

<b>TITLE</b>	<b>Progress Update on Proposed Key Performance Indicators for 2020/21 and Q1 Performance Monitoring Report</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee on 16 September 2020
<b>WARD</b>	(All Wards);
<b>LEAD OFFICER</b>	Director, Communities, Insight and Change - Keeley Clements

## **OUTCOME / BENEFITS TO THE COMMUNITY**

This report provides an update on progress of the development of the Council's Key Performance Indicators (KPI's) for 2020/2021.

## **RECOMMENDATION**

To note the Council's proposed Key Performance Indicators for 2020/21 and Q1 Performance Monitoring Report, for the period covering April - June 2020/21.

## **SUMMARY OF REPORT**

Throughout Q1 of 2020/21, the Council has continued to play a significant role in supporting individuals and businesses by providing additional services, whilst continuing to maintain essential services.

Despite the significant impact of Covid-19 upon Council operations and the mobilisation of responsive measures to the pandemic, which included significant re-deployment of staff into areas of most need, the KPI's for Q1 reporting period demonstrate improvements in a number of areas. Seven KPIs moved from Amber to Green, one KPI moved Red to Amber and one KPI made significant improvements, moving from Red to Green.

Four KPIs have deteriorated from Green to Amber, two from Amber to Red and a further two from Green to Red. For the majority of indicators, these deteriorations are directly attributable to unavoidable impacts resulting from Covid 19 such as closures of premises.

Of the indicators that have seen a deterioration, detailed reasons for the movement have been identified and where necessary, actions have been established to address in the 'Analysis of Performance' section below.

## Background/Context

- The Council's Key Performance Indicators (KPIs) measure how well each service is delivering against its current objectives.
- This performance report and appendices covers **Q1 of year 2020/21**.
- There are 60 KPIs (two of which are in development) and details of the KPIs includes year on year trends where available.
- Each KPI is intended to be a SMART target (Specific, Measurable, Achievable, Realistic and Timely), which takes into account historic trend information and benchmarking to compare Wokingham Borough performance with national trends.
- KPIs are assigned a RAG status (**Red, Amber, Green**) 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 against target and actions being taken to address.

## Summary of Proposed KPI Suite for 2020/21

A total of 60 KPIs are intended to be monitored during 2020/21; 36 of these are existing KPIs monitored during 2019/20 already well aligned with the Community Vision. In addition 24 new KPIs are proposed to ensure all strategic themes of the Community Vision are covered.

Figure 1 shows the proportion of existing and new KPI's proposed. The number of indicators aligned to each theme does not indicate a ranking of importance, some themes only have key metrics reported in corporate KPI's but more granular reporting takes place within services.

Some programmes are newly formed against these strategic themes and targets and tracking metrics are in development, therefore in some instances whilst SMART targets are not available for Q1 of this monitoring year, these will be introduced as programmes progress.

