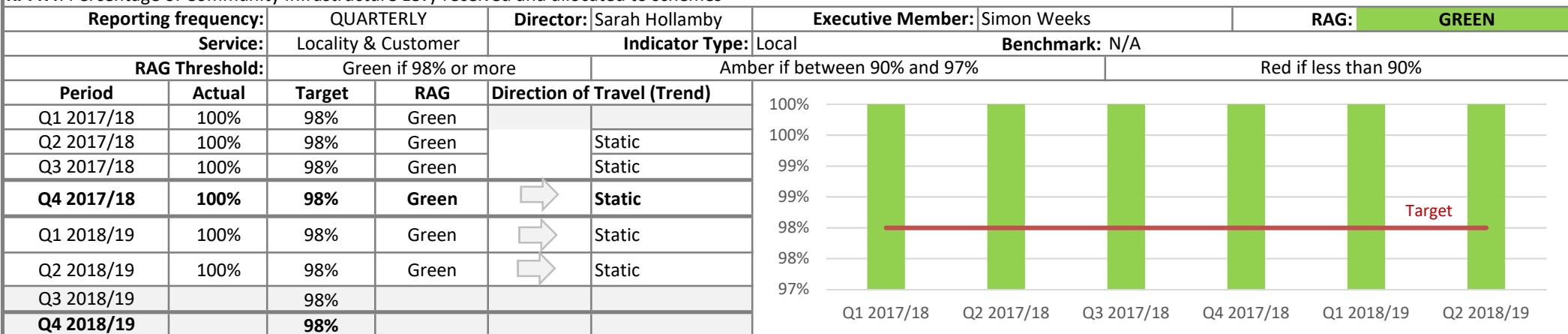
Reporting frequency:	QUARTERLY	Director: Graham Ebers	Executive Member: Philip Mirfin	Planned completion: December 2018
Service:	Corporate Services	Indicator Type: Local, Project	Benchmark: N/A	RAG: AMBER
RAG Threshold:	Green if project is within 4 weeks of programme timescales		Amber if project is within 4-6 of programme timescales	Red if project is more than 6 weeks of programme timescales.
Period	Key Milestones (Targets)		Delivered Actions	RAG
Q1 2018/19	On-going construction programme: brickwork/ rendering of facades along Peach Street frontage		Construction of properties along Peach Street facades visibly progressed and scaffolding removed across Peach Street.	Green
Q2 2018/19	On-going construction programme. Including footpath works along Peach Street frontage		Footpath works along Peach Street progress well and discussions are ongoing with Highways around	Amber
Q3 2018/19	On-going construction programme. Completion and opening of Peach Street units for Christmas 2018, resurfacing of public spaces Nov/Dec 2018,			
Q4 2018/19	Completion of construction works and handover of key working housing to Wokingham Housing Ltd			

KPI R2: To update on Wokingham regeneration project - Elms Field

Reporting frequency:	QUARTERLY	Director: Graham Ebers	Executive Member: Philip Mirfin	Planned completion: 2020
Service:	Corporate Services	Indicator Type: Local, Project	Benchmark: N/A	RAG: GREEN
RAG Threshold:	Green if project is within 4 weeks of programme timescales		Amber if project is within 4-6 of programme timescales	Red if project is more than 6 weeks of programme timescales.
Period	Key Milestones (Targets)		Delivered Actions	RAG
Q1 2018/19	On-going construction programme, including commencement of site preparation and groundworks onsite.		Site formally handed over to McLaughlin & Harvey in March 2018. Extensive works carried out: site clearance, groundworks and start of building foundations for phased areas M1 to M4.	Green
Q2 2018/19	On-going construction programme, including commencement of highway works, including the construction of the new through road (linking Wellington Road to Shute End) and commencement of construction works for phased areas M1-M4.		Works progressing quickly on site with road construction across site and lower section of Denmark Street reopened several weeks earlier than planned. Work started in Shute End car park on 23rd July 2018. Steel structure for areas M1 - M4 well under way and frame now visible above hoardings.	Green
Q3 2018/19	On-going construction programme, including completion of highway works such as new Elms Road			
Q4 2018/19	Commencement of David Wilson Homes works on site			

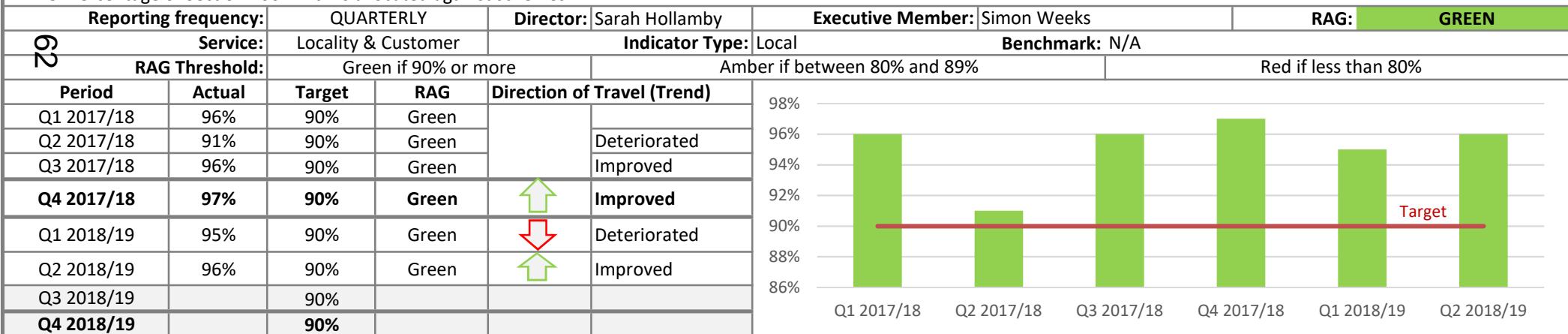
Key Actions: Work in partnership with our towns & parish councils to enable growth and community development. Work closely with town & parish councils to support local communities, including developing some early pilots for joint/delegated service delivery and joint investment priorities. (Strong Communities): Ensure the Council's Community Infrastructure Levy continues to secure funding for vital infrastructure in the borough, remains fit for purpose and is reviewed alongside the Local Plan.

KPI R4: Percentage of Community Infrastructure Levy received and allocated to schemes



Commentary & Target Setting: Total Community Infrastructure Levy funds are committed to projects in the Wokingham Borough Council area, guided by REG 123 listing. The 2018/19 target remains the same as set for the previous year.

KPI R5: Percentage of Section 106 which is allocated against schemes

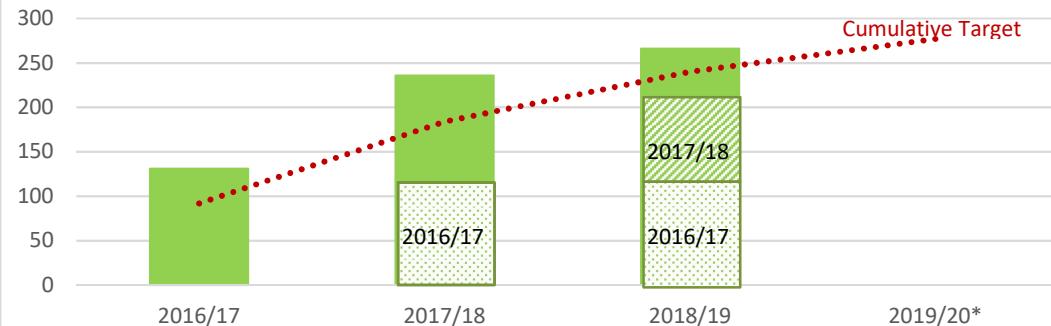


Commentary & Target Setting: Triggered Section 106 funds allocation of 96% in Quarter 2 2018/19. The local target set for 2018/19 remains the same as for the previous year.

Key Actions: Continue to implement the City Deal to assist young people in accessing local employment and training and, in turn, help meet the needs of local businesses.

KPI R6: Number of young people not in education, employment or training (NEET), aged 16-24, who have been given employment support

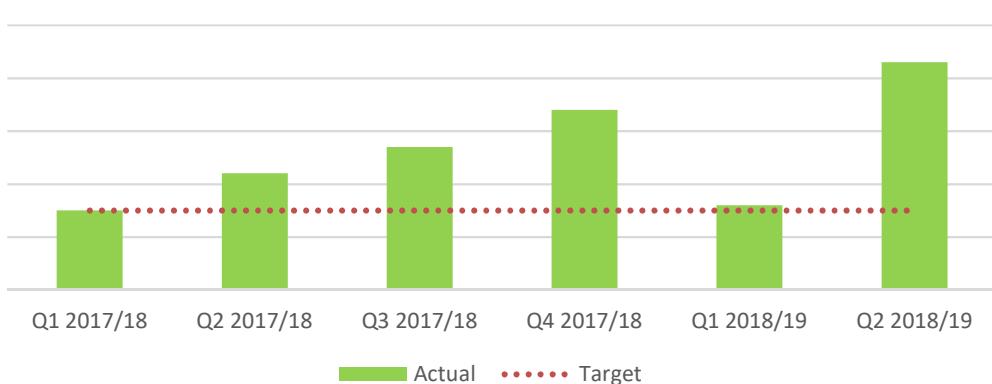
Reporting frequency:		QUARTERLY		Director:	Sarah Hollamby	Executive Member:	Stuart Munro	RAG:	GREEN		
Service:		Locality & Customer		Indicator Type:		Local, cumulative		Benchmark:			
RAG Threshold:		Green if 56 or more (14 per quarter)		Amber if between 48 and 55 (12-13 per quarter)				Red if less than 48 (less than 12 per quarter)			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q4 2016/17	131	92	Green								
Q1 2017/18	39	23	Green								
Q2 2017/18	49	46	Red		Deteriorated						
Q3 2017/18	77	69	Green		Improved						
Q4 2017/18	105	92	Green	Static							
Q1 2018/19	30	14	Green		Improved						
Q2 2018/19	52	28	Green		Improved						
Q3 2018/19		42									
Q4 2018/19		56									



Commentary & Target setting: 2018/19 performance is above target despite fewer young people being given employment support in quarter 2 compared to quarter 1. Quarterly figures are reported as estimates and are subject to change following an audit of all reported outcomes. All Berkshire local authorities are part of this scheme and Wokingham Borough performance is currently above average. The target for 2018/19 has been adjusted to take account of changing outcomes relating to the EU finance that funds the Elevate Wokingham skills and employment service. The Council is tasked with achieving a total of 277 outcomes (plus an additional 15 contingency outcomes to ensure that all outcomes are compliant with EU standards) across the life of the project (November 2015 to June 2019). Due to over achieving in the last two years, the target for 2018/19 is therefore lower. *The cumulative target is for the duration of the project and ends in June 2019. Since the measure is cumulative, direction of travel compares the current year to date actual with the same period in the previous year.

KPI R7: Number of opportunities (new employment, apprenticeships, and graduate posts) negotiated through Employment and Skills Plans (ESPs)

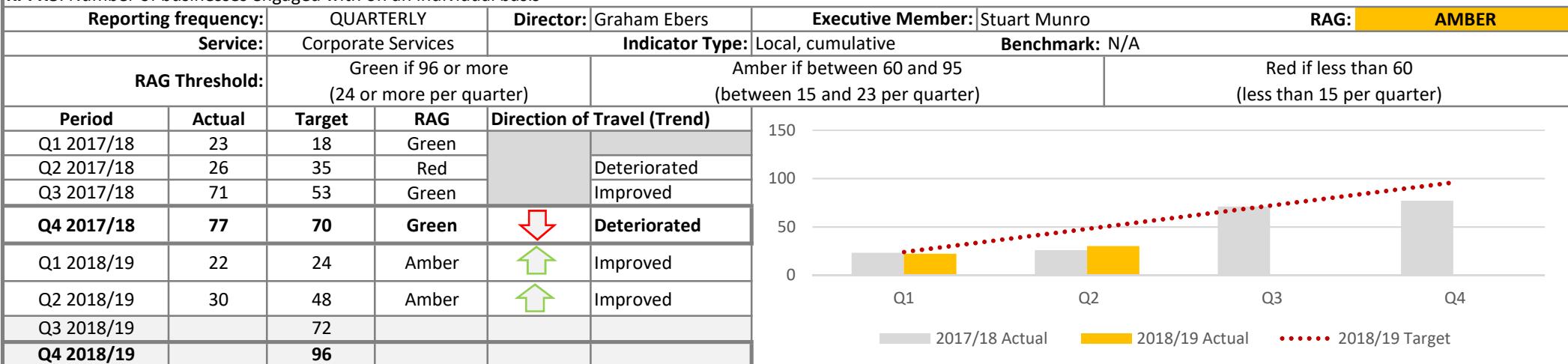
Reporting frequency:		QUARTERLY		Director:	Sarah Hollamby	Executive Member:	Stuart Munro	RAG:	GREEN		
Service:		Locality & Customer		Indicator Type:		Local		Benchmark: N/A			
RAG Threshold:		Green if 60 or more (15 per quarter)		Amber if between 51 - 59 (12 - 14 per quarter)				Red if less than 51 (12 per quarter)			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	15	15	Green								
Q2 2017/18	22	15	Green								
Q3 2017/18	27	15	Green		Improved						
Q4 2017/18	34	15	Green		Improved						
2017/18 Year End	98	60	Green		Improved						
Q1 2018/19	16	15	Green		Improved						
Q2 2018/19	43	15	Green		Improved						
Q3 2018/19		15									
Q4 2018/19		15									
2018/19 Year End		60									



Commentary & Target Setting: Last year's numbers were boosted by the Employment Skills Plans agreed with Balfour Beatty for the construction of major roads in Wokingham borough. The 2018/19 target is the same as set for the previous year.

Key Actions: Support our local businesses, by continuing to work with the Thames Valley Berkshire Local Enterprise Partnership and Thames Valley Chamber of Commerce to drive growth, and ensuring that the infrastructure needs of the borough are recognised in all strategic plans and bids for funding.

KPI R8: Number of businesses engaged with on an individual basis



Commentary & Target Setting: The measure has been revised to focus on engagement with all businesses in Wokingham borough rather than the previous 2017/18 focus on new businesses only. An improvement target has been assigned for 2018/19 requiring all businesses in the borough to be engaged with via one to one meetings. Each meeting will be recorded on a customer management database. Since the measure is cumulative, direction of travel compares performance for current year to date with same period last year.

Key Actions: Develop neighbourhood estates investment programme by commencing with the Gorse Ride Estate in Finchampstead

KPI R9: To update on Gorse Ride regeneration and stakeholder engagement through Gorse Ride Project Steering Group.

	Reporting frequency:	QUARTERLY	Director:	Graham Ebers	Executive Member:	Stuart Munro	RAG:	GREEN
Service:		Corporate Services	Indicator Type:	Local, Project	Benchmark:	N/A		
RAG Threshold:		Green if on schedule		Amber if delays of up to 2 months		Red if delays over 2 months		
Period	Key Milestones (Targets)			Delivered Actions		RAG	Dot	
Q1 2018/19	Executive approval to Phase 2+			Executive approval given		Green		
Q2 2018/19	Submit planning application for Phase 1 (former Cockayne Court).			Phase 1 Planning Application for 46 new dwellings (36 flats and 10 houses) formally submitted on 09/07/2018 and approved on 10/10/2018.		Green	Static	
Q3 2018/19	Appoint contractor to progress designs for Phase 2+ and launch shared equity scheme for homeowners.							
Q4 2018/19	Award contract for construction of Phase 1.							

APPENDIX 3: Council Plan Priority 2018/19 to Ensure strong communities that are vibrant and supported by well-designed development

Key Actions: Continue to progress our Local Plan update. We will consult on a draft Local Plan and within a year submit the final version to Government for examination.

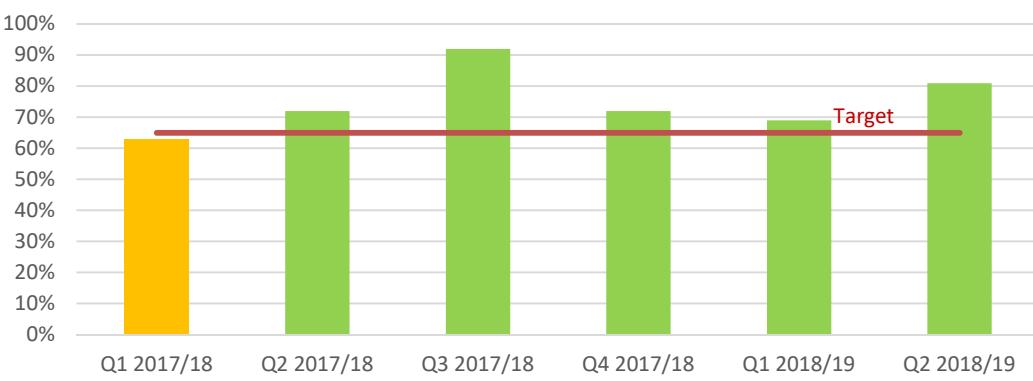
KPI SC1: Local Plan progress update - to update on delivery of the Local Development Scheme (LDS) work programme

Reporting frequency:	QUARTERLY	Director:	Graham Ebers	Executive Member:	Stuart Munro	RAG:	GREEN
Service:	Corporate Services	Indicator Type:	Local, Project	Benchmark:	N/A		
RAG Threshold:	Green if update programme is delivered as set out in LDS	Amber if up to 6 months delay in LDS programme			Red if more than 6 months delay		
Period	Key Milestones (Targets)			Delivered Actions		RAG	DoT
Q1 2018/19	Preparation of evidence documents			Various evidence base documents have been commissioned, including those relating to employment needs, water infrastructure capacity and landscape.		Green	Static
Q2 2018/19	Commissioned additional consultancy support on large and complex sites. Continue to prepare evidence base to support Local Plan Update.			Draft reports from consultants delivered. Continued engagement with specialist consultants to prepare evidence, in addition to wider policy work to inform the plan making process.		Green	Static
Q3 2018/19	Prepare consultation documents and commence consultation in November 2018						
Q4 2018/19	Complete Local Plan Update consultation, including coordination of public events.						

