



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 1 AUGUST 2018 AT 7.00 PM

Manjeet Gill
Interim Chief Executive
Published on 24 July 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.

This meeting may be filmed for inclusion on the Council’s website.

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



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 Batth (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

ITEM NO.	WARD	SUBJECT	PAGE NO.
21.		APOLOGIES To receive any apologies for absence	
22.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 18 July 2018.	5 - 12
23.		DECLARATIONS OF INTEREST To receive any declarations of interest.	
24.		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	
25.		MEMBER QUESTION TIME To answer any Member questions.	
26.	None Specific	EQUALITY ACT 2010 To consider update reports on the Council's duties under the Equality Act 2010 relating to the Council's workforce and the development of improved Equality Impact Assessments.	13 - 42

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|-----|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 27. | None Specific | <p>GROUNDS MAINTENANCE CONTRACT REVIEW - TERMS OF REFERENCE</p> <p>To consider Terms of Reference for the Overview and Scrutiny review of the Council's Grounds Maintenance contract.</p> | 43 - 48 |
| 28. | None Specific | <p>GROUNDS MAINTENANCE CONTRACT REVIEW</p> <p>To consider a report on the operation of the Council's grounds maintenance service as a starting point for a detailed scrutiny review.</p> | 49 - 54 |
| 29. | None Specific | <p>COMMITTEE WORK PROGRAMMES</p> <p>To discuss the work programme of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees.</p> | 55 - 68 |
| 30. | None Specific | <p>UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES</p> <p>For the Chairman or nominated Member of the Committee to report back in its activities including any requests to undertake reviews.</p> | |

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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MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 18 JULY 2018 FROM 7.00 PM TO 9.15 PM

Committee Members Present

Councillors: Parry Batth (Chairman), Andy Croy, Lindsay Ferris, Guy Grandison, Kate Haines, Mike Haines, Ken Miall, Malcolm Richards, Bill Soane and Shahid Younis

Other Councillors Present

Councillors: Charlotte Haitham Taylor

Officers Present

Manjeet Gill, Interim Chief Executive
Neil Carr, Democratic and Electoral Services Specialist

14. APOLOGIES

Apologies for absence were submitted by Philip Houldsworth and Ian Pittock.

15. MINUTES OF PREVIOUS MEETING

The Committee considered the Minutes of the meeting held on 20 June 2018.

Andy Croy referred to comments he made at the meeting relating to the need for greater focus and urgency on scrutiny of the Wokingham Town Centre Market Place refurbishment.

The Minutes of the meeting held on 20 June 2018 were confirmed as a correct record and signed by the Chairman, subject to the inclusion of reference to Councillor Croy's comments on the Market Place refurbishment.

16. DECLARATIONS OF INTEREST

There were no declarations of interest.

17. PUBLIC QUESTION TIME

There were no public questions.

18. MEMBER QUESTION TIME

There were no Member questions.

19. LEADER AND CHIEF EXECUTIVE UPDATES

Charlotte Haitham Taylor (Leader of the Council) and Manjeet Gill (Interim Chief Executive) attended the meeting to discuss the key issues facing the Council over the next year and the potential for the Overview and Scrutiny Committees to add value by providing challenge and support.

The Committee considered a report, set out at Agenda pages 11 to 17, which contained a set of key lines of enquiry. The key lines of enquiry provided a framework for the discussion and an indication of the areas of interest which the Committee wished to pursue.

Councillor Haitham Taylor and Mrs Gill gave an initial address to the Committee on progress made over the past year and priorities for 2018/19.

Mrs Gill referred to the headlines emerging from the recent Local Government Association (LGA) conference relating to the need for financial resilience. Members were aware of the additional funding provided for the NHS. This was welcomed. However, the provision of extra funding for social care was still not being addressed. All Councils, including WBC, were facing major challenges relating to their financial resilience and their capacity to deliver and/or commission key public services.

Councillor Haitham Taylor referred to the significant growth in demand for social care services – relating to both children and adults. She felt that innovation in local government was reducing somewhat as Councils were forced to focus more and more on the dealing with the challenges in social care.

One of the key messages from the LGA conference was the potential benefits of learning from best practice in other parts of the country. WBC was developing best practice itself through, for example, the development of its own companies such as Optalis and Wokingham Housing Ltd.

Councillor Haitham Taylor gave examples of other success stories over the past year, including:

- The development of 140 affordable homes, the opening of Fosters and 55 Reading Road;
- Progressing the leisure strategy to bring forward new facilities at the Carnival Pool and Bulmershe leisure centre;
- Progress on a Business Rates pilot scheme with the other Berkshire Unitaries;
- Support to the Letwin review into the gap between the number of planning permissions for new homes granted against the number of homes actually built in areas of high demand;
- The development of the £100m investment portfolio aimed at generating new income streams for the Council;

Following the opening statements, Members asked questions using the framework provided by the Key Lines of Enquiry set out in the report.

Key Line of Enquiry 1 – Priorities

Lindsay Ferris asked about proposals being developed to manage the growing pressures on social care budgets and the potential threat of negative Rate Support Grant (RSG).

Mrs Gill outlined some of the challenges around managing the increase in demand for statutory services for both children and adults. She commented that reviews undertaken as part of the 21st Century change programme had highlighted the fact that all available efficiency savings had already been taken. This meant that the search for more efficiencies ran the risk of making services unsafe. However, a number of actions were under way, including:

- Developing solid foundations by focussing on more effective integration with partners;

- Continuing to lobby local MPs;
- Exploring the potential for more shared services, building on the success of Optalis;
- Increased monitoring of day to day spending to identify emerging pressures.

In relation to the threat of negative RSG, Councillor Haitham Taylor commented that a lobbying session with the Government had taken place earlier that day.

Parry Batth asked about the progress made over the past year in supporting the more deprived areas of the Borough.

Mrs Gill commented on the work of the Health and Wellbeing Board which was the key strategic body working to reduce health inequalities and improve the health and wellbeing of residents across the Borough. She referred to specific projects such as the regeneration of the Gorse Ride housing estate and the development of the new Council Plan which included a focus on tackling inequalities and supporting the more deprived neighbourhoods. It was important to be able to drill down into the available data to understand the key local issues and then be able to target specific initiatives.

Mrs Gill agreed to provide more information to the Committee on the process for developing a better understanding of local issues and the targeted initiatives being undertaken in the Borough's most deprived wards.

Councillor Haitham Taylor commented on the large amount of work going on in schools, with families through the Family First programme, through campaigns such as smoking cessation and through the work of the Health and Wellbeing Board which had a key priority relating to enabling and empowering resilient communities.

Bill Soane asked about the ongoing work with small businesses and shops in towns across the Borough.

Charlotte Haitham Taylor referred to the successful World Café business engagement event and wide range of engagement activities relating to the Wokingham Town Centre regeneration. There was also a focus on engaging with smaller businesses across the Borough. The next business engagement event would seek to engage with smaller businesses and would be exploring ways in which WBC could support the local economy.

Kate Haines asked about the Council's engagement with the business community on initiatives they could undertake to help children leaving care settings, for example through providing apprenticeships.

Councillor Haitham Taylor confirmed that this issue was raised with the business community as part of the ongoing engagement and discussions. Relevant staff would also be involved in future engagement events with businesses across the Borough.

KLOE 2 – 21st Century Council

Councillor Haitham Taylor and Mrs Gill updated the Committee on the Council's 21st Century Council change programme.

Mrs Gill stated that the first two years of the 21st Century Council programme had been about investing in new IT infrastructure and reorganising the Council to reflect the agreed operating model. The next stage would involve embedding the new arrangements and developing the organisational culture to reflect new ways of working and the emerging new Vision and Council Plan.

Lindsay Ferris asked if, in addition to social care, there were any service areas of the Council which were causing concern.

Mrs Gill stated that the emerging Council Plan would allow Members, in conjunction with partners, to identify and focus on key areas where the increasingly scarce resources should be targeted. In order to succeed the Council would have to become more commercially minded, more outward looking and more able to empower residents to help themselves. The 21st Century Council localities model would help to promote this new approach.

Guy Grandison asked about the ways in which the 21st Century Council programme was developing staff who were able to support residents via a more personalised approach.

Mrs Gill emphasised the quality and commitment of staff working for WBC. She also emphasised the importance of a more consistent approach to customer service and the need to be realistic about what the Council could achieve. It would take time for the organisational culture to change to reflect the 21st Century model.

Parry Batth asked about the concerns relating to the large number of interim managers/ consultants employed by the Council over the past two years.

Mrs Gill referred to progress made in filling key posts such as the shared Director of Adult Social Services with the Royal Borough of Windsor and Maidenhead and the filling of WBC Assistant Director posts on a permanent basis. In some areas it was difficult to fill posts due to the state of the job market. Consequently, the Council was looking at possible solutions with partners and neighbouring authorities. There would also be areas, such as narrowing the gap in educational attainment, where a consultant would be able to provide the step change in progress that was required.

Councillor Haitham Taylor commented on the additional pressures on staff arising out of a major reorganisation such as the 21st Century Council programme. She stated that the Council was committed to holding honest conversations with staff about their roles and with residents about expectations. A key part of the new arrangements was signposting residents to the correct service provider at the earliest opportunity.

Key Line of Enquiry 3 – Council Plan

Councillor Haitham Taylor and Mrs Gill updated the Committee on progress relating to the development of the new Council Plan.

Shahid Younis asked about the ongoing debate on the new Council Plan and the process of engagement with residents about the move to a more enabling role for WBC.

Mrs Gill outlined the way in which the 21st Century Council model had been developed to date and stated that the engagement process for the new Council Plan would be the vehicle used to seek the views of local residents, community groups, the voluntary sector and Town and Parish Councils. It was important that elected Members played a central role in these conversations.

Councillor Haitham Taylor commented that the emerging Council Plan was key to developing a new relationship between the Council and other local stakeholders. It was important that all voices were heard and that the Council Plan was built on clear evidence. The new Council Plan would be submitted to Council for approval early in 2019.

KLOE 4 – Town Centre Regeneration

Councillor Haitham Taylor and Mrs Gill provided an update on the Wokingham Town Centre regeneration programme. The Market Place project was due to be completed in August 2018 with Peach Place on schedule for the end of 2018 and Elms Field scheduled for completion in 2020.

Parry Batth asked about the key risks relating to the Wokingham Town Centre regeneration and how these risks were being managed.

Mrs Gill referred to the Council's Vision for Wokingham including the cultural quarter and the project management arrangements in place to ensure that the various strands of the programme were delivered effectively and key risks were mitigated. Councillor Haitham Taylor commented on the circumstances which had led to the delays in the Market Place project. She also highlighted the strong interest from potential tenants in Peach Place.

Kate Haines referred to the imminent closure of part of the Shute End car park and asked if the alternative entrances to the building had suitable access ramps for wheelchair users.

Mrs Gill undertook to investigate the situation and provide feedback from the Equality Impact Assessment for the project.

Andy Croy referred to access arrangements around the Market Place works and work on the new road linking Wellington Road to Shute End which did not provide suitable access ramps. He asked about arrangements to monitor the town centre works to ensure that accessibility was considered.

Councillor Haitham Taylor stated that Councillor Mirfin would be holding a site visit with Councillor Burgess on 19 July to look at access arrangements in the town centre. Any issues arising would be discussed with the contractors.

Guy Grandison commented that the Community and Corporate Overview and Scrutiny Committee would be scrutinising the town centre regeneration programme and, as part of the process, would be reviewing the disability access arrangements for the Market Place project.

Lindsay Ferris asked about the delays in the Market Place works and whether this had resulted in an overspend on the project.

Charlotte Haitham Taylor stated that the project was not yet finished and involved a number of bodies. Consequently the financial outcomes were not yet confirmed.

Mike Haines asked what initiatives the Council was pursuing to attract residents from further afield into Wokingham town centre.

Mrs Gill referred to the emerging Council Plan and the intention to engage with residents from across the Borough. Promoting the improvements in Wokingham town centre would be part of this process. Councillor Haitham Taylor stated that a marketing campaign would be developed for Peach Place in the run up to Xmas 2018.

Andy Croy asked about the potential for including social enterprises within the new town centre facilities in order to help the Borough's more disadvantaged residents.

Councillor Haitham Taylor stated that there would be a mixture of rates for the new units. However, this issue would need to be considered as part of the Council's overall offer to the voluntary sector.

Lindsay Ferris referred to feedback from businesses in the town centre and the national picture of High Street chains closing or consolidating.

Councillor Haitham Taylor stated that the Council was aware of the national picture. However, there was evidence of strong demand for the units at Peach Place and this included interest from new innovative businesses. The Council's strategy was to develop a different offer to neighbours such as Bracknell and Reading.

KLOE 5 – Narrowing the Gap in Educational Attainment

Councillor Haitham Taylor and Mrs Gill provided an update on progress made on narrowing the gap in educational attainment between disadvantaged young people and their peers from more affluent backgrounds.

Mrs Gill stated that there had been some progress in narrowing the gap but more needed to be done. In order to drive further progress an expert consultant had been retained to advise the Council.

Shahid Younis asked about the impact on narrowing the gap of more schools becoming academies.

Councillor Haitham Taylor stated that the Council was still responsible for the performance of all the Borough's schools. In relation to academies the Council's role became more about influencing and seeking to promote best practice. Academies were also accountable to Ofsted for their performance.

KLOE 6 – Community Safety and Fear of Crime

Councillor Haitham Taylor and Mrs Gill provided an update on measures taken by the Council and its partners to tackle local pockets of anti-social behaviour across the Borough.

