



# 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 19 SEPTEMBER 2018 AT 7.00 PM**

A handwritten signature in black ink, appearing to read 'Manjeet Gill', is written over a light grey rectangular background.

Manjeet Gill  
Interim Chief Executive  
Published on 11 September 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 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.
39.		<b>APOLOGIES</b> To receive any apologies for absence	
40.		<b>MINUTES OF PREVIOUS MEETINGS</b> To confirm the Minutes of the extraordinary meetings held on 1 August and 3 September 2018.	5 - 26
41.		<b>DECLARATION OF INTEREST</b> To receive any declarations of interest	
42.		<b>PUBLIC QUESTION TIME</b> 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 <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a>	
43.		<b>MEMBER QUESTION TIME</b> To answer any Member questions.	
44.	None Specific	<b>GROUND MAINTENANCE CONTRACT REVIEW</b> To consider feedback on the Council's grass cutting service, consider responses to the Committee's Key Lines of Enquiry and continue discussions with witnesses.	27 - 80

<b>45.</b>	None Specific	<b>Q1 PERFORMANCE MANAGEMENT REPORT</b> To consider the Quarter 1 2018/19 Council Plan Performance Monitoring Report.	<b>81 - 128</b>
<b>46.</b>	None Specific	<b>CONSIDERATION OF THE CURRENT EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES</b> To consider the current published version of the Executive Forward Programme and the Individual Executive Member Forward Programme.	<b>129 - 140</b>
<b>47.</b>	None Specific	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMMES</b> To discuss the work programmes of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees.	<b>141 - 154</b>
<b>48.</b>	None Specific	<b>UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES</b> 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.

**CONTACT OFFICER**

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## MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 1 AUGUST 2018 FROM 7.00 PM TO 9.25 PM

### **Committee Members Present**

Councillors: Parry Batth (Chairman), Philip Houldsworth (Vice-Chairman), Andy Croy, Lindsay Ferris, Guy Grandison, Mike Haines, Ian Pittock, Malcolm Richards, Bill Soane and Shahid Younis

### **Other Councillors Present**

Councillors: Norman Jorgensen

### **Officers Present**

Neil Carr, Democratic and Electoral Services Specialist  
Peter Baveystock, Service Manager, Cleaner and Greener and Reactive Highway Services  
Sarah Swindley, Lead Specialist, Human Resources

### **21. APOLOGIES**

Apologies for absence were submitted from Kate Haines and Ken Miall.

### **22. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Committee held on 18 July 2018 were confirmed as a correct record and signed by the Chairman.

### **23. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **24. PUBLIC QUESTION TIME**

There were no public questions.

### **25. MEMBER QUESTION TIME**

There were no Member questions.

### **26. EQUALITY ACT 2010**

The Committee considered two reports, set out at Agenda Pages 13 to 42, which gave details of progress relating to the Council's statutory duties under the Equality Act 2010.

The Committee were reminded that the Equality Act 2010 placed general and specific duties on public bodies including the Council. The General Duty required the Council to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who shared a protected characteristic and those who did not. The protected characteristics were: age, sex, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, religion or belief and sexual orientation.

In order to demonstrate compliance with the Equality Duty, public bodies had specific duties to publish information and set out and monitor Equality objectives. At its meeting on 30 March 2017 the Executive agreed the following Equality Objectives:

Objective 1 – services are easily accessible for all our residents and are capable of responding to the changing needs of our communities;

Objective 2 – vulnerable individuals and groups are supported and looked after;

Objective 3 – consultation and engagement are effective and inclusive for all our communities;

Objective 4 – the Council's workforce is committed to equality and reflects the communities it serves;

Objective 5 – the Strategy and Commissioning team will lead on the Council's commitment to equality through service commissioning and delivery, improved procurement and partnership working.

In 2017, the Executive and the Overview and Scrutiny Management Committee agreed that an annual monitoring report on Equalities be submitted to each body to ensure that suitable progress was being made against the Council's Equality Objectives.

In relation to Objective 4 (Council workforce) the Committee considered the WBC Equality Monitoring Workforce Report for 2017/18 (Agenda pages 13 to 29). The report demonstrated how the Council was complying with the Equality Duty in relation to its workforce, specifically how it captured data about employees (excluding schools) and related this data to the protected characteristics and other relevant indicators. Sarah Swindley, Lead Specialist, Human Resources attended the meeting to introduce the report and answer Members' questions.

The report highlighted the following equality issues:

- Gender – the Borough population was an equal split between male and female. However, the Council's gender profile was 74% women and 26% men. The Council's salary profile demonstrated a skew towards women occupying lower salary ranges.
- Age – while the Council's age profile was not representative of the Borough, it was similar to the national picture for local authorities with 42% above the age of 50 and only 12% under 30.
- Disability – from the information provided 4.4% of the workforce had a disability, but this could be higher as 33% did not declare their status. 2.8% of the Borough's population had a declared long-term health problem or disability.
- Ethnicity – the reporting indicated that the workforce was more diverse than the local population, with 79% of the workforce being White British compared to 88% of the Borough's population.
- Religion and Sexual Orientation – the Council provided an opportunity for employees to provide information but 88% did not declare in relation to religion, belief and sexual orientation.

The report also included an Action Plan for 2018/19. This included a focus on:

- Recruitment – further analysis of recruitment data and an increased take up of apprenticeships;

- Training – introduction of biennial refresher training for all employees using e-learning;
- Career Opportunities – complete Equality Impact Assessments for each stage of the 21<sup>st</sup> Century Council change programme;
- Data Collection – increase staff confidence in disclosing personal information in order to improve the accuracy of workforce monitoring;
- Accreditations – review the “Disability Confident Employer” accreditation and work towards the most appropriate level.

During the ensuing discussion Members raised the following points:

Were there any plans to establish networks for ethnic minority groups of employees? It was confirmed that attempts had been made in previous years to establish networks for ethnic minority employees. However, these had failed to endure due to lack of interest. The Council had established an officer equalities steering group and was continuing to seek new members to ensure that the group reflected the composition of the workforce. Furthermore, the monitoring report indicated a trend for increasing diversity in the workforce with almost a third of new starters being from ethnic minority groups.

In relation to the gender profile of the workforce (74% female, 26% male) were there any specific factors underlying the proportion of female employees? It was confirmed that the Council offered flexible and part-time working which was attractive to female employees.

In relation to the age profile of the Council’s workforce, what changes were likely over the next five years? It was confirmed that the age profile was likely to fall in the next few years with 71% of new starters under the age of 50 and a higher proportion of the older workforce leaving. The new Apprenticeship levy would also bring younger employees into the organisation.

The report highlighted a disproportionate number of employees with protected characteristics going through grievance, capability and disciplinary action. Were there any specific factors relating to this issue? It was confirmed that this appeared to be a spike in the data which was not evident in the most recent monitoring reports.

How did the Council ensure that its buildings were accessible for employees with disabilities? It was confirmed that the Council had specific duties as an employer to make suitable adjustments for employees with disabilities. The Council was also part of the Disability Confident scheme which informed current and potential employees of its positive approach to employing people with disabilities.

The Committee considered a second report, Agenda pages 31 to 41, which outlined changes made to the Council’s approach towards Equality Impact Assessments (EqIAs). Michael Oatway, Customer Delivery Officer, attended the meeting to introduce the report and answer Member questions.

An EqIA was an analysis of a proposed organisational policy, or change to an existing policy, procedure or service which assessed whether the proposal had a disparate impact on persons with protected characteristics. The Equality Act 2010 did not require public

authorities to carry out EqlAs but they were considered to be an effective way for bodies to demonstrate compliance with the Equality Duty.

The report stated that, following a review, a modified approach to EqlAs was being developed. This involved a two-stage process with an initial impact assessment which was then followed by a full impact assessment in cases where negative impacts were identified. Work was also ongoing to design a new Council-wide approach to project management and it was envisaged that EqlAs would be embedded into the formal decision making process for the formulation of projects, policies or service changes.

During the ensuing discussion Members raised the following points:

There was evidence that some Equality Impact Assessments had been completed after projects had started and were seen as a “tick box exercise”. How would the new arrangements ensure that assessments were carried out as part of the project design and approval process? It was confirmed that there needed to be a cultural shift to ensure that EqlAs were carried out before key decisions were made. Additional training for officers would reinforce the new procedures. In addition, a new standard for project management was being developed which included impact assessments as part of the project initiation phase.

In relation to projects, such as the town centre regeneration programme, where risks changed on a daily basis, how were the impact assessments updated? It was confirmed that the relevant project managers were responsible for updating risk and impact assessments and liaising with contractors as necessary. The Strategy and Commissioning team acted as a “critical friend” in this process. It was the responsibility of project managers and senior management to ensure that appropriate impact assessment were undertaken.

Would the Committee be able to see a selection of Equality Impact Assessments? It was confirmed that examples of impact assessments would be provided for the Committee to review.

Finally, the Committee were informed that a further report would be submitted to its September 2018 meeting giving details of progress made by the Council against the remaining Equality Objectives.

**RESOLVED** That:

- 1) Sarah Swindley and Michael Oatway be thanked for attending the meeting and answering Member questions;
- 2) the Wokingham Borough Council Equality Monitoring Workforce Report 2017/18 be noted;
- 3) the review of the Equality Impact Assessment procedure be noted;
- 4) examples of completed Equality Impact Assessments be submitted to the Committee for consideration and review;
- 5) the Committee receive a further report at its meeting on 19 September 2018 on progress against the Council’s Equality Objectives;

- 6) the Committee receive a further report on progress against the Council's Equality Objectives in 2019.

## **27. GROUNDS MAINTENANCE CONTRACT REVIEW - TERMS OF REFERENCE**

The Committee considered a report, set out at Agenda pages 43 to 48, which set out proposed Terms of Reference for a Scrutiny review of the Council's Grounds Maintenance contract with a specific focus on the grass cutting service.

The report reminded Members that the current Borough-wide Grounds Maintenance contract had commenced in April 2016. The contract had been awarded to ISS Facility Services Landscaping (subsequently taken over by Tivoli Group Ltd) following a joint procurement exercise with the Royal Borough of Windsor and Maidenhead.

Following a large number of complaints in May/June 2018 about grass cutting across the Borough, a request had been submitted to the Committee to carry out a review of the service. The proposed Terms of Reference included a number of key objectives for the review, including:

- Understanding the key terms of the contract with Tivoli Group Ltd and the joint management arrangements with the Royal Borough of Windsor and Maidenhead;
- Reviewing the delivery of the grass cutting service in terms of frequencies, timings, local priorities and complaints handling;
- Analysing how the service operates with partners such as Town and Parish Councils and community groups;
- Reviewing performance management data and the financial operation of the contract;
- Understanding best practice from other parts of the country and the potential for service improvements.

The report also included a list of potential witnesses and a timetable which envisaged that the Committee would finalise its report to the Executive at its meeting on 21 November 2018. The report also included a draft Call for Evidence, which was a public notice giving details of the review and inviting residents and community groups to submit evidence to the Committee.

### **RESOLVED** That:

- 1) the proposed Terms of Reference for the Scrutiny review of the Council's Grounds Maintenance contract be approved;
- 2) the proposed Call for Evidence relating to the review be approved for publication.

## **28. GROUNDS MAINTENANCE CONTRACT REVIEW**

The Committee considered a report, set out at Agenda pages 49 to 54, which provide background information on the operation of the Council's Grounds Maintenance contract. The report provided baseline information about the contract which provided a starting point for the Committee's Scrutiny review.

Norman Jorgensen (Executive Member for Environment, Leisure and Libraries), Peter Baveystock (Service Manager, Cleaner, Greener and Reactive Highway Services) and Emma Pilgrim (Specialist, Place Clienting) attended the meeting to introduce the report and answer Member questions.

The report stated that the current Grounds Maintenance contract commenced in April 2016 following a joint procurement exercise with the Royal Borough of Windsor and Maidenhead. The contract was let to ISS Facility Services Landscaping and was subsequently taken on by Tivoli Group Ltd following a buy-out of ISS in 2018.

The report gave details of the scale of the contract which covered 4.4 million square metres of parks and verges across the Borough, over 50 sports pitches and over 100 play areas. The contract had a value of £809k and included a £40k performance bonus.

Following a public consultation in 2014 it was decided that the contract would move to an outcome/output specification which would offer more flexibility by moving away from a rigid maintenance programme.

The report also gave details of the performance indicators used to underpin the contract. These included inspection scores, stakeholder/customer satisfaction, sports user satisfaction, justified complaints, community involvement, staff development and the identification of new income streams. The report highlighted a failure in service delivery relating to grass cutting which had generated a significant number of complaints which peaked in mid-May 2018. Officers were working with the new Tivoli Area Manager to improve service performance. This had resulted in the deployment of extra resources at no additional cost to the Council.

In order to address the issues outlined in the report the Chairman had agreed a set of Key Lines of Enquiry (KLOEs) which comprised:

### **KLOE 1 – Grounds Maintenance Contract**

Provide more details on the key terms of the Grounds Maintenance contract, including the terms of the output/outcome specification.

Explain how the contract is structured to deliver a more flexible approach to grass cutting.

In relation to the 2014 public consultation, provide a summary of the consultation process and a copy of the consultation outcomes report/decision sheet which sets out the rationale for moving to an output/outcome specification.

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

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

### **KLOE 2 – Stakeholder Engagement**

Provide evidence of progress against each of the six priorities identified in the report for the development of the contract.

### **KLOE 3 – Market Engagement**

Explain the contract specification variations between WBC and RBWM.

Provide details of any working relationship between the two boroughs in relation to the management of the grounds maintenance contracts.

Provide details of any feedback on the operation of the grounds maintenance contract at RBWM including the level of complaints received in May/June 2018.

### **KLOE 4 – Scope of Tendered Services**

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

### **KLOE 5 – Performance Management**

Provide performance management data for each of the Key Performance Indicators and Management Performance Indicators for 2016/17, 2017/18 and the first quarter of 2018/19.

The report gives details of areas where there has been good performance including partnership working, community engagement, staff training and biodiversity. Provide evidence of good performance in these areas.

The report also states that improvement has been required for justified complaints and sports surfacing, with some KPIs out of scope or under development. Explain the process for delivering improvements in relation to justified complaints and sports surfacing. Explain the reference to KPIs out of scope or under development.

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

### **KLOE 6 – Contract Performance, Customer Feedback and Complaints**

The report states that, in the current contract year, there has been a failure in service delivery relating to grass cutting which has resulted in a number of complaints registered on the CRM Dynamics system.

Explain the process for identifying the failure in service delivery and the steps taken to address this issue with the contractor.

Provide details of the number, type and geographical location of complaints received in the first quarter of 2018/19 compared to 2016/17 and 2017/18.

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

### **KLOE 7 – Next Steps**

Explain how the Council is working with the contractor and the level of additional resources identified in order to achieve the agreed standards.

The report identifies further areas where WBC is seeking to work with the contractor:

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

Give details of progress in each of these areas.

Explain how the Council's 21<sup>st</sup> Century Council programme is being utilised to deliver improvements in communication, engagement, complaints handling and the overall customer experience.

Explain how the development of Locality services will deliver improved engagement and performance management of the contract.

Explain the consultation process to be used for service changes such as the introduction of additional long grass areas.

In the ensuing discussion Members raised the following points:

What were the specific issues in the spring/early summer which led to the reported problems with the contract and the large number of customer complaints? It was confirmed that, in relation to grass cutting, the first cut is the deepest and this year it took 6 to 7 weeks to complete the first cut rather than 4 to 5 weeks in a typical year. It was apparent that, in addition to the challenging weather conditions in the spring, the contractor did not deploy the anticipated level of resources. It was also apparent that some parts of the Borough were affected more than others. For example, the areas which were cut first, including Earley, were not subject to many complaints and, indeed, received positive feedback.

In relation to performance monitoring of the contract, what was the inspection process? It was confirmed that 60 officer inspections took place each quarter with a pass rate of 80% satisfaction. Failure to reach the required standard had a financial impact on the contractor's bonus payments.

As the Royal Borough of Windsor and Maidenhead (RBWM) were using the same contractor, were similar problems experienced in relation to this year's performance? It was confirmed that RBWM had experienced similar problems and had held discussions with senior management from the contractor. The key issue was the flexibility to deploy additional resources at the height of the grass growing season.

As the contract was output/outcome based, what measures were used to determine when grass should be cut. It was confirmed that in relation to frequently cut grass, it should be no higher than five inches. Part of the problem was that when the contractor responded to

complaints and brought in grass cutting machinery at short notice, work such as strimming and verge maintenance could not be completed at the same time. The result was that areas looked unfinished and scruffy.

In relation to complaints/customer feedback, was the Council able to analyse the data to highlight the type/volume of complaints in different parts of the Borough? It was confirmed that the Dynamics system was implemented part way through the year, so it was not possible to provide detailed year-on-year comparative data. However, the system would provide more comparative data as it became fully embedded.

In relation to biodiversity, was the Council striking the correct balance between its positive biodiversity targets and the negative feedback from potentially small numbers of local residents? It was confirmed that the Council tried to strike a balance on this issue. It was important to win "hearts and minds" on the biodiversity agenda. The Council also need to communicate more effectively with residents about the designated areas where grass would be allowed to grow.

In relation to the development of new income streams, what had been achieved to date? It was confirmed that the contractor had worked with Town and Parish Councils, schools, etc to identify additional work. In these circumstances the Council received a financial benefit.

In relation to the areas of longer grass, how could the Council improve communication with the contractor, residents, Towns and Parishes and community groups? It was confirmed that the Council's new mapping system, when fully operational, would provide better information to the contractor on the biodiversity areas. The Council did consult with Town and Parish Councils and had developed its campaign for a cleaner and greener environment. Improved mapping would also assist in improving communications with local residents.

In relation to next steps, what measures were under consideration to improve the delivery of the grass cutting service. Peter Bavystock reported that Officers would be considering the key lines of enquiry and compiling evidence for the next meeting of the Committee. Discussions were ongoing with Tivoli about the resourcing of the contract and measures to improve the customer experience using feedback from the Dynamics system. It was also felt that the development of Locality Services through the 21<sup>st</sup> Century Council programme would provide more proactive community engagement and more opportunities to discuss service issues with local stakeholders.

**RESOLVED** That:

- 1) Norman Jorgensen, Peter Baveystock and Emma Pilgrim be thanked for attending the meeting to present the report and answer Member questions;
- 2) Officers attend the next meeting of the Committee on 19 September 2018, to provide more detailed responses and evidence in relation to the key lines of enquiry and Member issues raised at the meeting;
- 3) a representative of Tivoli Group Ltd be invited to attend the meeting on 19 September 2018;
- 4) a site visit be arranged for Members to see the operational issues under consideration as part of the Scrutiny review.

## **29. 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 68.

The Committee noted that an extraordinary meeting would be arranged to consider a Call-In of the 26 July Executive decision on the School Crossing Patrol service.

Members also considered the potential for more time-limited task and finish groups to consider items from the Overview and Scrutiny Committee work programmes.

**RESOLVED:** That Councillors Bath, Croy, Ferris and Houldsworth meet to consider the content of the work programmes and the feasibility of establishing time-limited Task and Finish Groups.

## **30. 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.

**MINUTES OF A MEETING OF THE  
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE  
HELD ON 3 SEPTEMBER 2018 FROM 7.00 PM TO 10.15 PM**

**Committee Members Present**

Councillors: Parry Batth (Chairman), Andy Croy, Lindsay Ferris, Kate Haines, John Jarvis, Ian Pittock, Bill Soane and Shahid Younis

**Other Councillors Present**

Councillors: Prue Bray, Rachel Burgess, Carl Doran, Anthony Pollock, Helen Power, Malcolm Richards, Imogen Shepherd-DuBey and Rachelle Shepherd-DuBey

**Officers Present**

Neil Carr, Democratic and Electoral Services Specialist  
Matt Gould, Lead Specialist, Highways and Transport  
Clare Lawrence, Assistant Director, Place  
Andrew Moulton, Assistant Director, Governance and Monitoring Officer  
Josie Wragg, Director of Locality and Customer services

**31. APOLOGIES**

Apologies for absence were submitted from Councillors Guy Grandison, Mike Haines, Philip Houldsworth and Ken Miall.

John Jarvis attended the meeting as a substitute.

Malcolm Richards attended the meeting as a witness in relation to his former role as Executive Member for Highways and Transport.

**32. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**33. PUBLIC QUESTION TIME**

There were no public questions.

**34. MEMBER QUESTION TIME**

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

Gary Cowan had asked the Chairman of the Overview and Scrutiny Management Committee the following question:

**Question**

Can the Chair clarify if a declaration of interest should be declared by any member/s of the Committee who have a crossing under consideration in which the evidence would indicate that a correct safety audit and proper costing was not carried out of which that member was aware?

In Councillor Cowan's absence, the following written reply was provided.

**Answer**

The Council's Code of Conduct sets out the rules relating to the disclosure of pecuniary and personal interests. The list of subjects requiring declaration include employment, contracts, land, licences, corporate tenancies and securities.

It is unlikely that the work carried out to install pedestrian crossings would require a Member to declare an interest. This position may change if, for example, the crossing was being installed adjacent to a Member's property or he/she had a financial interest (such as shares) in the contractor carrying out the work.

Consequently, I do not believe that Members are required to declare interests in relation to the scenario you raise.

### **35. CALL-IN OF EXECUTIVE DECISION - SCHOOL CROSSING PATROL SERVICE - CONSULTATION REPORT 2018**

The Committee considered the Call-In of the decision taken by the Executive, at its meeting on 26 July 2018, relating to consultation on the proposed replacement of the School Crossing Patrol Service with fixed crossing facilities.

The Executive decision was that:

- 1) WBC continue with its proposal to provide safe, permanent crossings at the seven locations that currently have a school crossing patroller, and, following their installation, remove the school crossing patrol service once the permanent crossings are complete as set out in Option 2, Appendix 1 of the report;
- 2) all affected schools are reminded that they have access to the Council's road safety and My Journey teams who can facilitate further road safety training for pupils if requested.

The decision had been called in by Councillors Prue Bray, Clive Jones, Helen Power, Imogen Shepherd-Dubey and Rachelle Shepherd-Dubey.

The following witnesses were invited to submit evidence and/or answer questions in order to assist the Committee in its deliberations.

- Councillor Imogen Shepherd-Dubey to set out the reasons for the Call-In, supported by Diane Burch, Keith Malvern and Annette Medhurst.
- Councillor Anthony Pollock to provide justification for the Executive decision supported by Councillor Malcolm Richards, Josie Wragg (Director of Locality and Customer Services), Clare Lawrence (Assistant Director, Place) and Matt Gould (Lead Specialist, Highways and Transport).

### **Councillor Parry Batth (Chairman) welcomed the witnesses and explained the format of the meeting.**

Witnesses would be invited to make a short address to the Committee followed by a question and answer session. Following the witness sessions the Committee would consider all the written and oral evidence and either confirm the decision or make appropriate recommendations to the Executive.

Councillor Imogen Shepherd-Dubey addressed the Committee and confirmed that the Executive decision had been called in on the following grounds:

- 1) The decision had contravened Section 1.4.2 a) of the Council's Constitution, in that the action being proposed was not proportionate to the desired outcome.
  - a) A blanket decision had been made to replace all remaining School Crossing Patrols (SCP) with pedestrian crossings, despite the different characteristics and requirements of the locations.
  - b) The desired outcome appeared to be to save money yet the costs both of the crossings and the school crossing patrol had not been fully or correctly stated. None of the other options quoted had any costs provided.
  - c) The decision had been made on the basis of costs for crossings which had not yet been designed – as a redesign was taking place at four sites due to the first design not being suitable; it was therefore unclear whether a crossing was actually the right answer for those locations, as well as the costs being unknown.
  
- 2) The decision had contravened Section 1.4.2 b) of the Council's Constitution, in that due consultation and the taking of professional advice from Officers had not occurred.
  - a) The consultation was not complete at the point at which the decisions to withdraw the service were made.
  - b) The consultation was not carried out at an early stage, and was not meaningful, and contravened the Council's own rules on consultation.
  - c) There was no consultation with ward Members on the withdrawal of the service.
  - d) The replacement crossings were designed without reference to ward Members and before the consultation was carried out – and ward Members were not even informed until mid-July that the crossings had been designed.
  - e) Wokingham Town Council's consultation response had not been taken into consideration.
  - f) Letters putting the staff at risk of redundancy were issued before the consultation was concluded.
  - g) The Council's responses to the points made by respondents were inadequate.
  - h) At least one crossing was scheduled to be installed before the decision on the outcome of the consultation took place.
  - i) At least one safety audit was done during the school holidays.
  - j) No Equality Impact Assessments accompanied the information in the report.
  - k) It was not clear that all guidelines for the provision of safe crossings had been observed.
  - l) It was not clear that all the evidence comparing the appropriateness of SCP versus crossings has been taken into account.
  
- 3) The decision had contravened Section 1.4.2 d) of the Council's Constitution, in that openness had not been observed.
  - a) At least one of the crossings was designed in February but this was not communicated to ward Members.
  - b) Some information was shared with individual members of the public but was not made available to all.
  - c) No overall plan for the removal of SCP was made available following the removal of the funding in the 2015 Medium Term Financial Plan.

- 4) The decision had contravened Section 1.4.2 e) of the Council's Constitution, in that clarity of aims and desired outcomes had not been achieved.
  - a) The recommendations referred to a proposal to provide safe, permanent crossings – yet four of the crossing proposals had been rejected in the period shortly before the Executive meeting that made the decision, and therefore the decision had been made before there was certainty that the recommendation could be delivered, or that the costs were as given in the report.
  - b) Due to the failure to present all costs for all options it was not possible for the Executive to have come to a properly informed decision.
  - c) Due to the failure to present the Equality Impact Assessments it was not possible for the Executive to have come to a properly informed decision.
  
- 5) The decision had contravened Section 1.4.2 f) of the Council's Constitution, in that the details of all the options and reasons for the decision had not been recorded.
  - a) A set of options had been laid out but it excluded the most obvious option of replacing some but not all of the patrollers with crossings.
  - b) There was a presumption that no funding was available for the service to continue, whereas a supplementary estimate could have been used to find the money, but was not considered.

**Councillor Imogen Shepherd-Dubey made the following points:**

The evidence indicated that the decision to remove the school crossing patrol service was included in the Medium Term Financial Plan (MTFP) 2015/16, agreed at the Council meeting in February 2015. The MTFP contained the line "School Crossing Patrols – investigate alternative sources of funding", but this did not refer to the removal of the service and its replacement with permanent crossings.

Following the removal of the school crossing patroller at Emmbrook Infant and Junior in 2017, there had been a growing number of complaints about inappropriate parking. If the service was to be fully removed the Council must increase its parking enforcement activity in relation to local schools.

The feedback report following the 2018 Consultation exercise stated that the consultation did not raise any issues that were not anticipated. However, the feedback did raise a large number of issues which should be addressed. It also appeared that some consultation responses were not included in the feedback, for example, Wokingham Town Council raised concerns about the Keephatch Road crossing which were not reflected in the Agenda papers.

The Agenda set out the legal principles relating to fair and effective consultation. The Council had not followed these principles in relation to the school crossing patrol decision. For example, the requirement for consultation to take place when proposals were at a "formative" stage and the product of the consultation to be "conscientiously" taken into account in finalising any decisions.

No business case had been produced to support the 2015 decision to remove the service and the financial information included in the Agenda papers appeared to be inconsistent. For example, a special item of £85k was included in the budget for 2016/17 and 2017/18 to cover the costs of the service while the process of removing the patrollers was

completed. However, eight of the patrollers were removed in 2017 which should have resulted in a smaller special item for 2017/18. Similarly, the Agenda papers indicated that the School Crossing Patrol Organiser spent 100% of his/her time managing the service even though the number of patrollers had reduced from 25 to seven.

The Agenda papers included an Equality Impact Assessment (EIA), dated April 2018, which covered all the remaining crossing sites. This EIA was inadequate in that EIAs should be started at the beginning of the design phase and should be updated as the project develops. The April 2018 EIA was also inadequate in that it did not cover the full range of people with protected characteristics who could be affected by the service change. This included disabilities relating to hearing, sight, mobility, learning difficulties and cognitive processing disabilities.

Finally, it was apparent that one of the safety audits had been carried out during the spring half term holiday when there would have been much lower levels of activity outside the school in question.

**Members of the Committee raised the following points:**

The Job Description for the School Crossing Patrol Organiser (page 131 of the supplementary agenda) indicated that the post holder was responsible for the management of 25 permanent part-time patrollers. It appeared that this information was out of date as there were only seven patrollers remaining. Similarly, the July 2018 Executive report indicated (page 32) that the Organiser post was 0.59 FTE even though there were only 7 patrollers left.

It was clear that the 2015/16 MTFP did not include reference to the replacement of the School Crossing Patrol Service with permanent fixed crossings.

**Diane Burch addressed the Committee and made the following points:**

Diane was the current School Crossing Patroller at Murray Road. She outlined the work she did to assist children and parents. Diane felt that removing the patroller at Murray Road would increase the risk of accidents. She also gave details of a survey undertaken by local residents which indicated a much higher level of pedestrians and traffic compared to the Council's own survey.

**Members of the Committee raised the following points:**

The Agenda papers indicated that the school traffic patrollers received letters relating to redundancy before the 2018 consultation exercise was completed. Diane Burch confirmed that she received a letter in February 2018. (It was subsequently confirmed that this letter related to the Council's 21<sup>st</sup> Century Council change programme and was not part of a redundancy procedure).

The Council's Constitution stated that the Council aimed to consult with residents and stakeholders to ensure that they had a voice. Was the 2018 Consultation exercise seen as "meaningful" by local parents. Diane Burch felt that, based on discussions with parents, the 2018 consultation had the appearance of being a "tick box" exercise.

What level of support did the School Crossing Patrollers received from the SCP Organiser? Diane Burch felt that, as she was an experienced patroller, there was no need

for frequent contact. She felt that her contact with the Organiser amounted to approximately three hours per term with occasional meetings and an annual appraisal.

**Keith Malvern addressed the Committee and referred to a written statement from Trevor Sleet which made the following points:**

There could only be two reasons for removing the School Crossing Patrol Service and replacing it with permanent crossings – financial and enhanced safety for children. The written evidence from Councillor Keith Baker confirmed that the School Crossing Patroller service was a much lower cost compared to the capital cost of installing pedestrian crossings.

In relation to finance, a patroller was paid around £3k per annum. The cost of installing a crossing was around £40k with annual maintenance costs of £600 and the crossing would need replacing after 15 years.

In relation to safety, a recent report indicated that, on average, there were 20 accidents every day involving pedestrians on crossings. Between 2012 and 2016, Department of Transport statistics indicated that there were 251 fatalities on all types of crossing, but only four on crossings controlled by humans.

In relation to Murray Road, the existing patroller provided a safe crossing for children attending St Paul's, Walter Infant School and Meadow Nursery. There was concern that the Road Safety Audit was carried out on 13 February 2018, during the half term break. The Executive Member had also visited the site. This visit took place on 23 July 2018 when St Paul's and Walter Infants were open, but Meadow Nursery was not and a number of other schools in the area had broken up for the summer.

**Members of the Committee raised the following points:**

In relation to the Murray Road crossing, did the schools hold after school activities and, if so, was there any impact on road safety. It was confirmed that the majority of after school activities were held at St Paul's and it was felt that a fixed crossing would not have an impact on safety relating to the after-school activities.

**Annette Medhurst addressed the Committee and made the following points:**

Annette was the Chair of the Management Committee at Meadow Nursery and was able to comment on concerns from staff and parents about road safety. Annette felt that each crossing site should have been assessed on its own merits and that the Council's communication with parents had been disappointing. The Murray Road site was in Emmbrook Ward and two of the Borough Council Members opposed the removal of the patroller service.

Annette believed that the consensus amongst parents and staff at the local schools was that the Murray Road patroller should be retained on the grounds that this was the safest option.

**Members of the Committee raised the following points:**

Did stakeholders in the Murray Road area feel that the 2018 consultation exercise was meaningful? Annette felt that the consultation was unlikely to deliver a change in the Council's position. Consequently a petition was started.

If local residents felt that the consultation was a tick box exercise, did they contact the Council with their concerns? Annette confirmed that parents had been urged to submit a consultation response but, at the same time, the petition and a letter writing campaign were started. Councillor Imogen Shepherd-Dubey confirmed that she did contact the Council with concerns about the consultation exercise.

**Anthony Pollock addressed the Committee and made the following points:**

The decisions relating to the School Crossing Patrol Service were taken in line with the requirements set out in the Council's Constitution.

The consultation exercises in 2017 and 2018 had been carried out in line with agreed procedures. The Council had endeavoured to listen to the views of residents. After considering the consultation responses Councillor Pollock had concluded that permanent crossings were safer. This reflected the earlier work overseen by Councillor Pollock as part of the Safer Routes to School programme.

The petition organised by Annette Medhurst had been the subject of detailed discussion and public debate at the July 2018 Borough Council meeting.

Councillor Pollock had visited each of the proposed crossing sites and had been satisfied that drivers acted responsibly.

The views of local ward Members had been sought and their feedback had been incorporated into the design of the new permanent crossings.

**Members of the Committee raised the following points:**

In relation to the 2018 consultation exercise relating to Murray Road, were any specific representations made from other schools in the area? Councillor Pollock confirmed that no specific representations had been received. He had visited the schools affected by the service change and had concluded that two additional crossings should be installed. The consultation feedback raised similar concerns at each of the sites currently covered by a patroller.

The consultation feedback indicated that 98% of respondents opposed the proposals. What level of opposition would have resulted in a change to the Council's plans? Councillor Pollock confirmed that the consultation was open to residents across the Borough. The consultation feedback did not contain any evidence of significant safety risks which had not already been assessed through site visits and safety audits, etc. Also, evidence from the eight sites where patrollers were removed in 2017 did not indicate a reduction in safety following the changes.