Commentary: Revised Local Development Scheme to be considered at Executive on 25 October 2018 that sets out three year work programme for the Local Plan. The previous Local Development Scheme was out of date and therefore cannot easily be benchmarked against the RAG. An additional consultation stage has been added following the request from Members to consult on all the sites promoted for development as part of preparation for the Local Plan Update.

KPI SC3i: Percentage of successfully defended appeal decisions (dismissed)

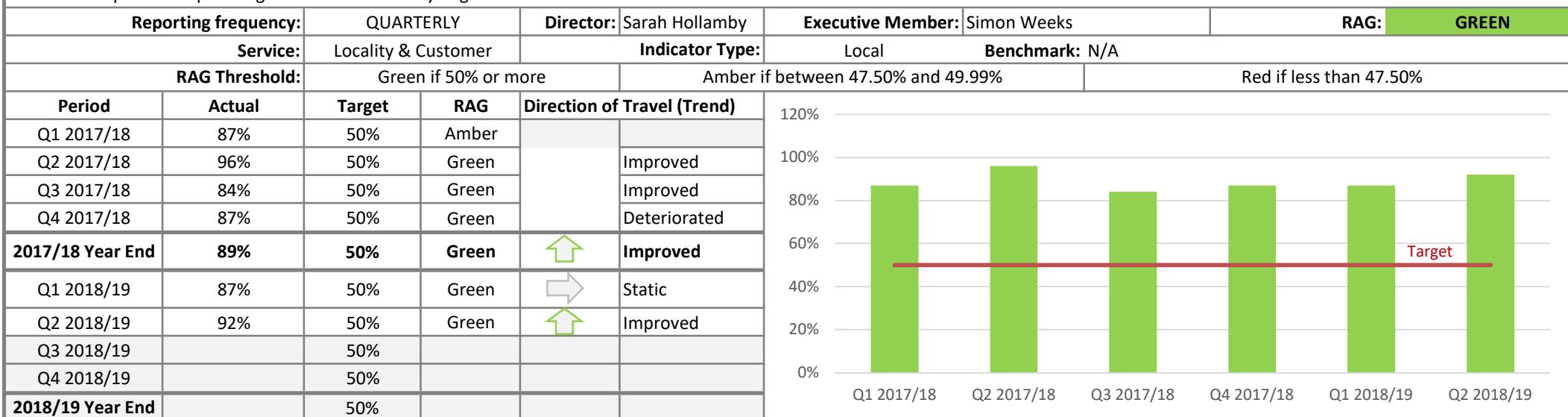
Reporting frequency:	QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Simon Weeks	RAG:	GREEN
Service:	Locality & Customer	Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold:	Green if 65% or more	Amber if between 61% and 64%			Red if less than 61%		
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2017/18	63%	65%	Amber				
Q2 2017/18	72%	65%	Green				
Q3 2017/18	92%	65%	Green				
Q4 2017/18	72%	65%	Green				
2017/18 Year End	75%	65%	Green		Improved		
Q1 2018/19	69%	65%	Green		Deteriorated		
Q2 2018/19	81%	65%	Green		Improved		
Q3 2018/19		65%					
Q4 2018/19		65%					
2018/19 Year End	65%						



Commentary & Target Setting: There has been some minor fluctuation in the level of appeals dismissed but this is expected during the year. The target for 2018/19 remains the same as set for the previous year; this is in-line with national performance and is considered appropriate given the varying reasons an application may go to appeal.

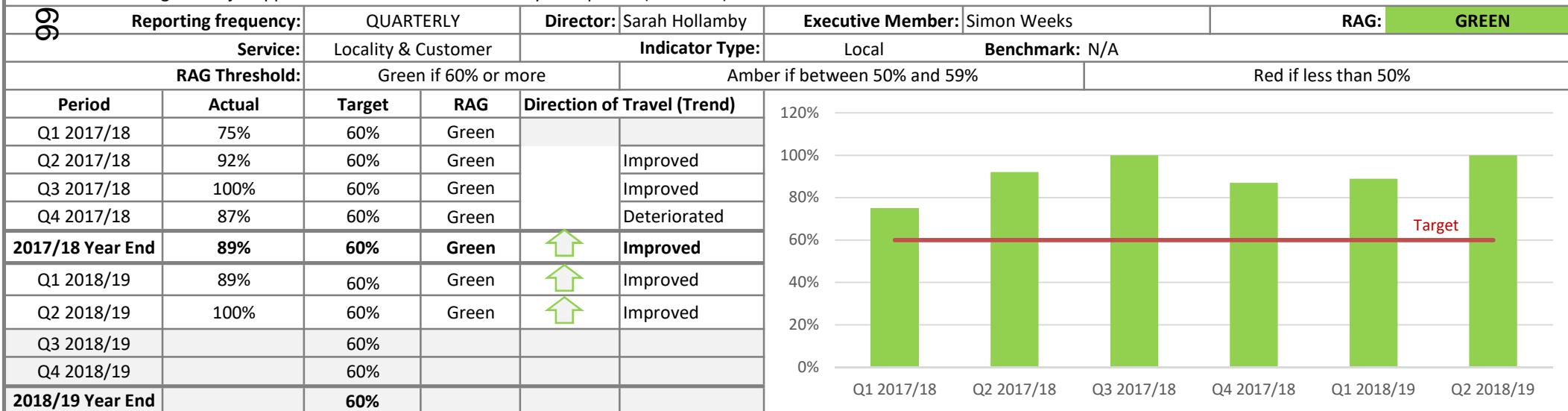
Key Actions: Continue to work to safeguard the environmental quality of the borough to ensure public safety and protection of its residents and businesses

KPI SC3ii: Proportion of planning breaches resolved by negotiation



Commentary & Target Setting: The target remains the same for 2018/19 as the previous year.

KPI SC3iii: Percentage of major applications determined in statutory time period (13 weeks)



Commentary & Target Setting: The target for 2018/19 aims to maintain current performance.

KPI SC3iv: Percentage of minor applications determined in statutory time period (8 weeks)

Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Simon Weeks	RAG:	GREEN
Service:		Locality & Customer	Indicator Type:		Local	Benchmark:	N/A	
RAG Threshold:		Green if 65% or more		Amber if between 55% and 64%			Red if less than 55%	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	80%	65%	Green					
Q2 2017/18	85%	65%	Green					
Q3 2017/18	96%	65%	Green					
Q4 2017/18	94%	65%	Green					
2017/18 Year End	89%	65%	Green					Target
Q1 2018/19	89%	65%	Green					
Q2 2018/19	88%	65%	Green					
Q3 2018/19		65%						
Q4 2018/19		65%						
2018/19 Year End		65%						

Commentary & Target Setting: The target for 2018/19 aims to maintain current performance.

KPI SC3v: Percentage of other applications determined in statutory time period (8 weeks)

Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Simon Weeks	RAG:	GREEN
Service:		Locality & Customer	Indicator Type:		Local	Benchmark:	N/A	
RAG Threshold:		Green if 65% or more		Amber if between 55% and 64%			Red if less than 55%	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	92%	80%	Green					
Q2 2017/18	94%	80%	Green					
Q3 2017/18	97%	80%	Green					
Q4 2017/18	96%	80%	Green					
2017/18 Year End	95%	80%	Green					Target
Q1 2018/19	98%	80%	Green					
Q2 2018/19	92%	80%	Green					
Q3 2018/19		80%						
Q4 2018/19		80%						
2018/19 Year End		80%						

Commentary & Target Setting: The target for 2018/19 aims to maintain current performance. Small deterioration due to seasonal fluctuation.

Key Actions: Continue to work to safeguard the environmental quality of the borough to ensure public safety and protection of its residents and businesses

KPI SC4: To update on progress with the Control Strategy priorities set for operational teams - Environmental Quality (Air Quality, Development Control, Commercial and Environmental Noise) as per Public Partnership Strategic Assessment Summary

Reporting frequency:	QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Norman Jorgensen	INFORMATION ONLY
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark:	N/A	

Commentary & Target Setting: The joint Public Protection Committee provides strategic direction and makes key decisions regarding the Public Protection Partnership; which is a shared service provided by Bracknell Forest, West Berkshire and Wokingham Borough Councils responsible for carrying out each Council's functions in respect of environmental health, licensing, gambling and trading standards. Committee meetings are held three times a year (12 Jun 2018, 18 Sep 2018 and 11 Dec 2018).

The Public Protection Partnership (PPP) Strategic Assessment Summary, published in February 2018, highlighted a number of actions to be delivered through the Control Strategy. These actions align to the current themes of the Inter Authority Agreement (signed by all parties – sets out the aims and objectives of the new joint service), which are set for operational teams in each local authority area. Relating to environmental quality the identified actions for the partnership are: air quality, development control and commercial and environmental noise (statutory nuisance). A number of strategic projects have been established with regards to the Public Protection Partnership. The planned work activity of the service is also project based with defined outcomes and key performance indicators, to support and track delivery of the identified actions of the Control Strategy. These projects are reported on a monthly basis to the Joint Management Board to assess progress and agree any action required. Quarter 2 2018 performance will be reported at the next Public Protection Committee in December 2018 after which further details can be shared to highlight specific areas. A copy of the Quarter 1 2018/19 performance report is available from the West Berkshire Council website under agenda & draft minutes for Joint Public Protection Committee Tuesday 18th Sep 2018.

Key Actions: Continue to implement our modern vision for our libraries, ensuring local access to high quality services

KPI SC5: Number of visits to Wokingham Borough libraries

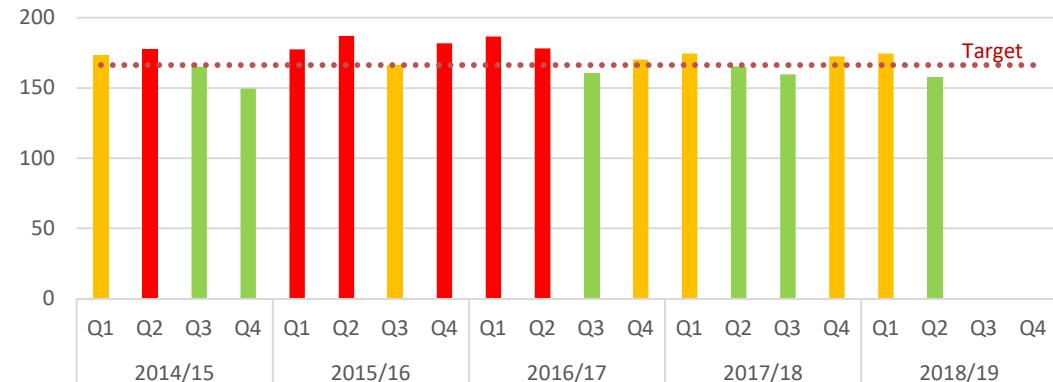
Reporting frequency:	ANNUAL	Director:	Sarah Hollamby	Executive Member:	Norman Jorgensen	RAG:	GREEN
Service:	Locality & Customer	Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold:	Green if visits are within 1% off previous year or improving		Amber if visits are between 1.1% and 1.3% off previous year			Red if visits are more than 1.3% off previous year	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
2015/16	476046 (+1.1%)	+1% or same	Green		Improved		
2016/17	470137 (-1.2%)	+1% or same	Amber		Deteriorated		
2017/18	476249 (+1.3%)	+1% or same	Green		Improved		
2018/19		+1% or same					

Year	Actual Visits	RAG Status
2012/13	464,000	Green
2013/14	468,000	Green
2014/15	472,000	Green
2015/16	476,000	Green
2016/17	470,000	Amber
2017/18	476,000	Green

Key Actions: Work with Re3 to further develop our local waste strategy and work with our communities and partners to raise recycling rates

KPI SC6: Kgs of residual household waste per household per annum - based on quarterly estimates

Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Norman Jorgensen	RAG:	GREEN
Service:		Locality & Customer	Indicator Type:		National	Benchmark: Worse than England (557.3kgs) 2016/17		
RAG Threshold:		Green if 665kgs or less (166.3 kgs or less per quarter)	Amber if between 666kgs - 699kgs (Between 166.4 and 174 kgs per quarter)			Red if 700kgs or more (175kgs or more per quarter)		
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	174.73	166.25	Amber		Deteriorated			
Q2 2017/18	165.42	166.25	Green		Improved			
Q3 2017/18	159.56	166.25	Green		Improved			
Q4 2017/18	172.43	166.25	Amber		Deteriorated			
2017/18 Year End	672.14	665.00	Amber		Improved			
Q1 2018/19	175.13	166.25	Amber	Deteriorated				
Q2 2018/19	157.43	166.25	Green	Improved				
Q3 2018/19		166.25						
Q4 2018/19		166.25						
2018/19 Year End		665.00						



Commentary & Target Setting: The 2018/19 target remains the same as the previous year. 2017/18 annual performance improved on the previous year. Whilst quarter 1 performance was slightly off target, quarter 2 has shown an improvement with a reduction in residual household waste. Please note figures are provisional and subject to change.

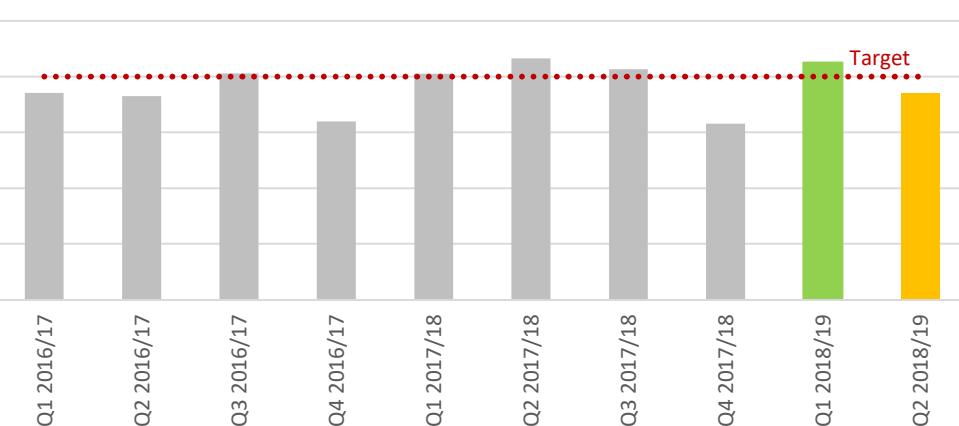
KPI SC7: Percentage of household waste reused, recycled and composted - based on quarterly estimates

Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Norman Jorgensen	RAG:	RED
Service:		Locality & Customer	Indicator Type:		National	Benchmark: Worse than England (43.7%) 2016/17		
RAG Threshold:		Green if 42% or more	Amber if between 40% - 41%			Red if 39% or less		
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	41.5%	42%	Amber		Deteriorated			
Q2 2017/18	41.6%	42%	Green		Improved			
Q3 2017/18	40.0%	42%	Red		Deteriorated			
Q4 2017/18	32.4%	42%	Red		Improved			
2017/18 Year End	39.0%	42%	Red		Deteriorated			
Q1 2018/19	42.2%	42%	Green	Improved				
Q2 2018/19	36.3%	42%	Red	Deteriorated				
Q3 2018/19		42%						
Q4 2018/19		42%						
2018/19 Year End		42%						



Commentary & Target Setting: The target remains at 42% for 2018/19. Please see the covering report for service narrative. Figures are provisional and subject to change. Performance is predicted to deteriorate during quarters 3 and 4, as it has in previous years, due to less garden waste being collected at the kerbside during these times.

KPI SC8: Percentage of household waste that is recycled from the kerbside - based on quarterly estimates								
Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Norman Jorgensen	RAG:	AMBER
Service:		Locality & Customer	Indicator Type:		Local	Benchmark:	N/A	
RAG Threshold:		Green if 20% or above		Amber if between 18% and 19%			Red if less than 18%	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	20.3%				Improved			
Q2 2017/18	21.6%				Improved			
Q3 2017/18	20.7%				Deteriorated			
Q4 2017/18	15.8%				Deteriorated			
2017/18 Year End	19.7%				Improved			
Q1 2018/19	21.1%	20.0%	Green		Improved			
Q2 2018/19	18.5%	20.0%	Amber		Deteriorated			
Q3 2018/19		20.0%						
Q4 2018/19		20.0%						
2018/19 Year End		20.0%						



Commentary & Target Setting: To support the overall goal of achieving 50% reuse and recycling in Wokingham borough by 2020, as per the Re3 Strategy 2018-20, a new measure is being introduced for 2018/19 to monitor the proportion of household waste that is recycled from kerbside recycling (which currently includes black box recycling and brown bin composting). With the introduction of food waste recycling from April 2019, the proportion of waste recycled in the borough is expected to rise. Hence by 2020, the target is to achieve 26% of waste recycled from kerbside. In order to work towards this target for 2020 an improvement target will be assigned for 2018/19 and future years. The proportion of waste recycled from the kerbside improved in 2017/18 compared to the previous year (an increase from 18.3% to 19.7%). Quarter 1 2018/19 saw an improvement in proportion of waste recycled from kerbside. For quarter 2, performance is slightly off target.