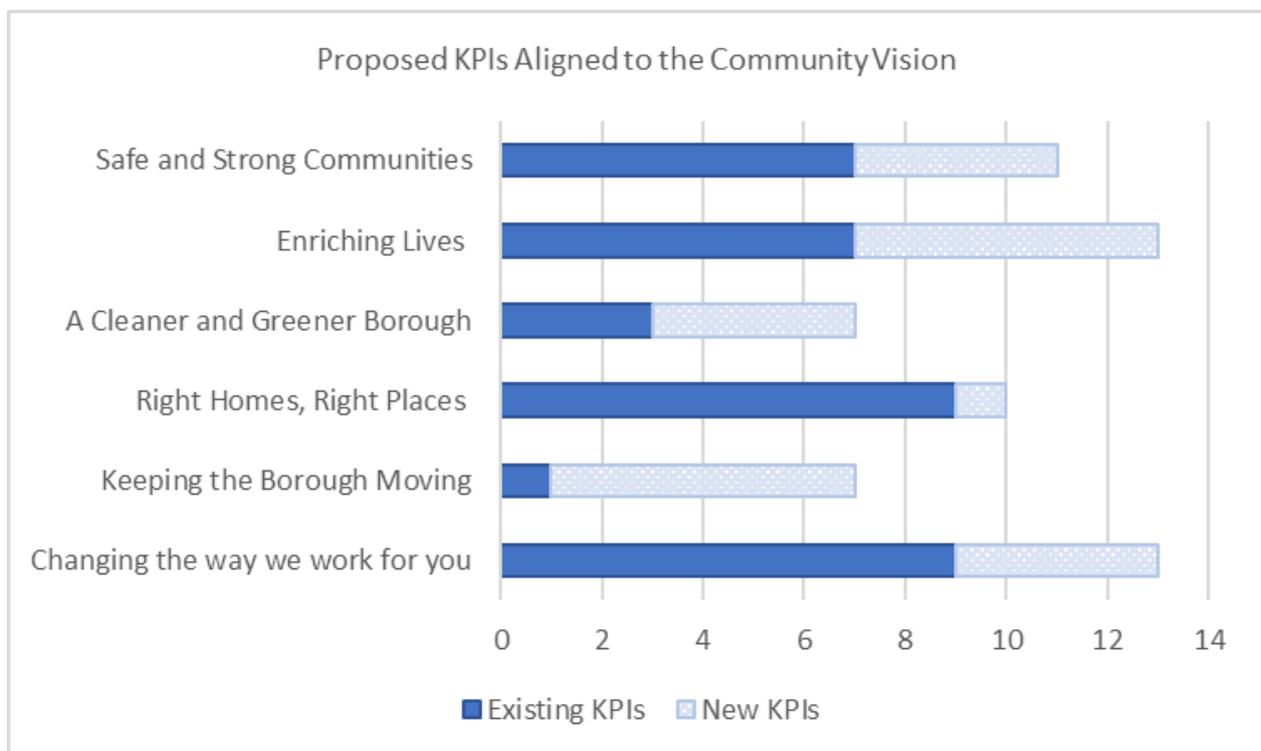


Figure 1

## **KPIs in Development**

The following KPIs and targets are in development as either they involve collation of data from multiple sources and analysis is being carried out to ensure these proposed metrics will be reliable indicators; or they relate to programmes and projects where action plans and targets are yet to be finalised.

- Alternative measure of Delayed Transfers of Care
- Reach and engagement of WBC Communications
- % Digital transactions
- Carbon Footprint of the Borough (targets in development)
- Per capita emissions in the Borough (targets in development)
- Carbon offsetting for the Borough (targets in development)
- Usage of Wokingham Borough Leisure Centres (targets in development)
- Participation in social isolation leisure activities (targets in development)
- Channel shift
- Homelessness (target in development)
- Debt recovery
- All recorded Crime (target in development)

An update will be provided to Committee upon finalisation.

## **KPI's removed from Corporate Quarterly Monitoring Report 2020/21**

The following KPIs formed part of the suite of indicators for 2019/20 to monitor the performance of the Health Visiting Service.

- EA6 % new birth visits completed within 14 days by a health visitor
- EA7 %infants who received a 6-8 week review by 8 weeks of age
- EA8 % children who received a 12month Health Visitor review by the time they turned 15 months
- EA9 % children who received a 2-2 ½ year review

The above indicators cover the performance of the Health Visiting Service and these indicators formed part of Appendix B supplementary indicators during 2019/20. The indicators are lag indicators, the data is reported 6 months in arrears and therefore offers limited insight on a quarterly basis. The Health Visiting Service is provided through a contractual arrangement and performance of the service is reported regularly to leadership teams. It is therefore proposed that these measures will no longer be included in the corporate report as other new indicators more closely align with the community vision.

The following KPIs formed part of the suite of indicators for 2019/20 to monitor service delivery within Adults Services.

