



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 16 OCTOBER 2019 AT 7.00 PM

A handwritten signature in black ink, appearing to read 'Susan Parsonage', written in a cursive style.

Susan Parsonage
Chief Executive
Published on 8 October 2019

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.
50.		APOLOGIES To receive any apologies for absence.	
51.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 18 September 2019.	5 - 14
52.		DECLARATION OF INTEREST To receive any declarations of interest.	
53.		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	
54.		MEMBER QUESTION TIME To answer any Member questions.	
55.	None Specific	GRASS CUTTING DELIVERY REVIEW 2019 To consider an update on the 2019 Grass Cutting programme following the Task and Finish Group review in 2018.	15 - 22

56.	None Specific	WBC FOOD WASTE COLLECTION SERVICE To consider a presentation on progress relating to the collection of food waste following its introduction in April 2019.	23 - 34
57.	None Specific	UPDATE ON STREET CLEANSING CONTRACT To consider an update on the new street cleansing contract which is due to commence in April 2020.	35 - 48
58.	None Specific	CONSIDERATION OF THE CURRENT EXECUTIVE FORWARD PROGRAMME AND THE IEMD FORWARD PROGRAMME To consider the current published version of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme.	49 - 56
59.	None Specific	COMMITTEE WORK PROGRAMMES To discuss the work programme of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees	57 - 70
60.		UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES The Chairman or nominated Member of the Overview and Scrutiny Committees to report back on their 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 18 SEPTEMBER 2019 FROM 7.00 PM TO 9.30 PM

Committee Members Present

Councillors: Pauline Helliard-Symons (Chairman), Alison Swaddle (Vice-Chairman), Chris Bowring, Andy Croy, Paul Fishwick, Jim Frewin, Guy Grandison, Sarah Kerr, Abdul Loyes, Ken Miall, Ian Pittock and Rachelle Shepherd-DuBey

Other Councillors Present

Councillors: Rachel Burgess, Gary Cowan and John Kaiser

Officers Present

Neil Carr, Democratic and Electoral Services Specialist
Laura Callan, Strategy and Commissioning Support Manager
Jim Leivers, Interim Assistant Director, Education

38. APOLOGIES

An apology for absence was submitted from Jenny Cheng.

39. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 17 July 2019 were confirmed as a correct record and signed by the Chairman.

40. DECLARATION OF INTEREST

There were no declarations of interest.

41. PUBLIC QUESTION TIME

There were no public questions.

42. MEMBER QUESTION TIME

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

42.1 Gary Cowan asked the Chairman the following question:

Gary Cowan asked the Chairman the following question:

Question

There is a general public perception that the Council's Planning service is not fit for purpose. Most Councillors have experienced residents' disquiet on decision making, enforcement actions and the protection or lack of protection of trees, especially those with TPO's on them or where protective TPO's are not considered when trees are at risk to development to have a community value. This perception is also evident by articles in the press.

Whether there is any truth in this or not, a review would be beneficial as it would have two effects, one, it would re-assure residents that the service functions correctly in a transparent manner and two, it might identify areas where the service could be improved for the benefit of all.

Will the Committee agree to review the Planning service to address the points raised above and to ensure that the service is fit for purpose?

Answer

I am sorry to hear your view that there is a general perception among our residents and Councillors that the planning service is not fit for purpose. The Committee may wish to carry out a review of the service. However, in order to assist the Committee, it would be helpful to understand in more detail which specific service issues are causing concern. The Committee can then discuss your request as part of the consideration of its Work Programme at a later meeting.

In the meantime, you may also wish to discuss your concerns with the relevant Director and Executive Member as this is a large and complex service area.

Supplementary Question

Rather than take up the Committee's time I will contact the Director for an initial discussion and will copy you in on progress.

Supplementary Answer

Thank you. I would also refer you to the work programme for the Health Overview and Scrutiny Committee. The Committee has agreed to undertake a review of the way the Planning process takes health issues into consideration.

43. DECLARING A CLIMATE EMERGENCY

The Committee considered a report, set out at Agenda pages 15 to 20, which gave details of progress following the Council's decision to declare a Climate Emergency.

Councillor Gregor Murray, Executive Member for Climate Emergency, attended the meeting to present the report and answer Member questions.

The report stated that the Climate Emergency Motion was approved by the full Council at its meeting on 18 July 2019. The Motion stated that the Council would play as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham by 2030 with a report back within six months on the actions required.

In order to develop the Council's approach work was underway to produce a Climate Emergency Action Plan. This involved working with Council departments, residents, community groups, schools and the business community. The Action Plan would explore all potential methods to reduce carbon emissions, including ways to generate renewable energy, carbon offsetting through tree planting and the application of new and emerging technologies.

The Action Plan would seek to achieve some quick wins with a phased approach to initiatives which required longer term planning and implementation. The Council would be leading by example through the prioritisation of work on its own facilities and estate.

A cross-party Member steering group had also been established in order to monitor progress and support the development of the Action Plan, which would be submitted to the Council at its meeting in January 2020.

The report gave details of the work already being undertaken by the Council to reduce its carbon emissions, viz:

- A 25% target for the procurement of green energy from renewable sources;

- Installing solar panels on Council buildings (31 sites to date);
- Investing in energy-efficient plant and equipment in Council buildings;
- Enabling more sustainable travel through enhancements to pedestrian, cycle and bus routes;
- Promotion of increased recycling and reduced levels of waste (including food waste) sent to landfill.

Councillor Murray stated that the Climate Emergency Action Plan would focus on four key areas:

Structure and Governance – establishment of a cross-party Climate Emergency Working Group which would meet for the first time on 14 October 2019. The working group would also include representatives from Town and Parish Councils and the Borough's Youth MP. The Council was also seeking to recruit a Climate Emergency Strategy and Commissioning Officer to support the development of the Climate Emergency Action Plan.

Establishing the Borough's carbon footprint – the most recent Government figures on emissions in the Borough (2017) indicated carbon dioxide emissions of 771 thousand tonnes (kt). Discussions were ongoing with scientists at Reading University and other local authorities to establish an up-to-date assessment of the Borough's total carbon footprint. Similar calculations would be carried out for the Borough's Town and Parish areas.

Climate Emergency Action Plan – work on the action plan was underway with over 200 potential points already under consideration. It was hoped that a wide range of residents, community groups, schools, Town and Parish Councils and local businesses would submit ideas for inclusion in the action plan. The next Wokingham Borough News would include information about the steps that residents can take to help on the journey to carbon neutrality.

Communications – a Communications Plan was being developed which would be turned into a 12 month rolling plan. The aim was to be clear and transparent with residents about the science, the steps being taken to tackle climate change and the associated costs.

In the ensuing discussion, Members raised the following points:

What steps was the Council taking to identify and identify and remove IT and electrical equipment made using greenhouse gases with much greater climate impact than CO₂? It was confirmed that this would be assessed as part of the development of the action plan.

Was the Council seeking to achieve zero carbon or carbon neutrality by 2030? It was confirmed that the Motion approved by the Council referred to a carbon neutral Wokingham Borough by 2030.

The report referred to a £15k saving in energy bills over the past two years. Was it possible to identify the carbon reduction as well as the financial saving from each initiative? It was confirmed that the aim was to identify the carbon and financial savings for all initiatives in the action plan. This reporting would improve as the Council gained more knowledge and experience.

It was useful to identify low hanging fruit and quick wins. However, would the action plan initiatives be weighted to focus on measures with the biggest impact? It was confirmed that indicators would be identified to assess the overall impact of measures within the action plan. Progress would be published on a regular basis to enable residents to hold the Council to account. It was important to publish the draft action plan as quickly as possible to ensure that momentum and maximum engagement were achieved.

Analysis of the Government data on carbon dioxide emissions for the Borough (771 kt) indicated that there a small number of major issues, e.g. road transport and energy for homes and industry. Plans to tackle these big issues, e.g. reducing the number of cars on local roads, would require some very hard decisions. Would the action plan set out the top 5 big ticket items to be addressed as well as the large number of smaller initiatives? It was confirmed that the action plan would be a mixture of small and large items. It would be published to enable full public scrutiny.