Key Actions: Continue to expand and improve our leisure offering. We will renovate Ryeish Green Leisure Centre opening in October 2018 and progress with our plans to demolish and rebuild Bulmershe Leisure Centre during 2020.

KPI SC9: To update on progress with delivery of the 21st Leisure Strategy with updates on progress of Ryeish Green and Bulmershe action plans							
Reporting frequency:		QUARTERLY	Director:	Graham Ebers	Executive Member:	Norman Jorgensen	
Service:		Corporate Services	Indicator Type:		Local, Project	Benchmark:	N/A
RAG Threshold:		Green if project is on schedule			Amber if project delayed by up to 2 months	Red if project delayed by more than 2 months	
KPI SC9i - RYEISH GREEN SPORTS HUB			Planned completion date: 10th August 2018			RAG:	GREEN

Commentary: Ryeish Green Sports Hub opened to the public on 20th August 2018 with all facilities in full operation; including a state-of-the-art fitness suite, dance studio and full size 3G pitch. Since the project is now complete this measure will be archived from Quarter 3 2018/19 onwards.

KPI SC9ii - BULMERSHE LEISURE CENTRE		Planned completion date: July 2020	RAG:	GREEN
Period	Key Milestones (Targets)	Delivered Actions	RAG	DoT
Q1 2018/19	Building closure April 2018. Demolition work to commence.	Demolition is now underway on site.	Green	N/A
Q2 2018/19	Tenders to be submitted for new contractor by mid-August 2018.	on site from November 2018.	Green	Static
Q3 2018/19				
Q4 2018/19	Onsite work to commence Nov 2018. Expected duration 18 months.			

Commentary: Bulmershe Leisure Centre is due to open in July 2020 and will include a six-lane 25m swimming pool, teaching pool, a larger gym, four-court sports hall and studio. The building closed to the public in April 2018 and demolition has started on site. Tenders are out and due for submission mid-August 2018 for new contractor.

Key Actions: Work with towns and parishes and the SDL forums to ensure 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 required.

Continue to work with our towns and parishes to ensure that local infrastructure provision reflects our joint local priorities.

KPI SC10: Five year housing supply					RAG:	GREEN
Reporting frequency:	ANNUAL	Director:	Graham Ebers	Executive Member:	Simon Weeks, Stuart Munro	
Service:	Corporate Services	Indicator Type:	National	Benchmark:		
RAG Threshold:	Green if 6+ years deliverable supply	Amber if between 5-6 years deliverable supply		Red if less than 5 years deliverable supply.		
Period	Actual		Target		RAG	DoT
2017/18	6.68 years (at 30 Nov 2017, housing need of 894 dwellings/year)		5 years		Green	N/A
2018/19	7.84 years (at 31 March 2018, housing need of 752 dwellings/year)		6 years		Green	N/A

Commentary: Based on the government's standardised methodology for calculating Local Housing Need, the need arising from Wokingham Borough calculates as 752 additional dwellings per year from 1 April 2018. Under the standardised methodology this calculation will be revised each year.

The most recent assessment based at 31 March 2018 concluded a deliverable housing land supply of 7.84 years applying the Local Housing Need of 752 dwellings per year and the application of a 5% National Policy Planning Framework (NPPF) buffer.

APPENDIX 4: Council Plan Priority 2018/19 to tackle traffic congestion in specific areas of the borough

Key Actions: Ensure that new developments have the necessary transport infrastructure to minimise the impact on the existing transport network. We will protect the existing highway network by resisting developments that will have significantly harmful and unmitigated impact on it.

Key Actions: Ensure that new developments provide funding for strategic transport infrastructure (for example funding for distributor roads) to alleviate pressure on our roads. All opportunities to secure further funding including from Central Government, the Local Enterprise Partnership and elsewhere will be explored and exploited.

KPI T1: Arborfield Cross Relief Road

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	GREEN	
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark: N/A	
RAG Threshold:	Green if scheme is on track	Amber is some constraints causing slight slippage		Red if major constraints affecting scheme	
Period	Key Milestones (Targets)	Delivered Actions		RAG	DoT
1	Summer 2018 Data collection including archaeological and environmental studies	Detailed design complete and planning conditions discharged (subject to planning approval)		Green	N/A
2	Winter 2018/19 Detailed design and planning				
3	Winter 2018/19 Site preparation and utilities re-routing				
4	Spring 2019 Construction begins				
5	Summer 2020 Open for traffic				

KPI T2a: North Wokingham Distributor Road - Toutley Road

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	GREEN	
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark: N/A	
RAG Threshold:	Green if scheme is on track	Amber is some constraints causing slight slippage		Red if major constraints affecting scheme	
Period	Key Milestones (Targets)	Delivered Actions		RAG	DoT
1	Winter 2018/19 Data collection including archaeological and environmental studies	Detailed design complete and planning conditions discharged (subject to planning approval)		Green	N/A
2	Spring 2019 Detailed design and planning				
3	Spring 2019 Site preparation and utilities re-routing				
4	Autumn 2019 Construction begins				
5	Winter 2020/21 Open for traffic				

KPI T2b: North Wokingham Distributor Road - Ashridge Farm

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	Deferred to 2019/20 reporting
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark: N/A

KPI T2c: North Wokingham Distributor Road - West of Old Forest Road

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	TO BE REPORTED FROM Q3	
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark: N/A	
RAG Threshold:	Green if scheme is on track	Amber is some constraints causing slight slippage		Red if major constraints affecting scheme	
Period	Key Milestones (Targets)	Delivered Actions		RAG	DoT
1	Winter 2018/19 Data collection including archaeological and environmental studies				
2	Winter 2018/19 Site preparation, utilities re-routing and enabling work				
3	Summer 2019 Detailed design				
4	Winter 2019/20 Construction begins				
5	Autumn 2021 Open for traffic				

KPI T3: South Wokingham Distributor Road - Spine Road							
Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Anthony Pollock	TO BE REPORTED FROM Q3
Service:		Locality & Customer	Indicator Type:		Local, Project	Benchmark:	N/A
RAG Threshold:		Green if scheme is on track	Amber is some constraints causing slight slippage			Red if major constraints affecting scheme	
Period	Key Milestones (Targets)		Delivered Actions			RAG	DoT
1	Winter 2018/19		Submission of planning application				
2	Summer 2019		Complete detailed design (subject to planning approval)				
3	Autumn 2019		Site preparation and utilities re-routing				
4	Winter 2019/20		Construction begins				
5	Spring 2021		Open for traffic				
KPI T4: Lower Earley Way dualling							
Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Anthony Pollock	GREEN
Service:		Locality & Customer	Indicator Type:		Local, Project	Benchmark:	N/A
RAG Threshold:		Green if scheme is on track	Amber is some constraints causing slight slippage			Red if major constraints affecting scheme	
Period	Key Milestones (Targets)		Delivered Actions			RAG	DoT
1	Autumn 2018		Data collection including archaeological and environmental studies				
2	Spring 2019		Complete detailed design			Detailed design complete and planning conditions discharged	
3	Winter 2018/19		Site preparation and utilities re-routing				
4	Summer 2019		Construction begins				
5	Summer 2020		Open for traffic				
KPI T5: Winnersh Relief Road Phase 2							
Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Anthony Pollock	TO BE REPORTED FROM Q3
Service:		Locality & Customer	Indicator Type:		Local, Project	Benchmark:	N/A
RAG Threshold:		Green if scheme is on track	Amber is some constraints causing slight slippage			Red if major constraints affecting scheme	
Period	Key Milestones (Targets)		Delivered Actions			RAG	DoT
1	Early 2019		Data collection including archaeological and environmental studies				
2	Spring 2019		Complete detailed design & planning (subject to approval)				
3	Late Spring 2019		Site preparation and utilities re-routing				
4	Autumn 2019		Construction begins				
5	Autumn 2020		Open for traffic				
KPI T6: Barkham Bridge							
Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Anthony Pollock	GREEN
Service:		Locality & Customer	Indicator Type:		Local, Project	Benchmark:	N/A
RAG Threshold:		Green if scheme is on track	Amber is some constraints causing slight slippage			Red if major constraints affecting scheme	
Period	Key Milestones (Targets)		Delivered Actions			RAG	DoT
1	Autumn 2018		Data collection including archaeological and environmental studies				
2	Spring 2019		Complete detailed design				
3	Spring 2019		Site preparation and utilities re-routing				
4	Autumn 2019		Construction begins				
5	Winter 2020/21		Open for traffic				

Key Actions: Deliver new and improved park and ride sites at Thames Valley Park/ Winnersh Parkway
KPI T7: Thames Valley Park & Ride

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	RAG:	GREEN
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark:	N/A
RAG Threshold:	Green if milestones achieved		Amber if one milestone is not achieved	Red if many milestones not achieved	
Period	Key Milestones (Targets)		Delivered Actions	RAG	DoT
Q1 2018/19	Access to Thames Valley Park Site expected Feb 2018. Grounds management works to commence. Topographical survey to be completed Mar-Apr 18. Ecological works to commence Mar 18.		Access to the site was granted in February 2018, as scheduled, the ground management works are complete as is the topographical survey. Ecological work has commenced and is ongoing.	Green	N/A
Q2 2018/19	Detailed re-design work ongoing and relevant documentation to be compiled for committee review; through Section 73 process (where an application can be made to vary or remove conditions associated with a planning permission or to seek a minor material amendment.)		This work has commenced and is currently ongoing. Section 73 works are ongoing.	Green	Static
Q3 2018/19	Revised design to go through Section 73 process & to be considered at committee on 10th October 2018.				
Q4 2018/19	Planned implementation - January 2019				

KPI T8: Winnersh Triangle Parkway

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	TO BE REPORTED FROM Q3
Service:	Locality & Customer	Indicator Type:	Local, Project	Benchmark: N/A
RAG Threshold:	To be defined from Quarter 3.			
Period	Key Milestones (Targets)		Delivered Actions	RAG
Q1 2018/19				
Q2 2018/19				
Q3 2018/19	Project commences. Business Case to secure Local Enterprise Partnership funds for the project, to be commissioned during October 2018.			
Q4 2018/19	Business Case to be completed by March 2019.			

Key Actions: Continue to exercise our Civil Parking Enforcement powers to improve the safety of our roads, ensure that parking is fair and reduce anti-social parking
KPI T9: Civil Parking Enforcement under the Traffic Management Act - Number of Penalty Charge Notices (PCNS) issued in Wokingham Borough

Reporting frequency:	MONTHLY	Director: Sarah Hollamby	Executive Member: Anthony Pollock	INFORMATION ONLY
Service:	Locality & Customer	Indicator Type:	Local	Benchmark: N/A
RAG Threshold:	Not applicable - no targets are assigned to this measure.			
Period	Actual	Target	RAG	Direction of Travel (Trend)
Mar-18	1138	No target or RAG rating assigned to this measure		Increased
Apr-18	1189			Increased
May-18	1238			Increased
Jun-18	975			Decreased
Jul-18	1019			Increased
Aug-18	1156			Increased
Sep-18	957			Decreased

Number of PCNs issued per month

Month	PCNs Issued
Oct-17	1250
Nov-17	750
Dec-17	1050
Jan-18	1150
Feb-18	1050
Mar-18	1150
Apr-18	1150
May-18	1200
Jun-18	950
Jul-18	1050
Aug-18	1150
Sep-18	950

KPI T10: Number of people killed or seriously injured from road traffic collisions in Wokingham borough												
Reporting frequency:		ANNUAL		Director: Sarah Hollamby	Executive Member: Anthony Pollock		INFORMATION ONLY					
Service:		Locality & Customer		Indicator Type: National		Benchmark: N/A						
RAG Threshold:		No target or RAG rating assigned to this measure										
Period	Actual	Target	RAG	Direction of Travel (Trend)		Number people Killed or Seriously Injured (KSI)	Wokingham	Bracknell	Reading			
2013	50	No target or RAG rating assigned to this measure										
2014	47	Increased				- - -					
2015	48	Increased				- - -					
2016	42	Decreased				- - -					
2017	43	Increased				- - -					
2018						- - -					
KPI T11: Average minimum travel time to reach the nearest key services by car												
Reporting frequency:		ANNUAL		Director: Sarah Hollamby	Executive Member: Anthony Pollock		INFORMATION ONLY					
Service:		Locality & Customer		Indicator Type: National		Benchmark: N/A						
RAG Threshold:		No target or RAG rating assigned to this measure										
Period	Public Transport/ Walking	Cycle		Car		20	Wokingham	Bracknell	Reading			
2014	18.0			14.4								
2015	18.1	Deteriorated	14.7	Deteriorated	10.2	Improved						
2016	18.6	Deteriorated	14.9	Deteriorated	11.0	Deteriorated						
2017												
2018												
Commentary: This measure is reported annually by Department for Transport and records the average minimum journey times to medium sized centres of employment (500-5000 jobs), primary schools, secondary schools, further education, GPs, hospitals, food stores and town centres. 2017 statistics are expected to be published in April 2019.												
KPI T12 To update on delivered objectives for 2018/19 for the Local Transport Plan												
Reporting frequency:		ANNUAL		Director: Sarah Hollamby	Executive Member: Anthony Pollock		RAG: GREEN					
Service:		Locality & Customer		Indicator Type: Local, Project		Benchmark: N/A						
RAG Threshold:		Green if milestones are achieved			Amber if one milestone not achieved		Red if more than one milestone not achieved					
Period	Key Milestones (Targets)				Delivered Actions			RAG	DoT			
Q1 2018/19	Produce Local Transport Vision to set out the main vision and objectives for local transport across Wokingham Borough.				Initial work underway to develop Local Transport Vision and Objectives.			Green	N/A			
Q2 2018/19												
Q3 2018/19												
Q4 2018/19	Planned public consultation on Local Transport Vision expected to commence early 2019, alongside first consultation for Local Plan. Following completion of public consultation, work to commence on full Local Transport Plan.											

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APPENDIX 5: COUNCIL PLAN PRIORITIES 2018/19 - LOOK AFTER VULNERABLE PEOPLE

Key Actions: Work to ensure maximum independence through timely assessments in response to local needs.

Continue to use the Better Care Fund to improve outcomes and reduce hospital stays for vulnerable people by integrating health and social care services

Work with our health care partners to improve services by continuing to develop integrated health and social care services

Increase the number of people that are helped to remain living at home after a period of reablement

Continue to provide responsive services to support patient discharge from acute care settings once they are fit for discharge.

Implement new ways of working to develop the local community and voluntary sector to improve people's health and wellbeing

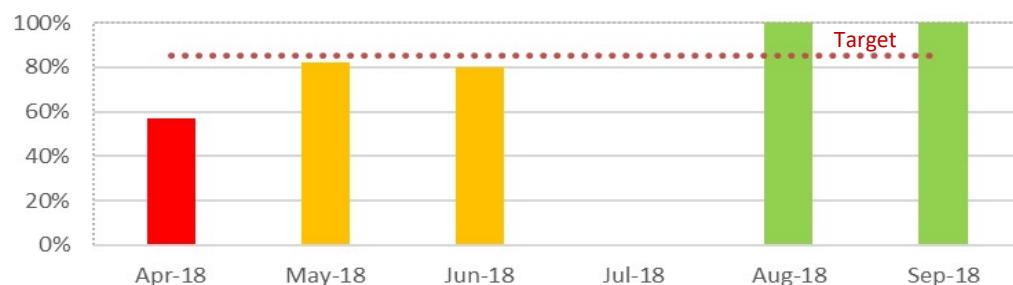
KPI VP1: Update on progress with achieving 2018/19 objectives for Integration with Health (Better Care Fund)

Reporting frequency:	QUARTERLY	Director:	Martin Sloan	Executive Member:	Richard Dolinski	RAG:	GREEN
Service:	Peoples Services	Indicator Type:		Local, Project	Benchmark: N/A		

Commentary: This measure gives an overview of the Better Care Fund, as reported to NHS England on a quarterly basis. For the four national metrics measured as part of the Better Care Fund, Wokingham Borough has sustained or improved performance in three out of the four; Delayed Transfers of Care, people remaining at home 91 days after reablement and permanent admissions to care homes; which is evidenced in the subsidiary measures below. Whilst overall non-elective admissions performance is not on track in terms of local versus national position, the four Berkshire West CCGs are in the top 10 out of 211 CCGs for lowest numbers of non-elective admissions and Wokingham ranks 1st in England for lowest numbers. Trend analysis over the last two years has shown that continued focus is to be on the over 70s as this population have the biggest number of non-elective admissions.