Mrs Gill referred to the refreshed Community Safety Partnership targets which would provide a greater focus on local "hot spots". She commented that Community Safety had

not been one of the key priorities within the previous Council Plan. The new Council Plan would promote prevention and focus on helping residents to help themselves.

Councillor Haitham Taylor referred to the priorities set out by the Thames Valley Police and Crime Commissioner. She felt that the Overview and Scrutiny Committees may wish to look at these priorities and consider whether they matched the priorities of our local communities. In this way Overview and Scrutiny would be able to influence the development of the Community Safety agenda.

Guy Grandison referred to the impact of cybercrime which impacted on a large number of residents and should be included within the Council's prevention agenda.

KLOE 7 – Overview and Scrutiny Work Programmes

Councillor Haitham Taylor and Mrs Gill made suggestions for the future development of Overview and Scrutiny at the Council. These included:

- Developing the Overview and Scrutiny structure to “shadow” the work of Executive Members;
- Undertaking “deep dives” into specific service areas;
- Providing ideas for inclusion in the new Council Plan;
- Scrutinising financial pressures and the delivery of value for money;
- Reviewing best practice in other parts of the country, for example in relation to managing demand for statutory social care services;
- Greater engagement with residents, community groups and the voluntary sector;
- Regular engagement with the Council's Executive to promote greater understanding and cooperation;
- Focussing on the equalities agenda and the Council's commitments under the Equality Act 2010.

On behalf of the Committee, Parry Batth thanked Councillor Haitham Taylor and Mrs Gill for attending and providing detailed answers to Members' questions.

RESOLVED That:

- 1) Charlotte Haitham Taylor and Manjeet Gill be thanked for attending the meeting to brief the Committee and answer Member questions;
- 2) the Overview and Scrutiny work programmes for 2018/19 be reviewed and amended in light of the challenges and priorities highlighted at the meeting;
- 3) the specific issues relating to the Wokingham Town Centre regeneration programme be considered by the Community and Corporate Overview and Scrutiny Committee;

- 4) Manjeet Gill provide more information to the Committee on targeted work in the Borough's more deprived wards and the Equality Impact Assessment relating to access to the Shute End offices;
- 5) the issues relating to narrowing the gap in educational attainment be considered by the Children's Services Overview and Scrutiny Committee;
- 6) the issues relating to the Police and Crime Commissioner's priorities be considered by the Community and Corporate Overview and Scrutiny Committee.

20. UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES

The relevant Chairmen provided updates on recent issues considered by the Overview and Scrutiny Committees and future Agenda items.

RESOLVED: That the update reports be noted.



Wokingham Borough Council Equality Monitoring Workforce Report 2017-18

Purpose

The Equality Act 2010 introduced a new General Equality Duty which requires organisations to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

In addition to this there is a Specific Equality Duty which requires organisations to:

- Publish information which demonstrates compliance with the Equality Duty
- Set and publish equality objective

This annual report demonstrates the Council's compliance with the Public Sector Equality Duty in relation to its workforce. It captures data about Wokingham Borough Council employees (excluding Schools) and relates this to the protected characteristics and other relevant indicators along with actions taken to address any gaps.

Version	Date	Description
1	12/10/16	1 st report
2	22/02/18	2 nd report
Document Approvals		
Author: Employment Equality Steering Group		
Approval: CLT		

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Introduction

Under the Equality Act 2010 Wokingham Borough Council (WBC) has a legal duty to advance equality of opportunity for people with protected characteristics, eliminate unlawful discrimination and promote good relations between people. We also have a responsibility to promote equality and recognise diversity; understanding our own workforce and how it relates to the community we serve.

To assist us in undertaking these duties, we review relevant information and data to recognise areas of strength and identify areas for improvement. We then work with relevant groups to develop necessary actions and monitor performance.

It is important that the Council's workforce reflects the composition of the local population to ensure it is representative of the community we serve, thereby helping to ensure that appropriate services are provided to all citizens.

This annual report provides information on employees obtained from our monitoring processes and procedures, which allows us to meet the reporting requirements outlined in the Equality Act 2010. Using this data we can understand the composition of our people, help identify areas for action, and publish the information required to show compliance with the duty.

Borough Demographic

The Borough has a population of around 160,000 with a demographic composition that has changed markedly over the course of the past 15 years. For example, the 2001 census showed that 6.1% of the population were classified as Black or Minority Ethnic (BME), while in 2011 this had risen to 11.75%.

Council Information

Wokingham is a small unitary authority that employs just over 1000 staff, with 54 Councillors, 8 of whom sit on the Executive. We are one of 6 Unitary Authorities in Berkshire and work in a complex multi-agency context, in close partnership with the other unitary authorities.

Budgetary pressures on local authorities are severe. Added to which Wokingham Borough Council is the worst funded unitary authority in England. We rely on council tax as our main income source and, therefore, the accountability relationship with our residents is very strong and real. There have also been changes to national legislation that directly impact the way we deliver our services. Therefore it is very important that we, as an organisation, are prepared for these challenges to ensure the ongoing success of our Borough. We decided the best way to do this was to ensure we had a clear vision with meaningful and realistic priorities, focusing on the needs of our residents. Over the last 6 years we have delivered £36.5million pounds of savings and are forecast to save £20million over the next 4 years. We are about to embark on a major change programme which will deliver £4million savings per annum which will have a direct impact on our workforce and the way in which we work.

When we monitor the composition of the workforce we consider a variety of factors (e.g. starters, leavers and salary) across several protected characteristics (i.e. age, gender, disability, ethnicity, religion and sexual orientation). The data used in this report was drawn on 22nd August 2017

The majority of the information collected is through self-declaration and is reliant on the provision of this data from the workforce.

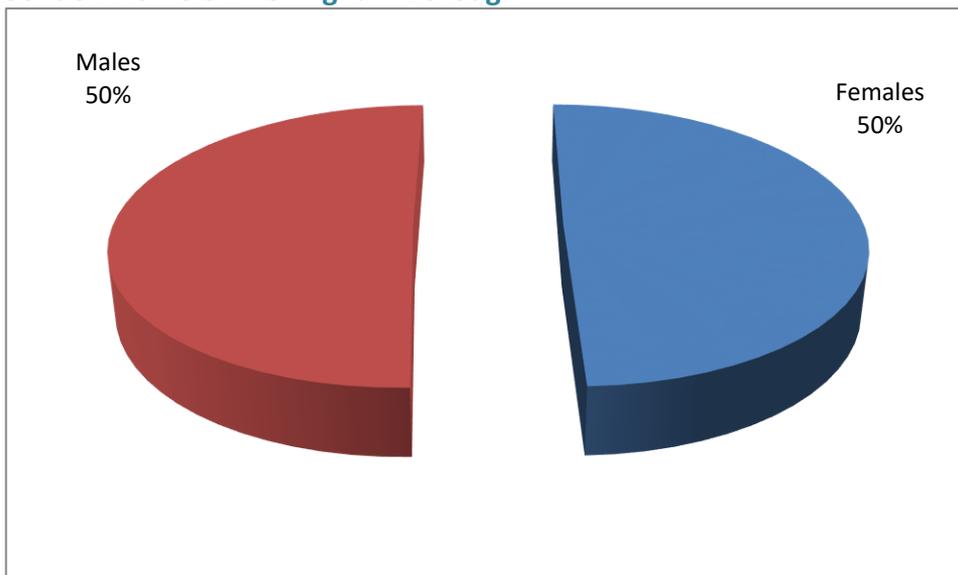
As this is the second report there is limited trend data available. However, this will be reported in further years in order to determine whether recommended interventions have made an impact.

Gender

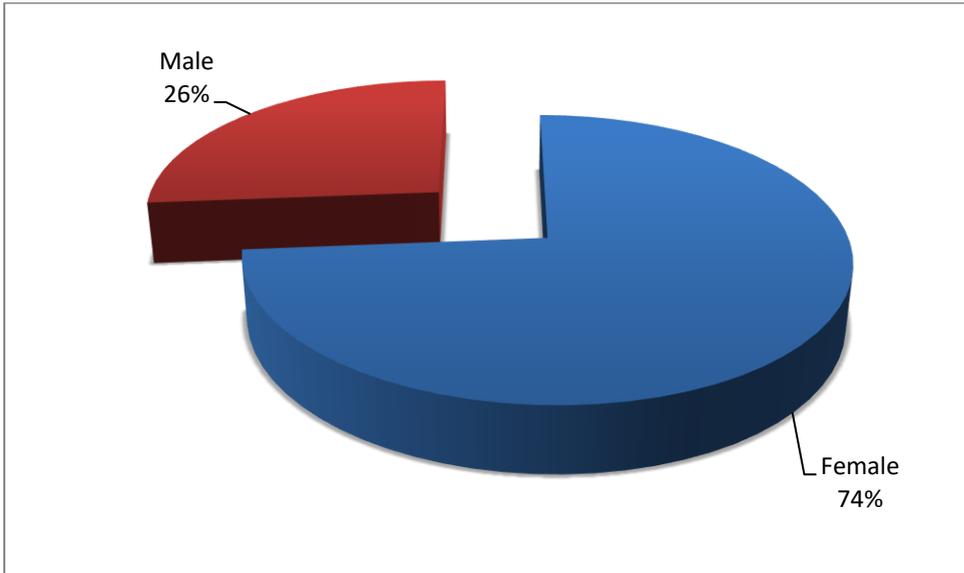
While the Borough has an equal split of men and women, the Council has a gender profile where over 74% of the workforce is women and 26% men, and appears to have remained stable over the last 2 years’.

The salary profile appears to show a fairly consistent level of men achieving each salary range, while there is a skew for women to occupy lower salary ranges. This must consider the distribution of women in specific lower paying roles. The percentage of females earning £50,000 or more is increased by 8% to 50%, against a national average of 32% (Source: CMI: Women in Leadership White Paper). While we are moving in the right direction, it cannot be ignored when almost three quarters of the total workforce are women.