What were the financial implications of the action plan? Would the Government be providing additional funding? It was confirmed that initiatives in the action plan would be costed. There was an expectation the Government would provide more funding for Councils to tackle climate emergency.

What mitigation measures were being delivered by Highways England, e.g. in relation to the loss of trees linked to the M4 Smart Motorways project? It was confirmed that information on Highway England's mitigation measures would be circulated to the Committee.

What was the timeframe for the Climate Emergency consultation exercise? It was confirmed that the consultation would run, initially, until 31 December 2019. However, it would then continue as an open consultation to enable further ideas to be submitted for consideration.

What benefits did the Council achieve from sending waste to the Energy from Waste Facility at Colnbrook, near Slough? It was confirmed that the Executive Member for Environment and Leisure would be asked to provide an update on this issue.

As the most recent Government emissions data was from 2017, it was important to factor in significant house building (with loss of trees/green space) which had taken place over the past two years, e.g. in Shinfield. It was confirmed that evidence relating to recent housing development would be factored into the carbon footprint calculations.

What role would the Member Steering Group play in developing the action plan? It was confirmed that the steering group would meet every two months and would review the action plan as it developed.

How would the Council engage with the climate change experts at Reading University? It was confirmed that the Member Steering Group would consider the most effective way to work with the University. This could include inviting the University to send a representative to join the steering group.

In relation to engagement with young people, what plans were being considered in addition to working with the Borough's Youth MP? It was confirmed that there were plans to develop a programme of work with local schools. This would encourage young people to

submit ideas via the Council's website. It could also include a process for bringing young people together to share ideas and learn from each other.

An Individual Executive Member Decision on, 17 September 2019, gave conditional support to the development of a third runway at Heathrow. Wouldn't the lack of (currently identified) sustainable public transport measures result in a significant environmental impact on the Borough, e.g. from additional vehicles travelling through the Borough to Heathrow, on the M4? It was confirmed that the decision to support the third runway was contingent on the implementation of mitigating measures to ensure a carbon neutral outcome.

Were Council Pension Fund investments being monitored to ensure that they followed ethical, environmentally friendly principles? It was confirmed that this suggestion would be considered by Council Officers.

The report stated that the Council's target for the procurement of green energy was currently 25%. Should this be higher? It was confirmed that the target should be higher and that the process for achieving this would be investigated.

In relation to the new Climate Emergency Strategy and Commissioning Officer, what targets would the postholder have? It was confirmed that specific targets would be considered as part of the ongoing development of the action plan.

In relation to furniture and other products made from illegally felled trees, what measures could be taken to ensure that supplies of wood were sourced responsibly? It was confirmed that investigations would be carried out and measures would be instigated to raise awareness of this issue with local businesses and residents.

RESOLVED That:

- 1) Gregor Murray be thanked for attending the meeting to answer Member questions on Climate Emergency;
- 2) the Committee endorse the work being undertaken by the Council to achieve a carbon neutral Borough by 2030, as set out in the report;
- 3) Councillor Murray be invited to attend the Committee's meeting on 22 January 2020 to provide a further update following the publication of the Climate Emergency Action Plan;
- 4) the additional information requested by Members, set out above, be circulated to the Committee.

Note: Andy Croy did not support the decision in 2) above.

44. QUARTER 1 2019/20 PERFORMANCE MONITORING REPORT

The Committee considered a report, set out at Agenda pages 21 to 50, which set out proposed Key Performance Indicators (KPIs) for 2019/20.

Laura Callan (Strategy and Commissioning Support Manager) and Jim Leivers (Interim Assistant Director, Education) attended the meeting to present the report and answer Member questions.

The report stated that, for 2019/20, the Council's KPI measures had been reviewed to focus on the current objectives for each service. The revised 36 KPIs were appended to the report together with a list of indicators that were no longer being measures. Some new indicators were also being developed to align with the Council's key priorities over the coming year.

For Quarter 1 of 2019/20 22 KPIs were reported as Green (assigned targets achieved). One KPI was reported as Amber (marginally off target) and seven KPIs were reported as Red (assigned targets not achieved). The Red KPIs were:

- New KPI – Safeguarding timeliness – concerns completed within two working days;
- New KPI – Safeguarding timeliness – enquiries completed within 28 days;
- New KPI – Proportion of people receiving long term care who were subject to a review in the last 12 months;
- KPI VP1iii – Delayed transfers of Care (delayed days);
- KPI VP9 – Number of initial care assessments completed;
- New KPI – Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral;
- KPI CE10 – Percentage of Calls Answered.

The report gave details of measures being implemented in order to improve performance against the Red indicators.

The report stated that the new five year Council Plan was being developed with a target implementation date of March 2020. A new set of KPIs was being developed to support the Council Plan. The new indicators would be submitted to the Committee in March 2020 and would then be measured for reporting from April 2020 onwards.

In the ensuing discussion Members made the following points:

New KPI – Percentage of Education, Health and Care Plan assessments completed within 20 weeks of referral – what measures were being implemented to improve performance? It was confirmed that, following agreement to increase the budget for the service, the SEND Care Management Team was now fully staffed. Consequently, it was expected that this indicator would move to Green early in 2020. It was also confirmed that this service had previously been funded by a time-limited Government grant. There was a time-lag between the expiry of the grant and the delivery of additional in-house resources (£230k in 2019/20). There had also been a nationwide increase in the number of referrals for this service.

KPI EA9 (Supplementary Performance Indicator) – Percentage of children who received a 2-2.5 year review - this indicator had been reported as Red for some time. What progress was being made in improving the service? It was confirmed that further information on the performance of the service linked to this indicator would be circulated to the Committee.

New KPI – Overall satisfaction of people who use services with their care and support – this was the only KPI which measures satisfaction with Adult Social Care. Were other measures under consideration? It was confirmed that other measures, such as satisfaction surveys, were under consideration. The potential for developing measures of satisfaction for all services was also being examined.

KPI R4 – Return on investment in commercial properties – in addition to the % net yield, what was the financial return to the Council. Was there any benchmarking to assess whether the yields were competitive? It was confirmed that the KPI targets and RAG thresholds were provisional and subject to change. The Committee's comments would be fed back to the department for consideration.

KPI CE10 – Percentage of calls answered – 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? It was confirmed that the service would be asked to provide a written response to this question.

KPI CE10 – Percentage of calls answered – the KPI measured 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? It was confirmed that further information would be provided on this issue.

KPI SC7 – Percentage of Household waste reused, recycled and composted – did the 2019/20 target (42%) reflect the Council's aim to achieve 50% by 2020 to avoid Government fines? It was confirmed that the Committee's comments would be fed back to the department for consideration.

KPI T1-6 – Percentage of Highway Infrastructure Schemes on track for project delivery – could the commentary include a clearer explanation on the make-up of the highway infrastructure schemes included? It was confirmed that the KPI was under development. The Committee's comments would be reported back to inform the development process.

KPI VP8 – Percentage of child protection visits completed on time – was the RAG status (Green) accurate? It was confirmed that the RAG status would be checked with the service and reported back to the Committee.

KPI VP10 – Percentage of housing stock which meets the Decent Homes Standard – why was the target not 100%? It was confirmed that there would always be a small number of Council homes that were empty or subject to renovation/improvement. Consequently 100% would not be a SMART target.

KPI VP14 – Number of affordable dwellings completed – was it possible to show the number of affordable houses completed as a percentage of the total number of houses completed? It was confirmed that this would be discussed with service and reported back to the Committee.

In relation to future reporting arrangements, Laura Callan stated that Appendix A (new performance indicators) would be submitted to the Committee on a quarterly basis. Appendix B (supporting performance measures) would be posted on the Council website. Appendix C (archived performance indicators) would no longer be reported.

RESOLVED That:

- 1) Laura Callan and Jim Leivers be thanked for attending the meeting to answer Member questions;
- 2) the proposed Key Performance Indicators for 2019/20 be noted;
- 3) the Quarter 1 Performance Report be noted;
- 4) the narrative for the Red performance indicators, set out in the report, be noted;
- 5) the additional information, clarification and answers to questions on the key performance indicators, set out above, be circulated to the Committee.

