



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 22 JANUARY 2020 AT 7.00 PM

A handwritten signature in black ink, appearing to read 'Susan Parsonage'.

Susan Parsonage
Chief Executive
Published on 14 January 2020

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

Pauline Helliar-Symons (Chairman)	Chris Bowering	Alison Swaddle (Vice-Chairman)
Jenny Cheng	Andy Croy	Paul Fishwick
Jim Frewin	Guy Grandison	Sarah Kerr
Abdul Loyes	Ken Miall	Ian Pittock
Rachelle Shepherd-DuBey		

Substitutes

Shirley Boyt	Prue Bray	Carl Doran
Lindsay Ferris	Emma Hobbs	Simon Weeks

ITEM NO.	WARD	SUBJECT	PAGE NO.
61.		APOLOGIES To receive any apologies for absence	
62.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 16 October 2019.	5 - 12
63.		DECLARATION OF INTEREST To receive any declarations of interest.	
64.		PUBLIC QUESTION TIME To answer any public questions. A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this Committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
65.		MEMBER QUESTION TIME To answer any Member questions.	
66.	None Specific	DECLARING A CLIMATE EMERGENCY INITIAL ACTION PLAN To consider progress on the Council's Climate Emergency Action Plan.	13 - 64

67.	None Specific	ESTATE INFRASTRUCTURE - TASK & FINISH GROUP To consider the report of the Estate Infrastructure Task & Finish Group.	65 - 102
68.	None Specific	COUNCIL PLAN PERFORMANCE MONITORING - Q2 2019/20 To consider the 2019/20 Quarter 2 Council Plan Performance Monitoring report.	103 - 124
69.	None Specific	OVERVIEW & SCRUTINY WORK PROGRAMMES 2020/21 To consider proposals for developing the 2020/21 Overview and Scrutiny Work Programmes.	125 - 134
70.	None Specific	CONSIDERATION OF THE CURRENT EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES To consider the current published version of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme.	135 - 146
71.	None Specific	COMMITTEE WORK PROGRAMMES 2019-20 To discuss the work programme of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees	147 - 156
72.	None Specific	UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES For the Chairman or nominated Member of the Committee to report back in its activities including any requests to undertake reviews.	

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

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MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 16 OCTOBER 2019 FROM 7.00 PM TO 9.45 PM

Committee Members Present

Councillors: Pauline Helliard-Symons (Chairman), Chris Bowring, Alison Swaddle (Vice-Chairman), Jenny Cheng, Andy Croy, Paul Fishwick, Jim Frewin, Guy Grandison, Sarah Kerr and Abdul Loyes

Other Councillors Present

Councillors: Lindsay Ferris, Parry Bath, John Halsall and Malcolm Richards

Officers Present

Peter Baveystock, Lead Specialist, Place Clienting
Neil Carr, Democratic and Electoral Services Specialist
Irum Gulzar, Specialist, Waste Management and Education
Clare Lawrence, Assistant Director, Place
Emma Pilgrim, Specialist, Place Clienting

50. APOLOGIES

Apologies for absence were submitted from Ken Miall, Ian Pittock and Rachelle Shepherd-Dubey.

Lindsay Ferris attended the meeting as a substitute.

51. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 18 September 2019 were confirmed as a correct record and signed by the Chairman, subject to the following amendments:

Jim Frewin referred to Minute 44: Quarter 1 2019/20 Performance Monitoring Report. Jim stated that, in relation to the new KPI: Overall satisfaction of people who use services with their care and support, he had commented that satisfaction measures should also relate to the people delivering services as well as service recipients.

Paul Fishwick referred to Minute 46: Managing the Scrutiny Workload. Paul stated that the final paragraph should be amended as follows:

“Having considered the five options, the Committee concluded **(after a vote – six in favour, five against)** that a combination of options 3, 4 and 5 would be the most effective solution and that the matter should be reviewed again in 2020/21.”

Andy Croy referred to Minute 43: Declaring a Climate Emergency. Andy stated that during the question and answer session he had requested details of the Climate Emergency suggestion/s which would have the most impact in reducing carbon emissions across the Borough.

Also in relation to Minute 43, Andy Croy requested that the Minute refer to the fact that a Member left the meeting during the discussion of this item.

Lindsay Ferris made the following statement in relation to the previous meeting:

"Whilst I was not present at the last Overview and Scrutiny Management Committee (O&SC) meeting, the feedback I received from my (Lib Dem) team was that the meeting was a shambles. This unfortunately was not the first occasion.

As a result I wrote to all Group Leaders and Democratic Services at WBC to advise that the Lib Dem Group would boycott the meeting whilst the current Chair was in post. However, due to the importance of the O&SC function and that the greatest impact has been from the Opposition Councillors of all Parties, we have decided to continue attending the meetings.

This evening I am attending with two roles, one to contribute to the meeting, whilst the other is to assess how well the meeting progresses.

If we feel that there has been little, or no improvement we will lobby for a change in Chair of the O&SC meeting."

52. DECLARATION OF INTEREST

There were no declarations of interest.

53. PUBLIC QUESTION TIME

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

53.1 Mel Davies asked the Chairman the following question:

Question

I attended the September Overview and Scrutiny Management Committee. Many questions were directed at the Executive Member for the Climate Emergency in order to monitor progress in the development of a plan for tackling the emergency. The Member refused to provide any information at all. It seemed to this resident that this Committee is therefore unable to fulfil its stated purpose. Does the Overview and Scrutiny Committee have any power at all to ensure that they can see the progress on the development of the Plan to combat the Climate Emergency and therefore fulfil its commitment to the Borough residents, and will the Executive Member for the Climate Emergency this time provide a progress report?

Answer

At its meeting on 18 September 2019, the Committee received an initial briefing from the Executive Member for Climate Emergency. As Item 59 on tonight's Agenda confirms, the Executive Member will also attend the Committee's meeting in January 2020. This meeting will take place after the publication of the Council's Climate Emergency Action Plan. The Action Plan will provide much more detail on the Council's approach to Climate Emergency and the specific initiatives being considered. This will enable the Committee to scrutinise the Council's plans in greater detail. The Executive Member will then be invited to provide further updates as the Action Plan is implemented. As a result, I am confident that the Committee will be able to carry out its role, providing high challenge and support to the Executive Member for Climate Emergency.

Supplementary Question

The January meeting is after the publication of the Climate Emergency Action Plan and, therefore, is a bit late. Do you agree that there should be oversight during the creation of this plan?

Supplementary Answer

Yes. There is oversight of the Action Plan through a Working Group made up of Members from each of the Groups on the Council. The Working Group will follow the development of the Action Plan step by step to see how it is progressing and how it is succeeding.

You have to remember that this is quite a new initiative with a lot of research still to be done. Part of the research is a public consultation which includes an on-line survey. If you are serious about climate change, and I assume that you are as you have asked this question, you may wish to take part in the survey. The survey is on the WBC website, if you haven't already taken part.

Note:

Andy Croy referred to the Minutes of the Committee's meeting on 18 September and stated that the Committee had requested to see emerging drafts of the Climate Emergency Action Plan.

Jim Frewin stated that two members of the Committee were also members of the Climate Emergency Working Group. As such they would endeavour to ensure that the development of the Action Plan was as transparent as possible.

54. MEMBER QUESTION TIME

There were no Member questions.

55. GRASS CUTTING DELIVERY REVIEW 2019

The Committee considered a report, set out at Agenda pages 15 to 22, which gave details of the delivery of the grass cutting service in 2019. This related to the recommendations made by the Committee following the Scrutiny Review of the Grounds Maintenance service in 2018.

Peter Baveystock (Lead Specialist, Place Clienting) and Emma Pilgrim (Specialist, Place Clienting) attended the meeting to present the report and answer Member questions. Spencer Rock (Chief Operating Officer at Tivoli Group – the Council's contractor) was also in attendance.

The report stated that the Scrutiny review had highlighted a number of useful issues which had been helpful in reviewing and strengthening the operation of the contract. The following lessons had been learned as a result:

- The importance of early preparations with a full staffing/machinery resource;
- Despite the output based contract it was helpful in managing expectations to set a guideline of a four weekly cut;
- Early communication with stakeholders was essential in highlighting issues and preventing complaints;
- More collaborative working with the contractor had led to more effective monitoring and creative solutions;
- IT systems should be fit for purpose for the benefit of the Council and the contractor.

Building on the improved performance in 2019, the service aimed to adopt a similar approach with early preparation and a clear action plan in place. Furthermore, the lessons learned from this review would be used to assess the effectiveness of other contracts within Place Services.

Spencer Rock gave details of a number of initiatives being pursued by Tivoli, including the implementation of a new hand held operating system (TOPS), extra machines, annualised hours, greater use of social media and quarterly review meetings with WBC.

In the ensuing discussion, Members made the following points:

What was the distribution of work between the high season and low season? It was confirmed that the distribution was around 65% in spring/summer and 35% during the rest of the year. The contractor aimed to match the available resources to the client's needs.

In relation to the clearance of footpaths, what was the protocol in situations where brambles, weeds, etc. were left behind? It was confirmed that brambles and weeds should be blown to the side of the footpath. Any specific issues would be addressed if reported.

In relation to wildflower areas, what was the process for ensuring that newly planted areas continued to flourish in subsequent years? It was agreed that this was an important issue. Work was ongoing to address this including an article in the upcoming Wokingham Borough News. It was important to have up-to-date intelligence on local needs.

Despite a number of requests, the central reservation of the A4 between Sonning and Charvil had not been cut. It was confirmed that the work would be carried out before the end of October 2019.

Which service was responsible for dealing with weeds/brambles in alleyways? It was confirmed that weeds/brambles on hard surfaces in alleyways were addressed through the street cleansing contract. Members felt that improved communications on this issue would help to reassure local residents.

In relation to the cutting of hedges, could more care be taken to avoid damage to trees growing out of the hedges? It was confirmed that discussions had been held with the Wokingham Veteran Trees Association to gain a better understanding of this issue. Tivoli would be using local knowledge and taking a more cautious approach in future years.

There were many examples of grass/brambles encroaching onto footpaths across the Borough. What action could be taken? It was confirmed that these issues were challenging. However, if reported they would be investigated and addressed.

In relation to the KPIs on complaints, did the data include complaints from sources outside the Dynamics system, such as the WBC complaints process? It was confirmed that details of complaints received from all sources would be collated and circulated to the Committee.

In relation to the inspections underpinning the KPI results, were there enough objective measures in association with subjective findings? It was confirmed that the new Locality Officers were now involved in the inspection process. These Officers had been briefed on the contract specification which would help to generate more objective reporting.

A number of the KPI results had not yet been reported. Would Members be updated on these KPIs? It was confirmed that further KPI data would be reported to Members as and when it was confirmed.

Did the contract contain any penalty clauses in relation to under performance? It was confirmed that the contract had moved to an incentive approach involving payments for the attainment of specific targets. £40k was available within the contract for incentive payments. Contract payments were divided into 12ths which reduced the amount of administration involved.

RESOLVED That:

- 1) Peter Baveystock, Emma Pilgrim and Spencer Rock be thanked for attending the meeting to answer Member questions;
- 2) the service improvements delivered as part of the 2019 grass cutting programme be noted;
- 3) the Committee receive a further update at its meeting in March 2020, at the start of the 2020 grass cutting season.

56. WBC FOOD WASTE COLLECTION SERVICE

The Committee considered a presentation, set out on Agenda pages 23 to 34, which gave an update of the operation of the Council's food waste collection service.

Irum Gulzar (Specialist – Waste Management and Education) attended the meeting to present the report and answer Member questions.

The presentation informed Members that the food waste collection service had been introduced in April 2019. It supported the Council's aim to achieve the 50% national recycling target by 2020 and the Council's aim to reduce waste as part of the declaration of a Climate Emergency.

The new service reduced the amount of greenhouse gas produced by rotting food and saved up to £100 per tonne by diverting waste from landfill. Food waste was collected as part of the weekly blue bag and black box collection. A new fleet of waste collection vehicles had been deployed which allowed residual, mixed recycling and food waste to be collected in the same vehicle.

The Committee was also informed that the EU Circular Economy targets had been incorporated into UK legislation. The targets were 55% recycling by 2025, 60% recycling by 2030 and 65% recycling by 2035. The Committee considered further potential initiatives aimed at meeting these stretching targets.

In the ensuing discussion, Members raised the following points:

The food waste collection service did not, currently, apply to flats. What impact would there be once flats were included in the scheme? It was confirmed that collection from flats would start at the end of the year and would increase the overall level of collection. However, it was likely to be more difficult to encourage residents in flats to engage with the scheme. It was suggested that Members be notified when food waste collection was expanded to flats in their areas. Members would then be able to assist with communications.

How did WBC plan to encourage more residents to join in the scheme? This tied in with the Council's work on tackling the Climate Emergency. It was important to communicate with residents and, especially, with young people on these issues.

What progress had been made in reducing the amount of waste sent to landfill? It was confirmed that, in 2006, 60% of waste had been sent to landfill. By 2018 this had been reduced to 10%. In the current year it was estimated that 3% of waste would be sent to landfill. Members requested more information on the most recent impacts of the collection of food waste and data on the cost of energy from waste versus landfill.

What measures could be taken to reduce the amount of paper/card lost to recycling due to wet weather? It was confirmed that communications were ongoing to encourage residents to keep paper/card dry, for example by placing blue bags on top of the black boxes. The potential for putting lids on the black boxes had been considered, but it was felt that the cost would be prohibitive. Similarly, setting up a covered central collection point was not considered to be effective due to the risk of contamination with other items.

What percentage of households were taking part in the food waste collection service? It was estimated that 36,500 households were taking part, which was over 50%. The aspiration was to achieve a further increase in take up.

There was some confusion about the use of green bags with the food waste caddies. Were there plans for further communication? It was confirmed that a group was being set up to look at ways to improve communications on the scheme. There were also plans to improve communications with local schools.

When was the deadline for achieving 50% recycling? It was confirmed that the deadline was December 2020, but that WBC was already achieving 55% (including 6% from food waste collection).

There was some concern about bins being thrown around following collection, potentially leading to damage and replacement. It was confirmed that these issues were discussed with Veolia (the Council's contractor) and that operatives faced disciplinary action for mistreating bins.

What further measures would the Council have to take to achieve the further stretching recycling targets – 60% by 2030 and 65% by 2035? It was confirmed that this would be a step-by-step process with measures to reduce contamination, such as the issues around wet paper and card. It would also rely on behaviour change from residents and suppliers such as supermarkets reducing the amount of packaging on products. Longer-term proposals would be reported back to the Committee in due course.

RESOLVED That:

- 1) Irum Gulzar be thanked for attending the meeting to answer Member questions;
- 2) the update on the WBC food waste collection service be noted;
- 3) the additional information requested at the meeting be circulated to Members;
- 4) the Committee receive a further update on Waste and Recycling (including food waste collection) at the meeting in July 2020.

57. UPDATE ON STREET CLEANSING CONTRACT

The Committee considered a report, set out at Agenda pages 35 to 47, which gave details of the award of the WBC Street Cleansing contract to Volker Highways with a start date of 1 April 2020.

The report stated that the current contract had been let in 2011 on a five year term with an option for extensions up to four years. In recent years a perception had grown that the contract did not deliver good value for money. A preferred route was to include the service within the Highways Maintenance contract. Consequently, street cleansing was included as an option within the OJEU Notice for the Highways Maintenance contract.

The new service would include the following features:

- A new fleet of vehicles;
- An extension to the Highways IT system (HIMS);
- Maintenance of the current cleansing frequencies with negotiations on an output based approach;
- Guaranteed standards on all adopted roads, footways, traffic islands and cycleways;
- All litter bins emptied on time and flytipping removed within set timescales.

Appended to the report were the Project Initiation Document and Communications Plan.

In the ensuing discussion Members made the following points:

Would the new contract include the collection of dog waste? It was confirmed that the contract would include collection of waste from litter bins, including dog waste.

What impact would the new contract have on fly tipping? It was confirmed that the Localities team had taken over responsibility for tackling fly tipping. This would include continued development of the full range of sanctions including fixed penalties and prosecution in serious cases. The new contract also involved a more comprehensive performance management framework with five KPIs including the removal of fly tipping.

The report stated that the new contract would involve a new fleet of vehicles. Would these be low emission vehicles? It was confirmed that the new vehicles would be low emission, but not electric.

The new contractor would be delivering the street cleaning and gully emptying services. Was there potential for improved coordination between the two services? It was confirmed that the new service would include street cleansing on a six-weekly basis and gully emptying on a biannual frequency. The potential for more joined up working would be considered in the run up to the commencement of the new arrangements.

What was the definition for Grade A standard for street cleaning? It was confirmed that Grade A meant free of litter and detritus. From the time of reporting, the contractor had 24 hours to bring the location up to Grade A.

What guarantees were there to ensure that the outgoing contractor maintained current standards? It was confirmed that the outgoing contractor would wish to keep to current standards in order to maintain its reputation and seek positive references for future work.

Staff working for the current contractor would also be likely to transfer to the new contractor under the TUPE process.

RESOLVED That:

- 1) progress in re-letting the Street Cleansing Contract as part of the Highways Maintenance Contract be noted;
- 2) a further update report be submitted to the Committee in October 2020.

58. CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME AND THE IEMD FORWARD PROGRAMME

The Committee considered a copy of the Executive Forward Programme and the Individual Executive Member Decision Forward Programmes as set out on Agenda pages 49 to 56.

Members requested an update on Electric Vehicle charging provision across the Borough. It was confirmed that an Electric Vehicle Strategy would be developed in conjunction with the Climate Emergency Action Plan.

RESOLVED: That the Forward Programmes be noted.

59. COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 57 to 70.

In relation to the next meeting of the Committee (27 November 2019), Members requested that social media be used to publicise the fact that the Committee would be considering a report on illegal traveller encampments.

RESOLVED: That the Overview and Scrutiny Work Programmes be noted.

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

The Committee considered updates from the Overview and Scrutiny Committee Chairmen.

RESOLVED: That the update reports be noted.

TITLE	Declaring a Climate Emergency Initial Action Plan
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 22 January 2020
WARD	None Specific;
LEAD OFFICER	Deputy Chief Executive - Graham Ebers

OUTCOME / BENEFITS TO THE COMMUNITY

Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, this first version of our Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.

RECOMMENDATION

It is recommended that the Overview and Scrutiny Management Committee review and note the Climate Emergency Action Plan.

SUMMARY OF REPORT

At a council meeting on 18th July 2019, Wokingham Borough Council agreed a motion declaring a climate emergency. The declaration set out the council's commitment to play as full a role as possible in achieving a carbon-neutral Wokingham Borough by 2030. The Council agreed to report to council within six months, setting out an initial plan of action towards becoming a zero carbon Borough and to set up a cross-party member-working group to monitor progress. With the publication of this plan, which is a live document that lays out the initial steps on our journey to net zero carbon, all of these commitments are now in place.

Wokingham Borough's carbon footprint has been calculated to create a baseline of carbon dioxide emissions. Based on government data and reported two years in arrears, Wokingham Borough's carbon footprint is **580.9 ktCO_{2e}** (based on 2017 data).

The council has identified eight key priority areas (below) to focus on for reducing CO_{2e}

1. Reduce Carbon Dioxide Emissions from Transport
2. Reduce Carbon Dioxide Emissions from Domestic and Business Property - Green Bank Project
3. Generate more Renewable Energy in the Borough
4. Create a Local Plan that Specifies Net Zero Construction and Infrastructure
5. Increase the Levels of Carbon Sequestration the Borough Through Greening the Environment
6. Engage with Young People and Support Sustainable Schools
7. Reduce Waste Sent to Landfill
8. Encouraging Behaviour Change

The action plan, which has been populated with ideas from local residents, Town and Parish councils, council officers, and local businesses, is not exclusively limited to these areas.

The council has committed £50 million pounds over the next three years (subject to approval at council of the annual budget) to implement the actions in the Plan

A progress report with a fully costed up action plan with carbon dioxide emission data will be brought back to council in July and reported annually thereafter.

Background

The Paris Agreement (2015) set out a framework to limit greenhouse gas emissions to levels that would prevent global temperatures from increasing to more than 2°C above the temperature benchmark set before the beginning of the Industrial Revolution. This was considered, at that time, to be the tipping point that would trigger extreme weather events across the world. Resulting in risks to health, livelihoods, food security, water supply, human security and economic growth

In autumn 2018, the Intergovernmental Panel on Climate Change (IPCC) published a report, which advised that global warming must be limited to 1.5°C as opposed to the previous target of 2°C to avoid the devastating impacts of climate change. As the climate has already warmed by 1°C since the industrial revolution benchmark. The report warned that there are now only 12 years (to 2013) left within which to take the actions required to avert a crisis, rather than the 32 previously thought (to 2050).

In response to the claims made by the IPCC, in the autumn of 2018 councils across the world started declaring a climate emergency starting with Durban, South Africa. To date 245 local authorities in the UK have done so with more declaring by the day.

Wokingham Borough Council declared a Climate Emergency on 18th July 2019. The declaration states that,

‘Wokingham Borough Council (WBC) believes the world is now in a climate emergency. More concerted and urgent action is needed at local, national and international level to protect our planet for future generations. As such, this Council commits to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030 and report within six months as to what actions are required’.

In declaring a climate emergency, Wokingham Borough Council committed to preparing a Climate Emergency Action Plan within six months, to report the actions that the council will take and to set up a cross-party working group to monitor progress. With the publication of this Climate Emergency Action Plan all of these commitments are now in place. The report has been praised by external consultees including, the Wokingham Borough Business Partnership and the Energy Hub who have both endorsed.

Analysis of Issues

Wokingham Borough's Carbon Footprint

In order to assess how the borough can become net zero carbon by 2030 and to understand the scale of the activity required, the starting point has been to calculate Wokingham Borough's carbon footprint to create a baseline of carbon dioxide emissions.

The carbon footprint is based on Government data from the department for Business, Energy & Industrial Strategy (BEIS) and is reported two years in arrears. Emissions are expressed in kilotons of carbon dioxide or ktCO_{2e}. Total emissions are broken down into three sectors, commercial and industrial, domestic and transport sectors.

Wokingham Borough's carbon footprint is **580.9 ktCO_{2e}** (based on 2017 data).

The carbon footprint does not include areas that are outside the council's area of influence such as carbon dioxide emissions from motorways and from rail travel.

Analysis of the BEIS data has also identified the highest carbon emitting sectors for the borough, which has helped the council select its eight key priority areas where focused activity will have the most impact.

The total carbon dioxide emissions for the borough are made of three sectors; transport (31.4%); industrial and commercial (26.6%), and the domestic (43%). Further analysis shows that transport is the highest emitting sector in the borough, closely followed by the use of gas in the domestic sector.

Carbon offsetting/sequestration, where trees and other plant life absorb carbon dioxide from the atmosphere effectively reducing overall emissions, is also reported in the BEIS data. The amount of carbon dioxide being sequestered through trees and plants in Wokingham has been steadily increasing over the period that data has been reported.

The data shows that the Boroughs Carbon Footprint has been slowly declining since 2012. The reasons for this is that; Government targets for national renewable energy generation is increasing the proportion of sustainably generated electricity in the grid electricity supply, changing behaviours of residents and businesses, more energy efficient technologies and an increased removal of carbon dioxide from the atmosphere through carbon sequestration.

The projected trajectory of the decrease in emissions (assuming that it would continue at its current rate) would mean that the council's carbon footprint would be 274.6 ktCO₂ by 2030. This gives an idea of the scale of reduction required to achieve the council's target of net zero carbon by 2030.

Wokingham Borough Council as a corporate organisation has a total carbon footprint of 11,156 tCO_{2e}, which accounts for 1.45% of the total Borough's footprint. The council aims to continue to reduce these emissions by improving renewable generating infrastructure and energy efficiency become a net zero carbon organisation by 2030.

The Council's Key Priorities for Reducing Carbon Dioxide Emissions to Net Zero by 2030

The analysis above has helped the council to identify eight key priority areas (below) to focus on for reducing carbon dioxide emissions. The action plan, which has been populated with ideas from local residents, Town and Parish councils, council officers, and local businesses, is not exclusively limited to these areas.

1. Reduce Carbon Dioxide Emissions from Transport

The council will seek to reduce carbon dioxide emissions from transport by using technology to help improve traffic flows, reducing congestion by optimising the use of the existing road network and increasing the number of EV charging points across the borough. The council aims to encourage residents to take up more sustainable transport options such as walking, cycling, and bus and train travel.

2. Reduce Carbon Dioxide Emissions from Domestic and Business Property - Green Bank Project

There are around 72,000 dwellings in the Borough, of which an estimated 85% use fossil-fuel based natural gas. The council will set up the Green Bank Project to help residents and businesses pay for the cost of converting from natural gas to other low carbon forms of energy. The Green Bank will help install energy efficiency improvements and renewable energy technology into homes and businesses across the borough.

The council will implement the necessary measures to improve the current energy usage of its own corporate properties and aims to become net zero carbon by 2030.

3. Generate more Renewable Energy in the Borough

The council plans to develop five largescale solar PV farms throughout the Borough over the next five years. This will not only increase the production of renewable energy, but has the potential to generate an income, which will then be reinvested into delivering other carbon reduction projects.

4. Create a Local Plan that Specifies Net Zero Construction and Infrastructure

All major residential and commercial developments will be expected to deliver high sustainable construction standards. Policies to enable this will be embedded in the upcoming Local Plan Update (LPU). Major developments will embrace innovative sustainable design solutions for energy efficiency and low carbon energy generation and use.

5. Increase the Levels of Carbon Sequestration the Borough Through Greening the Environment

The council will plant 250,000 new trees over the next five years. As well as increasing the capacity for carbon offsetting, afforestation will allow for a biodiversity net gain, an approach to development that increases levels of biodiversity at a greater rate.

6. Engage with Young People and Support Sustainable Schools

The council will launch a sustainable schools programme. The programme aims to promote behavioural change amongst young people by engaging with schools to work with children to encourage the adoption of new 'climate-friendly' behaviours that will influence their families and communities.

7. Reduce Waste Sent to Landfill

The council aims to achieve zero waste to landfill and 90% recycling by 2030. The council will reach the 2020 target to reach 60% recycling of waste produced in the borough. This step-change has been achieved through encouraging people in the borough to change their behaviour. An example is the introduction of food waste collection which has been a great success borough-wide. There remains great scope for future improvement with opportunities available regarding glass recycling and increasing the range of plastics that can be recycled.

8. Encouraging Behaviour Change

As a community leader, the council will set an example and set high standards in becoming net zero carbon. This includes its own estate but also its policies, service delivery and investment decisions. The Council will communicate and engage with all of its residents, businesses, schools, Town and Parish Councils, charities, the University of Reading, Thames Valley Berkshire Local Enterprise Partnership, the Greater South East Energy Hub and other local authorities to work together to initiate education programmes and encourage behaviour change

Finance

The council will seek funding wherever possible to support the delivery of the actions in the Climate Emergency Action Plan. This will include bidding for funds but also some of the activities in the action plan will themselves generate income or make savings. This income will be ring-fenced to be reinvested on other projects in the Climate Emergency Action Plan.

The council has already established a new role, the Climate Emergency Strategy Officer, and going forward has committed to investing £50 million pounds over the next three years (subject to approval at council as part of annual budget agreement) to implement the actions in the Climate Emergency Action Plan.

Governance

The council has set a Climate Emergency Working Group. Made up of a cross party group of members and representatives from Town and Parish councils, the Working Group will provide a high level steer on policy direction in relation to carbon dioxide reduction. The group will review the delivery and performance of key carbon reduction projects by the council and progress toward the the council's ambition to achieve net zero carbon for Wokingham Borough by 2030

The Climate Emergency Advisory Group made up of representatives from industry, academia and charities will meet on a quarterly basis. This group will explore how new ideas and innovative technology can help reducing carbon dioxide emissions in the borough.

The Climate Emergency Officers Group meets monthly and is attended by officers from across the council. The officers group delivers the activities set out in the Climate Change Action Plan.

Next steps

An annual Climate Emergency Progress report will be developed and brought to council for approval in July 2020 and annually thereafter. This report will have a fully costed up action plan with carbon saving quotas against individual projects. The report will summarise the boroughs achievements and demonstrate the benefits of becoming net zero carbon.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council continues to face severe financial challenges over the coming years as a result of reductions to public sector funding and growing pressures in our statutory services. It is estimated that Wokingham Borough Council will be required to make budget reductions of approximately £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)	£16,060,000	Yes – subject to approval at Council	Capital
Next Financial Year (Year 2)	£15,595,000	Yes – subject to approval at Council	Capital
Following Financial Year (Year 3)	£18,830,000	Yes – subject to approval at Council	Capital

Other financial information relevant to the Recommendation/Decision

Funding to be approved at council as part of annual budget process

Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)

The Climate Emergency Action Plan is a council wide project that requesting that all council services, investments and delivery projects to review and prioritise reducing carbon dioxide emissions where possible.

Public Sector Equality Duty

Reasons for considering the report in Part 2

List of Background Papers

Wokingham Borough Council Climate Emergency Action Plan

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Climate Emergency Action Plan

Wokingham Borough Council

January 2020

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Message from Cllr Gregor Murray, Executive Member for Climate Emergency

Wokingham Borough's residents, businesses, schools and services contribute more than 770,000 tonnes of carbon dioxide to the atmosphere each year. While this is a very small fraction of the planet's overall carbon footprint, it has a significant impact on the air we breathe, the water we drink, the spaces we enjoy and the wildlife we share our community with.

We create carbon emissions from almost everything we do. It's not just how we travel and distances we cover, it's also our houses and how much energy we generate, use and waste, how much food we consume or throw away, how many trees, bushes, plants and wildflowers we have surrounding us and how we go about doing business with each other.

CO₂ emissions in the U.K. have already declined by over 38% since 1990, but, at Wokingham Borough Council, we believe that more can and must be done to reduce our carbon footprint and improve our environment sooner rather than later.

This is a live document that lays out the initial steps that we intend to take on our journey to net zero carbon by 2030¹. Some actions are small, but, when taken by our nearly 170,000 residents will quickly add up. Other actions are bold but necessary initiatives that will dramatically reduce large elements of our carbon footprint once implemented.

We have been consulting with residents since we declared a Climate Emergency. Some ideas submitted are impractical at this moment in time. Others fall outside our sphere of influence, but, I am pleased to say that many of the ideas and initiatives conceived and suggested by our residents can be found in the actions and targets presented in this document.

We cannot hope to reach carbon neutral within ten years without implementing some significant actions, which is why, in this document, we are proposing to;

- Review and revise our transport network to enable more shared, electric or human-powered journeys
- Create a 'Green Bank' to help residents and businesses pay for the cost of environmentally positive improvements to homes, offices and equipment
- Construct solar farms for the generation of clean energy for our community
- Revise our Local Plan to require carbon-neutral construction and environmentally beneficial infrastructure
- Plant 250,000 new trees over the next five years
- Launch a sustainable schools programme backed up with clean, onsite energy generation
- Send zero waste to landfill, with refuse either recycled or incinerated for carbon contained heat and energy generation

¹ Net zero means that the UK's total greenhouse gas (GHG) emissions would be equal to or less than the emissions the UK removed from the environment. This can be achieved by a combination of emission reduction and emission removal. Office for National Statistics

- Invest heavily into educational programmes for residents, businesses, schools, charities and other organisations to help them calculate and reduce their own carbon footprints

Climate change may be a global problem but local actions can make a difference. We can make a significant, positive impact on our environment, our quality of life and our community if we choose to act, together.

Taking the necessary steps to reach our aim of becoming net zero carbon by 2030 will not only improve the quality of life of all our residents, it will also act as an example to others, around the world, that positive environmental change can be made when individuals, groups, towns and communities decide to take action.

Cllr Gregor Murray

Background

The United Kingdom was one of first countries to ratify the Paris Agreement designed to limit greenhouse gas emissions to levels that would prevent global temperatures from increasing to more than 2°C above the temperature benchmark set before the beginning of the Industrial Revolution. This was considered, at that time, to be the tipping point that would trigger extreme weather events across the world. Resulting in risks to health, livelihoods, food security, water supply, human security and economic growth

The Paris Agreement improves upon and replaces the Kyoto Protocol, an earlier international treaty designed to curb the release of greenhouse gases. Adopted in December 2015, the Agreement's central aim is to strengthen the global response to the threat of climate change and to accelerate and intensify the actions and investments needed for a sustainable low carbon future.

In autumn 2018, the Intergovernmental Panel on Climate Change (IPCC) published a report, which advised that global warming must be limited to 1.5°C as opposed to the previous target of 2°C to avoid the devastating impacts of climate change. As the climate has already warmed by 1°C since the industrial revolution benchmark. The report warned that there are now only 12 years (to 2013) left within which to take the actions required to avert a crisis, rather than the 32 previously thought (to 2050).

In response to the claims made by the IPCC, in the autumn of 2018 councils across the world started declaring a climate emergency starting with Durban, South Africa. To date 245 local authorities in the UK have done so with more declaring by the day.

Wokingham Borough Council declared a Climate Emergency on 18th July 2019. The declaration set out the commitment to play as full a role as possible, leading by example as well as by exhortation, in achieving a carbon neutral Wokingham Borough by 2030. The motion committed Wokingham Borough Council to produce a Climate Emergency Action Plan within six months, to report the actions that the council will take to achieve its target and to set up a cross-party working group to monitor progress. With the publication of this Climate Emergency Plan all of these commitments are now in place.

The UK introduced the Climate Change Act into the legislation in 2008. This seeks to reduce carbon emissions by 100%² (from where they stood in 1990) by 2050. However, 2019 marks an important milestone year as global carbon emissions have almost doubled since the Act was adopted in 2008 much soon than was originally anticipated.

Policy Context

The development of the Climate Emergency Action Plan aligns with national legislation and policy including the Climate Change Act, Industry Strategy; The Clean Growth Strategy; Road to Zero; the Future of Heating.

² The Climate Change Act 2008 (2050 Target Amendment) Order 2019

The plan also aligns with the regional draft Berkshire Local Industrial Strategy (BLIS) and the Thames Valley Berkshire Local Economic Partnership Strategic Economy Plan.

The Climate Emergency Plan aligns with the following priorities set out in the council plan

- **Clean and green spaces** - Including becoming net zero carbon but also providing parks and green spaces
- **Keeping the borough moving** - Including encouraging active and sustainable transport modes
- **Enriching lives** - Including encouraging more people to be involved in volunteering and community activity, taking pride in their community and looking after their own wellbeing where possible and that of their families and neighbours.

One of the council’s key strategies is the Wokingham Borough Sustainable Environment Strategy 2010 – 2020. Its priorities are to

- **Engage** - Raising awareness, fostering respect for our environment and changing behaviours
- **Take action** - Minimising waste, pollution and greenhouse gas emissions.
- **Prepare** - Planning for the likely impacts of climate change and managing limited resources efficiently

This is an overarching strategy, which includes the wider environmental priorities for Wokingham Borough including biodiversity and recycling. This strategy will be reviewed and updated over the coming year and further inform the Climate Emergency Plan.

There is a clear link between the aims and objectives of the Climate Emergency Plan and other council plans and strategies. How these plans interrelate is set out below in Figure 1.