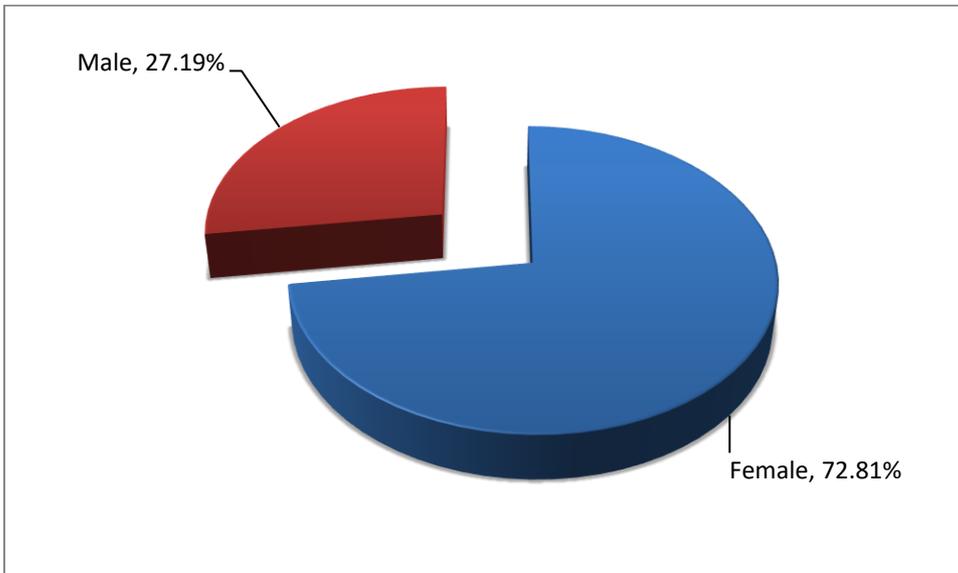
Gender Profile of Wokingham Borough



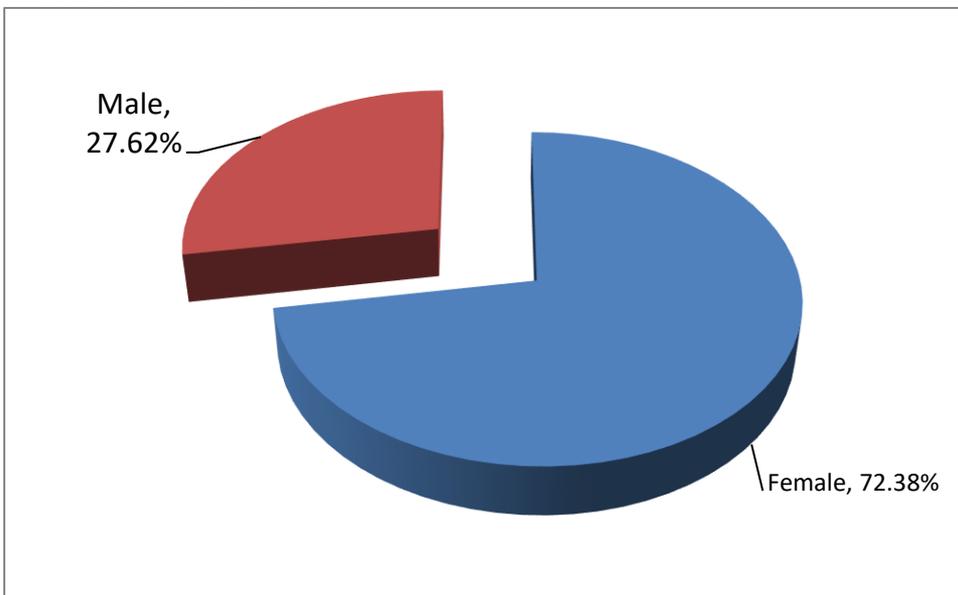
Gender Profile of the Council



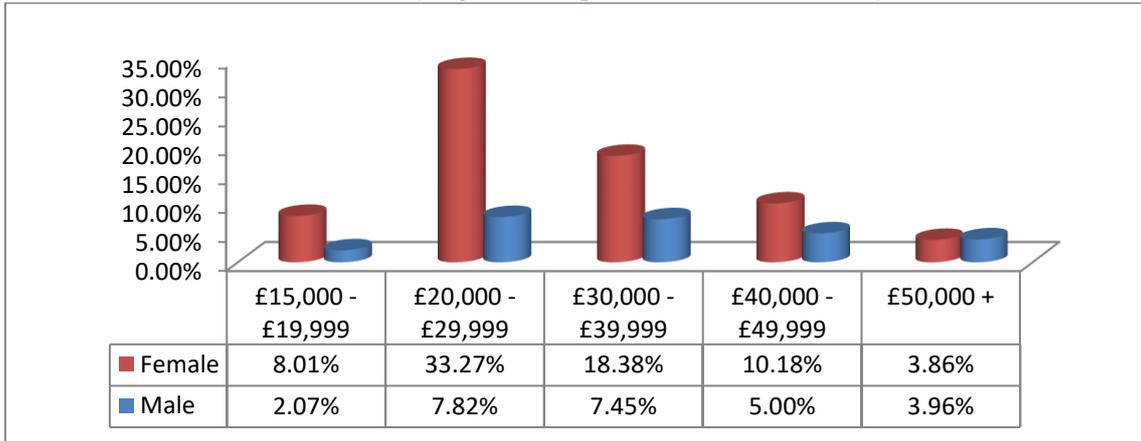
Gender Profile of Starters



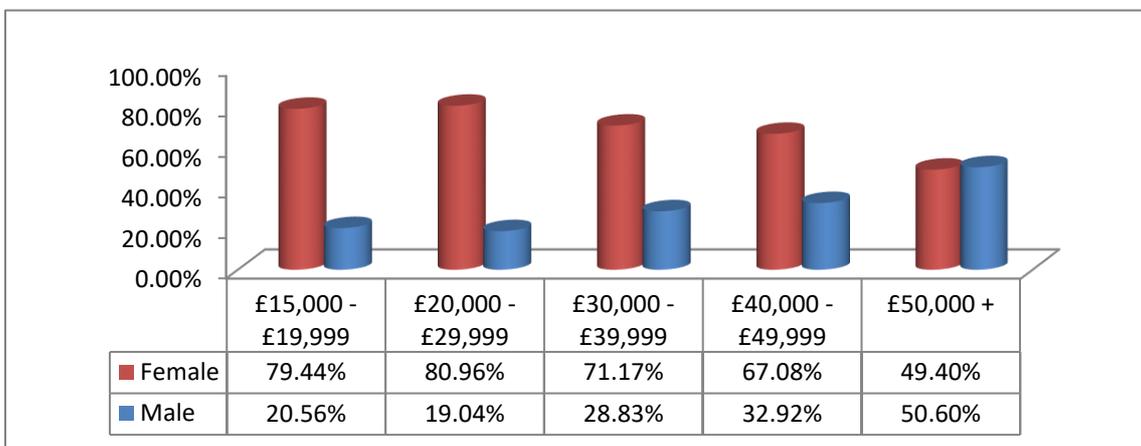
Gender Profile of Leavers



Salaries Across Gender Profile (as percentage of entire workforce)



Salaries Across Gender Profile (as percentage of gender within each salary band)



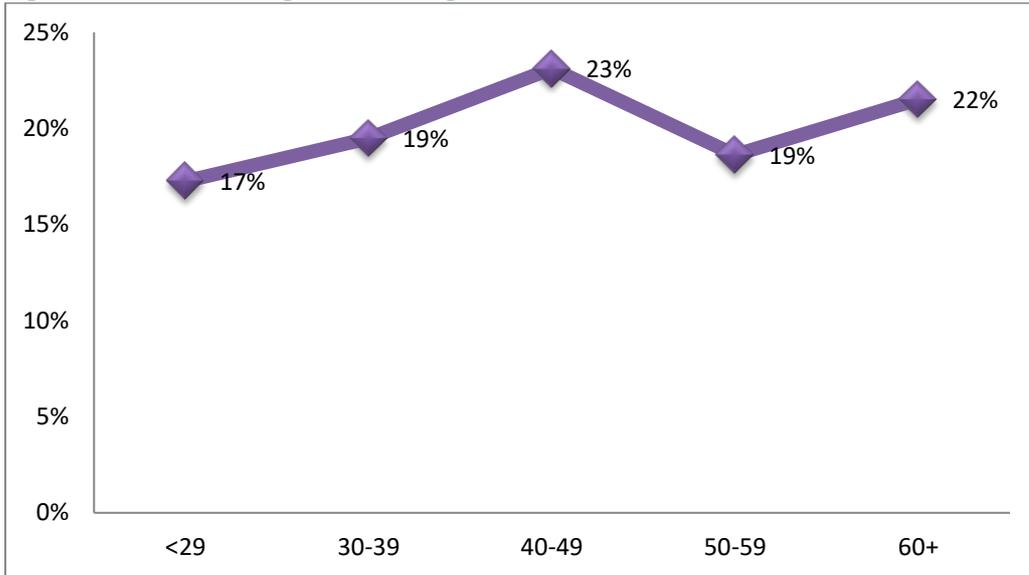
Age

While the age profile is not representative of the Borough its workforce serves, the Council's age profile is not unlike that of other local authorities nationally with a higher proportion (42%) of workers being above 50 years of age, and only 12% under 30 years of age.

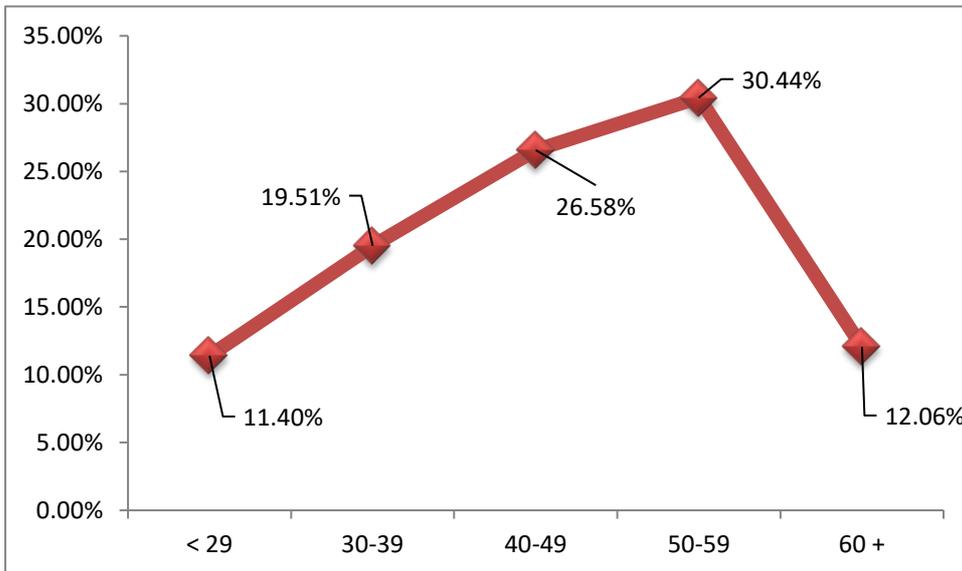
However, 71% of our new starters are under 50, while there is a higher proportion of the older workforce leaving.

When considering salaries across age ranges, there is slight skew towards lower salaries for those below 30 years of age, but this skew moving slightly for each of the following ranges, translating in to older members of the workforce generally commanding higher salaries.

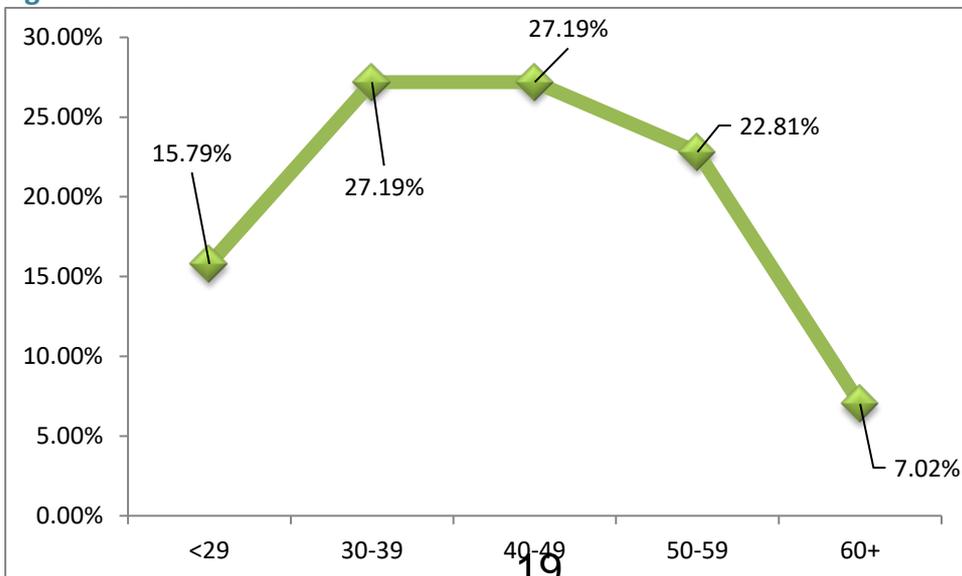
Age Profile of Wokingham Borough



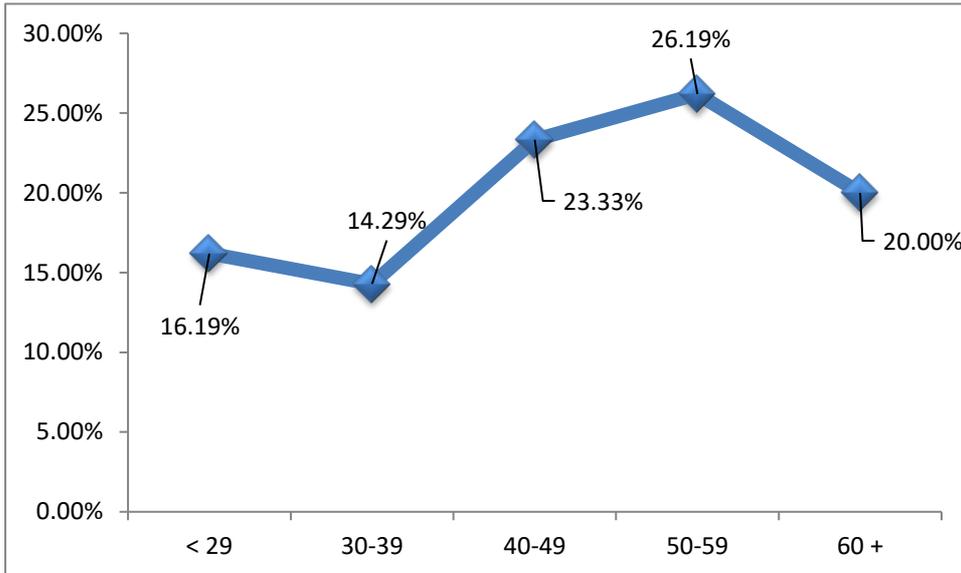
Age Profile of the Council



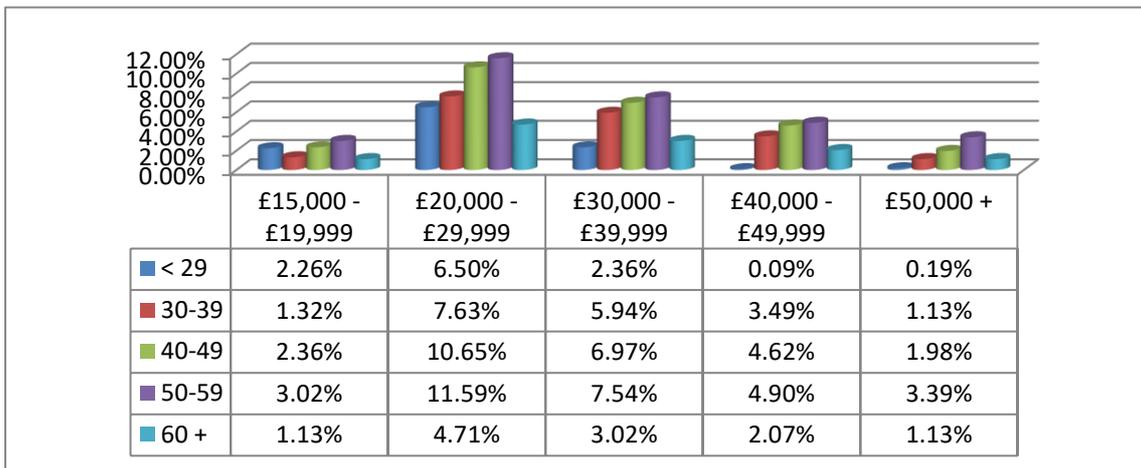
Age Profile of Starters



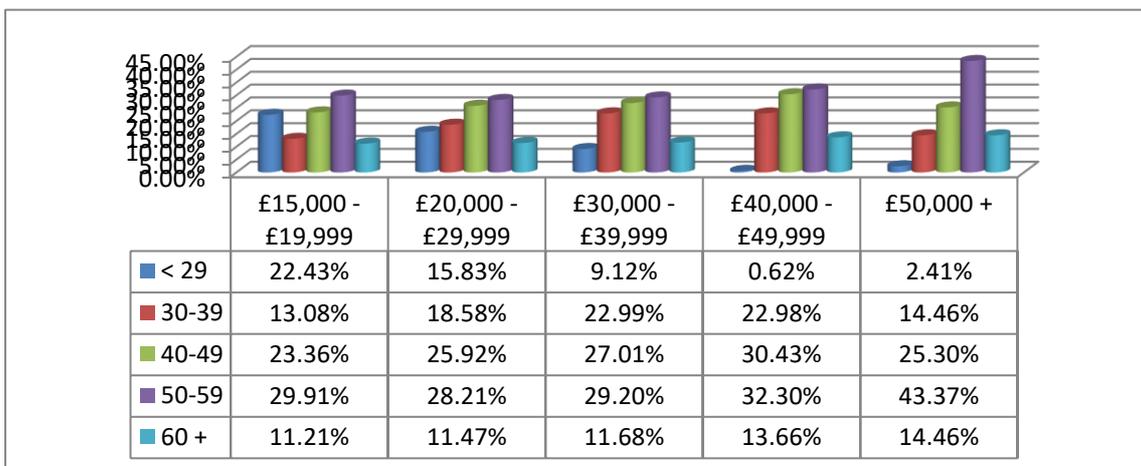
Age Profile of Leavers



Salaries Across Age Ranges (as percentage of entire workforce)