45. EXECUTIVE-OVERVIEW & SCRUTINY PROTOCOL

The Committee considered a report, set out at Agenda pages 51 to 58, which gave details of the final version of the Executive-Overview and Scrutiny Protocol.

The Protocol had been developed in line with best practice identified in the Government's Statutory Guidance on Overview and Scrutiny. It set out the practical expectations of Executive and Overview and Scrutiny Members which helped to promote greater understanding and cooperation.

The Committee considered a draft Protocol at its meeting on 17 July 2019 and requested that the document be discussed with Executive Members, the Council's Chief Executive and the Corporate Leadership Team. Following those discussions some minor amendments had been suggested which were highlighted in the report.

Members requested clarification on the implications of Paragraphs 16 and 17 of the Protocol in relation to the rights of Overview and Scrutiny Members to see information relating to private meetings of the Executive or its Committees. In order to provide clarification it was suggested that Paragraphs 16 and 17 be referred to the Constitution Review Working Group for consideration.

RESOLVED That:

- 1) the Executive-Overview and Scrutiny Protocol be approved, subject to clarification on the implications of Paragraphs 16 and 17;
- 2) Members use the Protocol as a framework to monitor the relationship between the Executive and Overview and Scrutiny;
- 3) the impact of the Protocol be assessed as part of the Overview and Scrutiny Annual Reports to the Council in March 2020.

46. MANAGING THE SCRUTINY WORKLOAD

The Committee considered a report, set out at Agenda pages 59 to 62, which gave further consideration to potential options for managing the workload of the four Overview and Scrutiny Committees.

The report stated that, at its meeting in July 2019, the Committee had considered five options which could address the current heavy workload. The Options were:

Option 1 – establish an additional Overview and Scrutiny Committee. This may be achieved by splitting the Community and Corporate Overview and Scrutiny Committee back into its constituent parts, i.e. reverting back to a Community Partnerships and a Corporate Services Overview and Scrutiny Committee.

Option 2 – maintain the current Overview and Scrutiny structure and set up more time-limited Task and Finish Groups to tackle specific issues. As an example, a Task and Finish Group has been established to look at the issues relating to the adoption of roads and open spaces following the completion of new housing development.

Option 3 – maintain the current Overview and Scrutiny structure and rigorously review the work programmes to ensure that the Committees focus on a smaller number of key priorities during the year and in future years.

Option 4 – linked to Option 3, maintain the current Overview and Scrutiny structure and hold additional meetings. As an example, the Community and Corporate Overview and Scrutiny Committee has set up a number of extraordinary meetings to facilitate scrutiny of the Council's Budget process.

Option 5 – amend the terms of reference of one or more of the Overview and Scrutiny Committees in order to achieve a more reasonable, balanced workload for each Committee. For example, the Health Overview and Scrutiny Committee could take on additional issues such as housing, the voluntary sector and community safety.

Having considered the five options, the Committee concluded 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.

RESOLVED That:

- 1) the options set out in the report to manage the Overview and Scrutiny workload for 2019/20 and future years be noted;
- 2) a combination of Options 3, 4 and 5 be implemented in order to address the workload issues;
- 3) the Overview and Scrutiny workload situation be reviewed again during the 2020/21 Municipal Year.

47. CONSIDERATION OF THE CURRENT EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES

The Committee considered the Executive Forward Programme and the Individual Executive Member Decision Forward Programme as set out on Agenda pages 63 to 72.

RESOLVED: That the Forward Programmes be noted.

48. COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 73 to 90.

Members considered a request from Councillor Frewin to include in the Overview and Scrutiny Management Committee work programme a review of the Council's policies relating to illegal traveller encampments. This followed a number of recent incidents on both private and public land across the Borough. It was suggested that Members receive a briefing on the relevant issues prior to considering this item at the meeting on 27 November 2019.

RESOLVED That:

- 1) The Overview and Scrutiny Work Programmes be noted;
- 2) An item on illegal traveller encampments be considered at the 27 November meeting (with an earlier update briefing open to all Members);
- 3) Gregor Murray, Executive Member for Climate Emergency, be invited to attend the Committee's meeting on 22 January 2019;
- 4) emerging drafts of the Climate Emergency Action Plan be circulated to the Committee;
- 5) reports to the Children's Services Overview and Scrutiny Committee on GCSE and A Level results, include details relating to Edgebarrow School;
- 6) the Community and Corporate Budget Scrutiny meeting on 24 September 2019 be noted;
- 7) the Community and Corporate item relating to Flood Risk Management (30 October 2019) include an invitation to the Loddon Valley Residents Association;
- 8) the long list of work programme items for each Committee be divided into current Scrutiny items, items completed/under review and procedural items.

49. 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.

Agenda Item 55.

TITLE	Grass Cutting Delivery Review 2019
FOR CONSIDERATION BY	Overview & Scrutiny Management Committee on 16 th October 2019
WARD	None Specific
LEAD MEMBER	Parry Batth, Executive Member for Environment, Leisure and Libraries
LEAD OFFICER	Sarah Hollamby, Director of Locality and Customer Services

OUTCOME / BENEFITS TO THE COMMUNITY

To ensure that the Grounds Maintenance Service/Contract with Tivoli is fit for purpose so that residents can enjoy well-maintained open spaces, play areas, outdoor sports facilities, amenity areas and highway verges across the Borough.

RECOMMENDATION

That the Overview & Scrutiny Management Committee consider the progress report for the 2019 grass cutting programme.

SUMMARY OF REPORT

The Overview and Scrutiny Management Committee was asked to review the contract arrangements for the Grounds Maintenance service and this was addressed at meetings held in August, September and October 2018. A further report was prepared and considered by the Overview & Scrutiny Management Committee on 21st November 2018 which made a number of recommendations to the Council's Executive on 31st January.

A further meeting was held in February 2019 with a report provided by Council Officers to advise members of the actions and mitigations undertaken to address the recommendations in order to deliver an effective grass cutting service (appended for information). A further meeting took place in June 2019 during the grass growing season to review progress made. This highlighted that improvements had been made and that suitable mitigation was in place to reduce the risk of problems.

This report provides a review of the contract and 2019 grass cutting season, outlining lessons learnt for future years.

BACKGROUND

The Council's current Grounds Maintenance Contract commenced in 2016 with a new contractor, ISS Facility Services, which was subsequently bought out by Tivoli Group Ltd in June 2018. The contract was awarded after a joint procurement exercise with the Royal Borough of Windsor and Maidenhead (RBWM). The contract moved away from a traditional prescriptive model (i.e. a defined number of cuts) to an output/outcomes based contract.

When the contract commenced on 1st April 2016 where there were some initial issues with grass cutting but there was a significant improvement in the service delivered by the contractor in 2017. In 2018 however further problems arose and the Council received a significant number of complaints and negative coverage in print and social media.

The Overview and Scrutiny Management Committee asked to review the contract arrangements and this was addressed at meetings held on 1 August, 19 September and 17 October, with a final report prepared and considered by the Overview & Scrutiny Management on 21st November 2018. The recommendations from this report were presented to the Council's Executive on 31st January 2019 with a WBC Client Officer report being considered by The Overview & Scrutiny Management Committee in February 2019. Following this a review took place in June 2019 after grass cutting had commenced in the borough to monitor the progress made.

Progress to date

The previous Overview & Scrutiny Management Meeting reported an identified improvement in the delivery of grass cutting across the Borough. Due to the importance of maintaining good communication throughout the grass cutting season we continued regular operational meetings with Tivoli Group Ltd as well as fortnightly meetings with Sarah Hollamby, Customer & Localities Director; Clare Lawrence, Assistant Director Place, Place Clienting Officers with attendance from Communications and Locality management when required. This provided the opportunity to keep all parties up to date of any possible issues and address these before they became a problem, which proved successful.