Figure 1. Climate Emergency Plan and its links to other Wokingham Borough Council Plans and Strategies

The 2030 United Nations Agenda for Sustainable Development³, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are 17 Sustainable Development Goals (SDGs), which act as an urgent call for action to all countries - developed and developing – to work as a global partnership. They recognize that ending poverty and deprivation must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – at the same time as tackling climate change and working to preserve our oceans and forests.

The council recognises the importance of the United Nations’ SDGs and has decided to align the actions within the Climate Emergency Action Plan to the SDG framework. In doing so, the council hopes to ensure that its actions lead to a socially just response to climate change. The UN’s 17 SDGs are outlined in Figure 2 below.



Figure 2. United Nation’s 17 SDGs

³ [Resolution adopted by the UN General Assembly on 25 September 2015.](#)

Section 1. Wokingham Borough Carbon Footprint and Targets

Carbon Footprint

Figure 1 shows Wokingham Borough's carbon footprint, which is a breakdown of carbon dioxide emissions by emitting sectors (emissions are expressed in kilotons of carbon dioxide or ktCO₂e). This footprint is based on government figures, reported two years in arrears, from the department for Business, Energy & Industrial Strategy (BEIS). Total emissions are made up of three sectors; commercial and industrial, domestic and transport.

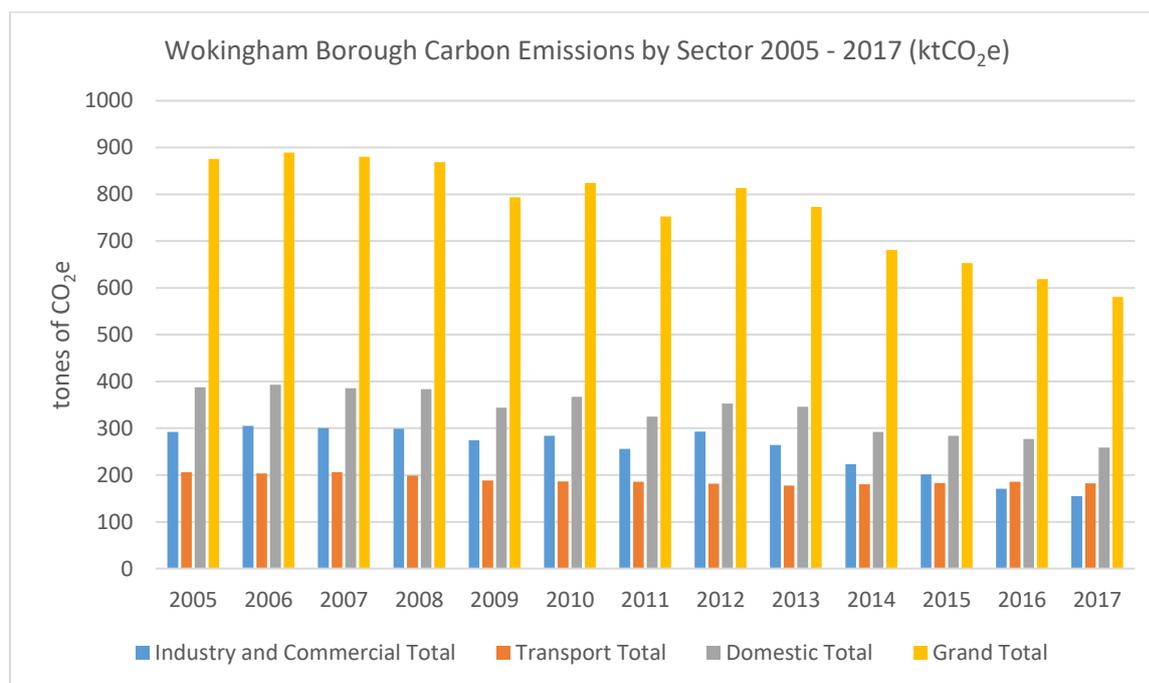


Figure 3. Wokingham Borough Carbon Dioxide Emissions 2005 -2017

Wokingham Borough's overall carbon foot print was **580.9 ktCO₂e in 2017**. This is comprised of transport emissions (31.4%), emissions from the industrial and commercial sector (26.6%), and domestic sector emissions (43%). This borough wide carbon footprint will be used as a baseline against which future carbon dioxide emissions are measured.

This figure excludes sectors that are completely beyond the council's scope of influence, namely the emissions from major transport links (M4) as well as diesel rail transport, which are managed by Highways England and national rail companies, respectively. These subsectors emit a total of 189.8 ktCO₂e. Including these figures would mean that Wokingham Boroughs carbon footprint would amount to 770.7 ktCO₂e in 2017⁴. Despite being outside the council's sphere of influence, the council will do whatever practically possible to reduce the carbon dioxide emissions generated from rail and motorway transport systems. This will include seeking to influence Government at a national level to help reduce carbon dioxide emissions from these sources.

⁴ UK local authority and regional carbon dioxide emissions national statistics: 2005-2017

Trajectory for Carbon Dioxide Emissions in Wokingham Borough

Wokingham Borough’s emissions have been steadily decreasing since 2012. This is partly due to:

- Central Government targets to increase the renewable energy infrastructure resulting in a higher proportion of renewable energy feeding into the electricity supply
- Technological advances leading to greater energy efficiency
- Improved awareness amongst the public and businesses of the impact of carbon dioxide emissions on the climate and resulting changes in behaviour
- Increased tree planting and afforestation rates resulting in increased sequestration of carbon

If we project the current rate of carbon dioxide emissions reduction through to 2030 Wokingham Borough’s carbon footprint will be approximately 274.6 ktCO₂. However, it is anticipated that the current ‘business as usual’ approach emissions will eventually plateau at a much higher level well before this as most of the ‘quick wins’ will have already been achieved (Figure 4).

The projected reduction rate of carbon dioxide emissions required to achieve net zero carbon by 2030 is also shown in the table (Figure 4). It can be seen that large-scale carbon dioxide reduction activities, strategically targeted at the highest emitting areas will be needed to achieve the ambitious targets that the council has set itself. This includes interventions led by the council (e.g. retrofitting domestic properties and renewable energy generation projects) but also changes expected to take place on a national level (e.g. decarbonisation of the national electricity grid). To become net zero carbon, the borough will also need to invest in carbon sequestration projects – such as tree planting and the creation of carbon sinks.

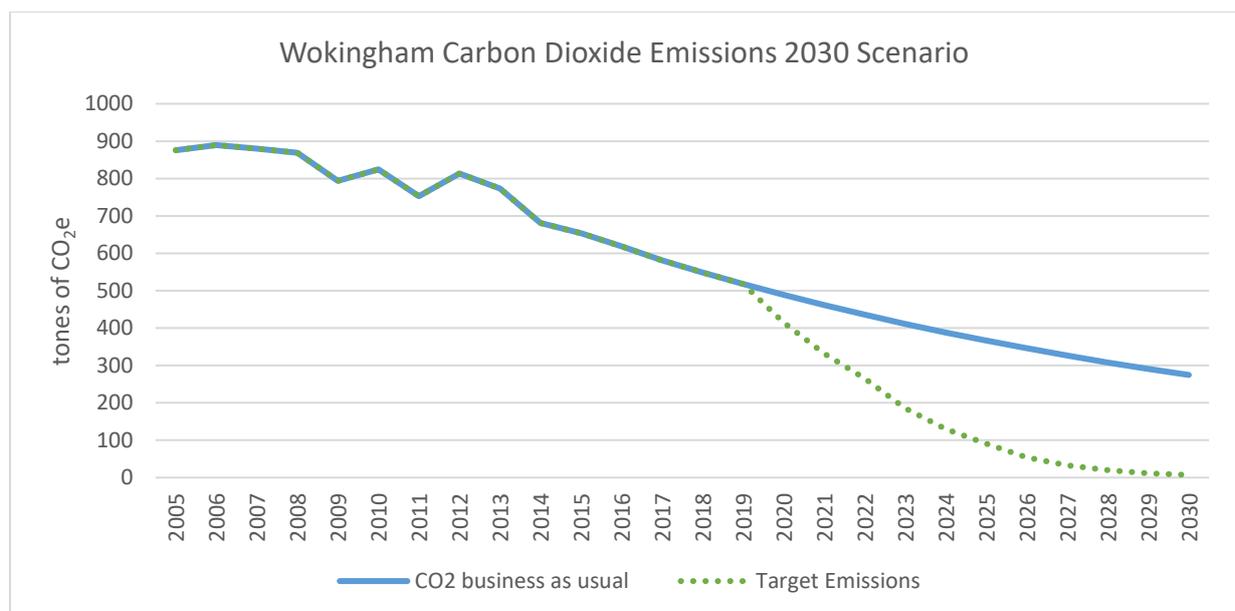


Figure 4. Projection of current rate reduction of carbon dioxide emissions to 2030 in Wokingham Borough

Council's Priority Areas for Reducing Carbon Dioxide Emissions with Targets

Figure 5 below gives a detailed breakdown of Wokingham Borough's carbon dioxide emissions in 2017. Our highest emitting areas are transport and the use of gas in the domestic sector. These will be key areas on which we will focus our efforts to reduce carbon dioxide emissions. We will also seek to increase the amount of carbon sequestration in the borough.

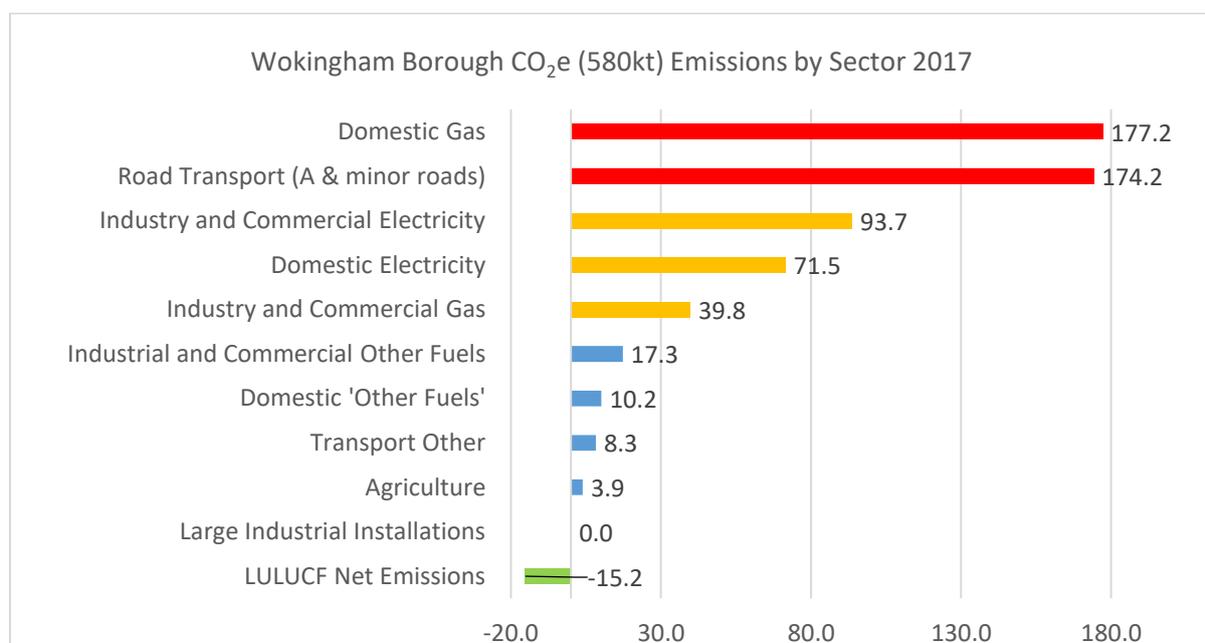


Figure 5. Detailed breakdown of Wokingham Borough Carbon Dioxide Emissions 2017⁵

Based on the BEIS data, predicted carbon dioxide emissions for 2018 and 2019 for transport, domestic gas and carbon sequestration can be seen in the table below (Table 1). Along with estimated targets for 2021 and 2025.

Emission Sector	Carbon Emissions (ktCO ₂ e)	Predicted Carbon Emissions (ktCO ₂ e)		Target Carbon Emissions (ktCO ₂ e) over the next five years	
	2017	2018	2019	2021	2025
Total Emissions	580.9	548.4	517.7	419.3	275.11
Transport	182.0	180.7	178.9	144.8	95.06
Domestic Gas	177.2	170.6	164.3	105.2	43.1
Forestry/Sequestration	-15.2	- 15.6	- 16.00	-18.5	-26

Table 1. Projected predicted and targeted emissions for WBC priority areas based in BEIS figures.

Carbon Footprint: Emissions Per Capita

Wokingham Borough is in a period of growth, seeking to develop over 13,900 homes and associated infrastructure by 2026. The Local Plan Update (LPU) is scheduled to be adopted in winter 2021 which will set out additional development targets up to 2036. Wokingham Borough Council recognises that this growth will increase carbon dioxide

⁵ Source: National Atmospheric Emissions Inventory (2017)

emissions in the borough through both construction work and population growth. These additional emissions may have a negative overall impact on the council's carbon footprint even after all of the actions in the action plan have been implemented. An alternative way to measure the council's carbon footprint is on an emissions per capita basis. This will demonstrate the decrease in emissions in the context of a growing population. The aim of the LPU policies is to make the fullest contribution possible to the mitigation of, and adaptation to, climate change and the transition to a low-carbon economy, by requiring the highest possible sustainability standards from the new development.

The per capita measure for emissions in Wokingham Borough for 2017 is **3.5 tCO_{2e}**.

Further analysis of the Borough's carbon footprint is provided in Appendix 2.

Carbon Off-setting/Sequestration

To become net zero carbon the borough will need to off-set some of the carbon dioxide that it emits. Off-setting is where carbon is removed from the atmosphere to help negate the emissions that are pumped into the air by human activities. Planting trees (and other foliage) is one of the best ways of doing this as plants store carbon and release oxygen into the atmosphere. Presently, the borough offsets 15.2 ktCO_{2e} a year through forestry and natural land use (labelled as LULUCF in Figure 4). These levels have been steadily increasing with an average annual increase in carbon capture of 0.4 ktCO_{2e}. Converting improved grassland (grassland makes up most of the WBC landholding) to woodland would sequester 7.83 tCO_{2e} ha⁻¹ yr⁻¹ in the first year, which would raise to 13.7 tCO_{2e} ha⁻¹ yr⁻¹ in subsequent years⁶ (assuming 1000 trees by hectare are planted). The council aims to increase the current afforestation rate to expand our carbon sequestration rate.

Wokingham Borough Council's Carbon Footprint

As an organisation the council produces 7,098 tCO_{2e} per annum from electricity and a further 4,058 tCO_{2e} per annum from Gas. This total carbon footprint (11,156 tCO_{2e}) accounts for 1.45% of the total Borough's footprint. The council aims to continue to reduce these emissions by improving energy efficiency and increasing renewable energy generation to become a net zero carbon organisation by 2030.

Section 2. Challenges

Wokingham Borough is an affluent, semi-rural area with a wide range of open spaces, agricultural land and several country parks. Over the last ten years, the Borough's population has grown by more than 10%, and is expected to reach 180,900 by 2037⁷. In 2018, there were over 67,000 dwellings in Wokingham⁸, and steady growth is projected into the future. Without significant compensatory action, this ongoing growth will inevitably add to the carbon footprint and is a substantial challenge to achieving overall net zero carbon.

⁶ Carbon storage by habitat: Review of the evidence of the impacts of management decisions and condition of carbon stores and sources. Natural England Research Report

⁷ Office for National Statistics (2013) NOMIS – Census 2011

⁸ Department of Communities & Local Government (2019)

In addition, to the expected high levels of growth, the greatest challenges to becoming net zero carbon, within the local sphere of influence, are:

- Wokingham is a historic borough with many older houses, which are not built to high-energy efficiency standards - often lacking insulation and double glazing for example, making retrofitting difficult. In 2017, 6.7% of households in Wokingham experienced fuel poverty, this compares to 8.7% in South East England, 7.2% in West Berkshire and 7.8% in Windsor and Maidenhead⁹. Our challenge to achieve carbon neutrality is subject to progress on retrofitting existing homes which requires a significant policy shift and injection of funding at a national level.
- Wokingham is a rural borough, which means that some of the settlements are remote and not easily accessible through public transport. This means private transport is heavily relied upon.
- There are high levels of car ownership (around 53.2% of households have 2 cars or more).¹⁰
- Many people feel unsafe, or do not feel confident to take up cycling, in the borough. The high speed limits and widths available on the country lanes in particular make cycling in these areas less attractive to many.¹¹
- There are 8,865 businesses in the Borough, a high proportion of which are office based service industries¹². Although, office based industries tend to use less energy than the manufacturing sector they still use energy to heat and light large areas of open space. Commuting to work also by private car contributing to congestion and carbon dioxide emissions.
- The area is prosperous so residents tend to be relatively liberal with their energy consumption in terms of use of appliances and heating.

Section 3. Opportunities

By taking a proactive approach to becoming net zero carbon by 2030, Wokingham Borough residents can look forward to a low-carbon future. Wokingham Borough is fortunate in that it has a number of opportunities that will help reduce carbon dioxide emissions.

- The council is able to use its own land holdings and assets to increase the contribution of renewable energy to the grid electricity supply through the creation of solar farms and the installation of solar panels on buildings where possible. The adoption of renewable energy generation and storage projects can provide greater energy security, lower our energy bills and has the potential to generate revenue to fund further carbon saving opportunities.
- The council has a wealth of expertise in-house that can improve energy efficiency in homes and businesses across the borough. This will contribute to a reduction in energy bills and fuel poverty rates.

⁹ Public Health Outcomes Framework 2018

¹⁰ Licensed vehicles by Local Authority: 2018. Department for Transport statistics.

¹¹ WBC travel patterns survey, April 2019

¹² <https://www.nomisweb.co.uk/reports/lmp/la/1946157290/printable.aspx>

- The initiatives for tackling the carbon dioxide emissions might also help to reduce congestion, which is a cause for concern for the Borough's businesses and residents alike. The awareness of the impact on the climate emergency has put this issue under further scrutiny with more improvements to traffic management being introduced.
- Changes implemented to reduce transport emissions such as encouraging active and sustainable transport modes can also contribute to health benefits including reductions in cardiovascular conditions such as heart disease
- With the introduction of strategies such as, the Local Transport Plan 4 there are new opportunities to support the transition to Electric Vehicles (EV), as well as to enable mode shift to public transport, walking and cycling. Where new development takes place there are opportunities to construct sustainable transport infrastructure from the outset.
- As the LPU is in the process of being developed there is an opportunity to implement sustainable planning policies that will help all new major development to be built to net zero standards that will take effect in the near future.
- There are numerous opportunities for implementing carbon-offsetting initiatives by planting trees and creating carbon sinks within the borough. Trees can also help to fight flooding, reduce pollution, nurture wildlife and make our landscapes more resilient. Being a semi-rural borough, Wokingham has a plentiful supply of open spaces to implement forestry projects, and there is also potential to implement smaller scale 'scattered' woodland planting schemes on existing public spaces.
- Wokingham Borough Council has the opportunity to lead by example and make sure that we are ahead of the game in achieving net zero carbon on our own estate.

Finally, the council recognises the magnitude of achieving the 2030 net zero carbon target and understands that it cannot achieve the ambitions for the borough working alone. We need to connect with residents as well as partners both within the borough and across the region turning their concern and fear for the future into hope and successful action.

The council has started to engage and create strong partnerships with residents, businesses, charities, Town and Parish Councils as well as with schools and young people. Working with other local authorities across Berkshire the council has been able to deliver projects such as the Cross-Berkshire Cycle Route, which is being delivered by four local authorities across the county. The council will also engage closely with Thames Valley Berkshire Local Enterprise Partnership and support their efforts in delivering a low carbon economy in Berkshire, as well as and the Greater South East Energy Hub and the University of Reading.

Section 4. What Wokingham Borough Council have already done – Looking back

Prior to declaring a climate emergency on July 18th 2019, the council was already committed to reducing carbon dioxide emissions and caring for the environment across the borough. The Sustainable Environment Strategy adopted in 2010 has the priorities to reduce, reuse and recycle. Over the lifetime of this Strategy, the council has seen a reduction of 42% on its carbon dioxide emissions from energy and transport. Some of the council's key actions and achievements are set out below.

The council has sought to reduce the energy use of its own state over the years to become more efficient. Some of the highlights of this work include:

- As of 2018, 25% of the energy purchased by the council is generated from renewable sources.
- Installing solar panels on council buildings where possible. The council has 31 solar sites of varying scale;
- Over 15 council sites have had minor energy reduction measures installed;
- investment in green technology by installing the most energy efficient plant and equipment in council buildings;
- Low energy lighting has been fitted in over 30% of council buildings, which has saved an estimated 11% in electricity consumption;
- Insulation has been installed in over 20 council buildings, saving over 3% in energy consumption;
- Other members in the community are also working towards becoming net zero carbon. St Mary's Junior School is now one of the first schools in the world to achieve the Carbon Neutral Gold Standard. The school also became a participant in the United Nations Climate Neutral Now Initiative. Their achievement will be used as an example to inform other local schools on their net zero carbon initiatives.

In terms of transport, the council has worked to reduce carbon dioxide emissions and congestion by

- Enabling and encouraging more active and sustainable travel through enhancing pedestrian, cycle and bus routes;
- Developing a 'Greenway Project' which aims to deliver an active and sustainable transport network; providing traffic-free commuting and leisure routes connecting new Strategic Development Locations with the existing settlements;
- Supporting bus usage in Wokingham Borough. Which has grown by 18% over the last financial year and 38% between 2009/10 and 2018/19 compared to a -1% decline in the same period in the South East region;
- Requiring businesses to provide Sustainable Travel Plans as part of the planning process when building new premises;
- Installing new electric vehicle-charging sites across the borough;
- Encouraging the take up of electric vehicles. Between 15/16 and 17/18 growth in the number of licenced Ultra Low Emission Vehicles (ULEV) in Wokingham Borough was 456 vehicles (76.3%), compared to 30,632 vehicles (74.3%) in the South East region.¹³
- Promoting 'My Journey Wokingham', an active and sustainable travel campaign that supports Wokingham residents to travel by alternative modes. By creating journey routes, providing travel advice, attending community events, organising cycle training, guided walks, and producing personalised travel packs for residents, from 2016-2018 My Journey has seen
 - An 8% increase in the number of residents indicating that they cycle at least once a week

¹³ Vehicle licensing statistics: 2018. Department for Transport statistics.

- A 4% increase in the number of residents indicating they walk at least once a week. And
- From 2015-2018, 1,770 children were trained by Bikeability

The council has improved its recycling rates

- In 2018/19 it is estimated that 9% of household waste was sent to landfill, with 41% recycled. This is an improvement from 5 years earlier (2013/14) where 16% of household waste was sent to landfill, and 39% recycled
- As part of council plans to recycle at least 60% of all household waste by the end of 2020, residents have been recycling food waste since April 2019. 30% of all waste sent to landfill can be recycled in food waste collections (10,000 tonnes pa)

The borough has three Air Quality Management Areas and seeks to improve air quality through the actions in the Air Quality Management Plan. Such as

- Set a target to reduce Nitrogen Dioxide emissions from transport in Wokingham Town Centre
- Carried out diffusion tube monitoring out at 47 locations across the borough. The annual mean objective of 40 ug/m³ was only exceeded at 2 of the monitoring sites, 1 within the Wokingham Town centre AQMA and 1 within the Twyford Cross Road AQMA.
- Run a Clean Air Day on 20th June 2019 in Wokingham Town Centre. This annual event is focused on changing behaviours by creating awareness of the dangers of congestion in Wokingham Borough and engaging residents and businesses on the possible positive impact they can have on air quality.
- Planted 45,000 trees since 2011, throughout an accessible area of 120ha of green space in the borough.

Section 5. Wokingham Borough Council Key Priorities – Looking forward

The council has developed a Climate Emergency Action Plan that sets out the actions that will help the borough reach its target of becoming net zero carbon by 2030 from its baseline footprint of 580.9 ktCO_{2e} per annum

The priority areas of focus for the council's actions to reduce carbon dioxide emissions over the coming year are tackling carbon dioxide emissions from transport, reducing energy use (particular gas usage) in domestic properties, generating renewable energy, planting more trees and other green foliage and encouraging behaviour change. The action plan is not exclusively limited to these areas.

Below is some more detail on what we plan to do approach these nine priorities areas.

1. Reduce Carbon Dioxide Emissions from Transport

- **Promoting Active and Sustainable Transport Modes**

It is a council priority to avoid the use of private cars where possible. The ongoing 'My Journey' project is a behaviour change programme aimed at encouraging walking, cycling, bus and train travel as a viable alternative to the private car. The outcomes of My Journey include reducing congestion, improving local air quality and improving both mental and physical health. The council has recently adopted the Rights of Way Plan and plans to increase the number of cycle lanes in the borough.

- **Public Transport**

Residents will be encouraged to use public transport more frequently. The council is reviewing its tendered bus network and aims to expand and improve the use of public transport. Wokingham already makes use of gas powered, hybrid and Euro VI engine buses on its contracted service. However, as technology develops the council will be looking to move to even greener vehicles.

- **Traffic Management**

Wokingham Borough Council views technology as vital in achieving the net zero carbon target and is undertaking ongoing work to look at 'Smart City' interventions that can improve traffic flows, reduce congestion and stimulate behaviour change to optimise the use of the existing road network.

- **Electric Vehicles (EV)**

The council has installed a number of EV charging points across Wokingham Borough in anticipation of the increasing take-up of EVs in the future. The council will develop an EV strategy to build on this work.

- **Air Quality**

One major challenge for Wokingham Borough is the negative impact that the emissions from transport and congestion have on air quality. Emissions from traffic include nitrogen oxide particulates as well as greenhouse gasses. Air pollution has become an increasingly significant topic because of the negative impacts on respiratory health. The council is looking into new technologies to create intelligent transport systems and prevent congestion in the future, including air circulation technology to manage air flow as well as digital signage, to alter flows of traffic.

- **Using Smart Technology to Reduce Emissions in the Borough**

Wokingham Borough Council is a partner in the Berkshire Smart City Cluster which looks at introducing smart technology to improve efficiency and the ADEPT 'Live-labs' project. Both projects are exploring smart technology solutions to reduce energy usage and improve transport efficiency.

2. Reduce Carbon Dioxide Emissions from Domestic and Business Property - Green Bank Project

There are around 72,000 dwellings in the Borough, of which 85% are estimated to use fossil-fuel based natural gas. The council will set up the Green Bank Project to help residents and businesses pay for the cost of energy efficiency improvements to homes, offices and equipment.. This is run by neighbouring Windsor and Maidenhead council on behalf of the region. The scheme aims to help residents retrofit their own homes.

The council will implement the necessary measures to improve the current energy usage of its own corporate properties, and together with the planned renewable energy generation infrastructure aim to become net zero carbon by 2030.

3. Generate more Renewable Energy in the Borough

The council plans to develop five largescale solar PV farms throughout the Borough over the next five years, to ensure that all of our corporate property sites are supplied with net zero carbon energy. This will not only increase the production of renewable energy, but has the potential to generate an income, which will then be reinvested into delivering other carbon dioxide reduction projects.

4. Create a Local Plan that Specifies Net Zero Carbon Construction and Infrastructure

All major residential and commercial developments will be expected to deliver high sustainable construction standards. Policies to enable this will be embedded in the upcoming Local Plan Update (LPU). Within the statutory planning framework, Wokingham Borough Council aims to encourage, as far as possible, sustainable lifestyles that are net zero carbon. To this end, developments will enable the use of walking, cycling and public transport through ensuring that these options are central to the design and layout of new development. Major developments will embrace innovative sustainable design solutions for energy efficiency and low carbon energy generation and use.

The council expects all new major developments to be net zero carbon by building net zero carbon homes for sustainable longevity and offsetting any emissions from the construction period. Building low carbon technology into new communities will encourage sustainability in the everyday life of Wokingham Borough's residents.

The LPU will also facilitate the positive role that new developments can have in supporting the establishment of new renewable energy technologies as a key part of the development. The LPU will also require development proposals to maximise opportunities that support the expansion and efficiency of existing renewable energy schemes where it is appropriate to do so.

Additionally, embedding net zero carbon into planning policies will allow the borough to tackle emissions from domestic gas. This will build on imminent government legislation to ensure all future homes are built to be low-carbon.

5. Increase the Levels of Carbon Sequestration in the Borough Through Greening the Environment

The council will plant 250,000 new trees over the next five years. Greening the Borough is a project which will see afforestation occurring all over Wokingham. The council will encourage and support residents to plant trees in their gardens. The Local Plan Update will incorporate landscaping and net gain biodiversity principles to ensure afforestation and natural space is a prominent feature of any new development taking place throughout the borough.

Voluntary groups have been and continue to be essential in environment conservation in ways which are woven through communities. For example, community garden schemes such as the Gypsy Lane Community Garden. Encouraging these forms of grassroots conservation project, particularly where carbon saving techniques can be incorporated, is an aim for the council. Additionally, there are several Allotment sites across Wokingham Borough where communities can conserve the land as they see fit, increasing the carbon capture capability of the land. There is a new allotment site due to be open in 2020 as part of the South Wokingham SDL. The council hopes this will encourage the new communities in this development to see nature at the heart of their community and reduce their carbon dioxide emission contribution.

As well as increasing the capacity for carbon offsetting, afforestation will allow for a biodiversity net gain, an approach to development that increases levels of biodiversity to a greater state than before. This approach works in addition to mitigating biodiversity loss. This will be done in an effort toward rewilding areas to their natural state and allowing habitats to expand, a process which allows communities to reconnect with nature.

6. Engaging with Young People and Supporting Sustainable Schools

The council will launch a sustainable schools programme, to speed up the shift to clean, onsite energy generation. The programme aims to promote behavioural change amongst young people by engaging with schools to work with children to encourage the adoption of new 'climate-friendly' behaviours that will influence their families and communities.

To achieve a holistic approach to net zero carbon, this programme will be supported by a raft of clean energy generation and saving technologies such as retrofitting school buildings, better cycle routes to schools, no-idling policies etc.

Engaging with and hearing the voices of the younger generations in the borough is essential to the council's approach to the climate emergency. It is evident that climate change is a particularly significant issue for many young people and that they can be highly effective advocates for change. It is evident that climate change is a particularly significant issue for the next generation and they have already demonstrated that they can be highly effective advocates for change. School visits are seen by the partnership as essential for promoting key beneficial messages around issues such as public health and sustainable choices and allowing them to gain momentum. Raising awareness will occur in several ways, for example, through assemblies, workshops, conferences, and competitions, as well as implementing strong partnership working between schools, communities, university, businesses, the council and local charities.

7. Reduce Waste sent to Landfill

The council aims to achieve zero waste to landfill and 90% recycled by 2030. The council will reach its 60% recycling target in the borough by 2020. This step-change has been achieved through encouraging people in the borough to change their behaviour and recycle more whilst enabling them to do so. An example is the introduction of food waste collection which has been a great success borough-wide. Wood recycling from household recycling centres has also been introduced. There

remains great scope for future improvement with opportunities available regarding glass recycling and increasing the range of plastics that can be recycled.

8. Encouraging Behaviour Change

Invest into educational programmes for residents, businesses, schools, charities and other organisations to help them calculate and reduce their own carbon footprints.

- **Leading by example**

As a community leader the council will set an example and set high standards in becoming net zero carbon. Not only practically on its own estate but also across its policies, service delivery and investment decisions.

- **Wokingham Borough Council staff getting involved**

'The Green Team', is an internal team of staff who have a keen interest in the environment and climate change and are enthusiastic to roll out necessary sustainable changes across the whole staff cohort. This includes encouraging the removal of single use plastics and encouraging active and sustainable travel for both journeys to and from work and work related trips.

- **My Journey**

The My Journey team work with local communities, schools, businesses and transport providers to address the barriers to walking and cycling, and travelling by bus and train. In addressing the barriers to active and sustainable travel, the My Journey team deliver road safety and cycle training, provide advice on route planning, highlight the benefits of non-car based travel, organise led walks and cycles and provide incentive and discounts. In 2018-2019, our schools saw a 5% reduction in children driven to school compared to 2015-2016.

Section 6. Climate Emergency Action Plan

This Climate Emergency Action Plan was developed to set out the activities that will be undertaken in order to reach the 2030 carbon neutral target. This Action plan is the collective effort of consultation processes implemented since August 2019, and includes views from our members, parish councils, local schools, members of the public and the council staff. We have also consulted with consulted the following organisations in preparing the plan;

- The Energy Hub South East (Part of the Department of Business Energy and Industrial Strategy)
- University of Reading - Sustainable Futures in the Built Environment Department
- WSP –Transport and Environmental Consultant
- Chair of WBC Business Group

There is a level of interaction between the Climate Emergency Action Plan and existing plans and strategies to which Wokingham Borough Council contributes to or manage. Key actions by the council across its various functions and as a large organisation are summarised within the Action Plan.

The Climate Emergency Action Plan is aligned with the UN's 17 Sustainable Development Goals (SDGs). The SDGs give us an opportunity to create greater value for organisations and society and help us to understand these systems and how we interact with them. Appendix 1 goes into more detail on the UN's 17 Sustainable Development Goals and how they relate to the activities of the Climate Emergency Action Plan below. Appendix 1 also acts as a useful reference to how the SDG codes link back to the actions in the Climate Emergency Action Plan.

Areas of carbon reduction	Outcomes	Actions
Transport	<p>Increase the take up of sustainable transport modes (Spatial Strategy for the Local Plan will partly influence this) (SDG11; SDG13; SDG17)</p> <p>Increase the number of electric cars in the borough (SDG7)</p>	<ul style="list-style-type: none"> • Local Transport Plan (LTP4) will include consideration of the future of transport and CO₂ • My Journey to increase focus on CO₂ • Enabling mode shift to increase active and sustainable travel opportunities across the borough

Areas of carbon reduction	Outcomes	Actions
	<p>Improve air quality in the borough. (SDG3; SDG4; SDG5)</p>	<ul style="list-style-type: none"> • Identify and improve key routes to get maximum uptake of walking and cycling • Make public transport more convenient and greener to operate • Increase the electric vehicle charging network in the borough • Considerations to pedestrianising retail centres except to buses. • Bike storage and car clubs to be installed around the council buildings • Cross Berkshire Cycle Route • Improve air quality in areas of concern. • Introduce intelligent transport systems – traffic lights and digital signage linked to the emissions levels • Rotation of the road signage (digital signage) to increase awareness of emissions levels • Assess the effectiveness of introducing green walls, green roofs and other plantings around main roads • Banners up to encourage motorists to switch engines off whilst queuing • Introduce measures to discourage and penalise vehicle idling
<p>Green Bank Project</p>	<p>Explore opportunities to make the existing buildings net zero carbon. (SDG11) Explore alternatives to make new construction net zero carbon.</p>	<ul style="list-style-type: none"> • Set up the Green Bank Project to support reducing energy use from domestic housing and encourage switch from gas to electricity • Create a programme for retrofitting and improve insulation of buildings • All corporate sites and council housing to become net zero carbon • Considerations to an Energy Company Obligation (ECO) scheme for the Authority. • Move away from ‘gas provision’ for all new build council properties.