- KPI AS2 % DoLS completed and authorised within 90 days
- KPI AS5 Provisions in the borough rated by Care Quality Commission as Good or Better
- KPI AS6 Overall satisfaction of people who use services with their care and support (ASCOF measure 3A)
- KPI VP2a Delayed transfers of care (delayed days)
- KPI VP2b Delayed transfers of care (delayed days)
- KPI VP3 Proportion of adults with a learning disability who live in their own home or with their family (ASCOF measure 1G)
- KPI VP5 Proportion of people who use services who feel safe (Annual adult social care user experience survey ASCOF measure 4 A)
- KPI VP9 Number of initial carers assessments completed

These are proposed to be removed, as due to changes in approach at Central Government level to Deprivation of Liberty Standards and alterations to Transfers of Care meaning KPI AS2 and VP2a/b are no longer valid for this reporting year. A new indicator is in development to track Delayed Transfers of Care. KPI AS5, VP3 and VP9 have been performing consistently above target and whilst these will continue to be monitored within the service, these have been replaced with new metrics for corporate performance monitoring that have greater value in tracking progress made against re-focussed priorities for this reporting year. Likewise, KPI AS6 and VP5 are annual measures obtained by user experience surveys and whilst of value to monitor within the service and reported annually, they will not be reported within the quarterly monitoring report for 2020/21.

In conclusion, the suite of indicators proposed for 2020/21 are intended to more closely align with the Community Vision and give more timely insight into service performance.

## Analysis of Performance

Throughout Q1 of 2020/21, the Council has continued to play a significant role in supporting individuals and businesses by providing additional services, whilst continuing to maintain essential services.

The Council mobilised its Emergency Planning Group, and as social distancing measures became more extensive, these have impacted upon Council operations; increasing the scale of response. This required significant re-deployment of staff from their substantive roles into areas of greatest need, in particular our Children and Adult Services. As social distancing measures have eased, many services have been extensively involved in recovery work and preparations for resuming services safely.

Despite this a number of indicators have shown significant improvement including KPI CS2 Percentage of child protection visits completed to the highest standard of 10 working days since the previous visit, moving from **Amber** to **Green** and KPI CS4 Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral has shown continuous improvement from a very low base in Q1 last year and has moved from **Red** to **Amber** in Q1. KPI AS4 Safeguarding timeliness - concerns completed within 2 working days (Adults) has seen a significant improvement from past performance and is now reported **Green**.

Seven KPIs have moved from **Amber** to **Green**; including CIC13 Percentage of calls answered which has improved over the past few quarters and is now on track as well as KPI CIC12 Staff sickness absence and KPI PG13 Highway Infrastructure Schemes on track for project delivery.

Remaining on track through Q1 and continuing reporting **Green** are;

- Social work (Adult) assessment allocated within 7 days (KPI AS1)
- Percentage of children who became subject to a Child Protection Plan for a second or subsequent time within 24 months (KPI CS1),
- Percentage of young people with statements or EHCPs participating in Employment, Education or Training (KPI CS3)
- Percentage of former care leavers (up to age 21) in Education, Employment or Training (KPI CS5)
- Percentage of children who attend a Wokingham state-funded school which is Good or better (KPI CS6)
- Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better (KPI CS7)
- Percentage of waste recycled from the kerbside (KPI PG21)
- Average percentage of Section 106 and Community Infrastructure Levy received and allocated to schemes (KPI PG1)
- Council Tax and Business Rates collections (KPI RA15 and RA16),
- Revenue and Capital Budget Monitoring Forecast positions (KPI RA7, RA8)

- Percentage of Planning Applications Determined within Timescales, successfully defended appeals and breaches resolved by negotiation (KPI PG8, PG9, PG10)
- Percentage of Housing Stock meeting the Decent Homes Standard (KPI RA6)
- Housing Rent Arrears (KPI RA13)
- Collection Tax and Business Rates collections (KPIs RA15, RA16)

### KPIs impacted as a direct result of Covid 19

Two **Green** KPIs slipped to **Red** in Q1; KPI CIC5 (visits to Wokingham Borough libraries) and KPI RA3 (Usage of Wokingham borough leisure centres).