Following the introduction of a new management team at Tivoli Group Ltd, a meeting was held with Tivoli's Chief Operations Officer, Spencer Rock; Regional Director, Brad Cole; Key Account Manager, Gavin Windle and Contract Supervisor, Paul Hopkins. This provided us the opportunity to make sure the Wokingham Borough Grounds Maintenance Contract was a priority for Tivoli and to discuss how we can work together to make sure the contract is resilient and sustainable for the future.

To highlight the progress made through the current contract year, an updated Risk Matrix (appendix 1) and up to date KPI report (appendix 2) have been included.

Lessons Learnt

The Overview & Scrutiny referral and oversight has been useful to inform an overall appraisal of the contract to be able to identify what the challenges have been during the earlier stages and how we can prepare for possible challenges in the future. The following lessons have been learnt as a result:-

- It is essential to be prepared to commence grass cutting with full resource at the earliest convenience
- Despite being an output based contract, in providing guidance of a 4 weekly cut has managed expectations for residents and set a clear target for Tivoli to meet and monitor
- It is important to keep communication consistent and get ahead of possible complaints by communicating when delays might be expected
- Mitigation must be ready in place together with a clear process for when to trigger this should issues arise
- Working collaboratively both within the council and with Tivoli has provided opportunities to effectively monitor and review the service we provide as well come up with creative solutions
- It is clear that there is a need to make sure our IT systems are fit for purpose for Tivoli as well as ourselves.

Next Steps

Moving forwards we intend to use a similar approach for the future, with a clear action and monitoring plan, to make sure all preparations are in place for the start of the grass cutting season. With this in place, even if unforeseen circumstances arise we will be in a position to put agreed mitigation in place and work with Tivoli Group Ltd to ensure good service delivery to our residents.

Further, the lessons learnt from this contact will be applied to the way the Council manages other contracts within Place Services. The service is starting to review other contracts to ensure that the objectives and outcomes are fit for purpose and to identify key risks and mitigation.

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	Yes	N/A
Next Financial Year (Year 2)	£0	Yes	N/A
Following Financial Year (Year 3)	£0	Yes	N/A

Other financial information relevant to the Recommendation/Decision
None
List of Background Papers
None

Contact: Peter Baveystock	Service: Place Clienting
Telephone No.: ext.6338	Email: peter.baveystock@wokingham.gov.uk
Date: 12/09/2019	Version No.: 1

Appendix

Appendix 1 – Risk Matrix

Appendix 2 – Current KPIs - updated

Appendix 1 Risk Matrix

Contract Management Risks (Grounds Maintenance)	Issue in 2016	Issue in 2017	Issue in 2018	Issue in 2019	Likelihood of becoming an issue (1-4)	Impact (1-4)	Risk score
Late start due to staff training not being completed	Yes	No	No	No	2	4	8 - Medium
Strong early growth due to mild winter and hot spring requiring early start	Yes	No	No	No	4	3	12 - High
As with 2018 – severe winter conditions in March leading to late start to cutting	No	No	Yes	No	2	3	6 – Medium
Late start due to lack of recruitment	No	No	Yes	No	2	4	8 – Medium
Insufficient machinery at season start	Yes	No	Yes	No	2	4	8 – Medium
Lack of communication between Tivoli and WBC	Yes	No	Yes	No	2	4	8 – Medium
Lack of Communication between WBC, Members & Residents	Yes	No	Yes	No	2	4	8 – Medium
Lack of WBC monitoring resource	Yes	Yes	Yes	No	2	4	8 - Medium

Key Contract Objectives

1. Ensure sufficient staffing available to start first cut by March annually;
2. Ensure sufficient grass cutting equipment available by March annually;
3. Ensure sufficient Locality monitoring staff available as per 1 & 2 above;
4. Ensure comprehensive communications plan has been approved by Executive Member by mid-February annually;
5. Annual review of Contract to include efficiency savings

Assessing Likelihood and impact scoring

Impact level on delivery

Likelihood

1 – Moderate

1 – Unlikely

2 – Significant

2 – Low

3 – Serious

3 – Very likely

4 - Critical

4 – Certain/High

Likelihood

4	Green	Yellow	Red	Red
3	Green	Yellow	Yellow	Red
2	Green	Green	Yellow	Yellow
1	Green	Green	Green	Green
	1	2	3	4

Impact

Appendix 2 – KPIs to date

KPI	Description	Target	2016/17		2017/18		2018/19		2019/20	
			Achieved	Year 1	Achieved	Year 2	Achieved	Year 3	Year 4 Target	To date
KPI 1	Officer inspection scores	80	82	Pass	78	Fail	75	Failed	80	80
KPI 2	Independent inspection scores	80	80	Pass	80	Pass	78	Failed	80	TBC
KPI 3	Play area inspections completed and officer inspections	90	90	Pass	92	Pass	90	Pass	90	90
KPI 4	Stakeholder/customer satisfaction	80	81	Pass	85	Pass	71	Failed	85	TBC
KPI 5	Sports user satisfaction	80	77	Fail	92	Pass	78	Failed	80	TBC
KPI 6	Justified complaints – grass	24	-	-	19	Pass	298	Failed	50	41
KPI 7	Justified complaints – hedges, copse and shrubs	30	-	-	72	Fail	165	Failed	30	28
KPI 8	Justified complaints – other	37	-	-	22	Pass	69	Failed	37	9
KPI 9	Biodiversity performance (no. of projects)	6	6	Pass	6	Pass	6	Pass	6	TBC
KPI 10	Partnership Working MPis	80%	80%	Pass	80%	Pass	85%	Pass	80%	TBC

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Wokingham BC Food Waste Collection Service

Overview & Scrutiny 16th October 2019



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Irum Gulzar



WOKINGHAM
BOROUGH COUNCIL

Agenda Item 56.

Synopsis

- Driving factors
- Impacts of FW on recycling rate
- Business Case
- Service Launch
- Progress to date
- Per household performance
- Indirect impact of FW
- Lessons Learned
- Food waste in flats

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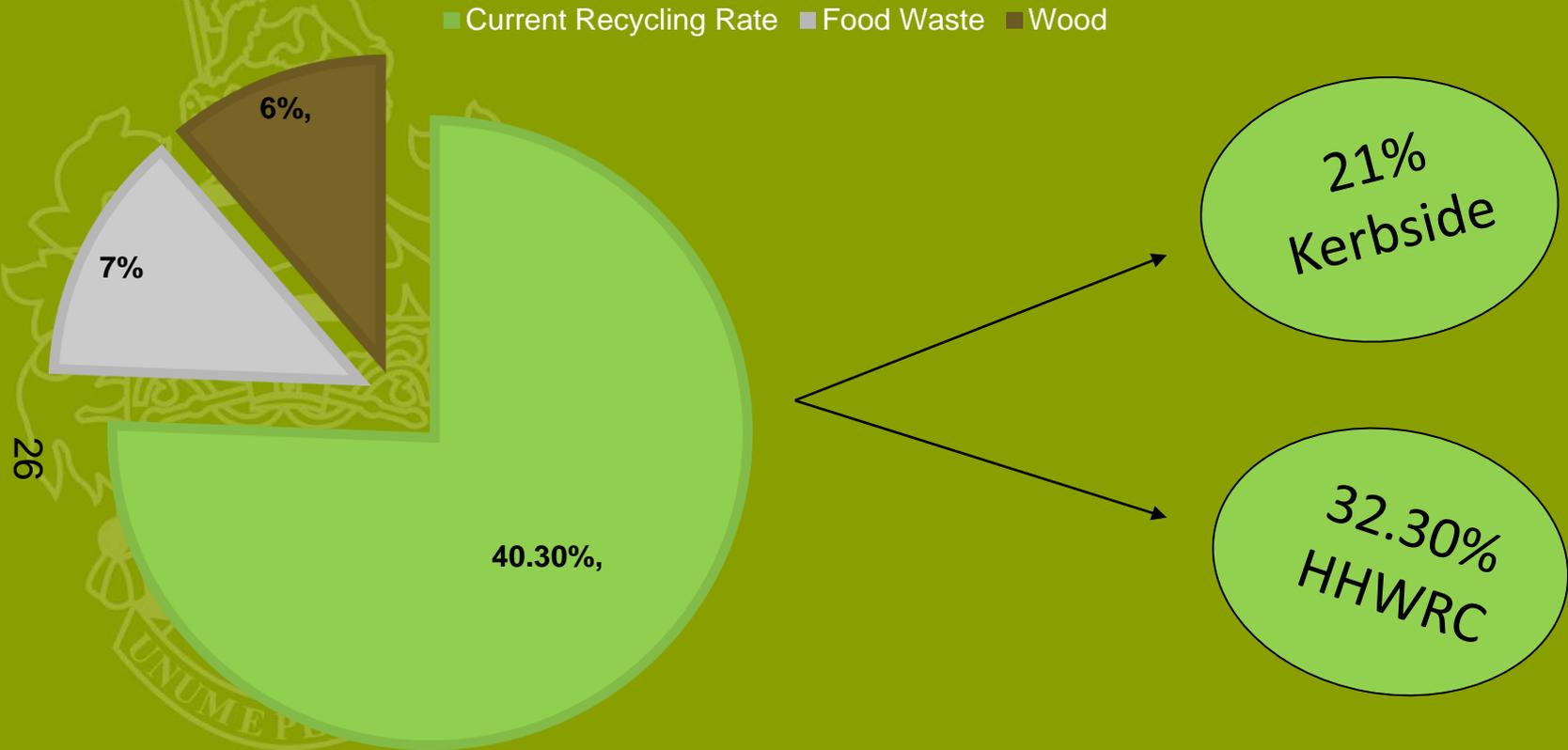
Why should the Council do anything?