The financial information reported to the Executive on 26 July 2018 indicated that the annual cost of the service was £44,200. This was made up of the cost of the seven patrollers, the part-time School Crossing Patrol Organiser (0.59 FTE) and site risk assessments. As the evidence indicated that the cost of each patroller was around £3k, was the financial information and business case accurate? Also, as there would be a

replacement cost for the new crossings in 15 years' time, should these costs not be included in the business case? Councillor Pollock stated that the financial information also included on-costs for staff. It was also important to note that the decision to change the service had not been made on financial grounds, it was made on safety grounds. It had become increasingly difficult to recruit patrollers whereas the fixed crossings would provide a permanent safe solution.

In relation to the information in the 2015/16 MTFP, as the budget papers were circulated to opposition Members one week before the Budget Council, was this a reasonable amount of time for Members to analyse and research every line in the budget? Councillor Pollock confirmed that, during his time as Executive Member for Finance, he did speak to opposition Members in advance of the budget meeting. In practice, he recognised that analysing the budget papers in a week was challenging.

**Matt Gould (Lead Specialist, Highways and Transport) addressed the Committee and made the following points:**

The Council agreed to remove funding for the school crossing patrol service at the Budget Council in 2015. Implementation was delayed until 2017 when the eight patrollers already working on fixed crossings were removed. Consultation on the removal of the final seven patrollers took place between January and March 2018. Discussions were held with the patrollers to inform them of the process, but notices of redundancy were not issued at this time.

The consultation feedback did not raise any significant new issues and, as a result, it was agreed that the implementation of the permanent crossings would proceed. It was at this point that the patrollers were given "at risk" letters. Redundancy notices had not yet been issued.

More complex issues had been identified in relation to the Murray Road site and the patroller would remain in place until these issues were addressed satisfactorily.

It was important to note that the school crossing patrol service was discretionary. However, the Council recognised the importance of safer routes to schools and believed that the permanent crossings would deliver a permanent safe solution.

**Members of the Committee raised the following points:**

The design documents relating to the new crossings indicated that some design work had started before the 2018 consultation had been completed. Matt Gould confirmed that the aim had been to complete the new crossings in the school summer break. In order to achieve this timeline the design work had to proceed whilst the consultation was ongoing. The details of the agreed crossing schemes were not released until after the consultation had concluded and the feedback had been considered.

Once the Call-In procedure had been invoked, was work on the crossings suspended? If work carried on, under what authority did this happen? If work did continue, was there a formal Member or Officer decision to proceed?

Josie Wragg (Director of Locality and Customer Services) confirmed that the Council's Capital Programme provided authority to deliver the permanent crossing facilities. Following discussions between Josie and Councillor Pollock it was agreed that halting the

works would have significant financial risks for the Council. Clare Lawrence (Assistant Director, Place) referred to the supporting papers which stated that there was no Constitutional need for the July Executive to agree to provide the crossings or funding as this decision had already been made.

Andrew Moulton (Monitoring Officer) confirmed that, in principle, implementation of the Executive decision should have been suspended following the Call-In. However, as stated, the Director of Locality and Customer Services also had authority under the Constitution to deliver approved schemes within the Capital Programme. In response to an earlier enquiry, Andrew confirmed that no Individual Executive Member decision had been taken in relation to this issue.

**Councillor Malcolm Richards addressed the Committee and made the following points:**

Councillor Richards had been appointed as Executive Member for Highways and Transport in 2016, after the decision had been taken to remove the School Crossing Patrol Service as set out in the 2015/16 MTFP.

Councillor Richards carried out research and looked at the approach to this service taken by other local authorities. The service was not statutory and many Councils had taken the decision to remove it. This reflected the fact that it was increasingly difficult to recruit and retain patrollers. Councillor Richards had also examined Department of Transport statistics which indicated that permanent crossing facilities were generally very safe.

In 2017, the eight patrollers operating on existing crossings were removed. Evidence collected following the removal of these patrollers indicated that there was no reduction in safety.

In relation to the remaining seven sites with patrollers, Councillor Richards had examined the safety statistics for each of the sites and held detailed discussions with Officers. He reached the conclusion that the permanent crossings would improve safety and would be in use 24/7.

**Members of the Committee raised the following points:**

There appeared to be a conflict between Councillor Richard's evidence on national statistics relating to the relative safety of School Crossing Patrol operated sites versus fixed crossing solutions and the earlier evidence submitted by Keith Malvern. Councillor Anthony Pollock confirmed that, whatever the national statistics indicated, there was strong evidence that fixed crossings in the Wokingham Borough were very safe.

In addition to the evidence submitted to the Committee, there was anecdotal evidence that the School Crossing Patrollers were highly valued by local communities. It was difficult to translate this added value in financial terms.

**Councillor Parry Batth explained that a plenary session would take place enabling the witnesses to clarify any points following the submissions and points raised by the Committee. The following points were raised:**

Councillor Pittock sought clarification on the correspondence sent to the School Crossing patrollers during the 2018 consultation period. Matt Gould confirmed that the patrollers had

received a letter relating to the Council's 21<sup>st</sup> Century change programme in February 2018. This was not an "at risk" or "notice of redundancy" letter relating to the service changes being consulted on.

Annette Medhurst asked about the requirement for the consultation exercise to take place. Matt Gould confirmed that the consultation had taken place in line with the requirements of the Council's Constitution.

Councillor Croy referred to the legal principles relating to fair consultation and asked if the Council had followed these principles correctly. Also, was the political process – lobbying, petitioning, etc., more effective than the consultation process? Councillor Pollock stated that the Council had tried to act in a fair manner and listen to the views of residents. It had carried out detailed assessments and safety audits. The aim was to deliver a solution which was as safe, if not more safe, than the existing arrangements.

**Councillor Imogen Shepherd-Dubey addressed the Committee and made concluding remarks.**

Councillor Shepherd-Dubey stated that the Call-In was not about the outcome relating to the service, it was about the decision making process and the importance of following the correct legal principles. The 2015/16 MTFP did not contain a specific decision about the replacement of patrollers with fixed crossings and the subsequent consultation process was flawed. The financial information supporting the proposals did not add up and the 2018 Equality Impact Assessment was inadequate and did not meet the Council's statutory requirements.

**Councillor Anthony Pollock addressed the Committee and made concluding remarks.**

Councillor Pollock stated the decision making process had not breached the Council's Constitution. The process had been fair and sought to build on the safety improvements delivered earlier through the Safer Routes to School programme. The detailed safety audits had demonstrated that the proposals were safe and feedback from residents and Members had strengthened the outcome. The specific issues relating to Murray Road would be addressed before the final scheme was implemented.

**The Committee discussed the written and oral evidence and considered its decision.**

Councillor Parry Bath outlined the options open to the Committee, viz:

- a) to confirm the 26 July Executive decision;
- b) to request that the Executive review the 26 July decision and provide reasons to support the request;
- c) to confirm the 26 July Executive decision and provide advice to the Executive via a letter from the Chairman to the Leader of the Council.

Councillor Lindsay Ferris referred to Paragraph 6.3.12 of the Council's Constitution which referred to use of a "party whip" in Overview and Scrutiny deliberations (i.e.

predetermination on political lines) and requested Members to notify the Committee if a party whip was in place. Members confirmed that no party whip was in place.

Councillor Lindsay Ferris stated that the decision making process had been flawed and the decision should be referred back to the Executive in relation to three issues: inadequate consultation, inaccurate financial information and incomplete Equality Impact Assessments.

Councillor Andy Croy stated that the decision should be referred back to the Executive in relation to predetermination and flawed/ineffective consultation.

Councillor Ian Pittock stated that the decision should be referred back to the Executive in relation to the inadequate business plan, predetermination in advance of consultation and inadequate Equality Impact Assessments. Councillor Pittock also noted the wider issues relating to Budget Scrutiny by the Overview and Scrutiny Committees.

Councillor Shahid Younis noted the concerns raised about the decision making process but felt that the Executive decision should be confirmed with advice to the Executive in relation to clarity about consultation and the need to look at each site on its individual merits.

Councillor Bill Soane noted that the Executive decision was focussed on improving safety and not on financial savings. He also agreed that each site should be assessed to understand the local situation.

Councillor John Jarvis agreed that there were concerns about the process but felt that the evidence showed that the Executive did listen to the views of residents.

Councillor Kate Haines noted that the decision making process had not been followed correctly and felt that the Executive should be informed of the Committee's findings.

**It was proposed by Councillor Andy Croy and seconded by Councillor Ian Pittock that:**

- 1) the Executive be requested to review their 26 July 2018 decision on the School Crossing Patrol Service in light of the evidence presented to the Overview and Scrutiny Management Committee;
- 2) the request to the Executive for a review is based on the following reasons:
  - a) the original 2015 decision to remove the School Crossing Patrol Service was taken prior to the consultation, and, with the substantive decision having been taken, subsequent consultation exercises were not seen as meaningful;
  - b) the original 2015 decision was taken without an underpinning business case and the 26 July 2018 Executive report did not contain detailed information showing the current costs of the service and the full financial implications relating to the proposed implementation, maintenance and future replacement of the new permanent crossing facilities;
  - c) the original 2015 decision was taken without an underpinning Equality Impact Assessment (EIA) and the subsequent April 2018 EIA did not contain detailed

information about consultation with specific groups and did not reflect the individual circumstances relating to each of the proposed crossing sites.

On being put to the vote the proposal was **agreed**.

**RESOLVED** That:

- 1) the Executive be requested to review their 26 July 2018 decision on the School Crossing Patrol Service in light of the evidence presented to the Overview and Scrutiny Management Committee;
- 2) the request to the Executive for a review is based on the following reasons:
  - a) the original 2015 decision to remove the School Crossing Patrol Service was taken prior to the consultation, and, with the substantive decision having been taken, subsequent consultation exercises were not seen as meaningful;
  - b) the original 2015 decision was taken without an underpinning business case and the 26 July 2018 Executive report did not contain detailed information showing the current costs of the service and the full financial implications relating to the proposed implementation, maintenance and future replacement of the new permanent crossing facilities;
  - c) the original 2015 decision was taken without an underpinning Equality Impact Assessment (EIA) and the subsequent April 2018 EIA did not contain detailed information about consultation with specific groups and did not reflect the individual circumstances relating to each of the proposed crossing sites.

<b>TITLE</b>	<b>Grounds Maintenance Contract Review</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee on 19 September 2018
<b>WARD</b>	None Specific
<b>LEAD OFFICER</b>	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 consider:

- a) the community feedback, set out in Annex A to the report, as part of the ongoing review of the Council's Grounds Maintenance Contract;
- b) the evidence submitted by witnesses at the meeting;
- c) the evidence submitted in relation to the Committee's Key Lines of Enquiry (Annex B);
- d) any issues arising from the site visit held on 18 September 2018;
- e) suggestions for further witnesses to be invited to the next meeting of the Committee on 17 October 2018.

## **SUMMARY OF REPORT**

At its meeting on 1 August 2018, the Committee commenced a review 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.

The report sets out details of the submissions received following the Call for Evidence (Appendix A). It also reminds Members of the Key Lines of Enquiry (KLOE) agreed by the Committee and Officer responses to the KLOE (Appendix B).

## **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 Landscaping).
- 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.

## **Call for Evidence**

In order to understand the views of residents, community groups and Town and Parish Councils, the Committee published a Call for evidence via print and social media. The Call for Evidence stated:

"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".

A number of residents, Community Groups and Town/Parish Councils have responded to the Call for Evidence. Their feedback is attached at Annex A to the report for Members' consideration.

### Key Lines of Enquiry

The Committee also agreed a set of Key Lines of Enquiry (KLOE) which would act as a framework for the review. The KLOE are set out at Annex B together with Officer comments and responses. The KLOE responses are supported by an extract from the Grounds Maintenance contract specification and a copy of the 2014 consultation exercise.

### Witnesses

A number of witnesses have also been invited to attend the meeting. The witnesses are:

- Peter Fry – Tivoli Contract Manager;
- Jane Hartley – Charvil Parish Council;
- Peter Baveystock – WBC Service Manager, Cleaner and Greener Services;
- Emma Pilgrim – WBC Performance Officer, Cleaner and Greener Services.

### Site Visit

Several Members will also be attending a site visit on 18 September 2018, looking at the operation of the grass cutting service across the Borough.

## 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

<b>Other financial information relevant to the Recommendation/Decision</b>
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To be considered as part of the discussions.
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<b>Cross-Council Implications</b>
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Overview and Scrutiny impacts on all Council services and the work of key partners.
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<b>List of Background Papers</b>
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Report to the Overview and Scrutiny Management Committee – 1 August 2018
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<b>Contact</b> Neil Carr	<b>Service</b> Democratic Services
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<b>Date</b> 10 September 2018	<b>Version No.</b> 1

## Overview and Scrutiny Management Committee – 19 September 2018

### Review of the Grounds Maintenance Contract - Stakeholder Feedback

Response from Woodley Town Council:

The Town Council has received a large number of complaints about the grass cutting schedule. Many people have reported that they are worried about the possibility of fires occurring as the long grass is now very dry. Infrequent grass cutting along the Bader Way has left this gateway into Woodley looking very scruffy. Many complaints have been received from residents about the unsightly appearance of the overgrown central reservation on the A4 on the approach to Woodley and there are concerns that this could be a fire hazard. Members commented that if grass is allowed to become too long it is more likely to block drains when it is finally cut.

Response from a resident of Colemansmoor Road

I would start by thanking the Committee for taking the time to hear the views of local residents on the matter of changing how the grass cutting has been done.

When the new plan was introduced, the change was immediately noticed as the park on Colemansmoor Road was left with huge patches of grass left uncut (in excess of 80 per cent of the area). This had an immediate impact of my Asthma resulting in me using the maximum dosage permitted on the inhalers I use. Whereas previously I have only used half the allowable dosage of the inhaler (preventer) and very infrequently I used my other inhaler (reliever). Eventually the NHS had to increase the strength of the inhaler (preventer) by changing it. At the time I checked the costings of these changes and it amounted to an 8 fold increase in cost to the NHS. In addition there have been complications which has resulted in the NHS having to revert back to me using the original inhaler (preventer).

I have over the time complained to the Council, initially with no success until I contacted my local MP, this resulted in a meeting with the local Councillor and a senior member of Council staff. This resulted in a change to the plan and then virtually all the grass was cut. It only took a couple of weeks for my Asthma to return to normal.

Unfortunately the following year the grass cutting team reverted to leaving most of the park uncut and subsequently my use of inhalers went up substantially.

At this moment in time after complaining to Council management and local Councillors the team have the last couple of times completely cut the grass in the park back. Again the impact of my health has been significant. Given my experience I would expect other people with Asthma would have had the same problems, but may not be so prepared to be so vocal about it.

Response from a resident of Easthampstead Road (photos included)

Easthampstead road - more than waist high.... I have terrible hay fever and asthma which was at its worst ever earlier this year. Gypsy Lane also had waist high grass but it doesn't show as being so high in the photo. Grass at the corner of Southlands Drive and Erica

Drive was also waist high. Picking up dog poop was almost impossible

Not only is this unsightly it is also a health risk - so many people complaining of shocking hay fever early June, plenty who hadn't suffered before. There has to be a link and allowing areas to go mad like this is also a risk to anyone who can't see what's underfoot broken glass, dog poop, etc. The lack of grass cutting really is a total disgrace.

Response from a resident of Keephatch Park

I understand that you are seeking feedback on grass cutting services.

I live in the Keephatch Park development and am often shocked at the state of the area - how long grass is left before it is cut, weeds growing through pavements and road areas and when the grass is finally cut, the dispensing of it in areas where children play (which usually has dog poo in there as owners are unable to properly clear it due to the grass cuttings!). The area doesn't appear too bad at the moment, but this is only due to the current lack of rain and positive conditions for grass growth.

Further, I grew up in the area around Cantley Park - land provided to the people of Wokingham for their enjoyment. I'm now saddened at the awful state of the parkland which we are unable to fully enjoy as a family due to the approach taken to grass cutting. While the Council can hide behind it being a 'wildflower' and 'wildlife' area, I have no doubt that one of the main reasons for the shocking mess is the cost and associated maintenance of the area!

Response from resident of Emmbrook

Hello, further to your request for comments on the grass cutting locally - grass is not cut regularly enough, not only does it look scruffy but makes it very hard to clean up after your dog (and encourages those who are not so community minded to leave it behind, hidden in the long grass). When grass is cut, there is a significant amount of grass cuttings produced, and usually left behind - resulting in similar problems as above.

Response from a resident of Keephatch (photo included)

Attached picture of the football pitch on the corner of Keephatch and Binfield Roads

I was looking for somewhere to play football with my U8's team on 16th May. The team are all keen, and trying to be fit and health, which should be encouraged. As you will see the area is completely unusable. About 3 weeks later the area was then cut by a tractor, ensuring that the area remained completely unusable, as it was now knee high in cut grass.

I think that the Council have been incredibly fortunate this year with the lack of rain. The dry weather means that there has only been limited requirement to cut grass in the last 2months

Response from a resident

As requested I am writing to complain about the grass cutting - or lack of - in Wokingham, for your Grass Cutting Review.

I have already called the Council a few weeks ago & logged a complaint regarding the way Joel Park, Cantley and Toutley Fields had been cut.

Joel Park was cut in a figure of 8 and everything else was left, no grass cuttings were collected, after I assume a number of complaints it was then cut completely.

Cantley is just a complete joke, the grass is at a ridiculous height and my dog has caught a huge number of ticks from here which can cause serious illness, let alone the possibility of our family getting one. We no longer visit Cantley, which is a great shame.

Toutley Fields were also at a ridiculously high level, making it virtually impossible to pick up any dog mess, not for the want of trying! All grass when it was cut was just left, making it very difficult to walk on! In fact no grass in my area, when it has been cut, is ever collected.

I pay my Council Tax and am appalled at the lack of grass cutting that has been carried out. What little green space we have left is not pleasant to walk through and certainly not aesthetically pleasing to look at.

Most of the side or corner verges are all overgrown making the community look totally unkempt, that is, however, apart from the lovely short cut grass around your Council building.

Maybe if you or your colleagues had taken a walk in the areas that most people were complaining about, you would have seen for yourself first hand that the people have been justified in complaining.

#### Response from a resident of Charvil

One word APPALLING there are a number of areas not just in Charvil where you cannot see left or right in a car due to the height of the grass and this is dangerous.

Plus a bug of mine, why do we not use grass boxes, the cut grass ends up in the road, washes down the drains, grass blocks drains, causing flooding and extra cost to get someone out to clear the drains.

#### Response from a resident of Earley

I would say apart from the overly long grass in Laurel and Riverside Parks, which when eventually was cut left excessive cuttings behind ruining future growth, the biggest issue has been roadside grass by the kerbs. I had to complain to get it cut in Egremont Drive and the grass was approaching 12" high and spreading into the pavement causing cracks.

Whilst the road then was cleaned within 48 hours, Sellafield which was as bad was ignored but clearly they would have seen the state.

#### Response from a resident of Shinfield Park (photos included)

I would like to take the opportunity to provide feedback on the Council's grass cutting policy implemented in April 2016. As a resident of Shinfield Park, Wokingham I'd like to provide some comments and thoughts on why I believe the policy has been a very poor one.

The grass in common areas is now left to grow very long before being cut, as I understand it this is notionally to promote wildlife, the truth however is very different and without a formal cutting plan some areas clearly seem to be left neglected far beyond what should be deemed reasonable. Relying on householders to report or chase this up is time wasting and unfair.

Specifically:

1. The long grass now hides significant amounts of litter which is isn't picked before the grass is cut, as a result significant amounts of plastic and tin is shredded causing worse harm to the environment, the grass management companies believe that litter isn't their problem (probably true but the result is horrendous (see photos),
2. Dogs routinely foul the longer grass in communal walking/play areas which means that often, even responsible dog owners are able to find the offending mess and clear up after their animals,
3. Areas which used to be used for picnics and children's play are now covered in grass so long that children are instead forced onto the roads, or when they do go into the long grass are subject to the animal mess and rubbish mentioned above,
4. Last and probably least, the whole area now looks neglected and a mess, when the grass is long it looks unkempt and when cut, the amount of rubbish left behind makes it look like a third world country, this apparent lack of pride creates a viscous circle.

I've attached a few photos of the roads around Shinfield Park that look like something out of a third world slum for reference, much of it caused by the streaming of long grass.

Please help us restore some pride in our community. Litter and grass cutting may seem like minor issues but they impact everyone.

I'd be very welcome to show you round the area or talk to you or you colleague's in person.

Response from Facebook users:

I've seen the orchids flowering in the verges of roads in Southlake where grass has been left 3-4 inches. If we don't allow wild flowers to bloom there won't be any bees and that's the end of you and me, asthma or not.

Your timing is not well thought out. Cantley Park has been a joke over the last two years. If grass is cut approximately 11 times a year and not left to get out of control. The Council seems to want to have parks as meadows....big difference.

When it is cut along the A4, roundabouts are left very rough with some patches not cut. And, before you say it is for the wildflowers, they had long, long past. Grass all over the road. If the trees come into this service, they are so overgrown, over the road signs along the A4, you cannot see the signs.....what service?

Trees cut down in February and left until August. Rats eating our garden sheds. The grass being cut.....are you joking?

Take a leaf out of Bracknell Forest Council's approach.

All parks should be cut as they have been in the past. Asthma is one of the most common health problems. Leaving long patches of uncut grass has put people's health at risk at great cost to the NHS.

Response from a resident of Spencers Wood

We live in Spencers Wood in a pair of cul-de-sacs off Clares Green Road. We have 3 small areas which are cut by WBC. This year, the service was appalling - the grass was left far too long before being cut and when it was cut there was a dreadful mess left.

In the end, two of us "adopted" two of the areas, hoovered up the mess and then cut the grass properly. Luckily we have a brown bin, and that was filled to overflowing! Since then, the dry weather has meant that no cutting is required lately.

I did place a formal complaint to Wokingham Direct.

Response from a resident of Woodward Close

The playing field in the second part of Woodward Close was left for far too long with the grass growing to approximately 300mm in length before it was finally cut which then left large clumps of grass cuttings all over the field. The grass was subsequently cut after a few weeks before getting too long which was acceptable.

Response from a resident

I've just seen (via a Facebook post) that you are looking for feedback regarding WBC's grass cutting policy in terms of the general quality of service, timeliness and impact to the environment etc.

I think it goes without saying that this year's service has been extremely poor, with excuses earlier in the season that they were unable to cut the grass due to the wet weather, then more recently just leaving the grass long for many weeks at a time.

With the current dry spell, they have been lucky as their policy of doing nothing has paid off due to the grass not growing. However, had it been a normal summer then the severe lack of grass cutting would have been an issue as it was earlier in the season.

The quality of the work is poor with lots of areas in the big open spaces randomly missed due to poor workmanship thus leaving long clumps of grass here and there. As a dog walker, the amount of ticks that have been present in the long grass has been high, obviously ticks can carry fatal diseases that can affect animals and humans so not good. I can understand that due to costs there must be a set programme of grass cutting (say 10 cuts across the season) but that has definitely not been followed, it's been cut 2 or maybe 3 times only this season. Compared to last year when I thought things were getting better after a diabolical previous year when the policy was again to leave the grass long, everything has slipped back again to a poor level.

I don't know if its WBC management that are doing a poor job (I do suspect this is the case!) or the contractors but something needs to change or I believe it will people will vote accordingly at the polling stations next time as this is a very visible service that needs fixing.

All in all, I've lived in Wokingham for over 36 years so clearly love the place, but can only maintain my respect if I see some positive change in respect to this issue.

I know some people talk about keeping some long grass for the wildlife, but my view is that leaving long grass around the edges of big open areas and on grass in the central parts of dual carriageways such as Woosehill spine road is fine as that is not where

people tend to go. However, cutting the grass short in the lovely open areas and playing fields should be attended to on a regular basis so that we can all enjoy, play and be sociable in those areas as opposed to being exposed to hazards such as hidden dog mess, rubbish and tics, etc. hidden in long grass.

I hope this helps you in readiness for the meeting, clearly I feel passionate about Wokingham hence writing this email so let's get Wokingham looking smarter again.

Response from a resident of Earley

My comments, for what they are worth, are that I believe the grass-cutting arrangements to be "adequate and fine"! Bearing in mind the area to be tended to, I believe the Council does pretty well. Just occasionally one might drive past an area, and think the grass looks a bit long, knowing full well that it will be done shortly.

The summer weather has been unforgiving, and everywhere just looked scorched, but by and large, rarely is there overgrowth. I like the wild flower areas, and realise that once the flowers have died, only then can the grass be cut.

Response from a resident of Woosehill Lane

We are more than happy with the grass cutting service near us in Woosehill Lane. Not only does the longer grass with its wild flowers look beautiful but it provides a good habitat for wildlife. There are plenty of places for children to play ball games and when we were young running through longer grass was a pleasure. This should allow the Council spend any savings on essential services.

Response from a resident

Cutting was rather stupid before hot weather-cutting a strip next to path but missing the areas around where children play and random areas within a patch which annoyed residents who felt it looked so stupid they had to cut it themselves. Also some amenity area was cut but a piece the other side of the road wasn't - employees obviously not being allowed to use common sense, came back another day to do the other bit. Residents also annoyed if one employee was mowing whilst another sat doing nothing in the van.

I wasn't aware of piles of clippings left around. During the hot weather them coming to mow was silly - it just stressed the grass more. Weeds were growing in the gutters they could have dealt with.

Sadly the lack of rain meant wild flowers looked a bit of a mess and residents moaned the "weeds" upset their hay fever whilst others loved the few colourful flowers there were. The weather will never be the same year on year so some flexibility is needed please in the contract.

Response from a resident of Woodley

With regard to your review on grass cutting, I would like to give my views. I live in Wright Close, Woodley and have been very disappointed since the change in the grass cutting. The points I raise are:

1) opposite our house is a section of land which is Council owned, which hasn't been maintained by yourselves for years. We cut the bushes and cut the grass as there is a

cycle/footpath and if this wasn't maintained, it would be a danger when cars go across the paths and can't see small children cyclists.

2) Vauxhall Park is not cut regularly enough as with a lot of parks, how can children play in these parks if the grass is so long?

3) weeds growing on kerbs in to the roads, example parts of Bader Way. Not cutting the grass regularly is causing this.

4) grass getting to high/overgrown before it is cut, also hedges not regularly cut back along cycle/footpaths.

5) nothing looks tidy, kids are not using the parks as much, just going to get worse.

6) why are you not getting house owners who plant bushes, for privacy, boundary lines, to maintain them so they don't grow onto paths?

7) you find that there is more litter when the grass/bushes are not maintained. We found once we started to maintain the corner by our house the cycle/footpath, people stopped chucking litter/bottles in there.

I do walk and cycle regularly in Woodley and also drive around Wokingham a lot and would like to see more regular grass cutting and maintenance.

Response from a resident

1. Grass is too long when cut and as the cuttings are left on the ground they look unsightly. Also if wet they rot and smell.

2. Places like Ashenbury Park become fire hazards in very hot dry weather.

3. Tall grass at road junctions is a traffic visibility hazard.

Response from a resident of Southlake

Grass cutting in the Southlake area of Woodley - we have found in the last few years a poor service. Last year the cutting stopped too early in the season so we had long grass along our pathways through the winter followed by the first cut being very late so the grass was well over a foot long. Only for the dead grass to be cut the other week what was a waste of time. The service has gone downhill so much and is not properly controlled like it used to be.

Response from a resident (photos included)

Grass near my house was allowed to reach several feet in height. It was cut on 16 June and was left in large clumps on the ground. My friend lives on the other side of Wokingham. Grass near her home was neatly cut and collected. Please can you explain the different levels of care?

Response from a resident

I would like to commend Wokingham Borough Council on their approach to grass cutting in meadow areas such as Viking Field, Cantley Park and parts of Woosehill Meadows, including their planting of wildflowers in these areas. Despite the numerous voices

complaining about the lack of grass cutting I feel that it is imperative that we have as many areas as possible managed as meadow to provide a haven for wildlife. I was disappointed to see that the grass had been cut early and frequently in Viking Field this year and hope this was a one-off to prevent the possibility of wildfires in the recent very hot weather.

If finances are tight for mowing services I would suggest prioritising those areas set aside as play areas or where visibility for drivers is important but conversely leaving areas such as the middle of the Woosehill Spine road to grow long.

I also think Council finances would be better spent on areas such as supporting vulnerable or disabled people rather than destroying vital ecosystems.

#### Response from a resident in Lea Croft

Considering the cutbacks on grass maintenance, I was amazed when the grass verges in Lea Croft were cut in July for the third time since March when I hadn't cut our own grass for quite five weeks.

In previous years the verges may have only been cut twice in the period March to October. Surely in such dry weather adjustments could be made to the cutting schedule?

#### Response from a resident

The grass in WBC areas is left to grow too long before cutting, which looks unsightly and neglected. It also then starts to become a health and hygiene hazard as it is often very difficult for dog owners to find and retrieve their pets' excrement with the result that passers-by can tread in it and children cannot play there without being exposed to the same risk. When the grass is eventually cut it is left lying in clumps, which is unsightly and retards the growth of the grass underneath with the result that the unsightly view persists longer.

One particular area of concern to us is the tarred path between Glebelands Road and Bishops Drive where the grass at the edges has been allowed to grow in from the sides and covers the edging stones, obscuring the difference in height from the grassy side. This is a hazard to people walking on the grass, especially toddlers, who could easily slip and injure themselves.

The net result of the Council's current grass-cutting policy is that our parks and open spaces look untidy and neglected and are no longer inviting spaces for family recreation. The impression given is one of lack of care and we feel it is high time that the policy was changed and a more effective and more frequent cutting service introduced. We realise that WBC has financial constraints but feel this area has been left too long without action.

#### Response from a resident in Crail Close

Regarding the request for feedback on the (flawed) grass cutting programme at Wokingham BC, I live in Crail Close and look out directly on to the path leading up to Lesley Sears playing fields. The last two years have been disgraceful with grass going uncut for over 6 weeks at a time. This has led to grass growth up to knee length on an average male.

The primary issue here is regarding dog mess, and owners being unable to see where their dogs have defecated, therefore unable to pick it up.

I have two young children and when the grass is this long we are unable to let them play in the area or in the field as there is no way of knowing whether dogs mess has been cleared up. An unsafe and unclean outcome to the Council's "strategy".

Our council tax is now at £251 per month and with atrocious grass cutting services, lower quality, thinner, weaker, handle-less bin bags and a refuse collection team who leave rubbish and debris strewn across the roads I seriously question whether we are getting value for money for the tax paid.

#### Response from a resident

As a resident of Wokingham I'd like to say that grass cutting is a necessary service that may be required in many areas for reasons of safety.

However, as a biologist I would strongly support a policy of allowing more grassed areas to remain uncut during the summer period in order to support our ever-declining insect and bird populations that desperately need suitable, sustainable habitats in order to breed and survive.

Any such approach clearly needs to be explained to those residents that believe all grass should be regularly cut, but if presented using an evidence-based approach I suspect most people would accept it.

I'd also like to ask about the timing of the hedge management along the footpath between Bishops Drive and Glebelands Road (see attached map). There are a significant number of trees/ shrubs whose fruit could serve as significant food reserves for birds in particular during the winter, yet every year without fail it seems these are cut down in Sept/ Oct just before local wildlife could benefit from them. Can the timetabling of verge maintenance not be adjusted to reflect the benefit or otherwise to wildlife of the vegetation beforehand?

#### Response from a resident

I just want to state that I agree with the sentiments expressed by other WBC residents that during the spring months the grass on my road only appears to get cut once a quarter, so I finish up cutting the grass outside my property to make the road a bit more attractive/ well maintained appearance. With the hot spell there hasn't been a need to cut.

Similarly, the gutters are seldom swept. So at the moment, full of pine needles.

#### Response from a resident of Snowberry Close

Responding to the request for feedback on Wokingham Grass cutting, I would say the policy is working except in one area. Areas of large open space such as the green space on the Buttercups estate (between Snowberry Close, Laurel Close and Evergreen way) or the Park by Latimer Road should be labelled communal spaces and have increased grass cutting and grass collection so people can use the space for football, parties etc.

It has been a regular problem, neighbours in the buttercups have been unable to use the green space because the grass is too long or unable to use due to the amount of grass cuttings left behind (in March, April, May and June). I would say for smaller spaces you have the right grass cutting policy.

#### Response from a resident of Winnersh

I am writing to let you know that the verge grass cutting around the Borough this year has been an absolute disgrace. We had several weeks in Winnersh where the grass was so

high that it was not easy to see the street signs! When it was eventually cut it was left with mounds of hay and brown grass (before the dry weather) and has never looked tidy since.

Parts of King Street Lane have not been touched even once. We had visitors that come to the area once a year, they could not believe the mess throughout the Borough. The approach into Wokingham was a disgrace with the terraces covered in long grass and weeds, nowhere to sit on the grass bank in the sunshine. Then of course we had to contend with all the town centre mess.

Dog walking has been very difficult, firstly trying to find dog mess in the long grass is not easy, trying to pick it up is very challenging! Then you get home and find the dog has caught a tick. Three times she caught a tick, she has managed 10 years without getting ticks, this is more than just a coincidence. No more ticks since the grass stopped growing due to the heatwave, thank goodness for the heatwave I dread to think how much worse the place would look without it.

Cycling on the cycle pavements has been a nightmare, constantly getting caught with low hanging shrubs in the face! The paths being so narrow that you have to stop to let people by. My grandchildren in pushchairs being stung with nettles and scratched by brambles. We have lived here 30 years and have never seen it look so bad. A couple of years ago it was bad, but this year is by far the worst.

Get the Council to stop wasting our money on pointless, distracting road signs and use the money to cut the grass! Time to ditch these contractors and get new, perhaps you should pay local residents to cut areas and streets near their properties, many would be glad to do this for a small fee, they would feel a pride in keeping it looking nice. I for one would be very happy to do that. Probably cost a fraction of what you pay now.