Two **Amber** KPIs slipped to **Red**; KPI AS9 (Permanent admissions to residential or nursing care homes – reasons for the deterioration of this indicator are detailed in the report below) and KPI RA4 (Participation in leisure activities to support those who may be experiencing social isolation).

Performance of these indicators is directly attributable to closures resulting from Covid 19 restrictions.

Four **Green** KPIs slipped to **Amber**; KPI PG2 (New Homes Survey), KPI PG4 (Five year housing supply), KPI PG6 (Affordable housing completions) and KPI RA1: Completion to time and budget of regeneration projects; attributable, in part, to impact of Covid 19.

KPI CIC 8 Number of Fly tipping incidents has risen in line with national trends during lockdown as a result of closure of recycling and waste centres.

A summary of performance direction of travel:

- 1 Indicator has moved from **Red** to **Green**
- 7 indicators have moved from **Amber** to **Green**
- 1 indicators has moved from **Red** to **Amber**
- 4 indicators have moved from **Green** to **Amber**
- 2 indicators have moved from **Green** to **Red**
- 2 indicator has moved from **Amber** to **Red**
- 2 indicator has remained **Red**
- 5 Indicator has remained **Amber** (detailed in Appendix A)

Details of the movement in performance is shown in the tables below and, where necessary, actions have been established to target improvements over the coming months.

1 Indicator has moved from **Red** to **Green**

<p><b>KPI PG19: Percentage of household waste reused, recycled or composted</b></p> <p><u>Rationale:</u> A seasonal trend of deterioration in Q4 often occurs due to the reduction of garden waste during the winter months. In addition to this, taking effect from Q4 (due to the changing global market) paper and cardboard can now only be recycled if the moisture content is below 10%. Current waste paper and cardboard collected from households contains moisture content around 40% due to rainfall on open recycling boxes which has impacted the overall recycling rate for Q4.</p> <p>Proposals to address this issue were due to be considered at a meeting of the Executive on 11 September 2020.</p>	<p><b>Target 52%</b></p> <p>Q1 20/21 54% <b>Green</b></p> <p>Q4 19/20 41% <b>Red</b></p> <p>Q3 19/20 52% <b>Green</b></p> <p>Q2 19/20 52% <b>Green</b></p> <p>Q1 19/20 56% <b>Green</b></p>
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The 7 indicators that have moved from **Amber** to **Green** are:

<p><b>KPI AS4 Safeguarding timeliness – concerns completed within 2 working days</b></p> <p><u>Rationale:</u> The impact of the Adult Safeguarding Hub is improving timeliness and this has been evident since Q4 19/20, with an increase of over 30% in concerns completed within two working days. Improvements continue to be seen into 2020/21 despite the challenges in service provision due to Covid-19.</p>	<p><b>Target 85%</b></p> <p>Q1 20/21 96% <b>Green</b>  Q4 19/20 84% <b>Amber</b>  Q3 19/20 48% <b>Red</b>  Q2 19/20 30% <b>Red</b>  Q1 19/20 22% <b>Red</b></p>
<p><b>KPI CS2 Percentage of child protection visits completed to the highest standard of 10 working days since the previous visit or start of the child protection plan.</b></p> <p><u>Rationale:</u> Throughout the Covid crisis visiting has remained a priority across Childrens Services. All open social work cases were risk assessed as to whether face-to-face visits were appropriate, but face-to-face visits continued for all child protection cases. As well as seeing a higher proportion of visits within timescales, nearly 1,000 visits took place within Q1 which is around 150 more than in the previous quarter. Some visits were out of timescale because of family circumstances around Covid-19 but in all cases children were seen regularly despite the difficulties presented by the crisis. The target has been changed from 90% to 80% for corporate monitoring, however internally the service is still aiming to achieve 90%. This underlines the Council's commitment to prioritise these visits, while allowing for the inevitable occasions where attempted visits are unsuccessful and subsequently fall out of timescale.</p>	<p><b>Target 80%</b></p> <p>Q1 20/21 81% <b>Green</b>  Q4 19/20 76% <b>Amber</b>  Q3 19/20 70% <b>Red</b>  Q2 19/20 74% <b>Red</b>  Q1 19/20 79% <b>Amber</b></p>
<p><b>KPI PG20 Proportion of municipal waste sent to landfill</b></p> <p><u>Rationale:</u> Performance continues to improve in this area; showing a downward trend in the proportion of waste sent to landfill.</p>	<p><b>Target 5%</b></p> <p>Q1 20/21 3.2% <b>Green</b>  Q4 19/20 5.6% <b>Amber</b></p>
<p><b>KPI PG13 Proportion of Highway Schemes on track for delivery</b></p> <p><u>Rationale:</u> Despite some delays, in part impacted from Covid 19, performance improved in Q1 20/21 with 9 phases being on track for delivery and hence reported as Green. 4 phases are Amber since there is some time delay or risk identified and the remaining 2 phases are reported as Red and being closely monitored. Projects are continually managed to ensure the best course of action to mitigate risk and overcome issues.</p>	<p><b>Target: majority of schemes on time/ within budget</b></p> <p>Q1 20/21 60% <b>Green</b>  Q4 19/20 47% <b>Amber</b>  Q3 19/20 67% <b>Green</b>  Q2 19/20 60% <b>Green</b>  Q1 19/20 43% <b>Amber</b></p>
<p><b>KPI PG17 Proportion of residents who are satisfied overall with highways in Wokingham Borough (annual indicator)</b></p> <p><u>Rationale:</u> This new indicator is reported annually and is based on the National Highways and Transport Public Satisfaction Survey. 2019 saw a slight improvement in overall satisfaction. 2020 results are not yet published.</p>	<p><b>Target: Improvement on previous year</b></p> <p>2019 53% <b>Green</b>  2018 52% <b>Amber</b>  2017 53%</p>
<p><b>KPI CIC12 Staff sickness absence – average days lost</b></p> <p><u>Rationale:</u> Sickness absence has decreased in Q1 20/21 to 6.46 days average sickness. This is below the public sector average of 8.7 and close to the private sector average of 6.3 (according to benchmarking information from ExpertHR™).</p>	<p><b>Target 6.6 days</b></p> <p>Q1 20/21 6.5 <b>Green</b>  Q4 19/20 6.8 <b>Amber</b>  Q3 19/20 6.6 <b>Green</b>  Q2 19/20 6.2 <b>Green</b>  Q1 19/20 6.2 <b>Green</b></p>

<b>KPI CIC13 Percentage of calls answered</b>	<b>Target 95%</b>
<u>Rationale:</u> Due to robust business continuity, redeployed staff and increased resilience, the service has managed to maintain a service for customers throughout the Covid 19 restrictions despite and increase in customer contact.	Q1 20/21 95% <b>Green</b> Q4 19/20 92% <b>Amber</b>

1 Indicator has moved from **Red** to **Amber**:

<b>KPI CS4 Percentage of Education, Health and Care Plan Assessments completed within 20 weeks of referral</b>	<b>Target 90%</b>
<u>Rationale:</u> This indicator remains a priority focus and has seen vast improvements over the last 12 months. The target has been adjusted from 100% in 2019/20 to 90% in 2020/21 to account for cases where complex work across ourselves and partner agencies should not prioritise timescales over positive outcomes for the child or young person.	Q1 20/21 88% <b>Amber</b> Q4 19/20 35% <b>Red</b> Q3 19/20 14% <b>Red</b> Q2 19/20 13% <b>Red</b> Q1 19/20 0% <b>Red</b>
<u>Action to resolve:</u> This remains a priority and will continue to be monitored closely within the service.	