KPI VP1i: Percentage of people remaining at home 91 days after reablement

Reporting frequency:	QUARTERLY	Director:	Martin Sloan	Executive Member:	Richard Dolinski	RAG:	GREEN
Service:	People's Services	Indicator Type:	National	Benchmark:	National - 82.5%, South East - 83.7% (2016/17)		
RAG Threshold:	Green if 85% or more		Amber if between 72% and 84%			Red if less than 72%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
2016/17 Full Year	73%						
2017/18 Full Year	71%			Deteriorated			
Q1 2018/19	74%	85%	Amber		Improved		
Q2 2018/19	100%	85%	Green		Improved		
Q3 2018/19		85%					
Q4 2018/19		85%					
2018/19 Year End		85%					

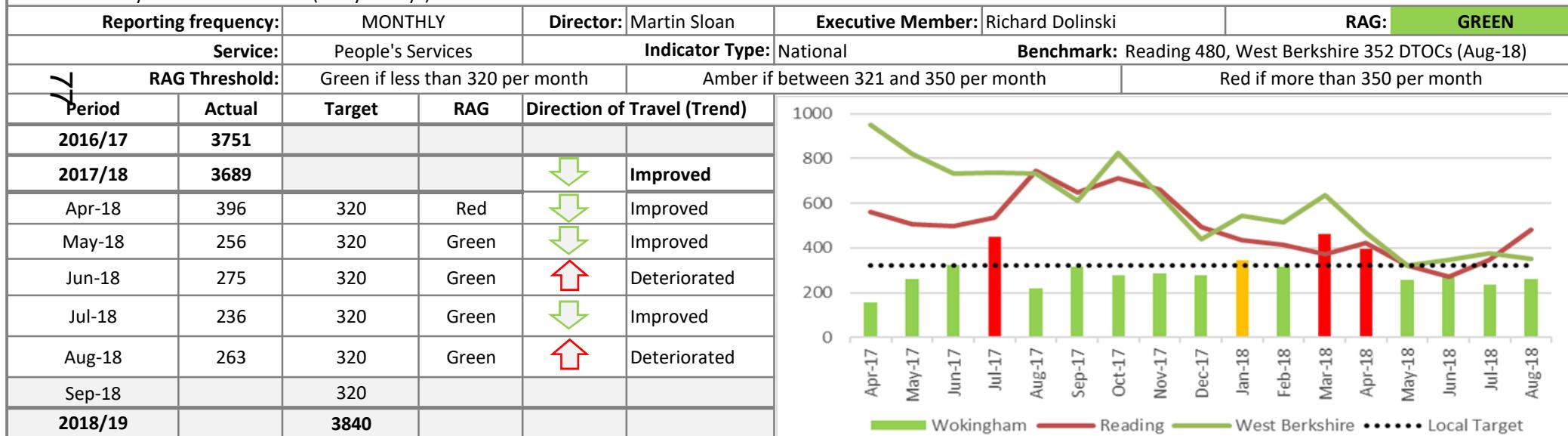


Commentary: For the 2018/19 year to date 87% of patients have remained at home 91 days after reablement; which is slightly above the assigned target of 85%. In Quarter 2 2018/19, 100% of patients remained at home (12 patients).

KPI VP1ii: Permanent admissions to residential or nursing care homes (65+ population)

Reporting frequency:		ANNUAL		Director:	Martin Sloan	Executive Member:	Richard Dolinski	RAG:	GREEN		
Service:		People's Services		Indicator Type:	National, Cumulative	Benchmark:	N/A				
RAG Threshold:		Green if 33 or less per quarter		Amber if between 33 and 40 per quarter			Red if more than 40 admissions per quarter				
Period	Actual	Target	RAG	Direction of Travel (Trend)							
2016/17	122										
2017/18	126										
Q1 2018/19	28	33	Green			Deteriorated					
Q2 2018/19	50	66	Green			Improved					
Q3 2018/19		99									
Q4 2018/19		132									

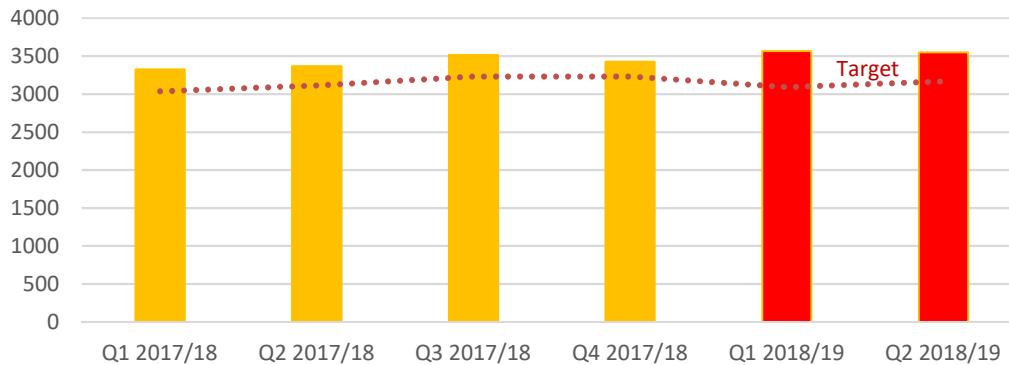
Commentary: There have been 50 permanent admissions to care homes during the first six months of 2018/19; which is below target and slightly better than the same period in the previous year; when there were 57 admissions.

KPI VP1iii: Delayed Transfers of Care (delayed days)


Commentary & Target Setting: The latest publication, by NHS Digital, is for August 2018 and was published on 11th September 2018. The next publication for September 2018 will be 8th November 2018. In 2017/18 Wokingham borough had the lowest delayed transfers of care for the three Berkshire West Local Authorities. Performance for this year to date remains on target.

KPI VP1iv: Non-elective admissions

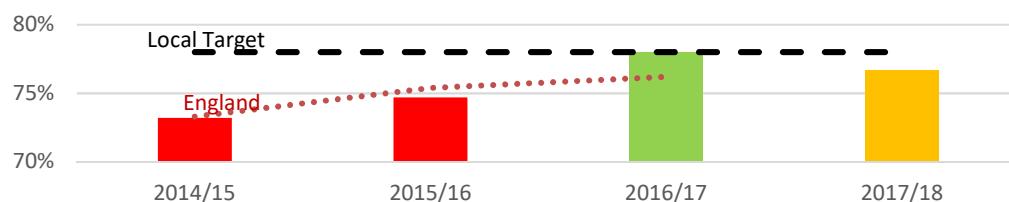
Reporting frequency:	QUARTERLY		Director: Martin Sloan	Executive Member: Richard Dolinski	RAG:	RED
Service:	People's Services		Indicator Type: National	Benchmark: N/A		
RAG Threshold:	Green if within 5% variance of target			Amber if between 6% -10% variance from target	Red if more than 10% variance from target	
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2017/18	3324	3036	Amber		Deteriorated	
Q2 2017/18	3367	3113	Amber		Deteriorated	
Q3 2017/18	3512	3231	Amber		Deteriorated	
Q4 2017/18	3427	3232	Amber		Improved	
Q1 2018/19	3567	3093	Red		Deteriorated	
Q2 2018/19	3550	3170	Red		Improved	
Q3 2018/19		3291				
Q4 2018/19		3294				
2018/19 Year End						



Commentary: *Quarter 2 2018/19 figures are projections and subject to change. Currently for quarter 2 non-elective admissions are estimated to be 12% higher than planned. Some targeted work is being scheduled to focus on improving this and actions are being agreed currently.

KPI VP2: Proportion of adults with a learning disability who live in their own home or with their family (ASCOF measure 1G)

Reporting frequency:	ANNUAL		Director: Martin Sloan	Executive Member: Richard Dolinski	RAG:	AMBER
Service:	People's Services		Indicator Type: National	Benchmark: Better than England (76.2%, 2016/17)		
RAG Threshold:	Green if 78% or more			Amber if between 75% and 77%	Red if less than 75%	
Period	Actual	Target	RAG	Direction of Travel (Trend)		
2014/15	73.2%	78%	Red			
2015/16	74.7%	78%	Red		Improved	
2016/17	78.0%	78%	Green		Improved	
2017/18	76.7%	78%	Amber		Deteriorated	
2018/19	78%					



Commentary & Target Setting: This annual measure forms part of the Adult Social Care Outcomes Framework (ASCOF); which measures how well care and support services achieve the outcomes that matter most to people. The local target assigned for 2018/19 aims to maintain performance and remain above South East and National scores.

Key Actions: Ensure high quality services and provision to support the needs of people with dementia, in response to local needs

KPI VP3: Dementia - recorded prevalence (aged 65+) in Wokingham borough

Reporting frequency:	BIANNUAL	Director:	Graham Ebers	Executive Member:	Richard Dolinski
Service:	Corporate Services - Public Health	Indicator Type:	Local	Benchmark:	Better than England (4.33, Sep-17)
RAG Threshold:	No target or RAG rating assigned to this measure.				
Period	Actual	Target	RAG	Direction of Travel (Trend)	
Sep-15	4.13	No target or RAG rating assigned to this measure - for information only		Deteriorated	England
Mar-16	4.16				
Sep-16	4.22				
Apr-17	4.09				
Sep-17	4.18			↑ Deteriorated	Wokingham
Apr-18	Not yet published				

Commentary: Recorded dementia prevalence is the number of people with dementia recorded on their practice register, as a proportion of people (aged 65+) registered at each GP practice. April 2018 data is not yet published by Public Health England.

Key Actions: Continue to improve and deliver early help services and statutory services to children and families, to ensure children are kept safe and their welfare is promoted.

KPI VP4: Percentage of referrals in 2018/19 which are repeat referrals within 12 months of the previous referral to Children's Social Care

70	Reporting frequency:	QUARTERLY	Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	RED
	Service:	Children's Services	Indicator Type:	National	Benchmark:	Statistical neighbours 22.6% (2016/17)		
	RAG Threshold:	Green if 20% or less		Amber if between 21% and 22%			Red if more than 22%	
	Period	Actual	Target	RAG	Direction of Travel (Trend)			
	Q1 2017/18	16.5%	20%	Green				
	Q2 2017/18	19.0%	20%	Green	Deteriorated			
	Q3 2017/18	20.0%	20%	Green	Deteriorated			
	Q4 2017/18	16.6%	20%	Green	Improved			
	2017/18 Year End	17.9%	20%	Green	Improved			
	Q1 2018/19	19.5%	20%	Green	↑ Deteriorated			
	Q2 2018/19	23.6%	20%	Red	↑ Deteriorated			
	Q3 2018/19		20%					
	Q4 2018/19		20%					
	2018/19 Year End	20%						

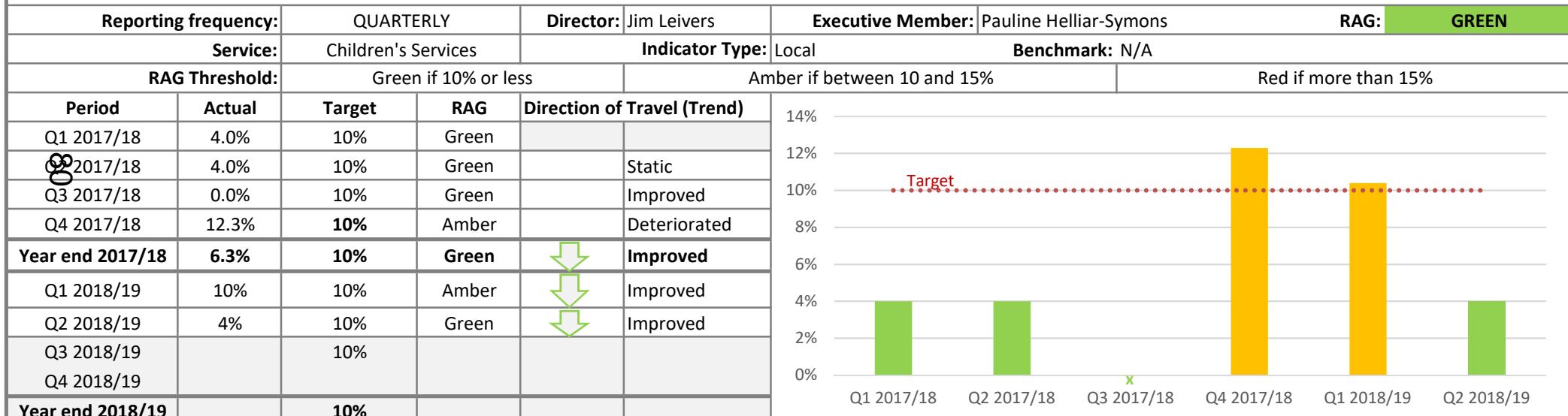
Commentary & Target Setting: The target set for 2018/19 remains the same as the previous year. The aim is to maintain performance this year and to perform better than statistical neighbouring authorities. The proportion of repeat referrals increased in July 18. It is not unusual for referrals, and repeat referrals, to increase at this time of year, before schools are closed for the summer holidays. The target was met for the other two months in the quarter, August and September.

KPI VP5: Proportion of people who use services who feel safe (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 4A)											
Reporting frequency:		ANNUAL		Director:	Martin Sloan	Executive Member:	Richard Dolinski	RAG:	AMBER		
Service:		People's Services		Indicator Type:	National	Benchmark:		Below England average - 70.1% (2016/17)			
RAG Threshold:		Green if 70% or more			Amber if between 66% and 69%			Red if less than 66%			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
2014/15	72.4%	70%									
2015/16	67.3%	70%	Amber			Deteriorated					
2016/17	69.4%	70%	Amber		Improved						
2017/18	68.4%	70%	Amber		Deteriorated						
2018/19											

Commentary & Target Setting: The target for 2018/19 aims to improve local performance and be more in-line with other areas. Since this measure is based on a sample of service users' views, it is challenging to take action that directly impacts on the level of performance.

Key Actions: Through our Placements Strategy continue to ensure sufficient places are commissioned to ensure that children in care receive the highest quality care and support

KPI VP6i: Percentage of children who become subject to a Child Protection Plan for a second or subsequent time **within 24 months**



Commentary & Target Setting: The target assigned for 2018/19 remains at the level set last year with active work with the chairs of conference and operational teams on cases to continue. During Quarter 2 18/19, 2 of 49 children became subject of a Child Protection Plan for a second or subsequent time within the last two years.

KPI VP6ii: Percentage of children who become subject to a Child Protection Plan for a second or subsequent time ever									
Reporting frequency:		QUARTERLY		Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	GREEN
Service:		Children's Services		Indicator Type:		National	Benchmark:		Statistical neighbours 22.96% (2016/17)
RAG Threshold:		Green if 20% or less			Amber if between 21% and 30%			Red if more than 30%	
Period	Actual	Target	RAG	Direction of Travel (Trend)					
Q1 2017/18	20.0%	20%	Green						
Q2 2017/18	12.0%	20%	Green						
Q3 2017/18	18.2%	20%	Green						
Q4 2017/18	33.3%	20%	Red						
2017/18 Year End	23.1%	20%	Amber		Improved				
Q1 2018/19	12.5%	20%	Green			Improved			
Q2 2018/19	6.1%	20%	Green		Improved				
Q3 2018/19		20%							
Q4 2018/19		20%							
2018/19 Year End		20%							

The chart displays the percentage of children becoming subject to a Child Protection Plan for a second or subsequent time ever. The Y-axis represents the percentage from 0% to 35%. The X-axis shows the quarters from Q1 2017/18 to Q2 2018/19. A red dotted line at 20% indicates the target. Most bars are green, indicating performance is within the acceptable range. However, Q4 2017/18 is red, indicating it exceeded the threshold.

Commentary & Target setting: The 2018/19 target remains the same as the previous year and if the target is achieved, performance will be in line or better than statistical neighbouring authorities. For quarter 2 18/19, 3 out of 49 children became subject to a Child Protection Plan for a second or subsequent time ever.

KPI VP7: Percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted)									
Reporting frequency:		QUARTERLY		Director:	Jim Leivers	Executive Member:	Pauline Helliar-Symons	RAG:	RED
Service:		Children's Services		Indicator Type:		National	Benchmark:		Statistical neighbours 70.8% (2015/16)
RAG Threshold:		Green if 65% or more			Amber if between 60% and 64%			Red if less than 60%	
Period	Actual	Target	RAG	Direction of Travel (Trend)					
Q1 2017/18	10%	65%	Red						
Q2 2017/18	100%	65%	Green						
Q3 2017/18	80%	65%	Green						
Q4 2017/18	43%	65%	Red						
2017/18 Year End	46%	65%	Red		Deteriorated				
Q1 2018/19	77%	65%	Green			Improved			
Q2 2018/19	40%	65%	Red		Deteriorated				
Q3 2018/19		65%							
Q4 2018/19		65%							
2018/19 Year End		65%							

The chart displays the percentage of children leaving care who achieved permanence (adopted, returned home or special guardianship order is granted). The Y-axis represents the percentage from 0% to 120%. The X-axis shows the quarters from Q1 2017/18 to Q2 2018/19. A red dotted line at 65% indicates the target. Most bars are green, indicating performance is within the acceptable range. However, Q1 2017/18 is red, indicating it did not meet the threshold.

Commentary & Target Setting: The 2018/19 target remains the same as the previous year. Further details for this indicator are provided in the covering report.