#### Response from resident of Maple Bank, Ruscombe

I live on Maple Bank in Ruscombe and have quite a lot of Council owned land near me. I have seen over the last couple of years the low frequency of grass cutting has made the area look very scruffy.

I know that I contacted the Council a couple of times to query when the grass would be cut. I was told that the current contractor was free to cut the grass when they chose, but that they were (I think) contracted to cut the grass 6 times during the year. Obviously, this does not work. At one point, the grass opposite my house had reached the window ledges of the flats in Middlefields Court (waist height). The grass was also at the same height along London Road in Twyford/Ruscombe. With the high frequency of dog walkers in the area, myself included, it meant that even with the best of intentions you cannot fully clean up after your dog if it has decided to use the long grass as a toilet.

I cut my grass at home every week. Whilst I would not expect the council to be able to maintain this level of frequency, I would have thought that every 3 to 4 weeks is easily achievable. I know that Councils are working with reduced budgets, but some cuts are one step too far. I hope that a proper consultation is taking place around this issue and that common sense will prevail.

We live in a beautiful part of the country and seeing it go to wrack and ruin is a great shame and easily preventable.

#### Response from a resident of Shinfield

I have on numerous occasions had to ring the Cleaner and Greener team re cutting grass at a play area so I could take my grandson to play. This is Deardon Way, Shinfield. The

grass has been nearly 2 feet high and I was worried what was lurking beneath. Within about a week this got cut but yet again I had to ring before it was cut again. Another problem - the grass cuttings were left in heaps and not cleared away - on every occasion this occurred. So I was still worried what was beneath.

All around Earley the grass cutting has been a nightmare, left till it was so long it looked like wheatfields or dare I say a third world country. If it was cut on the verges tons of grass were left on top.

Our friends from Thornbury Bristol visited and were very shocked at how shabby and run down the area looked and asked if they had stopped cutting the verges etc. When we went to Thornbury we were delighted to see how neat their verges were and looked very smart.

We were told last year that it was a trial run with cutting and it would definitely improve in 2018. But lo and behold it has been terrible. What with bad weather to blame then heat what excuse is next? Do they not have enough staff? We never used to be so shabby and unkempt and rundown before. We have lived here nearly thirty years and are very sad at how it looks now. I have written to the Council a couple of times without success, maybe your consultation will work wonders. I do hope so.

An irate and sad resident.

Response from a resident of Bishops Drive, Wokingham

I would like to make the following observations regarding the quality of the current service:

In general, the appearance of the Town's public areas and spaces – ranging from the roadside grass verges and gutters to the larger public areas – can now at best be described as 'scruffy'. Apart from anything else, I'm not sure that this sits very well with the Council's desire to make Wokingham "a great place to live". This stems from:

- Less frequent grass cutting. For example, as far as I can recall the grass areas along the pathways in the Glebe Park Estate area have been cut only twice this year – on the first occasion this was carried out far too late in the growing year (the grass was extremely long and as a result the cut was patchy and left large quantities of cut grass) and on the second occasion the dry conditions meant that there was little worth cutting and all it really achieved was the generation of clouds of dust. Following on from this, the accumulation of grass cuttings, along with soil thrown up from the cutting process, leaves the pathway gutter areas untidy and clogged (the pathway down from Glebelands Road into the Glebe Park Estate is a good example).
- Lack of any attention to the weeds growing in the roadside gutters.
- Less frequent cut back of shrubbery along pathways (although the blackberry pickers are perhaps delighted by this).

I appreciate that there is a cost issue involved in all of this and that this cannot be ignored but, in summary, the service that residents are now getting is not want we want.

Response from a resident

Money does seem to be wasted by Councils by having the grass cut by their contractors when the grass has not grown due to lack of rain, thus causing areas of hard dusty soil. I think I have cut my grass 3 times this season and, generally, it has remained green. Leaving the grass long retains moisture in the grass and the soil.

What does need cutting are the hedges/trees that cover road signs, especially speed roundels, you cannot assume everybody who uses a road is local and knows the speed limit on the road. In lots of cases it only needs somebody with secateurs or a pruning saw to walk down a road and clear signs. Do Council politicians and staff drive about with their eyes closed?

Check Winnersh crossroads to A33 crossroads on the B road that runs alongside of the M4, signs there need clearing and washing for a start, but I am sure there are many more areas similar. Don't give me the old chestnut about the Council struggling with the money.

If somebody is caught speeding you are very quick to send the fine, so that money can be well spent keeping signage clear and not placing too many signs together as if it's War & Peace on the signs.

Very often signs are contradictory, you have a sign that says 30mph and in a few car lengths there is one saying 40mph, then slow. If you are meant to be going slow why increase the speed limit in the first place.

#### Response from a resident of Barkham

As a resident of Barkham, living in Sandy Lane, I find it absolutely staggering that a review is necessary, given that grass cutting has become such a rare event. Unfortunately it seems the only respectable cut has just taken effect in Elizabeth Park, a small but very frequently used facility, because of school holidays.

The grass has not been collected and is mown so infrequently that those of us with dogs who are responsible collectors of faeces, cannot always see where it is! Money has been spent on the play area, yet it gets in such a state due to endless weeds and wet long grass that it cannot and is not used by our children.

The section behind Sandy Lane, again extremely frequently walked becomes impassable due to the ferns, nettles and weeds taking over and literally becoming 6 feet in height. A review? Just let's get back to regular grass cutting and collection.

#### Response from a resident of Woosehill

I do think that there is room for a more efficient way in which to cut the grass and keep verges and hedgerows clear of the paths.

At the beginning of April our outside grass was cut. At that point it was not long and it had been raining heavily for weeks. The grass cutting machines must have done more damage than good. Since then I think our grass has been cut a couple of times and both times it was very long. It was cut last week and because of the dry weather it had not grown and just made a mess. It all seems to be done in a very ad-hoc way, not cut when needed but cut when it is not needed. Also there is a green space in front of my house that is surrounded by hedging. The only way this is managed is when I contact the Council and request that it is cut down and frees up the pathway from brambles.

We had a complaint from a visually impaired gentleman about the dangers of overgrown pavements. I suggested he contact yourselves.

All in all we are not very happy with the way our Council Tax is being spent on inefficient grass cutting.

Response from a resident of Woodley

It's the first time in 18 years that I have felt the need to cut the grass outside my house and neighbouring street entrance - which I did (in Woodley).

Flexible approach in my eyes is cut when needed - usually at a certain height re spec or timeframe. I understood initially the flexible approach was cut more when needed and less when not needed. 1 cut before 30th May is wholly inadequate and then more cuts when the heat has stopped the grass growth is laughable and not flexible - surely it's the other way round - less cuts when grass not growing - more when growing.

The early cuts are the most important - getting on top at the beginning of the season would help to ensure they are not just playing catch up - the early heat rescued you guys earlier than normal - I hope your contractor is claiming that they didn't. Other local Councils managed early cuts better - so weather is no excuse - that's when more labour should be deployed not now. The cynic in me wonders what resource was passed over to W&M for the wedding at that time.

Do you still employ monitoring people - or do you rely on self-monitoring by the contractor? Deferring payments pre-June I hope has occurred - as 1 cut before 30th May cannot be a flexible approach.

I attach some of my queries below because the people answering queries had little knowledge of the contract - as staff shortages / Localities / Emergency Works are no excuse.

WBC response - With the adverse weather that had occurred over the last few months the contractors were not able to cut the grass as normal, they do not have a fixed schedule as such but it is generally a rolling 4-5 weeks. There could be various factors – staff shortages/ emergency works/weather/localities (obstructions within the area).

The Council do not pick up grass after it has been cut, I believe this was discussed between the Council and contractors.

Resident comment - Thanks for response. How can you monitor your contractor's performance with no spec? If 4 to 5 weeks I would have expected them back as so far 1 cut this year. I don't expect them to pick up grass. I meant the grass was poorly cut with lots missed.

Weather is an easy blame and I can understand this on large areas where poor drainage occurs. Small areas would always be accessible with pedestrian machines but saw no evidence of any works in area. We are back at square 1 with bloody long grass. I am now seeing a lot of Facebook comments including Councillors so will be interesting in next few weeks.

Response from a resident of Antrim Road

It appears that WBC continue to waste money on cutting grass on the highway and other open spaces. The highway verges where I live in Antrim Road were mowed this morning despite there being no grass due to the current weather. The operative wore a mask to protect him from the dust cloud he created but there was no respite for pedestrians.

It would be better if the contractors were told to stop this absurd activity until there is some grass worth cutting. They could litter pick and clear the overgrown road gutters as a more useful alternative until the grass recovers.

Response from a resident of Frensham Road, Crowthorne

I would like to offer written opinion on the grass cutting, particularly related to the infrequency of the grass verges getting cut in the Frensham Road and surrounding roads of Wokingham Without, Crowthorne.

The service has badly deteriorated in the last couple of years, with last year being the worst yet. This year is a little more difficult to comment fully due to the unusually warmer weather, but generally has not been cut quickly enough.

I believe the contractors used changed last year, and I would say the new contractors do a better job of clearing up the cut grass from the pavements etc. than the previous contractors did. The big issue is that the time between cuts is allowing the grass to become too long, for too long a duration.

Now grass pollen is the UK's biggest cause of hay fever suffered, and grass does not produce pollen until it becomes long, so the poor level of cutting is particularly causing health issues to people in the community, my eldest daughter who is 13 being one of them!

The other aspect is that long grass can make it difficult to see if there are potentially dangerous items, rubbish or dog poo lying within it, and most of the long grass is on the roadside grass verges where people have to access their cars, so becoming unavoidable.

Response from a resident of Woodley

My Husband and I have lived in Woodley for 34 Years and we have never known grass verges and parks to be as bad as they have been over the past couple of years. This year seems to have been particularly bad. In fact there was a very lengthy discussion on a local Woodley Facebook page about it. This included a local Councillor who got involved and helped out with getting problem areas looked at.

On the Wokingham Council website there is a section on grass cutting that states "Grass is no longer than 125mm (5 inches) and no shorter than 30mm (1 inch) in general grass areas - most highway verges and parks where it has not been left for wildflower planting or long grass areas"

We have a small green in front of our house and at times the grass has grown to lengths of over one foot, when it is finally cut the grass cuttings are just left in clumps on the green and scattered over the pathways, a slip hazard if wet.

Areas immediately around trees and lamp posts are never cut/strimmed, we actually cut the grass around the tree on the green in front of our house ourselves as it had grown to around two foot high.

We have an alleyway that runs between our road Millbank Crescent and Colemansmoor Lane and the weed growth along it is awful, as are the weeds that grow around the trees up near our local shop.

Local parks have also been an issue Vauxhall Park and Sandford Park in particular. In Vauxhall Park this summer the grass in the wooded area was cut but the grass on the

park got left so long that children would have been unable to play ball and run around safely. It was finally cut but only after complaints were made.

Grass left long in parks also attracts rubbish and you cannot see any dog mess that is left behind by irresponsible dog owners. I also believe that leaving the grass long in the parks is a health hazard regarding ticks which have certainly been on the increase this year amongst local dog owners, and also when the grass goes to seed it also causes problems for dogs as they get these embedded in paws.

The kerbsides/gutters are also a disgrace with weeds growing in excess of one foot high. The ones in our road were only partially cleared this week. We did look at the WBC website which stated that the road sweeper/weed clearance did a round in May but this never happened otherwise the weeds would not have been so long and when we looked at the date it supposedly took place we were in all day and never saw anyone.

Below are a few comments from the discussion on Facebook back in May/June this year regarding the lack of grass cutting:

They have cut the verges down Vauxhall but all the grass is now spread out over the road. The weeds are growing like mad at the roadside, these used to get treated with weed killer at one time.

Quite apart from making Woodley look scruffy and unloved I'm sure if you went to see any of the local vets they would confirm a much higher increase in grass seeds stuck in pets paws and ears, and if they're inhaled into the animals lungs this could well be fatal if not picked up early. Also there's the increase in ticks.

Was out and about this morning and couldn't help but notice all the Council owned grass areas are all overgrown severely. Our council tax gets put up and is the most expensive rate around so I'm told (please correct me if I'm wrong). So why is the Council not taking care of the horticulture in the area. For example, look at Bader Way and all the grass between there and Winnersh Triangle. It's about 5ft high and looks atrocious. Woodley and surrounding areas used to be well kept and maintained and now just looks like they have been forgotten about.

A lot of people are saying how untidy the community is becoming. I hear this most days. You should see the green in Brecon Road and all the posts knocked down because the cars that park there cannot see the posts hidden in the long grass. It is such a mess.

#### Response from Reading Friends of the Earth

Many local residents do want their Councils to make verges, parks and open spaces more attractive for people and wildlife. At Earley Green Fair, on 4th August, 51 people signed a Friends of the Earth petition calling on local Councils to adopt a 'Pollinator Action Plan' so that our neighbourhoods can be full of flourishing green spaces for people and bees to enjoy. The petition is also on-line below <https://friendsoftheearth.uk/bees> . We expect to deliver this petition to the Council in the autumn. A guide to developing such a plan is available at:

<https://www.buglife.org.uk/sites/default/files/Helping%20Pollinators%20Locally.pdf>

Wokingham's 'flexible' approach seems sound in principle. Many people in Earley are very pleased to see roadside flower planting in many places and the mowing contractors already take care to avoid a wild orchid site by the B3270.

The National Pollinator Strategy for England calls for more flowers, trees and shrubs to provide pollen and nectar, and for cutting grass less often to allow plants to flower.

Apparently Burnley Borough Council estimates that it saves around £50,000 helping pollinators by not cutting grass so often. They are also making savings and helping bees by planting perennial, bee-friendly flowers in their flower beds, instead of annual bedding plants.

Response from a resident of Stonehaven Drive, Woodley

I write with some observations regarding grass cutting and how the green areas in my local area are kept, used and abused!

My property is on Stonehaven Drive and I am lucky enough to have a green area in front of my property and also the bigger green field (Colemans Moore) which recently had the added benefit of an upgraded cycle way added.

Generally when the grass is cut I would say a reasonable job is done. I sometimes struggle with the frequency of the cuts, in particular earlier this year when it was left far too long (time and length) and when it was cut, many of the clippings were left in the road which could potentially cause a problem for other departments later down the line.

What I do struggle with is when the maintenance team take it upon themselves to create a wilder look in certain areas and then fall back on the fact it is for nature and diversity. The green diversity part in my opinion should be kept in the local nature reserves, Dinton Pastures, Southlake, etc. and the green fields and verges should create a statement that Woodley is a well-kept area and not left un-kept.

My main gripe is that the grass around trees is not cut, being told that this is to protect the trees. I cut the grass around the trees in my garden, they are still healthy and the ones in front of my house have clearly been there for many years with the grass being cut around them. The real reason, is saving time, lack of effort and desire to do a good job. Have the Council followed the chaps on their rounds, you will then see the division of labour between break time and actual work, believe me it is not in proportion!

Today the grass was cut in this area and this evening a van has now decided to park on the grass in front of the property where the resident lives. This is directly next to a tree but the Council do not take any action. Two tonnes of metal on the roots of the tree will cause more damage than cutting the grass area. The green areas are just that, green, and not parking bays and definitely not extensions to residents' front gardens. It is also unsightly and selfish especially when there is plenty of road to park on and they have their own garden to mess up if that's what they choose to do!

As soon as a traveller dares park on a grass area the council take action, why the failing and discrimination in this area? If you go to Wokingham and Bracknell, signage is there instructing no parking on grass verges, it does need to happen here to protect the green space (personally you would hope common sense would say, don't park on green verges/areas).

I very much love the green areas in Woodley, they do need to be kept nice and respected by all. I did mention to my local Councillor that by ensuring verges are not parked on this will ultimately mean a vehicle is on the road which by my reckoning should also slow traffic down and make the area safer for all (win/win).

I welcome the opportunity to put my view forward on this subject but I also think that the Council need to be more proactive in such areas and not just wait for things to be reported. People are employed to represent the Borough and should therefore ensure value for money is always obtained without the need to consult in this manner.

To finish off on a slightly different subject, when were the roads in my area last swept? I have an e-mail to say that the agreement is every six weeks, this is clearly not the case and again if the Council did inspections they would realise a service is being paid for and not delivered. Again, this is just basic stuff which should be done as a matter of course and shouldn't need a resident to keep raising an issue.

Response from a resident of Broad Hinton

My thoughts on the 2016 grass cutting service as applied to the Broad Hinton area:

The contractors need supervision, as grass length regularly exceeds cutting limit but the contractor does not attend to it expeditiously.

Different operatives leave different areas uncut, there appears to be no plan. For instance, during the last cut in August an area in front of the seat roughly at the bottom end of Poundfield Way has been left uncut and looks hideous. I have no problem with edges left uncut or small areas between trees and bushes to help wildlife.

At the start of the season (Ok I grant that this year there were exceptionally wet conditions) the grass was left like a jungle and when it was first cut the cuttings were left spread everywhere looking extremely unsightly and making it difficult for dog walkers to clear up after their dogs.

In addition the growth of weeds has increased since this intermittent service began in 2016 which sometimes leaves the area looking like a cabbage patch. Compare this with the excellent results of regular grass cutting of Stanlake Meadow by Twyford Parish.

Response from a resident of Lower Earley

Grass cutting in Lower Earley is no longer frequent as in previous years, and does not appear to be cut as short as before. Large amounts of cut grass are often left behind in clumps. The area opposite my house is Council property but is not cut by the council. The nearby children's play area is also constantly overgrown. Overall this represents a most unsatisfactory level of service considering the high level of council tax for this area.

Response from a resident of Wescott

There are two main issues:

1. Not all verges are being cut on a regular basis. Wescott Ward encompasses much of Wokingham town centre and the approach roads to it from Coppid Beech and the Ford Garage. Of particular concern is the Coppid Beech roundabout and the approach roads. The central reservation was cut for the first time this cutting season a week ago. The weeds were waste high. The verges on the outer side of the roundabout and approach roads have still to be cut. The excuse given is that it is difficult to cut the grass safely without closing the road. The reality is that the same company cuts the verges of the A329M and could use the same techniques at the same time on the verges and central reservations.
2. Because the verges are not being cut on a regular basis, when they are cut the grass is long and falls into the gutters. The grass seeds then germinate and fresh weeds grow. This is not helped by an inadequate weed killing regime and poor standards from the road sweeping teams of OCS (but this is another future topic for O&S I think).

Response from a resident of Sheerlands Road, Arborfield

I live on Sheerlands Road, adjacent to a public walkway connecting Sheerlands Road and Tyler Drive. Prior to 2016 this area was cut regularly and maintained. Since then cutting has been intermittent to non-existent. I have called and emailed the Cleaner & Greener team to remind them to cut it. I have been told by the team and by the contractors that they are confused as to which areas need to be cut when they show up to cut other nearby areas, but the problem continues to happen. This was never a problem prior to 2016. This year, the area has not been cut by the Council at all.

Last year on the occasions the area was cut, after my contacting the team, grass cuttings have not been collected and debris was left in the walkway and over my driveway which the walkway runs next to.

On three occasions this year I have cut the area myself since noticing other areas have been cut but not the walkway. After emailing the team I have not received any response that the area will be cut or in what timeframe. My only option here would be to look to employ a private contractor and have the costs charged back to the Council as there seems to be no clear way of escalating such topics once they have been reported.

I hope this helps in your review of the current service and look forward to hearing about any changes that may be planned and implemented as this situation really needs to change.

Response from the Maiden Erlegh Residents Association

We understand that you have asked for public comments on the standard of grass cutting/maintenance within the Borough. This has been the subject of many complaints throughout Maiden Erlegh and beyond and therefore we welcome this review.

The new contract which commenced last year has not worked well. In the first year, the grass cutting commenced very late in the season. We were told this was due to difficulties encountered with the start of the new contract and weather conditions. However, residents were not at all happy that grass verges and children's playgrounds remained untidy for much of the year. Even the grass and weeds between the roads and kerbs was allowed to grow out of control for weeks.

This year has been little different and we have not detected any improvements. Once again, grass cutting started very late in the season due to 'weather conditions' and our estate now looks very unloved, to the extent that homeowners are worried that the sorry state of our grass verges and parks will put off potential home buyers.

Even when the grass is cut, it is evident that this has not been done well - perhaps due to the length it was permitted to grow - and the fact that grass cuttings are simply left without being cleared up has led to even more complaints. This might be more acceptable if the grass was cut regularly, but if it is allowed to grow to the unacceptable lengths we have noticed this year, then clearly the grass cuttings will cause a mess and may actually kill off some of the grass.

Our grass verges used to be attractive, but now they look a complete mess, some areas worse than others. When grass and weeds are also allowed to grow to a considerable length between the road and kerbside, the appearance of the whole estate looks very shabby indeed.

The overwhelming view of residents is that grass should not be left to grow out of control like this. We support some areas being reserved to grow wild flowers, but the grass verges should be cut more regularly. We have been alarmed to see how long the grass is

allowed to grow in our children's playgrounds as well, and many parents are concerned that children could easily get bitten by ticks as a result.

Our view is that we would like to see more frequent cuts in future, particularly in the spring and early summer; more attention is given to grass and weeds growing between the roads and kerbs; the grass at playgrounds is cut regularly and kept short; and we would like to see measures put in place to restore those verges that have become eroded by cars parking on them. To ensure that restored grass verges do not become eroded again and all verges are protected, we would like to see measures put in place to discourage car parking on verges. In some areas, there are posts in place that do have the intended effect, and we would like to see this extended throughout the estate.

I trust that you find these comments helpful and I trust that they will be addressed in your review. This is the area where we receive the majority of complaints from our residents, and so it is important that this matter is addressed.

## Response from the Whitegates Residents Association

### Summary

ACER believes that WBC should review the whole grass cutting and street cleaning service to determine:

1. The actual objectives of this service in each area and the success criteria by which its effectiveness can be judged.
2. The funding available.
3. The most effective way of achieving these objectives through careful co-ordination of cutting, weed removal and sweeping.
4. An effective system of monitoring and review for each area (involving local groups where possible) to ensure that relevant personnel know as soon as possible if the objectives are not being achieved and that remedial action can be taken.

ACER recommends that WBC involve town/parish councils and local resident groups in both the determination of objectives and the monitoring and review.

### Background

ACER represents some 1500 households in the Whitegates ward of Earley. Since summer 2016 ACER representatives have walked round all the streets in the Whitegates area at regular intervals noting:

- Condition of grass verges;
- Weeds in channel (between pavement and road), at the back of the pavement and (increasingly) in between the kerbstone and the tarmac on the pavement;
- Debris (leaves, soil, grass etc) in the channel and on the pavement.

They also record the amount of litter (and litter hotspots in that road); parking on the road, pavement or verge; flooding issues; other issues (including uneven pavements).

This information is entered into a database which is sent to Cleaner and Greener at WBC. Local Councillors, ACER committee and EASI are also sent copies. The database highlights those aspects of the streets which have improved and those which have deteriorated.

ACER believes that the effectiveness of the grass cutting service cannot be considered in isolation. Maintaining the good condition of the pavement and road requires proper attention to cutting of grass, removal of grass cuttings and other debris and clearance of weeds. Poor management of these issues will lead not only to untidy verges but also to degradation of road and pavement and to an increase in flooding. The following comments from ACER therefore refer to all aspects of street management.

### Larger areas of grass

ACER believes that larger areas of grass should be managed according to the requirements of the residents who use these areas. Areas used by children for ball games should be kept short, as should areas for family picnics, but other areas of grass should be allowed to grow and flower to encourage the development of habitats for insects and other wildlife. It should be possible, where there are larger areas of grass, to provide for both by having cut playing areas surrounded by uncut wildlife areas. It is important, however, that when long grass is cut due regard is paid to the disposal of the long cut grass. Allowing long cut grass to blow onto roads and pavements will lead to the establishment of weeds and possible blockage of drains.

### **Grass Verges**

The grass verges in the Whitegates area are in a poor condition: There are two reasons for this:

1. **Infrequent cutting of the grass verges.** During 2017 and 2018 up to the current dry period the grass verges have been cut very infrequently. Cutting started far too late in the spring 2018 (as it did in both the spring of 2016 and 2017). This meant that the grass was extremely long and generally seeding by the time it was cut. This year the second cut did not take place until at least 6 weeks after the first by which time the grass was once again extremely long and seeding.

The consequences of leaving the grass too long before cutting are three-fold.

- First, the seeds settle in the channel and at the back of the pavement and increasingly in between the kerb and the pavement where they germinate in the accumulating debris and lead to weed growth (see below).
- Second, when cut the long grass is not collected and therefore settles in the channel and at the back of the pavement (leading to an increase in debris and weeds) and is washed into drains causing blockages. Cut grass is sometimes blown off the road by workmen but it is soon blown or washed back again. If grass is to be allowed to grow longer the cut grass must be removed immediately after cutting.
- Third, infrequent cutting of grass does not encourage the grasses to 'tiller'. Frequent cutting encourages grass to tiller which in turn leads to a thicker sward which is more resilient to drought and wear. The grass on the verges is currently very sparse because it has been allowed to grow too long before cutting. It has then not been able to stand up to the recent spell of hot, dry weather.

In addition, the long uncut grass hides the uneven surfaces of the damaged verges and thus causes a trip hazard – particularly where pedestrians are having to walk on the grass because the pavement is blocked by parked cars. It should also be noted that the long grass hides litter and thus makes it more difficult for the EASI volunteers to operate.

2. **Damaged verges** – the verges in a number of roads (recorded in detail separately by ACER and sent to Earley Town Council) are very badly damaged due to regular parking on verges, activities associated with building work (particularly where there are extensions) and residents driving over the grass where the drive entrance has been widened without a corresponding widening of the dropped kerb area. In many places these damaged verges are becoming extremely dangerous and although the grass has grown back in some instances this actually compounds the issue as the unevenness is not noticeable. ACER recognises that this is not an issue for this consultation but suggests that if the verges were in better condition it would make the job of the grass cutting team much easier.

Despite repeated requests to WBC to come and cut the verges when they have become too long (and apologies from WBC and eventual action) this situation has not improved since early 2016. The team continue to be late starting the cutting in the

spring due to the weather and continue to leave the verges too long between cuts during the summer. Once cut, long cut grass lies on the pavements and in the channels sometimes for weeks afterwards. Blowing the cut grass off the pavement and road is not sufficient to prevent the spread of weeds and blockage of drains.

### **Weeds**

In most streets where there are weeds these have increased since 2016. In many streets channel weeds and back pavement weeds are widespread and weeds are now beginning to appear between the kerb stone and the pavement tarmac. In the long term this will lead to degradation of the pavement and road surface. There is already a gap appearing between the kerb and the road in roads such as Hilltop Road and Byron Road.

WBC stated that weeds are sprayed three times a year but ACER has seen little evidence of spraying although there has been some hand removal in a few streets. Weed growth could also be reduced if the roads were swept more often, particularly after grass cutting, and if it is decided that verges should be allowed to grow longer before cutting immediate removal of long cut grass must be an essential part of the work.

### **Debris**

The amount of debris in the channels or on the pavement varies from street to street and did seem to have improved in some streets when inspected in September 2017 (compared with June 2017). However, debris has been widespread for much of 2018. It is obvious from the amount of accumulated moss etc. that the backs of some pavements have not been swept for a very long time even where there are no overhanging trees. The accumulation of debris leads to increased growth of weeds and also blocked drains. It is noted that the street sweepers do not necessarily sweep on the date advertised on the WBC website and that they often drive down the middle of the road which obviously does not clear the channels.

### **Flooding**

There are some areas prone to flooding including the London Road service roads – often as a result of blocked drains due to leaves, cut grass and general debris.

### **The solution**

ACER recognises that there is limited funding for street maintenance (grass cutting, street cleaning, repairs) but believes that the current system is not capable of maintaining the condition of the streets never mind improving the state of the roads, pavements and verges and believes that the money currently spent on grass cutting and street cleaning is not spent in the most effective way.

ACER believes that there are a number of measures that could be taken by WBC which would ensure that the money spent on this aspect of street maintenance is used more effectively – i.e. the residents would get more for their money. These measures include in the shorter term:

1. Cutting the grass verges more often – it will be more cost effective in the long term as it will slow down the rate of degradation of the road and pavement materials and maintain the quality and therefore resilience of the grass verge.
2. Co-ordinating grass cutting, sweeping and spraying/weed removal so that any debris from cutting and weed removal is swept away immediately before settling in channels, blocking drains etc.
3. Ensuring that roads which experience heavy parking are swept in the middle of the day when there are likely to be fewer parked cars and therefore the channels can be reached. If residents knew when the roads were to be swept they may even be willing to move cars to allow a more effective sweep.
4. Monitoring the cutting of grass and sweeping of roads and pavements more carefully. Residents do try to help here, but as they do not know when the cutter/sweeper is due they are unable to check if the job has been done properly.

5. Following up on applications for extensions/other building work to ensure that damaged verges have been repaired, litter and debris removed etc.

In the longer term the following should be considered:

1. The implications for on-street parking when considering planning applications for in-fill, HMOs, extensions and businesses.
2. The replacement of some damaged verges in roads such as London Road South, Delamere Road, Erleigh Court Gardens with tarmac parking bays. This would reduce the maintenance cost of the verges and be more cost-effective in the longer term.

### **Conclusion**

ACER asks that WBC reconsider the overall purpose of grass cutting and street cleaning. Is it to keep the streets and roads 'looking good'? Is it a question of health and safety? Is it to maintain the condition of the road and pavement materials? Is it to keep drains clear? It may be necessary to prioritise these objectives and it is possible that they will vary from area to area. ACER does not have data relating to the current spend on cutting verges, cutting open spaces, street sweeping etc. and so is unable to comment on how the overall budget is currently allocated. However, the present system appears to be the worst of all worlds. The grass verges look untidy for most of the year, debris is widespread on pavements and in channels for most of the year, the drains are often blocked by grass and weeds, the pavement and road material are degrading and residents are obviously dissatisfied. Does the current system satisfy any of its objectives?

ACER believes that the grass cutting should be reviewed together with the sweeping and spraying of the streets to determine the most cost-effective way of keeping the streets clean and tidy, the drains free from blockages and degradation of pavement and road material to a minimum and whatever else WBC feel is the purpose of this service.

To conclude, ACER believes that WBC should review the whole grass cutting and street cleaning service to determine:

1. The actual objectives of this service in each area and the success criteria by which its effectiveness can easily be judged.
2. The funding available.
3. The most cost-effective way of achieving these objectives through careful co-ordination of cutting, weed removal and sweeping – if cutting is to be less frequent then more time and resources need to be spent on seeping and weed removal.
4. An effective system of monitoring and review for each area (involving local groups where possible) to ensure that relevant personnel know as soon as possible if the objectives are not being achieved and that remedial action can be taken.

ACER recommends that WBC involve town/parish councils and local resident groups in both the determination of objectives and the monitoring and review. ACER would be happy to be involved in such a review for Earley and happy to adapt its current monitoring system to assist WBC in the review.

### **Response from Winnersh Parish Council**

Thank you for providing the Winnersh Parish Council the opportunity to comment on the current arrangements for grass cutting in the area.

The Wokingham Borough Council web site indicates that the current contract standards are as follows:

- Grass is no longer than 125mm (5 inches) and no shorter than 30mm (1 inch) in general grass areas - most highway verges and parks where it has not been left for wildflower planting or long grass areas.

**Parish Council comment;** It is clear that these standards are NOT being adhered to, as grass verges adjacent to the highway network and footpaths have considerably longer grass than the standard maximum of 125mm especially during the main growing season of April to July.

The Parish Council suggests that the current arrangements are abandoned and a fixed grass cutting programme is put in place where all grass verges adjacent to the highway and footpaths that are not designated as 'wildflower areas' are cut on a much increased frequency of say once every 15 to 20 days (to fit in with weekdays and avoid weekends) during the main growing season (April to July) and once a month during March and August to October.

- Where grass is left to grow long then litter should not be a cause for complaint  
**Parish Council comment;** The problem with leaving grass to grow long is that litter gets 'trapped' within the grass and when it is mown the litter is cut into shreds, creating more of a problem.
- Care and attention is given to edges and obstacles e.g. fence posts, trees, etc.  
**Parish Council comment;** The strimming around fence posts, trees etc. is reasonable, but the low frequency of carrying out this task is the main issue.
- Finish is free of litter, debris, weed flower stalks and grass culms  
**Parish Council comment;** This clearly does not happen in the current grass cutting contract as the grass is so long when it is cut the cut grass is similar to a 'hay field' and much of the litter (normally shredded) debris, wild flower stalks and grass culms remains within the long cut grass.
- Paths and surrounding edges are free of clippings  
**Parish Council comment;** whilst your contractor makes every effort to clear away cuttings etc. from paths and surrounding areas, as they move through an area, the amount of grass cuttings remaining on the verges is so large that the wind normally carries some of these cuttings back onto surrounding paths, making the area look untidy.
- There is an even spread of well mulched clippings  
**Parish Council comment;** There is normally an even spread of grass cuttings, but they are deep as the grass has been so long and 'sits on top of' grass that is nearly 125mm long and ready for another cut.

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## Overview and Scrutiny Management Committee

### Grounds Maintenance Contract Review – Response to Key Lines of Enquiry (KLOE)

#### KLOE 1 – Grounds Maintenance Contract

The report states that the Grounds Maintenance contract was let from March 2016 to September 2026 with a possible five year extension.