- Public pressure to increase recycling
- Recycle valuable resources and reclaim energy
- National recycling target
 - 50% recycling by 2020
- National Resources & Waste Strategy
 - Separate collection of bio-waste by 2023
- EU Circular Economy Package
 - 55% recycling by 2025, 60% by 2030 and 65% 2035

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Impact of FW and Wood Recycling on WBC recycling rate



Business Case

Originally based on:

- 10,000 tonnes of blue bags waste is food waste
- 1.46 kgs/property/per week = (5,000 tonnes pa)
- 1.46 kgs challenged – Inclusion of cooking oil – blue bags
- Disposal saving of approx. £100 per tonn
- Giving a saving of approx. £500k per annum
- Cost of delivering new service approx. £500k pa (break even)



Food Waste Service Launch

- Two phase approach – houses & flats
- 64,000 single houses of a total of 69,000 properties
 - Caddies, liners plus the leaflet
- Flats to be included at a later stage – planned just before Christmas
 - Indoor caddies, liners, outdoor 240 litre bin

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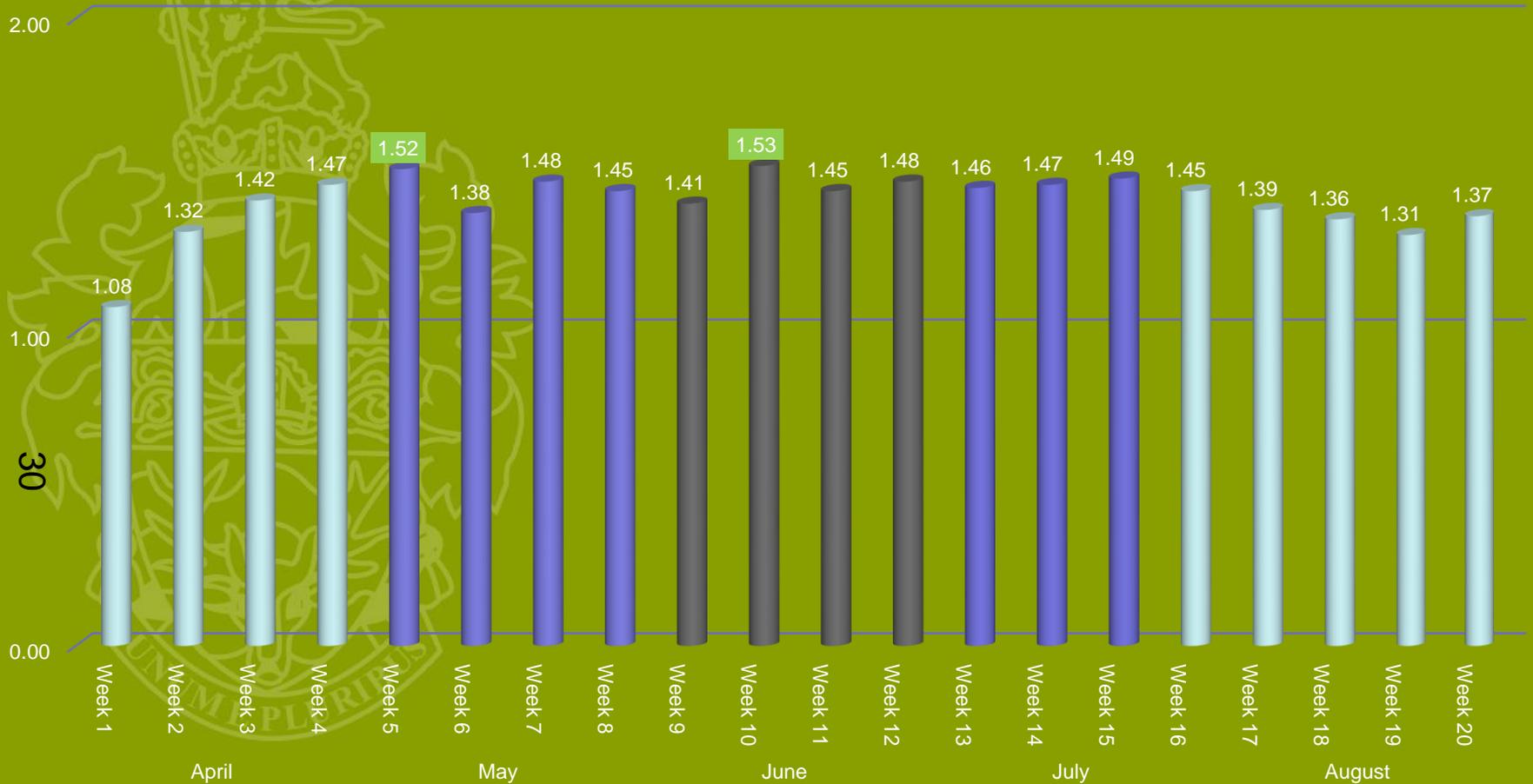
Progress to date – without flats

50% statutory recycling achieved before 2020

Targets	Progress till August
5000 tonnes per annum	2048 tonnes (estimated 4,900 tonnes in 12 months)
416.66 tonnes / month	409 tonnes / month
104.165 tonnes / week	102.4 tonnes / week
20.833 tonnes / day	20.48 tonnes / day
1.46 kg/hh/wk	1.6 kg/hh/wk



Kg/hh/wk



Indirect Impact

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	Tonnes of residual waste minimised	Tonnes of Recycling increased	Tonnes of residual diverted through Food waste collection
April	7	30	383
May	60	43	424
June	147	74	391
July	0	159	360 (439 collected in month with 79 tonnes more generated directly into food waste)
Aug	141	34	411
Total	355	340	2,048



Lessons Learned...

- Strong communication certainly
- Early engagement played a major role
- Schedule for the delivery of containers could have helped
- Not every comms. avenue is as effective
- Leave container delivery to as late as possible

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Progress on Food Waste in Flats

- Management companies contacted
- Letters ready to go out
- Outdoor bins in process
- Liners ordered
- Due to deliver before Christmas
- Collection start as soon as bins received

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Thank You!

Questions

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WOKINGHAM
BOROUGH COUNCIL

TITLE	Update on Street Cleansing Contract
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 16 October 2019
WARD	(All Wards);
LEAD OFFICER	Director of Locality and Customer Services - Sarah Hollamby

OUTCOME / BENEFITS TO THE COMMUNITY

The award of a six-year contract to Volker Highways for Street Cleansing Services with the option of a three-year extension offers good Value for Money. It also offers a realistic opportunity for service development and to take advantage of synergies between structural highway maintenance and highway cleansing.