Areas of carbon reduction	Outcomes	Actions
		<ul style="list-style-type: none"> Partner with businesses to introduce and test the most sustainable new technologies
Generating Renewable Energy	Generation of renewable energy and use battery storage technology to manage renewable energy more effectively. (SGD7)	<ul style="list-style-type: none"> Feasibility studies for new renewable installations in the borough Installation of large scale renewable energy generation technologies such as solar farms on Wokingham Borough Council land Where possible we will look at the potential of commercialising energy generation and storage
Local Plan and New Development	<p>Introduce a planning policy framework which:</p> <ul style="list-style-type: none"> Requires all new major housing development to be net zero carbon (SDG9) All non-major residential development and non-residential development to deliver high sustainable construction standards (SDG9) Encourages retrofit improvements to existing buildings (where planning permission is required) Facilitates renewable / low carbon energy generation across the borough (e.g. ground source heating), either standalone or part of developments (SDG 7) Formalises the requirement for EV charging points as part of parking policy <p>Use the opportunity presented by key future developments to include cutting edge net zero carbon innovation (SDG9)</p>	<ul style="list-style-type: none"> Develop suite of policies covering climate change, building standards, and energy Draft policies incorporated into Draft Local Plan Update for approval of Executive and consultation (January 2020) Final Draft policies incorporated into Pre-submission Local Plan Update for approval of Executive and consultation (July 2020) Embed climate protection in branding Incorporate smart tech solutions and latest build standards into new development master plan Adopt modern methods of construction to reduce carbon dioxide Consider energy generation and waste management Public transport oriented design to encourage modal shift Public realm design to encourage walking/cycling possibly through a cycle superhighway Transport Future Proofing through Smart Technology, Autonomous vehicle R&D, Electric vehicle charging points/filling station Green and Blue Infrastructure for biodiversity net gains Incorporate carbon offsetting projects

Areas of carbon reduction	Outcomes	Actions
Carbon Off-Setting	Realise the positive impact that the carbon capture properties of plants will have on our carbon footprint. (SDG3; SDG15)	<ul style="list-style-type: none"> • There are several tree planting schemes the council is been looking at to increase overall woodland cover in the borough • Under the current Local Plan we have a further 75ha of SANGs to deliver and expect that to equate to an additional 30,000 new trees • Encourage and support residents to plant new trees in their gardens
Sustainable schools programme	Encourage the younger generations in the borough to get involved in cutting carbon dioxide emissions. (SDG4; SDG5)	<ul style="list-style-type: none"> • Engage schools in the borough with climate emergency • Support schools to implement onsite energy generation • Obtain feedback from school children on the Climate Emergency • Climate conference to be host for the students of secondary schools in March 2020 • Hold the Climate Competition for students to implement their own sustainable ideas • Launch an environmental awards for schools • Engage local schools with various air quality awareness programmes.
Reduce and Recycle	<p>Increase carbon savings opportunities that can be made from recycling waste. (SDG12)</p> <p>Develop an action plan to phase out single use plastic across council activities, for example parks, markets and events. (SDG12)</p>	<ul style="list-style-type: none"> • Link to Joint Central and East Berkshire Minerals and Waste Local Plan <p>Considerations to achieve 90% recycling by 2030:</p> <ul style="list-style-type: none"> • Work with re3 partners to reduce contamination • Work with re3 colleagues to increase recycling currently in the blue bags • Improve recycling in flats and multi occupancies especially around food waste and general contamination • Convert from a tonnage based approach to a carbon based approach to waste

Areas of carbon reduction	Outcomes	Actions
<p>Changing Behaviours - Engagement & Communications</p> <p>Activities of Council Staff</p>	<p>Introduce a culture of carbon neutrality through the council with all staff and services. (SDG12, SDG13)</p> <p>Ensure the council encourages local residents and businesses to support the ambition of becoming net zero carbon by 2030. (SDG13)</p> <p>Communicate the council’s carbon management activity by demonstrating that the council is leading in cutting carbon. (SDG13)</p> <p>Help business to develop low carbon business models, reduce their own carbon footprints and build climate resilience. (SDG13; SDG17)</p> <p>Ensure businesses allow for everyone to benefit from the prospering low carbon economy (SDG1; SDG10)</p> <p>Aid businesses and industrial process in being as sustainable as possible, particularly the prominent agricultural sector (SDG2)</p>	<ul style="list-style-type: none"> • Ensure that the theme of net zero carbon is embedded in the council operations and encourage behavioural change • Setting up a Green Team made up of staff interested in sustainability action • Encourage council staff to adopt sustainable modes of transport • Requiring carbon targets on our suppliers and taking carbon dioxide emissions into account when procuring goods and services • Establish corporate principles for internal and external operations undertaken by the council • Create a climate emergency communications plan • Consult with staff members, schoolchildren and businesses on their carbon neutral ideas as part of a wider engagement programme • Carry out a consultation with residents to gather ideas on reducing the Borough’s carbon dioxide emissions • Engage with the charity and voluntary sector to aligned their efforts with the climate emergency strategy • Raise awareness of the benefits of active and sustainable travel through the My Journey social media feeds, in presentations to school children and businesses, at events. • Arrange a Fit for Business event to support business in becoming net zero carbon and educate entrepreneurs in sustainable practices • Create partnerships with local business and provide the opportunities for the delivery of new and/or green technologies which will allow the low carbon economy to grow in the borough

Section 7. Finance and Resource

The council will seek funding wherever possible to support the delivery of the actions in the Climate Emergency Action Plan. This will include bidding for funds and applying for crowdfunding where applicable.

Some of the activities in the action plan will generate income or make savings. This funding will be ring-fenced to be reinvested on other projects in the Climate Emergency Action Plan.

The council has already established a new role, the Climate Emergency Strategy Officer, as a commitment to the work that needs to be carried out in delivering the Climate Emergency Action Plan to help Wokingham Borough become net zero carbon by 2030.

The council will make the financial provision shown in table 2 to implement the actions in the action plan over the next three years (subject to approval at council).

Table 2. Wokingham Council Budget between 2020 and 2023

Project Name	Project Description (for MTFP)	2020/21 £'000	2021/22 £'000	2022/23 £'000
Public Rights of Way Network	Investment in all public rights of way and other non-motorised routes to support the needs of all types of users	612	737	737
Wokingham Borough Cycle Network	Investment in current/future cycle networks in the Borough	500	500	1,000
Greenways	A network of quiet commuting and leisure routes for pedestrians and cyclists	610	874	742
South Wokingham Railway Crossings (Foot and cycle)	New Foot and cycle structures in the borough	0	0	1,500
Byways	Foot/bridal/cycle ways enhancements or new build in the borough	100	100	0
Winnersh Triangle Parkway	Transport infrastructure enhancement in the borough	3,100	0	0
Coppid Beech Park and Ride	Transport infrastructure enhancement in the borough	2,700	0	0
Transport infrastructure enhancement in the borough	Bus Stop Infrastructure Works to Support North Arborfield SDL Bus Strategy	54	0	0

Renewable Energy Infrastructure projects	Renewable energy generation infrastructure. i.e. solar farms (fields of solar panels) feeding into a battery or grid arrangement.	3,500	6,500	8,000
Waste Schemes - Recycling	The purchase of brown bins, paper sacks and recycling boxes to enable the Borough to continue their waste/recycling scheme	89	89	89
Support Services Energy Reduction Schemes	Investment in energy reduction schemes through various mechanisms e.g. lighting, insulation and improvements; which is envisaged to deliver demonstrable energy bill savings	250	250	250
Food Waste Collection	To provide food waste containers	20	20	20
Wokingham Biodiversity Capital Projects	A rolling programme of capital projects aimed at enhancing the biodiversity value of various sites and other assets	25	25	0
Managing Congestion and pollution	Investment in future road building/enhancement across WBC road network (including new relief roads)	3,000	5,000	5,000
Energy Reduction Projects	Expenditure on a wide range of energy efficiency projects at existing properties to improve energy efficiency. These include, installing LED lighting, Cavity Wall, loft insulation boiler controls etc, all to make the property 'consume' less energy	1,500	1,500	1,500
Climate Emergency		16,060	15,595	18,838
Grand Total between 2020 and 2023		£50 million		

Section 8. Governance and Monitoring

The **Climate Emergency Working Group**, made up of a cross party group of members, has been established to investigate and propose further recommendations to help achieve a net zero carbon Borough. The Working Group will undertake its role by:

- i. Reviewing, monitoring and contributing to the delivery of the actions set out in the Wokingham Borough Council Climate Emergency Action Plan
- ii. Providing a high level steer on policy direction in relation to carbon reduction
- iii. Reviewing the delivery and performance of key carbon reduction projects by the council
- iv. Reviewing and monitoring progress toward the council's ambition to achieve net zero carbon for Wokingham Borough by 2030 against the council's baseline carbon footprint.
- v. Liaise with and assist the Town and Parish Councils in implementing measures locally.

A **Climate Emergency Advisory Group** made up of representatives from industry, academia and charities. This group will meet quarterly to explore what new ideas and cutting edge technology can bring to reducing carbon dioxide emissions in the borough.

A **Climate Emergency Investment Board** will be established to assess each action in the CEAP in terms of carbon saved, income generated and costs to decide which actions will be invested in by the council.

The **Climate Emergency Officers Group** meets monthly and is attended by officers from across all of the departments in the council. The officers group delivers the activities set out in the CEAP.

We will set up working subgroups to work on specific areas to support the delivery of the action plan.

An annual Climate Emergency Progress report will be developed and brought to council for approval in July 2020 and annually in July thereafter. This report will have a fully costed up action plan with carbon saving quotas against individual projects. The report will summarise the boroughs achievements and demonstrate the benefits of becoming net zero carbon.

The Climate Emergency Action Plan can be called in for overview of scrutiny committees.

The Wokingham Borough Council Economic Prosperity and Place Team will lead on the implementation and monitoring of the CEAP.

Appendix 1. Climate Emergency Action Plan Key Actions and the UNs Sustainable Development Goals

Wokingham Borough Council and the Sustainable Development Goals

The Local Government Association (LGA) passed a motion in July 2019 declaring a climate emergency. At the same time offering a unified voice for local government to assist in delivering the UN's 17 Sustainable Development Goals (SDGs). In the table below each goal has been assigned an SDG number. For example, Good Health and Wellbeing is SDG3 and links back to the appropriate action in the Climate Emergency Action Plan demonstrating how Wokingham Borough are supporting the UN's 17 Sustainable Development Goals.

Wokingham Borough Council recognises that, as a local authority, we are in the best position to raise awareness and to influence in the delivery of the Sustainable Development Goals.

No poverty SDG1	Although Wokingham is an affluent borough, we will work hard to ensure the Climate Emergency action plan creates a sustainable, carbon neutral economy that will achieve economic justice as well as economic growth.	
Zero hunger SDG2	As a rural borough, sustainable agricultural practice is of high importance as well as promoting sustainable eating in the borough through the action plan which focuses on cutting down on meat consumption.	
Good health and wellbeing SDG3	We will be encouraging sustainable transport such as cycling and converting to electric vehicles through our action plan to ensure we maintain our high level of well-being across the borough	
Quality of education SDG4	The youthful population are a large part of our action plan to meet our 2030 net zero carbon target and we aim to promote sustainable lifestyles throughout our schools and ensure we hear the voices of our children.	
Gender equality SDG5	We hope the women and girls in the borough will take part to make the action plan the most effective in everyday situations like reducing waste and single use plastics.	
Clean water and sanitation SDG6	There is a strong focus on reducing water waste in the Borough which will comply with the sustainable management of water targets sat beneath this SDG.	
Affordable and clean energy SDG7	We are determined to roll out sustainable energy generating methods through the implementation of solar panels, particularly in our SDLs, which are both clean and affordable in the long term.	

Decent Work and economy growth SDG8	Wokingham Borough benefits from a below average unemployment rate and bringing more sustainable enterprises to the borough will only enhance our working population further.	
Industry, innovation and infrastructure SDG9	A large section of our action plan is dedicated to ensuring our new developments are net zero carbon through sustainable infrastructure and that we promote sustainable leaving within these new communities.	
Reduce inequalities SDG10	The UK suffers from vast disparities in wealth but this can also be seen on a local scale within the Borough. We aim to work the Climate Emergency action plan with economic development in mind to ensure we achieve economic equality throughout the borough.	
Sustainable cities and communities SDG11	Wokingham Borough is lucky to have an existent community that is resilient, inclusive and safe. We aim to build on this and strengthen this through the action plan to promote the same characteristics for the communities created in the new developments.	
Responsible consumption and production SDG12	The themes of this goal are woven throughout the action plan to promote and encourage a change in lifestyle of the residents in the borough starting with the council staff through the work of the Green Team.	
Climate action SDG13	By working towards our 2030 net zero carbon borough target we have been able to put in place Officer groups and projects that reflect the targets under our action plan and enforce action to combat climate change.	
Life below water SDG14	Protecting our bodies of water is essential for us as they are facilities for residents to enjoy in green space for non-polluting recreational activities	
Life on land SDG15	Protecting our greenspace as a rural borough is of huge significance and is reflected in the action plan, as we aim to preserve the land as a carbon sink or sustainably develop on land in a way that allows the whole borough to reap the sustainable rewards.	
Peace, justice and strong institutions SDG16	As an influential institution in the borough, we take our role in combating climate change very seriously and will show our respect of our communities through public consultation and incorporating resident's ideas throughout our action plan.	
Partnerships for the goals SDG17	Creating partnerships are an essential aspect of our action plan, especially one which is tackling such a global problem. Partnerships, especially with the businesses in the borough, will allow us to achieve more.	

Appendix 2: Further Analysis of Wokingham Borough's Carbon Footprint

Analysis

National Comparison

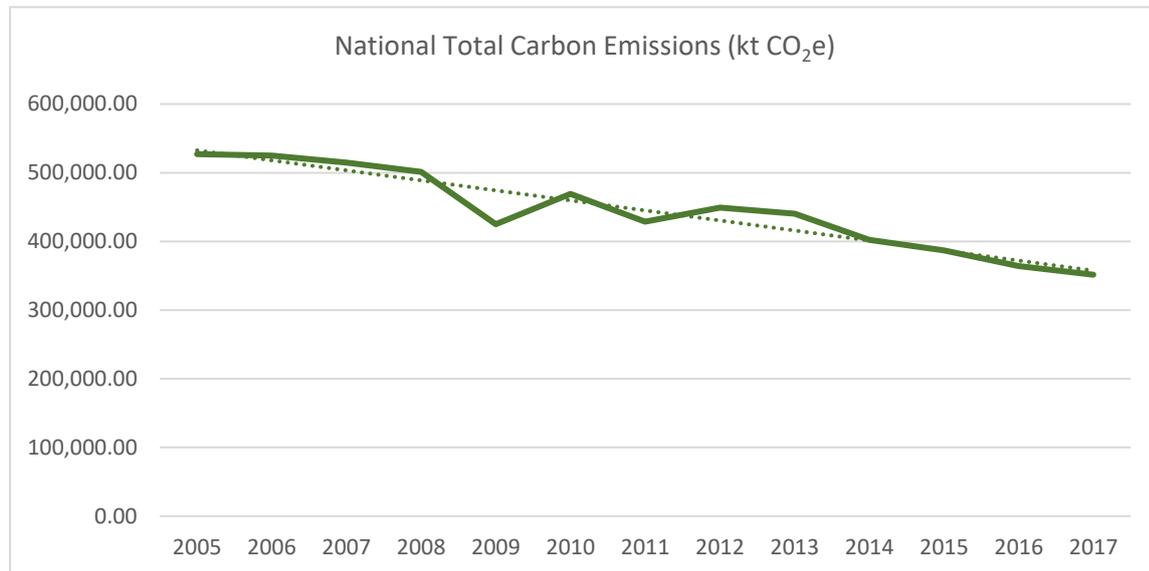


Figure 2 National Total Carbon Dioxide Emissions (kt CO₂e)

Wokingham Borough has followed very similar peaks and troughs experienced nationally. This suggested there are no key issues where Wokingham Borough went 'off-track' and should be in a good position to begin making significant moves to meet the 2030 net zero carbon target.

Surrounding Area Comparison

The local authorities surrounding Wokingham will be used throughout this section to further illustrate the borough's emissions and put them in perspective. The graph overleaf (figure 3) shows total carbon dioxide emissions of each local authority. Wokingham sits in the middle of the areas with similar emissions in 2017 to Slough. West Berkshire has very high emissions relative to the surrounding areas and this is mostly due to high private car travel and the resulting road emissions, as it is such a rural area. Bracknell on the other hand, has the lowest emissions due to a well-used public transport system and many new and energy efficient homes.

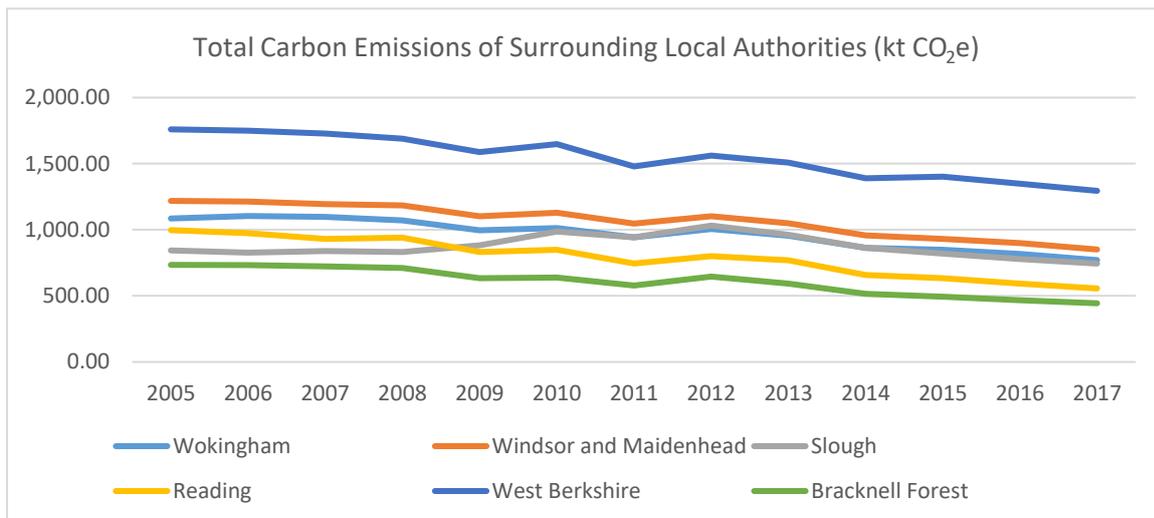


Figure 3 Total Carbon Dioxide Emissions of Surrounding Local Authorities (kt CO₂)

Per capita emissions (figure 4 below) is another method of illustrating an areas carbon dioxide emissions by dividing total emissions by the population. This then represents how much carbon each person is responsible for emitting. In Wokingham the per capita emissions are 3.5 tCO₂e. This is one of the lowest relative to surrounding areas. Reading has the lowest per capita emissions which is likely to be due to good public transport infrastructure, as a city. West Berkshire has the highest per capita carbon dioxide emissions due to the reasons discussed above. The emitting sectors, as already discussed, are broken down further and analysed separately below.

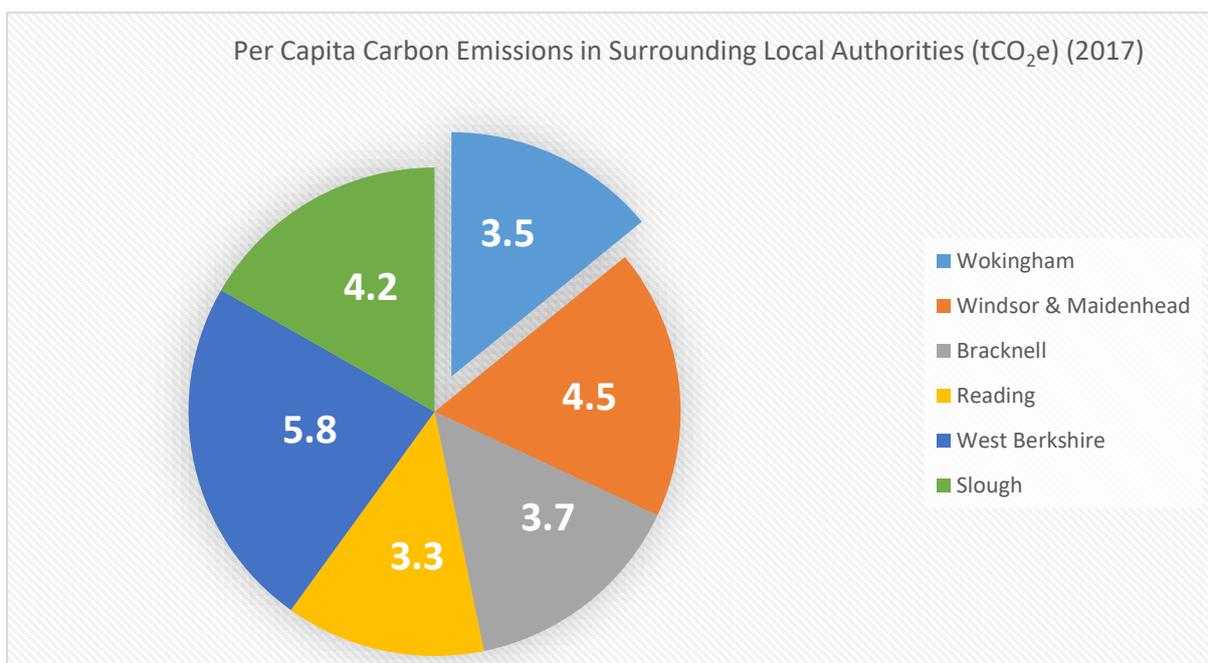


Figure 4 Per Capita Carbon Emissions in Surrounding Local Authorities (tCO₂e) (2017)

Transport

Transport contributes almost a third (31%) of the borough's total carbon dioxide emissions. Of the subsectors within transport, the greatest contributor to carbon dioxide emissions is minor roads emitting 88.7 ktCO₂e. Emissions from A-roads are slightly lower at 85.5 ktCO₂e. Both sectors have been increasingly emitting carbon dioxide in the years leading up to 2017, but decreased slightly in 2017 itself. With both sectors dropping by around 2 ktCO₂e. Further research will need to be done to understand what drove this recent slight decrease.

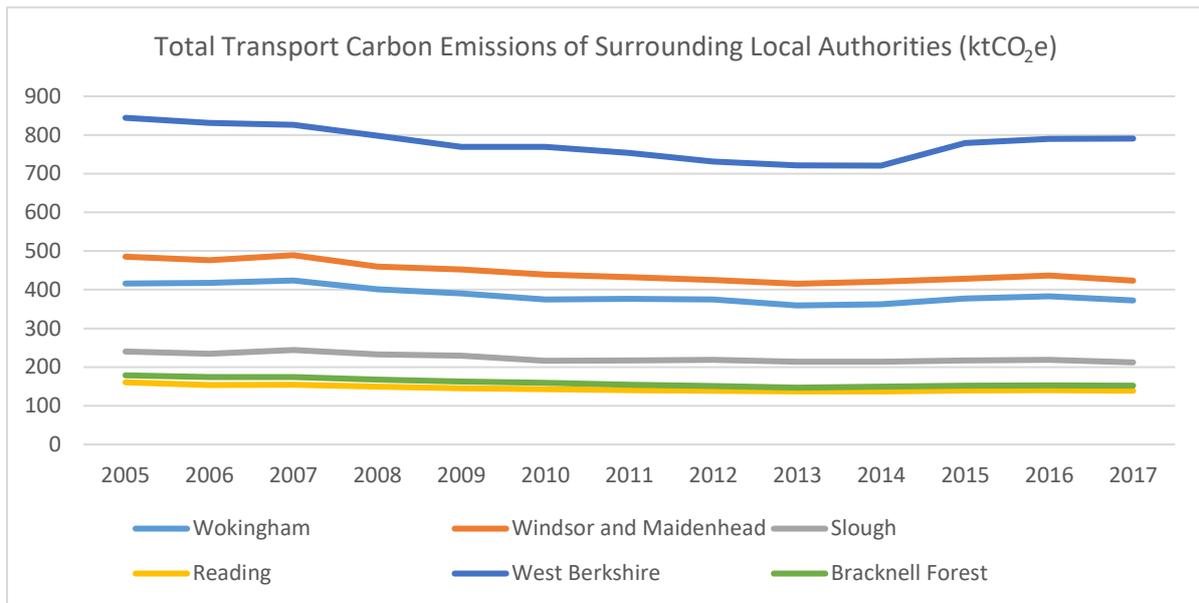


Figure 5 Total Transport Carbon Dioxide Emissions of Surrounding Local Authorities (ktCO₂e)

Two characteristics of Wokingham Borough are a factor in this large proportion. Firstly, the semi-rural nature of the area means many residents must drive for everyday activities, such as their commute and the school run. Many feel unsafe cycling on the country lanes and public transport in the borough is not easily accessible to those situated away from the main towns. This means private transport is heavily relied upon and is, of course, a damaging lifestyle in terms of carbon dioxide emissions. This can be seen in the above chart at West Berkshire has the highest levels of transport emissions because it is such a rural area.

Secondly, the affluence in the borough leads to high numbers of cars per household and also cars with larger engine sizes which are bigger polluters. Congestion has been a large cause for concern in Wokingham for years but the realisation of the impact on the climate emergency has put this issue under a new lens with further ideas and scope for improvement being realised.

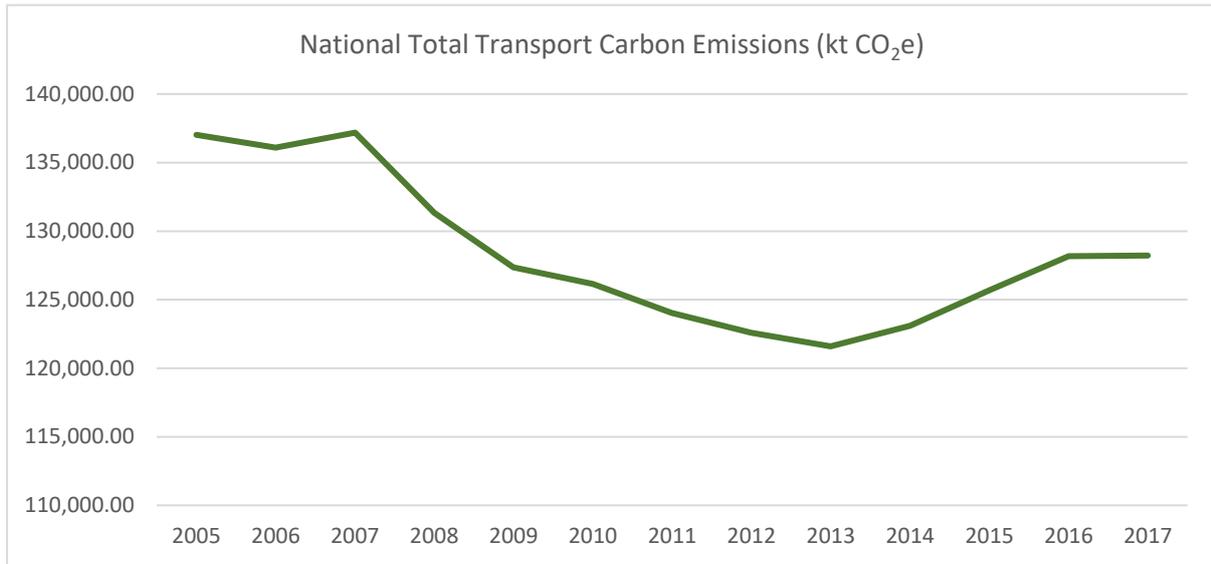


Figure 6 National Total Transport Carbon Dioxide Emissions (kt CO₂e)

Domestic/Residential

This is the largest emitting sector, contributing 43% of Wokingham Borough’s total carbon dioxide emissions. Wokingham is a historic town with many older houses which, do not lend themselves to be energy efficient, a lacking in insulation and double glazing. Domestic Gas contributes 68.4% of all Domestic Emission and 30.5% towards the overall carbon footprint. Therefore, retrofitting existing homes to become more energy efficient, away from gas as fuel will be key to reducing domestic emissions. Domestic gas emissions have remained relatively stable over the period set out below from 2005. This is because there has been very little mitigation in residential buildings and the boroughs older houses are not well insulated or efficient.

On the other hand, domestic electricity emission have been decreasing since 2012 and in 2017, carbon dioxide emissions from electricity stood at half of what they were in 2012. As mentioned above, energy sources for electricity supply have become increasingly renewable since 2012 as solar, wind and hydroelectric energy infrastructures began to supply larger amounts of the UK’s renewable energy generating capacity. Furthermore, the UK Government’s Renewable Obligations required 10.4% of the country’s energy to be renewably sourced by 2012. With other targets along the way, the next is a 20% target in place for 2020-2021.

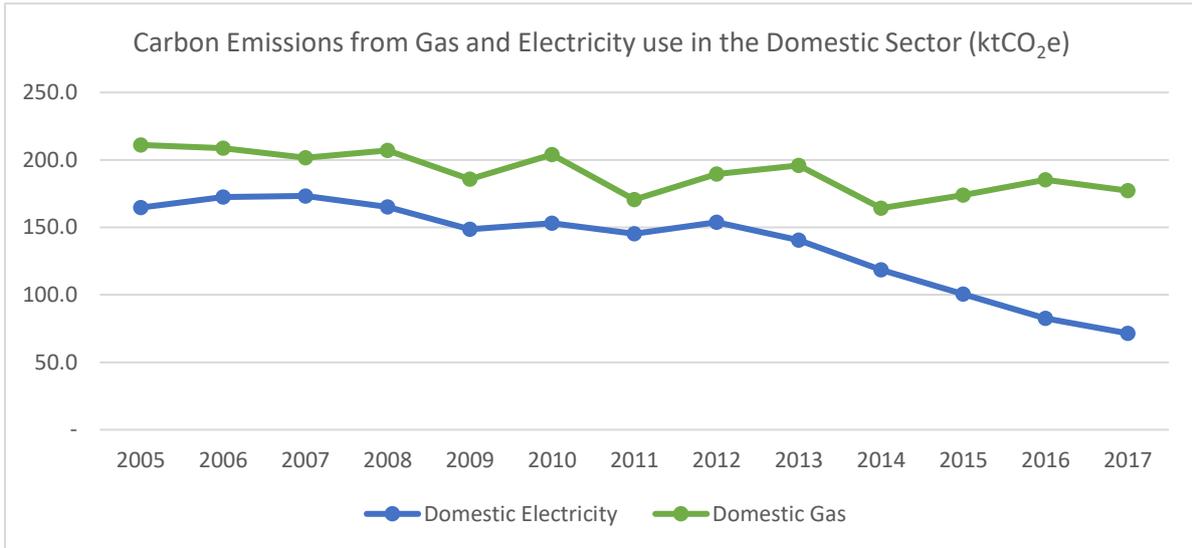


Figure 7. Carbon Dioxide Emissions from Gas and Electricity use in the Domestic Sector (ktCO₂e)

The trends in the surrounding areas are very similar to Wokingham Borough's due to the nature of the energy sector being dictated by government policies on energy sources. Currently domestic carbon dioxide emissions reduction is mostly from energy efficient homes, particularly gas emissions. The levels of emissions vary suggesting the local authorities with newer buildings as the lowest such as Bracknell and Slough, and the more historic and rural areas are at the top including Wokingham which follows very similar trend to Windsor and Maidenhead.

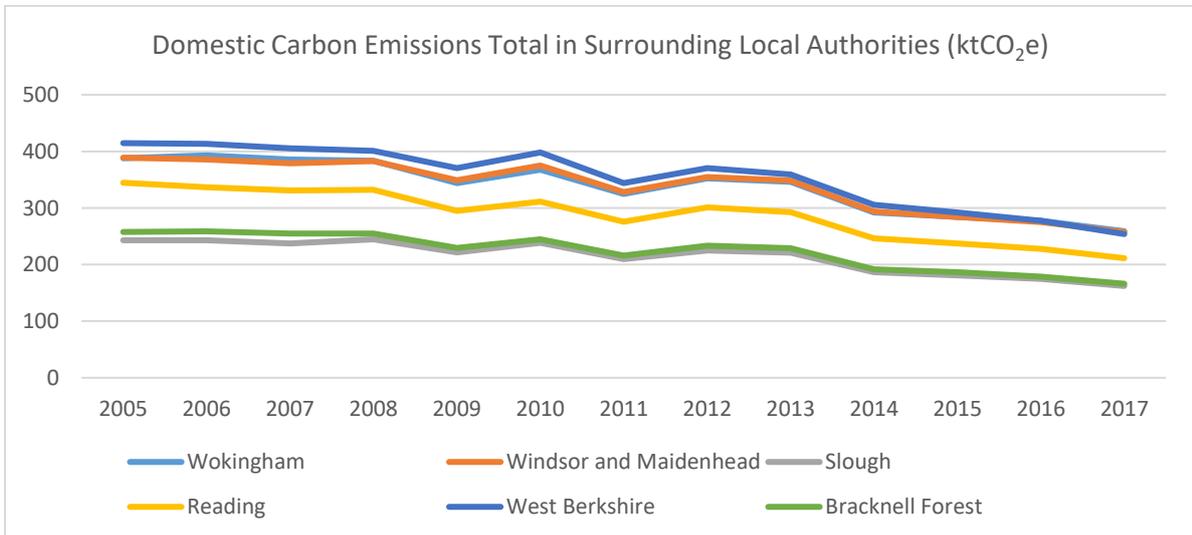


Figure 8 Domestic Carbon Dioxide Emissions Total in Surrounding Local Authorities (kt CO₂e)

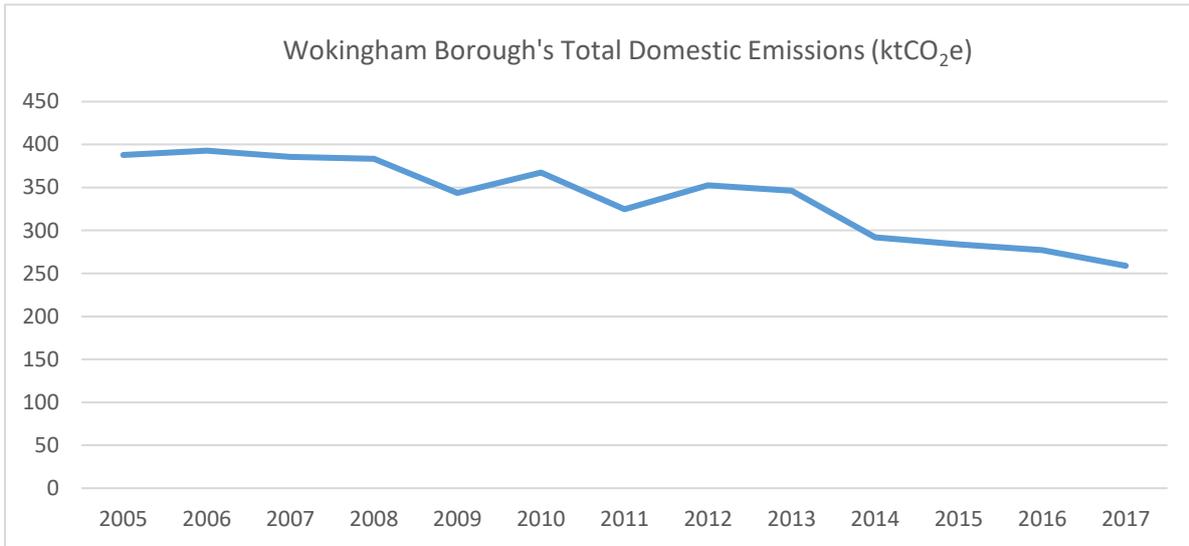


Figure 9 Wokingham Borough's Total Domestic Carbon Dioxide Emissions (ktCO₂e)

Likewise, Wokingham Borough's domestic emissions follows national trends. This further supports the idea that these emissions are part of national energy policy as there is such little variation across the immediate area and across the country.