**Please provide more details on the key terms of the Grounds Maintenance contract, including the terms of the outcome/output specification.**

*The contract specification is attached with the Quality Standards for Grass cutting, Shrub and Hedge Maintenance.*

**Please explain how the contract is structured to deliver a more flexible approach to grass cutting.**

*The contract is structured to allow flexibility to the service through not having a one size fits all approach. The Contract Sum has been 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 we can cut it when it is required. Through dry periods where grass cutting isn't appropriate, we can shift the resource available to different work or increase grass cutting when this is required. Whilst the service provider may not be able to cut all areas on a fortnightly basis during the growing season, they can make the decision whether to put more resource into the contract to achieve the Quality Standards expected or be penalised for not achieving this.*

*Over the course of the contract we know that Wokingham Borough will change and grow over this time and that we will need a contract that can be managed to reflect this. The current contract will allow us to take on management of new areas and transfer assets to parish and towns.*

**In relation to the 2014 public consultation, please provide a summary of the consultation process and a copy of the consultation outcomes report/decision sheet which sets out the rationale for moving to an outcome/output specification.**

*See attached consultation report.*

**Please explain how the £40k 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 KPIs & MPIs which have a particular weighting to them. If a KPI is achieved, e.g. Play area inspections completed to standard for the contract year, the Service Provider will receive an incentive payment. If performance of a KPI has deteriorated, the Service Provider will not receive the incentive payment and will be asked to "pay back" the KPI value into the service. E.g. if*

*sports user satisfaction falls in comparison to the previous year, the Service Provider would need to invest the sum into sports facilities or maintenance.*

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

*Whilst we have agreed the output to be achieved, we expect the service provider to have a clear understanding of the resource required and put together a schedule of an input basis in order to achieve this. Moving forwards we will work with Tivoli to agree an annual/seasonal programme of work, aspects of which could be made available to the public.*

## **KLOE 2 – Stakeholder Engagement**

The report outlines six priorities for the development of the contract:

- Working in partnership with a problem-solving approach; *Support from Tivoli for pitch management at Laurel Park where an agronomist was made available free of charge to provide recommendations for onward maintenance and advise the football club of how we can keep this sustainable.*
- Providing sustainable and minimal costs for operational activity and offering flexibility to maintenance regimes; *We have been able to shift resource to introduce long grass regimes and take on management of new sites using our existing resource.*
- Improving customer and user satisfaction; *Our supervisors are able to update residents direct using our CRM Dynamics system and work with us to meet residents and stakeholders to resolve issues raised. This is something we would like to work to improve using technology which should be made available as part of the 21<sup>st</sup> 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 we have been able to assign a dedicated play area grass cutting team. Over the course of the contract this is something that needs to be looked into in more detail to make sure that how we go about assigning resource is communicated to the public.*
- Improving biodiversity-based maintenance regimes; *We have introduced a number of long grass and wildflower areas which we intend to increase over the course of the contract provided we can do this in a way which is effectively communicated.*
- Achieving savings and generate new income streams over the course of the contract. *We are currently reviewing how income streams are generated with a focus on the resource within the contract available.*

## **KLOE 3 – Market Engagement**

The report refers to the joint tender process with the Royal Borough of Windsor and Maidenhead and the substantial variation in the specification for each borough.

**Please explain the contract specification variations between WBC and RBWM.**  
*We do not hold a copy of the RBWM specification to outline this.*

**Please provide details of any 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 & WBC with both Council's having dedicated Supervisors.*

**Please provide details of any feedback on the operation of the grounds maintenance contract at RBWM including the level of complaints received in May/June 2018.**

*Verbal feedback to follow.*

#### **KLOE 4 – Scope of Tendered Services**

The report refers to the customer relationship management of the contract using the CRM Dynamics system to action and respond to resident reports.

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

*Our contractors have a dedicated Dashboard of reports received direct from our Customer Services Team. This should specify details of the report and its location. There is scope for our contractors to provide the following details:*

- *Investigation date*
- *Whether investigation was postponed*
- *Investigation outcome*
  - *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 email with an automated response.*

#### **KLOE 5 – Performance Management**

The report refers to 10 Key Performance Indicators (KPIs) and 9 Management Performance Indicators (MPIs).

**Please provide performance management data for each of the KPIs and MPIs for 2016/17, 2017/18 and the first quarter of 2018/19.**

*See previous report – further information to be supplied.*

The report gives details of areas where there has been good performance including partnership working, community engagement, staff training and biodiversity.

**Please provide evidence of good performance in these areas.**

*Partnership Working – attendance at onsite meetings with football clubs, resident groups and Parish/Town clerks.*

*Community engagement – Bulb donation and planting at St Crispins School with the Wokingham Rotary club, tree & shrub planting for community projects.*

**Staff training** – 400 hours staff training including Tree inspection training, first aid and chainsaw training amongst others.

**Biodiversity** – assistance with long grass regime and attendance with resident groups.

The report also states that improvement has been required for justified complaints and sports surfacing, with some KPIs out of scope or under development.

**Please explain the process for delivering improvements in relation to justified complaints and sports surfacing.**

*This can vary from one location to another by working in partnership with Tivoli and relevant stakeholders to deliver improvements.*

**Please explain the reference to KPIs out of scope or under development.**

*KPIs out of scope have primarily been down to IT support not yet being in place either for CRM Dynamics in the first year or GIS mapping access which is currently being upgraded.*

**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 brought in 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 for the budget available. The move to output based contract models is relatively new, but we are consistently seeing a change in perception and policy in relation to biodiversity which includes; National Pollinator Strategy, UK Biodiversity Action Plan, Natural Environment and Rural Communities Act 2006 Duty for Public Authorities.*

## **KLOE 6 – Contract Performance, Customer Feedback and Complaints**

The report states that, in the current contract year, there has been a failure in service delivery relating to grass cutting which has resulted in a number of complaints registered on the CRM Dynamics system.

**Please explain the process for identifying the failure in service delivery and the steps taken to address this issue with the contractor.**

*The main method of identifying a failure in service is using the CRM Dynamics System where we can record customer reports which have not been responded to within an agreed timescale. Aside from this residents may also contact the council directly to chase reports already logged. Once these are highlighted Council Officers liaise with contract supervisors to resolve the issue or obtain further information to update the resident. Any trends in these reports are raised at monthly contract meetings.*

**Please provide details of the number, type and geographical location of complaints received in the first quarter of 2018/19 compared to 2016/17 and 2017/18.**

<i>Quarter 1 Justified Complaints</i>	<i>16/17</i>	<i>17/18</i>	<i>18/19</i>
<i>Grass</i>	<i>-</i>	<i>86</i>	<i>258</i>
<i>Hedge Copse, shrub</i>	<i>-</i>	<i>75</i>	<i>31</i>
<i>Other</i>	<i>-</i>	<i>9</i>	<i>25</i>

**Please explain how the service issues were communicated to residents, Town and Parish Councils, community groups and other stakeholders.** *We have worked with our Communications team to get information out to the public. With good relationships already in place with community groups, we have been able to use this method to keep interested parties updated. There is scope to improve our communication with residents by making more information available online such as grass cutting dates.*

## **KLOE 7 – Next Steps**

The report states WBC is currently reviewing the available resources on this contract to make sure that they are appropriate to deliver the required standard.

**Please explain how the Council is working with the contractor and the level of additional resources identified in order to achieve the agreed standards.**

*Tivoli have arranged for some pieces of work such as tractor work and rotorvating to be sub-contracted out to approved suppliers, to make more staff available for grass cutting. By reviewing the current KPIs we can amend the weighting of these to shift the focus on to areas where we would like to see an improvement such as grass cutting.*

The report identifies further areas where WBC is seeking to work with the contractor:

- Looking at introducing some online grass cutting information to provide residents with clear expectations; *The raw data is available to provide residents with a window for when to expect their grass to be cut.*
- Improve customer engagement using the CRM Dynamics system, keeping residents updated on the progress of their reports; *Further support and training is required for Tivoli so residents can be advised how their report is progressing.*
- Agree the resource and machinery level for the current contract to make sure that the service provided is sustainable; *This is ongoing as additions/changes to long grass areas will impact on this which will need to be agreed prior to grass cutting commencing in 2019.*
- Work to 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 this contract year have been agreed.*

**Please give details of progress in each of these areas.**

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

*With improvements in technology available to contractors, Council Officers and residents it should be easier to log where issues have been highlighted, prevent duplicated reports and provide clear responses to residents helping 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.**

*With the development of Locality Services this should provide more people “on the ground” to monitor the contract and get feedback from the local community to help shape their local spaces.*

**Please explain the consultation process to be used for service changes such as the introduction of additional long grass areas.**

*The consultation “Maintaining our open green spaces” consisted of an online survey See attached.*

### 1.1. Operational Task 1 – Grass and Grassland Maintenance

<p>Description of Operational Task</p>	<p>Mowing and maintaining up to standard all grassed areas within the contract.</p> <p>Creating new wildflower and grassland regimes.</p>
<p>Service Context</p>	<p>Litter, including faeces, must be picked and removed prior to mowing.</p> <p>All grassed areas have been Specified as follows:</p> <p>Type 1 – Ornamental</p> <p>Type 2 – Amenity</p> <p>Type 3 – General</p> <p>Type 4 – Grassland Regime - Naturalised Spring Bulb Area</p> <p>Type 5 – Grassland Regime - Spring Flower Area</p> <p>Type 6 – Grassland Regime - Summer Flower Meadow</p> <p>Type 7 – Grassland Regime - Wild flower/non-native Meadows</p> <p>Type 8 – Grassland Regimes - Sightlines</p> <p>Type 9 – Grassland Regime - Rural Grass (Verges)</p> <p>Type 10 – Grassland Regime - Adjacent to Hard Surfaces</p> <p>Type 11 – Grassland Regime - (Footpaths within)</p> <p>Type 12 – Grassland Regime - (Tall Grass/Herb/Prairie Plantings)</p> <p>Type 13 – Grassland Regime - Annual Cut and Not Clear</p> <p>Type 14 – Grassland Regime - Triennial Cut and Not Clear</p> <p>Type 15 – Grassland Regime - Ditch Banks</p> <p>Type 16 – Grassland Regime - Woodland Margins</p> <p>Type 17 – Sports Area</p> <p><b>Type 1 - Ornamental Grassed Areas</b></p> <p>These areas of fine quality lawn are normally situated in high profile areas adjacent to features such as flowerbeds, civic buildings, gardens etc. to provide an aesthetically pleasing setting.</p> <p><b>Type 2 - Amenity Grassed Areas</b></p> <p>These are areas of good quality grass usually situated in parks, green spaces, sponsorship sites (e.g. roundabouts) and gardens, where a good quality finish is required.</p>

	<p><b>Type 3 - General Grassed Areas</b></p> <p>This type of grass is found on housing estates, highway verges, open spaces, recreation grounds etc., and comprises of the majority of grassed areas in Wokingham.</p> <p><b>Types 4-16 - Grassland Regimes</b></p> <p>These are areas where the grass is generally left for longer periods, enabling alternative management regimes e.g. grassland habitats, wildflower meadows, naturalised bulb areas etc.</p> <p><b>Type 17 - Sports Areas</b></p> <p>The Council provides a range of sport facilities including football &amp; archery. In the future this may include cricket, American football, rugby, etc. Grass mowing maintenance is required on these sport facilities specific to the nature of the sport.</p>
<p>Quality Standard</p>	<p>All maintenance aspects of this Operational Task shall meet sports turf management, horticultural, biodiversity, sustainability good industry practice and adhere to relevant guidelines. The Operational Task shall be completed by trained operatives who understand and are aware of the necessary requirements specific to the sports requirements and/or plant cultivar concerned to encourage healthy growth, vigour and flowering (where appropriate e.g. bulb/wildflower/grassland areas).</p> <p>Grass and grassland areas shall not be the source of Justified Complaint and/or Claim.</p> <p>Where grass clippings are collected it is expected that this material will be disposed of sustainably to reduce the overall impact on the environment i.e. it should be composted.</p> <p>The Service Provider will declare an area as complete only when all litter/debris has been cleared, all grass has been cut including edges and around obstacles and all surrounding paths have been cleared of cuttings.</p> <p>Prior to grass cutting all visible litter must be cleared <u>before</u> grass cutting commences on each site. Where shredded litter becomes apparent after cutting the Service Provider will remove such litter to prevent this causing a Justified Complaint and/or Claim.</p> <p>Vegetation growing at the base of all obstacles, for example signposts, lamp posts, barrier posts etc. must not be a source of Justified Complaint and/or Claim and shall be managed in accordance with the prescribed Quality Standard. This may be achieved by either mechanical or herbicidal treatment. Care shall be taken to minimise</p>

damage to site features when using mechanical methods. Any damage caused will be rectified by the Service Provider at its own cost.

Any area which does not meet the quality standard shall be rectified within the agreed times which are described and listed in Appendix 1 so as not to cause a Justified Complaint and/or Claim.

### **Type 1 – Ornamental Grassed Areas**

The Service Provider shall ensure that these high profile sites provide high quality grassed areas;

- As an indication, grass shall in general, be no longer than 50mm and no shorter than 15mm.
- The cut shall be uniform with a striped finish where appropriate.
- Due care and attention shall be given to grassed perimeter edges and any obstacles e.g. fence posts, trees etc.
- Edges to beds shall be maintained to provide neatly trimmed, tidy and aesthetically pleasing perimeters, sympathetic to the site's design.
- The finish shall be free of all unsightly litter, debris and free from weed flower stalks and grass culms.
- The area shall be green, providing a healthy looking sward, free from unsightly weeds / moss / bare patches-all year round.
- Paths and surrounds shall be free of clippings.
- Maintenance, including soil structure enhancement, fertilizer application and weeding etc. shall be completed to a high standard.

### **Type 2 – Amenity Grass**

The Service Provider shall ensure that these areas are maintained as good quality turf to provide a welcoming and useable area for park and green space users, including informal games and picnics;

- As an indication, grass shall in general not be longer than 100mm and no shorter than 30mm.
- The cut shall be uniform with a striped finish where appropriate
- Due care and attention shall be given to grassed perimeter edges and any obstacles e.g. fence posts, trees etc.
- Edges to beds shall be maintained to provide neatly trimmed, tidy and aesthetically pleasing perimeters, sympathetic to the site's design.
- The finish shall be free of all unsightly litter, debris and free from weed flower stalks and grass culms.

- The collection of clippings shall be undertaken where appropriate. Where clippings are not collected there shall be, as far as is consistent with machinery performance, an even spread of clippings which are well mulched.
- Where designated, areas shall be free from unsightly weeds and bare patches all year round.
- Paths and surrounds shall be free of clippings.
- Maintenance, including soil structure enhancement, fertilizer application and weeding etc. shall be completed to a high standard in designated areas as requested.

### **Type 3 – General Grassed Areas**

General Grass comprises the majority of all grassed areas in Wokingham. The Service Provider shall ensure that these areas provide a generally maintained appearance.

- As an indication, grass shall, in general, be no longer than 125mm and no shorter than 30mm.
- The cut shall be uniform
- Due care and attention shall be given to grassed perimeter edges and any obstacles e.g. fence posts, trees etc.
- The finish shall be free of all unsightly litter, debris and free from weed flower stalks and grass culms.
- Paths and surrounding edges shall be free of clippings.
- The collection of clippings shall be undertaken where appropriate. Where clippings are not collected there shall be, as far as is consistent with machinery performance, an even spread of clippings which are well mulched.
- Edges to beds shall be maintained to provide neatly trimmed, tidy and aesthetically pleasing perimeters.

### **Grassland Regimes**

The Service Provider shall ensure that where these areas are identified, they shall complement any adjacent open spaces and be kept to specified litter priority standards. Working in partnership with the Authorised Officer the Service Provider will identify areas which could benefit from Grassland regimes with biodiversity in mind. As such the Service Provider shall, in its response to Question 11 of the ITT Award Criteria Questions, detail how it will actively promote and support the

aim of increasing and enhancing biodiversity especially through grassland and wildflower regimes.

The Service Provider shall make it clear in its response to Questions 9 & 10 of the ITT Award Criteria Questions the machinery/equipment mix it intends to provide in order to deliver the below Grassland Regimes, particularly relating to cut and clear.

**Type 4 - Grassland Regime (Naturalised Spring Bulb Areas)**

The Service Provider shall allow for naturalised bulb areas and they shall be managed to ensure they provide a suitable level of seasonal impact, colour and interest. Where bulbs are planted within grass areas, cutting shall not commence until the plants have flowered and they have died down naturally after flowering. At least 6 weeks will be allowed for this to occur and timing agreed with the Authorised Officer.

Mowing will be timed to ensure full flowering each year depending on bulb genus, species and cultivar.

The selection and planting of new bulb areas will be carried out in consultation with the Authorised Officer and carried out to good horticultural practice. A price for mechanical and manual planting shall be included in Annex F Lot 2 Pricing Schedule – Schedule of Rates.

**Type 5 - Grassland Regime Spring Flower Meadow**

Cut grass to 100mm in mid-June/early July and all arisings from this first cut will not be collected unless agreed with the Authorised Officer.

Thereafter, maintain grass to Type 3 specification.

**Type 6- Grassland Regime Summer Flower Meadow**

Cut grass to 100mm in March/April. In August/September after seed fall cut to 150mm and all arisings from these cuts will not be collected unless specified by Authorised Officer.

**New Meadows**

The selection and sowing/laying of new spring/summer flower meadows will be carried out in consultation with the Authorised Officer and carried out to good horticultural practice. A price shall be included in Annex F Lot 2 Pricing Schedule – Schedule of Rates.

**Type 7- Grassland Regime (Wildflower/Non-Native Meadows)**

Wildflower areas and non-native meadows and plantings shall generally involve annual cut and clear. The Service Provider will liaise with the Authorised Officer regarding the timing of cutting.

**New Wildflower/Non-native meadows**

The Service Provider shall make provision for the preparation, sowing and ongoing maintenance of an additional 10,000sqm per contract year of wildflowers/non-native meadows at sites agreed with the Authorised Officer. Such sites shall provide a suitable habitat to increase local biodiversity and interest. Seed mixes will be selected in agreement with the Authorised Officer. These sites shall be cut and cleared at least annually using appropriate machinery in agreement with the Authorised Officer.

**Type 8 - Grassland Regime (Sightline Verges)**

Maintain the grass at a maximum height of 300mm throughout the year. Arisings not cleared

Where forward vision splays or sight lines form part of the rural areas, these areas will be cut back to allow clear visibility in all directions.

All sightlines must be cut back to allow clear visibility from a position of 4.5 linear metres behind the stop and give way line of any individual road junction. From this position visibility must be clear in all relevant directions to a distance that complies with the speed limit for that particular road.

For references these distances are:-

30mph	=	90 linear metres
40mph	=	120 linear metres
50mph	=	160 linear metres
60mph	=	215 linear metres
70mph	=	295 linear metres

Where forward vision splays require cutting then the same stopping distances as dictated by the speed limit will apply.

Verges divided by a footway shall have the whole of the verge between the kerb and footway cut, plus a single swathe width beyond the footway.

**Type 9 - Grassland Regime (Rural Verges)**

Rural verges shall be maintained at a maximum height of 500mm and arisings not cleared.

The rural verges will be cut to a minimum width of 1 metre from the highway.

Pedestrian access on footways adjacent to rural verges shall not be the source of Justified Complaint and/or Claim or Claim.

**Type 10 - Grassland Regime (Adjacent to Hard Surfaces, not highways)**

Maintain a 1m wide strip of grass alongside hard surfaces at a maximum height of 200mm and arisings not cleared.

**Type 11- Grassland Regime (Tall Grass/Herb/Prairie Plantings)**

Cut grass/herb/prairie plantings to 100mm in January to late February, all arisings to be collected.

**Type 12- Grassland Regime (Footpaths Within)**

Cut at least a 2m wide strip to Type 3 standard.

The alignment and width of the paths shall be agreed with the Authorised Officer each year prior to the first cut. A regular appraisal of the effectiveness of these paths will be assessed throughout any given contract year. Arisings not to be cleared, but well mulched.

**Type 13 - Grassland Regime (Annual Cut and Not Clear Areas)**

All herbage to be reduced to no shorter or longer than 75mm. Timing of cut to be agreed with the Authorised Officer.

**Type 14 - Grassland Regime (Triennial Cut and Not Clear)**

All herbage to be reduced to no shorter or longer than 150mm. Timing of cut to be agreed with the Authorised Officer.

**Type 15 - Grassland Regime (Ditch Banks)**

Cut a minimum 2m wide strip of grassland to 100mm in September. Arisings not collected unless otherwise specified by Authorised Officer.

**Type 16 - Grassland Regime (Woodland Margins)**

Cut a 3 metre wide strip of grassland to 100mm in September.

**Type 17 - Sports Areas**

The Service Provider shall ensure that where these areas are identified, they shall meet the relevant standards for the different sports they represent e.g. football and archery. These standards shall be clearly identified in the Service Provider's response to Question 1 of the ITT Award Criteria Questions and be applied to all sports areas identified in the Contract.

**Grass Edging/Obstacles**

Edges around grass areas, fence lines, shrub beds, path edges and the base of obstacles (not including tree bases), signposts, lamp posts, barrier posts etc. must be kept clear of grass and weeds. This is to be achieved by means of herbicide and/or mechanical treatments during the grass-cutting season.

**Tree Bases**

The Service Provider shall carefully consider the appropriate input required for grass-cutting around trees. Damage to bark, exposed roots etc. shall result in a Justified Complaint and shall require restitution. In some areas it may be suitable to leave long grass around the base at a diameter the Service Provider feels appropriate in agreement with the Authorised Officer.

**Hard Edging**

The Service Provider is required to keep grass clear of all adjacent hard surfaces on annually agreed sites. It shall include in its overall price for neatly cutting back 5,000 linear metres of grass per contract year to the edges of the adjacent hard surface. All arisings to be removed and recycled where possible and the whole site to be left clean, safe and tidy.

The locations for this work will be agreed between the Authorised Officer and the Service Provider, as and when the work arises. This work is likely to be required over many separate locations throughout the Borough, and will not be one long continuous line of edging.



## 1.2. Operational Task 2 – Hedge and Hedgerow Maintenance

<p>Description of Operational Task</p>	<p>Pruning and maintaining up to standard all hedges within the contract.</p>
<p>Service Context</p>	<p>Hedges and hedgerows have many functions in the design of parks and open spaces, including defining boundaries, compartmentalising sites, screening, shelter etc. They provide important wildlife habitats which often include ditches and ground level flora and fauna. Due consideration shall be given to bird nesting, wildlife and nature conservation issues in the management of these features, for example allowing selected trees to grow and establish in hedge rows in agreement with the Authorised Officer and relevant friendship and volunteer groups.</p> <p>They shall be maintained to suit their purpose, be aesthetically pleasing, enhance biodiversity, cause no problems to users and not be the source of Justified Complaint and/or Claim.</p> <p>Some hedges may require reducing during the course of the contract.</p> <p>Where dead plants or plant material is collected it is expected that this material will be disposed of to reduce the overall impact on the environment i.e. it shall be composted or chipped and left on site where appropriate.</p> <p>Consideration shall also be given to community safety issues and the potential for harbouring anti-social behaviour. The Service Provider will be expected to work closely with community safety partners including the Police, the council's Community Safety team etc. in supporting preventative and awareness raising initiatives when required.</p> <p>All hedges have been Specified as follows:</p> <p>Type 1 – Ornamental Hedge                  Type 2 – Hedge (Frequent Cut)                  Type 3 – Hedge (Annual Cut)                  Type 4 – Hedge (Occasional Cut)</p> <p><b>Type 1 - Ornamental Hedge</b></p> <p>These hedges are normally situated in high profile areas adjacent to features such as flowerbeds, civic buildings, gardens etc. to provide an aesthetically pleasing feature in its setting. Ornamental hedges are clipped to produce a specific shape or form which is to be maintained</p>

	<p>throughout the growing season. Consideration shall also be given to plant cultivar before working on ornamental hedges. Ornamental hedges may be trimmed on a number of occasions during the year.</p> <p><b>Type 2 – Hedge (Frequent Cut)</b></p> <p>These hedges are normally situated adjacent to access areas, footpaths, windows, service roads etc. These hedges are clipped to ensure there are no obstructions and are not a source of Justified Complaint and/or claim. These hedges may be trimmed on a number of occasions during the year. Arisings can be chipped and left on site where appropriate.</p> <p><b>Type 3 – Hedge (Annual Cut)</b></p> <p>These hedges are clipped to the previous year’s growth unless agreed otherwise with the Authorised Officer. Arisings can be chipped and left on site where appropriate.</p> <p><b>Type 4 – Hedge (Occasional Cut)</b></p> <p>These hedges are cut with emphasis on biodiversity. Arisings can be chipped and left on site where appropriate. These hedges are likely to be cut on a 3-5 year basis.</p>
<p>Quality Standard</p>	<p>All maintenance aspects of this Operational Task shall meet horticultural and biodiversity good industry practice where appropriate. The Operational Task shall be completed by trained operatives who understand and are aware of the necessary requirements specific to the task such as biodiversity issues, sustainable practice, and plant cultivar pruning requirements to encourage healthy growth, vigour and flowering.</p> <p>Any aspect of this operational task which does not meet the quality standard shall be rectified within the agreed times which are described and listed in Appendix 1.</p> <p><b>Type 1 - Ornamental Hedge</b></p> <p>The Service Provider shall ensure that these high profile areas provide high quality hedges.</p>

They shall be maintained to suit their purpose, be aesthetically pleasing, enhance biodiversity and cause no problems to users and not be the source of Justified Complaint and/or Claim;

- Ornamental hedges shall be cut back to designated size with any extension growth no longer than 150mm.
- The top of the hedge shall be level and even, within the design of the site unless the hedge design for the site allows for specially shaped profiles.
- The profile of the hedge shall be cut to a batter where possible to encourage uniform, compact growth and prevent damage from snow.
- The hedge shall be uniformly cut along its length.
- Maintenance, including soil enhancement, pruning, fertilizer application and weeding etc. shall be completed to a high standard and be species specific.
- Self-set trees, brambles, stinging nettles etc. shall be removed.
- Litter shall not be a cause of Justified Complaint and/or Claim.
- Any dead or diseased plant material shall be removed and gaps in the hedge shall be replenished and protected to ensure continuous cover in a timely fashion.
- The base of these hedges shall be managed sustainably.
- Leaves, hedgerow flora, mulch, and organic material may remain in situ if they are causing no harm or Justified Complaint and/or Claim.
- Damage to hedges shall be treated in a recognised horticultural manner (e.g. by tying in, pruning, staking) within 48 hours of being reported.
- The Service Provider shall report infestations of pests and diseases, and be prepared to provide necessary and appropriate control methods.
- 'Tip' any new hedges to encourage dense growth, until they reach the required height.
- Only hand-weed new un-established hedges.

#### **Type 2 – Hedge (Frequent Cut)**

The Service Provider shall ensure that these hedges have a neat, attractive and well-kept appearance. These hedges shall ensure welcoming and unobstructed access and shall not be a source of Justified Complaint and/or Claim. Arisings may be chipped and left on site where appropriate, or removed for composting.

	<p>They shall be maintained to suit their purpose, be aesthetically pleasing, enhance biodiversity and cause no problems to users and not be the source of Justified Complaint and/or Claim;</p> <ul style="list-style-type: none"><li>• These hedges shall be regularly cut during the growing season, in a timely manner so that they are not allowed to interfere with; entrances, pathways etc.</li><li>• The Service Provider will ensure that bird nesting legislation is adhered to.</li><li>• The profile of the hedge shall be cut to a batter where possible to encourage uniform, compact growth and prevent damage from snow.</li><li>• The hedge shall be cut uniformly.</li><li>• Self-set trees, brambles, stinging nettle etc. shall be removed when requested by the Authorised Officer.</li><li>• Litter shall not be a cause of Justified Complaint and/or Claim.</li><li>• Where appropriate, and identified with the Authorised Officer, any dead or diseased plant material shall be removed and gaps in the hedge shall be replenished and protected.</li><li>• The base of these hedges shall be managed sustainably.</li><li>• Leaves, hedgerow flora, mulch, and organic material may remain in situ if they are causing no harm or Justified Complaint and/or Claim.</li></ul> <p><b>Type 3 – Hedge (Annual Cut)</b></p> <p>The Service Provider shall ensure that these hedges offer welcoming and unobstructed access and shall not be a source of Justified Complaint and/or Claim. Arisings will be chipped and left on site where appropriate. Annually cut hedges comprise the majority of hedge types across Wokingham.</p> <p>They shall be maintained to suit their purpose, be aesthetically pleasing, enhance biodiversity and cause no problems to users and not be the source of Justified Complaint and/or Claim;</p> <ul style="list-style-type: none"><li>• These hedges shall be annually cut at such a time so that they are not allowed to interfere with; entrances, pathways etc. and therefore not a source of Justified Complaint and/or Claim.</li><li>• The profile of the hedge shall be cut to a batter where possible to encourage uniform, compact growth and prevent damage from snow.</li><li>• The hedge shall be cut uniformly.</li><li>• Self-set trees, brambles, stinging nettle etc. shall be removed at the request of the Authorised Officer.</li></ul>
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- Litter shall not be a cause of Justified Complaint and/or Claim.
- Where appropriate, and identified with the Authorised Officer, any dead or diseased plant material shall be removed and gaps in the hedge shall be replenished and protected.
- The base of these hedges shall be managed sustainably.
- Leaves, hedgerow flora, mulch, and organic material may remain in situ if they are causing no harm or Justified Complaint and/or Claim.

#### **Type 4 – Hedges (Occasional Cut)**

These hedges shall be maintained to maximise biodiversity and shall not be a source of Justified Complaint and/or Claim. Arisings will be chipped and left on site where appropriate. The majority would be cut every 3 to 5 years.

They shall be maintained to suit their purpose, be aesthetically pleasing, enhance biodiversity and cause no problems to users and not be the source of Justified Complaint and/or Claim;

- Where possible hedges will be trimmed into a shape which allows for the development of a dense hedge. Where space allows, hedgerows will be managed in order to produce a hedge with a minimum width of 2 metres. This is to encourage species rich biodiversity.
- Where hedges are identified as being of high wildlife value, specific management regimes/arrangements will be necessary.
- Litter shall not be a cause of Justified Complaint and/or Claim.
- The base of these hedges shall be managed sustainably. Leaves, hedgerow flora, mulch, and organic material may remain in situ if they are causing no harm or Justified Complaint and/or Claim.

### 1.3. Operational Task 3 – Shrub Maintenance

<p>Description of Operational Task</p>	<p>Pruning and maintaining up to standard all shrubs within the contract area.</p>
<p>Service Context</p>	<p>Shrubs have many functions in the design of parks and open spaces, including; defining boundaries, compartmentalising sites, screening, sheltering and providing ornamental features etc. They enhance the character and appearance of an area by adding structure, form, colour and texture to the landscape. They provide important wildlife habitats which often include ground level flora and fauna. Due consideration shall be given to bird nesting, wildlife and nature conservation issues in the management of these features.</p> <p>They shall be maintained to suit their purpose, be aesthetically pleasing, enhance biodiversity and cause no problems to users and not be the source of Justified Complaint and/or Claim.</p> <p>Some shrub beds may require reducing during the course of the contract.</p> <p>Many shrub beds are over-mature and depleted. A restoration/replacement plan will be created during the contract term in partnership with the Service Provider.</p> <p>Where dead plants or plant material is collected it is expected that this material will be disposed of to reduce the overall impact on the environment i.e. it shall be composted or chipped on site.</p> <p>All shrub areas have been specified as follows:</p> <p>Type 1 – Ornamental Shrubs                  Type 2 – Shrubs (Frequent Cut)                  Type 3 – Shrubs (Annual Cut)                  Type 4 – Shrubs (Occasional Cut)</p> <p><b>Type 1 - Ornamental Shrubs</b></p> <p>These shrub areas, consisting of horticulturally-interesting, good quality plants, are normally situated in high profile areas such as parks and gardens, civic buildings, etc. to provide an aesthetically pleasing range of colour, form, texture and foliage. Ornamental shrubs are also used in mixed plantings with other plant types and</p>

	<p>are generally allowed to mature and develop naturally in their allotted position with the minimum of intervention.</p> <p><b>Type 2 - Shrubs (Frequent cut)</b></p> <p>These shrubs are usually planted en bloc, in variety where they can compartmentalise an area and/or form a backdrop, screen, or ornamental feature. They are normally situated in parks, amenity green space, car parks, housing areas and are situated adjacent to access areas, footpaths, windows, service roads etc. shall be clipped to ensure there are no obstructions. There will be an expectation that pay and display car parks will be cut as frequently as required to maintain access and prevent vehicle damage or claims.</p> <p><b>Type 3 – Shrubs (Annual Prune)</b></p> <p>These shrubs will be pruned according to good horticultural practice for the cultivar and clipped to a suitable cultivar standard or to the previous year's growth according to the site requirements. Arisings shall be chipped and left on site where appropriate.</p> <p><b>Type 4 – Shrubs (Occasional Cut)</b></p> <p>These shrubs are normally situated in parks, amenity green space, car parks and housing areas and require occasional control due to their situation. These shrubs are pruned to a suitable operational standard as and when the need arises. Arisings chipped and left on site where appropriate. These shrubs are likely to be pruned on a 3-5 year basis.</p>
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## **Maintaining Our Open Green Spaces**

### **2014 Consultation Report for Overview and Scrutiny Management Committee – 19 Sept**

The online survey was carried out between Friday October 17 and Friday December 12 2014 and 173 responses were received. Below is a summary of the responses received for each question.

#### **Q1. What types of open spaces to you visit / use and how often**

	Every day	Every week	Few times a month	Occasionally	Never
Parks	37	72	22	25	2
Sports pitches	5	33	15	44	42
Play areas	12	42	19	33	38
Cemeteries	1	4	6	38	86
Local green space	29	58	23	16	5

#### **Q2. Are you aware that different organisations are responsible for maintaining open green spaces across the borough?**

Yes: 94 (55%)

No: 71 (41%)

Don't know: 7 (4%)

#### **Q3 Do you think that organisations/groups that regularly use open spaces (such as sports pitches) should be able to help contribute to more maintenance in times of high demand?**

Yes: 85 (49%)

No: 61 (36%)

Don't know: 26 (15%)

Those responding yes were asked which groups/ organisations and, in summary, the majority of respondents focussed on sports clubs with a particular emphasis on football use. Other groups mentioned were: dog walkers and other walking groups.