Salaries Across Age Ranges (as percentage of age within each salary band)



Disability

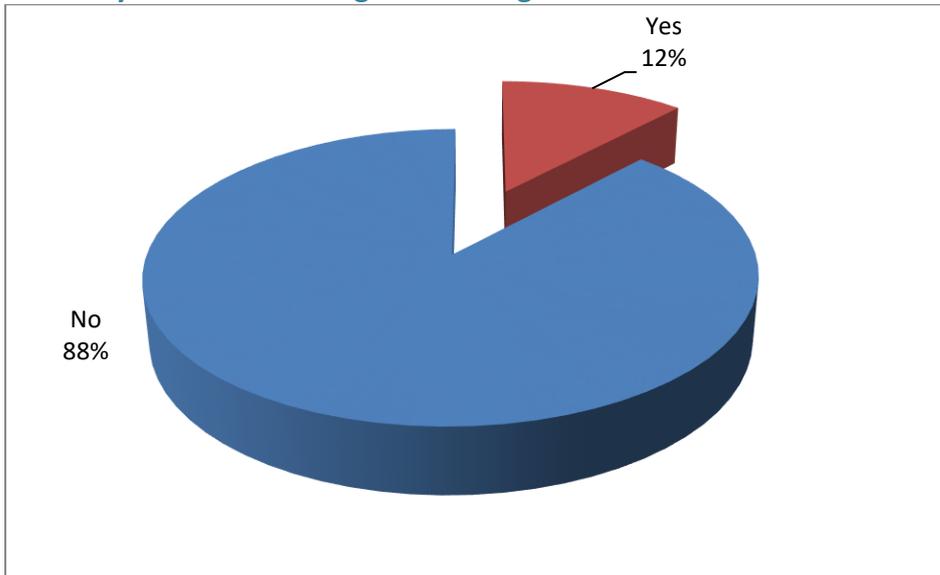
From the information provided, it appears only 4.43% of the workforce have a disability, but this could be higher as 33% of the workforce have not declared their status. This data is reasonably consistent with other local government organisations where 30% of respondents report that

they have 5% or more workers with a disability but 31.4% don't know (source XPerHR "Disability 2014: What Percentage of your organisation's workforce has a disability"). Even without complete data our overall workforce is more than reflective of the community we serve where 2.84% have a declared long term health problem or disability (source Office of National Statistics 2011 census).

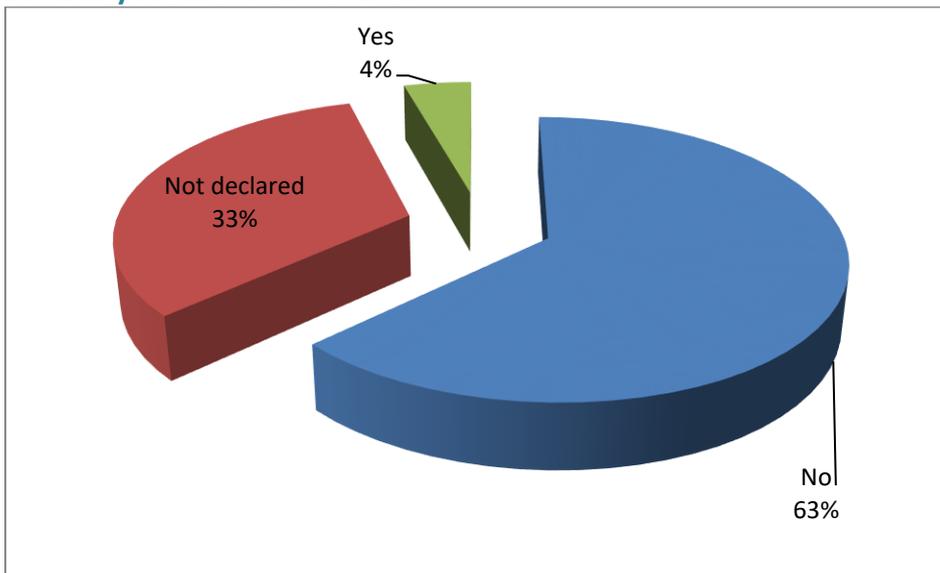
The percentage of leavers and starters who declared a disability are almost identical thereby suggesting a maintenance of the current composition, and an ability to attract those with disability to roles in the Council. The Council currently holds the 'double tick' disability status and has 'Disability Confident' status, the new Government Scheme.

The profile of those with a disability across pay ranges appears to indicate no issues in this area.

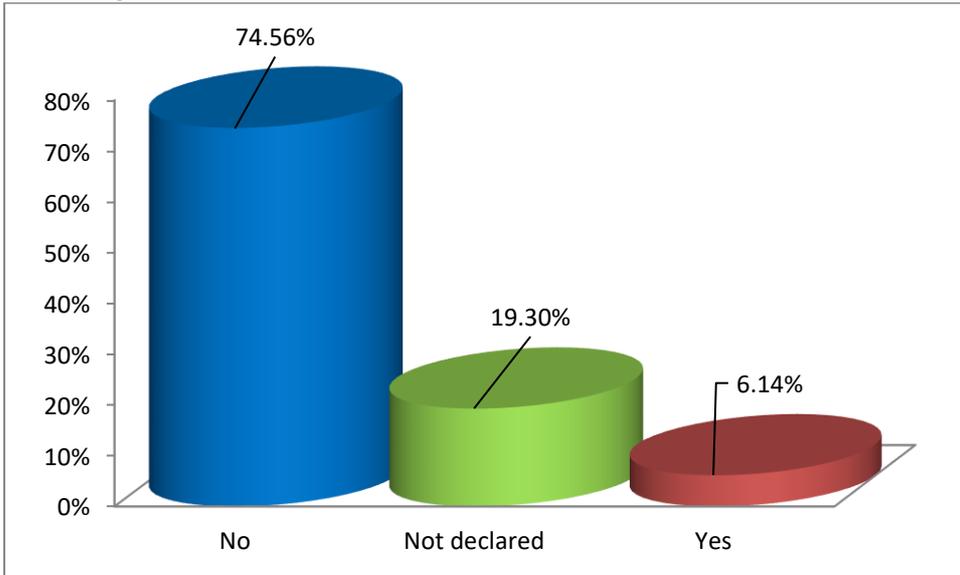
Disability Profile of Wokingham Borough



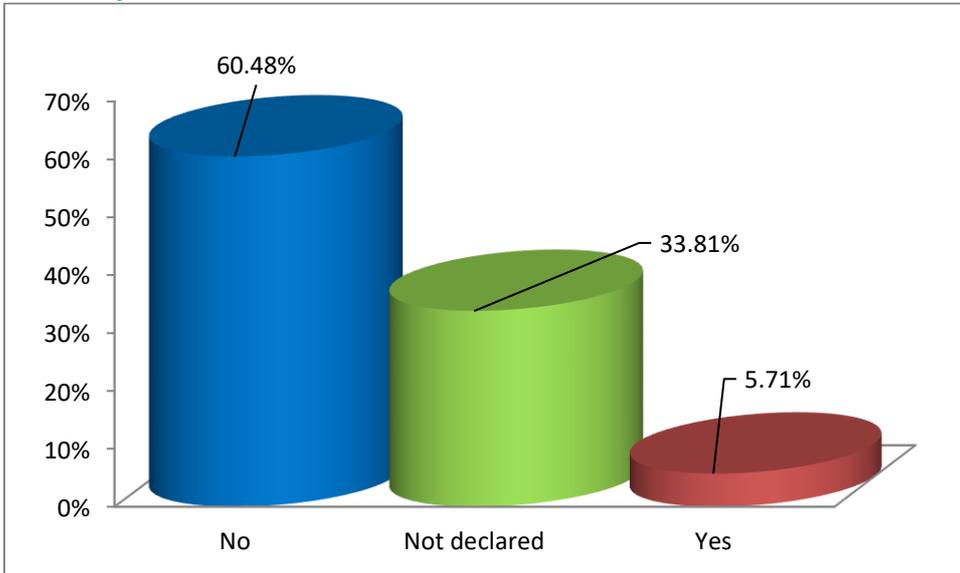
Disability Profile of the Council



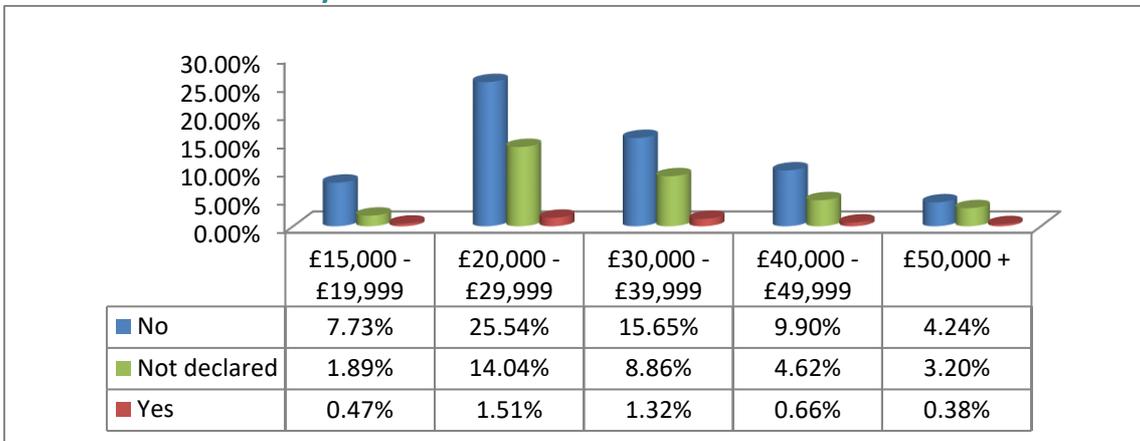
Disability Profile of Starters



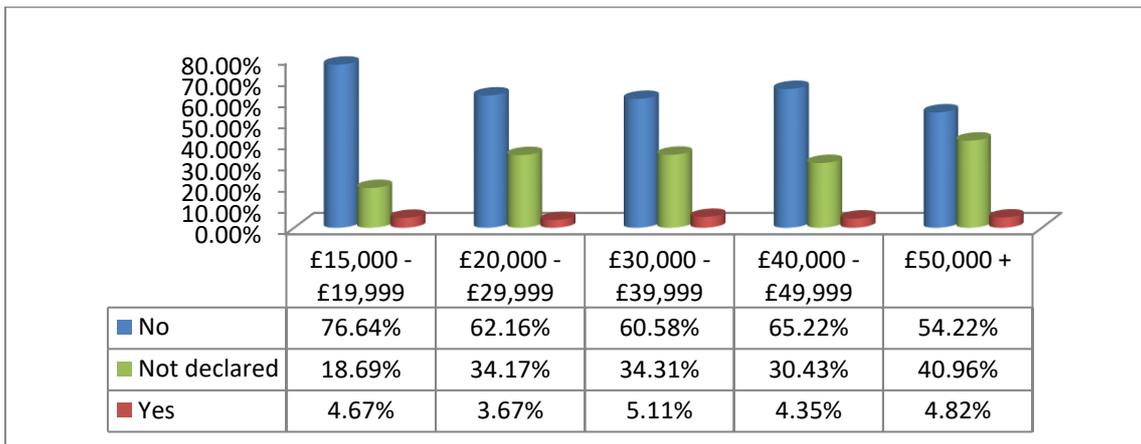
Disability Profile of Leavers



Salaries Across Disability Profile



Salaries Across Disability Profile (as percentage of people with disabilities within each salary band)