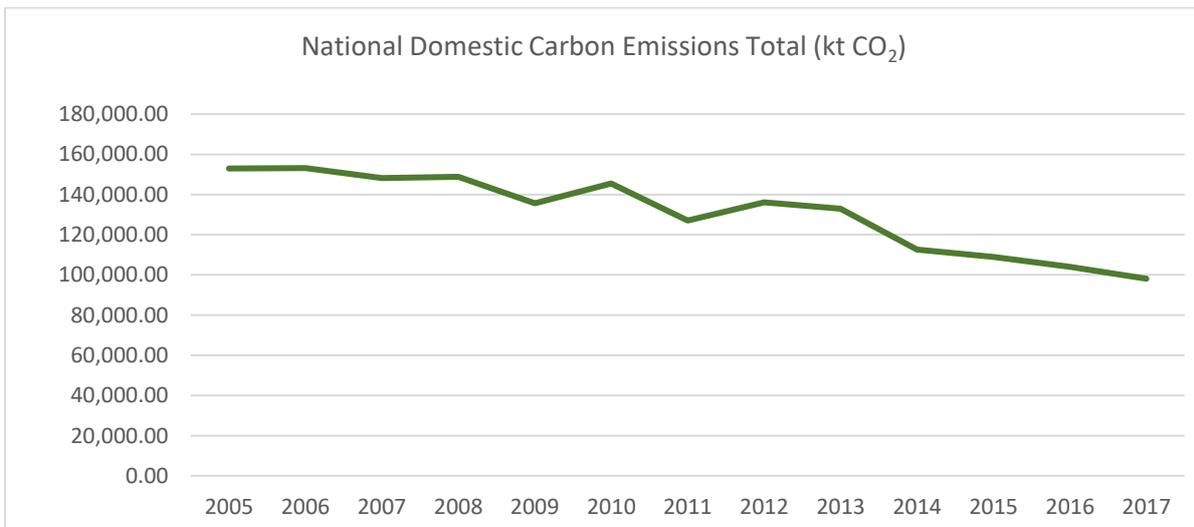


Figure 10 National Domestic Carbon Dioxide Emissions Total (kt CO₂)

Industry and Commercial

Similarly to domestic emissions, industrial and commercial buildings also emit through gas and electricity consumption. Contrary to domestic emissions, electricity contributes a much larger proportion of industrial and commercial emissions, contributing 60.5% of total industry and commercial emissions. However, emissions from electricity use have been decreasing at a relatively rapid pace since the previous increase in 2012. Industrial and commercial gas emissions account for a quarter of the sectors total.

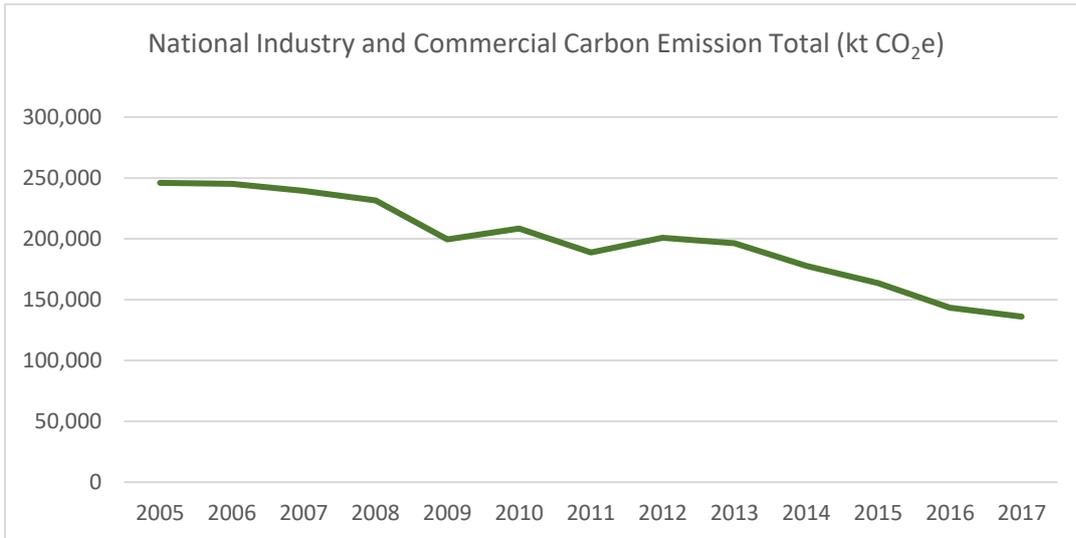


Figure 11 National Industry and Commercial Carbon Dioxide Emission Total (kt CO₂e)

Nationally, carbon dioxide emissions from the industry and commercial sector have also been decreasing. Again this has occurred since 2012, likely due to the increase in renewable energy supplying electricity as outlined in the domestic section above. Additionally, the UK has continued to move further away from the production sector and into the services sector which is less polluting due to the lack of industrial processes taking place which can cause high carbon dioxide emission rates.

This shift is true for Wokingham as a Borough located in the prospering South East. The borough has almost 9,000 enterprises active of all sizes from micro to large, most of which are low emitting office based organisations. The economic climate is changing as the low-carbon economy is rapidly growing in the UK as consumers are beginning to demand sustainability from their purchases, particularly in affluent areas like Wokingham Borough.

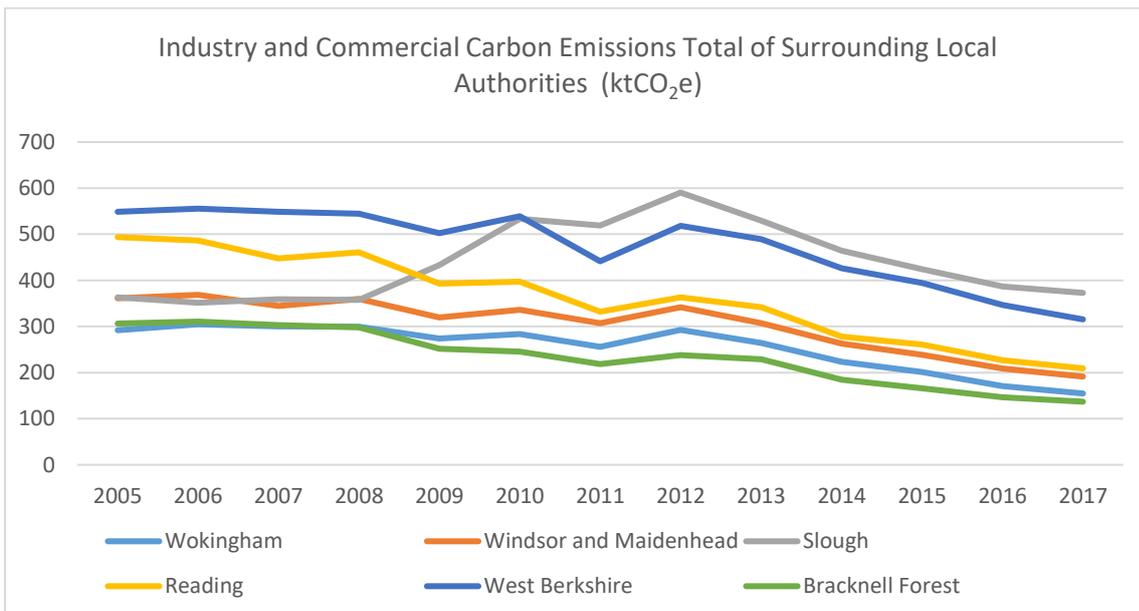


Figure 12 National Industry and Commercial Carbon Dioxide Emission Total (kt CO₂e)

In the surrounding areas, each local authority has seen a downward trend since 2012. This trend is starting to level out in the least emitting boroughs such as Bracknell Forest and Wokingham. Wokingham is the second lowest due to the nature of the industries that operate in the borough. Generally, these are office-based operations which mainly relies on electricity which can be supplied through renewables, rather than gas or any other form of energy which cannot.

Offsetting

Offsetting carbon is very important in order for the borough to grow in a sustainable way, as to reach net zero carbon the borough can only emit what it offsets. Presently, the borough offsets 15.2 ktCO₂e a year through forestry and land use. These levels have been steadily increasing over the data period with an average annual increase in carbon capture of 0.4 ktCO₂e. Wokingham sequesters a middling level in terms of surrounding local authorities. Although the carbon captured has increased over the data period, there is a large range through the region. Rural West Berkshire offsets 65.5 ktCO₂e while Slough and Reading as more built up areas only sequester 3 ktCO₂e through forestry and land use. Nationally, recent figures suggest that 11323.4 ktCO₂e is offset through this sector, this amount has been increasing in the 5 years up to 2017.

There is a large scope for improvement in this sector as Wokingham is a semi-rural borough with a lot of open space. Thousands of trees have already been and continue to be planted in Wokingham Borough. More tree planting is part of Wokingham Borough Council's future planning policies where a quota for offsetting construction with trees can be set. Conserving our current trees is very significant, as mature trees sequester a much higher amount of carbon than new trees which take years to reach the same level of maturity depending on the tree type.

Carbon Budgets

The Tyndall Centre from the University of Manchester¹⁴ have created a projection based on the borough's maximum carbon budget of 5.0 MtCO₂, to stay within Paris Agreement Requirements, until the end of the century. At current consumption rates, Wokingham Borough would use this budget in seven years. This allocated carbon budget is middling in terms of surrounding local authorities with West Berkshire having the highest budget of 8.2 MtCO₂ and Bracknell allocated the lowest at 3.0 MtCO₂. Minimum average annual reduction rates to keep within these budgets in the area are all between 12.3-13.7%. Across the whole South East Region this percentage in 13.3% and in Wokingham specifically it is just under this regional reduction rate at 13.1%. This again confirms that Wokingham Borough Council is on track with the rest of the region in terms of a carbon reduction pathway. However, the Tyndall Centre has created this reduction until the end of the century, therefore the council's projection to net zero emissions by 2030 is significant. This will allow the council to prioritise and map the Action Plan accordingly to meet the 2030 target.

¹⁴ <https://carbonbudget.manchester.ac.uk/reports/E06000041/>

Equality Impact Assessment (EqIA) form: Initial impact assessment

If an officer is undertaking a project, policy change or service change, then an initial impact assessment must be completed and attached alongside the Project initiation document.

EqIA Titular information:

Date:	13/01/2020
Service:	Place Commissioning
Project, policy or service EQIA relates to:	Climate Emergency Action Plan initial Report
Completed by:	Rhian Hayes
Has the EQIA been discussed at services team meeting:	No
Signed off by:	Nigel Bailey
Sign off date:	13/01/2020

55

1. Policy, Project or service information:

This section should be used to identify the main purpose of the project, policy or service change, the method of delivery, including who key stakeholders are, main beneficiaries and any associated aims.

What is the purpose of the project, policy change or service change , its expected outcomes and how does it relate to your services corporate plan:

The purpose of the Climate Emergency Action Plan (CEAP) is to set out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change. This is a new priority for the council from which everyone should benefit

The Climate Action Plan comprises:

- An assessment of the carbon footprint for Wokingham Borough. This is based on government data and reported two years in arrears, Wokingham Borough's carbon footprint is **580.9 ktCO₂e** (based on 2017 data). The assessment for the borough identifies the key priorities to be address to become net zero carbon. These include carbon dioxide emissions from transport (31.4%); industrial and commercial (26.6%), and the domestic (43%).
- Challenges the Borough faces to become net-zero carbon include
- Key priority areas to focus on for reducing carbon dioxide emissions to net zero by 2030
 1. Reduce Carbon Dioxide Emissions from Transport
 2. Reduce Carbon Dioxide Emissions from Domestic and Business Property - Green Bank Project
 3. Generate more Renewable Energy in the Borough
 4. Create a Local Plan that Specifies Net Zero Construction and Infrastructure
 5. Increase the Levels of Carbon Sequestration the Borough Through Greening the Environment
 6. Engage with Young People and Support Sustainable Schools
 7. Reduce Waste Sent to Landfill
 8. Encouraging Behaviour Change
- An annual Climate Emergency Progress report will be developed and brought to council for approval in July 2020 and annually thereafter. This report will have a fully costed up action plan with carbon saving quotas against individual projects. The report will summarise the boroughs achievements and demonstrate the benefits of becoming net zero carbon.
- The Paris Agreement (2015) set out a framework to limit greenhouse gas emissions to levels that would prevent global temperatures from increasing to more than 2°C above the temperature benchmark set before the beginning of the Industrial Revolution. In autumn 2018, the Intergovernmental Panel on Climate Change (IPCC) published a report, which advised that global warming must be limited to 1.5°C as opposed to the previous target of 2°C to avoid the devastating impacts of climate change. As the climate has already warmed by 1°C since the industrial revolution benchmark. The report warned that there are now only 12 years (to 2013) left within which to take the actions required to avert a crisis, rather than the 32 previously thought (to 2050).

In response to the claims made by the IPCC, in the autumn of 2018 councils across the world started declaring a climate emergency. Wokingham Borough Council declared a Climate Emergency on 18th July 2019.

Outline how you are delivering your project, policy change or service change. What governance arrangements are in place, which internal stakeholders (Service managers, Assistant Directors, Members ect) have/will be consulted and informed about the project or changes:

The Wokingham Borough Council Economic Prosperity and Place Team will lead on the implementation and monitoring of the CEAP.

A Climate Emergency Action Plan to help achieve this new council priority of becoming net zero carbon by 2030. The plan will help us understand the scope of the carbon reduction required to reach our target, set initial budgets, set a carbon footprint and explore some of the actions requires to become a Net-Zero carbon borough by 2030

The **Climate Emergency Working Group**, made up of a cross party group of members, has been established to investigate and propose further recommendations to help achieve a net zero carbon Borough. The Working Group will undertake its role by:

- i. Reviewing, monitoring and contributing to the delivery of the actions set out in the Wokingham Borough Council Climate Emergency Action Plan
- ii. Providing a high level steer on policy direction in relation to carbon reduction
- iii. Reviewing the delivery and performance of key carbon reduction projects by the council
- iv. Reviewing and monitoring progress toward the council's ambition to achieve net zero carbon for Wokingham Borough by 2030 against the council's baseline carbon footprint.
- v. Liaise with and assist the Town and Parish Councils in implementing measures locally.

A **Climate Emergency Advisory Group** made up of representatives from industry, academia and charities. This group will meet quarterly to explore what new ideas and cutting edge technology can bring to reducing carbon dioxide emissions in the borough.

A **Climate Emergency Investment Board** will be established to assess each action in the CEAP in terms of carbon saved, income generated and costs to decide which actions will be invested in by the council.

The **Climate Emergency Officers Group** meets monthly and is attended by officers from across all of the departments in the council. The officers group delivers the activities set out in the CEAP.

We will set up working subgroups to work on specific areas to support the delivery of the action plan.

An annual Climate Emergency Progress report will be developed and brought to council for approval in July 2020 and annually in July thereafter. This report will have a fully costed up action plan with carbon saving quotas against individual projects. The report will summarise the boroughs achievements and demonstrate the benefits of becoming net zero carbon.

The Climate Emergency Action Plan can be called in for overview of scrutiny committees.

Outline who are the main beneficiaries of the Project, policy change or service change?

The main beneficiaries of the project are all of the residents and businesses of Wokingham Borough.

Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.

Outline any associated aims attached to the project, policy change or service change:

The Council's Key Priorities for Reducing Carbon Dioxide Emissions to Net Zero by 2030

The analysis above has helped the council to identify eight key priority areas (below) to focus on for reducing carbon dioxide emissions. The action plan, which has been populated with ideas from local residents, Town and Parish councils, council officers, and local businesses, is not exclusively limited to these areas.

1. Reduce Carbon Dioxide Emissions from Transport

The council will seek to reduce carbon dioxide emissions from transport by using technology to help improve traffic flows, reducing congestion by optimising the use of the existing road network and increasing the number of EV charging points across the borough. The council aims to encourage residents to take up more sustainable transport options such as walking, cycling, and bus and train travel.

2. Reduce Carbon Dioxide Emissions from Domestic and Business Property - Green Bank Project

There are around 72,000 dwellings in the Borough, of which an estimated 85% use fossil-fuel based natural gas. The council will set up the Green Bank Project to help residents and businesses pay for the cost of converting from natural gas to other low carbon forms of energy. The Green Bank will help install energy efficiency improvements and renewable energy technology into homes and businesses across the borough.

The council will implement the necessary measures to improve the current energy usage of its own corporate properties and aims to become net zero carbon by 2030.

3. Generate more Renewable Energy in the Borough

The council plans to develop five largescale solar PV farms throughout the Borough over the next five years. This will not only increase the production of renewable energy, but has the potential to generate an income, which will then be reinvested into delivering other carbon reduction projects.

4. Create a Local Plan that Specifies Net Zero Construction and Infrastructure

All major residential and commercial developments will be expected to deliver high sustainable construction standards. Policies to enable this will be embedded in the upcoming Local Plan Update (LPU). Major developments will embrace innovative sustainable design solutions for energy efficiency and low carbon energy generation and use.

5. Increase the Levels of Carbon Sequestration the Borough Through Greening the Environment

The council will plant 250,000 new trees over the next five years. As well as increasing the capacity for carbon offsetting, afforestation will allow for a biodiversity net gain, an approach to development that increases levels of biodiversity at a greater rate.

6. Engage with Young People and Support Sustainable Schools

The council will launch a sustainable schools programme. The programme aims to promote behavioural change amongst young people by engaging with schools to work with children to encourage the adoption of new 'climate-friendly' behaviours that will influence their families and communities.

7. Reduce Waste Sent to Landfill

The council aims to achieve zero waste to landfill and 90% recycling by 2030. The council will reach the 2020 target to reach 60% recycling of waste produced in the borough. This step-change has been achieved through encouraging people in the borough to change their behaviour. An example is

the introduction of food waste collection which has been a great success borough-wide. There remains great scope for future improvement with opportunities available regarding glass recycling and increasing the range of plastics that can be recycled.

8. Encouraging Behaviour Change

As a community leader, the council will set an example and set high standards in becoming net zero carbon. This includes its own estate but also its policies, service delivery and investment decisions. The Council will communicate and engage with all of its residents, businesses, schools, Town and Parish Councils, charities, the University of Reading, Thames Valley Berkshire Local Enterprise Partnership, the Greater South East Energy Hub and other local authorities to work together to initiate education programmes and encourage behaviour change

2. Protected characteristics:

There are 9 protected characteristics as defined by the legislation:

- Race
- Gender
- Disability
- Gender re-assignment
- Age
- Religious belief
- Sexual orientation
- Pregnancy/Maternity
- Marriage and civil partnership:

To find out more about the protected groups, please consult the EQIA guidance.

3. Initial Impact review:

In the table below, please indicate whether your project, Policy change or service change will have a positive or negative impact on one of the protected characteristics. To assess the level of impact, please assign each group a Positive, No, Low or High impact score:

For information on how to define No, low or high impact, please consult the EQIA guidance document.

If your project is to have a positive impact on one of the protected groups, please outline this in the table below.

For details on what constitutes a positive impact, please consult the EQIA guidance.

Protected characteristics	Impact score	Please detail what impact will be felt by the protected group:
Race:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Gender:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Disabilities:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Age:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Sexual orientation:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by

		2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Religion/belief:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Gender re-assignment:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Pregnancy and Maternity:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.
Marriage and civil partnership:	No/Neutral	All of the residents and businesses of Wokingham Borough will be equally and positively impacted by this new aim of Wokingham Borough being net Zero-carbon by 2030. Adopting the Climate Emergency Action Plan fulfils the criteria required for Wokingham Borough Council to declare a climate emergency. A working document, the Climate Emergency Action Plan sets out the initial steps Wokingham Borough can take towards becoming net zero carbon by 2030, including positive environmental changes that will improve the quality of life of all our residents and help to avoid the impacts of climate change.

Based on your findings from your initial impact assessment, you must complete a full impact assessment for any groups you have identified as having a low of high negative impact. If No impact, or a positive impact has been identified, you do not need to complete a full assessment. However, you must report on this initial assessment and it must receive formal approval from the Assistant Director responsible for the project, policy or service change.

Initial impact assessment approved by....



Nigel Bailey: Interim Assistant Director Housing & Place Commissioning

Date: 13th January 2020

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WOKINGHAM BOROUGH COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

ADOPTION OF ESTATE INFRASTRUCTURE TASK & FINISH GROUP

REPORT AND RECOMMENDATIONS

JANUARY 2020

Task & Finish Group Members:

Councillor Andy Croy (Chair)

Councillors Paul Fishwick, Sarah Kerr and Abdul Loyes

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ADOPTION OF ESTATE INFRASTRUCTURE

Foreword by Councillor Andy Croy

Buying a new home is one of the most important decisions that many people have to make in a lifetime. This is especially true in areas like Wokingham Borough where the average house price is currently around £440,000. The Borough is delivering a large amount of new homes, especially in the four Strategic Development Locations – North and South Wokingham, Arborfield Garrison and South of the M4 (Shinfield). Further sites will also be identified in the ongoing Local Plan Update.

In addition to building new homes, housing developers are also responsible for delivering new infrastructure such as roads, drains, landscaping, open space, SANGs (natural green space) and play areas as conditioned in the planning permission and associated Section 106 planning legal agreements. Each type of infrastructure is delivered in the context of different legislation, statutory guidance and local standards.

Members were aware of both local and national situations when, for various reasons, estate infrastructure was not delivered to the correct standard and/or within the agreed timeframe, thereby causing anger and frustration for residents. As a result, the Overview and Scrutiny Management Committee decided to set up the Task and Finish Group.

The primary objective of the Task and Finish Group was to produce recommendations for improvement which resulted in the adoption of high quality estate infrastructure and positive outcomes for residents across the Borough. In so doing, Members were informed of the excellent work which already took place and the high level of expertise and commitment demonstrated by Council staff. However, as always, there may be scope for further improvements.

The Task and Finish Group received evidence from a wide range of stakeholders including residents, Town and Parish Councils, Borough Council Officers and Members, housing developers, Thames Water and national housing and engineering bodies.

In preparing the report, the Task and Finish Group sought to understand the adoption process and the roles and responsibilities of the key players. Our recommendations aim to bring greater transparency and ensure that each individual or group can access accurate information and advice in a timely manner.

Finally, I would like to thank the residents, Officers, Members, housing developers and outside bodies who gave up their time and contributed to the Task and Finish Group's work in such a positive and constructive manner.

Andy Croy,
January 2020

Section 1 - Executive Summary

- 1.1 In recent years the Wokingham Borough has seen a significant amount of new housing development, much of it contained in the four Strategic Development Locations – North and South Wokingham, Arborfield Garrison and South of the M4 (Shinfield). The ongoing Local Plan Update will identify more sites for housing as the Council seeks to deliver on the Government requirement for over 800 new homes each year.
- 1.2 Much of the new housing is being delivered by housing developers, ranging from major FTSE companies to smaller local businesses. In addition to building new homes the developers are required to deliver new estate infrastructure such as roads, drainage, open space, landscaping, play areas and SANG (suitable alternative natural greenspace), as set out in the relevant planning permission. The process for delivering the new infrastructure is governed by legislation, statutory guidance and legal agreements between the Council and housing developers. Developers have a choice between handing the new infrastructure over to the Council for future management and maintenance (adoption) and managing it themselves, typically by establishing a management company.
- 1.3 If the developer decides not to have infrastructure adopted the Council has only limited powers to intervene if things go wrong, for example delays or sub-standard work. It is important, therefore, that homebuyers have a clear understanding of the adoption process and any potential legal and financial issues which may arise following their purchase. It is apparent, however, that some residents are not fully aware of the potential risks.
- 1.4 In order to look at the process for adopting new infrastructure, the Overview and Scrutiny Management Committee established the Task and Finish Group. The primary objective of the Group was to make recommendations for improvement which delivered high quality infrastructure and positive outcomes for new and existing residents.
- 1.5 In order to understand the local and national picture, the Task and Finish Group received evidence from residents, Town and Parish Councils, housing developers, Thames Water and a number of professional bodies. The evidence highlighted a number of themes including:
 - Could the Council provide better information and guidance to help new and existing residents to understand the adoption process, including their own rights and responsibilities?
 - Were there opportunities for improved communication and more joined up working between the Borough Council, Town and Parish Councils, housing developers and other local stakeholders?

- Were there opportunities to strengthen the Council’s resources available for addressing issues with smaller developers in non-SDL areas, to deliver a consistent approach across the Borough?
 - Could financial incentives or penalty clauses be introduced into S106 agreements for open space to align more with the process for highways adoption?
 - Was it possible to improve the Planning process to ensure that approved plans and drawings could be translated to buildings and infrastructure on the ground with less technical changes?
 - In light of the negative visual impact and growing awareness of Climate Emergency issues, were there any potential measures which could reduce the number of trees and shrubs which had to be replaced on new housing developments?
 - What steps could be taken to improve WBC Members’ understanding of the key issues surrounding the adoption of roads and open space, to enable them to support residents in their wards?
- 1.6 The Task and Finish Group also carried out a site visit to look at a number of adoption sites across the Borough. The sites visited demonstrated a range of outcomes from high quality design with good communication to poor design linked to delays and poor communication with residents and Town and Parish Councils.
- 1.7 Discussions with housing developers indicated that the majority were committed to partnership working and engagement with local communities. Developers working on SDL sites were likely to be present for a number of years as their developments went through a number of phases. As a result they were able to commit resources for engagement and community development. Conversely, smaller developers, typically building less than 100 homes did not have the same resources or motivation. It was felt that the actions of a minority of developers (including some of the big players) damaged the reputation of all housing developers across the industry.
- 1.8 Overall, we were impressed by the knowledge, experience and commitment of Council staff working on the adoption process. We recognised that the ongoing financial pressures placed on the Council made it harder to maintain high standards, especially in services facing increasing demand and high levels of public scrutiny. We also welcomed the initiative shown by staff in delivering service improvements that brought greater clarity, rigour and accountability to the process.
- 1.9 We hope that the recommendations in the report will help to drive further improvements and increase awareness amongst residents and other stakeholders. The report will be submitted to the Overview and Scrutiny Management Committee for approval and will then be submitted to the Council’s Executive for consideration of the recommendations.

Section 2 - Recommendations

- 2.1 That the Council considers measures to increase public awareness about the adoption of new estate infrastructure, for example through the provision of general advice and Frequently Asked Questions on the New Residents section of the Council website.
- 2.2 That the Council considers measures to improve and expand the current interactive maps on its website, for example by including more details on S38 roads and roads not due to be adopted.
- 2.3 That the Council considers measures to provide more regular briefings for Town and Parish Councils, especially in relation to new housing developments in their areas and the rights and responsibilities of different stakeholders.
- 2.4 That WBC Officers provide regular updates to the Borough Parish Liaison Forum on the process for adopting new estate infrastructure and the impact of new development arising out of the Local Plan Update.
- 2.5 That the Council considers the resources available for managing the adoption process in non-SDL areas in order to ensure a consistency of outcomes for residents across the Borough.
- 2.6 That the Council reviews the process for developing and agreeing S106 agreements relating to the adoption of open space, specifically to:
 - ensure that agreements are more detailed, specific and rigorous;
 - explore the potential for including financial penalty clauses linked to key milestones, with any penalties being added to agreed commuted sums;
 - encourage high quality design for new play facilities.
- 2.7 That Officers consider potential improvements to secure earlier engagement from Highways at the initial planning or pre-application stages of the process.
- 2.8 That the Council works with developers to build on the proactive work of Officers in improving the level of tree survival rates on new housing developments.
- 2.9 That the residents and Town and Parish Councils who responded to the Call for Evidence (Annex B) receive feedback and responses to the issues raised.
- 2.10 That the Council consider measures to ensure the recruitment and retention of key staff working on the adoption process, with appropriate succession planning.
- 2.11 That WBC Members receive annual training on the adoption process for new roads and open space linked to updates on the emerging Local Plan.
- 2.12 That an annual update on the adoption process be submitted to the Overview and Scrutiny Management Committee.

3. Section 3 - Background

3.1 The Task and Finish Group was established at the meeting of the Overview and Scrutiny Management Committee on 17 July 2019. This followed feedback provided to Members from residents about a number of delays and frustrations relating to the adoption of new roads and open space. The Task and Finish Group's Terms of Reference are set out at Annex A. The prime objective of the Group was defined as:

“To review existing policies and procedures and develop recommendations for improvement which result in the adoption of high quality estate infrastructure and positive outcomes for residents across the Borough”.

3.2 The Task and Finish Group received feedback about a number of local developments including Sibly Hall, Folly Court and Montague Park. Members were also aware of national media coverage, typically about new homeowners who were living on unfinished housing developments. Many local residents had expressed surprise and frustration at the process involved in finishing new roads and open spaces.

3.3 Estimates assess the number of new homes needed in England at between 240,000 and 340,000 per annum, accounting for new household formation and the backlog of existing need. In 2017/18, the total housing stock in England increased by 222,000 homes. Clearly, the Government's priority is to deliver new homes as quickly as possible, especially in areas of high demand such as Wokingham Borough.

3.4 The contribution to the housing supply made by housebuilding companies is illustrated in the table below. This shows the number of completions reported by each of the Financial Times Stock Exchange (FTSE) 350 housebuilding companies in 2018.

Table: 2018 Housing Completions by FTSE 350 Housebuilders

Housing Developer	Total Housing Completions	Affordable Completions	Average Private Selling Price £
Barratt Developments	17,579	3,241	328,800
Persimmon	16,449	3,333	238,800
Taylor Wimpey	14,933	3,416	301,800
Bellway	10,307	NA	323,400
Galliford Try (Linden Homes)	6,193	NA	367,000
Redrow	5,913	1,102	NA
Countryside Properties	4,295	1,491	402,000
Bovis Homes Group	3,759	1,192	337,400
Berkeley Group Holdings	3,698	NA	NA
Crest Nicholson Holdings	3,020	637	393,000

Source: House of Commons Library – calculations from data in company annual reports and accounts.

- 3.5 Wokingham Borough has seen a significant impact arising out of the Government's plans for additional housing. The Council has responded strategically to the demand for new housing by promoting Strategic Development Locations for North Wokingham (1,500 homes), South Wokingham (2,500 homes), Arborfield Garrison (3,500 homes) and South of the M4 (Shinfield) (2,500 homes). The emerging Local Plan Update will also identify a number of new sites for development up to 2036. To date, over 260 potential sites have been submitted for consideration by landowners. The Government's assessment of the housing need for the Borough is currently 864 dwellings per annum. This will be recalculated each year as new data on house prices, incomes and household growth is published.
- 3.6 As developers build new homes they are also required to build new infrastructure (roads, open space and play areas, etc.) to support the new communities. For example, estate roads are constructed and then linked to the existing highway to enable access to new estates. Each type of infrastructure is controlled by different legal and contractual frameworks and local/national standards. The process for each type of infrastructure is set out below.

Adoption of Roads

- 3.7 New roads are adopted under Section 38 of the Highways Act 1980. Under S38 developers enter into a voluntary agreement with the Council which sets out their obligations to construct roads to an agreed standard, maintain the roads for an agreed maintenance period and provide a financial bond to cover the cost of the works in the event that the developer goes bust. Once these obligations are discharged, the Council adopts the road as publicly maintained highway. It must be stressed that the 1980 Act does not give Councils any power to compel developers to enter into adoption agreements.
- 3.8 The Council aims to adopt new roads fronting more than five housing units. Planning approval is required prior to entering into a S38 agreement. The requirement for adoptable road construction details is secured by a planning condition. The S38 process involves checks, inspections and road safety audits to ensure that each stage of construction meets the Council's standards. Technical acceptance, based on submitted plans which can be revised in discussion with the S38 Officer, must also be given by the Council before an agreement application can be progressed.
- 3.9 Once satisfied that a new road and associated features, including footpaths and verges, are constructed to an acceptable standard, the Council issues a Provisional Certificate of Completion which triggers a reduction in the financial bond and initiates the maintenance period (a minimum of 12 months). During this period, the developer retains responsibility for maintaining the highway and carrying out remedial works identified by the S38 Officer. Once the maintenance period is completed satisfactorily, a Final Certificate of Completion is issued confirming adoption and the remaining bond value is released.

- 3.10 For some items, a commuted sum may be required from the developer. This is a one-off payment towards the maintenance of assets such as traffic signals, culverts and other items. Where a commuted sum is deemed necessary, it is discussed with the developer and set out in the S38 agreement.
- 3.11 The construction of new estate infrastructure may also involve works on the existing highway, for example creating accesses into new developments or works on public highway to mitigate the impact during or after construction. In these cases, developers may enter into a separate Section 278 agreement or a combined S38/S278 agreement. The process for these agreements is similar to that for S38 agreements in terms of technical checks and inspections, the provision of a bond, and payment of commuted sums where necessary. The requirement to undergo a maintenance period before adoption by the Council also applies. However, no S278 works on public highway may commence until the agreement is signed and the necessary Streetworks Licence is applied for and approved. Some minor highway works may instead be covered by a Minor Works Agreement or licence arrangement, if acceptable to WBC. The maintenance period for Minor Works Agreements is a minimum of 24 months rather than 12.
- 3.12 In the event that a developer does not wish to enter into a Section 38 agreement, the Council secures the completion of an agreement under Section 106 of the Town and Country Planning Act 1990. This obliges the developer to construct the road to a satisfactory standard, pay for the Council to inspect the site and provide for a Management Company to be set up to manage the ongoing maintenance of the estate roads, footways and verges to an agreed maintenance regime once complete.
- 3.13 The Council also operates the Advance Payments Code (APC) under S219-225 of the Highways Act 1980. The APC applies if the developer requests "building regulation approval" and the plans are passed for the buildings on the development prior to the signing of the S38 agreement for adoption of new roads. Within six weeks of a developer submitting a building regulations application, the Council serves notice requesting a bond to cover the cost of the new road works in the event that the developer cannot complete the works. This protects property purchasers from incurring costs in such a scenario, and applies to sites of more than five units regardless of whether the developer intends to enter into a S38 agreement or not. The obligation to secure the bond is triggered by the commencement of works to the buildings fronted by the highway. Failing to provide a bond at this point constitutes a criminal offence. The completion of a S38 agreement discharges the obligation to secure an APC bond. For roads intended to remain private, the obligation can be discharged under Section 219(4) of the Act once the Council is satisfied that the road has been constructed to the required standard.
- 3.14 In July 2019 the Council was managing 79 ongoing S38 agreement applications. Some of these were for individual land parcels within the same development, for example Shinfield West and Arborfield Garrison. The status of these 79 agreements was:

- 17 Not Instructed – a Section 38 application had been submitted, but the plans had not yet achieved technical acceptance and Legal Services had not been instructed to take any action.
 - 32 Instructed – Legal Services had been instructed to progress with drafting the agreement and preparing engrossments (final version of the legal agreement) in communication with the developers’ solicitors.
 - 9 Signed – the S38 agreement had been signed by all parties and sealed by the Council. The works had not yet been completed to the point where a Provisional Certificate of Completion could be issued.
 - 21 On Maintenance – a Provisional Certificate had been issued. The minimum twelve-month maintenance period during which the developer retained responsibility for the site was underway, or the Council was awaiting the completion of remedial works/sewer adoption/other outstanding issues requiring attention ahead of adoption.
- 3.15 From September 2018 to March 2019, an Officer Taskforce was set up with a specific focus to progress outstanding S38 agreements towards highways adoption by identifying actions that needed to be taken. As a result, three of these sites, with S38 agreements dating from 2004, 2009 and 2013, had now been adopted, and progress was continuing to be made with others. Issues preventing adoption had included delays to the adoption of the sewers and outstanding street lighting and remedial works.
- 3.16 A number of measures and improvements have recently been implemented with a view to streamlining the adoption process for new roads:
- An upfront deposit of £20,000 or 2% of the overall fee, whichever is higher, has been introduced for applicants to enter into S38 and S278 agreements, ahead of any technical review. This ensures that Officer time taken to conduct these reviews has been paid for even if the agreement is later abandoned. This acts as an incentive for developers to complete agreements.
 - The application form has been updated and continues to be reviewed to request more details from developers. This will result in higher quality applications at the outset and save time through removing the need to go back and forth with the developer for further drawings and information.
 - All agreement applications are monitored and tracked. This has recently been revised to include target dates to flag where parts of the process are stalling and require attention. Agreement progress is also reviewed in monthly team meetings where any issues are highlighted, discussed, and escalated as appropriate.