Other issues raised were:

- Level and proportion of financial contribution
- Respondents noted that sports clubs already pay to hire pitches and issue of whether this fee was sufficient to cover costs was raised.
- Payment should be proportional to usage
- Feeling among some respondents that sports clubs should do more to reduce litter and / or be fined for doing so

**Q4. Would you support an approach where the council can amend the frequency of its work to provide more cuts in particular areas whilst reducing the work in other areas?**

Yes: 110 (64%)

No: 48 (28%)

Don't know: 14 (8%)

**Q5. Would you be happy for certain areas to be given preference in times of high demand, such as this year?**

Yes: 139 (82%)

No: 24 (14%)

Don't know: 7 (4%)

**Q6. If yes, (to Q5) could you rank the area below in order of importance to you:**

Area	Percentage rank in importance to respondent (1 high to 6 low)					
	1	2	3	4	5	6
Park	30	43	35	23	2	6
Sport pitches	30	24	18	19	27	19
Play areas	41	28	31	18	10	5
Grass verges	19	16	16	24	32	28
Cemeteries	5	5	11	24	32	59
Local green spaces	20	24	23	24	32	20

**Q7. Have you ever cut/mowed a public space in your area?**

Yes: 55 (32.2%)

No: 116 (67.8%)

Respondents who had mowed / cut public spaces predominately mentioned grass verges outside or near their homes.

**Q8. Do you think any of the following would encourage local residents or groups to help maintain open green spaces?**

	Yes	No	Don't know
Equipment	101	41	19
Training	72	57	20
Permission	125	23	11
Friends Groups	88	33	28
Volunteers schemes	132	17	15

**Respondents were asked for other suggestions and the comments focused on:**

1. Specific ideas to encourage volunteering, including:
  - Employed 'caretakers' to encourage / organise local groups
  - Designated events / days similar to borough wide litter picks
  - Incentives (such as reduction in Council Tax or other financial support)
  - Provision of free equipment and storage
2. Transfer of ownership to homeowners, sports clubs or other interested groups
3. Other ideas including:
  - Tarmac over grass verges
  - Flower meadows
  - Use of people on community service orders
  - Prevention of people parking on verges / damaging grass
4. Some respondents objected to the principle of residents being asked to perform this service

**Q9. Overall how satisfied are you with the information you receive from the Council about the maintenance of open green spaces in the borough**

Very Satisfied:	3 (2%)
Satisfied:	18 (11%)
Neither satisfied nor Dissatisfied	71 (41%)
Dissatisfied:	66 (38%)
Very Dissatisfied:	14 (8%)

**Q10. Overall how satisfied are you with the condition and the maintenance of open green spaces in the borough**

Very satisfied:	3 (1.8%)
Satisfied:	34 (19.9%)
Neither satisfied nor dissatisfied:	43 (25.1%)
Dissatisfied:	75 (43.9%)
Very dissatisfied:	16 (9.4%)

**Q 11. Respondents were asked for other comments and, in summary, the comments focused on:**

1. Support for a greater level of flexibility over the prioritisation and timing of public green space maintenance with issues to consider:

- Greater flexibility to be built into contract arrangements
- Differing focus on whether to prioritise areas based on sporting use, family use, general appearance or area or safety

2. Comments on volunteering were limited, with specific issue raised:

- Use of existing groups (NAG)
- Desire for 'permission'
- Lack of free green waste collection

3. General comments on quality of service, with focus on:

- Impact on appearance of area
- Impact on use of space by children / families
- Impact on use of space for sport
- Problems of litter and dog fouling exacerbated by longer grass
- Risks caused by overhanging hedges and tree
- Inflexibility of current contract arrangements

<b>TITLE</b>	<b>Quarter 1 2018/19 Council Plan Performance Monitoring</b>
<b>FOR CONSIDERATION BY</b>	Overview & Scrutiny Management Committee on 19 September 2018
<b>WARD</b>	None Specific
<b>DIRECTOR</b>	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.

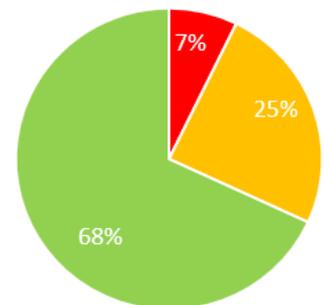
**RECOMMENDATION**

- 1) Consider the latest performance information for Quarter 1 2018/19 and agree any corrective action required.
- 2) Consider proposals for improving timeliness of performance reporting and sharing detailed performance information via published appendices on Member intranet page.

**SUMMARY OF REPORT**

The performance measures reported for Quarter 1 2018/19 are proposed to assist with tracking and indicating delivery of the Council Plan objectives for the 2018/19 financial year. Following consideration of the report at Executive Briefing, and due to some changes within the organisation, Directors are currently reviewing the proposed measures to ensure they are the most appropriate and relevant for indicating progress on the Council Plan.

For Quarter 1 2018/19, the majority of measures are achieving the assigned target and are reported as Green. 17 measures are reported as Amber, marginally off target, and five measures are Red since the quarterly target is not achieved.



Some new measures for 2018/19 are still being reviewed or established and hence will be reported from Quarter 2 onwards.

Appendix A provides a summary of the measures supporting the Council Plan Key Actions for 2018/19 and indicates current performance and trend against any assigned targets.

Appendix B provides supplementary information for each measure along with any service narrative to explain the targets assigned, how local performance compares with national trends and to show any changes over recent years.

It is proposed that Appendix B be published on the Member intranet page for Members to review any measures of particular interest prior to committee meetings. Appendix B will therefore not be routinely circulated in agenda papers.

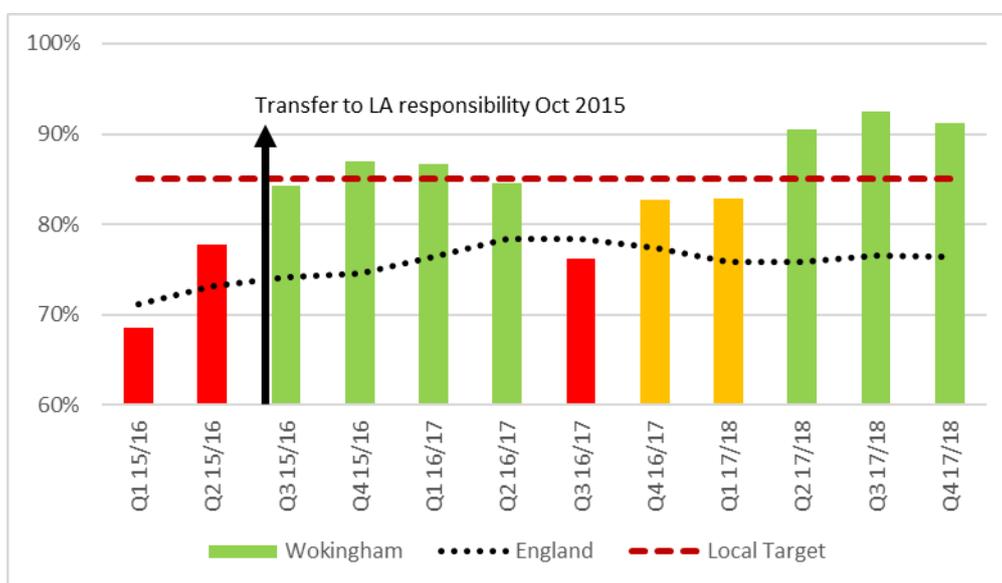
On a quarterly basis, some indicators are considered in more detail to focus on how performance has improved and what actions were taken to achieve this. This quarter focuses on measure EA9 – Percentage of 2 year old reviews completed by Health Visitors and further details are given below.

## Spotlight on good performance

### EA9 – Percentage of children who received a 2 – 2.5 year review.

As part of the Healthy Child Programme in the UK, children have a health and development review at the age of 2-2.5 years. This is carried out by a health visitor in the child's home, clinic, children's centre or nursery. The two-year review aims to optimise child development and emotional well-being and reduce inequalities. Responsibility for these early reviews transferred from NHS England to local authorities in 2015. Public Health England reported a 12% improvement in the proportion of 2-2.5 year reviews completed in Wokingham borough post-transfer compared to pre-transfer.

Whilst performance has, in most cases, remained above average, there has been a marked improvement in 2017/18; particularly since the health visiting service was integrated with children's centres in October 2017. The locally assigned target of 85% is now being achieved with performance remaining well above national average. This improvement has been achieved through strong partnership working.



### Indicators with a RED rating

The following measures are currently reported as Red for Quarter 1 2018/19 and service narrative is summarised below to explain why the measure is underperforming and what actions are planned to improve performance. Further details on these indicators can be found in Appendix B.

**EA1i – Percentage of Wokingham borough LA-maintained primary schools with a current Ofsted rating of Good or better.**

**EA2 – Percentage of children who attend a Wokingham borough school (Primary, Secondary or Special) which is Good or better.**

The above two measures are reported as Red for Quarter 1 2018/19 since the local target is not being achieved and the measures are deteriorating. The reason for this deterioration is that one school in Wokingham borough, Highwood Primary School, which was previously rated as Good has now been judged as Requiring Improvement, following an Ofsted inspection in March 2018. Performance remains above average however the local target is to achieve 100% of schools as Good or better or to show improvement.

## **EA7 – Percentage of infants who received a 6-8 week review by the time they were 8 weeks.**

This measure is reported on a quarterly basis by Public Health England. The latest published information relates to Quarter 4 2017/18, which was released in July 2018. Quarter 1 2018/19 published figures are expected around October 2018.

Based on Quarter 4 2017/18 performance, this measure is currently below target however is showing improvement compared to the previous quarter. Local performance is now more in line with national trends.

All 6-8 week reviews are completed by the health visiting team however due to a change in the delivery model which is taking time to embed, some checks are not being carried out within the 8<sup>th</sup> week. This is being addressed by the provider and performance is expected to further improve in Quarter 2. Whilst not all reviews are currently being completed within the 8 week timeframe, the service ensure that all targeted visits for vulnerable families are always completed on time.

## **EA21 (Annual Measure) – Achievement gap between pupils eligible for FSM and all other pupils achieving a strong 9-5 pass in English and Maths at GCSE**

Overall academic attainment in Wokingham borough remains very high and well above average. However there remains a gap in achievement between pupils known to be eligible for free school meals and all other pupils in Wokingham borough and there is a local aim to narrow the gap where possible.

Around 13% of pupils in schools across England are eligible for free school meals compared to only 5% in Wokingham borough (88 pupils in 2016/17).

During 2016/17 academic year 22.7% of Wokingham borough pupils eligible for free school meals achieved a 9-5 pass in English and Maths compared to 21.8% across England. So Wokingham borough pupils eligible for free school meals do perform better than in other areas.

However those pupils who don't receive free school meals perform far more strongly; with 56.9% of other Wokingham borough pupils achieving 9-5 score in English and Maths compared to 46% in England.

The achievement gap in Wokingham borough for 9-5 GCSE attainment in English and Maths is 34 percentage points, which is the second largest gap in the South East, compared to a gap of 24 percentage points across England.

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

Since March 2017 there has been a steady increase in the number of children in the borough subject to a Child Protection Plan (for example March 2017 there were 46 children subject to CPPs compared to 130 in December 2017). Despite these increases, staffing numbers have remained the same. The locally assigned target aims to ensure that a high standard of quality is maintained and 85% of visits were within 15 days of the previous one. All children are seen and where there is a delay, the reason is known and other checks and balances are in place.

## Background

The Council Plan Review, approved on 22<sup>nd</sup> 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.

Members of Overview & Scrutiny Committee raised concerns around the time lag from the end of quarter to the final performance report. In order to mitigate these concerns, it is proposed that Appendix B is published on the Members intranet page so Members can review further specific information of interest prior to Committee.

To further assist with the timeliness of reporting, the quarterly performance report could also be emailed to:

- 1) Overview & Scrutiny, Executive Briefing and CLT at the same time.
- 2) Overview & Scrutiny at the same time as Executive Briefing, following CLT
- 3) Overview & Scrutiny following Executive Briefing.

Option 2 is recommended, subject to approval.

## Analysis of Issues

The report shows the overall performance of the council against its performance indicators and its key projects. The report details the targets for each indicator, provides a comparator benchmark for the previous year's actual performance and for previous quarters. Each indicator and project 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). Each indicator and project has a direction of travel which records how the measure has changed since the previous update (normally quarterly but some indicators are annual). Indicators and projects are allocated to a Director and the lead Executive Member. The commentary provides further information related to that indicator or project and aims to explain the data, any variances and actions being taken.

Where possible, existing measures established in 2017/18 will continue to be monitored during 2018/19 for consistency. However to support the new five year Council 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 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

<b>Other financial information relevant to the Recommendation/Decision</b>
None
<b>Cross-Council Implications</b> (how does this decision impact on other Council services, including properties and priorities?)
This report covers the whole of the council's operations.

<b>Reasons for considering the report in Part 2</b>
None
<b>List of Background Papers</b>
Appendix A – Q1 2018-19 Council Plan Performance Summary Appendix B – Supplementary Information – Quarter 1 2018-19 Performance Indicators

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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 LA-maintained primary schools with a current Ofsted rating of Good or better	Quarterly	Red	↓ Deteriorated
EA1ii	Percentage of Wokingham borough LA-maintained secondary schools with a current Ofsted rating of Good or better	Quarterly	Amber	↔ Static
EA1iii	Percentage of Wokingham borough LA-maintained special schools with a current Ofsted rating of Good or better	Quarterly	Green	↔ Static
EA2	Percentage of children who attend a Wokingham school (Primary, Secondary or Special) which is "Good" or better	Quarterly	Red	↓ Deteriorated
EA3	Percentage of early years setting in Wokingham borough with a current Ofsted rating of Good or better	Quarterly	Amber	N/A
EA4	Quarterly update on delivery of the SEND Action Plan for 2018/19	Quarterly	New measure reported from Q2	
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	Amber	↓ Deteriorated
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	Amber	↓ Deteriorated
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	↓ Deteriorated
EA9	Percentage of children who received a 2-2.5 year review	Quarterly	Green	↓ Deteriorated
EA10	Percentage of children achieving a Good Level of Development (GLD) at Early Years Foundation Stage	Annual	Green	↑ Improved
EA11	Percentage of children meeting the expected standard at Key Stage 1 in Reading, Writing, Mathematics and Science.	Annual	N/A	↑ Improved
EA12	Percentage of pupils reaching the expected standard in Reading, Writing and Mathematics at Key Stage 2	Annual	Green	↑ Improved
EA13	Percentage of pupils who achieved a strong 9-5 score in English and Maths at GCSE	Annual	N/A	N/A
EA14	Percentage of students achieving grades AAB or better in at least 2 facilitating subjects at A-Level	Annual	Amber	↑ Improved
EA15	Total places available in Wokingham borough Schools	Annual	N/A	N/A
EA16i	School capacity in state-funded primary schools in Wokingham borough	Annual	Green	↓ Improved
EA16ii	School capacity in state-funded secondary schools in Wokingham borough	Annual	Amber	↑ Deteriorated
EA17	Achievement gap between pupils eligible for FSM and all other pupils in Key Stage 1 teacher assessments	Annual	N/A	↑ Improved
EA18	Achievement gap between SEN pupils and all other pupils in Key Stage 1 teacher assessments	Annual	N/A	N/A
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	Annual	Green	↑ Deteriorated
EA20	Achievement gap between SEN pupils and all other pupils reaching the expected standard in Reading, Writing and Mathematics at Key Stage 2	Annual	N/A	N/A
EA21	Achievement gap between pupils eligible for FSM and all other pupils achieving a strong 9-5 pass in English and Maths at GCSE	Annual	Red	N/A

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	Green	↔ Static
R2	Wokingham regeneration project - Elms Field	Quarterly	Green	↔ Static
R3	Wokingham regeneration project - Carnival Pool Phase 2- <i>no project updates expected for 2018/19.</i>	Quarterly	Deferred to 2019/20	
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	↓ Deteriorated
R6	Number of young people not in education, employment or training (NEET), aged 16-24, who have been given employment support	Quarterly	Green	↓ Deteriorated
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	N/A

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	New measure reported from Q2	
SC2	SDL Infrastructure Update on Community Projects	Quarterly	New measure reported from Q2	
SC3i	Percentage of successfully defended appeal decisions (dismissed)	Quarterly	Green	↓ Deteriorated
SC3ii	Proportion of planning breaches resolved by negotiation	Quarterly	Green	↔ Static
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	↑ Improved
SC4	To update on delivery of the Control Strategy through the Public Protection Partnership	Quarterly	New measure reported from Q2	
SC5	Number of visits to Wokingham Borough libraries	Annual	Green	↑ Improved
SC6	Kgs of residual household waste per household per annum	Quarterly	Amber	↓ Deteriorated
SC7	Percentage of household waste reused, recycled and composted	Quarterly	Green	↑ Improved
SC8	Percentage of household waste that is recycled from the kerbside	Quarterly	Green	↑ Improved
SC9i	To update on progress with delivery of the 21st Leisure Strategy - Ryeish Green Sports Hub	Quarterly	Amber	N/A
SC9ii	To update on progress with delivery of the 21st Leisure Strategy - Bulmershe Leisure Centre	Quarterly	Green	N/A
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		Measures under review - report Q2
T2	North Wokingham Distributor Road	Quarterly		Measures under review - report Q2
T3	South Wokingham Distributor Road	Quarterly		Measures under review - report Q2
T4	Nine Mile Ride extension (South)	Quarterly		Measures under review - report Q2
T5	Lower Earley Way dualling	Quarterly		Measures under review - report Q2
T6	Winnersh Relief Road Phase 2	Quarterly		Measures under review - report Q2
T7	Barkham Bridge	Quarterly		Measures under review - report Q2
T8	California Crossroads	Quarterly		Measures under review - report Q2
T9	Thames Valley Park & Ride - Progress Update	Quarterly	Green	N/A
T10	Winnersh Parkway Park & Ride - Progress Update	Quarterly		New measure reported from Q2
T11	Civil Parking Enforcement under the Traffic Management Act - Number of Penalty Charge Notices (PCNS) issued in Wokingham Borough	Monthly	N/A	N/A
T12	Number of people killed or seriously injured from road traffic collisions in Wokingham borough	Annual	N/A	N/A
T13	Average minimum travel time to reach the nearest key services by car	Annual	N/A	N/A
T14	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	Amber	↑ Improved
VP1ii	Rate of permanent admissions to residential care per 100,000 population (65+)	Annual	Green	↓ Improved
VP1iii	Delayed transfers of care (delayed days)	Monthly	Green	↓ Improved
VP1iv	Non-elective admissions	Quarterly	Amber	N/A
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	Green	↑ 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	Amber	↓ 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	Green	↑ Improved
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	↓ Deteriorated
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	Green	↑ Improved
VP12	Percentage of initial emergency temporary accommodation placements for families made out of borough	Quarterly	Green	↑ Improved
VP13	Number of affordable dwellings permitted (including where an offsite contribution received)	Quarterly	Green	↓ Deteriorated
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	↑ Improved
CE3	Council Tax collection	Quarterly	Green	↑ Improved
CE4	Business Rates collection	Quarterly	Green	↑ Improved
CE5	Rents collection	Quarterly	Green	↑ Improved
CE6	Turnover - No. of people voluntarily leaving the service as a percentage of the service headcount	Quarterly	Green	→ Static
CE7	Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months	Quarterly	Green	↓ Improved
CE8	Returns on investment	Quarterly	Green	↑ Improved
CE9	Percentage of first contact resolution - calls and emails	Quarterly	Green	↑ Improved
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 LA-maintained schools primary schools with a current Ofsted rating of Good or better**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>RED</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> Above national average of 89.6% (as at May 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	92.16%	Improvement compared to previous period	Green		Improved	
Q2 2017/18	94.12%		Green		Improved	
Q3 2017/18	94.12%		Amber		Static	
<b>Q4 2017/18</b>	<b>94.12%</b>		<b>Amber</b>	→	<b>Static</b>	
Q1 2018/19	92.06%		Red	↓	Deteriorated	
Q2 2018/19						
Q3 2018/19						
<b>Q4 2018/19</b>						

**Commentary:** Quarter 1 2018/19 performance information is reported as at 31st May 2018. The measure is reported as red since one school (Highwood Primary School), which was previously rated as Good has now been judged as "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 EA1ii: Percentage of Wokingham borough LA-maintained schools secondary schools with a current Ofsted rating of Good or better**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>AMBER</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> Above national average of 80.1% (as at May 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% or no change		Red if deteriorating
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	88.90%	Improvement compared to previous period	Amber		Static	
Q2 2017/18	88.90%		Amber		Static	
Q3 2017/18	88.89%		Amber		Static	
<b>Q4 2017/18</b>	<b>88.89%</b>		<b>Amber</b>	→	<b>Static</b>	
Q1 2018/19	88.89%		Amber	→	Static	
Q2 2018/19						
Q3 2018/19						
<b>Q4 2018/19</b>						

**Commentary:** Quarter 1 2018/19 performance information is reported as at 31st May 2018. There have been no Ofsted inspection outcomes for this quarter and hence performance currently remains the same.

**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 LA-maintained schools **special** schools with a current Ofsted rating of Good or better

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons		<b>RAG:</b> <b>GREEN</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b> National, Cumulative		<b>Benchmark:</b> Above national average of 93.5% (as at May 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%	Amber if less than 100% or no change		Red if deteriorating	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	100.00%	Improvement compared to previous period	Green		Static	
Q2 2017/18	100.00%		Green		Static	
Q3 2017/18	100.00%		Green		Static	
<b>Q4 2017/18</b>	<b>100.00%</b>		<b>Green</b>	→	<b>Static</b>	
Q1 2018/19	100.00%		Green	→	Static	
Q2 2018/19						
Q3 2018/19						
<b>Q4 2018/19</b>						

**Commentary:** Quarter 1 2018/19 performance information is reported as at 31st May 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 school (Primary, Secondary or Special) which is Ofsted rated Good or Outstanding.

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons		<b>RAG:</b> <b>RED</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b> National, Cumulative		<b>Benchmark:</b> Above national average of 93.5% (as at May 2018)	
<b>RAG Threshold:</b>		Green if improving or 100%	Amber if less than 100% or no change		Red if deteriorating	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	89.32%	Improvement compared to previous period	Amber		Static	
Q2 2017/18	92.00%		Green		Improved	
Q3 2017/18	91.96%		Red		Deteriorated	
<b>Q4 2017/18</b>	<b>91.96%</b>		<b>Amber</b>	→	<b>Static</b>	
Q1 2018/19	90.95%		Red	↓	Deteriorated	
Q2 2018/19						
Q3 2018/19						
<b>Q4 2018/19</b>						

**Commentary:** Quarter 1 2018/19 performance information is reported as at 31st May 2018. The measure is reported as red since one school (Highwood Primary School), which was previously rated as Good has now been judged as "requires improvement".

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

<b>KPI EA3:</b> Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better						
<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>AMBER</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National, Cumulative	<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>			Green if improving or 100%		Amber if less than 100% or no change	
					Red if deteriorating	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		<b>Commentary:</b> 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.
Q1 2018/19	95%	Improvement compared to previous period	Amber	N/A		
Q2 2018/19						
Q3 2018/19						
Q4 2018/19						

**Key Action:** Where necessary, reshape and extend Special Educational Need provision to better match local provision to Wokingham needs.

**KPI EA4:** To update on delivery of planned actions for 2018/19 in the SEND Action Plan

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> TO BE INCLUDED FROM QUARTER 2
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> Local, Project	<b>Benchmark:</b> N/A	

**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)

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b> <b>AMBER</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> Local	<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>			Green if 14% or less		Amber if between 15% and 25%	
					Red if more than 25%	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	11%	14%	Green	Improved		
Q2 2017/18	0%	14%	Green	Improved		
Q3 2017/18	0%	14%	Green	Static		
<b>Q4 2017/18</b>	<b>0%</b>	<b>14%</b>	<b>Green</b>	Static		
Q1 2018/19	25%	14%	Amber	Deteriorated		
Q2 2018/19		14%				
Q3 2018/19		14%				
<b>Q4 2018/19</b>		<b>14%</b>				

**Commentary & target setting:** Two (out of eight) children who entered care in May 2018 were placed more than 20 miles from their home address. These children are residing with family members who live out of borough. The 2018/19 target remains the same as the previous year.

**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)

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Jim Leivers	<b>Executive Member:</b> Pauline Helliar-Symons	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> Local		<b>Benchmark:</b> Statistical neighbours 24.7% (2016/17)	
<b>RAG Threshold:</b>		Green if 32% or less		Amber if between 31% and 37%		Red if more than 37%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2017/18	42.2%	35%	Green	→	Improved		
Q2 2017/18	36.2%	35%	Green		Improved		
Q3 2017/18	33.8%	35%	Green		Static		
<b>Q4 2017/18</b>	<b>33.8%</b>	<b>35%</b>	<b>Green</b>	→	<b>Static</b>		
Q1 2018/19	34.3%	32%	Amber	↓	Deteriorated		
Q2 2018/19		32%					
Q3 2018/19		32%					
<b>Q4 2018/19</b>		<b>32%</b>					

**Commentary & target setting:** 27 out of 79 children in care in Wokingham borough are in a placement more than 20 miles from their home. The target for 2018/19 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 neighbouring 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

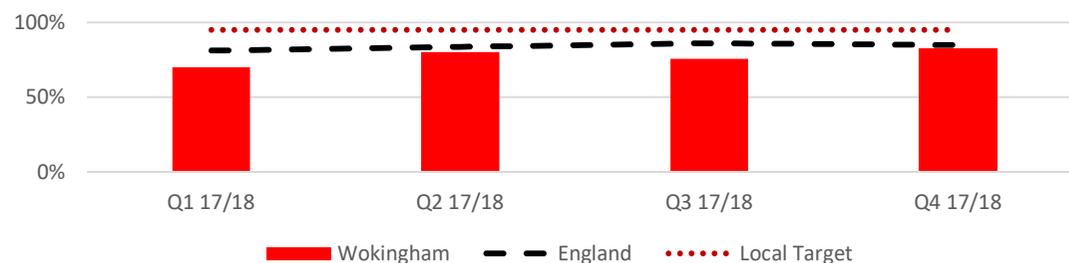
<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Richard Dolinski, Pauline Helliar-Symons	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>		Corporate Services		<b>Indicator Type:</b> National		<b>Benchmark:</b> Above national average of 88.5% for Q4 2017/18	
<b>RAG Threshold:</b>		Green if 90% or above		Amber if between 88% and 89%		Red if less than 88%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2017/18	91.2%	95%	Green	↑	Improved		
Q2 2017/18	92.2%	95%	Green				
Q3 2017/18	92.2%	95%	Green				
<b>Q4 2017/18</b>	<b>93.8%</b>	<b>95%</b>	<b>Green</b>	↑	<b>Improved</b>		
Q1 2018/19		95%					
Q2 2018/19		95%					
Q3 2018/19		95%					
<b>Q4 2018/19</b>		<b>95%</b>					

**Commentary:** These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 4 2017/18, which was released in July 2018. Quarter 1 2018/19 data is expected to be published around October 2018.

**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.

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Richard Dolinski, Pauline Helliard-Symons	<b>RAG: RED</b>
<b>Service:</b>		Corporate Services		<b>Indicator Type:</b> National	<b>Benchmark:</b> Below national average of 84.9% for Q4 2017/18.	
<b>RAG Threshold:</b>		Green if 90% or more		Amber if between 88% and 89%		Red if less than 88%
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	70.0%	95%	Red		Improved	Deteriorated
Q2 2017/18	80.2%	95%	Red			
Q3 2017/18	75.7%	95%	Red			
<b>Q4 2017/18</b>	<b>82.5%</b>	<b>95%</b>	<b>Red</b>	↑	<b>Improved</b>	
Q1 2018/19		95%				
Q2 2018/19		95%				
Q3 2018/19		95%				
<b>Q4 2018/19</b>		<b>95%</b>				



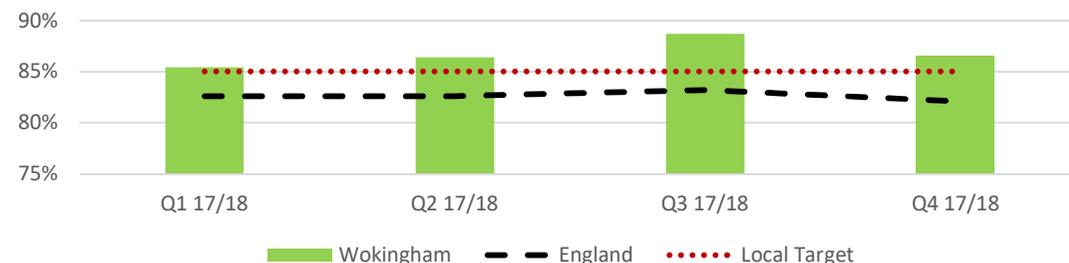
**Commentary:** These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 4 2017/18, which was released in July 2018. Quarter 1 2018/19 published figures are expected to be released in October 2018 by Public Health England.

Despite performance being below target, quarter 4 has shown an improvement compared to the previous reporting period and all targeted visits (for vulnerable families) are completed within the required timescale. The universal (other) visits are sometimes outside the required timeframe and this is being addressed within the service with additional support being provided and further training, where required.

**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

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Richard Dolinski, Pauline Helliard-Symons	<b>RAG: GREEN</b>
<b>Service:</b>		Corporate Services		<b>Indicator Type:</b> National	<b>Benchmark:</b> Above national average of 82.1% for Q4 2017/18	
<b>RAG Threshold:</b>		Green if 83% or above		Amber if between 80% and 82%		Red if less than 80%
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	85.4%	85%	Green		Improved	Improved
Q2 2017/18	86.4%	85%	Green			
Q3 2017/18	88.7%	85%	Green			
<b>Q4 2017/18</b>	<b>86.6%</b>	<b>85%</b>	<b>Green</b>	↓	<b>Deteriorated</b>	
Q1 2018/19		85%				
Q2 2018/19		85%				
Q3 2018/19		85%				
<b>Q4 2018/19</b>		<b>85%</b>				



**Commentary:** These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 4 2017/18, which was released in July 2018. Quarter 1 2018/19 published figures are expected October 2018.

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

**KPI EA9: Percentage of children who received a 2-2.5 year review**

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Richard Dolinski, Pauline Helliar-Symons	<b>RAG: GREEN</b>
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Above national average of 76.4% for Q4 2017/18	
<b>RAG Threshold:</b>		Green if 83% or above		Amber if between 80% and 82%		Red if less than 80%	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>			
Q1 2017/18	82.9%	85%	Amber				
Q2 2017/18	90.5%	85%	Green	Improved			
Q3 2017/18	92.5%	85%	Green	Improved			
<b>Q4 2017/18</b>	<b>91.2%</b>	<b>85%</b>	<b>Green</b>	↓ <b>Deteriorated</b>			
Q1 2018/19		85%					
Q2 2018/19		85%					
Q3 2018/19		85%					
<b>Q4 2018/19</b>		<b>85%</b>					

**Commentary:** These measures are reported by Public Health England on a quarterly basis. The latest published information relates to Quarter 4 2017/18, which was released in July 2018. Quarter 1 2018/19 published figures are expected to be released in October 2018.

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

**ANNUAL MEASURES**

**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.

**KPI EA10: Percentage of children achieving a Good Level of Development (GLD) at Early Years Foundation Stage**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliar-Symons	<b>RAG: GREEN</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Above national average - 70.7% (2017)	
<b>RAG Threshold:</b>		Green if improving or 100%		Amber if less than 100% but no change		Red if deteriorating	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>			
2013	47.3%	Improvement or 100%					
2014	60.6%		Green	↑ Improved			
2015	70.0%		Green	↑ Improved			
2016	75.0%		Green	↑ Improved			
2017	76.2%		Green	↑ Improved			
2018							

**Commentary & Target setting:** The target for 2018/19 remains consistent with previous years and aims for an improvement on the previous reporting period. 2018 performance information is expected to be published around September 2018.

**KPI EA11: Percentage of children meeting the expected standard at Key Stage 1 in Reading, Writing, Mathematics and Science.**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliar-Symons	<b>INFORMATION ONLY</b>	
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Above national average in all subjects:		
<b>READING</b>		<b>WRITING</b>		<b>MATHEMATICS</b>		<b>SCIENCE</b>		
<b>Period</b>	<b>Actual</b>	<b>Trend</b>	<b>Period</b>	<b>Actual</b>	<b>Trend</b>	<b>Period</b>	<b>Actual</b>	<b>Trend</b>
2016	80%		2016	69%		2016	79%	
2017	82%	↑ Improved	2017	74%	↑ Improved	2017	81%	↑ Improved
2018			2018			2018		

**Commentary:** Next provisional update will be available in September 2018.

**KPI EA12: Percentage of pupils reaching the expected standard in Reading, Writing and Mathematics at Key Stage 2**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliar-Symons	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Above national average - 62% (2017, state-funded)		
<b>RAG Threshold:</b>		Green if improving or 100%	Amber if less than 100% but no change			Red if deteriorating		
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>				
2016	61%	Improvement on previous period				61%		
2017	70%		Green	↑	Improved	70%		
2018								

**Commentary & Target setting:** The target aims for an improvement in performance on the previous year. 2018 statistics are expected to be published in September 2018.