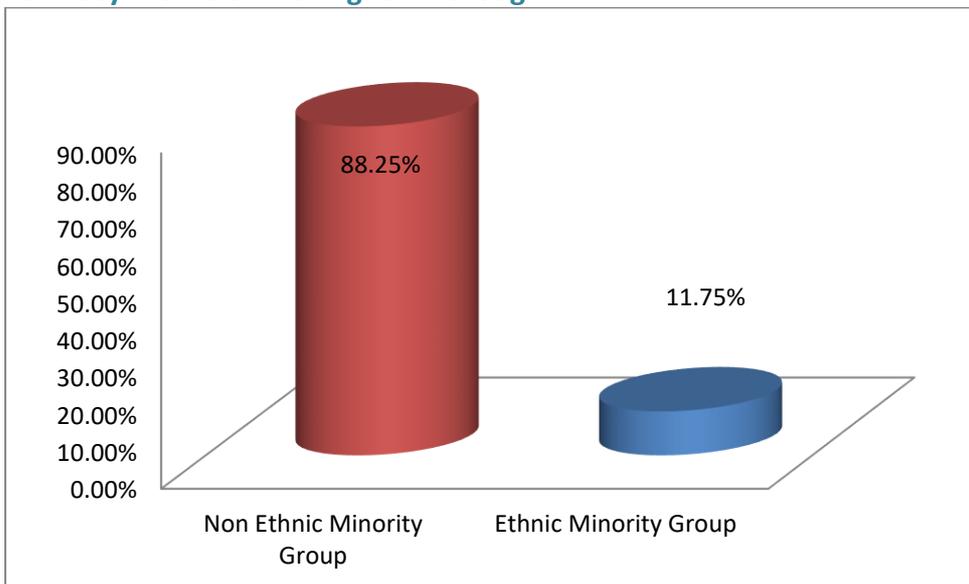


Ethnicity

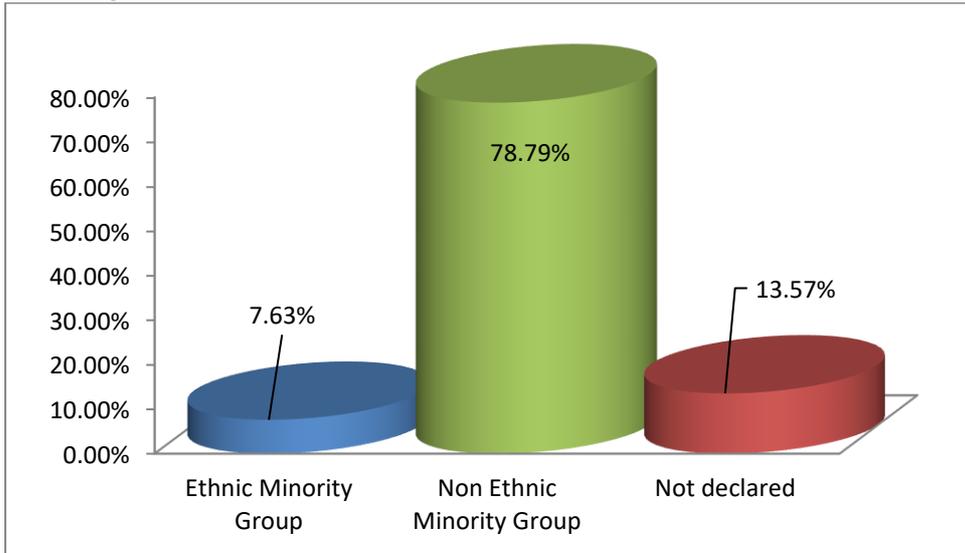
Ethnicity reporting is well established and it is clear that the workforce is actually more diverse than the population it serves, with 79% of the workforce being White British compared to 88% of the Borough. There appears to be a trend in increasing the level of diversity with almost a third of starters being from ethnic minority groups.

The salary profile for those from ethnic minority groups appears to be representative of the general distribution.

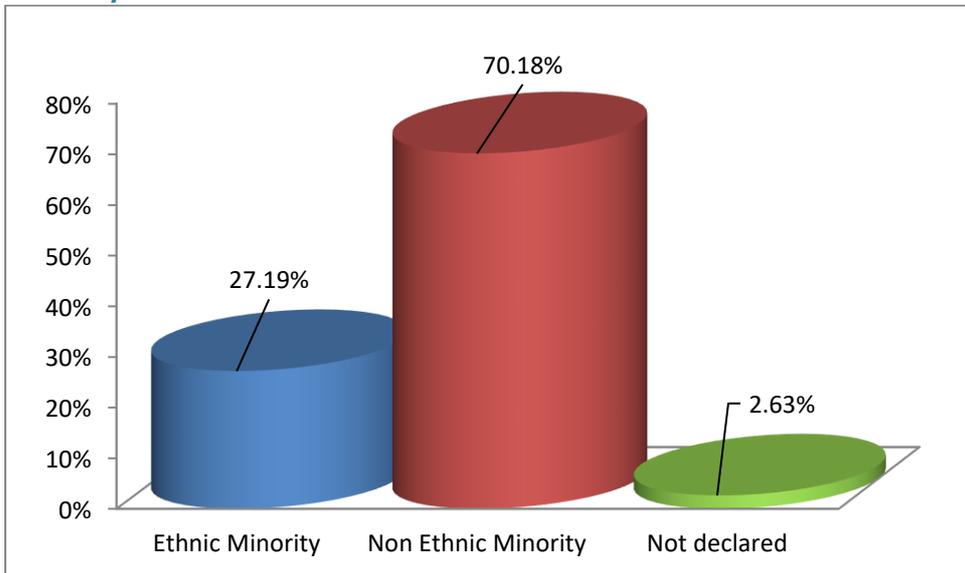
Ethnicity Profile of Wokingham Borough



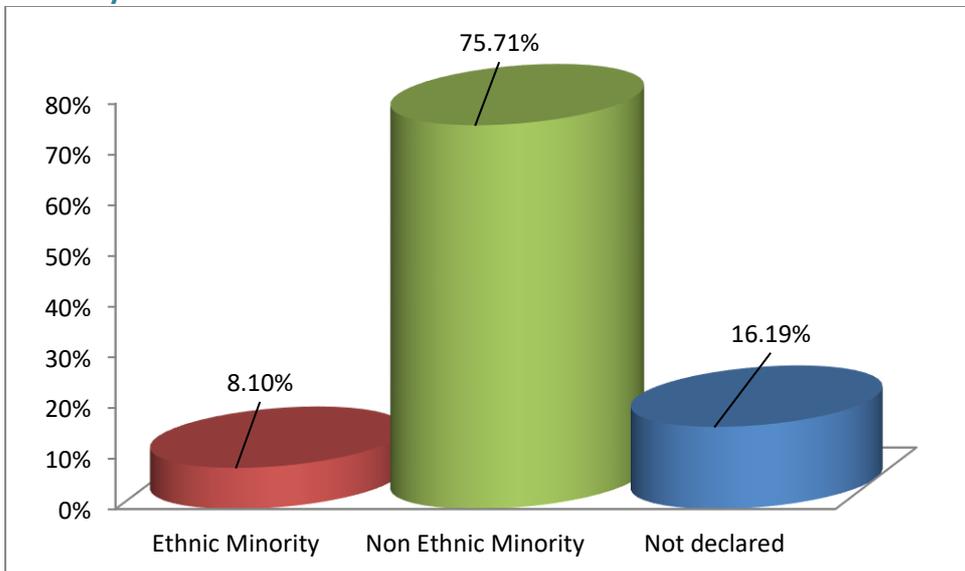
Ethnicity Profile of the Council



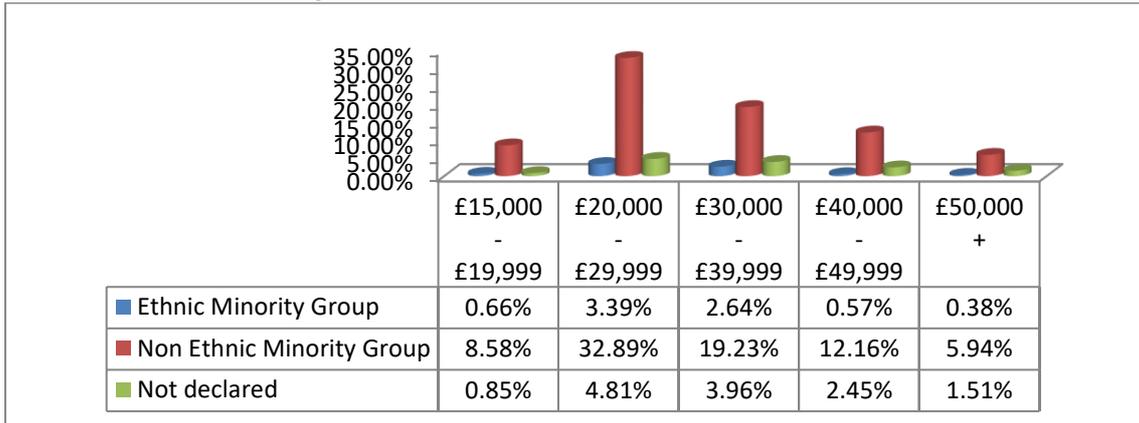
Ethnicity Profile of Starters



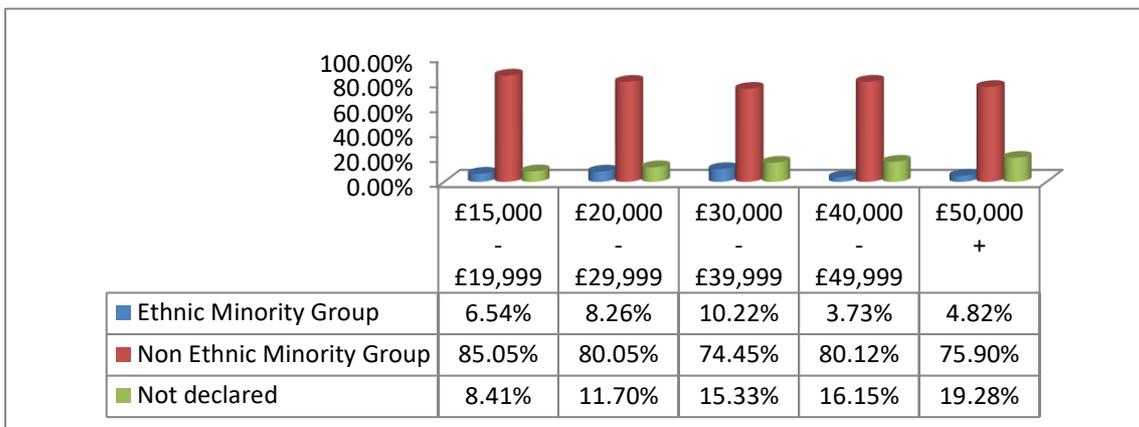
Ethnicity Profile of Leavers



Salaries Across Ethnicity Profile



Salaries Across Ethnicity Profile (as percentage of ethnicity within each salary band)



Religion and Sexual Orientation

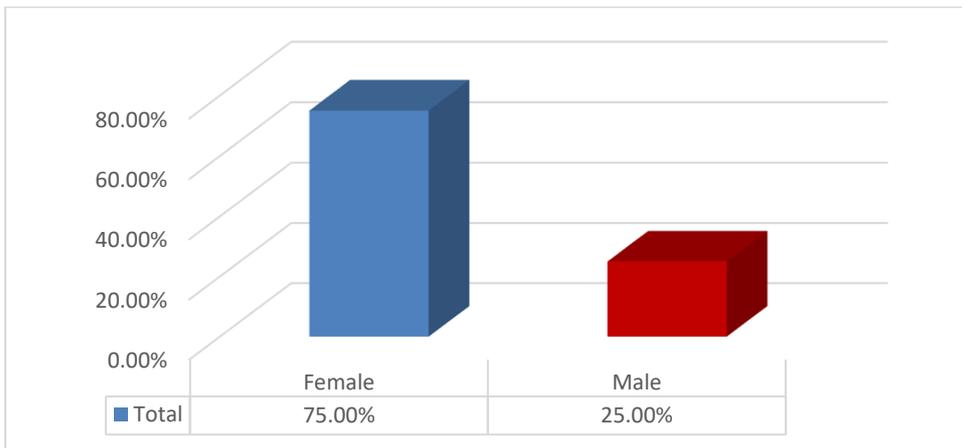
The Council provides an opportunity for its employees to provide information on their religion or belief and sexual orientation; however the confidence to do so does not appear to be sufficient as there is limited information available to provide any analysis, with 88% of the workforce not declaring.

Grievance, Capability and Disciplinary Action

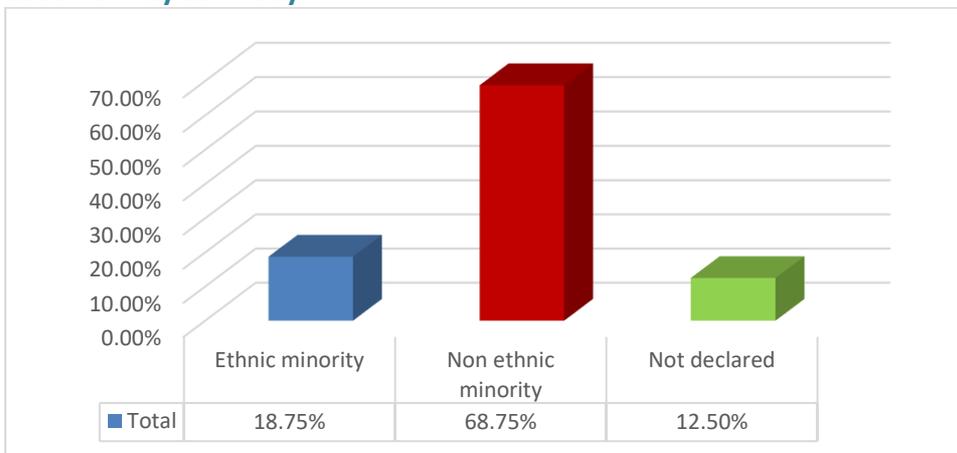
A total of 16 workers went through a formal casework process during the reporting period including capability, disciplinary, probation and grievance cases. A reduction from 23 of the previous year.