RECOMMENDATION

That members note the process to enable the successful implementation of the Street Cleansing Contract from 1st April 2020.

SUMMARY OF REPORT

This Report details how the Contract for delivering street cleansing in the Borough, through the VolkerHighways Contract will be achieved and is based around the Executive Report to the July Executive. VolkerHighways have indicated that the costs for Year 1 and Year 2 are fixed but that they would be willing to negotiate in Year 2 of the Contract to deliver savings based on an output based approach to some elements of the contract and to deliver savings of up to 25% in year 3 subject to negotiations and member approval.

Background

The current Street Cleansing Contract was let in April 2011 on a 5 year Contract with the option to extend for 2 + 2 years. The two extension options were taken up which results in the Contract finishing on 31st March 2020 (there is no possibility to extend this Contract further).

In the past two years, there has been a perception by Members and Officers that this Contract no longer gives good value for money and whilst we have extended the Contract to March 2020, a preferred route for the Street Cleansing Service was to include within the Highway Maintenance Contract from April 2020 so it was included as an option within the OJEU Notice for that service. This was agreed by Executive on 20th September 2018.

Analysis of Issues

The following forms part of the variation to the Contract:

- A new fleet of vehicles;
- An extension to the Highways IT System (HIMS);
- Maintain the current cleansing frequencies and negotiate around an output based approach as detailed above;
- Guarantee a Grade A standard after sweeping for litter & detritus on all adopted roads, footways, traffic islands and cycleways;
- Ensure all litter bins are emptied on time and
- Ensure that flytipping is removed within set timescales.
-

To enable Clienting and Localities to monitor the Contract efficiently, VolkerHighways would help us develop HIMS (Highways Integrated Management System), which is currently deployed on the Highways Contract, to enable us to manage street cleansing functions, which include:

- Scheduled sweeping
- Litter bin emptying
- Highway herbicide treatment and
- The removal of flytipping

The implementation of this Contract will be overseen by a corporate “Project Group” as detailed in the PID in Appendix 1 below and includes representatives from:

- Place
- Localities
- IMT
- Place Commissioning

- Finance
- Legal
- Customer Delivery
- VolkerHighways/Urbaner (Service Delivery)

The street cleansing project implementation group will oversee the implementation of the new street cleansing service including:

- Overseeing the logistics of implementing the new street cleansing contract
- Monitoring the implementation of the HIMS extension
- Monitoring the implementation of the Communications plan
- Monitoring the introduction of the new performance management framework
- Ensure that progress, issues and risks are identified and reported where appropriate
- Discussing any wider impacts and implications

The successful implementation of the new street cleansing contract by 1st April 2020 including:

- Agreed schedules for all adopted roads including litter bin collections by 30th November 2019
- Agreed town centres cleansing schedules
- Agreed schedules for herbicide treatment
- Agreed flytipping protocols
- Introduction of HIMS extension by 1st February 2020
- TUPE arrangements for existing staff
- Performance Management Framework including agreed KPIs
- Delivery of a communications plan

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)	£0	£0	Revenue
Next Financial Year (Year 2)	£111,000	£111,000 growth	Revenue
Following Financial Year (Year 3)	£111,000	£111,000 growth	Revenue

Other financial information relevant to the Recommendation/Decision

As detailed in this Report we will negotiate with VolkerHighways in year two of the Contract to achieve saving of up to 25% in year three through an output based approach.

Cross-Council Implications (how does this decision impact on other Council services, including properties and priorities?)
The award of this Contract consolidates two services (highway maintenance and street cleansing) under a single primary service provider, which will give a more consistent approach our “highway assets”.

Public Sector Equality Duty
Please confirm that due regard to the Public Sector Equality Duty has been taken and if an equalities assessment has been completed or explain why an equalities assessment is not required.

Reasons for considering the report in Part 2
NA

List of Background Papers
All relevant documentation provided in this report.

Contact Peter Baveystock	Service Place
Telephone No Tel: 0118 974 6338	Email peter.baveystock@wokingham.gov.uk

Appendix 1

Project Initiation Document

**Street Cleansing Project
Implementation –
Project Brief & Initiation Document
– September 2019**

1.0 Background

Street cleansing is fundamental to impressions and perceptions of the borough. It helps to improve the safety, environmental and aesthetic qualities of the area, benefitting the borough's residents and businesses. Conjoining the highways and street cleansing service into a "street scene" service is a good way of providing a quality service offering value for money.

The current street cleansing contract was let in April 2011 on a five-year period with the option to extend for two plus two years. The two extension options have now been utilised resulting in the contract finishing on 31st March 2020 (there is no possibility of extending this contract further).

In the past two years, there has been a perception by Members and Officers that this contract no longer gives good value for money. The current contract was tendered based on a 50% weighting given to price, which drove down costs but consequently had an adverse effect on quality.

The preferred route for the street cleaning service has been to include it within the Highways Maintenance Contract from April 2020. The OJEU notice for the Highways Maintenance Service therefore contained an option to include the street cleansing service as part of the contract. Procurement have reviewed this process and agree that as street cleansing has been included in the scope of the procurement of the Highways Maintenance contract, the approach is compliant with procurement legislation. Therefore, there are no procurement or legal issues affecting the proposed approach.

The following elements would be part of a new "street scene" service contract:

- A new fleet of vehicles
- An extension to the Highways IT system (HIMS)
- Maintenance of the current cleansing frequencies and negotiation around an output based approach
- Guaranteed grade A standard after sweeping litter and detritus on all adopted roads, footways, traffic islands and cycleways
- Ensured that all litter bins are emptied on time and flytipping is within set timescales

To enable Clienting and Localities to monitor the contract efficiently VolkerHighways would help the Council develop HIMS (Highways Integrated Management System), which is currently deployed on the Highways contract, to enable the Council to manage street cleansing functions including sweeping schedules, litter bin emptying, weed spraying, collection of dead animals (including scanning where appropriate) and the removal of fly tipping.

2.0 About the Project

The street cleansing project will be managed by the project team outlined in section 3.0. The project implementation work will commence on July 2019 and will continue until the project goes live on the 1st April 2020.

A communications plan will be put in place which will ensure that Members and residents are kept up to date and informed about any changes to street cleansing.

A copy of the communications plan can be found in Appendix A (to be inserted).

As part of the new contract with VolkerHighways a more comprehensive performance management framework will be put in place. The performance management framework will now consist of 5 key performance indicators which will be measured on a monthly/quarterly basis. These KPIs include complaints, completion rates and flytipping removal. These KPIs are available as an independent document.

2.1 Objectives

The street cleansing project implementation group will oversee the implementation of the new street cleansing service

1. To ensure the service goes live on 01.04.2020
2. Monitoring the implementation of the HIMS extension - Redesign of customer journey regard to direct customers via HIMS and switch off Dynamics form for Fly tipping, graffiti/flyposting, street sweeping, litter bin enquires / emptying.
3. Monitoring the implementation of the Communications plan
4. Monitoring the introduction of the new performance management framework Ensure that progress, issues and risks are identified and reported where appropriate
5. Discussing any wider impacts and implications
6. De-mobilisation of existing contract (TUPE risk to appear in Risk as well)

2.2 Assumptions

The new contract with Volker Highways is based on the following assumptions:

- The current service remains “as is” and all adopted roads are covered
- HIMS extension is in place from 1st February 2020 ready for the new contract to go live from 1st April 2020
- The Comms. budget is technically zero

2.3 Project Delivery

The lead team for this project will be Street Cleansing Project Implementation team with support from Place Clienting Team. The new PM (Adele) will be part of Street Cleansing Project Implementation.

Relevant expertise including any procurement and/or legal support will be brought in as and when required.