**KPI EA13: Percentage of pupils who achieved a strong 9-5 score in English and Maths at GCSE**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliar-Symons	<b>RAG:</b>	<b>N/A</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Above national average - 30.6% (2016/17)		
<b>RAG Threshold:</b>		Green if improving or 100%	Amber is less than 100% but no change			Red if deteriorating		
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		<b>Commentary:</b> 2017/18 academic year performance information will be reported in November 2018. GCSE attainment scores cannot be compared with previous years due to a change in the scoring system implemented in 2016/17.		
2015/16	N/A	Improvement on previous period						
2016/17	55.1%							
2017/18								

**KPI EA14: Percentage of students achieving grades AAB or better in at least 2 facilitating\* subjects at A-Level**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliar-Symons	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Above national average - 17% (2016/17, state-funded)		
<b>RAG Threshold:</b>		Green if 17% or more	Amber if between 15% and 16%			Red if less than 15%		
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>				
2015/16	14.5%	17%	Red			14.5%		
2016/17	16.2%	17%	Amber	↑	Improved	16.2%		
2017/18		17%						

**Commentary & Target setting:** 2017/18 academic year performance information will be published in November 2018 by Department of Education. The target is set to achieve performance in line with national trend. \*A-Level facilitating subjects are Biology, Chemistry, Physics, Maths, further Maths, Geography, History, English Literature, Modern and Classical Languages.

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

**KPI EA15: Total Places available in Wokingham borough Schools**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliar-Symons	<b>INFORMATION ONLY</b>	
<b>Service:</b>		Children's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> N/A		
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>				
2016/17	4299							
2017/18	4443			↑	Increased			
2018/19	4535			↑	Increased			
2019/20								

**Commentary:** Data collected on National Offer Day for Primary and Secondary schools to identify the number of applications and offers for entry to schools during each academic year.

**KPI EA16i : School capacity in state-funded primary schools in Wokingham Borough**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b> Jim Leivers		<b>Executive Member:</b> Pauline Helliar-Symons		<b>RAG:</b> GREEN	
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National		<b>Benchmark:</b> England surplus capacity 8.8% 2016/17		
<b>RAG Threshold:</b>		Green if between 5% and 10%		Amber if less than 4%, or more than 10%		Red if less than 3%, or more than 15%		
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>				
2014/15	7.4%	5% - 10%	Amber					
2015/16	5.5%	5% - 10%	Green	↓	Improved			
2016/17	5.2%	5% - 10%	Green	↓	Improved			
2017/18		5% - 10%						

**Commentary:** In line with government guidelines, Wokingham Borough Council aims to maintain a 5% surplus capacity in schools to facilitate parental preferences. Based on published 2016/17 statistics from Department for Education, Wokingham borough is currently maintaining its 5% surplus capacity for primary school places. Whilst capacity is being maintained in the borough, in 2016/17 21 schools were full or reported having pupils in excess of school capacity.

**KPI EA16ii : School capacity in state-funded secondary schools in Wokingham Borough**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b> Jim Leivers		<b>Executive Member:</b> Pauline Helliar-Symons		<b>RAG:</b> AMBER	
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National		<b>Benchmark:</b> England surplus capacity 16.1% 2016/17		
<b>RAG Threshold:</b>		Green if between 5% and 10%		Amber if less than 4%, or more than 10%		Red if less than 3%, or more than 15%		
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>				
2014/15	10.9%	5% - 10%	Amber					
2015/16	10.6%	5% - 10%	Amber	↓	Improved			
2016/17	10.9%	5% - 10%	Amber	↑	Deteriorated			
2017/18		5% - 10%						

**Commentary:** For secondary schools, surplus capacity remains higher nationally than for primary schools. Historically Wokingham borough has gained more primary age pupils. However recent secondary school projects are now creating a local draw to the area with more secondary school children migrating to Wokingham borough schools from outside the borough. 2017/18 secondary school uptake is expected to increase; hence reducing surplus capacity due to Bohunt school now offering 1,200 places this year.

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

**KPI EA17: Achievement gap between pupils eligible for FSM and all other pupils in Key Stage 1 teacher assessments**

<b>Reporting frequency:</b>		ANNUAL, ACADEMIC YEAR	<b>Director:</b> Jim Leivers		<b>Executive Member:</b> Pauline Helliar-Symons		<b>INFORMATION ONLY</b>				
<b>Service:</b>		Children's Services		<b>Indicator Type:</b> National		<b>Benchmark:</b> N/A					
<b>READING</b>			<b>WRITING</b>			<b>MATHEMATICS</b>			<b>SCIENCE</b>		
<b>Period</b>	<b>Actual</b>	<b>Trend</b>	<b>Period</b>	<b>Actual</b>	<b>Trend</b>	<b>Period</b>	<b>Actual</b>	<b>Trend</b>	<b>Period</b>	<b>Actual</b>	<b>Trend</b>
2016	30		2016	30		2016	25		2016	25	
2017	23	Improved	2017	24	Improved	2017	23	Improved	2017	21	Improved
2018			2018			2018			2018		

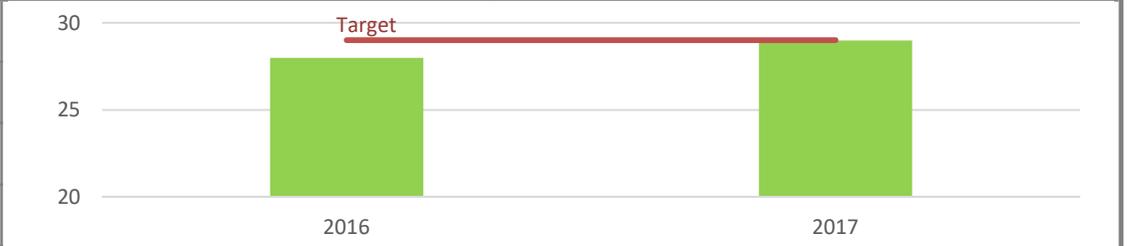
**Commentary:** Achievement gap is calculated as the difference between the percentage of pupils known to be eligible & claiming free school meals who reached the expected standard in Key Stage 1, compared to all other pupils.

KPI EA18: Achievement gap between SEN pupils and all other pupils in Key Stage 1 teacher assessments													
Reporting frequency:		ANNUAL, ACADEMIC YEAR		Director:		Jim Leivers		Executive Member:		Pauline Helliari-Symons		INFORMATION ONLY	
Service:		Children's Services		Indicator Type:		National		Benchmark:				National percentage point gap 2017:	
READING			WRITING			MATHEMATICS			SCIENCE				
Period	Actual	Trend	Period	Actual	Trend	Period	Actual	Trend	Period	Actual	Trend		
2016	31		2016	42		2016	30		2016	3			
2017	34	Deteriorated	2017	40	Improved	2017	29	Improved	2017	17	Deteriorated		
2018			2018			2018			2018				

**Commentary:** Achievement gap is calculated as the difference between the percentage of SEN pupils (categorised by Department for Education as having a statement or Education, Health & Care Plan or receiving SEN support) who reached the expected standard in Key Stage 1, compared to all other pupils.

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															
Reporting frequency:		ANNUAL, ACADEMIC YEAR		Director:		Jim Leivers		Executive Member:		Pauline Helliari-Symons		RAG:		GREEN	
Service:		Children's Services		Indicator Type:		National		Benchmark:				Statistical neighbours 29.5 (2017), national 17 (2017)			
RAG Threshold:		Green if 29% or less			Amber if between 30% and 35%			Red if more than 35%							

Period	Actual	Target	RAG	Direction of Travel (Trend)	
2016	28	29	Green		
2017	29	29	Green	↑	Deteriorated
2018					



**Commentary:** 2018 performance information is expected to be published in September 2018. The target is set to achieve performance in line with statistical neighbouring authorities.

KPI EA20: Achievement gap between SEN pupils and all other pupils reaching the expected standard in Reading, Writing and Mathematics at Key Stage 2													
Reporting frequency:		ANNUAL, ACADEMIC YEAR		Director:		Jim Leivers		Executive Member:		Pauline Helliari-Symons		INFORMATION ONLY	
Service:		Children's Services		Indicator Type:		National		Benchmark:				National achievement gap: 17 (2017)	
Period	Actual	Target	RAG	Direction of Travel (Trend)		Commentary: 2018 performance information is expected to be published in September 2018? 2016 Wokingham borough performance data could not be published due to small numbers of SEN pupils to protect confidentiality.							
2016	X												
2017	33												
2018													

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															
Reporting frequency:		ANNUAL, ACADEMIC YEAR		Director:		Jim Leivers		Executive Member:		Pauline Helliari-Symons		RAG:		RED	
Service:		Children's Services		Indicator Type:		National		Benchmark:				National - 24 (2017)			
RAG Threshold:		Green if 24% or less			Amber if between 25% and 29%			Red if more than 29%							
Period	Actual	Target	RAG	Direction of Travel (Trend)		Commentary & Target Setting: 2018 performance information is expected to be published in November 2018. The target is set to achieve performance in line with national trends.									
2016	N/A	N/A	N/A	N/A	N/A										
2017	34	24	Red	N/A	N/A										
2018															

**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**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Philip Mirfin	<b>Planned completion:</b>	December 2018
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	N/A	<b>RAG:</b>	<b>GREEN</b>
<b>RAG Threshold:</b>	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.
<b>Period</b>	<b>Key Milestones (Targets)</b>			<b>Delivered Actions</b>		<b>RAG</b>	<b>DoT</b>
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	Static
Q2 2018/19	On-going construction programme. Including footpath works along Peach Street frontage						
Q3 2018/19	On-going construction programme. Completion of commercial construction and public spaces Nov/Dec 2018.						
Q4 2018/19	Handover of key working housing to Wokingham Housing Ltd						

**Commentary:** Work at Peach Place continues to progress well with the contractor on target to complete by December 2018.

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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Philip Mirfin	<b>Planned completion:</b>	2020
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	N/A	<b>RAG:</b>	<b>GREEN</b>
<b>RAG Threshold:</b>	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.
<b>Period</b>	<b>Key Milestones (Targets)</b>			<b>Delivered Actions</b>		<b>RAG</b>	<b>DoT</b>
Q1 2018/19	On-going construction programme, including commencement of site preparation and groundwork 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	Static
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.						
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						

**KPI R3:** To update on Wokingham regeneration project - Carnival Pool Phase 2 DEFERRED UNTIL 2019/20

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Philip Mirfin	<b>Planned completion:</b>	2022
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	N/A	<b>RAG:</b>	N/A

**Commentary:** 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 dependent on completion of Bulmershe Leisure Centre. Hence this measure will be deferred for 2018/19 and reported next financial year.

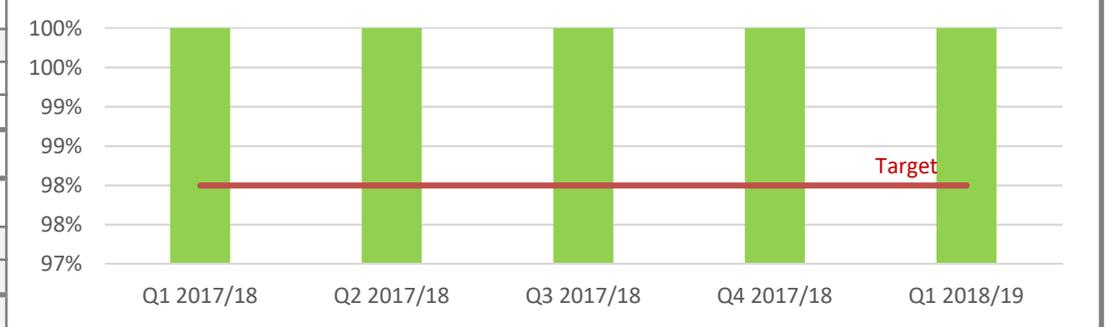
**Key Actions:** Work in partnership with our towns & parish councils to enable growth and community development. Work closely with town & parish councils to support local communities, including developing some early pilots for joint/delegated service delivery and joint investment priorities. (Strong 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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Simon Weeks	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local	<b>Benchmark:</b>	N/A		

**RAG Threshold:** Green if 98% or more      Amber if between 90% and 97%      Red if less than 90%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	100%	98%	Green		
Q2 2017/18	100%	98%	Green		Static
Q3 2017/18	100%	98%	Green		Static
<b>Q4 2017/18</b>	<b>100%</b>	<b>98%</b>	<b>Green</b>	→	<b>Static</b>
Q1 2018/19	100%	98%	Green	→	Static
Q2 2018/19		98%			
Q3 2018/19		98%			
<b>Q4 2018/19</b>		<b>98%</b>			



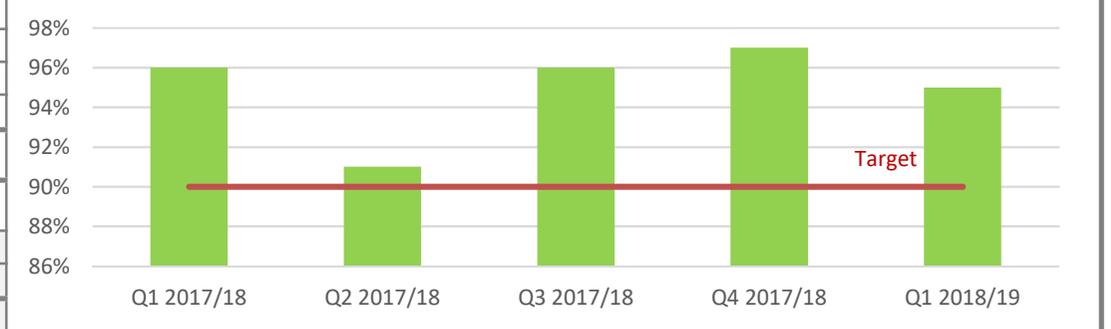
**Commentary & Target Setting:** Total Community Infrastructure Levy funds are committed to projects in the Wokingham Borough Council area, guided by REG 123 listing. The 2018/19 target remains the same as set for the previous year.

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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Simon Weeks	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local	<b>Benchmark:</b>	N/A		

**RAG Threshold:** Green if 90% or more      Amber if between 80% and 89%      Red if less than 80%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	96%	90%	Green		
Q2 2017/18	91%	90%	Green		Deteriorated
Q3 2017/18	96%	90%	Green		Improved
<b>Q4 2017/18</b>	<b>97%</b>	<b>90%</b>	<b>Green</b>	↑	<b>Improved</b>
Q1 2018/19	95%	90%	Green	↓	Deteriorated
Q2 2018/19		90%			
Q3 2018/19		90%			
<b>Q4 2018/19</b>		<b>90%</b>			

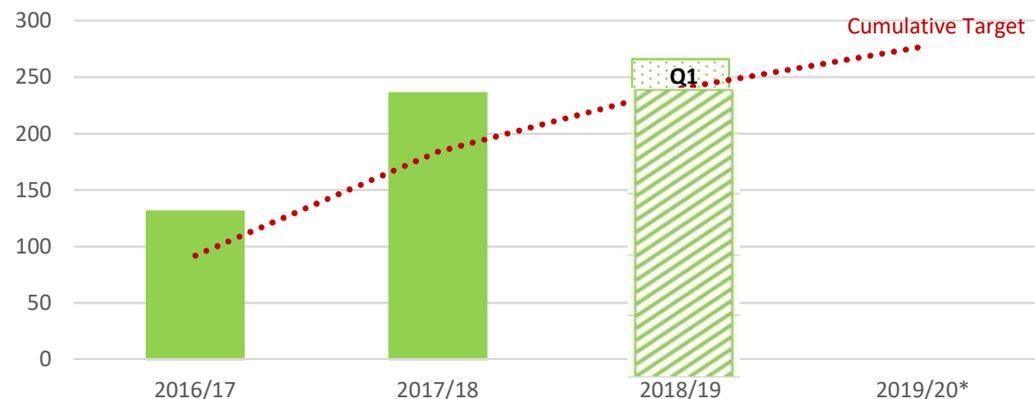


**Commentary & Target Setting:** Triggered Section 106 funds allocation of 95% in Quarter 1 2018/19, to confirm further affordable housing and highways commitments to improve allocations going forward. The local target set for 2018/19 remains the same as set for the previous year.

**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**

<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Stuart Munro	<b>RAG:</b> GREEN
<b>Service:</b>		Locality & Customer		<b>Indicator Type:</b> Local	<b>Benchmark:</b> Comparable with other Berkshire Local Authorities.	
<b>RAG Threshold:</b>		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)		
<b>2016/17 Year End</b>	<b>131</b>	<b>92</b>	<b>Green</b>			
Q1 2017/18	39	23	Green			
Q2 2017/18	10	23	Red	Deteriorated		
Q3 2017/18	28	23	Green	Improved		
Q4 2017/18	28	23	Green	Static		
<b>2017/18 Year End</b>	<b>105</b>	<b>92</b>	<b>Green</b>	↓ Deteriorated		
Q1 2018/19	30	14	Green	Deteriorated		
Q2 2018/19		14				
Q3 2018/19		14				
Q4 2018/19		14				
<b>2017/18 Year End</b>		<b>56</b>				



**Commentary & Target setting:** Quarter 1 performance for 2018/19 is above target, despite less young people being given employment support than quarter 1 in the previous year. 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 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.

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

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



**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

<b>Reporting frequency:</b>	QUARTERLY		<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Stuart Munro	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>	Corporate Services		<b>Indicator Type:</b>	Local		<b>Benchmark:</b>	N/A	
<b>RAG Threshold:</b>	Green if 96 or more (24 or more per quarter)			Amber if between 60 and 95 (between 15 and 23 per quarter)			Red if less than 60 (less than 15 per quarter)	
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>				
Q1 2017/18	23	0	Green	↑	Deteriorated			
Q2 2017/18	3	0	Red		Improved			
Q3 2017/18	45	0	Green		Deteriorated			
Q4 2017/18	6	0	Red					
<b>2017/18 Year End</b>	<b>77</b>	<b>70</b>	<b>Green</b>		<b>Improved</b>			
Q1 2018/19	22	0	Amber	↑	Improved			
Q2 2018/19		0						
Q3 2018/19		0						
Q4 2018/19		0						
<b>2018/19 Year End</b>		<b>96</b>						

**Commentary & Target Setting:** The measure has been revised to focus on engagement with all businesses in Wokingham borough rather than the previous focus in 2017/18 on engagement with 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.

**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.

<b>Reporting frequency:</b>	QUARTERLY		<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Stuart Munro	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Corporate Services		<b>Indicator Type:</b>	Local, Project		<b>Benchmark:</b>	N/A	
<b>RAG Threshold:</b>	Green if on schedule			Amber if delays of up to 2 months			Red if delays over 2 months	
<b>Period</b>	<b>Key Milestones (Targets)</b>			<b>Delivered Actions</b>			<b>RAG</b>	<b>DoT</b>
Q1 2018/19	Executive approval to Phase 2+			Executive approval given			Green	
Q2 2018/19	Submit planning application for Phase 1 (former Cockayne Court).							
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.							

**Commentary:** The project is currently on track for Quarter 1 2018/19.

**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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Stuart Munro	TO BE REPORTED FROM Q2
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	N/A	

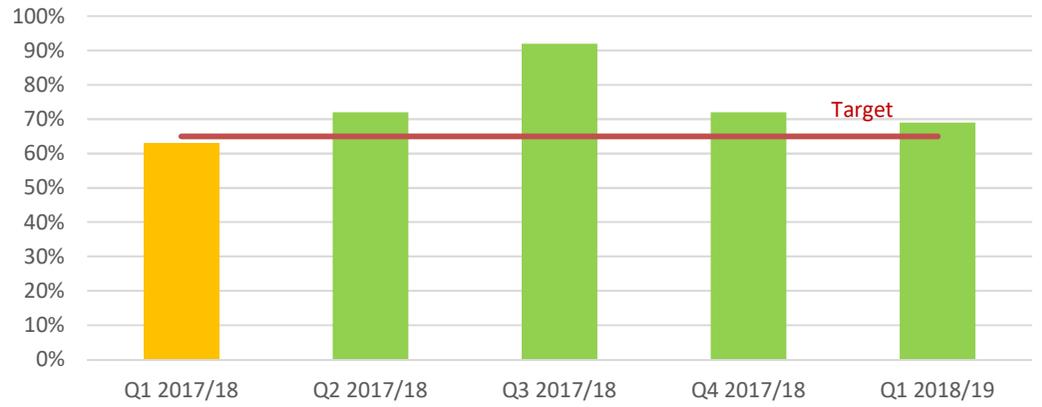
**KPI SC2:** SDL Infrastructure Update on Community Projects

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>		TO BE REPORTED FROM Q2
<b>Service:</b>	Customer & Locality	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	N/A	

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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Simon Weeks	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local	<b>Benchmark:</b>	N/A		
<b>RAG Threshold:</b>	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	Improved
Q3 2017/18	92%	65%	Green	Improved
Q4 2017/18	72%	65%	Green	Deteriorated
<b>2017/18 Year End</b>	<b>75%</b>	<b>65%</b>	<b>Green</b>	<b>Improved</b>
Q1 2018/19	69%	65%	Green	Deteriorated
Q2 2018/19		65%		
Q3 2018/19		65%		
Q4 2018/19		65%		
<b>2018/19 Year End</b>		65%		

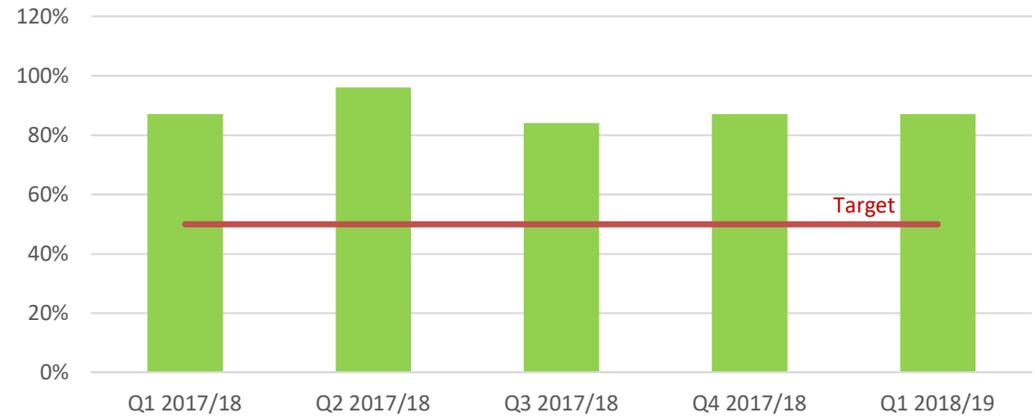


**Commentary & Target Setting:** There has been some minor fluctuation in the level of appeals dismissed but this is expected during the year. The target for 2018/19 remains the same as set for the previous year; this is in-line with national performance and is considered appropriate given the varying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

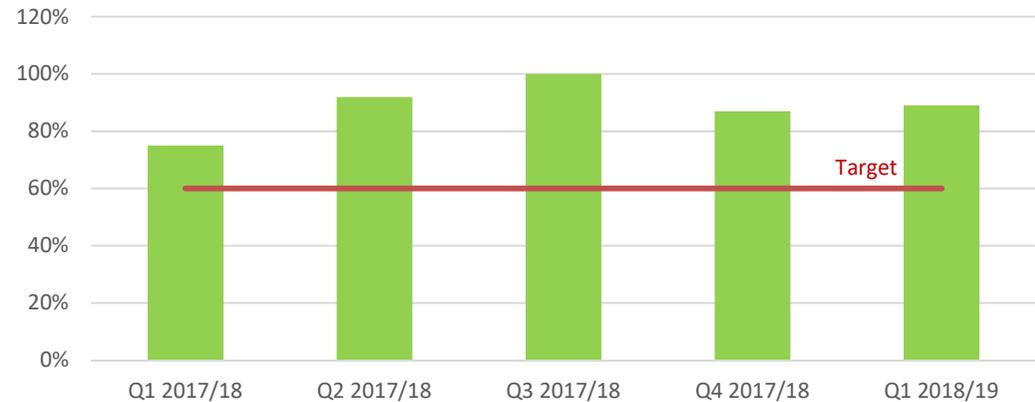
<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Simon Weeks	<b>RAG:</b> GREEN
<b>Service:</b>		Locality & Customer		<b>Indicator Type:</b>	Local	<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		Green if 50% or more		Amber if between 47.50% and 49.99%		Red if less than 47.50%
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	87%	50%	Amber			
Q2 2017/18	96%	50%	Green		Improved	
Q3 2017/18	84%	50%	Green		Improved	
Q4 2017/18	87%	50%	Green		Deteriorated	
<b>2017/18 Year End</b>	<b>89%</b>	<b>50%</b>	<b>Green</b>	↑	<b>Improved</b>	
Q1 2018/19	87%	50%	Green	→	Static	
Q2 2018/19		50%				
Q3 2018/19		50%				
Q4 2018/19		50%				
<b>2018/19 Year End</b>		<b>50%</b>				



**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)**

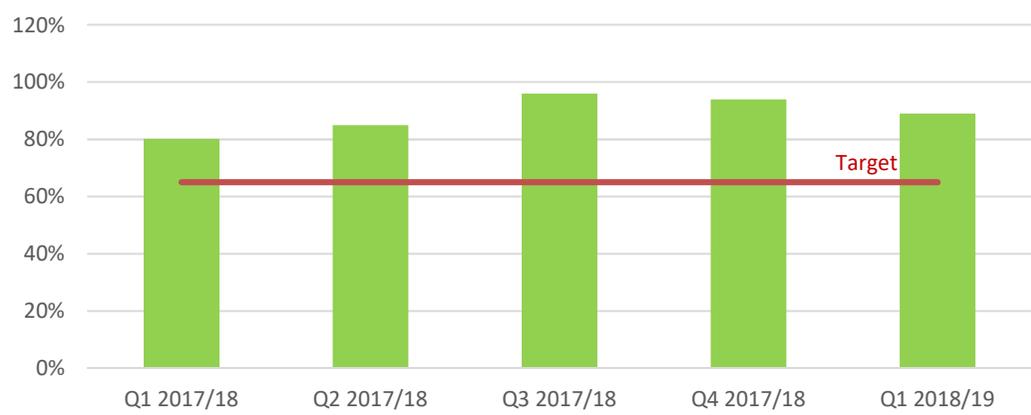
<b>Reporting frequency:</b>		QUARTERLY		<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Simon Weeks	<b>RAG:</b> GREEN
<b>Service:</b>		Locality & Customer		<b>Indicator Type:</b>	Local	<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		Green if 60% or more		Amber if between 50% and 59%		Red if less than 50%
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		
Q1 2017/18	75%	60%	Green			
Q2 2017/18	92%	60%	Green		Improved	
Q3 2017/18	100%	60%	Green		Improved	
Q4 2017/18	87%	60%	Green		Deteriorated	
<b>2017/18 Year End</b>	<b>89%</b>	<b>60%</b>	<b>Green</b>	↑	<b>Improved</b>	
Q1 2018/19	89%	60%	Green	↑	Improved	
Q2 2018/19		60%				
Q3 2018/19		60%				
Q4 2018/19		60%				
<b>2018/19 Year End</b>		<b>60%</b>				



**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)**

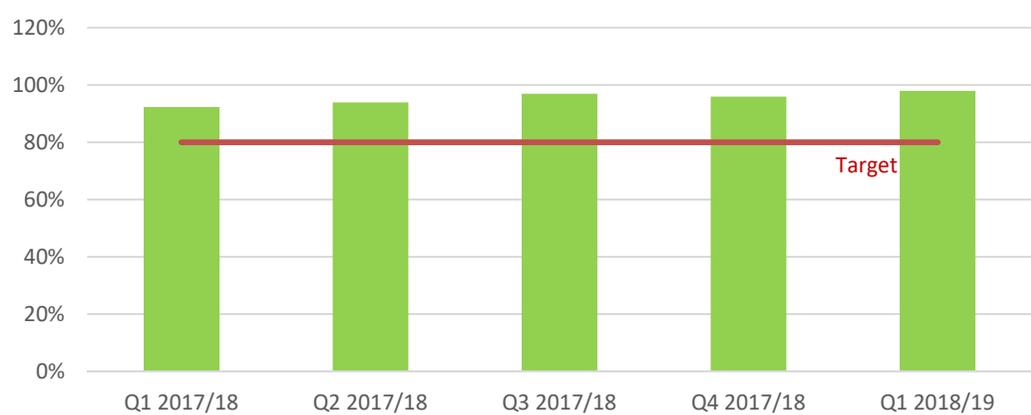
<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Simon Weeks	<b>RAG:</b> GREEN
<b>Service:</b>		Locality & Customer	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		Green if 65% or more		Amber if between 55% and 64%	Red if less than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



**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)**

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Simon Weeks	<b>RAG:</b> GREEN
<b>Service:</b>		Locality & Customer	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		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		Improved
Q3 2017/18	97%	80%	Green		Improved
Q4 2017/18	96%	80%	Green		Deteriorated
<b>2017/18 Year End</b>	<b>95%</b>	<b>80%</b>	<b>Green</b>	↑	<b>Improved</b>
Q1 2018/19	98%	80%	Green	↑	Improved
Q2 2018/19		80%			
Q3 2018/19		80%			
Q4 2018/19		80%			
<b>2018/19 Year End</b>		<b>80%</b>			



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

**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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Norman Jorgensen	INFORMATION REPORTED FROM Q2
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	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).

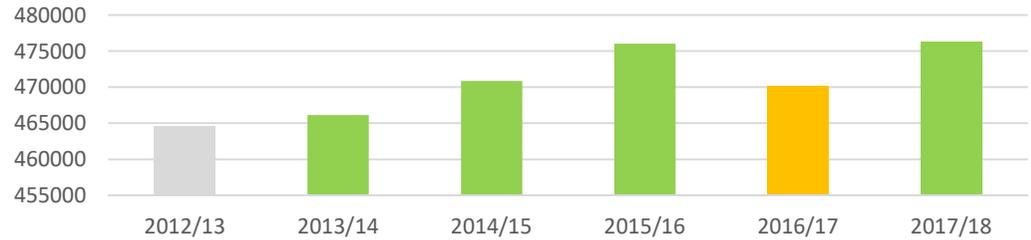
The Public Protection Partnership Strategic Assessment Summary, published in February 2018, highlighted a number of actions to be delivered through the Control Strategy. These actions align to the current themes of the Inter Authority Agreement (signed by all parties – sets out the aims and objectives 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 performance measures are being established for the partnership to monitor progress with delivering the objectives set out in the Control Strategy. A summary will be provided in the next quarterly report on current partnership performance, agreed actions from committee and where available, specific updates relating to Wokingham Borough.

**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

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Norman Jorgensen	<b>RAG:</b>	GREEN
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local	<b>Benchmark:</b>	N/A		
<b>RAG Threshold:</b>	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		



**Commentary & Target Setting:** The target assigned for 2018/19 aims to maintain or improve on previous performance compared to the previous year. With a national decline in library visits, if visits to Wokingham borough libraries remain static or improve this is considered to be on target.

There was a decline in visits during 2016/17 due to the closure of each of the borough's largest libraries for a week each to install self-service technology. This year, Maiden Erlegh library has closed; which received an average of around 23,000 visits per year. So it is forecast that the previous target of maintaining or increasing library visits in 2018/19 will not be achieved this year due to the impact of the library closure. Visits include library services which are delivered to customers in their home or library events (such as Dinton Pastures rhymetime in the park).

**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 - *forecast of year end position based on current quarterly estimates*

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Josie Wragg		<b>Executive Member:</b> Norman Jorgensen		<b>RAG:</b> <b>AMBER</b>	
<b>Service:</b>		Locality & Customer		<b>Indicator Type:</b> National		<b>Benchmark:</b> Worse than England (557.3kgs) 2016/17		
<b>RAG Threshold:</b>		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			
<b>2017/18 Year End</b>	<b>672.14</b>	<b>665.00</b>	<b>Amber</b>	↑	<b>Improved</b>			
Q1 2018/19	174.36	166.25	Amber	↓	Deteriorated			
Q2 2018/19		166.25						
Q3 2018/19		166.25						
Q4 2018/19		166.25						
<b>2018/19 Year End</b>		<b>665.00</b>						

**Commentary & Target Setting:** The 2018/19 target remains the same as the previous year. Annual 2017/18 performance has improved from the previous year. Q1 2018/19 performance is slightly off target and reported as Amber. Please note these figures are provisional and subject to change.

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

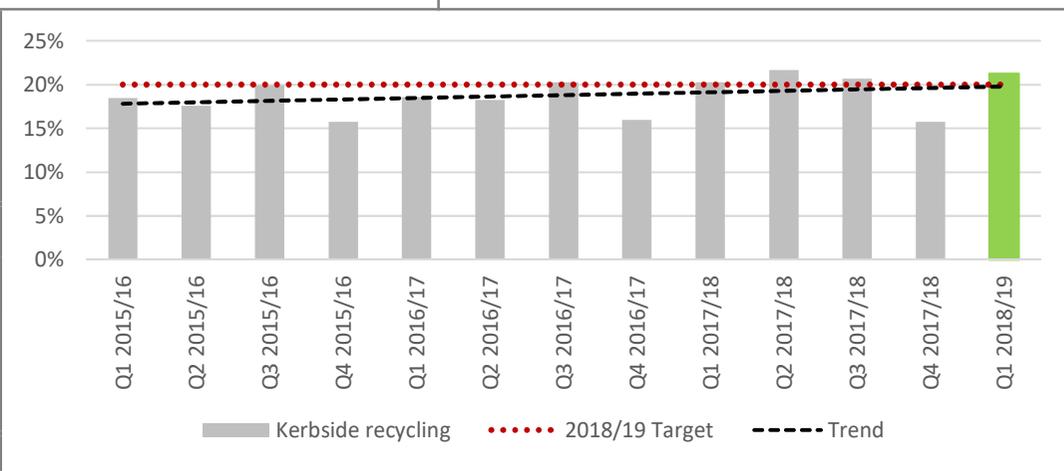
<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Josie Wragg		<b>Executive Member:</b> Norman Jorgensen		<b>RAG:</b> <b>GREEN</b>	
<b>Service:</b>		Locality & Customer		<b>Indicator Type:</b> National		<b>Benchmark:</b> Worse than England (43.7%) 2016/17		
<b>RAG Threshold:</b>		Green if 42% or more		Amber if between 40% - 41%		Red if 39% or less		
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	41.5%	42.0%	Amber	↓	Deteriorated			
Q2 2017/18	41.6%	42.0%	Green		Improved			
Q3 2017/18	40.0%	42.0%	Red		Deteriorated			
Q4 2017/18	32.4%	42.0%	Red		Improved			
<b>2017/18 Year End</b>	<b>39.0%</b>	<b>42.0%</b>	<b>Red</b>	↓	<b>Deteriorated</b>			
Q1 2018/19	42.1%	42.0%	Green	↑	Improved			
Q2 2018/19		42.0%						
Q3 2018/19		42.0%						
Q4 2018/19		42.0%						
<b>2018/19 Year End</b>		<b>42%</b>						

**Commentary & Target Setting:** The target remains at 42% for 2018/19. Quarter 1 performance is showing an improvement compared to the previous year and provisional figures indicate performance is on track to achieve the assigned target. Provisional figures are subject to change. Please note performance in quarters 3 and 4 will deteriorate, 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**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Norman Jorgensen	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local	<b>Benchmark:</b>	N/A		
<b>RAG Threshold:</b>	Green if 20% or above		Amber if between 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
<b>2017/18 Year End</b>	<b>19.7%</b>			↑ Improved
Q1 2018/19	21.3%	20.0%	Green	↑ Improved
Q2 2018/19		20.0%		
Q3 2018/19		20.0%		
Q4 2018/19		20.0%		
<b>2018/19 Year End</b>		<b>20.0%</b>		



**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%) and initial figures for Quarter 1 2018/19 suggest this trend to further improve for this financial year.