There appears to be a disproportionate number of workers with protected characteristics going through formal casework. Those from a BME group account for 18.75% of those going through casework compared to 7.63% of the entire workforce being from a BME background. However, there is a reduction in the gap from 19.02% to 11.12%. With regard to those with declared disabilities, the 3 cases (18.75% of the total casework in comparison to 4% of the workforce declaring a disability) were not in relation to conduct not capability. Further exploration of the data shows that the cases were split equally across all Directorates so this would suggest that the skew is as a result of low level of activity.

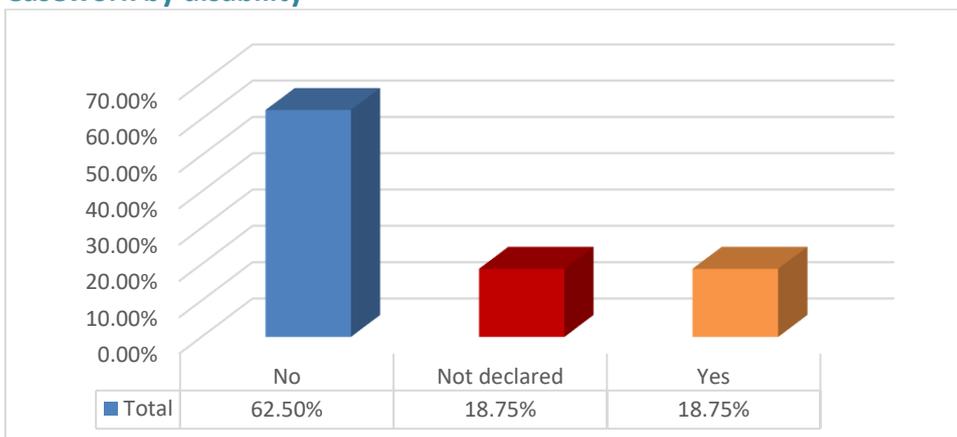
Casework by gender



Casework by ethnicity



Casework by disability



How we meet the Equality Duty

There are several practices already in place, and work already started that demonstrates our commitment to Equality. These are:

- Guaranteed Interview Scheme for any candidate who declares a disability and meets the essential criteria of the role
- All roles are advertised on our website and are accessible to all employees unless there is someone who meets the requirements of the role and is awaiting redeployment

- The creation of the Employment Equality Steering Group whose purpose is to ensure that no potential or existing member of staff is excluded from career or training opportunities due to their age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership.
- Equal Opportunity training is already in place
- Recruitment training includes learning in relation to equality and diversity and unconscious bias
- Full Equality Impact Assessments take place whenever there is a major change that affects employees
- Reasonable building and equipment adjustments to make offices accessible to all
- Enhanced maternity pay by offering 12 weeks' half pay on the condition that the employee returns to work for at least 3 months' upon completion of their maternity leave
- Meeting our statutory duties with regard to leave for family care
- Elevate Wokingham who seek Apprenticeships and Work Experience for 16-19 year olds not in education, employment or training. Wokingham Borough Council has taken on 6 Apprentices in the last financial year
- Our dormant staff café 'Shuters' has been opened up to provide work experience and for vulnerable and disadvantaged young people from Addington School to enable the young people to acquire catering skills

Last Years' Activity

Subject	Action	Target	Outcome
Recruitment	Introduce monitoring of job applicants in order to identify if there are any equality issues in the recruitment process	Applicant Tracking System launched	Achieved and implemented 3 July 2017
	Increase take up of Apprenticeships in order to encourage younger people into the Council. No target set due to 21 st century restructure but commitment to move in positive direction	n/a	Apprenticeship Co-ordinator appointed w.e.f. 1/10/17 to support this
Training	Introduce a biennial Equal Opportunities refresh to ensure that employees are up to date and aware of their legal duties and requirements	All staff have refresher training	Still being developed
Career opportunities	Ensure EIA are completed at each stage of the 21 st century council restructure programme to review that there is equality in opportunities for the new roles	100% completion of EIA	Completed
	HR continue to closely monitor and review BME data in relation to Capability, Disciplinary and Grievance	n/a	Completed
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and 27 anonymity	75% of workforce disclosed (Currently 60% for Disability and less than 10% for Religious Beliefs	77% of workforce disclosed 67% for Disability and 12% for religious

	(particularly sexual orientation, religious beliefs & disability)	and Sexual Orientation)	beliefs & sexual orientation
	Consider the effective recording of, and response to the needs of any transgender staff	Decision made and implemented	Completed
Accreditations	Review the new 'Disability Confident' accreditation levels and work towards the most appropriate level	Revised accreditation obtained, if appropriate	Accreditation received at Bronze level
Governance	Embed equalities groups and reporting within the organisation, to deliver effective governance and accountability	n/a	Reporting is embedded, size of group has reduced due to staff turnover and further promotion required
	Consider developing internal support groups for different cohorts of employees with that protected characteristic to share experience and help inform further action required	n/a	No internal volunteers to date

Next Years' Activity

The data and information we hold appears to demonstrate no significant issues face us at this point, but there remain areas where we can continue to improve. Therefore, the action plan for this year is as follows:

Subject	Action	Target	Outcome
Recruitment	Analyse the recruitment data that will now be available to identify trends and risks	Quarterly at each Workforce Equality Group meeting	
	Increase take up of Apprenticeships in order to encourage younger people into the Council.	26 by 31 March 2018	
Training	Introduce a biennial Equal Opportunities refresh to ensure that employees are up to date and aware of their legal duties and requirements	All staff have refresher training	
Career opportunities	Continue to ensure EIA are completed at each stage of the 21 st century council restructure programme to review that there is equality in opportunities for the new roles	100% completion of EIA	

	HR continue to closely monitor and review BME data in relation to Capability, Disciplinary and Grievance	n/a	
Data Collection	Increase staff confidence in disclosing their personal information to increase the accuracy of workforce monitoring by ensuring confidentiality and anonymity (particularly sexual orientation, religious beliefs & disability)	80% of workforce disclosed (currently 77% disclosed 67% for Disability and 12% for religious beliefs & sexual orientation)	
Accreditations	Review the new 'Disability Confident: Employer' accreditation and work towards the most appropriate level	Revised accreditation obtained, if appropriate	
Governance	Promote Employment Equality Group to get greater representation from protected minorities and across all Directorates		

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TITLE	Review of Equality Impact Assessments (EQIA's)
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 1 st August 2018
WARD	(All Wards);
DIRECTOR	Director of Corporate Services - Graham Ebers

<p>OUTCOME / BENEFITS TO THE COMMUNITY</p> <p>Accountability and transparency of the delivery of the Council's major projects, policies and service changes and to inform decision making.</p>
<p>RECOMMENDATION</p> <p>The Committee is requested to:</p> <ol style="list-style-type: none"> 1) acknowledge that the review of Equality Impact Assessments (EqIA's) has been completed and to comment on the issues set out in the report; 2) note that a further report will be submitted to the September 2018 meeting of the Committee on progress made in delivering the Council's Equality objectives.
<p>SUMMARY OF REPORT</p> <p>This report outlines the main changes that have been made to the Council's approach for conducting EqIA's, including the intended outcomes and the materials and guidance in place for undertaking an EqIA.</p>

Background: The public sector equality duty.

The Equality Act 2010 bestows upon local authorities the public sector equality duty (PSED). Under this duty, the Council must think about how its projects, policies and services impact on the protected groups identified under the 2010 act. These groups are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief

- sex
- sexual orientation

Our duty under the act is as follows:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To this end, the government recommends that all public bodies carry out an Equality Impact Assessment (EqIA's) to ensure compliance with the duty. This is so that we can show, as a Council, that we have complied with the PSED, but also that we are thinking carefully about the impact that our projects, policies or service changes may have on vulnerable residents. This helps to promote good outcomes for everyone during the project as a whole and to promote better decision making at the project initiation stage.

Guidance was created in 2012 around how officers should be carrying out EQIA's. Therefore, a refresh to bring the guidance more into line with developments in the councils operating model since the commencement of 21st Century Council were felt as appropriate.

Since January 2018, Strategy and Commissioning Support have undertaken a review of our current approach to completing EqIA templates and have reformed the process to make it more thorough. This includes the introduction of a new method for assessing impacts through an initial impact assessment, with the view to completing a full impact assessment, with the engagement of protected groups, should negative impacts be identified. At the time of writing, Strategy and Commissioning support has begun working with HR on re-writing the councils e-learning for officers conducting EqIA's. Finally, we are designing a new Council wide approach to project management and it is envisaged that the completion of the EqIA process will become embedded into the formal decision making process that officers follow to formulate projects, policies or service changes.

Analysis of Issues:

Whilst the old template provided a good basis to conduct EqIAs from, it was lacking in:

1. Properly referencing engagements that were carried out with protected groups.
2. Monitoring of the action plan and ensuring a full review was carried out.
3. Embedding the EqIA as part of a minimum standard of project management.
4. Being as user friendly as it could have been with officers at times unsure what sections needed to be completed with what.

The decision to split the EqIA template into two separate documents reflects the aim of the changes we are proposing:

1. To make the process for competing EqIAs more user friendly by having up to date guidance and two separate assessments which are completed sequentially.

2. By having two sequential parts to the assessment the council ensures it is making assessments more thorough by strengthening the criteria for determining levels of impact and making sure justifications are given for this assessment.
3. By embedding the engagement approach at the full impact stage and ensuring the equality improvement plan is based upon the outcome of any engagement.
4. To ensure that if negative impacts are identified, officers have a plan in place which can be monitored to ensure we are fulfilling our obligations.
5. Finally, to have an EqIA published as part of the executive paper which accompanies the project, policy or service change and to be published on the council's website.

The proposed approach ensures we are updating our template and guidance to ensure a more thorough compliance with our statutory duties to pay due regard to, and foster positive relations between groups of protected characteristics, to ensure upon proper consultation should negative impacts be identified and to bring stronger governance oversight of mitigating negative impacts.

Our review to our e-learning module aims to reflect this change of approach in how we approach EqIA's. The revised learning outlines the importance of EqIA's in promoting the Public sector equality duty, the process for undertaking them and the potential impacts not conducting one could have on protected groups and the council.

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
None

Contact Michael Oatway	Service Strategy & Commissioning Support
Telephone No 07808236499	Email Michael.Oatway@wokingham.gov.uk

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Equality impact assessments (EqIA)

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WOKINGHAM
BOROUGH COUNCIL

Agenda:

EqAI overview

WBC EqIA review

Requirements

Outcomes on
requirements.

Q + A

Equality Impact assessment overview:

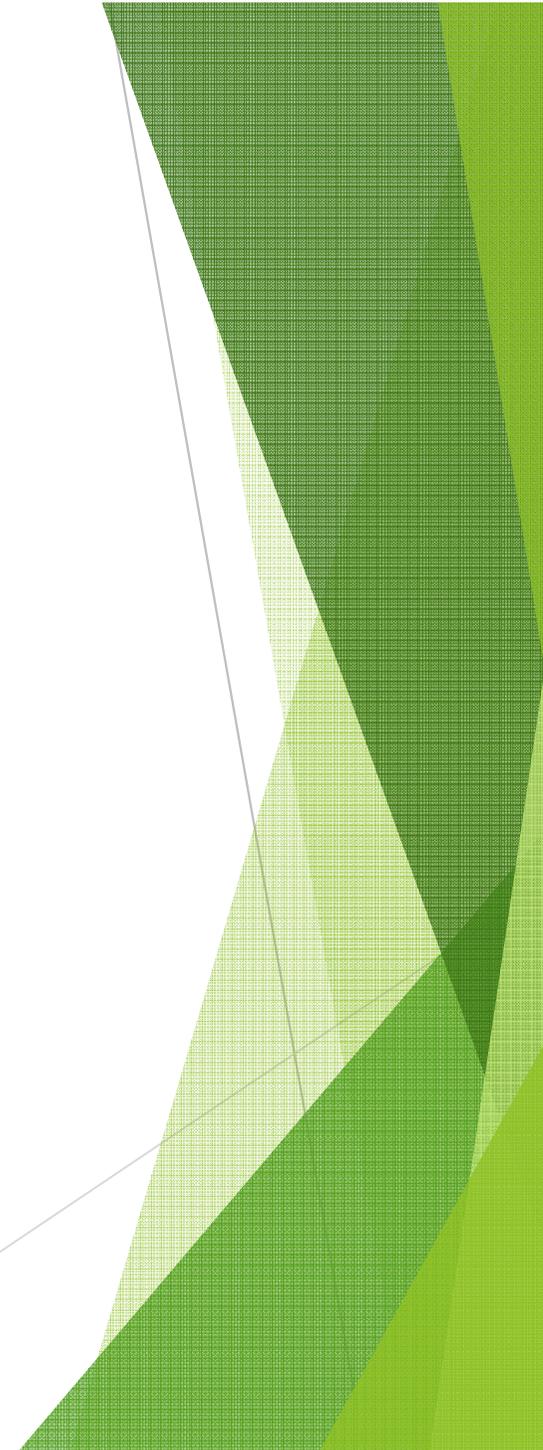
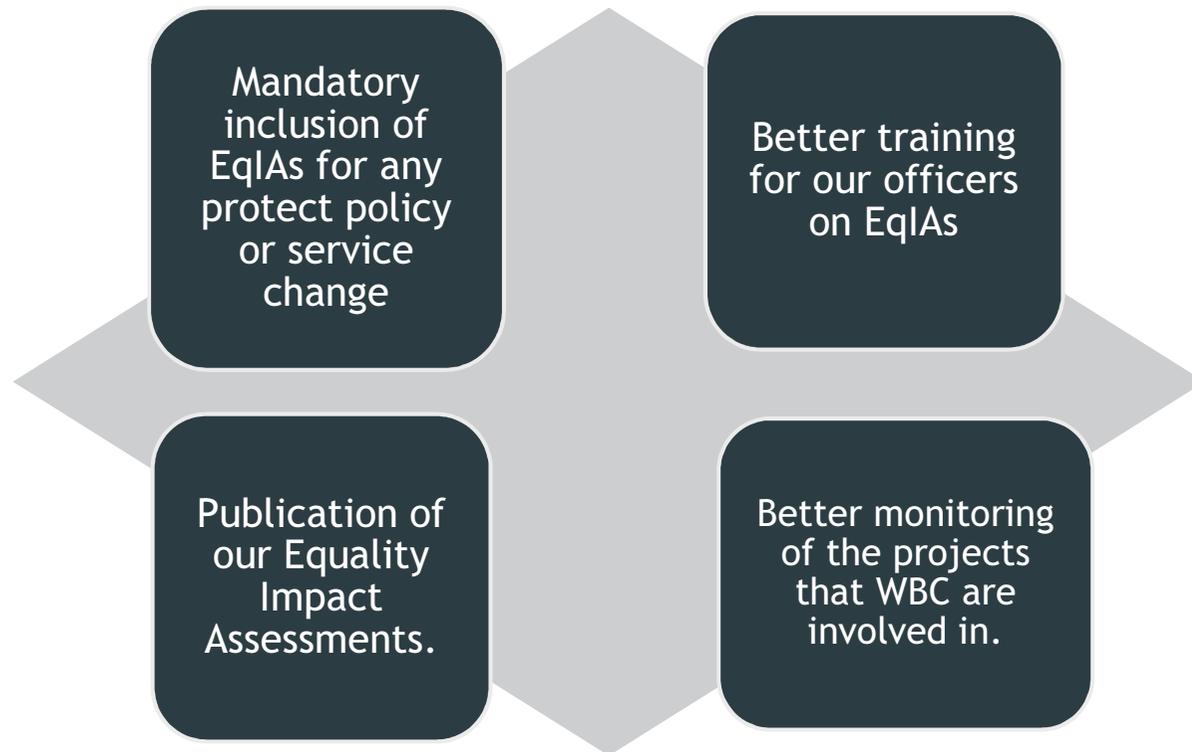
- ▶ The Equality Act 2010 bestows upon local authorities the public sector equality duty (PSED).
- ▶ The government therefore recommends that all public bodies carry out an Equality Impact Assessment (EIA's) to ensure compliance with the duty.