KPI VP8: Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit)							
Reporting frequency:		QUARTERLY		Director:	Executive Member:		RAG:
Service:		Children's Services		Indicator Type:	Local	Benchmark:	N/A
RAG Threshold:		Green if 82% or more		Amber if between 78% and 81%			Red if less than 78%
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2017/18	76.4%	82%	Red				
Q2 2017/18	72.1%	82%	Red				
Q3 2017/18	76.4%	82%	Red				
Q4 2017/18	78.0%	82%	Red				
2017/18 Year End	75.8%	82%	Red		Deteriorated		
Q1 2018/19	65.4%	82%	Red		Deteriorated		
Q2 2018/19	58.0%	82%	Red		Deteriorated		
Q3 2018/19		82%					
Q4 2018/19		82%					
2018/19 Year End	82%						

Commentary & Target Setting: 2018/19 target remains the same as the previous year. Further details for this indicator are provided in the covering report.

Key Actions: Continue to improve support and opportunities for carers in our community including mental health support to carers

KPI VP9: Number of initial carers assessments completed								
Reporting frequency:	QUARTERLY		Director:	Martin Sloan	Executive Member:	Richard Dolinski	RAG:	AMBER
	Service:	People's Services						
RAG Threshold:		Green if 53 or more per quarter		Amber if between 42 and 52 per quarter			Red if less than 42 per quarter	
2016/17 Year End	213	212	Green					
Q1 2017/18	43	53	Amber					
Q2 2017/18	48	53	Amber		Improved			
Q3 2017/18	52	53	Amber		Improved			
Q4 2017/18	74	53	Green		Improved			
2017/18 Year End	217	212	Green	↑	Improved			
Q1 2018/19	42	53	Amber	↓	Deteriorated			
Q2 2018/19	50	53	Amber	↑	Improved			
Q3 2018/19		53						
Q4 2018/19		53						
2018/19 Year End		212						

The chart displays the quarterly performance against the target of 53 assessments. The data shows a significant increase in Q4 2017/18, followed by fluctuations in 2018/19.

Quarter	Actual Value	Status
Q1 2017/18	43	Amber
Q2 2017/18	48	Amber
Q3 2017/18	52	Amber
Q4 2017/18	74	Green
Q1 2018/19	42	Amber
Q2 2018/19	50	Amber
Q3 2018/19	53	Green
Q4 2018/19	53	Green

Commentary & Target Setting: Target remains the same with the aim to increase initial assessments carried out. Measure includes joint and separate carers' assessment. This remains a focus for the service. Performance has improved in Q2, but the target is not yet being met. Once a carer is identified, an assessment will be offered but the barrier to increasing the number of assessments is when carers decline the offer. This is being monitored with the aim of increasing take up.

Key Actions: Work with our housing companies and housing association partners to deliver a mix of affordable housing to meet the needs of the local community, including specialist housing for vulnerable people

KPI VP10: Percentage of housing stock which meets the Decent Homes Standard

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Richard Dolinski	RAG:	GREEN		
Service:		Corporate Services		Indicator Type:	Local, cumulative	Benchmark:	N/A				
RAG Threshold:		Green if 90% or more		Amber if between 70% and 80%			Red if less than 70%				
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	99.2%	100%	Green		Improved						
Q2 2017/18	99.6%	100%	Green		Improved						
Q3 2017/18	99.9%	100%	Green		Improved						
Q4 2017/18	99.9%	100%	Green	➡	Static						
Q1 2018/19	99.4%	100%	Green	⬇	Deteriorated						
Q2 2018/19	99.3%	100%	Green	⬇	Deteriorated						
Q3 2018/19		100%									
Q4 2018/19		100%									



Commentary: There has been a slight change in the Decent Home numbers, with three further properties falling out of decency in Q2, which equates to 99.3% decency level. There has not been a decrease because our contractors have been unable to get in to the final rump of this year's electrical tests. These may eventually be listed as refusals once we have exhausted all options to gain access. The target of 100% for decency remains and is agreed in conjunction with Housing Services Involved Tenant groups.

KPI VP11: Percentage of formal homelessness decisions that are made within 45 working days

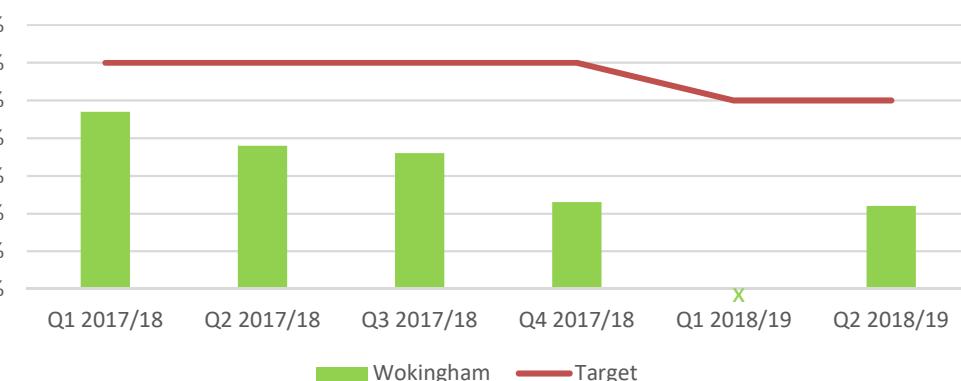
Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Richard Dolinski	RAG:	AMBER		
Service:		Corporate Services		Indicator Type:	Local	Benchmark:	N/A				
RAG Threshold:		Green if 70% or more		Amber if between 50% and 69%			Red if less than 50%				
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	93%	70%	Green		Improved						
Q2 2017/18	95%	70%	Green		Improved						
Q3 2017/18	68%	70%	Amber		Deteriorated						
Q4 2017/18	73%	70%	Green	⬆	Improved						
Q1 2018/19	88%	70%	Green	⬆	Improved						
Q2 2018/19	50%	70%	Amber	⬇	Deteriorated						
Q3 2018/19		70%									
Q4 2018/19		70%									
2018/19 Year End		70%									



Commentary: The measure is reported one quarter in arrears. Decisions within the reported quarter were affected by the start of new legislation and a new way of responding to potential homelessness. Fewer decisions on statutory cases were made in the quarter due to the huge increase in workload brought about by the demands of new legislation. Decisions have taken longer due to the impact of the Homelessness Reduction Act, however, many more people in housing need have a Personal Housing Plan and have been offered ways to prevent homelessness. Due to the impact of the new legislation and the new duties, measures for 2019/20 are being considered to provide a more 360 degree consideration of activity. Target remains at 70% however is subject to review following new Homelessness Reduction Act 2017.

KPI VP12: Percentage of initial emergency temporary accommodation placements made out of borough

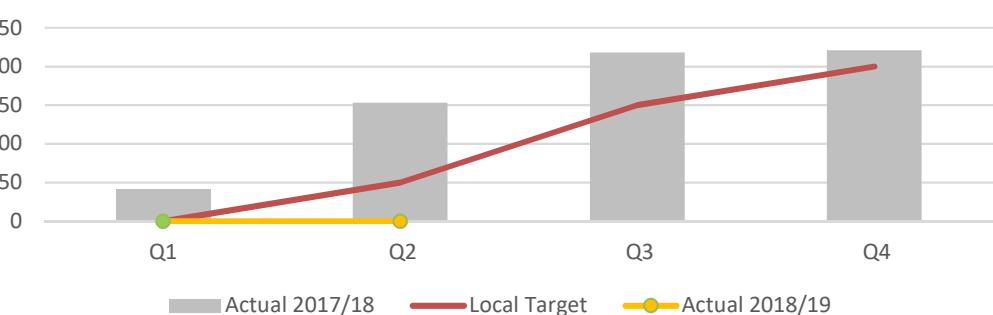
Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Richard Dolinski	RAG:	GREEN		
Service:		Corporate Services		Indicator Type:	Local	Benchmark:		N/A			
RAG Threshold:		Green if 50% or less			Amber if between 51% and 65%			Red if 66% or more			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	47%	60%	Green		Improved						
Q2 2017/18	38%	60%	Green		Improved						
Q3 2017/18	36%	60%	Green		Improved						
Q4 2017/18	23%	60%	Green		Improved						
Q1 2018/19	0%	50%	Green		Improved						
Q2 2018/19	22%	50%	Green		Deteriorated						
Q3 2018/19		50%									
Q4 2018/19		50%									
2018/19 Year End		50%									



Commentary & Target Setting: The measure is reported one quarter in arrears. Target reduced to 50% due to increase temporary accommodation in borough. The data is based on a snapshot at the end of each quarter. The figure of 0% for Q1 is unusual so although the figure of 22% for Q2 seems like an increase in out of borough accommodation, it actually is an expected position and one that is very positive. It is anticipated that Q3 will be higher due to increased demand but is expected to remain green.

KPI VP13: Number of affordable dwellings permitted (including where an offsite contribution received)

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Pauline Jorgensen, Simon Weeks	RAG:	AMBER		
Service:		Corporate Services		Indicator Type:	Local, Cumulative	Benchmark:		N/A			
RAG Threshold:		Green if 200 permissions or more			Amber if between 180 - 199 permissions			Red if less than 180 permissions			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	41	50	Amber								
Q2 2017/18	153	100	Green		Improved						
Q3 2017/18	218	150	Green		Improved						
Q4 2017/18	221	200	Green		Improved						
Q1 2018/19	0	0	Green		Deteriorated						
Q2 2018/19	0	50	Amber		Static						
Q3 2018/19		150									
Q4 2018/19		200									

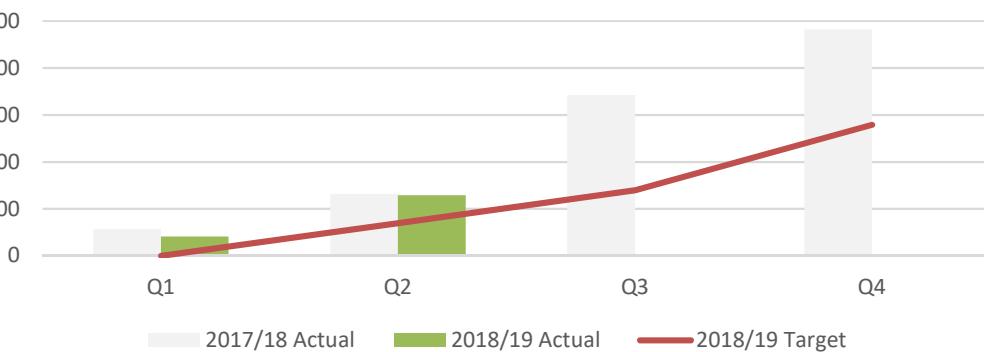


Commentary: This measure is dependent on applications coming forward from developers and does fluctuate over the year. Applications for residential development above 5 dwellings or larger than 0.16ha net will generate affordable housing (subject to viability). Whilst this indicator is monitored on a quarterly basis, it is of most use to consider it annually, due to fluctuations that occur each quarter. Quarterly targets are assigned as estimates only.

Target Setting: The annual target for 2018/19 has been assigned based on previous performance information. The quarterly targets assigned are estimates only

KPI VP14: Number of affordable dwellings completed

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN					
Service:		Corporate Services		Indicator Type:	Local, Cumulative	Benchmark:	N/A							
RAG Threshold:		Green if 260 completions or more		Amber if between 201 - 259 completions			Red if below 200 completions							
Period	Actual	Target	RAG	Direction of Travel (Trend)										
Q1 2017/18	57	93	Amber											
Q2 2017/18	132	186	Amber			Improved								
Q3 2017/18	342	279	Green			Improved								
Q4 2017/18	482	372	Green		Improved									
Q1 2018/19	41	0	Green		Deteriorated									
Q2 2018/19	129	70	Green		Deteriorated									
Q3 2018/19		140												
Q4 2018/19		279												



Commentary: Anticipated completion figures are based on the most up to date information from Registered Providers, who are informed by developers. Whilst we closely monitor this data and meet regularly with Registered providers to discuss development programmes, slippage can occur. Much of the anticipated development this year is due to complete in quarters 3 and 4 with sites such as Shinfield West, Kentwood Farm (phase 2) and Keep Hatch Beech having large projected completions. For this cumulative measure, direction of travel compares the current year ~~to~~ update performance with the same period in the previous year. For example, Q2 reflects performance as at Apr - Sep 2018 and the direction of travel compares this period with Apr - Sep 2017 ~~to~~ show the change. Whilst we are slightly down on the number of completions compared to the previous year, the current development programme shows we are on track to achieve the assigned target.

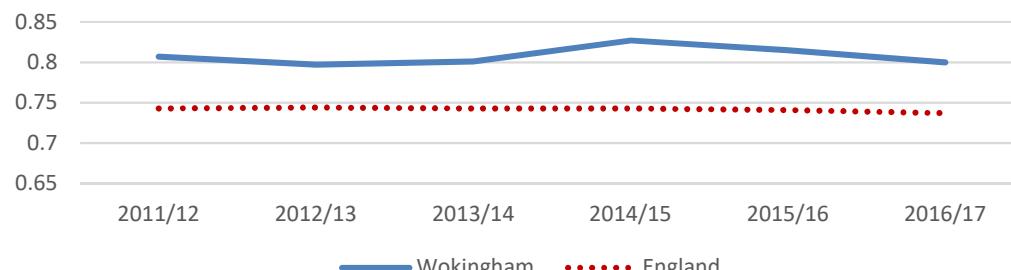
Target Setting: The 2018/19 target is based on the anticipated development programme and performance over the previous few years.

Key Actions: Ensure closer integration of adult mental health services in Wokingham borough

INFORMATION ONLY MEASURES

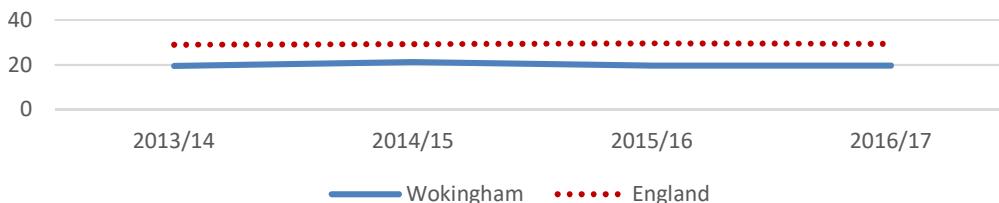
KPI VP15: Health-related quality of life for people with long-term conditions

Reporting frequency:		ANNUAL		Director:	Graham Ebers	Executive Member:	Richard Dolinski				
Service:	Corporate Services - Public Health			Indicator Type:	National	Benchmark:	Better than England (0.737) 2016/17				
RAG Threshold:		No target or RAG rating assigned to this measure									
Period	Actual	Target	RAG	Direction of Travel (Trend)							
2011/12	0.807	No target or RAG rating assigned to this measure - for information only									
2012/13	0.797					Deteriorated					
2013/14	0.801					Improved					
2014/15	0.827					Improved					
2015/16	0.815					Deteriorated					
2016/17	0.800					Deteriorated					
2017/18	Not yet published - pending										



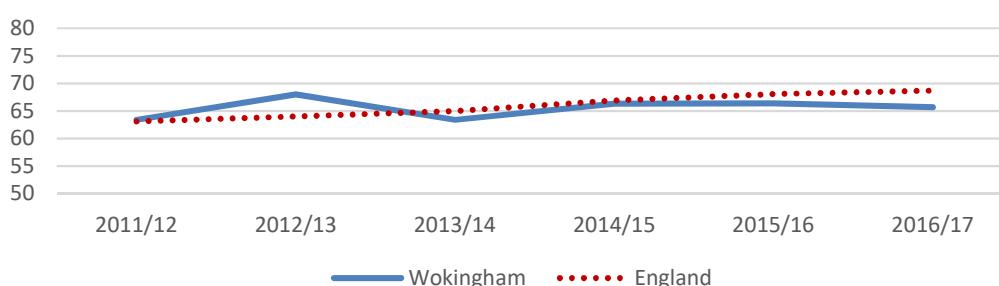
Commentary: This measure forms part of the NHS Outcomes Framework and shows the standardised average health status score for individuals aged 18 and over who identify themselves as having a long-term condition. 2017/18 performance information is expected to be published shortly but is not yet available.

KPI VP16i: Gap in employment rate between those with a long-term health condition and the overall employment rate						
Reporting frequency: ANNUAL		Director: Graham Ebers	Executive Member: Richard Dolinski			
Service:	Corporate Services - Public Health		Indicator Type: National	Benchmark: Better than England (29.4) 2016/17		
RAG Threshold: No target or RAG rating assigned to this measure						INFORMATION ONLY
Period	Actual	Target	RAG	Direction of Travel (Trend)		
2013/14	19.5	No target or RAG rating assigned to this measure - for information only				
2014/15	21.3				Deteriorated	
2015/16	19.7				Improved	
2016/17	19.7				Static	
2017/18	Not yet published - pending					



Commentary: This measure shows the percentage point gap between the employment rate for those with a long-term condition (aged between 16-64) and the 16-64 population.