**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**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Norman Jorgensen
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	N/A
<b>RAG Threshold:</b>	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:** AMBER

**Commentary:** Ryeish Green Sports Hub is due to open on 10th August 2018 offering a state-of-the-art fitness suite, dance studio and full size 3G pitch. The project is currently two weeks behind schedule. The reason for the slight delay is due to some issues occurring with utilities and cold and wet weather caused earlier in the year.

**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.			
Q3 2018/19	Onsite work to commence Nov 2018. Expected duration 18 months.			
Q4 2018/19				

**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**

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Simon Weeks, Stuart Munro	
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>	National	<b>Benchmark:</b>		
<b>RAG Threshold:</b>	Green if 6+ years deliverable supply		Amber if between 5-6 years deliverable supply		Red if less than 5 years deliverable supply.	
<b>Period</b>	<b>Actual</b>		<b>Target</b>		<b>RAG</b>	<b>DoT</b>
2017/18	6.68 years (as at 30th November 2017)		5 years		GREEN	
2018/19			6 years			

**Commentary:** The Council has used a housing need of 894 additional homes per annum (from 2013/14) as the basis for calculating the land supply position. This figure has been preferred by inspectors through the planning appeals. The Council has historically applied the 20% NPPF buffer to reflect previous under delivery, however there is a clear trend of improvement over recent years which supports the use of a 5% National Planning Policy Framework (NPPF) buffer. The most recent assessment based at 30th November 2017 concluded a deliverable land supply of 6.68 years applying the 5% NPPF buffer, or 5.84 years if the buffer is retained.

On 24th July 2018, the government published a revised NPPF. This amends the way the NPPF buffer is applied, with delivery performance considered over a three year period. A standard methodology for calculating housing need was also confirmed. Under the revised NPPF, the Council is required to apply a 5% buffer as a result of good delivery over the last three years. The standard methodology is also expected to result in a lower housing need when the latest ONS household projections are published in September 2018.

**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 Relief Road

**KPI T2:** North Wokingham Distributor Road

**KPI T3:** South Wokingham Distributor Road

**KPI T4:** Nine Mile Ride extension (South)

**KPI T5:** Lower Earley Way dualling

**KPI T6:** Winnersh Relief Road Phase 2

**KPI T7:** Barkham Bridge

**KPI T8:** California Crossroads

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Anthony Pollock	TO BE REPORTED FROM Q2
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b> N/A

**Commentary:** A review of the major scheme performance reporting is currently underway, as agreed by the Highway Management Board. It is hoped that project updates will resume from Quarter 2 onwards.

**Key Actions:** Deliver new and improved park and ride sites at Thames Valley Park/ Winnersh Parkway

**KPI T9:** Thames Valley Park & Ride - Progress Update

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Anthony Pollock	<b>RAG:</b> GREEN
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>	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 topological survey. Ecological work has commenced and is ongoing.	Green	N/A
Q2 2018/19	Detailed design work to commence	This work has commenced and is currently on-going.		
Q3 2018/19	Start of implementation - November 2018			
Q4 2018/19				

**Commentary:** Work is underway for the Thames Valley Park and Ride. All milestones for quarter 1 2018/19 have been achieved and the project is currently on target. The contract is expected to be fully complete for September 2019.

**KPI T10: Winnersh Parkway Park & Ride - Progress Update**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Anthony Pollock	TO BE REPORTED FROM Q2
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b> N/A		

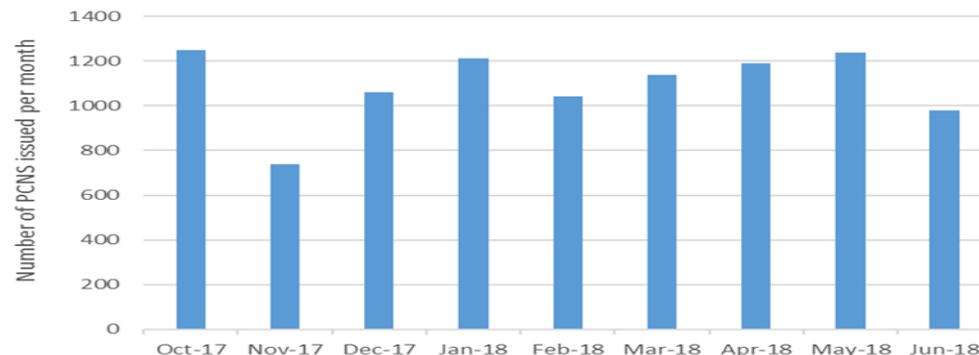
**Key Actions:** Continue to exercise our Civil Parking Enforcement powers to improve the safety of our roads, ensure that parking is fair and reduce anti-social parking

**KPI T11: Civil Parking Enforcement under the Traffic Management Act - Number of Penalty Charge Notices (PCNS) issued in Wokingham Borough**

<b>Reporting frequency:</b>	MONTHLY	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Anthony Pollock	INFORMATION ONLY
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local	<b>Benchmark:</b> N/A		

**RAG Threshold:** Not applicable - no targets are assigned to this measure.

Period	Actual	Target	RAG	Direction of Travel (Trend)
Oct-17	1249	No target or RAG rating assigned to this measure		
Nov-17	737			Decreased
Dec-17	1062			Increased
Jan-18	1213			Decreased
Feb-18	1043			Decreased
Mar-18	1138			Increased
Apr-18	1189			Increased
May-18	1238			Increased
Jun-18	979			Decreased

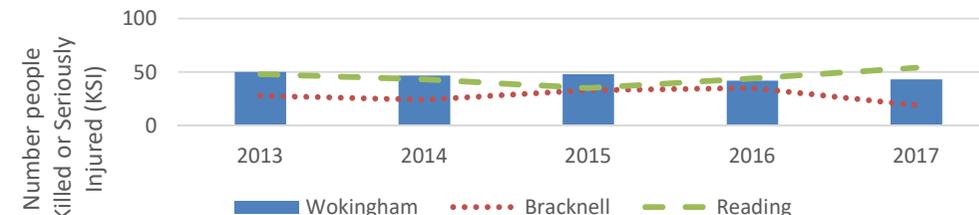


**KPI T12: Number of people killed or seriously injured from road traffic collisions in Wokingham borough**

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Anthony Pollock	INFORMATION ONLY
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	National	<b>Benchmark:</b> N/A		

**RAG Threshold:** No target or RAG rating assigned to this measure

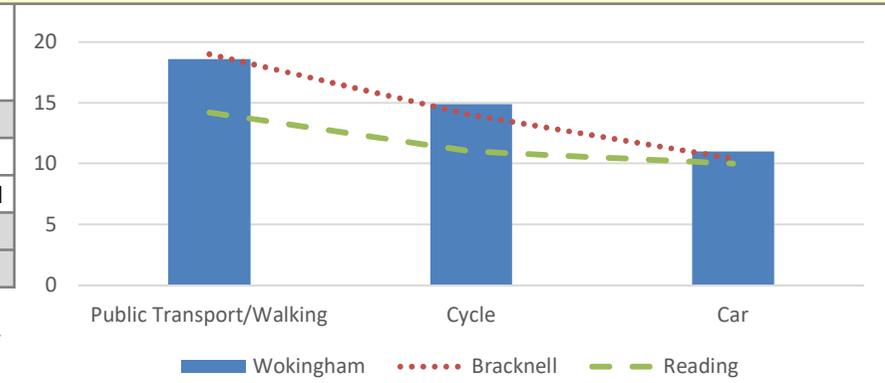
Period	Actual	Target	RAG	Direction of Travel (Trend)
2013	50	No target or RAG rating assigned to this measure		
2014	47			Decreased
2015	48			Increased
2016	42			Decreased
2017	43			Increased
2018				



**KPI T13: Average minimum travel time to reach the nearest key services by car**

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Anthony Pollock	INFORMATION ONLY
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	National	<b>Benchmark:</b> N/A		
<b>RAG Threshold:</b>	No target or RAG rating assigned to this measure					

Period	Public Transport/ Walking		Cycle		Car	
2014	18.0		14.4		10.5	
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 T14: To update on delivered objectives for 2018/19 for the Local Transport Plan**

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Josie Wragg	<b>Executive Member:</b>	Anthony Pollock	<b>RAG:</b>	GREEN
<b>Service:</b>	Locality & Customer	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b> N/A			
<b>RAG Threshold:</b>	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. Planned public consultation on Local Transport Vision expected to commence early 2019, alongside first consultation for Local Plan.	Initial work underway to develop Local Transport Vision and Objectives.	Green	
Q2 2018/19				
Q3 2018/19				
Q4 2018/19	Following completion of public consultation, work to commence on full Local Transport Plan.			

**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)

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Martin Sloan	<b>Executive Member:</b>	Richard Dolinski	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Peoples Services	<b>Indicator Type:</b>	Local, Project	<b>Benchmark:</b>	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 metric 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. The measure under-performing currently relates to non-elective admissions. Despite performance in this area being below the national position, the four Berkshire West CCGs are in the top 10 out of 211 CCGs for lowest numbers of NEAs and Wokingham ranks 3rd in England for lowest numbers of NEAs. The new partners board has met three times so far this year and is being chaired by the Lead Member for Adult Social Care.

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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Martin Sloan	<b>Executive Member:</b>	Richard Dolinski	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>	People's Services	<b>Indicator Type:</b>	National	<b>Benchmark:</b>	National - 82.5%, South East - 83.7% (2016/17)		
<b>RAG Threshold:</b>	Green if 76% or more		Amber if between 72% and 75%		Red if less than 72%		

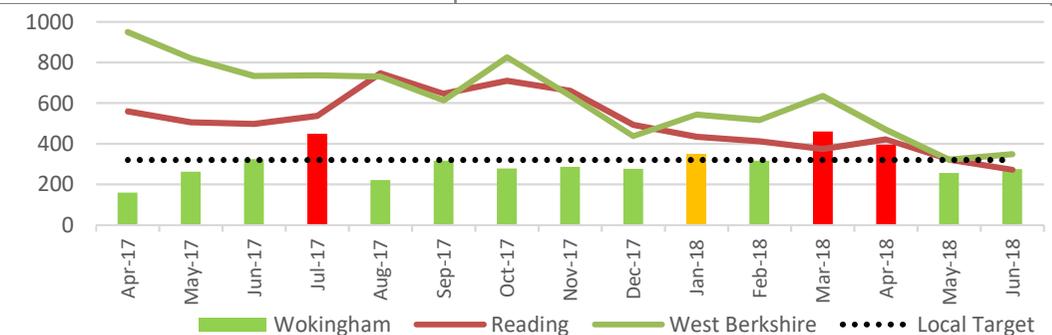
Period	Actual	Target	RAG	Direction of Travel (Trend)	<b>Commentary &amp; Target Setting:</b> Performance has deteriorated in the last two years. Hence the target for 2017/18 reflects the aim to improve performance from the previous year. Historic quarterly information, as well as national trend data, will be included from Q2 if available.
2016/17 Full Year	72.7%				
2017/18 Full Year	71.4%			 Deteriorated	
Q1 2018/19	73.9%	76%	Amber	 Improved	
2018/19 Year End		76%			

**KPI VP1ii:** Rate of permanent admissions to residential care per 100,000 population (65+)

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Martin Sloan	<b>Executive Member:</b>	Richard Dolinski	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	People's Services	<b>Indicator Type:</b>	National	<b>Benchmark:</b>	National - 610.7, South East - 565.4 (2016/17)		
<b>RAG Threshold:</b>	To be confirmed						

Period	Actual	Target	RAG	Direction of Travel (Trend)	<b>Commentary &amp; Target Setting:</b> permanent admissions to care homes for Quarter 1 2018/19 in total were 18, which is 10 less than Quarter 1 in 2017/18 and within target of 33.
Q1 2018/19	18	33	Green	N/A	
Q2 2018/19					
Q3 2018/19					
Q4 2018/19					
2018/19					

KPI VP1iii: Delayed Transfers of Care (delayed days)						
<b>Reporting frequency:</b>		MONTHLY	<b>Director:</b> Martin Sloan		<b>Executive Member:</b> Richard Dolinski	<b>RAG:</b> GREEN
<b>Service:</b>		People's Services	<b>Indicator Type:</b> National		<b>Benchmark:</b> Reading 272, West Berkshire 349 DTOCs (Jun-18)	
<b>RAG Threshold:</b>		Green if less than 320 per month	Amber if between 321 and 350 per month		Red if more than 350 per month	
Period	Actual	Target	RAG	Direction of Travel (Trend)		
2016/17	3751					
2017/18	3689			↓	Improved	
Apr-18	396	320	Red	↓	Improved	
May-18	256	320	Green	↓	Improved	
Jun-18	275	320	Green	↓	Improved	
2018/19		3840				

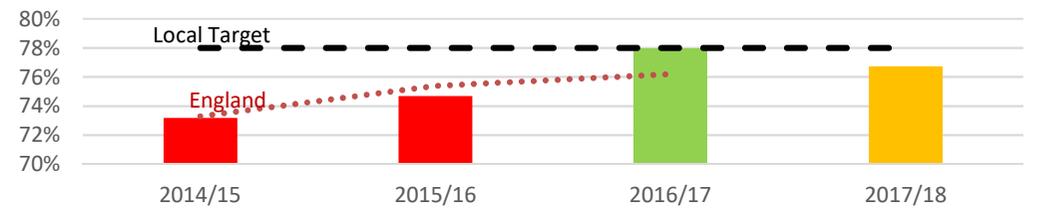


**Commentary & Target Setting:** The latest publication, by NHS Digital, is for June 2018 and was published on 9th August 2018. The next publication for July 2018 will be on 13th September 2018. Delayed days in April 2018 were high in Wokingham borough however this has reduced in recent months and generally fewer delays are occurring in Wokingham borough. In 2017/18 Wokingham borough had the lowest delayed transfers of care for the three Berkshire West Local Authorities.

KPI VP1iv: Non-elective admissions						
<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Martin Sloan		<b>Executive Member:</b> Richard Dolinski	<b>RAG:</b> AMBER
<b>Service:</b>		People's Services	<b>Indicator Type:</b> National		<b>Benchmark:</b> TBC	
<b>RAG Threshold:</b>		Green if target admissions or less	Amber if admissions within 5% off target		Red if admissions more than 5% off target.	
Period	Actual	Target	RAG	Direction of Travel (Trend)		
2016/17 Full Year						
2017/18 Full Year						
Q1 2018/19*	3421	3292	Amber	TBC	TBC	
2018/19 Year End						

**Commentary & Target Setting:** \*Data is currently only available for April 2018. Hence the figures quoted for Quarter 1 2018/19 are forecasts. It is currently forecast that non-elective admissions are nearly 4% above the plan although this is subject to change as further monthly actuals are published. Patients aged 70 years or over with one or more target conditions, are an area of focus. Admissions for this particular group has remained stable in April 2018 compared to the same period in 2017/18.

KPI VP2: Proportion of adults with a learning disability who live in their own home or with their family (ASCOF measure 1G)						
<b>Reporting frequency:</b>		ANNUAL	<b>Director:</b> Martin Sloan		<b>Executive Member:</b> Richard Dolinski	<b>RAG:</b> AMBER
<b>Service:</b>		People's Services	<b>Indicator Type:</b> National		<b>Benchmark:</b> Better than England (76.2%, 2016/17)	
<b>RAG Threshold:</b>		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.

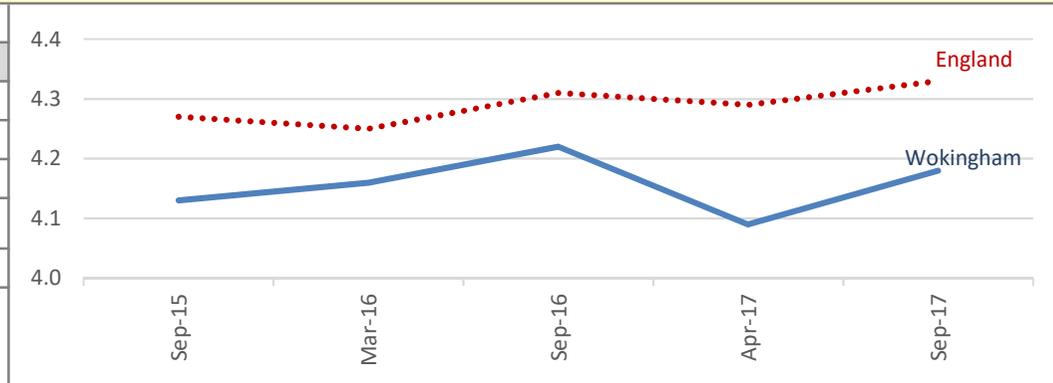
**Key Actions: Ensure high quality services and provision to support the needs of people with dementia, in response to local needs**

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

<b>Reporting frequency:</b>	BIANNUAL	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Richard Dolinski
<b>Service:</b>	Corporate Services - Public Health	<b>Indicator Type:</b>	Local	<b>Benchmark:</b> Better than England (4.33, Sep-17)	

**RAG Threshold:** No target or RAG rating assigned to this measure. INFORMATION ONLY

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Sep-15	4.13	No target or RAG rating assigned to this measure - for information only			
Mar-16	4.16			Deteriorated	
Sep-16	4.22			Deteriorated	
Apr-17	4.09			Improved	
Sep-17	4.18			Deteriorated	
Apr-18					



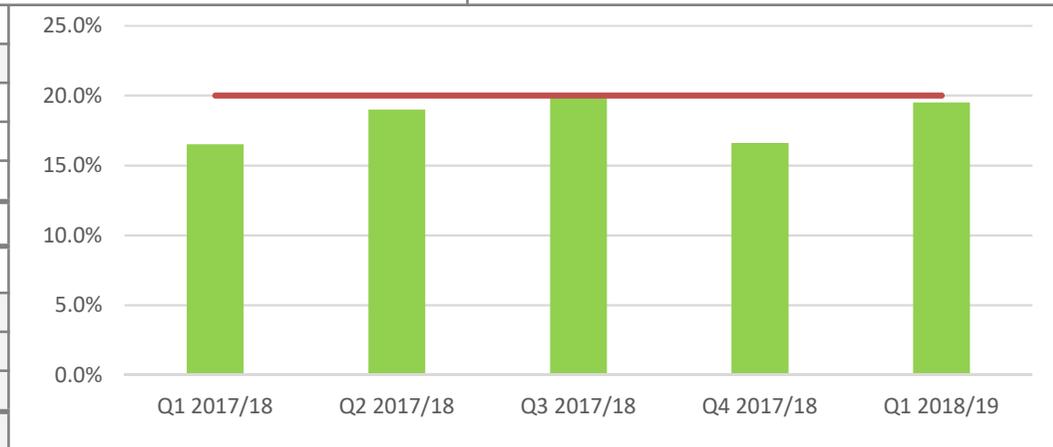
**Commentary:** Recorded dementia prevalence is the number of people with dementia recorded on their practice register, as a proportion of people (aged 65+) registered at each GP practice. April 2018 data expected to be published October 2018.

**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**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliard-Symons	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Children's Services	<b>Indicator Type:</b>	National	<b>Benchmark:</b> Statistical neighbours 22.6% (2016/17)			
<b>RAG Threshold:</b>	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
<b>2017/18 Year End</b>	<b>17.9%</b>	20%	<b>Green</b>	<b>Improved</b>
Q1 2018/19	19.5%	20%	Green	Deteriorated
Q2 2018/19		20%		
Q3 2018/19		20%		
Q4 2018/19		20%		
<b>2018/19 Year End</b>		20%		

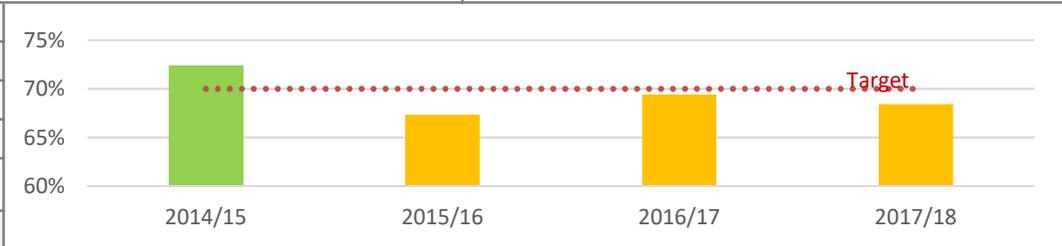


**Commentary & Target Setting:** The target set for 2018/19 remains the same as the previous year. The aim is to maintain performance this year and to perform better than statistical neighbouring authorities.

**KPI VP5:** Proportion of people who use services who feel safe (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 4A)

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Martin Sloan	<b>Executive Member:</b>	Richard Dolinski	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>	People's Services	<b>Indicator Type:</b>		National	<b>Benchmark:</b> Below England average - 70.1% (2016/17)		
<b>RAG Threshold:</b>	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					



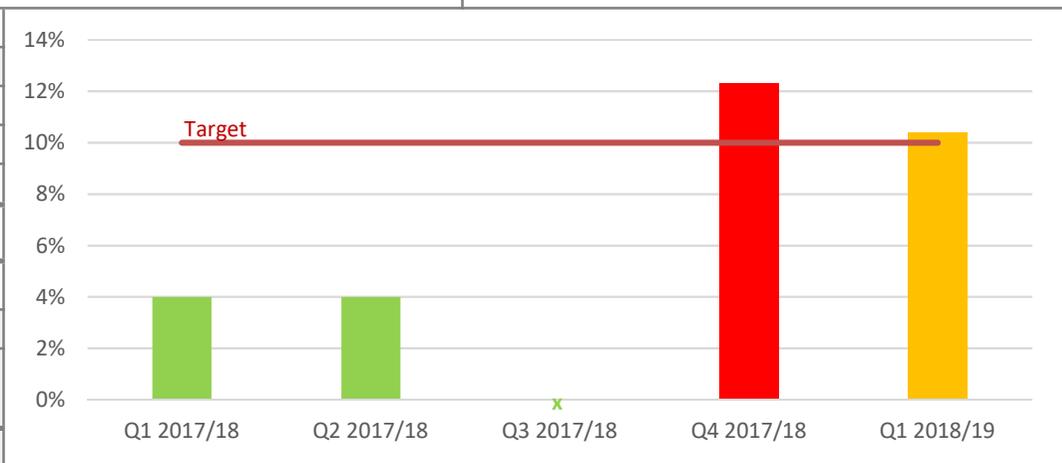
**Commentary & Target Setting:** The target for 2018/19 aims to improve local performance and be more in-line with other areas. Since this measure is based on a sample of service users' views, it is challenging to take action that directly impacts on the level of performance.

**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

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Jim Leivers	<b>Executive Member:</b>	Pauline Helliari-Symons	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>	Children's Services	<b>Indicator Type:</b>		Local	<b>Benchmark:</b> N/A		
<b>RAG Threshold:</b>	Green if 10% or less		Amber if between 10 and 15%			Red if more than 15%	

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	4.0%	10%	Green		
Q2 2017/18	4.0%	10%	Green		Static
Q3 2017/18	0.0%	10%	Green		Improved
Q4 2017/18	12.3%	10%	Amber		Deteriorated
<b>Year end 2017/18</b>	<b>6.3%</b>	<b>10%</b>	<b>Green</b>	↓	<b>Improved</b>
Q1 2018/19	10%	10%	Amber	↓	Improved
Q2 2018/19		10%			
Q3 2018/19		10%			
Q4 2018/19					
<b>Year end 2018/19</b>		<b>10%</b>			



**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 1 2018/19, 5 of 48 children became subject to the 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 Helliard-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									Improved
Q3 2017/18	18.2%	20%	Green									Deteriorated
Q4 2017/18	33.3%	20%	Red									Deteriorated
<b>2017/18 Year End</b>	<b>23.1%</b>	20%	<b>Amber</b>	↓	<b>Improved</b>							
Q1 2018/19	12.5%	20%	Green	↓	Improved							
Q2 2018/19		20%										
Q3 2018/19		20%										
Q4 2018/19		20%										
<b>2018/19 Year End</b>		20%										

**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 1 2018/19, 6 out of 48 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 Helliard-Symons	RAG:		GREEN	
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									Improved
Q3 2017/18	80%	65%	Green									Deteriorated
Q4 2017/18	43%	65%	Red									Deteriorated
<b>2017/18 Year End</b>	<b>46%</b>	65%	<b>Red</b>	↓	<b>Deteriorated</b>							
Q1 2018/19	77%	65%	Green	↑	Improved							
Q2 2018/19		65%										
Q3 2018/19		65%										
Q4 2018/19		65%										
<b>2018/19 Year End</b>		65%										

**Commentary & Target Setting:** The 2018/19 target remains the same as set for the previous year. The aim is for performance to improve compared to 2017/18. For quarter 1 2018/19, 10 out of 13 children leaving care achieved permanence.

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:		Jim Leivers	Executive Member:		Pauline Helliard-Symons	RAG:		RED
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)		90% 80% 70% 60% 50% 40% 30% 20% 10% 0%					
Q1 2017/18	76.4%	82%	Red								
Q2 2017/18	72.1%	82%	Red		Deteriorated						
Q3 2017/18	76.4%	82%	Red		Improved						
Q4 2017/18	78.0%	82%	Red		Improved						
<b>2017/18 Year End</b>	<b>75.8%</b>	<b>82%</b>	<b>Red</b>	↓	<b>Deteriorated</b>						
Q1 2018/19	65%	82%	Red	↓	Deteriorated						
Q2 2018/19		82%									
Q3 2018/19		82%									
Q4 2018/19		82%									
<b>2018/19 Year End</b>		<b>82%</b>									

**Commentary & Target Setting:** The 2018/19 target remains the same as set for the previous year with the aim of improving performance. Despite performance not achieving the target for Quarter 1, 85% of visits were completed within 15 days of the previous visit and all children are seen. When a delay occurs, it is only up to a maximum of 5 working days and there is justifiable reason for this, approved by service managers.

**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	Indicator Type:		Local	Benchmark:		N/A			
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			80 70 60 50 40 30 20 10 0					
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						
<b>2017/18 Year End</b>	<b>217</b>	<b>212</b>	<b>Green</b>	↕	<b>Improved</b>						
Q1 2018/19	42	53	Amber	↕	Deteriorated						
Q2 2018/19		53									
Q3 2018/19		53									
Q4 2018/19		53									
<b>2018/19 Year End</b>		<b>212</b>									

**Commentary & Target Setting:** Target remains the same with the aim to increase initial assessments carried out. Measure includes joint and separate carers' assessment.

**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 with meets the Decent Homes Standard**

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Richard Dolinski	<b>RAG:</b> GREEN
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b> Local, cumulative		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		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
<b>Q4 2017/18</b>	<b>99.9%</b>	<b>100%</b>	<b>Green</b>	→	<b>Static</b>
Q1 2018/19	99.4%	100%	Green	↓	Deteriorated
Q2 2018/19		100%			
Q3 2018/19		100%			
<b>Q4 2018/19</b>		100%			

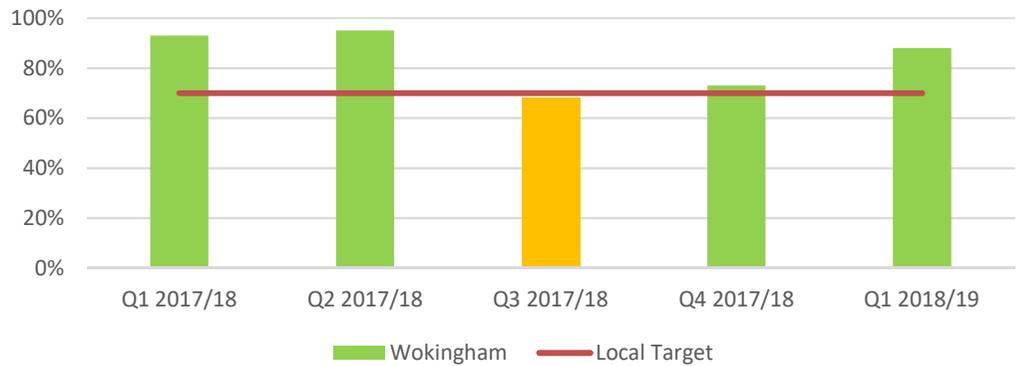


**Commentary:** At the end of quarter 1 2018/19, 99.4% of housing stock meets the Decent Homes Standard; 16 properties are not meeting the standard. At the start of each financial year a number of properties will fall out of Decency as highlighted by the Keystone reporting system. The Asset Team has set a deadline of the end of the calendar year to achieve 100% Decency and the service is on course to meet this target.

**Target Setting:** The target remains at 100% for decency. Target agreed in conjunction with the Housing Service's Involved Tenant groups.

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

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Richard Dolinski	<b>RAG:</b> GREEN
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		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
<b>Q4 2017/18</b>	<b>73%</b>	<b>70%</b>	<b>Green</b>	↑	<b>Improved</b>
Q1 2018/19	88%	70%	Green	↑	Improved
Q2 2018/19		70%			
Q3 2018/19		70%			
Q4 2018/19		70%			
<b>2018/19 Year End</b>					



**Commentary:** The measure is reported one month in arrears. Performance in decision making time has improved due to the recruitment of key staff.

**Target Setting:** Target remains at 70%. However this is subject t to review following new legislation (Homelessness Reduction Act 2017).

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

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

**Commentary & Target Setting:** The measure is reported one month in arrears. Target reduced to 50% due to increased temporary accommodation in borough.

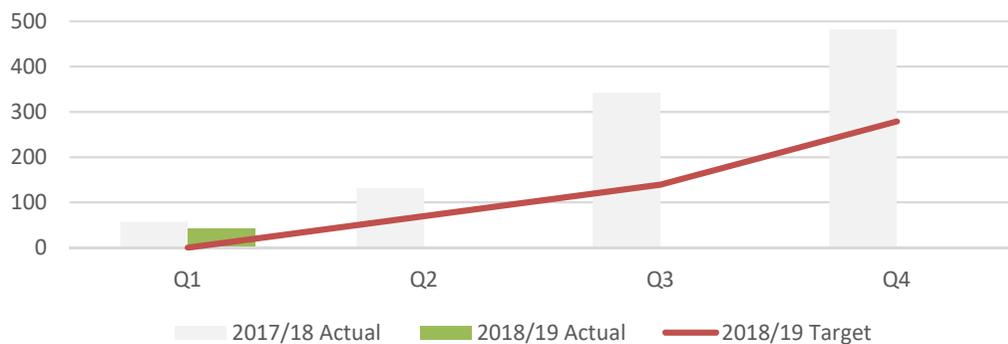
**KPI VP13: Number of affordable dwellings permitted (including where an offsite contribution received)**

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

**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.

**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
Service:		Corporate Services		Executive Member:	Pauline Jorgensen
RAG Threshold:		Green if 260 completions or more		Indicator Type:	Local, Cumulative
				Benchmark:	N/A
				RAG: <b>GREEN</b>	
				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
<b>Q4 2017/18</b>	<b>482</b>	<b>372</b>	<b>Green</b>	↑	<b>Improved</b>
Q1 2018/19	41	0	Green	↓	Deteriorated
Q2 2018/19		70			
Q3 2018/19		140			
<b>Q4 2018/19</b>		<b>279</b>			

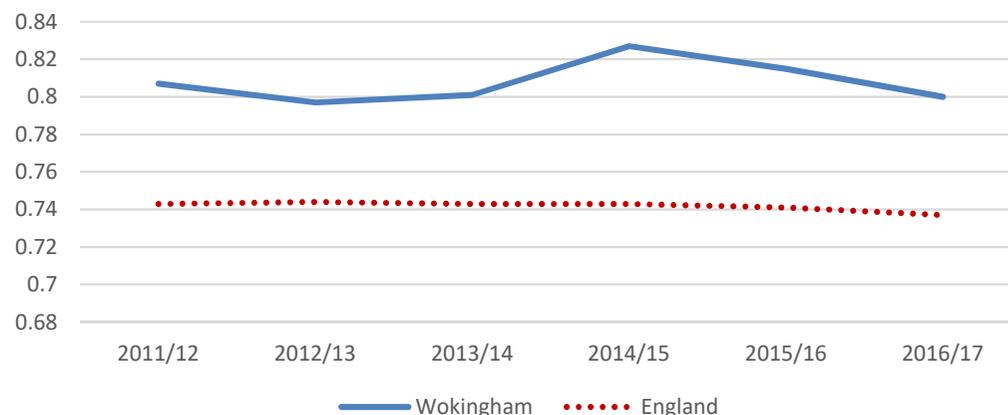


**Commentary:** Anticipated completion figures are based on the most up to date information from Registered Providers, who are informed by developers. Whilst we closely monitor this data and meet regularly with Registered providers to discuss development programmes, slippage can occur. Much of the anticipated 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.