Review of EqlA's:

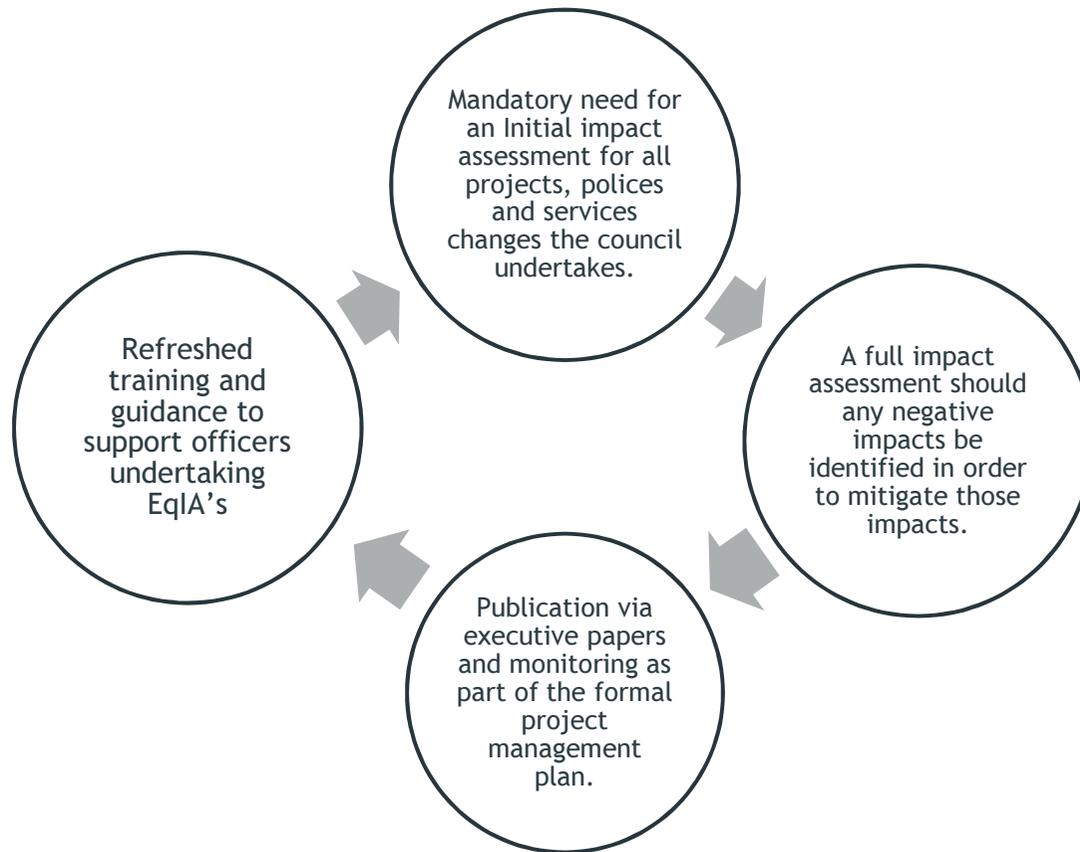
- The council was asked to review its approach to conducting EqlA's.
- Work on this review was formally begun in the new year by Strategy and commissioning support
- Services have been engaged to ensure they are carrying out EqlA's for their projects.
- CLT formally approved a new framework for completing EqlA's on 12th June 2018.

Requirements of the review:

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Outcomes on requirements:



Q + A:



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TITLE	Grounds Maintenance Contract Review – Terms of Reference
FOR CONSIDERATION BY	Management Overview and Scrutiny Committee on 1 st August 2018
WARD	None specific
DIRECTOR	Andrew Moulton, Assistant Director, Governance
LEAD MEMBER	Norman Jorgensen, Executive Member for Environment

OUTCOME / BENEFITS TO THE COMMUNITY

Overview and Scrutiny is one of the key checks and balances which ensure that the Council and its partners make an implement effective decisions.

RECOMMENDATION

That the Committee agree the proposed Terms of Reference for the Scrutiny review of the Council's Grounds Maintenance contract (Annex A) and the proposed Call for Evidence (Annex B).

SUMMARY OF REPORT

The Committee has agreed to carry out a Scrutiny review of the Council's Grounds Maintenance contract. In order to provide clarity on the purpose of the review and proposed outcomes, Terms of Reference have been drafted (Annex A).

The Terms of Reference provide a framework for the review and set out a number of key objectives which will provide a basis for the development of key lines of enquiry.

Members are requested to agree the Terms of Reference and the proposed list of witnesses to be called during the Scrutiny review.

In order to notify residents, Town and Parish Councils and community groups about the review a Call for Evidence has also been produced (Annex B). The Call for Evidence invites written submissions and notifies potential witnesses that the Committee will be holding witness sessions during the autumn.

The following paper on the Agenda, from the Director of Locality and Customer Services, sets out the background to the current delivery of the Grounds Maintenance contract and identifies a number of issues for Members to consider as part of the Scrutiny review.

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)	0	0	0
Next Financial Year (Year 2)	0	0	0
Following Financial Year (Year 3)	0	0	0

Other financial information relevant to the Recommendation/Decision

None

Cross-Council Implications

No specific cross cutting themes.

List of Background Papers

None

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 24 July 2018	Version No 1

OVERVIEW AND SCRUTINY REVIEW – GROUNDS MAINTENANCE

TERMS OF REFERENCE

Purpose of Review

To review the organisation and operation of the Council's grounds maintenance contract with Tivoli Group Ltd (formerly with ISS Facility Services Landscaping) with specific focus on the grass cutting service.

To make recommendations for service improvements to the Council's Executive.

Key Objectives

1. 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 Landscaping).
2. To understand the operation of the joint management arrangements between Tivoli, WBC and the Royal Borough of Windsor and Maidenhead.
3. 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.
4. To understand how the grounds maintenance service works with key partners such as Town and Parish Councils and local community groups.
5. To consider performance management of the grounds maintenance contract in relation to performance indicators, targets, penalties, monitoring, financial control and reporting to Members.
6. To consider the financial elements of the grounds maintenance contract within the context of the financial challenges facing the Council.
7. To understand how other Councils deliver grounds maintenance services and consider examples of best practice.
8. To consider the potential for service improvements, improved communications and partnership working within the context of the challenges facing the Council.

Background

The current grounds maintenance contract commenced in April 2016. The contract was awarded to ISS Facility Services Landscaping following a joint procurement exercise with the Royal Borough of Windsor and Maidenhead which delivered an annual saving to WBC of £40k.

Tivoli Group Ltd took over the contract in 2018 having bought out ISS Facilities Services Landscaping. Further efficiency savings are delivered through a shared management structure for Tivoli across both Councils, although each Council receives an individual service tailored to its own needs.

The new WBC contract implemented a flexible grass cutting service where grass is cut when necessary rather than relying on a fixed schedule. The contract also included a new performance management scheme with greater focus on customer satisfaction and service quality.

The contract also included an increased focus on enhancing biodiversity by providing areas of longer grass and wildflowers in which pollinators and other wildlife could flourish. The contract was designed following a public consultation in 2014 when residents told the Council that they would welcome a more flexible grass cutting service which targeted priority areas at priority times.

Information Gathering – Witnesses/Supporting Documents

- WBC Officers and Members – Lead Member/Director/Service Lead/Customer Service Lead.
- RBWM Officers and Members – Lead Member/Service Lead.
- Tivoli Group Ltd. Representatives.
- Town and Parish Councils, Residents and Community Groups.
- Expert Witnesses.
- Additional witnesses to be invited to attend as necessary.
- Contract Documents/Contract Review and Performance Management Reports.
- Research documents on best practice and the state of the market.
- Evidence of communications, media releases and complaints handling.
- Site visits to be arranged as and when necessary.

Timetable

- Kick off – O&S Management Committee on 1 August 2018.
- Witnesses to attend O&S Management Committee meetings on 19 September and 17 October 2018.
- Draft report to O&S Management Committee on 21 November 2018.
- Report to the Council's Executive on 31 January 2019.

WOKINGHAM BOROUGH COUNCIL

OVERVIEW AND SCRUTINY REVIEW OF GRASS CUTTING

CALL FOR EVIDENCE

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 Committee will be holding witness sessions in the autumn, but, in the first instance would like to receive written evidence or comments.

Please submit written evidence to the Council's Scrutiny Officer, Neil Carr, electronically at neil.carr@wokingham.gov.uk or by post at Democratic Services, Wokingham Borough Council, Shute End, Wokingham, RG40 1WH.

If you would like to find out more about the review, please contact Neil Carr on 0118 974 6058.

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TITLE	Grounds Maintenance Contract Review
FOR CONSIDERATION BY	Management Overview and Scrutiny Committee on 1 st August 2018
WARD	None specific
DIRECTOR	Josie Wragg, Director of Environment
LEAD MEMBER	Norman Jorgensen, Executive Member for Environment

OUTCOME / BENEFITS TO THE COMMUNITY

The management of Council owned green spaces is largely universal. This visual service impacts all residents and visitors to our borough. Through our Grounds Maintenance contract we:

- Maintain open spaces for the public to enjoy
- Look after sports facilities and sites to enhance leisure
- Maintain play areas and youth provision
- Look after burial grounds
- Encourage biodiversity

RECOMMENDATION

That the Committee consider the contents of this report as the start of a review of the Contract and consider further lines of enquiries in future reports.

SUMMARY OF REPORT

The report provides details of the current Grounds Maintenance Contract including:

- Background
- Stakeholder & Market Engagement
- Scope of Tendered Services
- Partnering and Contract Form
- Performance Management, Reporting, Review and Improvement

Background

Grass areas maintained by our Grounds Maintenance contract are considerable comprising of:

- 4.4million sqm grass in parks and verges across the borough
 - 2million sqm grass verges
 - 2.2 million sqm grass in parks and open spaces
 - 122,561 sqm sports pitches
- 130k sqm of hedges and shrubs
- Over 50 sports pitches
- Over 100 play areas

The contract has a value of £809k + a £40k performance bonus with £350k spent solely on grass maintenance.

Following a public consultation in 2014, it was identified that residents wanted there to be a more flexible approach to grass cutting allowing cutting to be prioritised for play areas and sports pitches. As a result, the decision was made to re-tender the grounds maintenance contract and move to an outcome/output specification, which would offer more flexibility moving away from a rigid maintenance programme.

The procurement of the Grounds Maintenance contract was carried out in partnership with the Royal Borough of Windsor and Maidenhead to offer up savings to both parties, with the support of an independent consultant from Edge Public Solutions.

The contract was let from March 2016 for 10.5 years, ending 30th September 2026 with a possible 5 year extension. The length of the contract was chosen to provide an opportunity for the contract to grow and develop over time and encourage our contractors to invest in the service they provide.