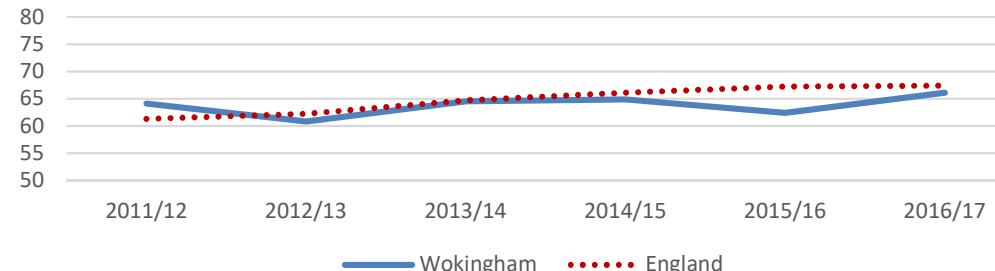
KPI VP16ii: Gap in employment rate between those with a learning disability and the overall employment rate						
Reporting frequency: ANNUAL		Director: Graham Ebers	Executive Member: Richard Dolinski			
Service:	Corporate Services - Public Health		Indicator Type: National	Benchmark: Better than England (68.7) 2016/17		
RAG Threshold: No target or RAG rating assigned to this measure						INFORMATION ONLY
Period	Actual	Target	RAG	Direction of Travel (Trend)		
2011/12	63.4	No target or RAG rating assigned to this measure - for information only				
2012/13	68.0				Deteriorated	
2013/14	63.4				Improved	
2014/15	66.3				Deteriorated	
2015/16	66.4				Deteriorated	
2016/17	65.7				Improved	
2017/18	Not yet published - pending					



Commentary: This measure shows the percentage point gap between the yearly employment rate for adults with learning disabilities and the population as a whole.

KPI VP16iii: Gap in employment rate for those in contact with secondary mental health services and the overall employment rate

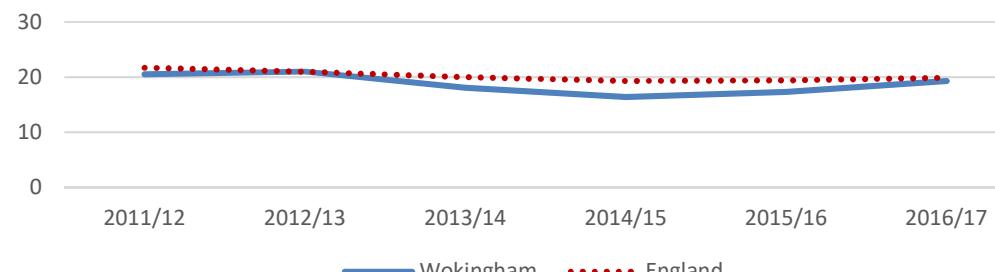
Reporting frequency:		ANNUAL		Director: Graham Ebers	Executive Member: Richard Dolinski
Service:	Corporate Services - Public Health		Indicator Type:	National	Benchmark: Better than England (67.4) 2016/17
RAG Threshold: No target or RAG rating assigned to this measure			INFORMATION ONLY		
Period	Actual	Target	RAG	Direction of Travel (Trend)	
2011/12	64.1	No target or RAG rating assigned to this measure - for information only			
2012/13	60.8			Improved	
2013/14	64.5			Deteriorated	
2014/15	64.9			Deteriorated	
2015/16	62.4			Improved	
2016/17	66.1			↑ Deteriorated	
2017/18	Not yet published - pending				



Commentary: This measure is constructed by calculating the percentage points gap between the percentage of working age adults who are receiving secondary mental health services and who are on the Care Programme Approach recorded as employed and the percentage of all respondents in the Labour Force Survey who are employed (aged 16-64).

KPI VP17: Self-reported wellbeing - people with a high anxiety score

Reporting frequency:		ANNUAL		Director: Graham Ebers	Executive Member: Richard Dolinski
Service:	Corporate Services - Public Health		Indicator Type:	National	Benchmark: Slightly better than England (19.9) 2016/17
RAG Threshold: No target or RAG rating assigned to this measure			INFORMATION ONLY		
Period	Actual	Target	RAG	Direction of Travel (Trend)	
2011/12	20.5	No target or RAG rating assigned to this measure - for information only			
2012/13	21.0			Deteriorated	
2013/14	18.1			Improved	
2014/15	16.4			Improved	
2015/16	17.3			Deteriorated	
2016/17	19.3			↑ Deteriorated	
2017/18	Not yet published - pending				



Commentary: This measure is calculated by dividing the number of respondents who felt anxious by the total respondents answering "How anxious did you feel yesterday?".

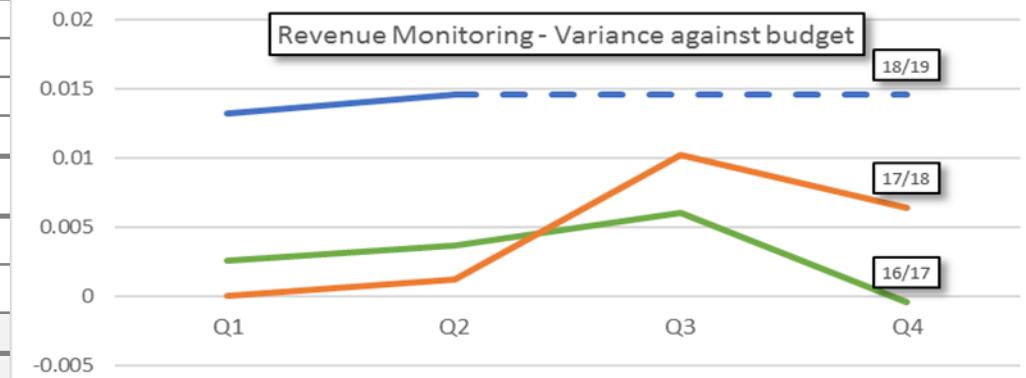
APPENDIX 6: COUNCIL PLAN PRIORITIES 2018/19 - IMPROVE THE CUSTOMER EXPERIENCE WHEN ACCESSING COUNCIL SERVICES

Key Actions: Become closer to becoming a self-sufficient Council funded from Council Tax, Business rates and other income sources without any general financial support from the government in the form of the revenue support grant

Key Actions: We will lobby local government on fairer funding to keep local taxes local to meet our needs

KPI CE1: Revenue budget monitoring forecast position

Reporting frequency:		QUARTERLY	Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	AMBER			
Service:		Corporate Services	Indicator Type:		Local, cumulative	Benchmark:	N/A				
RAG Threshold:		Green if +/-1%		Amber if +/-1.01% to 1.99%			Red if +/- 2% or more				
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	Nil	+/-1%	Green								
Q2 2017/18	0.12% overspend	+/-1%	Green								
Q3 2017/18	1.02% overspend	+/-1%	Amber								
Q4 2017/18	0.64% overspend	+/-1%	Green		Improved						
Q1 2018/19	1.33% overspend	+/-1%	Amber		Deteriorated						
Q2 2018/19	1.46% overspend	+/-1%	Amber		Deteriorated						
Q3 2018/19		+/-1%									
Q4 2018/19		+/-1%									



Commentary: Q2 18/19 is currently reporting an overspend of 1.46% (equivalent to £1.871m). Management action is underway to address the financial pressure. A number of improvement boards have been established which have identified immediate actions and savings project with the aim to reduce the overspend position.

Target Setting: The target is as per previous year. Due to the financial pressures facing the Council, it is important that the council has good financial governance with budgets monitored accurately and reliable forecasts provided. Setting a challenging target of 1% helps ensure we are working towards strong financial controls.

KPI CE2: Capital budget monitoring forecast position

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN
Service:		Corporate Services		Indicator Type:		Local	Benchmark:	N/A	
RAG Threshold:		Green if +/-1%			Amber if between +/-1.01% and +/-1.99%			Red if +/-2% or more	
Period	Actual	Target	RAG	Direction of Travel (Trend)		Capital Monitoring - Variance against budget			
Q1 2017/18	Nil	+/-1%	Green						
Q2 2017/18	-0.47% underspend	+/-1%	Green						
Q3 2017/18	-0.45% underspend	+/-1%	Green						
Q4 2017/18	-1.47% underspend	+/-1%	Amber			Deteriorated			
Q1 2018/19	Nil	+/-1%	Green			Improved			
Q2 2018/20	Nil	+/-1%	Green			Static			
Q3 2018/19		+/-1%							
Q4 2018/19		+/-1%							

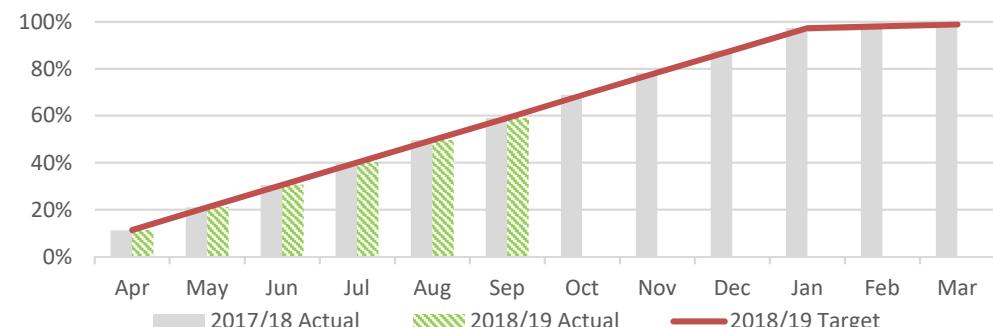
Commentary & Target setting: Q2 18/19 is currently reporting a nil variance. Approved budget for 18/19 is £222m, after re-profiling into future years the budget is £136m (adjusted for carry forwards identified). Target Setting: The 18/19 target has been set based on the same level as previous years. Due to the financial pressures facing the Council, it is important that the council has good financial governance with budgets monitored accurately and reliable forecasts provided. Setting a challenging target of 1% helps ensure we are working towards strong financial controls.



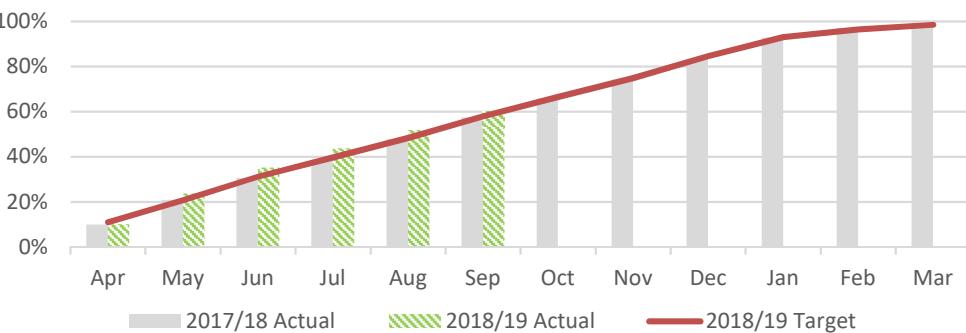
KPI CE3: Council Tax collection

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN
Service:		Corporate Services		Indicator Type:		National, Cumulative	Benchmark:	N/A	
RAG Threshold:		Green if 98.85% or more			Amber if between 97.84% and 98.84%			Red if less than 97.84%	
Period	Actual	Target	RAG	Direction of Travel (Trend)		Capital Monitoring - Variance against budget			
Q1 2017/18	30.5%	30.4%	Green						
Q2 2017/18	59.0%	59.1%	Green						
Q3 2017/18	87.7%	87.9%	Green						
Q4 2017/18	99.6%	98.9%	Green			Static			
Q1 2018/19	30.6%	30.5%	Green			Improved			
Q2 2018/19	59.0%	59.0%	Green			Static			
Q3 2018/19		87.8%							
Q4 2018/19		98.9%							

Commentary & Target Setting: Target set for 2018/19 aims to maintain high level of performance achieved in previous year. Since this measure is cumulative, direction of travel compares quarter 2 2018/19 performance with the same quarter in the previous year. Currently the proportion of Council Tax collected is in line with collections made last year.



KPI CE4: Business Rates collection						
Reporting frequency:		QUARTERLY	Director:	Graham Ebers	Executive Member:	Pauline Jorgensen
Service:		Corporate Services	Indicator Type:		National, Cumulative	Benchmark: N/A
RAG Threshold:		Green if 98.50% or more		Amber if between 97.49% and 98.49%		Red if less than 97.49%
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2017/18	30.6%	24.6%	Green	Deteriorated		
Q2 2017/18	57.4%	49.3%	Green			
Q3 2017/18	83.4%	73.9%	Green			
Q4 2017/18	98.9%	98.5%	Green		Deteriorated	
Q1 2018/19	35.2%	31.2%	Green		Improved	
Q2 2018/19	59.9%	57.8%	Green		Improved	
Q3 2018/19		84.5%				
Q4 2018/19		98.5%				



Commentary & Target Setting: Target set for 2018/19 aims to maintain high level of performance. Since this measure is cumulative, direction of travel compares quarter 2 2018/19 performance with the same quarter in the previous year. A higher proportion of business rate collections have been made this year to date compared to the previous year.

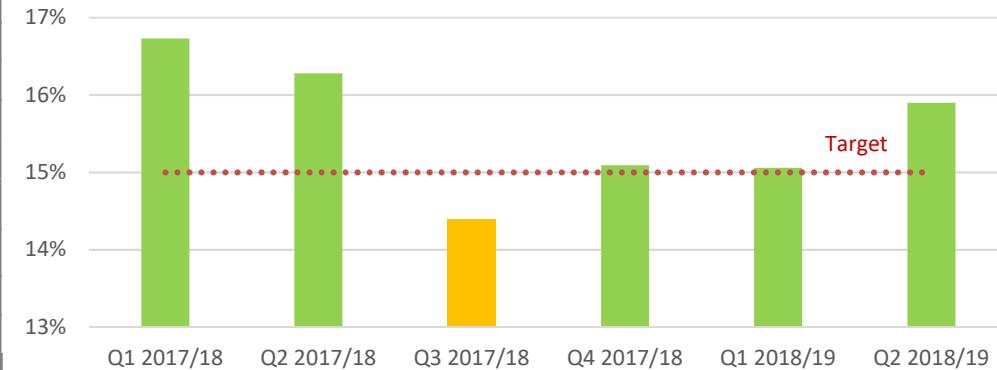
KPI CE5: Rents collection						
Reporting frequency:		QUARTERLY	Director:	Graham Ebers	Executive Member:	Pauline Jorgensen
Service:		Corporate Services	Indicator Type:		National, Cumulative	Benchmark: N/A
RAG Threshold:		Green if 98.50% or more		Amber if between 97.49% and 98.49%		Red if less than 97.48%
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2017/18	22.8%	24.6%	Green	Static		
Q2 2017/18	48.0%	49.3%	Amber			
Q3 2017/18	72.9%	73.9%	Amber			
Q4 2017/18	97.6%	98.5%	Amber		Improved	
Q1 2018/19	25.1%	24.6%	Green		Improved	
Q2 2018/19	47.6%	49.3%	Amber		Deteriorated	
Q3 2018/19		75.8%				
Q4 2018/19		98.5%				



Commentary & Target Setting: Target set for 2018/19 aims to maintain high level of performance achieved in previous year. Since this measure is cumulative, direction of travel compares quarter 2 2018/19 performance with the same quarter in the previous year. Rents collections for the current year to date are marginally less than the same period in the previous year.

KPI CE6: Turnover - No. of people voluntarily leaving the service as a percentage of the service headcount

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN		
Service:		Corporate Services		Indicator Type:		Local	Benchmark:	XPertHR - Public Sector Mean: 15.2% Private Sector Mean: 25.7%			
RAG Threshold:		Green if between 15% and 20%			Amber is between 10-15% or 20-25%			Red if less than 10%, or more than 25%			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	16.7%	15.0%	Green								
Q2 2017/18	16.3%	15.0%	Green			Improved					
Q3 2017/18	14.4%	15.0%	Amber			Deteriorated					
Q4 2017/18	15.1%	15.0%	Green			Improved					
Q1 2018/19	15.1%	15.0%	Green		Static						
Q2 2018/19	15.9%	15.0%	Green		Improved						
Q3 2018/19		15.0%									
Q4 2018/19		15.0%									
2018/19 Year End		15.0%									

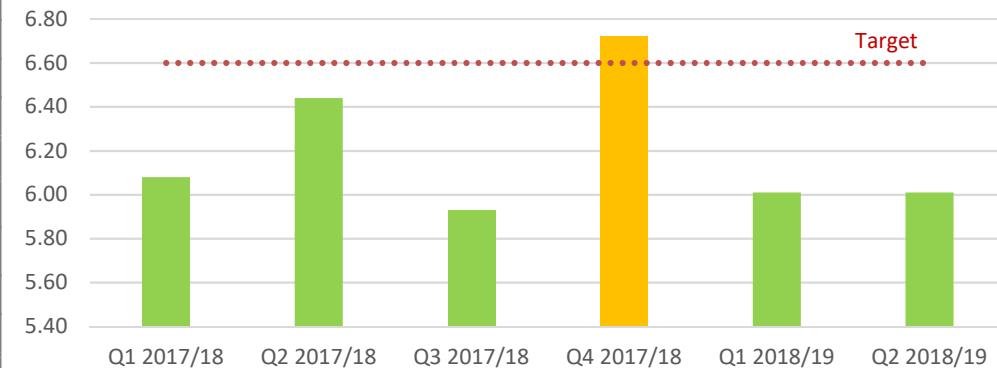


Commentary: Employee turnover has both positive and negative impacts on the workforce. New staff can bring fresh ideas, new perspectives and new experiences but there is a cost for hiring and training new staff. Staff morale can be affected by turnover in both positive and negative ways.