2.4 Project Outcomes

Successful implementation of the new street cleansing contract by 1st April 2020 including:

- Agreed schedules for all adopted roads including litter bin collections by 30th November 2019
- Agreed town centres cleansing schedules
- Agreed weed spraying and herbicide schedules
- Agreed flytipping protocol
- Introduction of HIMS extension by 1st February 2020
- TUPE arrangements for existing staff
- Performance Management Framework including agreed KPIs
- Delivery of a communications plan

2.5 Constraints/Limitations (Risks)

- Limited resources
- Assumes HIMS ready for day-1

2.6 Links to other projects/organisations

- Volker Highways contract
- Toutley masterplanning
- Highways mapping – structure and master/slave decision between ESRI and HIMS
- Web-site improvement project - feedback

3.0 Project Team Structure

3.1

The project team will oversee the implementation of the new street cleansing contract. The group will meet on a monthly basis, with meetings increasing in frequency prior to project implementation.

The project team will comprise the following:

1. Project Manager (TBC and starts on 1st November)
2. Peter Baveystock / Mark Allen – Project Leads

3. Frances Haywood – Project Assistant
4. Claire Lawrence – Project Sponsor
5. Keith McKenzie – Project Finance
6. Carole Pratt – Legal
7. Pam Mulshaw/ Jackie Whitney– Customer Delivery
8. Daisy Fitzgibbon – Comms
9. Kunle Kolaru / Darren Mizen / Adrian Spencer – VolkerHighways
10. IT / Glynn Davies/Julie Teague
11. Urbaser Rep – Mark Pigott / Dave Green / Graham Tidy
12. Irum Gulzar / Emma Pilgrim – Place Clienting

4.0 Communication

Stakeholder & Member Communication

- To be undertaken via Exec Member briefings where appropriate
- Communications Plan with wider stakeholders e.g., public, members, officers, neighbouring authorities

Reporting Mechanisms

a. Highlight Reports

- To highlight where things are progressing well, any issues
- To be presented at the implementation group meetings

b. End of Stage Reports

- To highlight key milestones achieved
- To be determined following production of the project plan

c. Exception Reporting

- To highlight major risk/adverse impact on progress
- To be presented at the implementation group meetings

5.0 Initial Project Plan

The project plan sets out the main tasks to be achieved, the amount of days estimated to be required for each task and the target date for the completion. A detailed project plan setting out individual tasks, ownership, progress and completions will be controlled by the project manager. The detailed project plan will be reviewed and adapted as and when required.

Milestone	Days	Target Date	Comments
Exec Report agreeing to the include the street cleansing contract as part of the Highways Activity		July Exec	
Regular project team meetings		Starting on 1 st October 2019	

Updated PID to Overview and Scrutiny		16 th October 2019	
Variation order signed		October 2019	
Cleansing schedules and processes agreed		By 30 th November	
Quality baseline 1		November 2019	To be carried out by localities
ESRI data review		1 st November 2019	
Introduction of HIMS extension		By 1 st February 2020	Contingency forms to be prepared for manual function
Communications around new cleansing contract		1 st Feb – 1 st April 2020	
TUPE arrangements in place		By 1 st April 2020 (28 days prior – stat requirement)	
Budget approved		1 st Feb 2020	
Fleet vehicle readiness		1 st March 2020	
Evidence baseline 2		1 st Feb 2020	To be completed by Urbaser
Website pages go-live		1 st April 2020	
Contract start date		1 st April 2020	

6.0 Project Control

- Key milestones have been developed throughout each of the key stages of the project
- The project plan is owned by the project manager and project team. Progress on the project plan will be assessed at the monthly project team meetings
- The project will also be monitored through High Profile Project Reporting to the lead Exec Member if appropriate
- The project has a dedicated budget which is controlled within the Client Services Team

7.0 Risks

Risks	Likelihood of becoming an issue (Risk Level 1 = high risk and 5 = low risk)
--------------	--

Bill of quantities agreed	2
Ensuring all adopted roads covered – adopted roads plan to be agreed	3
Cleansing schedules and processes to be agreed	4
HIMS extension not in place at time of new contract start date	2
TUPE Transfers	2

8.0 Contingencies

- There is some slippage with the project timescales but must deliver by 1st April 2020

9.0 Completion

- Completion of the project is expected by 1st April 2020 when the new street cleansing service contract will come into operation

10.0 Detailed costs and funding

- Specific project costs have been approved and are within existing budgets
- WDM funding for HIMS development have been approved and is within existing budgets

Appendix A – Communications Plan

Communications, Engagement and Marketing Plan for Street Cleansing Contract Change

Objective:

To keep members and residents informed as appropriate with the smooth transfer of the street cleansing contract from the current contractor to a new arrangement of the service being included as part of the highways maintenance contract.

Key messages:

- The new 'street scene' service contract will improve the cleanliness of the borough's streets
- Street cleansing is fundamental to impressions and perceptions of the borough and we are improving the service
- Joining the highways and street cleansing services into a single 'street scene' service will give us a higher quality service at a better cost

Target audiences

1. Members and WBC staff
2. Town/parish councils and Voluntary / Residents Groups and All borough residents

Communications and engagement methods	When
<p>Members</p> <p>Keeping members up to date with progress:</p> <ul style="list-style-type: none"> • Emails to members around key milestones 	As needed
<p>Town/parish councils and town centre orgs</p> <p>Inform TPCs and town centre orgs of upcoming changes</p> <ul style="list-style-type: none"> • Email to TPC clerks informing of upcoming changes 	One month prior to go live: 1 March 2020
<p>WBC Staff</p> <p>Internal promotion to staff:</p> <ul style="list-style-type: none"> • Sharepoint article • Email to managers requesting dissemination of sharepoint article 	Two weeks prior to go live: 17 March 2020
<p>Launch of new contract to TCPs and town centre orgs</p> <ul style="list-style-type: none"> • Email to TCPs and town centre orgs 	Week before launch: 24 March 2020

<p>Launch of new contract to residents</p> <ul style="list-style-type: none"> • Web pages with info • News release • Social media (WBC and wider groups) • Notification to town and parish councils • Photo call with new vehicle fleet at Shute End 	<p>Launch: 1 April 2020</p>
<p>Ongoing promotion</p> <ul style="list-style-type: none"> • News releases after three to four months of successful service change 	<p>July or August 2020</p>

WOKINGHAM BOROUGH COUNCIL EXECUTIVE FORWARD PROGRAMME

THIS DOCUMENT IS A “NOTICE” IN ACCORDANCE WITH
THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS)(MEETINGS AND ACCESS TO INFORMATION)(ENGLAND)
REGULATIONS 2012

Executive Forward Programme - October 2019 to January 2020

Updated 07 October 2019

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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Executive Meeting 31 October 2019

WBC1089	Capital Monitoring 2019/20 - end of September 2019 Purpose: To consider the Capital Monitoring report to the end of September 2019	Executive		Deputy Chief Executive - Graham Ebers/ Jennifer Butler	Executive Member for Finance and Housing - John Kaiser	N/A
WBC1090	Peach Place Redevelopment - Payment of Infrastructure Contributions Purpose: To approve the release of monies for the payment of infrastructure contributions to the Local Planning Authority for the Peach Place redevelopment	Executive		Deputy Chief Executive - Graham Ebers/ Sarah Morgan	Executive Member for Regeneration - Charlotte Haitham Taylor	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
WBC1094	Revenue Budget Monitoring report FY2019/20 - Quarter 2 Purpose: To update the Executive on the budget position throughout the year and provide an estimate of the outturn position at year-end	Executive	Appendix A – Revenue Monitoring Summary Appendix B – General Fund Balance Appendix C – Housing Revenue Monitoring Summary	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
	(31 March 2020)					
Executive Meeting 28 November 2019						
WBC1083	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
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
WBC1088	Homelessness and Rough Sleeping Strategy Purpose: To approve the new Homelessness and Rough Sleeping Strategy 2020 - 2023.	Executive		Deputy Chief Executive - Graham Ebers, Director of Locality and Customer Services - Sarah Hollamby/ Victoria Higgins	Executive Member for Finance and Housing - John Kaiser	N/A
WBC1091	Fees and Charges Purpose: To consider the schedule of proposed fees and charges	Executive	Appendix A, Fees and Charges	Deputy Chief Executive - Graham Ebers/ James Sandford	.Leader of the Council - John Halsall	N/A
WBC1093	Cantley Park Enhancement Purpose: To consider proposals to develop Cantley Park on a more commercial basis	Executive		Deputy Chief Executive - Graham Ebers/ Beverley Thompson	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
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