- A formalised APC policy with input from Legal Services has also been included in the updated Highways Design Guide. The updated design guide is due to be the subject of public consultation and adoption as part of the Local Plan Update. Increased emphasis on the code has already led to bonds being secured for two developments. Implementing the code also acts as leverage where Section 38 agreements have stalled, as the completion of a S38 agreement discharges the obligation to provide an APC bond.

Adoption of Drains and Sewers

- 3.17 WBC policy states that drains and sewers must also be adopted by the local Water Authority (usually Thames Water) before or at the same time as the road adoption. Sewers are adopted under S104 of the Water Industry Act 1991. This involves an initial flood risk assessment and takes account of the drainage requirements for the entire site to ensure that local sewerage and surface water drainage systems are considered and not overwhelmed.
- 3.18 Thames Water encourages developers to make a pre-planning enquiry setting out their requirements for clean, foul and surface water infrastructure. On receipt of the enquiry, Thames Water carries out a capacity check. If there are no concerns, Thames Water confirms the position to the Council as part of the planning process. If there are concerns, Thames Water will confirm this as part of the planning process. Once outline or full planning permission is granted Thames Water then carries out modelling and designs and implements appropriate reinforcements to the system. Any works are funded by the infrastructure charges which all customers pay.
- 3.19 In line with other aspects of the process, Thames Water told us that a key issue was the lack of awareness amongst homebuyers about the adoption of drains and sewers adjacent to their property and the potential financial risk they faced if problems arose in future years. Thames Water felt that greater certainty would be provided if plot sale transfers for new homes stated that the housing developer “would adopt” new sewers rather than “would seek to adopt” new sewers. Thames Water also confirmed that each Council held public data on the state of local sewers. This data could be inspected on request by residents or conveyancers.

Adoption of Open Space and Play Areas

- 3.20 Open spaces within new housing developments are adopted under the terms of an agreement made under S106 of the Town and Country Planning Act 1990. This provides for the construction of the scheme to WBC specification and sets out the procedure for adoption. The developer notifies the Council when the works are completed. The Council then inspects to confirm that construction has followed planning approval and meets the obligations of the S106 agreement. If the scheme has not been built in line with planning approval or if remedial work is required, this can delay the adoption process significantly.

- 3.21 Once the Council is satisfied that there are no outstanding issues, an independent safety audit for play areas is required from the developer, and, where necessary, a water safety risk assessment for Sustainable Drainage Systems (SuDS) within the public open space. SuDS encompass a range of techniques which manage water run-off in order to reduce the quantity and increase the quality of surface water that drains into sewers. Any items flagged up by these audits and assessments then need to be addressed. At this stage, allotments are normally transferred to the relevant Town or Parish Council.
- 3.22 Once open space schemes are deemed complete, the commencement of a twelve-month maintenance period is agreed, during which time the developer remains responsible for maintaining the scheme in accordance with a planning approved Landscape Management Plan and carrying out any necessary remedial work. At the end of the twelve months the Council inspects again to confirm that the scheme has been adequately maintained and that no further remedial work is needed. A further safety audit is required for play areas at the end of the maintenance period. Once satisfied the Council commences the legal transfer. At this point, a final commuted sum figure for ongoing maintenance is also confirmed. A back-to-back 12 month maintenance phase is standard practice in landscaping contracts.
- 3.23 In order to strengthen the process for adopting open space and play areas, an Adoption Checklist has been developed based on industry best practice. The checklist sets out the different stages of the adoption process and the steps to be taken to monitor progress. The aim is to ensure that, in liaison with other services, the completed scheme is handed over to the Council with the following agreed features:
- A land transfer map;
 - A Maintenance and Management Plan;
 - A Health and Safety File (including as-built drawings);
 - A Playground Inspection Report (if applicable);
 - A commuted sum figure covering a minimum of 20 years.

Adoption of SANG (Suitable Alternative Natural Greenspace)

- 3.24 SANGs are areas of open space identified for developer-funded enhancement, in order to make them more accessible and attractive for residents to use. By enhancing local areas it is hoped to lessen the impact of new housing developments on the Thames Basin Heaths and its protected bird species.
- 3.25 Mitigation zones for the Thames Basin Heaths cover areas in the south of the Borough. SANGs are negotiated through S106 agreements. As an example, the Council negotiated the Rooks Nest Farm SANG (18.5 hectares) in order to mitigate the impact of 964 dwellings. The legal framework for SANGs is much stronger than other open space in that SANGs have to be approved and adopted before the commencement of house building on any new development.

Council Powers and Sanctions

- 3.26 As outlined above, the adoption process for new estate infrastructure is governed by statute, statutory guidance and legal agreements. Housing development is usually undertaken on private land and as the developers are private organisations, there is no obligation for them to seek that the Council adopt new roads and open spaces. If, for example, a road is not adopted then the Council has no powers to undertake works on the road itself.
- 3.27 The law sets out that it is the responsibility of homebuyers to ensure they take the necessary steps when purchasing and fully understand the risks involved. Many developers devote resources to build trust and ensure good communication channels with existing and potential homeowners. However, there are numerous examples where this does not happen.
- 3.28 As the adoption process is controlled by legal agreements, the Council has the power to pursue enforcement action when breaches of planning conditions occur. However, this can be a lengthy legal process with the maximum penalty being a fine of £2.5k. It is usually more effective to work with developers to exert pressure on them to meet their agreed commitments rather than undertaking formal enforcement proceedings.

Section 4 – Evidence and Issues

4.1 The Task and Finish Group met between August and November 2019. It set out to identify a wide range of stakeholders who could contribute to its work. In order to gather evidence the Task and Finish Group used a range of measures, set out below:

Call for Evidence – a notice in local print and social media setting out the aims of the Task and Finish Group, encouraging residents to share their views and submit evidence, comments and questions. The submissions received are set out at Annex B.

Site Visits – the Task and Finish Group spent an afternoon visiting a number of sites across the Borough, with the aim of seeing both positive and negative examples and outcomes. The sites included:

- Folly Court, off Blagrove Lane – highways and open space. Highways issues relating to delays in the adoption of drainage by Thames Water. Also, street lighting issues still unresolved. Open space issues relating to poorly designed SuDS scheme – waterlogged ground conditions. Also, poor quality implementation/maintenance of hard and soft landscape works and poor customer service from the developer.
- Hazebrouck Meadows, Pear Tree Close off Biggs Lane – open space. Well-designed open space and SuDS scheme. Good standard of implementation and maintenance. Effective communication and relationship building between the developer and residents.
- Arborfield Parcels F and G, Ambler Drive off Weavers Avenue. A 60 unit development forming part of the Arborfield Garrison SDL - highways. S38 process worked well (bond value £600,000). Good working relationship between the developer and stakeholders. High quality design.
- Ladbroke Close, off Vauxhall Drive – highways. Extension of existing road to front five houses and four apartments. Bond value £49,000. Thames Water had approved the drainage. High quality site with positive relationship between the developer and local residents.
- Parklands, Faringdon Road, off Woodlands Avenue – open space. Conflicting proposals approved at planning stage. Poor quality proposals prepared by the developer's planning technician rather than a suitably qualified designer. Poor customer service and outcomes for residents.

Meeting with Housing Developers – the Task and Finish Group met with representatives of Bovis Homes, Crest Nicholson, Legal and General Homes and Taylor Wimpey. Members agreed Key Lines of Enquiry in order to structure the debate.

Thames Water – the Task and Finish Group received evidence from Thames Water’s Technical and Regulatory Advisor. This included an update on the new Ofwat regulated Code for Sewer Adoptions, which was due to be implemented in April 2020. Under the new Code, all water companies will have to follow a consistent process with standardised documentation and technical advice.

Specialist Organisations – the Task and Finish Group requested written evidence from:

- The National House Building Council (NHBC).
- The Home Builders Federation (HBF).
- The Chartered Institute of Highways and Transportation (CIHT).

Officers and Members – the Task and Finish Group produced a draft report which was discussed with WBC Officers (Assistant Directors for Planning, Highways, Green Infrastructure and Localities) and the Director of Locality and Customer Services. A draft of the report was also shared with the relevant Executive Members for comment.

4.2 Call for Evidence – the Call for Evidence generated a number of responses from residents and Town and Parish Councils. These included the following issues:

- Enforcement of planning conditions prior to occupation – it was harder to enforce when the developers had moved off site.
- Tree planting – a major concern that trees and shrubs were planted at the wrong time of year and were not maintained properly.
- Unforeseen consequences – issues relating to roads and/or open space arose after residents had moved in – it was then hard to challenge/enforce.
- Need for better liaison and early communication with Town and Parish Councils – especially when the Town or Parish would be taking over control/maintenance of the site.
- Frequently, homebuyers were not aware of additional charges relating to their new property – who was responsible for informing residents?
- Could communication be improved – for example, about the process for adoption in different phases of large developments?
- Management companies – WBC had no legal control – so how could residents and the Council influence their governance and work?

- The situation changed from the planning stage to completion of new homes and infrastructure on the ground. How could WBC ensure that stakeholders were kept up to date about changes?

More details of the Call for Evidence responses are set out at Annex B.

4.3 In preparation for the meeting with housing developers, the Task and Finish Group developed Key Lines of Enquiry (KLOEs) in order to frame the discussion. The KLOEs, together with the housing developers' responses are set out below.

KLOE 1: How can the Council and developers support and motivate new house buyers to carry out the appropriate checks prior to purchasing a property.

Response: It is the developer's responsibility to provide information to a purchaser about their specific plot as well as the development in general. Ideally, this will include adoption agreements being in place but unfortunately, it is more common for these to follow on later. Sales Teams have a process that guides purchasers through all the relevant details. So they should be fully informed. This includes information on street lighting, roads, drainage, planting, open space, play areas and waste collection rounds.

Some of the new developments were very large and would be implemented over a number of years. For example, the development at Finchwood Park (Hogwood Lane) had 15 phases. The developer would have received detailed planning permission (including S38, S106 and SANG) for the first phase only. So at that stage it would not be possible to give detailed assurances about the shape and timing of later phases. Details of adoptable and managed areas were provided as each phase came on stream. It was likely that roads on the site would not be adopted for a number of years.

There were particular issues with single access sites, such as Woodley Airfield, where roads could not be adopted until construction traffic had ceased on site.

It was very important for new homebuyers to use an experienced solicitor, preferably with local knowledge. This always resulted in better outcomes for residents. There was a significant amount of information to take on board as part of a new home purchase. However, new purchasers were strongly advised to take expert advice and to understand the detail in order to minimise later disputes.

KLOE 2: The legislation sets out the framework for attaching bonds to highway infrastructure. Is there scope for attaching bonds or penalty clauses to open space/play area schemes.

Response: Through the S106 process, developers were tasked with providing open spaces, play areas and SANGS by a certain number of

occupations. This usually allowed at least one season so works could be programmed to align with the better weather/planting seasons, so should be achievable.

There were mixed views on the potential for adding bonds/penalty clauses to open space adoptions. Developers felt the S106 process already provided a mechanism for tackling developers who failed to deliver on time. Each development project had a fixed budget, so adding additional bond/financial penalties could lead to other outcomes such as greater use of management companies and/or passing on additional costs to new homebuyers.

It was recognised that a small number of developers failed to meet their obligations in relation to open space adoptions, which caused frustration for residents and negative publicity for the whole housebuilding industry.

When problems arose, responsible developers were happy to take a pragmatic approach, for example by renegotiating S106 agreements and agreeing to more suitable timelines.

KLOE 3: What steps could be taken to ensure that plans/drawings agreed at the planning stage are consistent with plans/drawings used on development sites.

Response: During the Reserved Matters or Full Planning Application process, the developer would ideally have engaged with both the Highways Planning/Highways Adoptions Teams to ensure there is a unified approach from the Council as to the highways layout.

Developers felt that, during that process, there was potential for greater buy in from the Landscaping Team/Tree Officer in regards to trees and general planting within the proposed highways offering.

There is often a conflict between the Planning Team request and what the Highways Adoption Team will allow at the S38 technical appraisal stage, usually on the grounds of maintenance issues and highways safety. Developers believed that a more unified approach from the Council, with buy in from all parties at the planning or pre-application stage, would ensure an improvement on what is finally delivered on the ground.

There were often issues relating to proposed trees adjacent to new roads and/or adjacent to new buildings. Again, earlier involvement from the Highways team would help to clarify what was realistic and develop pragmatic solutions.

Developers recognised the benefit of working with Unitary Authorities in that all the key Officers were under one roof. Working with County and District Councils was often more problematic. The importance of early contact with the relevant Water Company (Thames Water) was also stressed.

KLOE 4: Are there any potential measures for increasing public influence over management companies and contractors.

Response: Management Companies are set up initially by developers but, over time, the aim is to bring residents onto the company board. New residents are made aware of the existence of the management company as part of their introductory information pack. Management fees for early homebuyers are held in an account until the management company is up and running.

KLOE 5: Is there scope for greater use of social media to highlight changes and upcoming events.

Response: In principle yes, this was a good idea but it was important to ensure buy in and transparency for all stakeholders. There was a risk, for example, that posting on social media would only reach a limited number of local stakeholders who had access to a particular platform. It was, therefore, important to use social media carefully.

Developers were keen to contact new/potential homebuyers. Their websites contained a large amount of information and they sought to raise awareness through leafletting, public meetings and social events. There was also a question of scale. The big developers on large sites were able to deploy PR staff and create visitor centres which made it easier to communicate with local stakeholders. There was clearly a critical mass in respect of the size of housing developments in terms of generating interest and involvement from residents.

KLOE 6: Linked to Climate Emergency, what could be done to reduce the loss of newly planted trees and shrubs on development sites?

Response: With the benefit of a Landscape Management Plan being in place, high quality planting should be installed at the best time in the year to ensure survival. More attention to watering at the earlier stages, following planting, would help.

WBC Officers told us that developers used Landscape Architects at the planning stage, but some then relied on the site manager to supervise the landscape contractor who planted the trees. Site managers were often not up to speed on the detailed Landscape Management Plan.

It was recognised that a proportion of new trees/planting would fail and would need to be replaced. The more responsible developers factored this into their plans and arranged for replacement. Developers felt that a more pragmatic approach, for example in relation to trigger points, would help to deliver better outcomes.

We noted that WBC encouraged developers to carry out landscape audits using landscape architects to ensure that planting was consistent with the original approvals. The Council also included the requirement to replace

trees that fall within five years of the grant of planning permission. This was secured by conditions relating to planning consents.

KLOE 7: WBC has recently published an updated Highways Design Guide and also publishes standards for open space and play areas. Could the Council do more to clarify its approach and the relevant standards required?

Response: There was some concern that the Highways Design Guide had not been the subject of public consultation and was not yet an adopted document. It was subsequently confirmed that the document was the result of internal work and consultation over the last couple of years. Its status was draft policy, or emerging guidance, and the Council intended for it to be consulted upon and adopted as formal policy through the ongoing Local Plan Update process. In the meantime, developers may challenge some of the proposed standards, for example in relation to the provision of electric vehicle charging points.

KLOE 8: Overall, which elements of the adoption process work well and which elements could be improved – are there any ideas for improvement.

Response: In working with WBC, there has always been a pragmatic approach in dealing with design/site issues in a timely fashion. It is very important that good working relationships are developed and maintained. With reference to earlier comments, developers would welcome a more aligned approach from the Council to avoid the developers being unable to satisfy all parties. This would require compromise and a pragmatic approach from the relevant parties. Early dialogue at the planning stage with all stakeholders should achieve proposals that all parties could work towards.

As discussed earlier the experience of working with a Unitary Authority was a positive. WBC Officers were felt to be approachable, knowledgeable and experienced. Ongoing discussions with Officers, Borough Members and Town and Parish Councils were felt to be generally positive and more frequent dialogue would be welcomed.

It was felt that the adoption process for highways was clear and effective. The adoption of open space was less formulaic and affected by issues such as growing seasons and changing weather patterns. As a result, compliance could be more challenging and timelines could be stretched.

Overall, compared to working with other authorities, the developer experience at WBC was positive. However, it was recognised that smaller developers did not have the same resources to put into communication, public relations and trouble shooting. As a result, the experience of WBC and local stakeholders in working with these developers may well be different.

- 4.4 In relation to a review of road adoption procedures, being undertaken by Lancashire County Council, the National Homebuilders Federation made the following comments:

“Developers securing highway approvals to commence works is a key to the whole delivery process – therefore a significant amount of resource is generally expended via professional consulting engineers and specialists at pre-application stage to ensure that submissions are correct and in the form they should be, in an attempt to speed up and smooth the highway approval process.

What is experienced more often than not is poorly resourced and inexperienced highway authority teams, inundated with applications and, as a result, failing to deliver. There are also common scenarios with inconsistency of staff within some County Councils and also contradictions in requirements for the highway design from members of the same highway authority teams which stalls the process significantly”.

Section 5 - What Does the Evidence Tell Us?

- 5.1 Wokingham Borough is regularly reported as being one of the best places to live in the country. The combination of a strong local economy, low crime, good schools and access to London and the motorway network result in a strong demand for housing. At the same time, the Government is determined to increase house building, currently requiring the Borough to accommodate 864 new homes each year. The emerging Local Plan Update will set out proposals for further new housing development with over 260 sites under consideration.
- 5.2 As we have seen, a large proportion of new housing across the Borough is provided by major housing developers. Housing developers are profit making organisations. The largest developer, Barratts, built over 17,500 new homes in 2018 and made a record annual profit of £910m. The second largest housebuilder, Persimmon, announced profits of £1.096bn, with nearly half its sales coming from the Help to Buy scheme. It is important to note that housing developers are not philanthropic organisations. They are profit making bodies, often with large legal and technical teams. This means that legal agreements relating to the adoption process must be as watertight as possible.
- 5.3 As set out in the report, housing developers, in addition to building new homes are also responsible for the provision of infrastructure to support new developments. The provision of new roads, drains, open space, SANGs and play areas is governed by statute, statutory guidance and legal agreements. This means that the Council's powers to act when something goes wrong are limited. We heard that new homebuyers receive a large amount of information from developers and that much of this information is technical and legalistic. It is vital, therefore, that they take appropriate legal advice before completing the purchase. However, in relation to their potential responsibilities relating to new infrastructure, it is clear that many homebuyers are not aware of the potential risks involved.
- 5.4 Some Councils provide assistance through guidance and frequently asked questions on websites (see Annex C). We concluded that a similar approach would assist residents of the Borough. The Council already has a section on the website providing information for new residents. We felt that this may be a useful webpage for the inclusion of guidance on adoption issues.

Recommendation 1 - That the Council considers measures to increase public awareness about the adoption of new infrastructure, for example through the provision of general advice and Frequently Asked Questions on the New Residents section of the Council website.

- 5.5 We heard that the Council already provides interactive maps on the website relating to the four SDL locations. These maps show what is happening on each of the sites and the site plans for each phase of the developments as they are approved. In addition Officers were currently looking at ways to improve the range of information available, for example in relation to the progress of new roads and details of roads which were not earmarked for adoption. We felt that

further improvements to the interactive maps would be useful for new and existing residents.

Recommendation 2 - That the Council considers measures to improve and expand the current interactive maps on its website, for example by including more details on S38 roads and roads not due to be adopted.

- 5.6 We received feedback from Town and Parish Councils (Annex B) which indicated a lack of clarity and effective communication about the adoption process, especially when the Town or Parish was expecting to take over the management of a new asset such as Sibly Park. In order to deliver more joined up working, we concluded that WBC should seek to provide more information and guidance to the 17 Town and Parish Councils. This could be delivered through more regular general briefings and specific discussions on local issues. We felt that the newly formed Localities team may be able to play a role in greater networking and joining up on infrastructure adoption issues.

Recommendation 3 - That the Council considers measures to provide more regular briefings for Town and Parish Councils, especially in relation to new housing developments in their areas and the rights and responsibilities of different stakeholders.

- 5.7 We also noted the role of the Borough Parish Liaison Forum. The Forum was established as a quarterly meeting involving representatives from the Borough and Town/Parish Councils. Its purpose was to share knowledge and promote improved joint working. As such, we felt that the Forum could provide a useful sounding board for discussion on infrastructure adoption issues and new housing development, including new sites arising out of the Local Plan Update.

Recommendation 4 - That WBC Officers provide regular updates to the Borough Parish Liaison Forum on the process for adopting new estate infrastructure and the impact of new development arising out of the Local Plan Update.

- 5.8 In relation to the resourcing of teams involved in the management of the adoption process, we heard that the Council had a strong team focussing on the four SDLs. This included Enforcement and Compliance Officers who carried out unannounced visits to development sites in order to check on the works being carried out. Similarly, we heard about the work carried out by the corporate Communications team who had a dedicated Officer working on SDL issues, often in liaison with Town and Parish Councils.
- 5.9 We were also informed that the bigger developers working on the SDL sites had the resources and long-term commitment to ensure that there was strong communication and engagement with local stakeholders. Conversely, smaller developers working on non-SDL sites had fewer resources and less capacity/motivation to engage effectively. We concluded that WBC should give further consideration to the resourcing for non-SDL sites to ensure a consistency of outcomes for residents across the Borough. Obviously, we were aware that

this had to be seen in the context of the significant ongoing financial challenges facing the Council.

Recommendation 5 – That the Council considers the resources available for managing the adoption process in non-SDL areas in order to ensure a consistency of outcomes for residents across the Borough.

- 5.10 In relation to the compliance and enforcement sanctions open to the Council, we heard that there was a different framework for highways (S38, S278, etc.) compared to open space (S106). It was felt that the process for highways was more formulaic with the use of financial bonds providing more certainty that developers would meet their obligations. Sanctions relating to the adoption of open space appeared to be less robust. Although S106 agreements were formal legal agreements, enforcement action for non-compliance could result in a lengthy process and a maximum fine of £2.5k. There were also examples of poorly drafted legal agreements with inconsistent clauses which made enforcement more challenging.
- 5.11 We also heard that open space adoptions often happened at the end of the building process and were affected by changing ground and weather conditions. We discussed the potential for introducing bonds or penalty clauses (potentially added to commuted sum payments) in relation to open space adoptions with housing developers. Their feedback was that such measures would be resisted as they would add financial pressures as each development site was managed within a set budget. However, on balance, we felt that there was scope for further consideration of penalty clauses within open space S106 agreements.
- 5.12 In relation to the development of new play areas within open space provision, our site visits demonstrated the difference between high quality facilities created by qualified designers and lower quality play areas often designed by planning technicians. We felt that the Council should seek to use any powers at its disposal to ensure that, wherever possible, new play areas benefitted from high quality design.

Recommendation 6 – That the Council reviews the process for developing and agreeing S106 agreements relating to the adoption of open space, specifically to:

- **ensure that agreements are more detailed, specific and rigorous;**
 - **explore the potential for including financial penalty clauses linked to key milestones, with any penalties being added to agreed commuted sums;**
 - **encourage high quality design for new play facilities.**
- 5.13 In our discussions with housing developers we heard positive feedback about Council Officers and their pragmatic, positive approach to negotiations. One issue raised by developers related to the different phases of the development process. They reported frequent differences between the requirements of Planning Officers at the planning stage and the requirements of Highways Officers at the S38 technical appraisal stage. They suggested that greater

technical input earlier in the planning process would benefit both the Council and developers. WBC Officers told us that joined up working was key but, in some instances, the level of technical detail submitted at the planning stage was not sufficient to support a S38 technical review. Having noted that viewpoint, we felt that the feedback from developers was still worthy of further consideration.

Recommendation 7 - That Officers consider potential improvements to secure earlier engagement from Highways at the initial planning or pre-application stages of the process.

- 5.14 We heard evidence about the significant amount of newly planted trees and shrubs which had to be replaced during the development process. As the Borough Council has declared a Climate Emergency we considered possible measures to minimise the loss of, often expensive, trees and shrubs. Housing developers told us that they recognised this issue and referred to the use of Landscape Management Plans and landscape audits to demonstrate best practice. Again the question arose of the motivation and resources available to smaller developers to employ qualified landscape architects. There were also occasions when planting took place at unsuitable times in order to comply with trigger points in S106 agreements. We also heard about the work of Officers, in liaison with developers, to identify potential issues relating to the conflict between trigger points and the most effective tree planting season.
- 5.15 We were informed that developers were responsible for replacing dead trees and shrubs for a five year period after adoption. Understandably perhaps, it could be difficult to get developers to carry out this work long after they had left the site and it was local residents who felt the negative impact on the local area. We discussed the possibility of increasing commuted sums in order to fund the anticipated future cost of replacing trees and shrubs on new developments.

Recommendation 8 – That the Council works with developers to build on the proactive work of Officers in improving the level of tree survival rates on new housing developments.

- 5.16 As stated in the report, we issued a Call for Evidence which generated a number of responses from residents and several Town and Parish Councils. The detailed submissions are set out in Annex B. We suggest that each of the individuals and Town and Parish Councils receive a response to the issues raised in their submissions. This will a) provide feedback on their specific concerns and b) demonstrate the value of the Call for Evidence process.

Recommendation 9 - That the residents and Town and Parish Councils who responded to the Call for Evidence (Annex B) receive feedback and responses to the issues raised.

- 5.17 We recognised the hard work and commitment displayed by Council Officers in the context of severe funding restrictions over a number of years. We hope that the report provides reassurance that much of what the Council does is effective and in line with best practice. We also heard about the challenges of recruiting to

key posts and the need for effective succession planning to ensure the future development of the service.

Recommendation 10 – That the Council considers measures to ensure the recruitment and retention of key staff working on the adoption process, with appropriate succession planning.

- 5.18 In order to ensure that WBC Members are able to assist the Officers and provide effective support for residents in their wards, we believe that appropriate training should be provided. We felt that the training should also be made available to Town and Parish Council Members.

Recommendation 11 - That WBC Members receive annual training on the adoption process for new roads and open space linked to updates on the emerging Local Plan.

- 5.19 Finally, in line with best practice, we suggest that the Overview and Scrutiny Management Committee receives an annual update report, commencing in 2020/21, setting out progress and any outstanding issues following the implementation of the Task and Finish Group's recommendations.

Recommendation 12 – That an annual update on the adoption process be submitted to the Overview and Scrutiny Management Committee.

Section 6 - Conclusions and Next Steps

- 6.1 The Task and Finish Group report will be submitted to the Overview and Scrutiny Management Committee for discussion and approval. Subject to any amendments it will then be submitted to the Council's Executive for consideration. We hope that the report will help to demonstrate the value of the Scrutiny process in providing a voice for local communities.
- 6.2 The role of Scrutiny is to make recommendations to the Executive based on the evidence received and considered. The Council's Constitution requires the Executive to agree which recommendations are acceptable (with a timeframe for implementation) and which ones are not (with reasons).
- 6.3 We hope that the report's recommendations will be accepted and will lead to improvements in the adoption process for new roads and open space. We also believe that implementation of the recommendations will lead to more effective working between the key stakeholders outlined in the report and more positive outcomes for residents across the Borough.

Wokingham Borough Council - Overview and Scrutiny
Adoption of Estate Infrastructure Task and Finish Group

Terms of Reference

To review existing policies and procedures and develop recommendations for improvement which result in the adoption of high quality estate infrastructure and positive outcomes for residents across the Borough.

1. To consider the Council's current approach to the adoption of estate infrastructure (new and historic).
2. To consider the legal framework and planning process within which the Council operates.
3. To consider the views of local stakeholders – residents, community groups and Town and Parish Councils.
4. To consider the views of housing developers.
5. To consider examples of best practice across the country.
6. To consider how progress on adoption is monitored, reported and communicated to Members and local stakeholders (including new residents).
7. To produce a final report to the Executive with recommendations for improvement.

Witnesses

- WBC Members and Officers;
- Residents and community groups;
- Town and Parish Councils;
- Representatives from other local authorities;
- Housing Developers
- Thames Water
- Specialist Bodies: the Home Builders Federation, National House Building Council and the Chartered Institute of Highways and Transportation

Table: Call for Evidence Submissions

Evidence from	Evidence submitted
Councillor Jim Frewin Shinfield South	<p>Enforcement – through the planning process, conditions are often applied. These conditions are only any good if enforced and are deemed to be of a suitable quality. For example:</p> <ul style="list-style-type: none"> • Flats Basingstoke Road Spencers Wood – condition that prior to occupation a communal garden be provided. This has not been done yet flats are up for sale. • Shinfield Eastern Relief Road (not yet adopted) Condition significant tree planting. This condition was ‘satisfied’ by putting in place a number of trees that were left lying on the ground and subsequently died. If landscaping is a condition it must be a proven to be a long term solution not a quick fix and dies later solution. • Traffic conditions – Weight limit access, speed limits conditions if not enforced are seen as meaningless by residents. <p>After build experiences - if during the after-build period, prior to adoption, it becomes apparent that there are issues and concerns these should be investigated and remedied prior to adoption. E.g. Blackboy roundabout (not yet adopted), significant resident feedback on safety and traffic flow issues. Council are restricted to stating it is in line with design. It is true that reported accidents are few but residents’ feedback is not counted after build. Issues:</p> <ul style="list-style-type: none"> • Leaving concerns to after adoption results in costs to WBC. Example Blackboy roundabout lane lineage. • Footpath Hyde End Road was found to be needed due to user safety issues post build. After Officer, Cllr, Parish Council and developer collaboration this was provided. The point is it should have been picked up by the adoption process. <p>Quality - there are examples where build quality is not as good as it should be. We should not adopt until quality has been assured by experience. E.g. ground water issues Shinfield Meadows, Shinfield Langley Mead SANG regularly floods making it unusable and multiple examples relating to trees.</p> <p>General observations:</p> <ul style="list-style-type: none"> • Seek local stakeholder feedback prior to adoption – user experience is more powerful feedback than a simple ‘does it meet design’ review. • Parking – again user feedback prior to adoption. • Could we consult prior to adoption? • Post build traffic and other planning criteria should be checked against application assumptions, i.e. if application states additional 50 journeys per day we should verify this before adoption. Air quality impacts, ecology assumptions etc. should be verified post build.
Councillor Shirley Boyt Bulmershe and Whitegates	<p>An issue in my ward has highlighted some areas for concern around issues of road adoption in relation to developments which include ‘affordable housing’ in the form of shared ownership or social rent. These are:</p> <ul style="list-style-type: none"> • Maintenance charges payable to the freeholder (in addition to council tax) for upkeep of roads, verges, refuse collection etc. places an additional burden on those who can least afford it.

	<ul style="list-style-type: none"> • Future maintenance issues in respect of road surfacing, drain maintenance etc. could place an intolerable burden on a low income family. • Sometimes developers know at an early stage that the Council will not adopt due to road or drain construction but do not advise prospective purchasers / tenants. • In some instances, the Council may choose not to adopt some years after the sale of the properties. Residents are stuck in a property with higher outgoings and which may be more difficult to sell. • My concern is that prospective purchasers/tenants are not being made fully aware of the implications that non-adoption can bring about. I believe the Council has a duty to highlight the issues arising from non-adoption or put pressure on developers to do so.
<p>Councillor Richard Dolinski Loddon</p>	<p>In Loddon Ward we have a large development, Loddon Park. The main developer is Taylor Wimpey with Antler Homes who are building houses on two smaller sites within the Park.</p> <p>My understanding is that WBC is or has adopted roads in Phases 1 and 2. If so this has not been communicated effectively to residents. This has caused confusion as to who is responsible for the maintenance of the roads. Residents are also asking if some roads will have yellow lines added and speeding restrictions, once adopted.</p> <p>The other potential problem is that the residents pay Chamonix, a service company to maintain the green spaces, ponds and play areas. Recently there have been a number of complaints regarding lack of maintenance work. There is also confusion amongst residents as to the green boundary between the Airfield and the Loddon development, namely who is responsible for maintaining the green corridor along Beggars Hill Road and the Perimeter Road.</p> <p>In addition, there is some confusion as to who is responsible for the newly established adjoining country park including, the access bridges over the River Loddon.</p>
<p>Earley Town Council</p>	<p>The one recent, and ongoing, adoption experience has been the Sibly Park development by Persimmon Homes. Associated with these planning approvals are four S106 agreements, see below, two dealing with affordable housing, one dealing with the provision of a telecoms mast and the main agreement dealing with items such as the adoption of open space.</p> <p>The Town Council is aware that there can also be problems with time taken for the adoption of highways within developments, but we have had no direct experience of this in recent years, although Sibly Park will presumably present some.</p> <p>Earley Town Council are particularly interested in the main agreement at Sibly Park as the intention was for the open space to be transferred to the Borough Council who would then transfer it to the Town Council, along with the commuted sums, for long term management. The open space includes Redhatch Copse with a Conservation Margin, a kick about area, a play area, an Ecological Area and a Green Link.</p> <p>The Town Council has been frustrated in its attempts to take transfer of the open spaces, due to a number of factors. Firstly, it is felt that the S106 was poorly drafted with ambiguity as to the limits of each area designated, with the developer's layout not following any defined limits and no mechanism for agreeing the final boundaries.</p> <p>Secondly, the developer has consistently been unable to deliver an acceptable level of finish to the open space for adoption, such that they have now agreed the payment of additional funds for the Town Council to complete the works to a satisfactory standard. Earley Town Council is in an advantageous position when compared to other Councils in that it has the resources to carry out such remedial works, unlike many other smaller councils.</p>

Thirdly, there appears to be a lack of understanding of the principles of development on the part of both the developer and the Borough Council, such that we believe a robust S106 has not been delivered, as detailed below:

The developer has sought to include private paths serving individual groups of dwellings within the open space transfer, even though they serve no purpose as part of that open space. The paths not being constructed to an adoptable standard, nor offered with a commuted sum. As a result, the transfer of such paths has been, not unreasonably, resisted by the Town Council. On other developments such paths have normally been conveyed in short lengths to the adjoining dwellings with cross rights of access and cross maintenance obligations.