**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

KPI VP15: Health-related quality of life for people with long-term conditions						
Reporting frequency:		ANNUAL		Director:	Graham Ebers	
Service:		Corporate Services - Public Health		Executive Member:	Richard Dolinski	
RAG Threshold:		No target or RAG rating assigned to this measure		Indicator Type:	National	
				Benchmark:	Better than England (0.737) 2016/17	
				INFORMATION ONLY		
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						



**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 expected to be published in September 2018.

<b>KPI VP16i:</b> Gap in employment rate between those with a long-term health condition and the overall employment rate																					
<b>Reporting frequency:</b>		ANNUAL		<b>Director:</b> Graham Ebers		<b>Executive Member:</b> Richard Dolinski															
<b>Service:</b>		Corporate Services - Public Health		<b>Indicator Type:</b> National		<b>Benchmark:</b> Better than England (29.4) 2016/17															
<b>RAG Threshold:</b> No target or RAG rating assigned to this measure						INFORMATION ONLY															
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		<table border="1"> <caption>Wokingham vs England Employment Rate Gap (2013/14 - 2016/17)</caption> <thead> <tr> <th>Period</th> <th>Wokingham</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>19.5</td> <td>29.4</td> </tr> <tr> <td>2014/15</td> <td>21.3</td> <td>29.4</td> </tr> <tr> <td>2015/16</td> <td>19.7</td> <td>29.4</td> </tr> <tr> <td>2016/17</td> <td>19.7</td> <td>29.4</td> </tr> </tbody> </table>	Period	Wokingham	England	2013/14	19.5	29.4	2014/15	21.3	29.4	2015/16	19.7	29.4	2016/17	19.7	29.4
Period	Wokingham	England																			
2013/14	19.5	29.4																			
2014/15	21.3	29.4																			
2015/16	19.7	29.4																			
2016/17	19.7	29.4																			
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																					
<b>Commentary:</b> This national 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 as a whole. 2017/18 performance information expected to be published in September 2018.																					

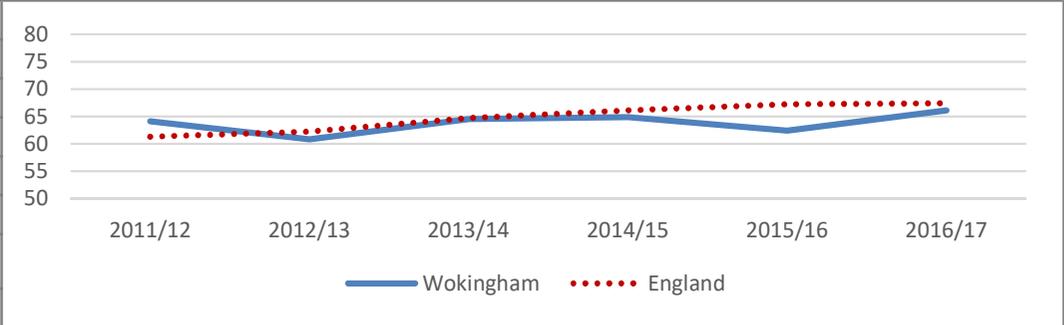
<b>KPI VP16ii:</b> Gap in employment rate between those with a learning disability and the overall employment rate																											
<b>Reporting frequency:</b>		ANNUAL		<b>Director:</b> Graham Ebers		<b>Executive Member:</b> Richard Dolinski																					
<b>Service:</b>		Corporate Services - Public Health		<b>Indicator Type:</b> National		<b>Benchmark:</b> Better than England (68.7) 2016/17																					
<b>RAG Threshold:</b> No target or RAG rating assigned to this measure						INFORMATION ONLY																					
<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>RAG</b>	<b>Direction of Travel (Trend)</b>		<table border="1"> <caption>Wokingham vs England Employment Rate Gap (2011/12 - 2016/17)</caption> <thead> <tr> <th>Period</th> <th>Wokingham</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>63.4</td> <td>68.7</td> </tr> <tr> <td>2012/13</td> <td>68.0</td> <td>68.7</td> </tr> <tr> <td>2013/14</td> <td>63.4</td> <td>68.7</td> </tr> <tr> <td>2014/15</td> <td>66.3</td> <td>68.7</td> </tr> <tr> <td>2015/16</td> <td>66.4</td> <td>68.7</td> </tr> <tr> <td>2016/17</td> <td>65.7</td> <td>68.7</td> </tr> </tbody> </table>	Period	Wokingham	England	2011/12	63.4	68.7	2012/13	68.0	68.7	2013/14	63.4	68.7	2014/15	66.3	68.7	2015/16	66.4	68.7	2016/17	65.7	68.7
Period	Wokingham	England																									
2011/12	63.4	68.7																									
2012/13	68.0	68.7																									
2013/14	63.4	68.7																									
2014/15	66.3	68.7																									
2015/16	66.4	68.7																									
2016/17	65.7	68.7																									
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																											
<b>Commentary:</b> This measure is constructed by calculating the percentage points gap between the yearly employment rate for adults with learning disabilities and the population as a whole. 2017/18 performance information expected to be published in September 2018.																											

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

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Richard Dolinski
<b>Service:</b>	Corporate Services - Public Health	<b>Indicator Type:</b>	National	<b>Benchmark:</b> 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						



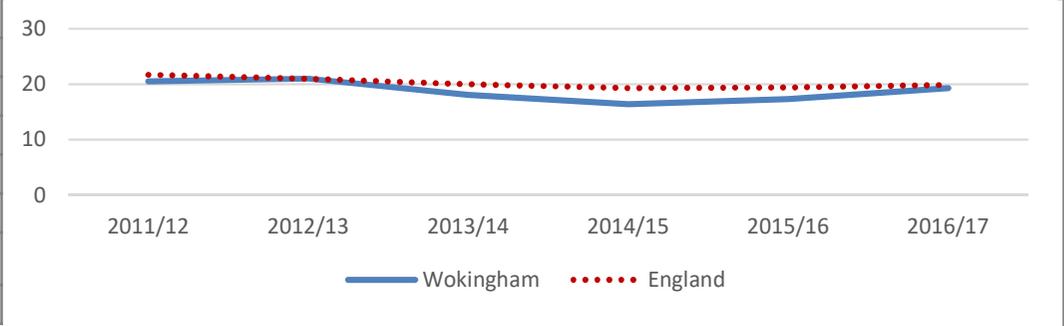
**Commentary:** This measure is constructed by calculating the percentage points gap between the percentage of working age adults who are receiving secondary mental health services and who are on the Care Programme Approach recorded as employed and the percentage of all respondents in the Labour Force Survey who are employed (aged 16-64). 2017/18 performance information expected to be published in September 2018.

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

<b>Reporting frequency:</b>	ANNUAL	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Richard Dolinski
<b>Service:</b>	Corporate Services - Public Health	<b>Indicator Type:</b>	National	<b>Benchmark:</b> 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						



**Commentary:** This national measure is calculated by Office of National Statistics, based on results from the Annual Population Survey. It is calculated by dividing the number of respondents who rated being anxious by the total number of respondents who answered the survey question "Overall, how anxious did you feel yesterday?". 2017/18 performance information expected to be published in September 2018.

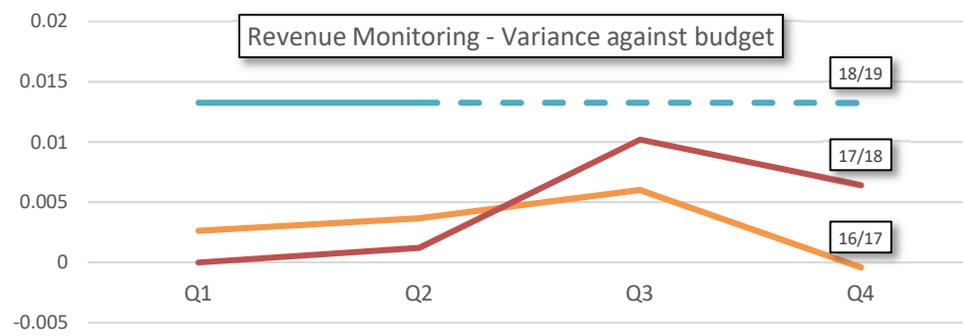
**APPENDIX 6: COUNCIL PLAN PRIORITIES 2018/19 - IMPROVE THE CUSTOMER EXPERIENCE WHEN ACCESSING COUNCIL SERVICES**

**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

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Julian McGhee-Sumner	<b>RAG:</b> <b>AMBER</b>
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b> Local, cumulative		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		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		
<b>Q4 2017/18</b>	<b>0.64% overspend</b>	<b>+/-1%</b>	<b>Green</b>	↓	Improved
Q1 2018/19	1.33% overspend	+/-1%	Amber	↑	Deteriorated
Q2 2018/19		+/-1%			
Q3 2018/19		+/-1%			
<b>Q4 2018/19</b>		<b>+/-1%</b>			



**Commentary:** Q1 18/19 is currently reporting an overspend of 1.33% (equivalent to £1.7m). 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**

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Julian McGhee-Sumner	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b>		Local	<b>Benchmark:</b> N/A		
<b>RAG Threshold:</b>		Green if +/-1%		Amber if between +/-1.01% and +/-1.99%		Red if +/-2% or more		
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2017/18	Nil	+/-1%	Green					
Q2 2017/18	-0.47% underspend	+/-1%	Green					
Q3 2017/18	-0.45% underspend	+/-1%	Green					
<b>Q4 2017/18</b>	<b>-1.47% underspend</b>	<b>+/-1%</b>	<b>Amber</b>	↓	Deteriorated			
Q1 2018/19	Nil	+/-1%	Green	↑	Improved			
Q2 2018/19		+/-1%						
Q3 2018/19		+/-1%						
<b>Q4 2018/19</b>		<b>+/-1%</b>						

**Commentary & Target setting:** Quarter 1 2018/19 is currently reporting a nil variance. Approved budget for 2018/19 is £222m, after re-profiling into future years the budget is £135m (adjusted for carry forwards identified). The 2018/19 target has been set based on the same level as previous years. Due to the financial pressures facing the Council, it is important the Council has good financial governance with budgets monitored accurately and reliable forecasts provided. Setting a challenging target of 1% helps ensure the Council is working towards strong financial controls.

**KPI CF3: Council Tax collection**

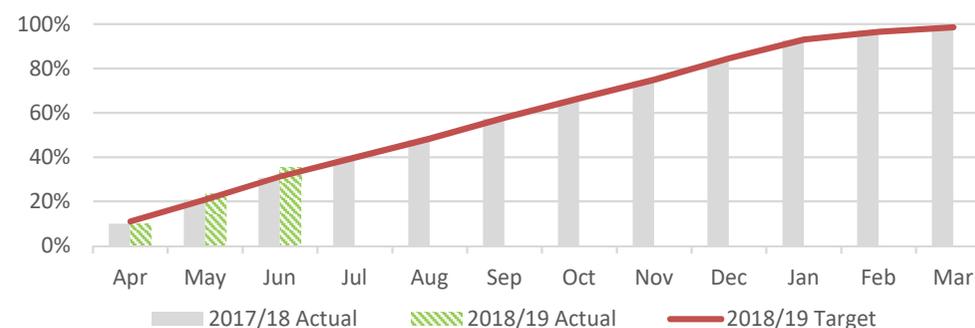
<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Julian McGhee-Sumner	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b>		National, Cumulative	<b>Benchmark:</b> N/A		
<b>RAG Threshold:</b>		Green if 98.85% or more		Amber if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

**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 1 performance for 2018/19 with the same quarter in the previous year. For the first quarter of this year, the proportion of Council Tax collected is in line with quarter 1 collections made in previous years.

**KPI CE4: Business Rates collection**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Julian McGhee-Sumner	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>		National, Cumulative	<b>Benchmark:</b> N/A		
<b>RAG Threshold:</b>		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		Deteriorated
Q3 2017/18	83.4%	73.9%	Green		Deteriorated
<b>Q4 2017/18</b>	<b>98.9%</b>	<b>98.5%</b>	<b>Green</b>	↓	<b>Deteriorated</b>
Q1 2018/19	35.2%	31.2%	Green	↑	Improved
Q2 2018/19		57.8%			
Q3 2018/19		84.5%			
<b>Q4 2018/19</b>		<b>98.5%</b>			



**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 1 performance for 2018/19 with the same quarter in the previous year. A higher proportion of business rate collections have been made in the first quarter this financial year than made previously in 2017/18 and 2016/17.

**KPI CE5: Rents collection**

<b>Reporting frequency:</b>	QUARTERLY	<b>Director:</b>	Graham Ebers	<b>Executive Member:</b>	Julian McGhee-Sumner	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>	Corporate Services	<b>Indicator Type:</b>		National, Cumulative	<b>Benchmark:</b> N/A		
<b>RAG Threshold:</b>		Green if 98.50% or more		Amber if between 97.49% and 98.49%		Red if less than 97.48%	

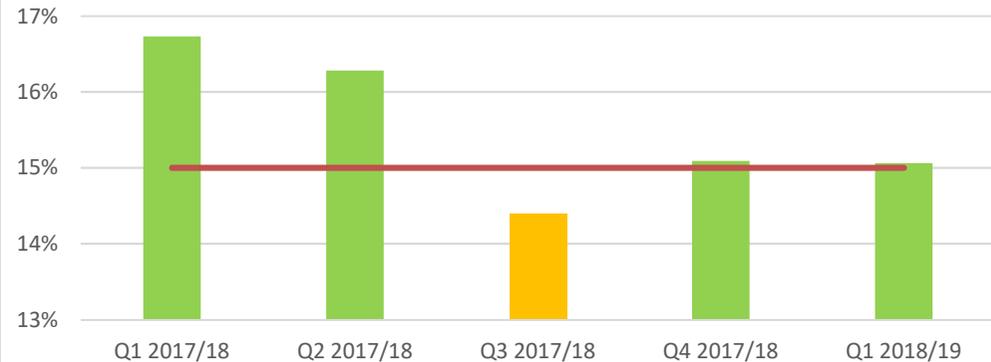
Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2017/18	22.8%	24.6%	Green		Static
Q2 2017/18	48.0%	49.3%	Amber		Improved
Q3 2017/18	72.9%	73.9%	Amber		Improved
<b>Q4 2017/18</b>	<b>97.6%</b>	<b>98.5%</b>	<b>Amber</b>	↑	<b>Improved</b>
Q1 2018/19	25.1%	24.6%	Green	↑	Improved
Q2 2018/19		49.3%			
Q3 2018/19		75.8%			
<b>Q4 2018/19</b>		<b>98.5%</b>			



**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 1 performance for 2018/19 with the same quarter in the previous year. For the first quarter in 2018/19, 25% of rents have been collected which is more than was collected during first quarter last year.

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

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

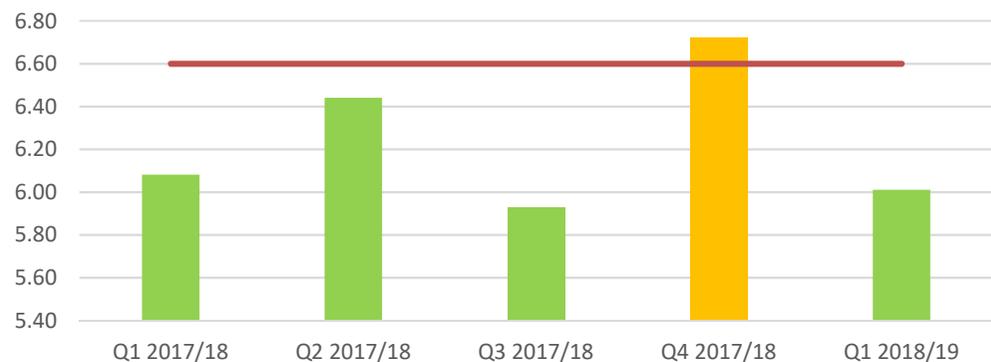


**Commentary:** Employee turnover has both positive and negative impacts on the workforce. New staff can bring fresh ideas, new perspectives and new experiences but there is a cost for hiring and training new staff. Staff morale can be affected by turnover in both positive and negative ways.

**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 CE5: Absence - Average days lost to sickness absence per employee (headcount) within the last 12 months**

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

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Julian McGhee-Sumner	<b>RAG:</b> GREEN
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		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		
<b>Q4 2017/18</b>	<b>0.44%</b>	<b>0.5%</b>	<b>Amber</b>	↑	<b>Improved</b>
Q1 2018/19	0.6%	0.5%	Green	↑	Improved
Q2 2018/19		0.5%			
Q3 2018/19		0.5%			
<b>Q4 2018/19</b>		<b>0.5%</b>			

Period	Actual	Target
Q1 2017/18	0.41%	0.5%
Q2 2017/18	0.48%	0.5%
Q3 2017/18	0.42%	0.5%
Q4 2017/18	0.44%	0.5%
Q1 2018/19	0.6%	0.5%

**Commentary & Target Setting:** Interest rates are expected to rise in Quarter 2. There is currently a higher return on investments hence the target for Quarter 1 is being achieved.

**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

<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Julian McGhee-Sumner	<b>RAG:</b> GREEN
<b>Service:</b>		Locality & Customer	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A
<b>RAG Threshold:</b>		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		
<b>Q4 2017/18</b>	<b>67%</b>	<b>65%</b>	<b>Green</b>	↓	<b>Deteriorated</b>
Q1 2018/19	70%	65%	Green	↑	Improved
Q2 2018/19					
Q3 2018/19					
<b>Q4 2018/19</b>					

Period	Actual	Target
Q1 2017/18	67%	65%
Q2 2017/18	66%	65%
Q3 2017/18	68%	65%
Q4 2017/18	67%	65%
Q1 2018/19	70%	65%

**Commentary & Target Setting:** As we move into the new customer delivery function, and have access to more systems and information, we would hope to see actuals increase. The target for 2018/19 remains as per the previous year.

KPI CE10: Percentage of calls answered						
<b>Reporting frequency:</b>		QUARTERLY	<b>Director:</b> Josie Wragg	<b>Executive Member:</b> Julian McGhee-Sumner	<b>RAG:</b>	<b>AMBER</b>
<b>Service:</b>		Locality & Customer	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>		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			
Q2 2017/18	94%	95%	Amber		Improved	
Q3 2017/18	94%	95%	Amber		Static	
<b>Q4 2017/18</b>	<b>94%</b>	<b>95%</b>	<b>Amber</b>	→	<b>Static</b>	
Q1 2018/19	92%	95%	Amber	↓	Deteriorated	
Q2 2018/19		95%				
Q3 2018/19		95%				
<b>Q4 2018/19</b>		<b>95%</b>				

**Commentary & Target Setting:** There has been an increase in first time fix and hence calls are taking a little longer. As a result, this impacts on call wait times. However, average call wait time was 50 seconds, less than the SLA of 90 seconds.

**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**

KPI CE11: New Homes Survey - Percentage of residents satisfied with their new home						
<b>Reporting frequency:</b>		ANNUAL	<b>Director:</b> Graham Ebers	<b>Executive Member:</b> Pauline Jorgensen	<b>RAG:</b>	<b>GREEN</b>
<b>Service:</b>		Corporate Services	<b>Indicator Type:</b> Local		<b>Benchmark:</b> N/A	
<b>RAG Threshold:</b>		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			
2017	84%	80%	Green	↑	Improved	
2018	89%	80%	Green	↑	Improved	
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.

# 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 - September to December 2018

Updated 10 September 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
<b>Extraordinary Executive 20 September 2018</b>						
WBC1046 129	<b>Highways and Transportation Term Service Contracts Renewal</b> Purpose: To recommend Award of Term Professional Services Consultancy Contract and Term Maintenance and Construction Contract to be operational from 1st April 2019	Executive		Director of Locality and Customer Services - Josie Wragg/ Alex Deans	Executive Member for Highways and Transport - Anthony Pollock	N/A 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.
<b>Executive Meeting 27 September 2018</b>						
WBC1031	<b>Shareholders' Report</b> 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 - Julian McGhee-Sumner	N/A
WBC1043	<b>Approval of re3 Waste Strategy</b> Purpose: To consider adoption of the re3 Waste Strategy	Executive		Director of Locality and Customer Services - Josie Wragg/ Peter Baveystock	Executive Member for Environment, Leisure and Libraries - Norman Jorgensen	N/A

Agenda Item 46.

WBC1045	<b>21st Century Council - Update</b> Purpose: To provide an update on the 21st Century Council Project	Executive		/ Heather Thwaites	Executive Member for Finance and Corporate Resources - Julian McGhee-Sumner	N/A
WBC1047	<b>Amendments to SACRE Constitution</b> Purpose: To revise the membership requirements of the SACRE.	Executive		Director of Children's Services - Interim Jim Leivers/ Anne Coffey	Executive Member for Children's Services - Pauline Helliard-Symons	N/A
WBC1048	<b>Wokingham Housing Limited (WHL) Development Opportunities</b> Purpose: To consider proposals to transfer further sites and funding to the Council's housing companies to enable new affordable homes to be developed.	Executive		Director of Locality and Customer Services - Josie Wragg, Director of Corporate Services - Graham Ebers/ Louise Strongitharm, Frances Haywood	Executive Member for Housing - Pauline Jorgensen	N/A 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

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### Executive Meeting 25 October 2018

WBC1032	<b>Shareholders' Report</b> 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 - Julian McGhee-Sumner	N/A
WBC1049	<b>In house Residential Homes</b> Purpose: To consider proposals for providing In house residential homes	Executive		Director of Children's Services - Interim Jim Leivers/ Estelle Kelleway, Steve Orchard	Executive Member for Children's Services - Pauline Helliard-Symons	N/A
WBC1023	<b>Residents Parking Protocol</b> Purpose: To review the current residents'	Executive		Director of Locality and Customer Services - Josie	Executive Member for Highways and Transport -	N/A This item has been deferred from the July Executive in order

	parking protocol and consider the adoption of a new protocol for resident parking in the Borough			Wragg/ Clare Lawrence	Anthony Pollock	to allow consultation to be undertaken and responses to be fully considered
WBC1041	<b>Tirabad</b> Purpose: To consider future options relating to Tirabad	Executive		Director of Children's Services - Interim Jim Leivers/ Patricia Davies	Executive Member for Children's Services - Pauline Helliar-Symons	N/A 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 in September.
WBC1042	<b>Berkshire Sensory Consortium Service</b> Purpose: To seek approval for Wokingham to host the Berkshire Sensory Consortium Service	Executive		Director of Children's Services - Interim Jim Leivers/ Patricia Davies	Executive Member for Children's Services - Pauline Helliar-Symons	N/A 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 in September.
<b>Executive Meeting 29 November 2018</b>						
WBC1044	<b>Shareholders' Report</b> Purpose: To consider various items related to the business of the council	Executive		Director of Corporate Services - Graham Ebers/ Kajal Patel	Executive Member for Finance and Corporate Resources - Julian	N/A

	owned companies, including their trading position				McGhee-Sumner	
WBC1040	<b>Addington Apprenticeships</b> 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 - Interim Jim Leivers/ Patricia Davies	Executive Member for Children's Services - Pauline Helliar-Symons	N/A
<b>The Executive will not be holding a meeting in December therefore there are no items programmed for this month</b>						

**EXECUTIVE FORWARD PROGRAMME  
CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS**

13 2 Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Responsible Lead Member	Explanatory notes
WBC1013	<b>Sites to be Declared Surplus for Disposal</b> To consider recommendations regarding the declaration of sites as surplus and grant authority for further feasibility work to be undertaken prior to disposal	Executive		Director of Corporate Services - Graham Ebers/ Dee Maddox-Hinton	Executive Member for Business and Economic Development and Regeneration - Stuart Munro	This item is to be deleted from the Forward Programme as it is no longer required.
WBC1019	<b>Local Plan Update: Site Evidence Update</b> To approve a public consultation on the draft analysis of development constraints and opportunities that exist in the areas of Grazeley, Barkham Square and Twyford/Ruscombe.	Executive		Director of Locality and Customer Services - Josie Wragg, Director of Corporate Services - Graham Ebers/ Ian Church	Executive Member for Business, Economic Development and Strategic Planning - Stuart Munro	This item has been deferred from the May meeting in order that additional information and clarification can be sought about the evidence gathering on sites undertaken so far, that will help to inform the Local Plan Update alongside other technical studies and consultation activity. Date tbc

WBC1022	<b>The Wokingham Borough 0 to 25 Special Education Needs and Disability (SEND) Strategy 2017 to 2019</b> 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 - Interim Jim Leivers/ Piers Brunning	Executive Member for Children's Services - Pauline Helliari-Symons	This item was deferred from the June meeting in order that further work could be undertaken on the Strategy. Date tbc
WBC1006	<b>Parking Strategy 2018-2022</b> To consider the draft Parking Strategy and agree to proceed to formal consultation	Executive	29 Mar 2018	Director of Locality and Customer Services - Josie Wragg/ 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 Decision due date for Executive changed from 29/03/2018 to 31/05/2018. Reason: To provide time to refine content of document as a result of internal stakeholder consultation
WBC1039	<b>High Needs School Placement Expansion</b> To scope and deliver sufficient educational placements for children with special educational needs within Wokingham Borough	Executive		Director of Children's Services - Interim Jim Leivers/ Piers Brunning	Executive Member for Children's Services - Pauline Helliari-Symons	Deferred from September Executive in order that a detailed business plan can be completed. Date tbc

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**Members of the Executive:-**

Charlotte Haitham Taylor  
Julian McGhee-Sumner  
Richard Dolinski  
Stuart Munro  
Pauline Helliari-Symons  
Norman Jorgensen  
Anthony Pollock  
Pauline Jorgensen

Leader of Council  
Deputy Leader of the Council, Finance and Corporate Resources  
Adult Social Care, Health and Wellbeing  
Business and Economic Development and Strategic Planning  
Children's Services  
Environment, Leisure and Libraries  
Highways and Transport  
Housing

Simon Weeks  
Philip Mirfin

Planning and Enforcement  
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](mailto:democratic.services@wokingham.gov.uk)



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**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 - September Update 1**

Updated 10 September 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 18/32 37	<p><b>Pinewood Leisure Centre Lease</b> <b>Purpose:</b> To consider the lease of the Pinewood Leisure Centre to Wokingham Without Parish Council. <b>Date 17 Sep 2018</b> <b>Meeting Room and Time FF4b 2pm</b></p>	Executive Member for Regeneration - Philip Mirfin		Chief Executive - Interim Manjeet Gill/ Craig Hoggeth	N/A Yes - it is likely that part of the report will be considered at a private meeting of the Individual Executive Member. 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.
IMD 2018/34	<p><b>Consultation on Right to Buy Receipts</b> <b>Purpose:</b> Response on the Government's Consultation on Right to Buy Receipts. The consultation closes on Tuesday 9th October 2018. <b>Date 8 Oct 2018</b> <b>Meeting Room and Time David Hicks 2 at 7pm on Monday 8th October 2018</b></p>	Executive Member for Housing - Pauline Jorgensen	Report outlining the Council's response to the consultation questions	Director of Locality and Customer Services - Josie Wragg/ Frances Haywood	N/A

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 2018/33	<b>Shute End Car Park Traffic Regulation Order</b> To consider responses received through the consultation on the proposed Shute End Car Park Traffic Regulation Order and to agree to make the proposed Traffic Regulation Order	Executive Member for Regeneration - Philip Mirfin	16 Oct 2018	Director of Corporate Services - Graham Ebers/ Sarah Morgan	Decision due date for Executive Member for Regeneration - Philip Mirfin changed from 16/10/2018 to 23/10/2018. Reason: The meeting has been postponed slightly as the TRO will not be required as quickly as originally thought.

**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 Helliard-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

**Note:**

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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

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
17 October 2018	<b>Waste and Recycling</b>	Following discussion at the May meeting, to consider a report on waste and recycling issues	Follow up item	Pete Baveystock
	<b>Grass Cutting Service</b>	To continue discussions on the Scrutiny review and receive evidence from witnesses	Scrutiny Request	Neil Carr
	<b>Executive and IEMD Forward programme</b>	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	<b>Reports from O&amp;S Chairmen</b>	Standing Item	Coordination of Committees	Committee Chairmen
	<b>Work Programmes</b>	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>CONTACT OFFICER</b>
<b>21 November 2018</b>	<b>Grass Cutting Service</b>	To continue discussions on the Scrutiny review and consider the final report to the Executive	Scrutiny Request	Neil Carr
	<b>21<sup>st</sup> Century Council</b>	To consider an update on the Council's 21 <sup>st</sup> Century Council change programme	Work Programme	Neil Carr
	<b>Borough Plan</b>	To consider the draft Borough Plan and feedback from the public engagement exercise	Work Programme	Paul Ohsan.Ellis
	<b>Executive and IEMD Forward programme</b>	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	<b>Reports from O&amp;S Chairmen</b>	Standing Item	Coordination of Committees	Committee Chairmen
	<b>Work Programmes</b>	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

## CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
<b>18 September</b>	<b>One Hour Training Session before the Committee meeting</b>	To update Members on Children's Services roles, context, legislative framework, performance and key challenges	O&S Member development	Jim Leivers
	<b>Managing an Ofsted Inspection</b>	To inform Members about Ofsted inspections in Children's Services	Increasing Member awareness	Children's Services
	<b>Children's Services Performance Indicators</b>	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	<b>Draft Primary Place Strategy</b>	To receive information in relation to the plans for the Primary Place Strategy	Sufficiency of primary school places	Piers Brunning/ Children's Services
	<b>Childcare Sufficiency Strategy</b>	To consider a 6 month update	Efficacy of the strategy	Children's Services
	<b>Corporate Parenting Board Annual Report</b>	To consider the Annual Report	Standing Item	Jim Leivers

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
	<b>School Performance Indicators and Ofsted Reports</b>	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	<b>Children's Services O&amp;S Committee Forward Programme</b>	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	<b>Schools causing concern – Part 2</b>	To receive information about any school(s) causing concern	Standing item	Patricia Davies
<b>20 November</b>	<b>Children's Services Performance Indicators</b>	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	<b>Policy Update from the Executive Member</b>	To monitor the development of policies in Children's Services	Standing item	Executive Member
	<b>Update on the MASH</b>	To consider progress including evidence from partner organisations	Progress Report	Jim Leivers
	<b>Data on Demand for Services</b>	To brief Members on levels of demand (and trends) for Children's Services	Increasing Member awareness	Jim Leivers / Carol Cammiss

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
	<b>SEND Strategy</b>	To review the Special Educational Needs and Disability Strategy	To inform and make recommendations	Children's Services
	<b>Social Worker – Recruitment and Retention</b>	To consider an update on the recruitment and retention strategy	Progress Report	Jim Leivers / Carol Cammiss
	<b>Innovations Programme</b>	To monitor the progress of the programme	Update report	Carol Cammiss
	<b>Youth Offending Service Annual Report</b>	To monitor the work undertaken by the youth offending service	Update report	Children's Services
	<b>Quality Assurance Framework / Annual Quality Assurance Report</b>	To enable Members to review the level of social work practice	Update report	Children's Services
	<b>School Performance Indicators and Ofsted Reports</b>	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	<b>Children's Services Overview and Scrutiny Forward Programme</b>	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	<b>Schools Causing Concern – Part 2 item</b>	To receive information about any school(s) causing concern	Standing item	Patricia Davies

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
<b>22 January 2019</b>	<b>Children's Services Performance Indicators</b>	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	<b>Service Plan</b>	To monitor the service improvement plan	Update report	Children's Services
	<b>School Performance Indicators and Ofsted Reports</b>	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	<b>Children's Services Overview and Scrutiny Forward Programme</b>	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	<b>Schools Causing Concern – Part 2</b>	To receive information about any school(s) causing concern	Standing item	Patricia Davies
<b>19 February 2019</b>	<b>Children's Services Performance Indicators</b>	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	<b>Policy Update from the Executive Member</b>	To monitor the development of policies in Children's Services	Standing item	Executive Member

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>RESPONSIBLE OFFICER / CONTACT OFFICER</b>
	<b>School Performance Indicators and Ofsted Reports</b>	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	<b>Children's Services Overview and Scrutiny Forward Programme</b>	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	<b>Schools Causing Concern – Part 2</b>	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
<b>1 October 2018</b>	<b>Local Policing Issues</b>	To consider an update on local policing issues from the Area Commander - including anti-social behaviour issues	Work Programme	Callum Wernham
	<b>Fire Safety</b>	To consider an update on local fire safety issues from a representative of the Royal Berkshire Fire and Rescue Service	Work Programme	Callum Wernham
	<b>Work Programme</b>	To consider the work programme for the Committee for 2018/19	Standing Item	Democratic Services

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>CONTACT OFFICER</b>
<b>5 November 2018</b>	<b>Town Centre Regeneration</b>	To consider an update on the Wokingham town centre regeneration and the impact on shops, businesses and residents	Work Programme	Bernie Pich
	<b>Civil Parking Enforcement</b>	To consider an update on Civil Parking Enforcement after the first year of the new arrangements	Work Programme	Clare Lawrence
	<b>Parking Strategy</b>	To consider the impact of the Council's new Parking Strategy	Work Programme	Clare Lawrence/Matt Gould
	<b>Work Programme</b>	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
<b>19 November 2018</b>	<b>Performance Outcomes Report</b>	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	<b>Health Consultation Report</b>	Challenge item	Challenge item	Democratic Services
	<b>Healthwatch update</b>	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
21 January 2019	<b>Performance Outcomes Report</b>	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	<b>Health Consultation Report</b>	Challenge item	Challenge item	Democratic Services
	<b>Healthwatch update</b>	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
6 March 2019	<b>Performance Outcomes Report</b>	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	<b>Health Consultation Report</b>	Challenge item	Challenge item	Democratic Services
	<b>Healthwatch update</b>	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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