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

Executive Meeting 30 January 2020

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

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Responsible Lead Member	Explanatory notes
WBC1045	Council Plan 2019/20 - 2024/25 To consider the Wokingham Borough Council strategic plan 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.	Executive		Deputy Chief Executive - Graham Ebers/ Louise Griffin, Paul Ohsan Ellis	.Leader of the Council - John Halsall	This report was deferred from the June meeting in order to enable further consultation to take place with Members and staff. Date tbc

Ref No.	Subject for Decision	Decision to be taken by	List of Documents to be submitted to the Decision Maker for consideration and Background Documents	Contact Details (Director/ Author)	Responsible Lead Member	Statement as to whether the item is likely to be considered in private and if so the reasons why
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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 Batth	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 6053 or by emailing democratic.services@wokingham.gov.uk

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

THIS DOCUMENT IS A “NOTICE” IN ACCORDANCE WITH
THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS)(MEETINGS AND ACCESS TO INFORMATION)(ENGLAND)
REGULATIONS 2012

Individual Executive Member Forward Plan - October 2019

Updated 07 October 2019

Ref No.	Subject for Decision	Decision to be taken by	List of documents to be submitted to the Decision maker for consideration and Background documents	Contact Details (Director/ Author)	Statement as to whether the item is likely to be considered in private and if so the reasons why/ Explanation for any deferment of item
IMD 2019/29	Telecommunications Consultation Purpose: Response to government consultation entitled 'Proposed reforms to permitted development rights to support the deployment of 5G and extend mobile coverage' Date 25 Oct 2019 Meeting Room and Time SF1 at 10.00	Executive Member for Planning and Enforcement - Wayne Smith	Response to Government consultation entitled 'Proposed reforms to permitted development rights to support the deployment of 5G and extend mobile coverage' Appendix 1	Director of Locality and Customer Services - Sarah Hollamby/ Justin Turvey	N/A
IMD 2019/26	Response to DfT Consultation on Electric Vehicle Charging Provision Purpose: To respond to the DfT consultation on EV charging points. Date 2 Oct 2019 Meeting Room and Time FF14 at 18:45	Executive Member for Highways and Transport - Pauline Jorgensen		Director of Locality and Customer Services - Sarah Hollamby/ Rebecca Brooks	N/A N/A

IMD 2019/29	Telecommunications Consultation Purpose: Response to government consultation entitled 'Proposed reforms to permitted development rights to support the deployment of 5G and extend mobile coverage' Date 25 Oct 2019 Meeting Room and Time SF1 at 10.00	Executive Member for Planning and Enforcement - Wayne Smith	- Response to Government consultation entitled 'Proposed reforms to permitted development rights to support the deployment of 5G and extend mobile coverage' Appendix 1	Director of Locality and Customer Services - Sarah Hollamby/ Justin Turvey	N/A
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CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Explanatory notes
IMD 2019/24 54	Hyde End Lane, Shinfield - Objection to Prohibition of Driving Order 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.	Executive Member for Highways and Transport - Pauline Jorgensen		Director of Locality and Customer Services - Sarah Hollamby/ Martin Heath	This IEMD has been delayed to allow time for further consultations to be undertaken. Once a new meeting date has been agreed an updated forward plan will be published.
IMD 2019/25	Wokingham Borough-wide Traffic Regulation Order - On-Street Parking Restrictions - Amendment No. 2 Consideration has been given to the installation, amendment and/or revocation of on-street parking restrictions in	Executive Member for Highways and Transport - Pauline Jorgensen		Director of Locality and Customer Services - Sarah Hollamby/ Martin Heath	This IEMD has been delayed to allow time for further consultations to be undertaken. Once a new meeting date has been agreed an updated forward plan will be published.

	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.				
IMD 2019/28 55	<p>Wiltshire Road, Wokingham - Permanent Traffic Regulation Order 20XX</p> <p>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.</p>	Executive Member for Highways and Transport - Pauline Jorgensen		Director of Locality and Customer Services - Sarah Hollamby/ Martin Heath	This IEMD has been delayed to allow time for further consultations to be undertaken. Once a new meeting date has been agreed an updated forward plan will be published.

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 Batth	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
58	27 November 2019	Discussion with Chief Executive	To discuss progress in 2019/20 and future Council priorities with Susan Parsonage	Work Programme Neil Carr
	Council Plan	To consider the draft Council Plan	Work Programme	Neil Carr
	Task and Finish Group	To consider the report of the Task and Finish Group on the adoption of estate infrastructure	Work Programme	Neil Carr
	Traveller Encampments	To consider a report on the Council's policies and procedures relating to illegal traveller encampments	Committee Request	Graham Ebers
	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
22 January 2020	Climate Emergency	To consider an update following publication of the Climate Emergency Action Plan	Committee Request	Graham Ebers Rhian Hayes
	Equality Act 2010	To consider an update on the Council's response to its duties under the Equality Act	Work Programme	Andrew Moulton Laura Callan
	Consultation and Improving the profile of O&S	To consider an update on the Council's Consultation policies and to discuss measures to increase awareness about the work of Overview and Scrutiny and improve public engagement	Committee Request	David Allen
	2020/21 Work Programmes	Initial consideration of 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
	Reports from O&S Chairmen	Standing Item	Coordination of Committees	Committee Chairmen
	Work Programmes	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
19 February 2020	Continuous Improvement Programme	To consider an update on progress relating to the Council's Continuous Improvement Programme	Work Programme	Graham Ebers
	2020/21 Work Programmes	Further consideration of the 2020/21 O&S Work Programmes	Work Programme	Neil Carr
	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

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
19 November 2019	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
	Schools Performance Indicators and Ofsted Reports	<ul style="list-style-type: none"> • To receive information on schools' performance and to review recent Ofsted reports. • To consider the GCSE and A-Level results • Year 11 destination and Post 16 non A-Level education 	Standing item	Children's Services / Jim Leivers
	JSNA Update	To receive the Joint Strategic Needs Assessment update report.	To review and make comments.	Children's Services/ Carol Cammiss
	Youth Offending Service	To receive an update on the Youth Offending Service, including preventative services and early help.	Monitoring report	Children's Services/ Carol Cammiss
	The take up of sports and leisure activities by children and young people in the Borough	To receive a report containing information about the usage of sports and leisure facilities in the Borough.	Monitoring report	Beverley Thompson

	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
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 Leivers
	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
30 October 2019 (Extraordinary)	Flood Risk Management	To consider an update on the Council's plans and partnership working with local stakeholders	Work Programme	Francesca Hobson
	Budget Scrutiny	To scrutinise the Council's Budget setting process and the draft Budget for 2020/21	Work Programme	Graham Ebers
	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
25 November 2019	Budget Scrutiny	To scrutinise the Council's Budget setting process and the draft Budget for 2020/21	Work Programme	Graham Ebers
	Property Investment Group	To receive an update on the Council's Property Investment Group	Committee Request	Damon Emes
	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
4 December 2019 (Extraordinary meeting)	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	Peter Baveystock
	Work Programme	To consider the work programme for the Committee for 2019/20	Standing Item	Democratic Services

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DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
6 January 2020 (Date moved from 13th January)	Budget Scrutiny	To scrutinise the Council's Budget setting process and the draft Budget for 2020/21	Work Programme	Graham Ebers
	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	Callum Wernham
	Fire Service Update	To receive an update from the local fire service.	Work Programme	Callum Wernham
	Community Safety Partnership	To receive an update from the Community Safety Partnership.	Work Programme	Narinder Brah
	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 November 2019	Lymphedema services	Update	Update	BHFT
	Adult Social Care and the challenges around this area	Update	Update	Executive Member for Adults Services and Director Adult Services
	Planning Process – Health Issues	To consider existing policies and procedures	Committee request	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
20 January 2020	Ambulance response time	Update	Update	SCAS
	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
	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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