There are four footpath links shown crossing the Ecological Area, also referred to as the Linear Park, to provide pedestrian links from the footpath/cyclepath running parallel with the watercourse along the eastern boundary of the development into the housing area. However, these footpath links do not appear to connect to any form of adopted pedestrian access within the development and would appear to be at risk of closure by the owners of the dwellings over whose land the pedestrians would have to pass.

The kick about area and play area in the Green Link appear to have been poorly designed and yet approved by the Borough Council. The play area has equipment with what appears to be inadequate safety zones, inappropriate landscaping and an inadequate enclosing fence. Whilst the fence could contain children it fails in the other purpose of such fences of keeping out dogs. The RoSPA report for this play area does raise concerns and yet the area is open to the public. Whilst the developer has carried out some stone picking of the kickabout area they have failed to clear many stones, leaving a safety hazard for children playing on this area, a fact highlighted by a number of residents

With regards to the landscaping of the open areas, the developer appears to have used inappropriate planting such as rose bushes, particularly in the play area, and has failed to maintain the planting in an adequate condition prior to adoption. Instead of completing the works to an acceptable standard, the Town Council has negotiated payments from the developer to carry out a number of remediation works itself.

The concern is that the Borough Council appear to have approved some details that the Town Council consider as inappropriate and whilst the Town Council has raised concerns about the quality of the product the developer is actually in compliance with these approved details.

In seeking to address the shortcomings of the developer in terms of the delivery of the open space, the Town Council believe that the Borough Council have failed to use the sanctions that were available to it whilst the developer was still selling properties, only apparently deciding to act once the developer had completed their sales.

In conclusion, the Town Council believe that there are a number of problems that have manifested themselves on this development:

1) The management practices of the developer, who appears to be only fixed on maximising their profit margin and minimising their obligations. The suggestion is that S106 agreements should be more tightly written to hold developers to specific timetable with sanctions to prevent them completing a site before the majority of their obligations are delivered.

2) A lack of understanding of the principles of development in detail, by both the developer, in this case, and by Planning and Highways officers at the Borough Council. It will be difficult to address a developer's shortcomings but Officers could be offered some additional training to ensure that what they are seeking to be adopted can be, without the minutiae causing difficulties.

	<p>3) Whilst the transfer of an asset as large as Sibly Park to a Parish or Town Council is quite unusual it may become more common in the future as Borough Councils focus on other service areas. To assist Parish and Town Councils address such a move it is felt that there should be more support and advice available to them during negotiations, and it would be helpful if Parish and Towns Councils were able to rely on the knowledge and experience of Borough Councils. In addition, the relevant Town or Parish Council should be involved in the negotiations of the relevant part of the agreement. Also, Borough Councils expect their reasonable legal expenses arising from the drafting an agreement to be covered by the applicant, it is felt that the legal expenses of a Town or Parish in regard to a S106 should also be covered.</p> <p>4) The Borough needs to develop a more robust approach to enforcing delivery of developments as approved using their powers in a more timely manner.</p> <p>5) A developer's main purpose is to make a profit, they are not a philanthropic business. This fact should be at the forefront of all agreements, they need to be watertight as developers have access to a full range of legal and planning advisors and have the resources to fund any challenge to the interpretation of agreements</p>
<p>Finchampstead Parish Council</p>	<p>We feel that much of the issue here is about communication, coupled with understanding about responsibilities. It is imperative that it is clear which body is responsible for a new facility or feature, and for how long, and that appropriate maintenance is undertaken so that the feature or facility is in good condition when it comes to the responsibility being passed to another body. Checks need to be undertaken at appropriate stages and follow up action taken if required.</p> <p>Arborfield Green (the SDL) is an example of where the process has not worked well with the landscaping, including tree planting. It is clear that some of the planting on this very new development has not been maintained, evidenced by weedy beds and dead trees and shrubs.</p> <p>I happened to be at Kingsley Park (Redrow) last week on another matter and took the opportunity to ask a representative of the Property Management Company about the responsibility for some of the landscaped areas. I was told they were the responsibility of the residents, which I do not believe is correct and we plan to arrange a separate meeting with the Company about this. As a Parish Council we would welcome clarification of the responsibilities here, the last thing anyone wants is a new development devoid of planting. I know you are already aware of the dead trees alongside the new Winnersh Relief Road.</p>
<p>Swallowfield Parish Council</p>	<p>Swallowfield Parish Council has experience of a site which has not been adopted by the Borough Council, The Pippins (37 homes) developed by Bellway Homes. Residents and non-residents of such sites are often confused about what rights each has.</p> <ul style="list-style-type: none"> • Open Space: who has a right to walk on the open space? In this instance Bellway confirmed that a condition of planning permission was public access to the open space, however, the residents are not aware and given that they are paying for its maintenance feel they have a right to ask non-residents to leave. We have had instances of residents of the development shouting at other local residents, telling them to "get off, we pay for this". This causes bad feeling and splits the community. • Management Fee: Residents pay an annual management fee, but many are not clear what that covers or that they may be responsible for damage to any facilities on the site. • Flood attenuation features: At The Pippins maintenance of flood attenuation features is critical for the village, e.g. balancing pond and filter drains which run across the end of some gardens, these must be cleared periodically, as a Parish Council it is not easy for us to establish what is being done. This issue has been raised recently

	<p>as residents living behind the new development can see that a ditch/drain which should be cleared regularly has not been touched. It is believed that the drain is on land which belongs to each of the new houses whose gardens back onto it, but do the new residents know that? Who is responsible for liaising with the management company to ensure that this critical drain is clear periodically?</p> <ul style="list-style-type: none"> • Affordable Housing: the council also understands that the affordable houses built on this site, a few houses on a cul-de-sac called Scarlet Mews, are not part of the management agreement, again this causes confusion and bad feeling, e.g. who maintains the road outside those houses, can those residents park on The Pippins. At the time the roads were named Swallowfield Council was only told there would be one road, not two. • Road condition: it is the council's understanding that the roads on unadopted sites may not be laid to such a high standard as required by the local authority. What happens when these deteriorate? • Parking: there are arguments about who can park where, again residents shouting at each other and getting annoyed. • Swallowfield Parish Council would like to understand how decisions are made regarding adoption, does the borough council have any influence or is the decision down to developer preference. What mitigation is in place if the management company appointed to look after the site does not fulfil its obligations, ceases to trade or does not have the funds to effect necessary repairs? Who monitors the effectiveness of those management companies? • Swallowfield Council would ask that Wokingham Borough Council adopts the appropriate infrastructure on all sites to avoid creating split communities and a two-tiered system.
<p>Winnersh Parish Council</p>	<p>Green Lane Winnersh - this site was intended to be adopted under section 38 of the Highways Act but it took the developer many years to bring the road and drainage up to a satisfactory standard for adoption. Residents raised their concerns over this difficult period. We are aware that Officers continued to put pressure on the developer and the road was adopted in March 2019.</p> <p>Alder Mews - we understand that this site has a long history of issues, ranging from works that do not come up to specification, built incorrectly and a drainage system that cannot be taken over by Thames Water and, therefore, the road has not been adopted. The developer (Hodson Developments) has now disappeared together with the supposedly secure bond.</p> <p>When residents originally purchased their homes in Alder Mews they expected the road and drainage system to be adopted. At present they are in 'limbo' with no official Street Manager and are expecting the Borough Council and Thames Water to take over responsibility for these assets. With this in mind the Borough Council together with Thames Water will need to find a way for adoption.</p> <p>Hatchwood Mill Development - this development is being carried out in phases and the site is still under construction by developers Bovis Homes and Persimmons. Not all the roads will be adopted but they include Hatch Farm Way (Winnersh Relief Road Phase 1) and the main internal roads through the development.</p> <p>There are large parts of the development that will NOT be adopted but handed over to a Managing Agent at some time in the future. Residents, some of whom have lived on the estate for over 2 years, were not made aware of this until very recently and it has raised many concerns about how it will operate, and how maintenance of the asset will be funded. The present condition of the roads that will not be adopted are NOT</p>

	<p>currently at a suitable standard to be taken over by the Managing Agent. The Parish Council have been represented at recent meetings with the developers, ward Borough Councillors and representatives of the residents and there has been and continue to be some major issues with both the roads and open spaces. However, there are some improvements now taking place.</p> <p>It is quite clear that there has been a lack of communication with residents and ward Borough Councillors/Parish Council as well as prospective buyers of homes on the estate, with false information being presented for example about a Primary School being constructed within the development.</p> <p>As recently as July 2019, the developers' goal appeared to be to place all available resources into building more homes and not completing the infrastructure, whether intended for adoption or not in the areas that had already been constructed. Some examples of these were lack of Street Name Plates, street lighting, unfinished footways, verges, kerbing and the clearance of surplus materials. It is unknown what the condition of the drainage systems were like as these are hidden underground. Many trees were planted on the development including the area of Open Space, of which around 80% have died. These will require re-planting and looking after properly especially in the first two years after planting. In addition, some trees are in small front gardens but planted close to the back footway edging where there are likely to cause issues in the future as the tree grows. There is an access point off Hatch Farm Way into the Open Space where a gate has been missing for several months. This has been reported to the developers but with no action.</p> <p>The developers have had little control over their contractors who have broken the planning conditions on many occasions working outside of regulated hours. The persistence of the ward Borough Councillors / Parish Council and residents in reporting these incidents seems to have brought this issue to a close. Several homes have been built at the wrong level with air bricks too low and back of footway edgings 'cut around' them into the footway to allow these to function. Other similar cases are in front gardens.</p> <p>The Sustainable Urban Drainage System on the north side of Hatch Farm Way and between Glasspool Road and Potter Way where the wet 'ditch' is quite deep and requires life buoys was not fenced and the developer had no intension of fencing it. The developer finally agreed to fence it following pressure from the ward Borough Councillors/Parish Council and the residents' group.</p> <p>There are still several phases of the development to be constructed and more roads to be adopted or handed over to the Managing Agent. Overall, the development does not give the appearance of a high standard.</p> <p>Summary - although some of the issues raised above are around the quality and timing of the road / open space construction and tree planting, the common error is the lack of communication by the developer and the Borough Council. What would be helpful going forward is an agreed Communications Management Plan between the developer and the Borough Council that is updated on a regular basis setting out for example who is constructing the roads and open spaces / play parks and indicating what roads are intended to be adopted and which are not together with open spaces / play parks and how these will be managed in the future. Bonds must be paid into a secure system to avoid a repeat of the Alder Mews situation and bonds must also be collected for Open Spaces/play parks along with commuted sums.</p>
Wokingham Town Council	The Town Council would like clarification on the relevant standards and process for adoption of new roads and open space. When does the Council (WBC) take on responsibility from developer and what is the adoption timeframe?

	<p>Also, on sites where there is public access, for example a need for School crossing at Montague Park development, when is this adopted by the Council (WBC)?</p>
<p>A resident of Woosehill</p>	<p>Although not new housing there is an issue on Woosehill re footpaths which were constructed in the 1980's by developers.</p> <p>There are four entrances to Fox Hill woods that no-one wants to take ownership of. We have been told by WBC that they are not public footpaths (even though one has a Council refuse bin and signage on). Some years ago two properties in Tiffany Close were allowed to extend their properties over footpaths via approved planning applications.</p> <p>This is a classic example of the full process of handover from developers not being followed and I would recommend you include footpaths in your review for the future</p>
<p>A resident</p>	<p>I don't think it is clear to residents why some estates are adopted by the Council whereas others aren't. For example, The Brumbles and Mitford Fields estates (off Basingstoke Road - RG7 1W...) both have a management charge. For a three bedroom house on The Brambles this comes to £200 per year in addition to the normal Council Tax fees. In comparison, the estates off Hyde End Road were adopted, look cleaner, and have a regular bus route.</p> <p>How is it fair that I pay the same Council Tax as those three beds that were adopted, but also have to pay an additional amount on top? I feel like I am double paying and not getting any additional benefit.</p>
<p>A resident of Montague Park</p>	<p>We received a copy of the proposed parking restrictions for Montague Park in the post and only have one main comment.</p> <p>The original Barratts/David Wilson plans, and the subsequent plans we've received from the Council all indicate far more visitor bays than have actually been put in. For example we are down in the apartments directly opposite the parking for the school and on all the plans it shows 3 bays outside our building – however, only one has been put in.</p> <p>While we appreciate the need for parking restrictions, many of the properties on the estate already come with not enough spaces for all the occupants (we only have one for two doubled bedroomed property) so people rely on the additional bays – the least we should expect is for Barratts/David Wilson to have put in the right amount as shown on their plans.</p>
<p>A resident of Montague Park - Council Question</p>	<p>Question:</p> <p>This question concerns road safety issues for children attending Floreat Montague Park School. Prior to August 2018, parents were told that a work plan had been agreed between Wokingham Borough Council and the builder, David Wilson Homes to install zebra, toucan or pelican crossings in place for September 2018 to enable children to cross William Heelas Way on the way to and from school. None of these crossings have been installed and despite numerous requests to both WBC and the builder, no satisfactory responses have been given.</p> <p>We understand that the road is un-adopted, which appears to have put us in a 'It's not my responsibility zone', however this is in essence a public road being used by young school children to cross from the houses to their school and their safety must be paramount. Therefore could WBC confirm what action is being taken and give a definitive timescale for a resolution?</p> <p>Answer:</p> <p>Many areas of the Montague Park site will be adopted by the Council in line with legal agreements (Section 38 of the Highways Act) that have been entered into by David</p>

	<p>Wilson Homes for various phases of the development. The site currently remains in private ownership as David Wilson Homes has not completed all of the approved works to an adoptable standard. As the Council is not physically delivering the planned works, we cannot commit to any dates for works to be completed, but continue to push the developer to conclude the necessary works, and commit to sign these off in good time when the details are submitted to the Council for review, which we have done. We have endeavoured to facilitate David Wilson's programme for these works and remain as frustrated as you with the progress that has been made to date. The Council is continuing to work With David Wilson Homes to progress these matters as soon as possible.</p>
A resident of Arborfield Green	<p>Re Waterman's View, Arborfield Green. The Council has adopted a fraction of the estate and residents pay £500 a year forever to a private company to supposedly maintain the rest. Meanwhile, residents pay WBC the highest Council Tax rates I have ever known.</p>
A resident	<p>I have concerns about the use of barbed wire. There is barbed wire at Montague Park SANG. There is barbed wire in Shinfield and along the perimeter Road on Woodley Airfield. I hope that this can be investigated. I suggest a policy to remove all barbed wire unless is required for livestock control.</p>
A resident	<p>I want to raise the issue of car park associated with the Stokes Farm Nature Park (SANG) which was constructed to offset the loss of green space due to the development of the North Wokingham Distributor Road. The park was constructed a while ago and is now declared to be open on the North Wokingham major development website. However, the car park associated with the park is not open. Despite my best efforts to move it along with the Countryside Department, it remains closed. Apparently the lock on the gate needs fixing! But it doesn't get done. It seems as if someone has ticked it off as complete, when it is not, and it has now been forgotten about.</p> <p>This park is mostly only accessible by car (certainly that is the case for me) and it is becoming increasingly popular. The result of this is that people have to park in front of the gates (which need the lock fixing) or between the pinch points that have been put in the road to slow down traffic for people exiting the car park. This means that this section of road is more dangerous than it would have been without the pinches as traffic has to weave in and out between pinch points and parked cars! The park has a 'made' path which means that as we approach winter it will become more popular to walk in and the problem will get worse unless the car park is opened.</p> <p>It seems like it fits the bill for your enquiry because no one seems to care that this facility is 99% complete but the vital 1% is missing. I am sure that if the Council put appropriate pressure on the developers they would make sure the lock was fixed and the car park would be operational.</p>

Examples of Frequently Asked Questions

Homebuyers

Q: What checks should a homebuyer expect to be carried out by their solicitor?

A: The Local Government Ombudsman has advised that a solicitor should:

- Check that the relevant planning conditions have been discharged.
- Check that there is a S38 agreement or a private road management scheme in place.
- If the S38 agreement is not completed, check if there is an APC payment in place.
- If there is no APC payment, negotiate a covenant with the vendor requiring them to have the road adopted or withhold a sufficient sum to meet the client's potential costs.

Adoption of Roads

Q: Why do housing developers build new roads?

A: Housing developers build roads to enable new homeowners to gain access to the existing public highway.

Q: What is road adoption?

A: It is the process where a road in private ownership becomes a public road, which is then managed and maintained by the Council.

Q: Does the Council adopt all new roads built by housing developers?

A: No, housing developers may choose to keep their new roads private and some roads do not meet the Council's adoption standards.

Q: Who looks after private and unadopted roads?

A: Resident groups and management companies usually maintain private roads not scheduled to be adopted by the Council.

Q: What is the advantage of having a new road adopted?

A: Adopted roads become part of the public highway. Following adoption, the Council manages and maintains the road at public expense. Residents do not have to pay additional sums for the maintenance of adopted roads.

Q: What is the process for developers to get new roads adopted?

A: New roads are usually adopted under legal agreements called Section 38 agreements (Section 38 of the Highways Act 1980).

Q: What is involved in a S38 Agreement?

A: The S38 agreement is agreed between the Council and the developer. It normally includes a financial bond to ensure that the works can be completed if the developer goes bust. Essentially the agreement states that if the developer builds the road to the agreed standards and maintains it for a year the Council will then adopt it.

Q: Who is responsible for the new road prior to adoption?

A: The developer is responsible for maintenance and repair of the new road prior to adoption. As the road is unadopted the Council has no powers to undertake works on it.

Q: Why does the adoption of a new road sometimes take longer than agreed?

A: There may be a number of causes, including:

- The developer commences building the road before entering into the S38 agreement.
- The developer tries to vary the standard terms of the S38 agreement.
- The developer, or contractor, builds the road slowly and does not finish it.
- The developer does not build the road in line with the agreed standards.
- The relevant Water Company (Thames Water) does not adopt the sewers under the new road.
- The road is almost complete but there are outstanding “snagging” items such as defective street lights, potholes, broken drain covers and overgrown verges.

Q: How can I find out more about the adoption of new roads?

A: Contact the Highways Team on 0118 974 6000.

Local Plan Update

Q: Will there be new infrastructure such as roads and open space to support new housing development?

A: Yes. When the Council has a better understanding of where and when new development is going to take place, a detailed infrastructure strategy can be prepared. This will set out what infrastructure is needed and how it will be funded.

Q: Will access to open space and our parks be lost due to new development?

A: Open space is an important feature of the Borough and it is important that residents have suitable access. Through the Local Plan Update, new open space will be delivered on housing sites in line with the requirements of the Borough’s Open Space Strategy.

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TITLE **Quarter 2 2019/20 Performance Monitoring Report**

FOR CONSIDERATION BY Overview and Scrutiny Management Committee on 22 January 2020

WARD (All Wards);

LEAD OFFICER Deputy Chief Executive - Graham Ebers

OUTCOME / BENEFITS TO THE COMMUNITY

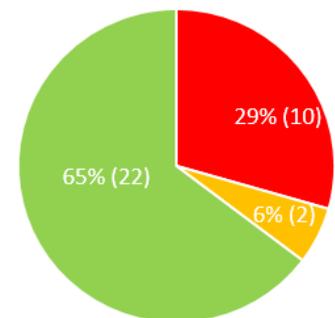
Accountability and transparency of the delivery of key council priorities and to inform decision making.

RECOMMENDATION

- 1) Consider the quarter 2 performance information for 2019/20
- 2) Review the service narrative provided in response to previous Overview and Scrutiny Management Committee queries on Quarter 1 2019/20 performance.
- 3) Review the narrative for measures reported as Red to consider the areas of work planned to improve performance.

SUMMARY OF REPORT

For Quarter 2 2019/20, 65% of (22) Key Performance Indicators (KPIs) have achieved the assigned targets and are reported as Green. 6% of measures (2 KPIs) are performing marginally off target and reported as Amber and 10 KPIs (29%) are Red since the year to date target is not currently being achieved. Further details of the Red measures, along with service narrative, are shown below.



Further details of performance for the 37 KPIs, being used to help track service delivery for the Council, are shown in Appendix A. Please note that three of the KPIs are not being reported for Quarter 2 since they are new measures still in development relating to a) climate emergency, b) traffic congestion and c) new homes delivered by Wokingham Borough Council. It is hoped that these new measures will be reported in the near future.

Background

For 2019/20 the Council's current performance measures were reviewed to identify, for each service, which give the best indication of how well the service is delivering against its current objectives. The KPIs, selected by service Directors, are listed in Appendix A. Whilst many performance measures, reported in 2018/19 have continued, the KPIs identify how the service is performing overall and should highlight any risks or areas of concern. Where a KPI is underperforming, further investigation will take place to identify the cause and consider the actions that can deliver improvements.

Supporting Performance Measures (Appendix B)

To support the KPIs, some services have identified supplementary performance measures which may provide further detail or insight relevant to the service. These additional measures continue to be reported in Appendix B and have been circulated electronically.

Red Key Performance Indicators for Quarter 2 2019/20

The following KPIs are reported as Red for Quarter 2 since the assigned targets are not being achieved. Services have provided narrative below to explain the reason for the underperformance and the actions in place to work on improvements.

Adults Services (5 Red KPIs)

KPI AS4a - Safeguarding timeliness – concerns completed within 2 working days

KPI AS4b - Safeguarding timeliness – enquiries completed within 28 days

Improving performance against this measure has been achieved by the gradual growth in staff within the safeguarding service, which has enabled some more timely responses to be achieved. The move towards the Adult Safeguarding Hub (ASH) go live date of 1 December, should see steady improvement in this statistic.

KPI AS6 - Proportion of people receiving long term care who were subject to a review in the last 12 months

All overdue reviews in Brokerage and Support have been shared with relevant managers and a business case has been agreed for an additional four workers to support with the volume of review cases. This will help improve performance in this area significantly. This is currently in progress.

KPI VP2a – Delayed transfers of care (delayed days)

KPI VP2b – Delayed transfers of care (delayed days) Social Care Only

Most delays in quarter 2 have been attributable to NHS, but there has also been an increase in social care delays. The team are currently recruiting to replace officers who have recently left and to ensure a full headcount of workers is in place. The service are confident that once staff are in post, the social care element of this indicator will improve.

Children's Services (4 Red KPIs)

KPI Ch2 - Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral

Recruitment into the SEND team has led to improvement in Quarter 2 for this indicator. This continues to be priority focus, and it is intended that the 20 week assessment timeliness will achieve 100% target by early 2020.

KPI EA2 – Percentage of children who attend a Wokingham state-funded school (primary, secondary or special) which is Ofsted rated Good or better

No Wokingham schools have received an inspection rating below 'Good' in Quarter 2, but small shifts in the numbers of children at each school have contributed to a very slight deterioration against this measure.

KPI VP6i – Percentage of children who became subject to a Child Protection Plan for a second or subsequent time within 2 years.

The case files for all children coming onto a child protection plan for a second or subsequent time are reviewed to ensure that any lessons are fed back into the Quality Assurance cycle and embedded into future practice. In Quarter 2, 2 large families accounted for 7 of the 8 children behind this measure.

KPI VP8 – Percentage of child protection visits completed on time (within 10 days of the previous visit or start of the Child Protection Plan)

Undertaking and recording Child Protection visits in a timely manner is the primary focus for teams, and caseloads in the long term teams will now be monitored on a weekly basis to ensure visits can be made. Improved management information tools to assist Team Managers in monitoring visits are also being rolled out.

Locality and Customer Services (1 Red KPI)

KPI CE10 – Percentage of calls answered

Whilst performance has improved during Quarter 2, compared to the previous quarter, it remains below target. The average customer wait time was 1 minute and 16 seconds during Quarter 2. With the introduction of Blue Badge Hidden Disabilities legislation being introduced at the end of August 2019, customer interactions are now taking longer to resolve as the Customer Delivery team provide further support. The team focus is on quality of service to the customer and first time fix, which can take longer but ensures a higher level of service and satisfaction to the customer. The team are aware of which areas have a higher abandonment rate and are working to tackle these challenges.

Analysis of Issues

For each Key Performance Indicator, a SMART (specific, measurable, achievable, realistic and timely) target has been assigned which takes into account historic trend information and benchmarking to compare Wokingham borough performance with national trends. Direction of travel continues to be monitored closely to ensure that each KPI maintains good performance, or shows signs of improvement, where required. KPIs are assigned a RAG (Red, Amber, Green) status to indicate whether performance is on target (Green), close to target (Amber) or missing the target (Red). Indicators are assigned to a Director and lead Executive Member. The commentary provides further information related to that indicator and aims to explain the data, any variances and actions being taken.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council continues to face severe financial challenges over the coming years as a result of reductions to public sector funding and growing pressures in our statutory services. It is estimated that Wokingham Borough Council will be required to make budget reductions of approximately £20m over the next three years and all Executive decisions should be made in this context

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	N/A	N/A	N/A
Next Financial Year (Year 2)	N/A	N/A	N/A
Following Financial Year (Year 3)	N/A	N/A	N/A

Other financial information relevant to the Recommendation/Decision
None

Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)
This report covers the whole of the council's operations.

Public Sector Equality Duty
The quarterly performance report does not contain recommendations that involve a policy or service change and therefore it would not result in additional impacts upon those with protected characteristics.

Reasons for considering the report in Part 2
None

List of Background Papers
Appendix A – Key Performance Indicators 2019/20 – summary and detail Appendix B – Supplementary Performance Measures (<i>circulated via email</i>) Appendix C – Quarter 1 2019/20 Member Q and A

Contact Laura Callan,	Service Strategy and Commissioning
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ADULT SERVICES					
Ref	Description	Frequency	RAG	Direction of Travel	
KPI AS1	Social work assessments allocated to commence within 7 days of the requests (counted at point of allocation)	Quarterly	GREEN	↓	Deteriorated
KPI AS2	The percentage of Deprivation of Liberty Safeguards (DoLS) completed and authorised within 90 days	Quarterly	GREEN	↑	Improved
KPI AS3	People aged 65 or over who received reablement from the START team following a discharge from hospital and remained at home 91 days later	Quarterly	AMBER	↓	Deteriorated
KPI AS4a	Safeguarding timeliness - concerns completed within 2 working days	Quarterly	RED	↑	Improved
KPI AS4b	Safeguarding timeliness - enquiries completed within 28 days	Quarterly	RED	↑	Improved
KPI AS5	Provisions in the borough rated by CQC as Good or better	Quarterly	GREEN	↓	Deteriorated
KPI AS6	Proportion of people receiving long term care who were subject to a review in the last 12 months	Quarterly	RED	↑	Improved
KPI AS7	Overall satisfaction of people who use services with their care and support (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 3A)	Annual	GREEN	↑	Improved
KPI VP1	Permanent admissions to residential and nursing care homes	Quarterly	GREEN	↓	Improved
KPI VP2a	Delayed transfers of care (delayed days)	Quarterly	RED	↑	Deteriorated
KPI VP2b	Delayed transfers of care (delayed days) SOCIAL CARE ONLY	Quarterly	RED	↓	Improved
KPI VP3	Proportion of adults with a learning disability who live in their own home or with their family (ASCOF measure 1G)	Quarterly	GREEN	↓	Deteriorated
KPI VP5	Proportion of people who use services who feel safe (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 4A)	Annual	GREEN	↑	Improved
KPI VP9	Number of initial carers assessments completed	Quarterly	GREEN	↑	Improved

CHILDREN'S SERVICES					
Ref	Description	Frequency	RAG	Direction of Travel	
KPI Ch1	Percentage of young people with statements or EHCP participating in Employment, Education or Training - based on Q1	Quarterly	GREEN	↓	Deteriorated
KPI Ch2	Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral	Quarterly	RED	↑	Improved
KPI Ch3	Percentage of former relevant care leavers (up to the age of 21) not in Education, Employment or Training (NEET)	Quarterly	AMBER	↑	Deteriorated
KPI EA2	Percentage of children who attend a Wokingham state-funded school (Primary, Secondary or Special) which is Good or better	Quarterly	RED	↓	Deteriorated
KPI EA3	Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better	Quarterly	GREEN	↑	Improved
KPI VP6i	Percentage of children who become subject to a Child Protection Plan for a second or subsequent time within 24 months	Quarterly	RED	↓	Deteriorated
KPI 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

CORPORATE SERVICES					
Ref	Description	Frequency	RAG	Direction of Travel	
KPI CS1	Monitoring and reporting actions in place to address Climate emergency - measure in development	TBC	N/A		N/A
KPI CS2	Number of new homes (of any tenure) delivered by Wokingham Borough Council (including WBC housing companies) - measure in development	TBC	N/A		N/A
KPI CE1	Revenue budget monitoring forecast position	Quarterly	GREEN	↓	Deteriorated
KPI CE2	Capital budget monitoring forecast position	Quarterly	GREEN	→	Static
KPI R1-R3	Completion to time and budget of regeneration projects (Peach Place, Elms Field, Carnival Pool Phase 2)	Quarterly	GREEN	→	Static
KPI R4	Return on investment in commercial properties	Quarterly	GREEN		N/A
KPI VP14	Number of affordable dwellings completed	Quarterly	GREEN	↑	Improved

LOCALITY & CUSTOMER SERVICES

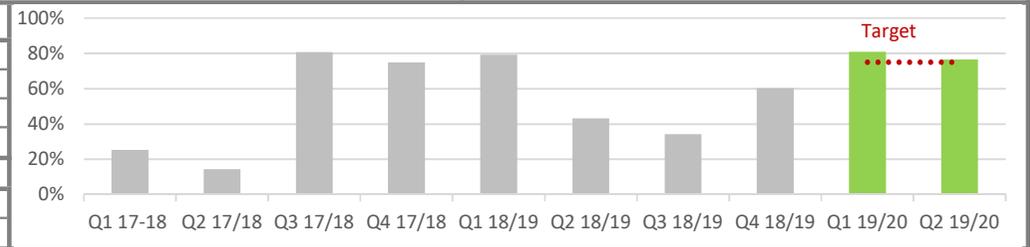
Ref	Description	Frequency	RAG	Direction of Travel
KPI L1	Performance measure for congestion - measure in development	TBC	N/A	N/A
KPI CE3	Council Tax collection	Quarterly	GREEN	↓ Deteriorated
KPI CE4	Business Rates collection	Quarterly	GREEN	↓ Deteriorated
KPI CE10	Percentage of calls answered	Quarterly	RED	↑ Improved
KPI R4/5	Average percentage of Section 106 and Community Infrastructure Levy received and allocated to schemes	Quarterly	GREEN	↓ Deteriorated
KPI SC3	Total percentage of planning applications determined in the statutory timescales	Quarterly	GREEN	↓ Deteriorated
KPI SC7	Percentage of household waste reused, recycled and composted	Quarterly	GREEN	↓ Deteriorated
KPI T1-6	Percentage of highway infrastructure schemes on track for project delivery	Quarterly	GREEN	↑ Improved
KPI VP10	Percentage of housing stock with meets the Decent Homes Standard	Quarterly	GREEN	→ Static

ADULT SERVICES

KPI AS1: Social work assessment allocated to worker within 7 days of the decision that a SW assessment is needed

Reporting frequency:	QUARTERLY	Director: Matt Pope	Executive Member: Charles Margetts	RAG: GREEN
Service:	Adult Services	Indicator Type: Local	Benchmark: N/A	
RAG Threshold:	Green if 75% or more		Amber if between 68 and 74%	Red if less than 68%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2018/19	79.3%	New indicator		↑	Improved
Q2 2018/19	43.3%			↓	Deteriorated
Q3 2018/19	34.3%			↓	Deteriorated
Q4 2018/19	60.4%			↑	Improved
2018/19	50.1%			↑	Improved
Q1 2019/20	80.9%	75.0%	Green	↑	Improved
Q2 2019/20	76.6%	75.0%	Green	↓	Deteriorated



Commentary: Temporary staffing issues resulted in slight deterioration this quarter. This has been mitigated through recruitment into the service

KPI AS2: The percentage of Deprivation of Liberty Safeguards (DoLS) completed and authorised within 90 days

Reporting frequency:	QUARTERLY	Director: Matt Pope	Executive Member: Charles Margetts	RAG: GREEN
Service:	Adult Services	Indicator Type: National	Benchmark: N/A	
RAG Threshold:	Green if better than 75%		Amber if between 70% and 75%	Red if less than 70%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2019/20	57%	75%	Green	New indicator	
Q2 2019/20	75%	75%	Green	↑	Improved

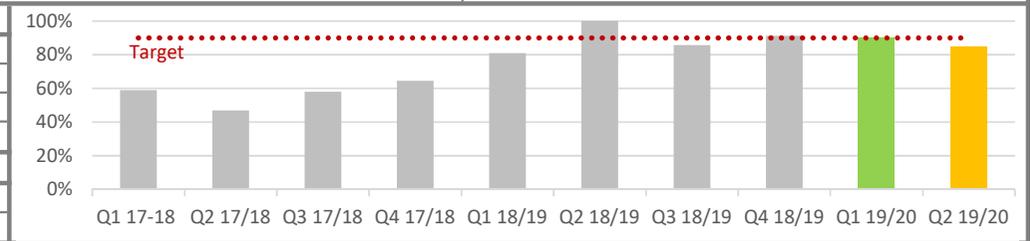


Commentary: The DoLS Team are continuing to apply good practice and prioritising DoLS referrals in line with national guidance.

KPI AS3: People aged 65 and over who received reablement from the START Team following a discharge from hospital and remained at home 91 days later

Reporting frequency:	QUARTERLY	Director: Matt Pope	Executive Member: Charles Margetts	RAG: AMBER
Service:	Adult Services	Indicator Type: Local	Benchmark: National 2017/18 : 82.9%	
RAG Threshold:	Green is 90% or less		Amber if between 85% and 89%	Red if less than 85%

Period	Actual	Target	RAG	Direction of Travel (Trend)	
Q1 2018/19	81%	New indicator		↓	Deteriorated
Q2 2018/19	100%			↑	Improved
Q3 2018/19	86%			↓	Deteriorated
Q4 2018/19	91%			↑	Improved
2018/19	89%			↑	Improved
Q1 2019/20	90%	90%	Green	↑	Improved
Q2 2019/20	85%	90%	Amber	↓	Deteriorated



Commentary: The current year figures include those who received reablement from the Intermediate Care Team as well as those who received reablement from START, so the cohort for this measure has expanded from 2018-19 and performance may not be directly comparable. The team continues to work closely with all partners to ensure people remain at home for as long as possible.

KPI AS4a: Safeguarding timeliness - concerns completed within 2 working days

Reporting frequency:	QUARTERLY	Director:	Matt Pope	Executive Member:	Charles Margetts	RAG:	RED
Service:	Adult Services	Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold:	Green if 85% or more		Amber if between 80 and 85%		Red if lower than 80%		
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2018/19	49.6%	New indicator		New indicator			
Q2 2018/19	39.5%			↓	Deteriorated		
Q3 2018/19	40.1%			↑	Improved		
Q4 2018/19	32.0%			↓	Deteriorated		
2018/19	40.2%	New indicator					
Q1 2019/20	22.3%	85.0%	Red	↓	Deteriorated		
Q2 2019/20	30.1%	85.0%	Red	↑	Improved		

Commentary:
Improving performance against this measure has been achieved by the gradual growth in staff within the safeguarding service, which has enabled some more timely responses to be achieved. The move towards the Adult Safeguarding Hub (ASH) go live date of 1 December, should see steady improvement in this statistic.