Stakeholder Engagement

Grounds maintenance and the areas that we maintain are highly visible areas and impact all residents as well as visitors to the borough. Within the Council we provide services to:

- Highways
- Children Services
- Libraries
- Leisure Centres
- Property Services
- Car Parks
- Housing Services

Our priorities of the current contract, which we strive to develop in partnership with our contractor over the 10 year period include:

- Working in partnership with a problem-solving approach
- Providing sustainable and minimal costs for operational activity and offering flexibility to maintenance regimes
- Improving customer and user satisfaction
- Improving the service for priority identified areas over the course of the contract, by adjusting existing resources
- Improving biodiversity-based maintenance regimes
- Achieving savings and generate new income streams over the course of the contract

Market Engagement

As part of the contract tender, to provide clear expectations of what savings might be achieved, a shadow bid was arranged. This confirmed that the service we were looking for could be attained within the Council's budget.

There was a competitive bidding process with a well attended Market Event providing the opportunity to listen to supplier feedback on having both a joint tender process with Royal Borough of Windsor and Maidenhead as well as an output specification. Some of the key feedback was:

- The specification for both boroughs varied substantially
- A partnership approach would be key to the success of the contract
- A joint tender could help deliver savings to all parties
- Suppliers were impressed by the emphasis on a biodiverse approaches to grounds maintenance

Scope of Tendered Services

As part of the contract output specification, maintenance of the following operational tasks are provided under the contract:

- Grass and Grassland
- Hedge and Hedgerow
- Shrub
- Woodlands, Copses and Thicket
- Trees – ground level work
- Pond and Lakes
- Ditch, Drain and Watercourses
- Planters Containers and hanging baskets
- Border Planting
- Sports Facilities
- Cemeteries
- Play areas/Youth Provision repair & maintenance
- Infrastructure
- Open Space Furniture
- Leaf Clearance
- Litter and Detritus
- Weed and Pest Control

In addition to these maintenance tasks our contractors provide assistance in the following areas:

- Attendant duties for sports facilities and at events
- Winter Operations/Adverse weather in collaboration with other Council contractors
- General Reporting of incidents such as antisocial behaviour broken damaged equipment
- Customer Relationship Management using our CRM Dynamics system to action and respond to resident reports

Performance Management, Reporting, Review and Improvement

The contract term lasts 10 years with an option to extend for a further 5 years subject to satisfactory performance.

To help measure the performance of the contract there are 10 Key Performance Indicators (KPI) including 9 Management Performance Indicators (MPI), which are reviewed annually and are designed to evolve in partnership based on the needs and demands of the service.

The KPIs include

- Officer inspection scores
- Independent inspection scores
- Play area inspections completed and officer inspections
- Stakeholder/customer satisfaction
- Sports user satisfaction
- Justified complaints – grass
- Justified complaints – hedges, copse and shrubs
- Justified complaints – other
- Biodiversity performance

The MPIs include

- Assistance provided in preparing Management Plans
- Support in providing Community Involvement/projects/volunteer hours
- Contribution to changing customer perception
- Assistance/support in changing management regimes
- Identifying opportunities and delivering reduced pesticide use
- Sports surface quality improvement
- Staff training, multi-skilling
- Assistance updating mapping and data
- Savings and new income streams achieved

KPI	Description	Year 1	Year 2
MPI 1	Assistance provided in preparing Management Plans	-	-
MPI 2	Support in providing Community Involvement/projects/volunteer hours	Yes	Yes
MPI 3	Contribution to changing customer perception	Yes	Yes
MPI 4	Assistance/support in changing management regimes	Yes	Yes
MPI 5	Identifying opportunities and delivering reduced pesticide use	-	-
MPI 6	Sports surface quality improvement	No	Yes
MPI 7	Staff training, multi-skilling	Yes	Yes
MPI 8	Assistance updating mapping and data	-	-
MPI 9	Savings and new income streams achieved	Yes	Yes
KPI 1	Officer inspection scores	Yes	No
KPI 2	Independent inspection scores	Yes	Yes
KPI 3	Play area inspections completed and officer inspections	Yes	Yes
KPI 4	Stakeholder/customer satisfaction	Yes	Yes
KPI 5	Sports user satisfaction	No	Yes
KPI 6	Justified complaints – grass	-	Yes
KPI 7	Justified complaints – hedges, copse and shrubs	-	No
KPI 8	Justified complaints – other	-	Yes
KPI 9	Biodiversity performance	Yes	Yes

Generally, areas where there has been good performance include; partnership working, community engagement, staff training and biodiversity. Improvement has been required for justified complaints and sports surfacing, with some KPIs out of scope or under development.

Working to increase biodiversity through the management of our contract has raised some questions from residents in particular relating to ticks, hay fever and dog mess. For these we put together information to challenge the perception of these matters:

Ticks

We have sympathy for dog owners and do not seek to reduce the enjoyment of walking your dog. Veterinarians agree that it is the responsibility of the dog owner to ensure the health of their dog. Ticks are easily removed and it is important to examine your dog after a walk regardless of whether they have been taken through woodlands or grasslands.

Dog mess

We understand that some people may find it more difficult to collect dog mess in longer grass; but it is each owners responsibility to collect their dog's waste regardless of the environment they are in. The benefits of biodiversity outweigh the potential increase in dog fouling. Any specific concerns can be highlighted to our dog warden.

Hayfever

We have sympathy for hay fever sufferers, but believe the wider health, wellbeing and ecosystem benefits far out-weigh the negative impact on hay fever sufferers. The actual cutting of grass exacerbates hay fever symptoms as the pollen is being disturbed,

Our move to a more biodiverse approach to grounds maintenance has led to a number of compliments being received across the borough including endorsement from the charity Plantlife the wild plant conservation charity.

"The uncut areas of roadside verge are full of wildflowers which look wonderful and greatly help our declining bee and insect population. Well done. Keep up the great work."

"Thank you so much for leaving the grass longer in areas of Wokingham. It's wonderful to hear the buzz of the bees and other insects and I've been watching the fixes gambolling in the grass. It's so lovely. Instead of stark green 'lawns' we have colourful meadows. And children including my own love exploring the meadows. We found 8 different grasses just in the patch at the back of our house. So thank you again and don't let a few moaners stop you from doing it again"

"Hi - just been reading about verge cutting on 'Streetlife' and everyone is complaining about it. So I just wanted to say what a brilliant idea it is. It is really important for inset/bee population and bio-diversity which is a key issue. I love seeing the patches of flowers etc that have sprung up around the area. Well done!"

This current contract year we have identified that there has been a failure in delivery regarding grass cutting, which has resulted in a number of complaints registered on our CRM Dynamics system. These complaints have been taken as bona fide complaints and will affect Tivoli's annual performance payment. Within the first quarter of the current contract year grass complaints reached a peak in mid-May predominantly attributed difficult weather issues with a cold March and wet April, which lead to a late start in grass cutting due to ground conditions.

We are currently reviewing the available resources on this contract to make sure that they are appropriate to deliver the required standard. As a result, pressure has been put on Tivoli and Officers are working closely with the new Area Manager to improve matters. This has led to extra resources being brought in at no extra cost to the Council.

Areas where we are looking to work with Tivoli include:

- Looking at introducing some online grass cutting information to provide residents with clear expectations.
- Improve customer engagement using the CRM Dynamics system, keeping residents updated on the progress of their reports.
- Agree the resource and machinery level for the current contract to make sure that the service provided is sustainable.
- Work to introduce more areas of long grass and wildflowers at appropriate locations.

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)	0	0	0
Next Financial Year (Year 2)	0	0	0
Following Financial Year (Year 3)	0	0	0

Other financial information relevant to the Recommendation/Decision
None

Cross-Council Implications
No specific cross cutting themes

List of Background Papers
None

Contact Peter Baveystock	Service Place Clienting
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Date 24 July 2018	Version No 1

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

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
1 August 2018	Grass Cutting Service	To consider a briefing on the grass cutting service and the terms of reference for a Scrutiny review	Scrutiny Request	Neil Carr
	Equality Act 2010	To consider an update on the measures taken by the Council to ensure compliance with the Act	Work Programme	Sarah Swindley Paul Ohsan.Ellis
	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
19 September 2018	Council Plan Performance Indicators	To consider the suite of performance indicators and targets which underpin the emerging Council Plan	Work Programme	Neil Carr
	Waste and Recycling	Following discussion at the May meeting, to consider a report on waste and recycling issues	Follow up item	Pete Baveystock
	Grass Cutting Service	To continue discussions on the Scrutiny review and receive evidence from witnesses	Scrutiny Request	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
17 October 2018	21st Century Council	To consider an update on the Council's 21 st Century Council change programme	Work Programme	Neil Carr
	Grass Cutting Service	To continue discussions on the Scrutiny review and receive evidence from witnesses	Scrutiny Request	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
21 November 2018	Grass Cutting Service	To continue discussions on the Scrutiny review and receive evidence from witnesses	Scrutiny Request	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

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
18 September	One Hour Training Session before the Committee meeting	To update Members on Children's Services roles, context, legislative framework, performance and key challenges	O&S Member development	Lisa Humphreys
	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item	Carol Cammiss
	Draft Primary Place Strategy	<ul style="list-style-type: none"> To receive information in relation to the plans for the Primary Place Strategy 	Sufficiency of primary school places	Piers Brunning/ Children's Services
	SEND Strategy	<ul style="list-style-type: none"> To review the Special Educational Needs and Disability Strategy 	To inform and make recommendations	Children's Services
	Data on Demand for Services	<ul style="list-style-type: none"> To brief Members on levels of demand (and trends) for Children's Services 	Increasing Member awareness	Lisa Humphreys / Carol Cammiss
	Social Worker – Recruitment and Retention	<ul style="list-style-type: none"> To consider an update on the recruitment and retention strategy 	Progress Report	Lisa Humphreys / Carol Cammiss

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Childcare Sufficiency Strategy	<ul style="list-style-type: none"> To consider a 6 month update 	Efficacy of the strategy	Children's Services
	Corporate Parenting Board Annual Report	<ul style="list-style-type: none"> To consider the Annual Report 	Standing Item	Lisa Humphreys
	Education Vision Strategy	<ul style="list-style-type: none"> To review the proposed Education Vision Strategy To receive an update on the work undertaken by the Wokingham Learning Partnership 	Progress report	Patricia Davies
	School Performance Indicators and Ofsted Reports	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Reports 	Standing item	Patricia Davies
	Children's Services O&S Committee Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
	Schools causing concern – Part 2	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item	Patricia Davies
20 November	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item	Carol Cammiss

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Policy Update from the Executive Member	<ul style="list-style-type: none"> To monitor the development of policies in Children's Services 	Standing item	Executive Member
	Update on the MASH	<ul style="list-style-type: none"> To consider progress including evidence from partner organisations 	Progress Report	Lisa Humphreys
	Innovations Programme	<ul style="list-style-type: none"> To monitor the progress of the programme 	Update report	Carol Cammiss
	Youth Offending Service Annual Report	<ul style="list-style-type: none"> To monitor the work undertaken by the youth offending service 	Update report	Children's Services
	Quality Assurance Framework / Annual Quality Assurance Report	<ul style="list-style-type: none"> To enable Members to review the level of social work practice 	Update report	Children's Services
	School Performance Indicators and Ofsted Reports	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Reports 	Standing item	Patricia Davies
	Children's Services Overview and Scrutiny Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2 item	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item	Patricia Davies

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
22 January 2019	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item	Carol Cammiss
	Service Plan	<ul style="list-style-type: none"> To monitor the service improvement plan 	Update report	Children's Services
	School Performance Indicators and Ofsted Reports	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Reports 	Standing item	Patricia Davies
	Children's Services Overview and Scrutiny Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item	Patricia Davies
19 February 2019	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item	Carol Cammiss
	Policy Update from the Executive Member	<ul style="list-style-type: none"> To monitor the development of policies in Children's Services 	Standing item	Executive Member

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	School Performance Indicators and Ofsted Reports	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Reports 	Standing item	Patricia Davies
	Children's Services Overview and Scrutiny Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item	Patricia Davies

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
10 September 2018	Flood Risk Management	To consider an update on flooding issues and partnership working with Towns, Parishes and community groups	Work Programme	Francesca Hobson
	Public Protection - Shared Service and Fees and Charges	To consider the effectiveness of the Public Protection Shared Service and the process for setting fees and charges	Work Programme	Clare Lawrence
	Footways, Kerbsides and Road Signs	To consider progress following the discussion of the Scrutiny request from Finchampstead Parish Council at the June 2018 meeting	Work Programme	Peter Baveystock
	Highways and Transportation Contracts	To consider an update (by exception) on any issues arising out of the contract re-let process following the discussion at the June 2018 meeting	Work Programme	Alex Deans
	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
October 2018 (tbc)	Local Policing Issues	To consider an update on local policing issues from the Area Commander - including anti-social behaviour issues	Work Programme	Callum Wernham
	Fire Safety	To consider an update on local fire safety issues from a representative of the Royal Berkshire Fire and Rescue Service	Work Programme	Callum Wernham
	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
5 November 2018	Town Centre Regeneration	To consider an update on the Wokingham town centre regeneration and the impact on shops, businesses and residents	Work Programme	Bernie Pich
	Civil Parking Enforcement	To consider an update on Civil Parking Enforcement after the first year of the new arrangements	Work Programme	Clare Lawrence
	Parking Strategy	To consider the impact of the Council's new Parking Strategy	Work Programme	Clare Lawrence/Matt Gould
	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	CONTACT OFFICER
17 September 2018	Thames Valley surgery eligibility policy	Update	Update	CCG
88	Sustainability and Transformation Plan (STP) Update	To be updated on the progress of the implementation of the Buckinghamshire, Oxfordshire and Berkshire West STP	Update	
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch Wokingham Borough Annual Report	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
- Weekend 'bed blocking'
- Progress of Community Health and Social Care implementation