Target Setting: The target for 2018/19 is for turnover to remain between 15% and 20% which is considered to demonstrate a positive turnover.

KPI CE7: Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months

Reporting frequency:		QUARTERLY		Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN		
Service:		Corporate Services		Indicator Type:		Local	Benchmark:	XPertHR - Public Sector Mean: 9.3 Private Sector Mean: 7			
RAG Threshold:		Green if 6.6 days or less			Amber if between 6.7 - 7.5 days			Red if more than 7.5 days			
Period	Actual	Target	RAG	Direction of Travel (Trend)							
Q1 2017/18	6.08	6.60	Green								
Q2 2017/18	6.44	6.60	Green			Deteriorated					
Q3 2017/18	5.93	6.60	Green			Improved					
Q4 2017/18	6.72	6.60	Amber			Deteriorated					
Q1 2018/19	6.01	6.60	Green		Improved						
Q2 2018/19	6.01	6.60	Green		Static						
Q3 2018/19		6.60									
Q4 2018/19		6.60									
2018/19 Year End		6.60									

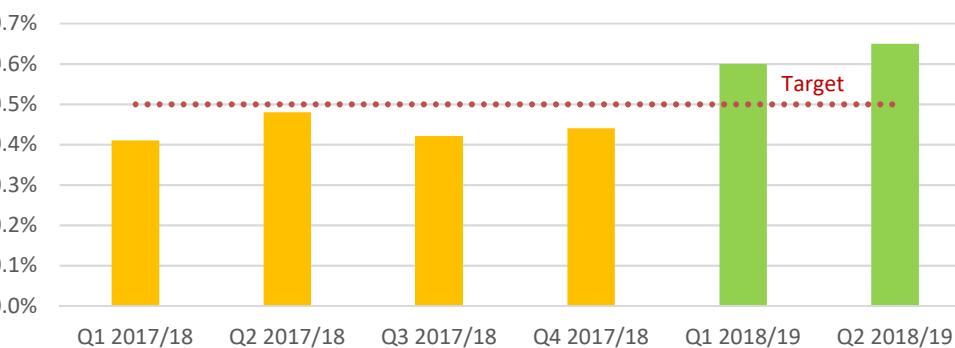


Commentary & Target Setting: Our target is challenging against public and private sector organisations and demonstrates a commitment to maintaining a healthy workforce through absence management policies and procedures including occupational health.

Key Actions: Identify opportunities and acquisitions to invest in commercial properties to provide an income to the Council over and above the rate of borrowing. We will use this return to fund vital Council Services. In 2018/19 we will build capacity in this area and begin to build our £100m commercial property portfolio. Wokingham Housing Ltd will return £700k to the general funds of the Council.

KPI CE8: Returns on external investment of cash

Reporting frequency:		QUARTERLY	Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN
Service:		Corporate Services	Indicator Type:		Local	Benchmark:	N/A	
RAG Threshold:		Green if 0.50% or more		Amber if between 0.30% and 0.49%			Red if less than 0.30%	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	0.41%	0.5%	Amber					
Q2 2017/18	0.48%	0.5%	Amber					
Q3 2017/18	0.42%	0.5%	Amber					
Q4 2017/18	0.44%	0.5%	Amber		Improved			
Q1 2018/19	0.60%	0.5%	Green		Improved			
Q2 2018/19	0.65%	0.5%	Green		Improved			
Q3 2018/19		0.5%						
Q4 2018/19	0.5%							

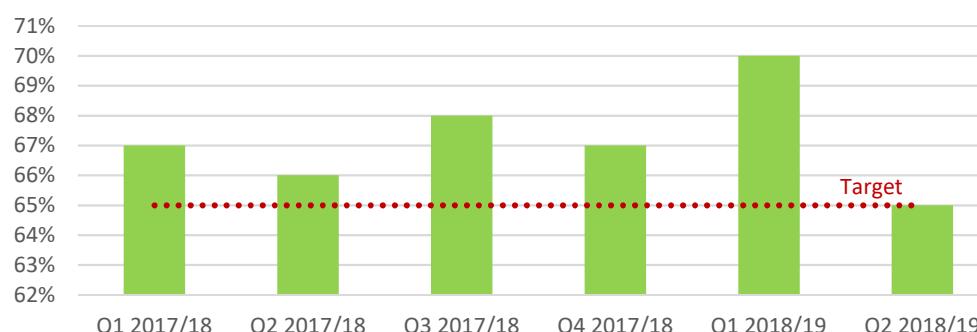


Commentary & Target Setting: There has been a rise in interest rates which is filtering through to new investments and old low-rated investments are maturing.

Key Actions: Implement the 21st Century Programme that will deliver better customer service and transparency, making it easier to transact with the Council and more options to access services in different ways. While self-serve will be actively promoted, there will also be traditional options for those who need or want them.

KPI CE9: Percentage of first contact resolution - calls and emails

Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Pauline Jorgensen	RAG:	GREEN
Service:		Locality & Customer	Indicator Type:		Local	Benchmark:	N/A	
RAG Threshold:		Green if 65% or more		Amber if between 60% and 64%			Red if less than 60%	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	67%	65%	Green					
Q2 2017/18	66%	65%	Green					
Q3 2017/18	68%	65%	Green					
Q4 2017/18	67%	65%	Green		Deteriorated			
Q1 2018/19	70%	65%	Green		Improved			
Q2 2018/19	65%	65%	Green		Deteriorated			
Q3 2018/19								
Q4 2018/19								



Commentary & Target Setting: More detailed enquiries mean that first time fix could not be achieved in all areas. The new customer delivery service will see an increase in first time fix. The service went live 1st October 2018.

KPI CE10: Percentage of calls answered						
Reporting frequency:		QUARTERLY	Director:	Sarah Hollamby	Executive Member:	Pauline Jorgensen
Service:		Locality & Customer	Indicator Type:		Local	Benchmark: N/A
RAG Threshold:		Green if 95% or more		Amber if between 90% and 94%		Red if less than 90%
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2017/18	92%	95%	Amber			Target 95%
Q2 2017/18	94%	95%	Amber			
Q3 2017/18	94%	95%	Amber			
Q4 2017/18	94%	95%	Amber		Static	
Q1 2018/19	92%	95%	Amber		Deteriorated	
Q2 2018/19	91%	95%	Amber		Deteriorated	
Q3 2018/19		95%				
Q4 2018/19		95%				

Commentary & Target Setting: Preparation, training and transition into the new service occurred during quarter 2 2018/19. Hence performance has deteriorated slightly.

Key Actions: Maintain high resident satisfaction with new homes and engagement to continue to drive improvements in the quality of new developments in the borough.

Engage with our housing tenants in the design and delivery of housing services

KPI CE11: New Homes Survey - Percentage of residents satisfied with their new home

Reporting frequency:	ANNUAL	Director:	Graham Ebers	Executive Member:	Pauline Jorgensen	RAG:	GREEN
Service:	Corporate Services	Indicator Type:	Local	Benchmark:	N/A	RAG:	GREEN
RAG Threshold:	Green if 80% or more		Amber if between 75% and 79%			Red if less than 75%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
2016	80%	80%	Green		Improved		Target 80%
2017	84%	80%	Green				
2018	89%	80%	Green				
2019							

Commentary: The New Homes Survey is conducted annually to assess resident's levels of satisfaction with their new homes. It is also used to measure the effectiveness of the Council's planning policies; in particular the design guide. The survey gives insight into which developments are working well and which may require improvements. The survey asks a number of questions not only on satisfaction but on areas such as parking, transport, space inside the home and access to local facilities. The results and comments gathered from the survey are reviewed and reported to senior management teams and Sustainable Communities Implementation Working Group to determine any actions to be taken by relevant service areas, as appropriate. In January 2018 the New Homes Survey was issued to 933 new households across Wokingham Borough. 26% of households (239) completed and returned their survey.

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APPENDIX C: CHANGES TO KEY PERFORMANCE MEASURES FOR 2018/19

Listed below are details of any changes being made, during the financial reporting year 2018/19, to the Key Performance Measures which support the Council Plan. Further information is also listed to explain what changes have been made and why.

Council Plan Priority 2018/19 to Improve Educational Attainment and Focus on Every Child Achieving their potential

Council Plan Key Action: Ensure all Wokingham borough children have access to good or outstanding schools, colleges and early years settings

Indicator Ref & Description	Status	Service Commentary
KPIs EA1i - Indicator title amended to reflect state-funded rather than LA-maintained schools 2	Change	These measures remain the same. However the descriptions have been amended slightly to clarify that the measure focuses on state-funded schools, not just LA-maintained.
Council Plan Key Action: Where necessary, reshape and extend Special Educational Need provision to better match local provision to Wokingham needs.		

Indicator Ref & Description	Status	Service Commentary
KPI EA4: To update on delivery of planned actions for 2018/19 in the SEND Action Plan	Remove	Indicator no longer to be included as performance measure to support Council Plan. Service will update on progress with delivery of the above Council
Key Actions: Ensure all Wokingham borough children have access to good or outstanding schools, colleges and early years settings Continue to improve the 0-5 year old offer across the local authority, health & early years settings to ensure children are school ready, emotionally resilient & healthy.		

Indicator Ref & Description	Status	Service Commentary
KPI EA10 (new): Average Progress 8 Score Per Pupil in Wokingham Borough	Add	Whilst this is an annual measure, it is a useful summary of the health of the education system in Wokingham borough as a whole as it measures relative progress of pupils between Key Stage 2 and Key Stage 4 compared to national peers. It is a useful addition to the Education dataset and is a good
KPI EA11 (new): 12 month rolling voluntary turnover of qualified social workers within the Children's Social Care and Early Intervention Service	Add	New quarterly measure to be reported for 2018/19. A stable social work workforce results in continuity of support for our most vulnerable children; an important prerequisite for achievement of the best outcomes for children and young people. Turnover is also an indicator of the morale of the
KPI EA10: Percentage of children achieving a Good Level of Development (GLD) at Early Years Foundation Stage	Remove	The Director for Children's Services has proposed that all current annual measures, which relate to pupil achievement, are removed from the set and presented as a separate report once a year.
KPI EA11: Percentage of children meeting the expected standard at Key Stage 1 in Reading, Writing, Mathematics and Science.	Remove	
KPI EA12: Percentage of pupils reaching the expected standard in Reading, Writing and Mathematics at Key	Remove	
KPI EA13: Percentage of pupils who achieved a strong 9-5 score in English and Maths at GCSE	Remove	
KPI EA14: Percentage of students achieving grades AAB or better in at least 2 facilitating* subjects at A-	Remove	

Key Actions: Continue to deliver new primary & secondary provision across Wokingham borough, in response to local needs

Indicator Ref & Description	Status	Service Commentary
KPI EA15: Total Places available in Wokingham borough Schools	Remove	The Director for Children's Services has proposed that all current annual measures, which relate to pupil achievement, are removed from the set and presented as a separate report once a year.
KPI EA16i : School capacity in state-funded primary schools in Wokingham Borough	Remove	
KPI EA16ii : School capacity in state-funded secondary schools in Wokingham Borough	Remove	

Key Actions: Continue to close the achievement gap for all vulnerable children including those with special educational needs and/or disabilities.

Indicator Ref & Description	Status	Service Commentary
KPI EA17: Achievement gap between pupils eligible for FSM and all other pupils in Key Stage 1 teacher assessments	Remove	The Director for Children's Services has proposed that all current annual measures, which relate to pupil achievement, are removed from the set and presented as a separate report once a year.
KPI EA18: Achievement gap between SEN pupils and all other pupils in Key Stage 1 teacher assessments	Remove	
KPI EA19: Achievement gap between pupils eligible for FSM and all other pupils reaching the expected standard in Reading, Writing and Mathematics at Key Stage 2	Remove	
KPI EA20: Achievement gap between SEN pupils and all other pupils reaching the expected standard in Reading, Writing and Mathematics at Key Stage 2	Remove	
KPI EA21: Achievement gap between pupils eligible for FSM and all other pupils achieving a strong 9-5 pass in English and Maths at GCSE	Remove	

Key Actions: Deliver the programme of work for Peach Place, Elms Field & Carnival Pool in Wokingham to improve our retail & leisure offer in a way that also delivers a commercial return. Look to other towns across the Borough to improve the infrastructure and

Indicator Ref & Description	Status	Service Commentary
KPI R3: To update on Wokingham regeneration project - Carnival Pool Phase 2	Defer	Work is expected to commence on site during 2020. Hence there are no planned milestones for 2018/19 financial year since the project start is
Council Plan Priority 2018/19 to Ensure strong communities that are vibrant and supported by well-designed development		

Indicator Ref & Description	Status	Service Commentary
KPI SC2: SDL Infrastructure Update on Community Projects	Remove	Proposal to remove this as a performance measure and to incorporate this project update into the Council Plan Mid-Year Review to update on progress
Council Plan Priority 2018/19 to tackle traffic congestion in specific areas of the borough		

Key Actions: Ensure that new developments provide funding for strategic transport infrastructure (for example funding for distributor roads) to alleviate pressure on our roads. All opportunities to secure further funding including from Central Government, the Local Enterprise Partnership and elsewhere will be explored and exploited

Indicator Ref & Description	Status	Service Commentary
KPI T2b: North Wokingham Distributor Road - Ashridge Farm	Defer	Planning will commence in early 2019 with further work commencing in Spring 2019. Hence progress will be reported in 2019/20 reporting.

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Appendix D - Quarter 1 2018/19 Member Queries and Service Responses

The following Member queries were raised on consideration of the Quarter 1 2018/19 performance report at Overview & Scrutiny Committee. Service narrative is included below to answer these questions and provide the necessary additional information.

Measure: EA1i/EA2 – Percentage of Wokingham borough state-funded primary schools with a current Ofsted rating of Good or better/ Percentage of children who attend a Wokingham borough state-funded school (Primary, Secondary or Special) which is Good or better.

Member questions: What were the reasons behind the red indicators? What was the impact of the more challenging Ofsted inspection regime?

Service narrative: Please see details provided in the Quarter 2 2018/19 covering report for this measure.

Measure: R1/R2/R3 – Update on Regeneration Projects: Peach Place, Elms Field and Carnival Pool Phase 2

Member questions: Why was the Wokingham town centre Market Place regeneration not included in the list of key regeneration projects?

Service narrative: Market Place is a highway improvement scheme which has been regularly considered at Town Centre board. Despite Market Place not being reported in the quarterly performance report, there has been Member scrutiny throughout the programme. There is no further highway improvement work planned. However the Regeneration team are completing paving outside the Peach Place (Phase 2) development in Peach Street/Rose Street as part of that scheme.

Measure: R8 – Number of businesses engaged with on an individual basis

Member questions:

What type of businesses were engaged with and what did “engagement” entail?

Was the Council engaging with business in other towns/cities in order to encourage investment into the Borough? Does the Council engage with businesses in other towns to encourage in-Borough investment? Please provide a list of the businesses engaged with.

Service narrative: One of the four priorities in the Wokingham Borough Economic Development Strategy is to “facilitate business growth through business support and inward investment”. To achieve this the economic development officer works in collaboration with the Thames Valley Berkshire Local Enterprise Partnership to prioritise the key sectors of digital technologies, professional and business services, life sciences and healthcare. To develop our relationship with businesses, particularly major employers and new business entrants in the area, engagement is conducted through a variety of means such as networking groups, partnership events and a regular business bulletin. We also work in partnership with the Thames Valley Chamber of Commerce, the business growth hub and UK Trade and Investment to improve the Thames Valley Berkshire brand and encourage inward investment. To monitor the impacts of Brexit on local business (both positive and negative) we also focus on foreign owned businesses and those that import and export.

For this measure, engagement involves a face to face meeting between the economic development officer and a local business. It is an opportunity to update the business on the activities of the council but also to understand the needs of the business. This might include identifying barriers to growth such as lack of suitable skills, lack of expertise in an area (such as importing, marketing or planning issues for example). We also consult with the business community on the priorities of the Local Plan and the Borough Plan.

We have supported local businesses in finding apprenticeships, engaging with schools, overcoming parking problems, finding suitable accommodation, accessing finance and we sign post businesses to organisations that provide business support or funding.

It is difficult to directly measure the impact business engagement has on businesses, as the benefits are often indirect or bespoke to each business. We record the outcome of each meeting on a customer relationship database.

Business engagement is an intelligence gathering exercise for both parties. For the council it's about being aware of business challenges and where possible, making changes to, or influencing the business environment to help business succeed. If we create the right conditions for an investor to remain or invest in the borough then we create prosperity and jobs for our residents and potentially increase income to the council through business rates or reduce benefits payments.

Strong relationships with businesses can help the council to capitalise on corporate social responsibility budgets and in the future, we are seeking to attract more income in the form of sponsorship opportunities.

The Economic Development team also runs a programme of 'Fit for Business' events. The last event was held in September 2018 in Wokingham Town Hall where 29 local businesses attended to hear about the development and regeneration plans for the borough. A regular e-bulletin has been re-launched and is currently sent to 280 business contacts.

Inward investment across Berkshire is led by the Department of International Trade in partnership with the Thames Valley Chamber of Commerce. We collaborate closely with the Chamber and offer our services to support individual businesses moving into the borough. We are in the process of preparing a high quality investment brochure to promote the borough as a destination to businesses with the intention that an investment website will be developed soon after.