KPI AS4b: Safeguarding timeliness - enquiries completed within 28 days

Reporting frequency:	QUARTERLY	Director:	Matt Pope	Executive Member:	Charles Margetts	RAG:	RED
Service:	Adult Services	Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold:	Green if 85% or more		Amber if between 80 and 85%		Red if lower than 80%		
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2018/19	20.0%	New indicator		New indicator			
Q2 2018/19	19.4%			↓	Deteriorated		
Q3 2018/19	22.2%			↑	Improved		
Q4 2018/19	12.4%			↓	Deteriorated		
2018/19	18.7%	New indicator					
Q1 2019/20	14.9%	85.0%	Red	↑	Improved		
Q2 2019/20	20.0%	85.0%	Red	↑	Improved		

Commentary: The safeguarding team is continuing to work closely with operational teams to ensure that all safeguarding enquiries are completed within 28 days.

KPI AS5: Provisions in the borough rated by CQC as good or better

Reporting frequency:	QUARTERLY	Director:	Matt Pope	Executive Member:	Charles Margetts	RAG:	GREEN
Service:	Adult Services	Indicator Type:	Local	Benchmark:	Above England total of 84% Q1 2019		
RAG Threshold:	Green if in the top quartile (all LA's in England)		Amber if in the second highest quartile		Red if in the bottom two quartiles		
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2019/20	96%	87%	Green	New indicator			
Q2 2019/20	93%	87%	Green	↓	Deteriorated		

Commentary:
The Care Governance Board continues to meet on a monthly basis to share information and develop improvement plans for provider services where appropriate.

KPI AS6: Proportion of people receiving long term care who were subject of a review in the last 12 months									
Reporting frequency:		QUARTERLY		Director: Matt Pope		Executive Member: Charles Margetts		RAG: RED	
Service:		Adult Services		Indicator Type:		Local		Benchmark: N/A	
RAG Threshold:		Green if 85% or more			Amber if between 80 and 85%			Red if lower than 80%	
Period	Actual	Target	RAG	Direction of Travel (Trend)					
Q4 2018/19	68%	85%	Red	New indicator					
Q1 2019/20	69%	85%	Red	↑	Improved				
Q2 2019/20	70%	85%	Red	↑	Improved				

Commentary: Recruitment to vacant reviewing officer posts will help us significantly improve on this performance indicator. This is currently in progress.

KPI AS7: Overall satisfaction of people who use services with their care and support (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 3A)									
Reporting frequency:		ANNUAL		Director: Matt Pope		Executive Member: Charles Margetts		RAG: GREEN	
Service:		Adult Services		Indicator Type:		National, Annual		Benchmark: Above England average - 65% (2017/18)	
RAG Threshold:		Green if 67% or more			Amber if between 66% and 67%			Red if less than 65%	
Period	Actual	Target	RAG	Direction of Travel (Trend)					
2015/16	67.3%	67%	Green	↓	Deteriorated				
2016/17	65.8%	67%	Amber	↓	Deteriorated				
2017/18	63.9%	67%	Red	↓	Deteriorated				
2018/19	67.1%	67%	Green	↑	Improved				

Commentary: 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. 2018/19 results not yet published by NHS England, performance has been calculated from our submission data.

KPI AD1: Permanent admissions to residential or nursing care homes per 100,000 population (65+ population)									
Reporting frequency:		QUARTERLY		Director: Matt Pope		Executive Member: Charles Margetts		RAG: GREEN	
Service:		Adult Services		Indicator Type:		National		Benchmark: 65+ WOK 18/19: 363.3 per 100k. National 17/18: 568.5	
RAG Threshold:		Green if 130 or less per quarter			Amber if between 130 and 145 per quarter			Red if more than 145 admissions per quarter	
Period	Actual	Target	RAG	Direction of Travel (Trend)					
Q1 2018/19	86.7	119	Green	→	Static				
Q2 2018/19	79.5	119	Green	↓	Improved				
Q3 2018/19	47.0	119	Green	↓	Improved				
Q4 2018/19	72.3	119	Green	↑	Deteriorated				
2018/19 Year End	285.5	476	Green	↓	Improved				
Q1 2019/20	101.2	130	Green	↑	Deteriorated				
Q2 2019/20	72.3	130	Green	↓	Improved				

Commentary: Suffolk Lodge and Discharge to Assess beds are being utilised to ensure that admissions to residential homes are appropriately made following discharge from hospital.

KPI VP2a: Delayed Transfers of Care (DToc) (delayed days)													
Reporting frequency:		QUARTERLY		Director: Matt Pope		Executive Member: Charles Margetts		RAG: RED					
Service:		Adult Services		Indicator Type: National		Benchmark: Wok 238, Rdg 462, WB 668 (Mar-19)							
RAG Threshold:		Green is less than 864 / 576			Red if greater than 864 / 576								
Period	Actual	Target	RAG	Direction of Travel (Trend)		1500 1000 500 0							
Q1 2018/19	927	960	Green	↑	Deteriorated								
Q2 2018/19	591	960	Green	↓	Improved								
Q3 2018/19	537	486	Red	↓	Improved								
Q4 2018/19	946	486	Red	↑	Deteriorated								
2018/19	3,001	2,892	Red	↓	Improved								
Q1 2019/20	918	864	Red	↓	Improved								
Q2 2019/20	1057	576	Red	↑	Deteriorated								
Commentary: Most Q2 delays due to NHS, but some delays within social care delays. Recruitment continues and once all staff are in post, social care performance will improve.													
KPI VP2b: Delayed Transfers of Care (DToc) (delayed days) SOCIAL CARE ONLY													
Reporting frequency:		QUARTERLY		Director: Matt Pope						Executive Member: Charles Margetts		RAG: RED	
Service:		Adult Services		Indicator Type: National		Benchmark: Wok 105, Rdg 48, WB 150 (Mar-19)							
RAG Threshold:		Green is less than 270			Red if greater than 270 a quarter								
Period	Actual	Target	RAG	Direction of Travel (Trend)		400 300 200 100 0							
Q1 2018/19	293	New indicator		↓	Improved								
Q2 2018/19	42												
Q3 2018/19	70												
Q4 2018/19	282												
2018/19	687												
Q1 2019/20	146	270	Green	↓	Improved								
Q2 2019/20	290	270	Red	↑	Deteriorated								
Commentary: Most Q2 delays due to NHS, but some delays within social care delays. Recruitment continues and once all staff are in post, social care performance will improve.													
KPI VP3: Proportion of adults with a learning disability who live in their own home or with their family (ASCOF measure 1G)													
Reporting frequency:		QUARTERLY		Director: Matt Pope						Executive Member: Charles Margetts		RAG: GREEN	
Service:		Adult Services		Indicator Type: National		Benchmark: Better than England (77.2%, 2017/18)							
RAG Threshold:		Green if 78% or more			Amber if between 75% and 77%			Red if less than 75%					
Period	Actual	Target	RAG	Direction of Travel (Trend)		100% 50% 0%							
2018/19 Year End	78.8%	78%	Green	↑	Improved								
Q1 2019/20	83.6%	79%	Green	↑	Improved								
Q2 2019/20	83.2%	79%	Green	↓	Deteriorated								
Commentary: Complexity and risk is taken into account in each support plan review to ensure each adult with a learning disability is in an appropriate placement. As such, little movement is expected from quarter to quarter.													

KPI VP5: Proportion of people who use services who feel safe (reported from the annual Adult Social Care User Experience Survey - ASCOF measure 4A)

Reporting frequency:		ANNUAL		Director: Matt Pope	Executive Member: Charles Margetts	RAG: GREEN
Service:		Adult Services		Indicator Type: National, Annual	Benchmark: Above England average - 69.9% (2017/18)	
RAG Threshold:		Green if 70% or more		Amber if between 66% and 69%		Red if less than 66%
Period	Actual	Target	RAG	Direction of Travel (Trend)		
2015/16	67.3%	70%	Amber	↓	Deteriorated	
2016/17	69.4%	70%	Amber	↑	Improved	
2017/18	69.4%	70%	Amber	→	Static	
2018/19	73.9%	70%	Green	↑	Improved	

Commentary:
 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. 2018/19 results not yet published by NHS England, performance has been calculated from our submission data.

KPI VP9: Number of initial carers assessments completed

Reporting frequency:		QUARTERLY		Director: Matt Pope	Executive Member: Charles Margetts	RAG: GREEN
Service:		Adult 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
Period	Actual	Target	RAG	Direction of Travel (Trend)		
Q1 2018/19	42	53	Amber	↓	Deteriorated	
Q2 2018/19	50	53	Amber	↑	Improved	
Q3 2018/19	49	53	Amber	↓	Deteriorated	
Q4 2018/19	80	53	Green	↑	Improved	
2018/19 Year End	221	212	Green	↑	Improved	
Q1 2019/20	37	53	Red	↓	Deteriorated	
Q2 2019/20	73	53	Green	↑	Improved	

Commentary:
 Staff have been reminded at Team Meetings about recording individual carers assessments. The way joint assessments are recorded on Mosaic is also being considered to ensure that these can be accurately reported. This indicator continues to be a priority for Adult Social Care.

CHILDREN'S SERVICES

KPI Ch1: Percentage of young people with statements or Education, Health and Care Plans (EHCPs) participating in Employment, Education or Training

Reporting frequency:	QUARTERLY	Director:	Carol Cammiss	Executive Member:	UllaKarin Clark	RAG:	GREEN
Service:	Children's Services	Indicator Type:	National	Benchmark:	Better than national (56.9%) as at end of 2018-19 (Q4)		
RAG Threshold: Green if equal to or above the national figure				Red if below the national figure			
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2018/19	51.0%	51.0%	Green	New indicator			
Q2 2018/19	16.6%	35.1%	Red	↓	Deteriorated		
Q3 2018/19	70.0%	51.2%	Green	↑	Improved		
Q4 2018/19	81.7%	56.9%	Green	↑	Improved		
Q1 2019/20	80.9%	57.8%	Green	↓	Deteriorated		
Q2 2019/20		Not released yet					

Commentary:
Q2 2019-20 figures have not been released yet. Performance significantly improved in Q4 2018-19 and has remained high in Q1 2019-20. We have been achieving above the national average for the last three quarters.

KPI Ch2: Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral

Reporting frequency:	Quarterly	Director:	Carol Cammiss	Executive Member:	UllaKarin Clark	RAG:	RED
Service:	Children's Services	Indicator Type:	National, Local	Benchmark:	N/A		
RAG Threshold: Green if 100%			Amber if between 95% and 100%			Red if less than 95%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2018/19	33.3%	100%	Red	↓	Deteriorated		
Q2 2018/19	27.8%	100%	Red	↓	Deteriorated		
Q3 2018/19	0.0%	100%	Red	↓	Deteriorated		
Q4 2018/19	0.0%	100%	Red	→	Static		
Q1 2019/20	0.0%	100%	Red	→	Static		
Q2 2019/20	12.9%	100%	Red	↑	Improved		

Commentary:
Recruitment into the SEND team has led to improvement in Q2 for this indicator. This continues to be priority focus, and it is intended that the 20 week assessment timeliness will achieve 100% target by early 2020.

KPI Ch3: Percentage of Former Relevant Care Leavers (up to the age of 21) Not in Education, Employment or Training (NEET)

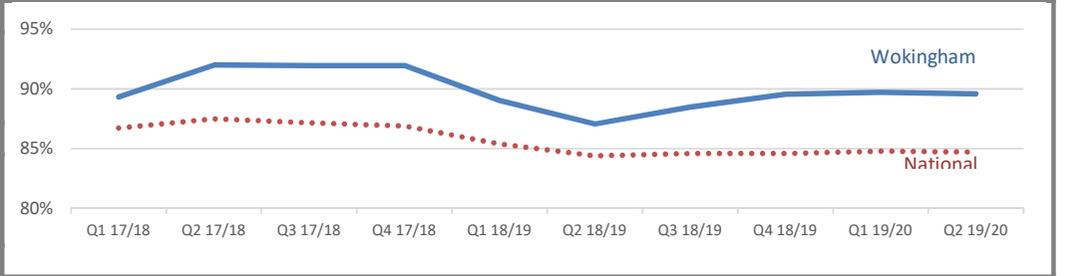
Reporting frequency:	QUARTERLY	Director:	Carol Cammiss	Executive Member:	UllaKarin Clark	RAG:	AMBER
Service:	Children's Services	Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold: Green if 40% or above			Amber of between 40% and 45%			Red if above 45%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q4 2018/19	41.7%	40%	Amber	New Indicator			
Q1 2019/20	37.3%	40%	Green	↓	Improved		
Q2 2019/20	44.3%	40%	Amber	↑	Deteriorated		
Q3 2019/20		40%					
Q4 2019/20		40%					

Commentary:
The service continues to monitor the reasons why Care Leavers are NEET, and Care Leavers are visited regularly and supported to engage and remain in education, employment or training, as appropriate. Currently, a quarter of NEET Care Leavers are NEET for health reasons, and are not likely to become EET in the short term.

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

Reporting frequency:	QUARTERLY	Director:	Carol Cammiss	Executive Member:	UllaKarin Clark	RAG:	RED
Service:	Children's Services	Indicator Type:	National, Cumulative	Benchmark:	Above national average of 84.6% (as at March 2019)		
RAG Threshold:	Green if improved or 100%		Amber if less than 100% or no change			Red if deteriorated	

Period	Actual	Target	RAG	Direction of Travel (Trend)
Q1 2018/19	89.04%	100% or improvement	Amber	→ Static
Q2 2018/19	87.07%		Red	↓ Deteriorated
Q3 2018/19	88.47%		Green	↑ Improved
Q4 2018/19	89.56%		Amber	→ Static
Q1 2019/20	89.70%		Green	↑ Improved
Q2 2019/20	89.58%		Red	↓ Deteriorated
Q3 2019/20				
Q4 2019/20				

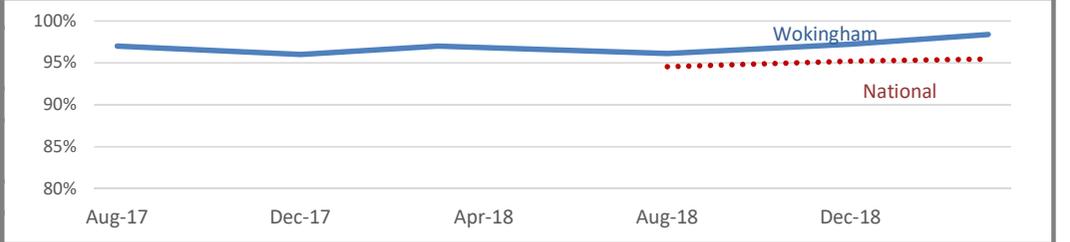


Commentary:
No Wokingham schools have received an inspection rating below 'Good' in Quarter 2, but small shifts in the numbers of children at each school have contributed to a very slight deterioration against this measure.

KPI EA3: Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better

Reporting frequency:	TRI-ANNUALLY	Director:	Carol Cammiss	Executive Member:	UllaKarin Clark	RAG:	GREEN
Service:	Children's Services	Indicator Type:	National, Cumulative	Benchmark:	N/A		
RAG Threshold:	Green if improved or 100%		Amber if less than 100% or no change			Red if deteriorated	

Period	Actual	Target	RAG	Direction of Travel (Trend)
P1 17/18 (Aug17)	97%	100% or improvement	Amber	New indicator
P2 17-18 (Dec 17)	96%		Red	↓ Deteriorated
P3 17-18 (Mar 18)	97%		Green	↑ Improved
P1 18-19 (Aug 18)	96%		Red	↓ Deteriorated
P2 18-19 (Dec 18)	97%		Green	↑ Improved
P3 18-19 (Mar 19)	98%		Green	↑ Improved
P1 19-20 (Aug 19)				

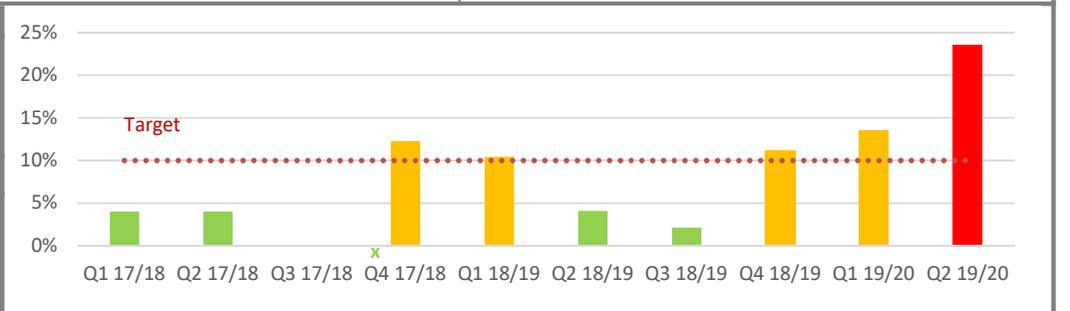


Commentary: Data is released three times a year hence the measure reports performance at each of these three periods. Next release will be period 1 19/20 (Aug 19).

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

Reporting frequency:	QUARTERLY	Director:	Carol Cammiss	Executive Member:	UllaKarin Clark	RAG:	RED
Service:	Children's Services	Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold:	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 2018/19	10%	10%	Green	↓ Improved
Q2 2018/19	4%	10%	Green	↓ Improved
Q3 2018/19	2%	10%	Green	↓ Improved
Q4 2018/19	11%	10%	Amber	↑ Deteriorated
2018/19 Year End	9%	10%	Green	↑ Deteriorated
Q1 2019/20	14%	10%	Amber	↑ Deteriorated
Q2 2019/20	24%	10%	Red	↑ Deteriorated
Q3 2019/20		10%		
Q4 2019/20		10%		



Commentary:
The case files for all children coming onto a child protection plan for a second or subsequent time are reviewed to ensure that any lessons are fed back into the Quality Assurance cycle and embedded into future practice. In Q2, 2 large families accounted for 7 of the 8 children monitored within this measure.

KPI VP8: Percentage of child protection visits completed on time (within 10 days of the previous visit or start of Child Protection Plan)						
Reporting frequency:		QUARTERLY		Director: Carol Cammiss	Executive Member: UllaKarin Clark	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)		
Q1 2018/19	65.4%	82%	Red	↓	Deteriorated	
Q2 2018/19	58.0%	82%	Red	↓	Deteriorated	
Q3 2018/19	60.8%	82%	Red	↑	Improved	
Q4 2018/19	71%	82%	Red	↑	Improved	
2018/19 Year End	66%	82%	Red	↓	Deteriorated	
Q1 2019/20	78.9%	82%	Amber	↑	Improved	
Q2 2019/20	73.6%	82%	Red	↓	Deteriorated	
Q3 2019/20		82%				
Q4 2019/20		82%				

Period	Actual (%)	Target (%)
Q1 17/18	65.4	82
Q2 17/18	58.0	82
Q3 17/18	60.8	82
Q4 17/18	71.0	82
Q1 18/19	66.0	82
Q2 18/19	58.0	82
Q3 18/19	60.8	82
Q4 18/19	71.0	82
Q1 19/20	78.9	82
Q2 19/20	73.6	82

Commentary:
 Undertaking and recording Child Protection visits in a timely manner is the primary focus for teams, and caseloads in the long term teams will now be monitored on a weekly basis to ensure visits can be made. Improved management information tools to assist Team Managers in monitoring visits are also being rolled out.

CORPORATE SERVICES

KPI CS1: Monitoring and reporting actions in place to address Climate emergency - *measure in development*

Reporting frequency:	ANNUAL	Director:	Graham Ebers	Executive Member:	Gregor Murray	RAG:	TBC
Service:	Corporate Services	Indicator Type:	National	Benchmark:			
RAG Threshold:	TBC						N/A
Period	Commentary: A new performance measure is being established to monitor and report on the actions being taken by Wokingham Borough Council to address the climate change emergency. Progress will be reported in future reports once suitable measures are identified.						
2019/20							

KPI CS2: Number of new homes (of any tenure) delivered by Wokingham Borough Council (including WBC housing companies) - *measure in development*

Reporting frequency:	ANNUAL	Director:	Graham Ebers	Executive Member:	John Kaiser	RAG:	TBC
Service:	Corporate Services	Indicator Type:	Local, Cumulative	Benchmark:	N/A		
RAG Threshold:	TBC						
Period	Commentary: New performance measure to be established to monitor the number of new homes, of any tenure, delivered in Wokingham borough each year. The measure will report the number of new homes delivered split by: - housing revenue budget, - Berrybrook Homes and - Loddon Homes. Average return will also be reported as part of this. The measure is currently being established and will be incorporated into future reports.						
2019/20							
2020/21							

KPI CE1: Revenue budget monitoring forecast position

Reporting frequency:	QUARTERLY		Director:	Graham Ebers	Executive Member:	John Kaiser	RAG:	GREEN
Service:	Corporate Services		Indicator Type:	Local, cumulative		Benchmark:	N/A	
RAG Threshold:	Green if underspend (any), or overspend up to 1%			Amber if overspend between 1.01% to 1.99%			Red if overspend of 2% or more	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2018/19	1.33% overspend	+/-1%	Amber	↑	Deteriorated			
Q2 2018/19	1.46% overspend	+/-1%	Amber	↑	Deteriorated			
Q3 2018/19	1.43% overspend	+/-1%	Amber	↓	Improved			
Q4 2018/19	0.61% overspend	+/-1%	Green	↓	Improved			
Q1 2019/20	0.63% overspend	+/-1%	Green	↑	Deteriorated			
Q2 2019/20	0.68% overspend	+/-1%	Green	↑	Deteriorated			

Commentary: Q1 19/20 is reporting an overspend of 0.68% (equivalent to £0.934m). Pressures continue within children services, management action plans underway to review options for containing pressures. Corporate Services delivering savings which are helping reduce the overall position. Monitoring position reported to CLT on a monthly basis, and executive on quarterly basis.

KPI CE2: Capital budget monitoring forecast position

Reporting frequency:	QUARTERLY		Director:	Graham Ebers	Executive Member:	John Kaiser	RAG:	GREEN
Service:	Corporate Services		Indicator Type:	Local		Benchmark:	N/A	
RAG Threshold:	Green if underspend (any), or overspend up to 1%			Amber if overspend between 1.01% to 1.99%			Red if overspend of 2% or more	
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2018/19	Nil	+/-1%	Green	↓	Improved			
Q2 2018/19	Nil	+/-1%	Green	→	Static			
Q3 2018/19	-3.29% underspend	+/-1%	Green	↓	Improved			
Q4 2018/19	-4.89% underspend	+/-1%	Green	↓	Improved			
Q1 2019/20	Nil	+/-1%	Green	↑	Deteriorated			
Q2 2019/20	Nil	+/-1%	Green	→	Static			

Commentary: Year end 2019/20 outturn is reported as a nil variance as at the end of Q2. Approved budget for 2019/20 is £313m, after re-profiling into future years the budget is £209m.

KPI R1-R3: Completion to time and budget of regeneration projects (Peach Place, Elms Field and Carnival Pool Phase 2)						RAG:	GREEN
Reporting frequency:		QUARTERLY	Director: Graham Ebers		Executive Member: Charlotte Haitham Taylor		
Service:		Corporate Services	Indicator Type: Local, project		Benchmark: N/A		
RAG Threshold:		Green if projects are on time/within budget.	Amber if projects are marginally behind schedule or over budget.		Red if projects are significantly behind schedule or over budget.		
Period	Key Milestones (Target)	Delivered Actions				Time	Budget
Q1 2019/20	Lettings and handover to new tenants. Completion of landscaping work in Peach Place square. Handover of Aldi to tenant. Completion of Elms Field park and play area. Review detailed design of Carnival Phase 2 with Places Leisure.	Peach Place: Opening of the square and various businesses. Elms Field: Aldi handed over to tenant and fit-out has commenced - expected opening Jul 2019. Work progressing well at hotel. Park and play area completed but remaining closed to allow planting to establish. Carnival: Ongoing design work with Places Leisure.				On time	Underspend
Q2 2019/20	Completion of new public toilets at Peach Place. Opening of Aldi, opening of park and play area. Handover of Premier Inn Hotel to tenant. Prepare Carnival Pool Phase 2 tender pack.	Peach Place: Opening of further business in the square, on Peach Street and Rose Street. Further businesses commenced fit-out works. New public toilets, water fountain now open. Elms Field: Aldi store opened Jul 19 followed by new park and play area. The park and play area lease to the Town Council has been completed. Work is progressing well with tenants expected to open Nov 19. Carnival Phase 2: internal layouts of leisure centre revised to reflect Places Leisure taking on two commercial units. Procurement process has commenced with appointment expected Spring 2020.				On time	Underspend

KPI R4: Return on investment in commercial properties.						RAG:	GREEN
Reporting frequency:		QUARTERLY	Director: Graham Ebers		Executive Member: John Kaiser		
Service:		Corporate Services	Indicator Type: Local, project		Benchmark: N/A		
RAG Threshold:		TBC					
Period	Net yield (actual)	RAG	Details/Commentary				
Q1 2019/20	5.61%	Green	Purchases completed during the period: Waitrose (Twyford). The Investment Property Portfolio has continued to perform well in Q2 19/20. It is currently generating a return on investment of 5.26% with investments spread across a well-balanced ranged of industry sectors to lower the investment risk profile.				
Q2 2019/20	5.26%	Green					
Q3 2019/20							
Q4 2019/20							

KPI VP14: Number of affordable dwellings completed						RAG:	GREEN	
Reporting frequency:		QUARTERLY	Director: Graham Ebers		Executive Member: John Kaiser			
Service:		Corporate Services	Indicator Type: Local, Cumulative		Benchmark: N/A			
RAG Threshold:		Green if 260 completions or more	Amber if between 201 - 259 completions		Red if below 200 completions			
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2018/19	41	0	Green	↓				Deteriorated
Q2 2018/19	129	70	Green	↓				Deteriorated
Q3 2018/19	204	140	Green	↓				Deteriorated
Q4 2018/19	365	279	Green	↓				Deteriorated
Q1 2019/20	104	90	Green	↑				Improved
Q2 2019/20	204	179	Green	↑				Improved

Commentary:
Anticipated completion figures are based on the most up to date information from Registered Providers, who are informed by developers. Whilst data is closely monitored and meetings are held regularly with registered providers, slippage can sometimes occur. For this cumulative measure, direction of travel compares the current year to date performance with the same period in the previous year. For example, Q1 reflects performance as at Apr-Jun 2019 and the direction of travel compares this period with Apr-Jun 2018 to show the change.

LOCALITY AND CUSTOMER SERVICES

KPI L1: Performance measure for congestion - *measure in development*

Reporting frequency:	TBC	Director:	Sarah Hollamby	Executive Member:	Pauline Jorgensen	RAG:	TBC
Service:	Locality & Customer	Indicator Type:	National	Benchmark:	N/A		
RAG Threshold:	TBC						
Period	Commentary: A new performance measure is being established to monitor and report on congestion						
2019/20							
2020/21							

KPI CE3: Council Tax collection

Reporting frequency:	QUARTERLY		Director:	Sarah Hollamby	Executive Member:	John Kaiser	RAG:	GREEN
Service:	Locality & Customer		Indicator Type:	National, Cumulative	Benchmark:	N/A		
RAG Threshold:	Green if 98.85% or more at year end		Amber if between 97.84% and 98.84%		Red if less than 97.84%			
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2018/19	30.6%	30.5%	Green	↑	Improved			
Q2 2018/19	59.0%	59.0%	Green	→	Static			
Q3 2018/19	87.5%	87.8%	Green	→	Static			
Q4 2018/19	99.4%	98.9%	Green	↓	Deteriorated			
Q1 2019/20	30.4%	30.5%	Green	↓	Deteriorated			
Q2 2019/20	58.8%	59.0%	Green	↓	Deteriorated			

Commentary: This measure is cumulative, hence direction of travel compares Q1 2019/10 performance with the same quarter in the previous year.

KPI CE4: Business Rates collection

Reporting frequency:	QUARTERLY		Director:	Sarah Hollamby	Executive Member:	John Kaiser	RAG:	GREEN
Service:	Locality & Customer		Indicator Type:	National, Cumulative	Benchmark:	N/A		
RAG Threshold:	Green if 98.85% or more at year end		Amber if between 97.84% and 98.84%		Red if less than 97.84%			
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2018/19	35.2%	30.5%	Green	↑	Improved			
Q2 2018/19	59.9%	59.0%	Green	→	Static			
Q3 2018/19	85.1%	87.8%	Green	→	Static			
Q4 2018/19	99.1%	98.9%	Green	↓	Deteriorated			
Q1 2019/20	32.9%	30.5%	Green	↓	Deteriorated			
Q2 2019/20	58.3%	59.0%	Green	↓	Deteriorated			

Commentary: This measure is cumulative, hence direction of travel compares Q1 2019/10 performance with the same quarter in the previous year.

KPI CE10: Percentage of calls answered

Reporting frequency:	QUARTERLY		Director:	Sarah Hollamby	Executive Member:	John Kaiser	RAG:	RED
Service:	Locality & Customer		Indicator Type:	Local	Benchmark:	N/A		
RAG Threshold:	Green if 95% or more		Amber if between 90% and 94%		Red if less than 90%			
Period	Actual	Target	RAG	Direction of Travel (Trend)				
Q1 2018/19	92%	95%	Amber	↓	Deteriorated			
Q2 2018/19	91%	95%	Amber	↓	Deteriorated			
Q3 2018/19	95%	95%	Green	↑	Improved			
Q4 2018/19	95%	95%	Green	→	Static			
Q1 2019/20	86%	95%	Red	↓	Deteriorated			
Q2 2019/20	89%	95%	Red	↑	Improved			

Commentary:

Customers average wait time was 1m 16sec over the last quarter. With the introduction of Blue Badge Hidden Disabilities legislation being introduced at the end of August, customer interactions are taking slightly longer as we continue to provide further support.

KPI R4/R5: Average percentage of Section 106 and Community Infrastructure Levy (CIL) received and allocated to schemes.

Reporting frequency: QUARTERLY		Director: Sarah Hollamby		Executive Member: Wayne Smith		RAG: GREEN	
Service: Locality & Customer		Indicator Type: Local		Benchmark: N/A			
RAG Threshold: Green if 94% or more				Amber if between 90% and 93%		Red if less than 90%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2019/20	97%	94%	Green	N/A			
Q2 2019/20	96%	94%	Green	↓ Deteriorated			
Q3 2019/20		94%					
Q4 2019/20		94%					

KPI SC3: Overall percentage of planning applications determined in the statutory timescales (split by timescales available in appx 7)

Reporting frequency: QUARTERLY		Director: Sarah Hollamby		Executive Member: Wayne Smith		RAG: GREEN	
Service: Locality & Customer		Indicator Type: Local		Benchmark: N/A			
RAG Threshold: Green if 60% or more				Amber if between 50% and 59%		Red if less than 50%	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2018/19	96%	60%	Green	↑ Improved			
Q2 2018/19	91%	60%	Green	↓ Deteriorated			
Q3 2018/19	97%	60%	Green	↑ Improved			
Q4 2018/19	96%	60%	Green	↓ Deteriorated			
2018/19 Year End	95%	60%	Green	↑ Improved			
Q1 2019/20	99%	60%	Green	↑ Improved			
Q2 2019/20	98%	60%	Green	↓ Deteriorated			
Q3 2019/20		60%					
Q4 2019/20		60%					

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

Reporting frequency: QUARTERLY		Director: Sarah Hollamby		Executive Member: Parry Bath		RAG: GREEN	
Service: Locality & Customer		Indicator Type: National		Benchmark: Worse than England (43.2%) 2017/18			
RAG Threshold: Green if 52% or more				Amber if between 50% - 51%		Red if 49% or less	
Period	Actual	Target	RAG	Direction of Travel (Trend)			
Q1 2018/19	42.2%	42%	Green	↑ Improved			
Q2 2018/19	39.2%	42%	Amber	↓ Deteriorated			
Q3 2018/19	39.8%	42%	Amber	↑ Improved			
Q4 2018/19	40.4%	42%	Amber	↑ Improved			
2018/19 Year End	40.5%	42%	Amber	↑ Improved			
Q1 2019/20	55.7%	52%	Green	↑ Improved			
Q2 2019/20	55.3%	52%	Green	↓ Deteriorated			
Q3 2019/20		52%					
Q4 2019/20		52%					

Commentary: Quarterly figures are provisional and subject to change. Quarter 2 19/20 figures are based on July and August data as September data has not yet been released. The report will be updated once full Q2 data is available.

KPI T1-6: Percentage of Highway Infrastructure Schemes on track for project delivery - measure in development

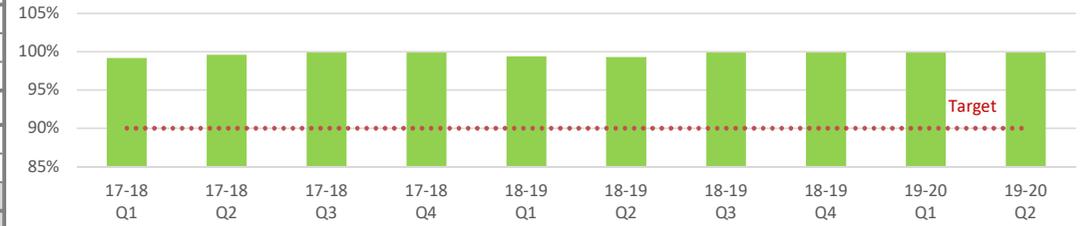
Reporting frequency: QUARTERLY		Director: Sarah Hollamby		Executive Member: Pauline Jorgensen		RAG: GREEN	
Service: Locality & Customer		Indicator Type: Local		Benchmark: N/A			
RAG Threshold: Green if schemes are on time/within budget				Amber if schemes are slightly behind schedule/overspend		Red if schemes are significantly behind schedule/overspend	
Period	Actual	RAG	Direction of Travel				
Q1 2019/20	43%						
Q2 2019/20	60%	Green	↑ Improved				
Q3 2019/20							
Q4 2019/20							

Commentary: This measure provides an overview of progress on the highway infrastructure schemes. Nine major highways schemes are being monitored comprising of Arborfield Cross Relief Road, North and South Wokingham Distributor Road, Nine Mile Ride, Barkham Bridge, Winnersh Relief Road Phase 2, Thames Valley and Coppid Beech Park and Ride and California Cross Roads. Some of these schemes include subsidiary project phases and as such a total of 15 phases contribute to this measure and each is assigned a RAG rating to indicate progress. For Q2 2019/20, 60% (9) phases are reported as Green since they are on target, 20% (3 phases) are Amber since there is some time delay or risk identified and the remaining 20% (3) phases are reported as red.

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

Reporting frequency:	QUARTERLY	Director: Sarah Hollamby	Executive Member: John Kaiser	RAG: GREEN
Service:	Locality & Customer	Indicator Type:	Local, cumulative	Benchmark: N/A
RAG Threshold:	Green if 90% or more		Amber if between 70% and 80%	Red if less than 70%

Period	Actual	Target	RAG	Direction of Travel (Trend)
Q1 2018/19	99.4%	90%	Green	↓
Q2 2018/19	99.3%	90%	Green	↓
Q3 2018/19	99.9%	90%	Green	↑
Q4 2018/19	99.9%	90%	Green	→
Q1 2019/20	99.9%	90%	Green	→
Q2 2019/20	99.9%	90%	Green	→
Q3 2019/20		90%		
Q4 2019/20		90%		



Commentary:

At the end of Q2 19/20 the percentage of housing stock that meets the Decent Homes Standard is 99.99%. There is now just one property that does not meet the standard. The remaining property requires complex work, which commenced in Oct 2019, to bring it up to the required standard. Works are expected to be completed by Dec 2019.

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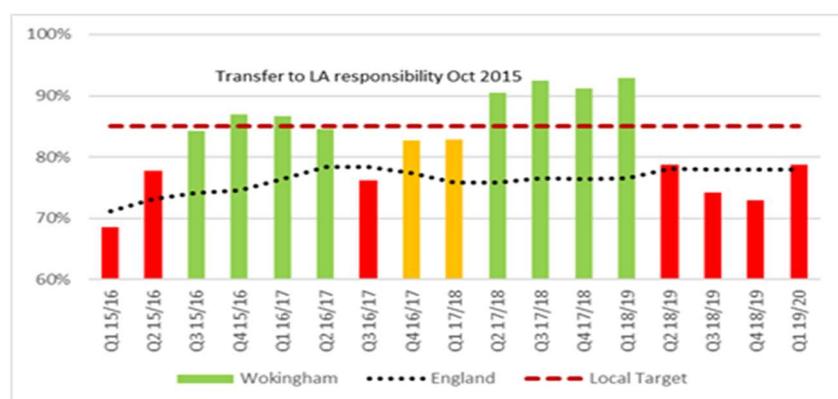
Appendix D - Quarter 1 2019/20 Member Queries and Service Responses

The following Member queries were raised on consideration of the Quarter 1 2019/20 performance report at Overview & Scrutiny Management Committee on 18 September 2019. Service narrative is included below to answer these questions and provide the necessary additional information.

Measure: EA9 (Supplementary Performance Indicator) – Percentage of children who received a 2-2.5 year review.

Member questions: This indicator has been reported as Red for some time. What progress is being made in improving the service?

Service narrative: Despite performance being above target during 2017/18 it deteriorated the following year and quarterly figures have remained below the locally assigned target to date. Health visitor service delivery metrics are published by Public Health England (PHE) one quarter in arrears. Hence Quarter 2 2019/20 data is not yet available and for Quarter 1 2019/20 data remains provisional until it is published by PHE in November 2019.



Local Authority	Q4 18/19
Bracknell Forest	89.8%
West Berkshire	77.2%
Reading	73.2%
Wokingham	72.9%
Windsor & Maidenhead	52.0%
South East	75.8%
National	78.0%

Berkshire Health Foundation Trust (BHFT) provides the health visitor service for Wokingham borough. Through the agreed contract between Wokingham Borough Council and BHFT, an action plan is in place to ensure that more eligible children aged between 2 and 2.5 years receive a health visitor review. One of the challenges affecting performance of this measure is families missing their scheduled appointments or choosing not to attend. BHFT issue reminders via text alerts to help improve attendance and try to ensure follow-up appointments are scheduled within the target timeframe so that children are seen before they turn 2.5 years. Improvements have been made in Q1 2019/20 and this is expected to continue in Q2. Provisional data for Q1 2019/20 indicates that performance is now improving albeit still below target. However Wokingham performance is now in-line with national trends and is better than the average for the South East. BHFT are forecasting that performance should further improve in Q2 2019/20.

Measure: KPI R4 – Return on investment in commercial properties

Member questions: In addition to the percentage net yield, what was the financial return to the Council? Was there any benchmarking to assess whether the yields were competitive?

Service narrative:

The investment decisions made by the Council are based on a range of factors, of which net yield is one. Many of the considered factors are based on a long term view for over 10 years. For example, to secure certain sites which may give a lower yield but offer other strategic benefits or support a wider vision.

It is difficult to assign a target to this measure since each investment decision is unique and made for different reasons. However the service are exploring what quantitative target could be assigned to help track progress with this measure and to explore what other local authorities do for commercial investment opportunities.

Measure: KPI CE10 – Percentage of calls answered
Member questions: The report stated that the Red RAG was due to a significant increase in the volume of calls in April 2019 due to a number of factors including annual Council Tax billing and the introduction of food waste collection. Did the service managers forecast the increase in call volumes and deploy additional staff resources to cope? This KPI measures call volumes. What measures were used, if any, to measure customer satisfaction with the handling of calls. E.g. in relation to the length of waiting times?
Service narrative: <p>April was particularly busy due the annual council tax billing, primary school offer day, garden waste renewals plus the release of food waste collections. To reduce the risk of such high peaks in demand occurring again, resilience planning is underway to predict peaks in demand in the future and manage these more effectively. Opportunities are being explored to spread the release of any future changes across the year rather than focussing on a traditional start date.</p> <p>There are generally two peak periods during the day when residents are most likely to call; between 09:00 – 09:30 and then between 15:30 – 16:00. The Customer Delivery team always ensure that they are resourced accordingly during these periods to meet the increased demand. Officers are taken away from processing work and reassigned to front line activities, where additional resource is required.</p> <p>Customers have the option to request a call-back rather than holding on the line. Over the last year (between Oct 2018 – Sep 2019) around 8,200 customers have taken up the call-back facility out of a total of around 189,900 calls; a take-up rate of 4.3%.</p> <p>The Customer Delivery Team focus very much on the quality of service it provides to the customer and ensuring first time fix. This can take longer to resolve but ensures a higher level of service and satisfaction to the customer. The service are keen to replace this measure, with effect from 2020/21, with a more meaningful KPI based around customer satisfaction and measuring delivery of outcomes.</p>
Measure: KPI T1-6 – Percentage of Highway Infrastructure Schemes on track for project delivery
Member questions: Could the commentary include a clearer explanation on the make-up of the highway infrastructure schemes included?
Service narrative: The Q2 2019/20 performance report now includes further details on the 9 Highway Infrastructure Schemes and how progress on delivery is monitored throughout the project phases.
Measure: KPI VP8 – Percentage of child protection visits completed on time
Member questions: Was the RAG status (Green) accurate?
Service narrative: There was an error in the RAG rating assigned to this measure in the Q1 report. Whilst performance in Q1 2019/20 improved compared to the previous period, it should be reported as Amber since is within the threshold for Amber and remains slightly off target.
Measure: KPI VP14 – Number of affordable dwellings completed
Member questions: Is it possible to show the number of affordable houses completed as a percentage of the total number of houses completed?
Service narrative: Affordable housing delivery is monitored within the service. Currently the Council feel that it is useful to report on the number of affordable dwellings being completed in the borough. Discussions are ongoing to explore whether a percentage could be reported in future reports.

TITLE	Overview and Scrutiny Work Programmes 2020/21
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 22 January 2020
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance

OUTCOME / BENEFITS TO THE COMMUNITY

Effective Overview and Scrutiny helps to improve services, holds decision makers to account and engages with local communities. In so doing it helps to demonstrate that the Council and other public service providers are open and transparent and are delivering high quality, value for money services.

RECOMMENDATION

The Committee is requested to:

- 1) consider potential items for inclusion in the Overview and Scrutiny Work Programmes for 2020/21;
- 2) agree the process for public consultation on the draft work programmes;
- 3) agree to finalise the work programmes at its meeting on 25 March 2020;
- 4) agree in principle that each Overview and Scrutiny Committee carries out one or more detailed Scrutiny reviews during 2020/21.

SUMMARY OF REPORT

Effective work programming is a Member-led process aimed at shortlisting and prioritising issues of community concern together with issues arising out of the Council Plan and major policy or service changes. It aims to:

- reflect local needs and concerns;
- prioritise topics for scrutiny which have the most impact or benefit;
- involve local residents and stakeholders;
- be flexible enough to respond to new or urgent issues.

Each year the Committee approves work programmes for itself and the Council's Overview and Scrutiny Committees. The report reviews the issues considered by the Overview and Scrutiny Committees in 2019/20 and the process for identifying potential items for inclusion in the Overview and Scrutiny Work Programmes for 2020/21.

Background

An effective Overview and Scrutiny function is underpinned by robust work programming. Effective work programming lays the foundations for targeted scrutiny of issues of local importance. It helps to ensure that Overview and Scrutiny adds value and makes a difference. Effective work programming helps to:

- prioritise issues for in-depth work where Overview and Scrutiny can make an impact and add value;
- reduce the need for “information only” reports;
- achieve a balance between pre-decision scrutiny, policy development and performance/budget monitoring;
- contribute at an earlier stage in the decision making process;
- increase public and stakeholder involvement in Overview and Scrutiny;
- retain flexibility in order to respond to urgent issues arising during the year.

At previous meetings the Committee has considered different approaches to work programming adopted by a range of Councils across the country. These include:

- seeking ideas from Members, Officers, Parish and Town Councils and partner organisations;
- engaging with community groups and special interest groups;
- encouraging public views via social media and the Council website;
- carrying out public surveys or use of Citizens’ Panels and focus groups;
- analysing corporate complaints and customer feedback;
- reviewing key corporate documents such as the Council Plan, peer reviews and major service inspection reports.

The Centre for Public Scrutiny has produced a template for developing an annual Overview and Scrutiny Work Programme. The key elements and suggested timetable are:

- January/February – initial consultation with Overview and Scrutiny Members, Executive Members, senior Officers and partner organisations. Public engagement with residents, Town and Parish Councils, community groups and partners via the Council’s website and social media;
- March – Overview and Scrutiny Management Committee to finalise the work programmes;
- April – publication and implementation of the work programmes;
- November – mid-year review of the work programmes by the Overview and Scrutiny Management Committee.

Policy Development and Pre-Decision Scrutiny

Effective Overview and Scrutiny can assist in the development of new policies in support of the Council’s priorities. In recent years the Leader of the Council and Executive Members have attended the Committee’s meetings to discuss priorities for the year ahead

and to identify issues which could benefit from input from Overview and Scrutiny. The discussions indicated a consensus that Overview and Scrutiny could play a larger role in policy development. This could be via pre-decision scrutiny of new policies or in depth reviews of specific issues which could lead to new policy development. Executive Members have been asked to suggest issues for inclusion in the 2020/21 work programmes along with the other stakeholders.

In Depth Scrutiny Reviews

An important strength of Overview and Scrutiny is the capacity to carry out in depth reviews of policies or services provided by the Council or its partners. In depth reviews allow Members to drill down into a particular issue and consider evidence from service users, community groups, experts and other stakeholders. They also enable Members to carry out research and broaden their knowledge of best practice in the public and private sectors.

In 2018 the Overview and Scrutiny Management Committee carried out an in-depth Scrutiny review of the Council's Grounds Maintenance service, resulting in the submission of detailed recommendations to the Council's Executive in January 2019. Feedback indicated that the Committee's recommendations had led to specific improvements in the Grounds Maintenance service in 2019 and an improved approach to the management of other large contracts.

In 2019 a Task and Finish Group was established to review the Council's policies and procedures relating to the adoption of new roads and open spaces. The Task and Finish Group report is included elsewhere on the Agenda.

2019/20 also saw the first iteration of Budget Scrutiny, carried out by the Community and Corporate Overview and Scrutiny Committee. The Committee examined draft proposal for growth, savings and Capital investment. Members scrutinised Executive Members and senior managers about Budget options, risk and the longer term financial horizon.

Building on the successful outcome of the two reviews and Budget Scrutiny process, highlighted above, it is suggested that each Overview and Scrutiny Committee identify one or more topics for in-depth review during 2018/19, the reviews to be carried out by the Committees themselves or by Task and Finish Groups.

Scrutiny Review Issues

The issues identified for consideration by Overview and Scrutiny should be of interest or concern for local residents and generate public interest and involvement in the Overview and Scrutiny process.

In order to generate ideas and involvement from local residents, community groups and stakeholders, it is suggested that the Council's website and social media be used to publicise the development of the work programme and to invite suggestions for inclusion. In considering potential issues for review, Members should take into account the previously agreed selection criteria:

- Whether the issue is of local, and preferably current, concern;

- Whether undertaking the review can be linked to the Council’s Vision, priorities and underpinning principles or would help achieve these;
- Whether the topic is already being reviewed elsewhere within the Council (e.g. as part of the Continuous Improvement Programme);
- Is the topic one that is capable of being influenced by one of the Overview and Scrutiny Committees;
- Is the topic of manageable scope – not too wide-ranging and yet of sufficient size to warrant a scrutiny review;
- Whether sufficient resources are available to support the scrutiny review;
If a review is warranted, should it have a high, medium or low priority?
- Whether the review should be undertaken by the Overview and Scrutiny Management Committee itself or be delegated to an Overview and Scrutiny Committee or a Task and Finish Group.

Scrutiny Issues

As a reminder, the Annex to the report sets out the work programme for each of the Overview and Scrutiny Committees in 2019/20. The work programmes allow flexibility for the consideration of urgent issues and the call-in of decisions made by the Executive. Once approved, the work programme issues will be timetabled into the programme of Overview and Scrutiny meetings during the year.

Potential issues for consideration in 2020/21 include:

- The new Council Plan;
- The Climate Emergency Action Plan;
- WBC Local Plan;
- Briefings from the Council Leader, Executive Members and Chief Executive;
- Budget Scrutiny;
- Town Centre Regeneration Audits;
- Narrowing the Gap in Educational attainment;
- The Local Enterprise Partnership.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	0	NA	NA
Next Financial Year (Year 2)	0	NA	NA
Following Financial Year (Year 3)	0	NA	NA

Other financial information relevant to the Recommendation/Decision
None

List of Background Papers
None

Contact Neil Carr	Service Corporate Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 10 January 2020	Version No. 1.0

OVERVIEW AND SCRUTINY WORK PROGRAMMES 2019/20**1. Overview and Scrutiny Management Committee**

1.	Development of the Overview and Scrutiny Work Programmes and coordination of the work of the Overview and Scrutiny Committees
2.	Discussions with the Leader, Executive Members and Chief Executive to identify future priorities and monitor performance against targets
3.	Scrutinising the development of the new Council Plan, the underpinning priorities and the Quarterly Performance Management Report
4.	Reviewing implementation of the Council's 21 st Century Council programme and the successor Continuous Improvement Programme
5.	Scrutinising the implications of Climate Emergency for the Borough and the Council's proposed Action Plan for a net-zero carbon Borough
6.	Scrutinising the Council's Economic Development Strategy and the impact of the Thames Valley Berkshire Local Enterprise Partnership
7.	Scrutinising the Council's approach to public consultation and compliance with its statutory duties under the Equality Act 2010
8.	Scrutinising the impact of Brexit on the Borough
9.	Reviewing progress of the council's Grounds Maintenance service following the Committee's Scrutiny review in 2018
10.	Reviewing the Government's updated Statutory Guidance on the operation of Overview and Scrutiny and considering the implications for WBC
11.	Approving the annual Overview and Scrutiny reports to Council
12.	Undertaking Call-In reviews of Executive decisions
13.	Appointing Task and Finish Groups as appropriate
14.	Reviewing the effectiveness of the Overview and Scrutiny function and the underpinning support and training provided for Officers and Members

2. Children's Services Overview and Scrutiny Committee

1.	Monitoring the effective delivery of safeguarding services, including social worker recruitment, retention and training
2.	Reviewing services that contribute to the achievement of the Council's Vision and priorities for children and young people
3.	Reviewing progress in relation to narrowing the gap in educational attainment for children from disadvantaged backgrounds
4.	Reviewing key Children's Services performance indicators and major projects
5.	Reviewing school performance indicators and Ofsted reports
6.	Scrutinising the performance of any schools causing concern
7.	Reviewing the allocation of school places across the Borough
8.	Monitoring the impact of the 21 st Century Council change programme and the successor Continuous Improvement Programme on Children's Services
9.	Scrutinising progress of key strategic initiatives such as the Multi Agency Safeguarding Hub (MASH)
10.	Considering the annual report of the Corporate Parenting Board
11.	Reviewing the Education Vision Strategy
12.	Reviewing the Strategy for children with special educational needs and disabilities
13.	Input into new policies through pre-decision scrutiny of draft proposals relating to Children's Services
14.	Call-In of Executive decisions relating to Children's Services
15.	Appointing Task and Finish Groups as appropriate

3. Community and Corporate Overview and Scrutiny Committee

1.	Reviewing the work of the Community Safety Partnership, the effectiveness of local policing and fire and rescue services
2.	Exercising the Council's flood risk management responsibilities by monitoring flood risk activities and partnership working with Towns and Parishes
3.	Scrutinising the delivery of the Strategic Development Locations (SDLs) and progress relating to the Local Plan Update and the Five Year Land Supply
4.	Reviewing the Assets Review Programme and the operation of the Council's Property Portfolio Investment Fund
5.	Reviewing the effectiveness of the Council's partnerships with Town and Parish Councils and the voluntary sector
6.	Scrutinising the Voluntary Sector Commissioning Strategy
7.	Scrutinising burial capacity across the Borough and the Council's plans to ensure adequate future capacity
8.	Scrutinising the Council's Localities service and measures to develop closer working relationships with Town and Parish Councils
9.	Scrutinising the Council's Budget development process and the emerging Budget for 2020/21
10.	Scrutinising the Wokingham Town Centre Regeneration Programme, including the Safety and Financial Audits relating to the Market Place highways project
11.	Scrutinising service and policy developments relating to the Council's public facing services and its in-house support services
12.	Reviewing highways and transport issues including highways contracts, customer service, car parking, Bus Strategy and cycling infrastructure
13.	Reviewing the Business Case supporting the development of the Coppid Beech Park and Ride site
14.	Scrutinising the implementation and impact of Civil Parking Enforcement across the Borough
15.	Scrutinising the Council's Housing Services to ensure that the needs of local residents and communities are being met
16.	Scrutinising the operation and performance of the Council-owned companies and shared service arrangements

4. Health Overview and Scrutiny Committee

1.	Monitoring health and social care outcomes and the performance of the local NHS Foundation Trusts
2.	Reviewing progress on the integration of health and social care services
3.	Monitoring progress relating to the development of community hubs
4.	Considering reports and updates from Wokingham Healthwatch
5.	Reviewing the provision of community mental health services
6.	Considering updates on the work of the Wokingham Clinical Commissioning Group (CCG)
7.	Reviewing access to primary care services within the Strategic Development Locations
8.	Joining West Berkshire, Reading, Oxfordshire and Buckinghamshire Councils in joint scrutiny of the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan
9.	Scrutinising the Planning process in relation to the consideration of health issues
10.	Call-In of Executive decisions relating to adult social care
11.	Input into new policies through pre-decision scrutiny of draft proposals relating to adult social care
12.	Appointing Task and Finish Groups as appropriate

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WOKINGHAM BOROUGH COUNCIL EXECUTIVE FORWARD PROGRAMME

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REGULATIONS 2012

Executive Forward Programme - January to April 2020

Updated 13 January 2020

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
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Extraordinary Executive Meeting 15 January 2020

WBC1117	Local Plan Update: Draft Plan Consultation Purpose: To seek Executive approval to carry out consultation on a Local Plan Update (LPU): Draft Plan, the document that will guide how development will be managed	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Ian Bellinger	Executive Member for Planning and Enforcement - Wayne Smith	N/A
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Executive Meeting 30 January 2020

WBC1092	Shareholders' Report Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Deputy Chief Executive - Graham Ebers/ Kajal Patel	Executive Member for Finance and Housing - John Kaiser	N/A
WBC1099	Temporary Closure Remenham Footpath 4 Henley Festival Purpose: To consider a request for the temporary closure of the Footpath to allow the Henley Festival to be organised and run in a safe	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Andrew Fletcher	Executive Member for Environment and Leisure - Parry Bath	N/A

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
	manner					
WBC1095	0-19(25) Healthy Child Programme Purpose: To consider a proposal for the joint procurement across Berkshire West for the 0-19(25) Healthy Child Programme (Health Visiting and School Nursing)	Executive		Director of Children's Services - Carol Cammiss/ Carol-Anne Bidwell	Executive Member for Children's Services - UllaKarin Clark	N/A Deferred from the October meeting in order to undertake further consultation with interested parties
WBC1109	Options for the Management of the new Arborfield Primary School Provision Purpose: To consider options for the future management of the new Arborfield Primary School premises	Executive	Informal engagement paper Summary of engagement responses	Deputy Chief Executive - Graham Ebers, Director of Children's Services - Carol Cammiss/ Piers Brunning	Executive Member for Children's Services - UllaKarin Clark	N/A
WBC1110	Acquisition of a Property within the Borough Purpose: To consider the acquisition of a property for part investment and part regeneration purposes	Executive		Deputy Chief Executive - Graham Ebers/ Bernie Pich	Deputy Leader of the Council - John Kaiser	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
WBC1111	South Wokingham Community Facility Operator Purpose: To confirm Wokingham Without Parish Council as the preferred operator for the South Wokingham Community Facility	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Mark Redfearn	Executive Member for Planning and Enforcement - Wayne Smith	N/A
WBC1112	Capital Monitoring 2019/20 -	Executive		Deputy Chief	Executive Member	N/A

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
	end of December 2019 Purpose: To consider the Capital Monitoring report to the end of December 2019			Executive - Graham Ebers/ James Sandford	for Finance and Housing - John Kaiser	
WBC1113	Revenue Budget Monitoring Report FY 2019/20 - Quarter 3 Purpose: To update the Executive on the revenue budget position and provide an estimate of the outturn position at year-end (31 March 2020)	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance and Housing - John Kaiser	N/A
187 WBC1114	Chief Finance Officer's Report Purpose: To consider the Chief Finance Officer report which outlines the major financial issues facing the Council	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance and Housing - John Kaiser	N/A
WBC1121	Central and Eastern Berkshire Joint Minerals and Waste Plan: Sand and Gravel Provision and Operator Performance Regulation 18 Consultation Purpose: To approve a public consultation focussing on Sand and Gravel provision and past performance of Minerals and Waste operators	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Ian Church	Executive Member for Planning and Enforcement - Wayne Smith	N/A
Executive Meeting 20 February 2020						
WBC1045	Council Plan 2019/20 - 2024/25 Purpose: To consider the Wokingham Borough Council strategic plan	Executive		Deputy Chief Executive - Graham Ebers/ Louise Griffin	.Leader of the Council - John Halsall	N/A

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
	which sets out the agreed vision, priorities and key actions to be delivered, in partnership, over the next five years to achieve improved outcomes for residents of Wokingham borough.					
WBC1106	Voluntary Sector Strategy Purpose: To agree the Strategy to set the direction for development of the voluntary and community sector including plans for sustainability for the next 5 years.	Executive	Strategy and Action Plan	Director of Adult Services - Matt Pope/ Jenny Lamprell	Executive Member for Health, Wellbeing and Adult Services - Charles Margetts	N/A Deferred from February Executive in order to ensure alignment with the Council Plan and Adult Social Care Strategy
WBC1108 138	Supplementary Estimate for Works to Address Traffic Congestion Purpose: To secure approval for supplementary estimate for expenditure associated with measures designed to address traffic congestion across the Borough	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Andy Glencross	.Leader of the Council - John Halsall, Executive Member for Highways and Transport - Pauline Jorgensen	N/A
WBC1115	Housing Revenue Account Budget 2020/21 Purpose: To consider the Housing Revenue Account Budget for the 2020/21 financial year	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance and Housing - John Kaiser	N/A
WBC1116	Medium Term Financial Plan 2020/23 Revenue Budget Submission 2020/21 Purpose: To consider the Medium Term Financial Plan 2020/23 and Revenue Budget Submission and	Executive		Deputy Chief Executive - Graham Ebers/ Mark Thompson	Executive Member for Finance and Housing - John Kaiser	N/A

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
	recommend to Council					
WBC1118	Treasury Management Strategy 2020/23 Purpose: To recommend to Council approval of the Treasury Management Strategy 2020/23	Executive		Deputy Chief Executive - Graham Ebers/ Martin Jones	Deputy Leader of the Council - John Kaiser	N/A
WBC1119	Treasury Management -Mid Year Report Purpose: To consider the report for approval and recommendation to Council	Executive		Deputy Chief Executive - Graham Ebers/ Martin Jones	Deputy Leader of the Council - John Kaiser	N/A
WBC1120	Capital Programme and Strategy 2020-2023 Purpose: To recommend to Council approval of the Capital Programme and Strategy 2020-2023	Executive		Deputy Chief Executive - Graham Ebers/ Martin Jones	Deputy Leader of the Council - John Kaiser	N/A
Executive Meeting 26 March 2019						
WBC1087	Housing Strategy 2019 - 2022 Purpose: To approve the Council's Housing Strategy for the next 3 years	Executive		Deputy Chief Executive - Graham Ebers/ Frances Haywood	Executive Member for Finance and Housing - John Kaiser	N/A Deferred from November Executive in order that additional data regarding specialist housing can be accommodated
WBC1102	Rights of Way Improvement Plan 2020 Purpose: To seek formal adoption of the Rights of Way Improvement Plan 2020	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Andrew Fletcher	Executive Member for Environment and Leisure - Parry Bath	N/A Deferred from the February meeting in order to analyse the large number of responses received

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

**EXECUTIVE FORWARD PROGRAMME
CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS**

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Responsible Lead Member	Explanatory notes
WBC1107	Changes to the Council's Recycling Programme To consider proposed changes to the Council's recycling programme	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Irum Gulzar	Executive Member for Environment and Leisure - Parry Bath	This item was deferred from December Executive in order to allow a full appraisal of all options to increase recycling rates across the Borough. Date tbc
WBC1104	Appropriation of Land to Facilitate the Wheatsheaf Close Self-Build Project To receive consent from the Executive to appropriate the land off Wheatsheaf Close, Winnersh for planning purposes	Executive		Deputy Chief Executive - Graham Ebers/ Kayleigh Pearse	Executive Member for Finance and Housing - John Kaiser	This item was deferred from the January Executive. The requirement and timing of this report is currently being reviewed as part of the overall project plan. Date tbc.
WBC1105	Adult Social Care Strategy To consider and approve the Adult Social Care Strategy 2020-2025	Executive		Director of Adult Services - Matt Pope/ Jenny Lamprell	Executive Member for Health, Wellbeing and Adult Services - Charles Margetts	The Adult Social Care Strategy has been deferred from the January Executive to allow time to ensure it aligns with the Council Plan. Date tbc

Members of the Executive:-

John Halsall	Leader of Council
John Kaiser	Deputy Leader of the Council and Executive Member for Finance and Housing.
Stuart Munro	Business, Economic Development
UllaKarin Clark	Children's Services
Gregor Murray	Climate Emergency

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
Parry Bath Charles Margetts Pauline Jorgensen Wayne Smith Charlotte Haitham Taylor	Environment and Leisure Health, Wellbeing and Adult Services Highways and Transport 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

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**WOKINGHAM BOROUGH COUNCIL
INDIVIDUAL EXECUTIVE MEMBER DECISIONS FORWARD PROGRAMME**

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REGULATIONS 2012

Individual Executive Member Forward Plan - January 2020 Update 1

Updated 13 January 2020

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
14 MD 2019/32	<p>Development Corporation Reform - Government Consultation</p> <p>Purpose: To submit a response in relation to the Governments consultation on Development Corporation Reform</p> <p>Date 24 Jan 2020</p> <p>Meeting Room and Time SF1 at 10:00am</p>	Executive Member for Planning and Enforcement - Wayne Smith		Director of Locality and Customer Services - Sarah Hollamby/ Brendan Troy	N/A

<p>IMD 2019/24</p>	<p>Hyde End Lane, Shinfield - Objection to Prohibition of Driving Order Purpose: To consider the comments and objection to the proposed Prohibition of Driving Traffic Regulation Order on a section of Hyde End Lane, in connection with the building of a new housing development and sustainable bus link in the local area. The closure to motorised vehicles will improve safety and access for non-motorised users such as pedestrians, cyclists and horse riders. Date 23 Jan 2020 Meeting Room and Time SF2 at 19:00</p>	<p>Executive Member for Highways and Transport - Pauline Jorgensen</p>	<p>IEMD Report Draft TRO & Plan Officer Comments</p>	<p>Director of Locality and Customer Services - Sarah Hollamby/ Martin Heath</p>	<p>N/A This IEMD had been delayed from 2 October 2019 to allow time for further consultations to be undertaken.</p>
<p>IMD 2019/28</p> <p>144</p>	<p>Wiltshire Road, Wokingham - Permanent Traffic Regulation Order 20XX Purpose: To consider and approve the making permanent of the Wiltshire Road Wokingham (Prohibition of Waiting) Experimental Order 2018 and the Wiltshire Road Wokingham (Prohibition of Waiting) Experimental Order (No.2) 2018. The permanent Order will be promoted in accordance with The Local Authorities' Traffic Orders (Procedure) (England) Regulations 2012 and published in late 2019 or early 2020, subject to consultation and objections. Date 23 Jan 2020 Meeting Room and Time SF2 at 19.05</p>	<p>Executive Member for Highways and Transport - Pauline Jorgensen</p>	<p>IEMD Report v3 1. Statements of Reasons 2. Map-based plan ETO Prohibition of Waiting 3. Map-based plan ETO No.2</p>	<p>Director of Locality and Customer Services - Sarah Hollamby/ Martin Heath</p>	<p>N/A This IEMD had been delayed from 2 October 2019 to allow time for further consultations to be undertaken.</p>

IMD 2019/25	Wokingham Borough-wide Traffic Regulation Order - On-Street Parking Restrictions - Amendment No. 2 Purpose: Consideration has been given to the installation, amendment and/or revocation of on-street parking restrictions in specific wards across the Borough. These changes are required to improve road user safety, manage available parking space and/or assist with congestion issues to the benefit of all road users. Date 11 Feb 2020 Meeting Room and Time SF2 at 19:00	Executive Member for Highways and Transport - Pauline Jorgensen	IEMD Report Appendix 1 - Officers Comments Appendix 2 Notice of Intent	Director of Locality and Customer Services - Sarah Hollamby/ Martin Heath	N/A This IEMD had been delayed from 2 October 2019 to allow time for further consultations to be undertaken.
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CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Explanatory notes
IMD 2020/01	Transport for the South East Transport Strategy: Response to consultation This is to provide a response to Transport for the South East (TfSE) to their public consultation which ends on 10 January 2020.	Executive Member for Highways and Transport - Pauline Jorgensen		Director of Locality and Customer Services - Sarah Hollamby/ Robert Curtis	WBC have been unable to agree an approved response within the set timescales.

Members of the Executive:-

John Halsall	Leader of Council
John Kaiser	Deputy Leader of the Council and Executive Member for Finance and Housing.
Stuart Munro	Business, Economic Development
UllaKarin Clark	Children's Services
Gregor Murray	Climate Emergency
Parry Bath	Environment and Leisure
Charles Margetts	Health, Wellbeing and Adult Services
Pauline Jorgensen	Highways and Transport
Wayne Smith	Planning and Enforcement
Charlotte Haitham Taylor	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 6054 or by emailing democratic.services@wokingham.gov.uk

DRAFT WORK PROGRAMMES 2019/20

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
19 February 2020	Council Plan	To consider the draft Council Plan	Work Programme	Susan Parsonage
	Continuous Improvement Programme	To consider an update on progress relating to the Council's Continuous Improvement Programme	Work Programme	Graham Ebers
	Traveller Encampments	To consider an update on the Council's policies and procedures relating to illegal encampments	Committee Request	Nigel Baily/ Simon Price
	O&S Annual Reports	To approve the O&S Committee Annual Report for submission to the March Council meeting	Work Programme	Neil Carr
	Executive and IEMD Forward Programme	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	Reports from O&S Chairmen	Standing Item	Coordination of Committees	Committee Chairmen
	Work Programmes	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
25 March 2020	Equality Act	To consider an update on the Council's actions relating to its duties under the Equality Act 2010	Work Programme	Laura Callan
	Grass Cutting	To consider arrangements for the 2020 Grass Cutting programme following the Committee review	Committee Request	Peter Baveystock
	Raising the profile of Overview and Scrutiny	To discuss measures to increase awareness about the work of Overview and Scrutiny	Committee Request	David Allen
	Q3 Council Plan Performance Monitoring	To consider the Council Plan Q3 Performance Monitoring Report	Work Programme	Laura Callan
	2020/21 Work Programmes	To finalise the 2020/21 O&S Work Programmes	Work Programme	Neil Carr
	Executive and IEMD Forward programme	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	O&S Chairmen	To consider update reports from Chairmen	Coordination	Chairmen
	Work Programmes	To consider the individual Work Programmes	Coordination of	Neil Carr

Other Items – Update on Food Waste Collection (July 2020); Update on Street Cleansing Contract (October 2020).

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE 2019/ 2020 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
21 January 2020	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Children's Services / Carol Cammiss
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports.	Standing item	Children's Services / Jim Leivers
	SEND Strategy and Action Plan	To review the revised SEND Strategy and the action plan.	To comment and make suggestions	Children's Services/ Jim Leivers
	Support for Young Carers	To receive a report giving details of the support provided to young carers in the Borough.	To comment and make suggestions	Children's Services/ Carol Cammiss
	CSO&S Forward Plan	To consider the forward programme of the Committee.	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	To receive information about any school(s) causing concern.	Standing item	Children's Services / Jim Leivers

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
17 March 2020	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators.	Standing item	Children's Services / Carol Cammiss
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports.	Standing item	Children's Services / Jim Leivers
	Permanent/Fixed Term Exclusions and Part Time Tables	To receive a report outlining the current situation.	To receive an update make recommendations.	Children's Services/ Jim Leviers
	Children and Young People's Mental Health and Wellbeing	To receive a report giving details of children and young people's mental health and wellbeing	To receive an update and make recommendations	Children's Services/ Carol Cammiss
	CSO&S Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	To receive information about any school(s) causing concern	Standing item	Children's Services / Jim Leivers

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
13 January 2020	Borough Design Guide	To receive an update on the development of the new Borough Design Guide.	Committee Request	Clare Lawrence/Nigel Bailey
	Review of Burial Ground Capacity	To review the capacity of burial grounds within the Borough	Work Programme	Nigel Bailey
	Work Programme	To consider the work programme for the Committee for 2019/20	Standing Item	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
23 March 2020	Police Service Update	To receive an update from the local police service.	Work Programme	Democratic Services
	Fire Service Update	To receive an update from the local fire service.	Work Programme	Democratic Services
	Community Safety Partnership	To receive an update from the Community Safety Partnership.	Work Programme	Narinder Brar
	Work Programme	To consider the work programme for the Committee for 2019/20	Standing Item	Democratic Services

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
20 January 2020	Planning process and health	Update	Committee request	Planning
	Lymphedema services	Update	Update	CCG
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

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DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
4 March 2020	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Adult Social Care and the challenges around this area	Update	Update	Executive Member for Adults Services and Director Adult Services
	Ambulance response time	Update	Update	SCAS
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

Currently unscheduled topics:

- Draft Quality Accounts (April 2020)
 - Berkshire Healthcare NHS Foundation Trust
 - Royal Berkshire Hospital NHS Foundation Trust
 - South Central Ambulance NHS Foundation Trust

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