Businesses the Economic Development Officer has engaged with since March 2018 are:

- Active FM
- Bayer PLC
- Bracknell & Wokingham College
- Brayborne Facilities Services
- Cantley House Hotel
- Citibase Reading @ Wyvols Court
- Clifton Ingram LLP
- Cox Wokingham Plastics
- Flight Logistics Group Ltd
- Frasers Property (Winnersh Triangle)
- GTO Engineering
- Intersurgical
- Jacobs Engineering
- Lloyds Bank
- Mapletree (Green Park)
- Microsoft UK
- Mizuno Corporation UK
- Nirvana Spa & Leisure Ltd
- Optalis
- Oracle Corporation UK
- Pegasus Planning Group
- Rockwell Collins
- Savills
- Space Business Centres
- Thames Valley Science Park
- The Workstation
- To Go Catering
- Trademark Windows
- Wokingham Volunteer Centre
- Volume

Measure: VP13/14 – Number of affordable dwellings permitted/completed

Member queries: Members would like to see data on housing building rates against target across the Borough, including affordable housing, over the past five years. Can you show a trajectory over time of what housing has been built in the borough and include overall numbers of building; broken down into affordable and social housing. Please explain how this correlates with housing waiting lists. Has the additional housing helped reduce these waiting lists yet?

Service narrative:

The chart below shows the number of housing units completed each financial year and indicates what proportion of those units are affordable housing. In 2017/18, for example, a total of 1,509 units were completed; 32% of which were delivered as affordable housing. The dotted line on the chart indicates the number of people on the housing register, at the end of each financial year. The housing register fluctuates frequently as people are added to, or removed from the list and varies dependent on continuing demographic pressures. There was a drop in the number of people on the housing register during 2014/15 due to the introduction of a new allocations policy (adopted in November 2014) which resulted in a refresh of the housing register based on the new bands. Despite demands for housing remaining high, there has been a decrease of around 30% in the number of people on the housing register over the last nine years.

**Measure:** VP8 – Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit).**Member questions:**

This indicator was reported as "red" on a regular basis. The national target was 42 days and the Council achieved 85% of visits within 15 days. Was 10 days an achievable SMART target or will the indicator continue to be reported as Red?

Service narrative: Please see details provided in the Quarter 2 2018/19 covering report for this measure.

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Agenda Item 65.

TITLE	Borough Plan Update
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 21 November 2018
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance

OUTCOME / BENEFITS TO THE COMMUNITY

Overview and Scrutiny is one of the checks and balances which ensure that the Council and its partners make and implement effective decisions. It is a key element in the decision making process which ensures transparency and accountability.

The new Borough Plan will set the Vision and priorities for the Borough over a five year period.

RECOMMENDATION

The Committee is recommended to:

- a) consider the presentation on progress relating to the new Borough Plan;
- b) submit comments for inclusion in the development of the new Plan.

SUMMARY OF REPORT

The Council is working with partners across the Borough to develop a new Borough Plan which will set out an agreed Vision and priorities for a five year period.

A number of public engagement events took place during September 2018 which generated feedback on the challenges facing the Borough, with over 1,300 comments.

The highest number of public comments were received about traffic congestion, the impact of development, affordable housing and clean green and enjoyable spaces.

The Committee will receive a presentation on progress relating to the development of the new Plan.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £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)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

Other financial information relevant to the Recommendation/Decision

To be considered as part of the discussions.

Cross-Council Implications

Overview and Scrutiny impacts on all Council services and the work of key partners.

List of Background Papers

None

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 12 November 2018	Version No. 1

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 - November 2018 to February 2019

Updated 12 November 2018

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 29 November 2018						
WBC1044 103	Shareholders' Report Purpose: To consider various items related to the business of the council owned companies, including their trading position	Executive		Director of Corporate Services - Graham Ebers/ Kajal Patel	Executive Member for Finance and Corporate Resources - Vacancy	N/A
WBC1040	WORKingham Internship Programme Purpose: To consider a partnership between Wokingham Borough Council to develop supported apprenticeships and work experience for children with additional needs and vulnerabilities	Executive		Director of Children's Services - Carol Cammiss/ Francesca Cannarella	Executive Member for Children's Services - Pauline Helliar-Symons	N/A (Previously entitled "Addington Apprenticeships")
WBC1052	Fees and Charges Purpose: To consider the schedule of proposed fees and charges	Executive	Schedule of fees and charges	Director of Corporate Services - Graham Ebers/ Debra Evans	Executive Member for Finance and Corporate Resources - Vacancy	N/A

The Executive will not be holding a meeting in December therefore there are no items programmed for this month

Executive Meeting 31 January 2019

WBC1054 104	Shareholders' Report Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Director of Corporate Services - Graham Ebers/ Kajal Patel	Executive Member for Finance and Corporate Resources - Vacancy	N/A
WBC1041	Tirabad Education Trust (TET) Purpose: To consider future options relating to Tirabad Education Trust	Executive		Director of Children's Services - Carol Cammiss/ Kim Wilkins	Executive Member for Children's Services - Pauline Helliar-Symons	Yes - it is likely that part of the report will be considered at a private meeting of the Executive. This is because it is likely that the report will contain information which is commercially sensitive and relates to the financial and business affairs of a person. This report was deferred from September Executive in order to enable further stakeholder and partner engagement to be planned and undertaken.
WBC1033	Temporary Closure Remenham Footpath 4 Henley Festival Purpose: To ask the Executive to allow permission for closure of the footpath for the Henley Festival to take place in July 2019	Executive	Consultation responses Report	Director of Locality and Customer Services - Interim Sarah Hollamby/ Rebecca Walkley	Executive Member for Environment, Leisure and Libraries - Norman Jorgensen	N/A

Executive Meeting 21 February 2019

WBC1056	Shareholders' Report Purpose: To consider various items related to the business of the council owned companies, including their trading position	Executive		Director of Corporate Services - Graham Ebers/ Kajal Patel	Executive Member for Finance and Corporate Resources - Vacancy	N/A
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EXECUTIVE FORWARD PROGRAMME CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Responsible Lead Member	Explanatory notes
WBC1022	The Wokingham Borough 0 to 25 Special Education Needs and Disability (SEND) Strategy 2017 to 2019 To consider a strategy that sets out the key actions necessary to improve services to children and young people with Special Education Needs and Disabilities	Executive	28 Jun 2018	Director of Children's Services - Carol Cammiss/ Piers Brunning	Executive Member for Children's Services - Pauline Helliar-Symons	This item was deferred from the June meeting in order that further work could be undertaken on the Strategy. Date tbc
WBC1006	Parking Strategy 2018-2022 To consider the draft Parking Strategy and agree to proceed to formal consultation	Executive	29 Mar 2018	Director of Locality and Customer Services - Interim Sarah Hollamby/ Matt Gould	Executive Member for Highways and Transport - Anthony Pollock	To allow the Parking Strategy to be considered together with other policy and strategy documents being developed by the Council. Date tbc
WBC1039	High Needs School Placement Expansion To scope and deliver sufficient educational placements for children with special educational needs within Wokingham Borough	Executive		Director of Children's Services - Carol Cammiss/ Piers Brunning	Executive Member for Children's Services - Pauline Helliar-Symons	Deferred from September Executive in order that a detailed business plan can be completed. Date tbc

WBC1049	In house Residential Homes To consider proposals for providing In house residential homes	Executive		Director of Children's Services - Carol Cammiss/ Estelle Kelleway, Steve Orchard	Executive Member for Children's Services - Pauline Helliar-Symons	Deferred from the October Executive meeting in order that a detailed business case can be developed
WBC1042	Berkshire Sensory Consortia Service To discuss future arrangements for the service	Executive		Director of Children's Services - Carol Cammiss/ Kim Wilkins	Executive Member for Children's Services - Pauline Helliar-Symons	This report was deferred from October Executive in order to carry out a further appraisal of options. Date tbc

Members of the Executive:-

Charlotte Haitham Taylor	Leader of Council
Pauline Jorgensen	Deputy Leader of Council, Housing
Richard Dolinski	Adult Social Care, Health and Wellbeing
Stuart Munro	Business and Economic Development and Strategic Planning
Pauline Helliar-Symons	Children's Services
Norman Jorgensen	Environment, Leisure and Libraries
Anthony Pollock	Highways and Transport
Simon Weeks	Planning and Enforcement
Philip Mirfin	Regeneration

Note:

Unless the matter has been listed as being likely to be discussed in private, copies of the reports associated with the above decisions will be available no earlier than five days before the meeting at the Council Offices, Shute End, Wokingham; on the Council's website; by contacting a member of the Democratic Services Team on 0118 974 6053 or by emailing democratic.services@wokingham.gov.uk

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 Plan - November

Updated 12 November 2018

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
IMD 2018/36	<p>Response to Government Consultation on Social Housing Green Paper</p> <p>Purpose: To respond to the Government consultation on the Social Housing Green Paper</p> <p>Date 5 Nov 2018 Meeting Room and Time FF14 at 7pm</p>	Executive Member for Housing - Pauline Jorgensen		Director of Locality and Customer Services - Interim Sarah Hollamby/ Victoria Higgins	N/A
IMD 2018/37	<p>Old Forest Road - Traffic Calming & 30mph Speed Limit Proposal</p> <p>Purpose: To decide the provision of a 30mph Speed limit with associated traffic calming be provided at this time or deferred until the NWDR is opened.</p> <p>Date 13 Nov 2018 Meeting Room and Time SF1 at 12.00pm</p>	Executive Member for Highways and Transport - Anthony Pollock		Director of Locality and Customer Services - Interim Sarah Hollamby/ Sara Allman	The IEMD has been deferred (from 31 October 2018 to 13 November 2018) to allow for further consideration by the Ward Members.
IMD 2018/38	<p>Traffic Regulation Order - Luckley Path, Wokingham, Prohibition of Driving</p> <p>Purpose: To consider objections made during the legal consultation and post consultation and decide appropriate.</p> <p>Date 11 Dec 2018 Meeting Room and Time SF2 at 11.30am</p>	Executive Member for Regeneration - Philip Mirfin		Director of Locality and Customer Services - Interim Sarah Hollamby/ Sara Allman	The IEMD has been deferred (from 31 October 2018 to 11 December 2018) to allow for further consideration with the local residents association to be held prior to a decision being made.

IMD 2018/41	<p>Statement of Community Involvement</p> <p>Purpose: To agree to consult on the draft version of the updated Statement of Community Involvement (SCI)</p> <p>Date 1 Nov 2018</p> <p>Meeting Room and Time FF11 at 13:00</p>	<p>Executive Member for Business, Economic Development and Strategic Planning - Stuart Munro</p> <p>Executive Member for Planning and Enforcement - Simon Weeks</p>	Draft Statement of Community Involvement	Director of Corporate Services - Graham Ebers, Director of Locality and Customer Services - Interim Sarah Hollamby/ James McCabe	N/A
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CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Explanatory notes
IMD 2018/39	Rances Lane Traffic Calming Review to consider the consultation responses to a consultation on the existing traffic calming on Rances Lane POSTPONED	Executive Member for Highways and Transport - Anthony Pollock	31 October 2018 POSTPONED	Director of Locality and Customer Services - Interim Sarah Hollamby/ Sara Allman	The IEMD has been postponed to allow for further investigation into any environmental impacts. The IEMD will be updated on the Forward Plan once a new meeting date is confirmed.

Members of the Executive:-

Charlotte Haitham Taylor	Leader of Council
Richard Dolinski	Adult Social Care, Health and Wellbeing
Stuart Munro	Business and Economic Development and Strategic Planning
Pauline Helliar-Symons	Children's Services
Norman Jorgensen	Environment, Leisure and Libraries
Anthony Pollock	Highways and Transport
Pauline Jorgensen	Housing
Simon Weeks	Planning and Enforcement
Philip Mirfin	Regeneration

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
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Note:

Unless the matter has been listed as being likely to be discussed in private, copies of the reports associated with the above decisions will be available no earlier than five days before the meeting at the Council Offices, Shute End, Wokingham; on the Council's website; by contacting a member of the Democratic Services Team on 0118 974 6054 or by emailing democratic.services@wokingham.gov.uk

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DRAFT WORK PROGRAMME 2018/19

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

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DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
17 January 2018	21st Century Council	To consider an update on the Council's 21 st Century Council Programme	Work Programme	Heather Thwaites
	Government Statutory Guidance on O&S	To consider the Government's statutory guidance on the operation of Overview and Scrutiny in local government	Scrutiny Request	Neil Carr
	O&S Work Programmes 2019/20	Initial discussion on the development of O&S Work Programmes for 2019/20	Standing Item	Neil Carr
	Executive and IEMD Forward programme	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	Reports from O&S Chairmen	Standing Item	Coordination of Committees	Committee Chairmen
	Work Programmes	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
20 February 2019	O&S Work Programmes 2019/20	Continuing discussions on the development of O&S Work Programmes for 2019/20	Standing Item	Neil Carr
	Grass Cutting Service	To consider preparations for the commencement of the grass cutting season following the Committee's Scrutiny review	Scrutiny Review follow up	Peter Baveystock
	Review of Progress on Scrutiny Recommendations	To review progress against Scrutiny recommendations and actions agreed during 2018/19	Challenge Item	Neil Carr
	Executive and IEMD Forward programme	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	Reports from O&S Chairmen	Standing Item	Coordination of Committees	Committee Chairmen
	Work Programmes	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

2018/ 2019 WORK PROGRAMME

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DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
20 November	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	Policy Update from the Executive Member	To monitor the development of policies in Children's Services	Standing item	Executive Member
	Update on Ofsted focussed inspection on front door including MASH	To consider progress including evidence from partner organisations	Progress Report	Estelle Kelleway
	Data on Demand for Services	To brief Members on levels of demand (and trends) for Children's Services	Increasing Member awareness	Jim Leivers
	Social Worker – Recruitment and Retention	To consider an update on the recruitment and retention strategy	Progress Report – verbal update	Jim Leivers / Carol Cammiss

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Innovations Programme	To monitor the progress of the programme	Update report	Carol Cammiss
	Youth Offending Service Annual Report	To monitor the work undertaken by the youth offending service	Update report	Children's Services
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Jim Leivers
	Children's Services Overview and Scrutiny Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2 item	To receive information about any school(s) causing concern	Standing item	Jim Leivers
22 January 2019	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
Quality Assurance Framework / Annual Quality Assurance Report	To enable Members to review the level of social work practice	Update report	Children's Services	Viki Elliot King

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
SEND Strategy	To review the Special Educational Needs and Disability Strategy	To inform and make recommendations	Children's Services	Jim Leivers
	Children's Services Overview and Scrutiny Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	To receive information about any school(s) causing concern	Standing item	Jim Leivers
19 February 2019	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	Policy Update from the Executive Member	To monitor the development of policies in Children's Services	Standing item	Executive Member
	Service Plan	To monitor the service improvement plan	Update report	Children's Services
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	Care Leavers university tracking	To monitor career progression for Care Leavers who have left university	Estelle Kelleway	Children's Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Children's Services Overview and Scrutiny Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Jim Leivers

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
14 January 2018 18	Town Centre Regeneration	To consider an update on the Wokingham town centre regeneration and the impact on shops and businesses.	Work Programme	To consider an update on the Wokingham town centre regeneration and the impact on shops and businesses.
	Monitoring the Council's Capital and Revenue Expenditure	To consider an update on the Council's Capital and Revenue Expenditure.	Work Programme	To consider an update on the Council's Capital and Revenue Expenditure.
	Investigating the impact of changes to train services	To consider a report on the impact of changes to train services.	Work Programme	To consider a report on the impact of changes to train services.
	Work Programme	To consider the work programme for the Committee for 2018/19	Standing Item	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
11 March 2018	Reviewing the Community Safety Partnership	To consider an update on the Community Safety Partnership.	Work Programme	Jo Castro
	Reviewing the proposed development of the Coppid Beech Park and Ride	To consider a report reviewing the proposed development of the Coppid Beech Park and Ride.	Work Programme	Clare Lawrence
	Monitoring WBC's parking strategy policy	To consider an update on WBC's parking strategy policy.	Work Programme	Clare Lawrence
	Work Programme	To consider the work programme for the Committee for 2018/19	Standing Item	Democratic Services

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
19 November 2018	Diabetes prevention	To receive an update on diabetes prevention	Update	Public Health
	South Central Ambulance Service	To be updated on the work of South Central Ambulance Service	Update	South Central Ambulance Service
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
21 January 2019	Pressure on GP resources	To be updated on pressures on GP resources locally	Update	NHS Berkshire West CCG
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
6 March 2019	Briefing on impact of Brexit on the local health and social care services	To receive a briefing on the impact of Brexit on the local health and social care services	Update	NHS Berkshire West CCG/ Adult Social Care
	Discharge of patients from hospital and Better Care Fund	To receive a briefing on the discharge of patients from hospital and the Better Care Fund	Update	RBH/ Martin Sloan
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

Currently unscheduled topics:

- Draft Quality Accounts (April 2019)
 - Berkshire Healthcare NHS Foundation Trust
 - Royal Berkshire Hospital NHS Foundation Trust

- South Central Ambulance NHS Foundation Trust
- Update on work of Clinical Commissioning Group
- Weekend 'bed blocking'
- Progress of Community Health and Social Care implementation
- Suicide Prevention Strategy implementation (include progress of Wokingham action plan)

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