4 Indicators moved from **Green** to **Amber**:

<b>New KPI PG2 New homes survey 2020 - Percentage of respondents who were satisfied or very satisfied with their new home (annual indicator)</b>	<b>Target 85% TBC</b>
<u>Rationale:</u> The majority of factors that residents said they would most like to improve about their new home experience is the developer after care and response to snagging issues, followed by access to local amenities, of which most mentioned shops, play grounds, schools and GP's. Road quality was also a key factor where residents felt there was room for improvement with residents discussing issues with potholes and congestion as areas become more populated.	2020 83% <b>Amber</b> 2019 86% <b>Green</b> 2018 89% <b>Green</b>
<u>Action to resolve:</u> The findings of the survey is used by the Council to inform strategy and policy and is shared with developers and new house builders to inform their approach.	
<b>KPI PG4: Five year housing supply (annual indicator)</b>	<b>Target 6 years</b>
<u>Rationale:</u> At 31 March 2020, the Local Housing Need was calculated to be 789 dwellings a year. Work to assess the housing land supply has been impacted by Covid and is ongoing and the impacts of Covid on the intentions of the development industry to build out sites is not fully understood. On 6 August, the government published for consultation proposed amendments to the standard formula to calculated Local Housing Need. If confirmed, the amended formula would calculate the Local Housing Need for Wokingham Borough as 1,635 dwellings per year.	20/21 Unknown <b>Amber</b> 19/20 6.39 yrs <b>Green</b> 18/19 6.83 yrs <b>Green</b>
<b>KPI PG6 Affordable housing completions</b>	<b>Target TBC</b>
<u>Rationale:</u> Completions significantly reduced in Q1 and is attributable to the impact of Covid – 19 on the construction industry. <u>Action to resolve:</u> The completion of affordable housing will be closely monitored. New targets are to be confirmed that will take into account the current circumstances to ensure target is SMART.	Q1 20/21 36 <b>Amber</b> Q4 19/20 446 <b>Green</b> Q3 19/20 311 <b>Green</b> Q2 19/20 219 <b>Green</b> Q1 19/20 104 <b>Green</b>

<p><b>KPI RA1 Regeneration Projects completed on time/budget</b></p> <p><u>Rationale:</u> Q1 saw some delay to the Elms Field development resulting from impact of Covid 19, however the project remains on Budget. Carnival Pool development is progressing as planned.</p> <p><u>Action to resolve:</u> The majority of Elms Field project is now completed and handed over, with the exception of the apartments above the commercial units which were impacted by cessation of construction works during peak of Covid 19. The whole scheme is on track for completion in September 2020. Carnival Pool demolition works are ongoing and the new build contract is let and planned for commencement October 2020 with completion Summer 2022.</p>	<p><b>Target: projects on time/ within budget</b></p> <p>Q1 20/21 Slight delay/ within budget <b>Amber</b></p> <p>Q4 19/20 On time/ within budget <b>Green</b></p>
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2 indicators have deteriorated from **Green** to **Red**:

<p><b>KPI CIC5: Number of visits to Wokingham Borough Libraries</b></p> <p><u>Rationale:</u> Covid-19 restrictions forced the closure of all libraries in March 2020 and this continued throughout Q1 meaning the service was operating at 0% public access capacity for residents. It has also prevented the complete collection of data for Q4 from most sites (which is retained within library buildings).</p> <p><u>Action to resolve:</u> Additional digital library services were developed and promoted during lockdown leading to an increase of 144% on loans of virtual material compared to the same Q1 2019/20. Wokingham and Woodley libraries reopened in a Covid secure way from 3 August 2020 at reduced capacity following the return of redeployed staff. The library service is initially operating at 15% of our usual public access capacity.</p>	<p><b>Target: Within 1% change</b></p> <p>Q1 20/21 None <b>Red</b></p> <p>Q4 19/20 10% <b>Green</b></p> <p>Q3 19/20 8% <b>Green</b></p> <p>Q2 19/20 7% <b>Red</b></p>
<p><b>New: KPI RA3 Usage at Borough Leisure Centres</b></p> <p><u>Rationale:</u> Covid 19 restrictions forced the closure of Leisure Centres in March 2020 and this continued throughout Q1.</p> <p><u>Action to resolve:</u> During the period of closure online exercise videos were available for all residents to access. Leisure Centres are re-opening and targets for the forthcoming reporting year are being finalised and will be confirmed in due course.</p>	<p><b>Target TBC</b></p> <p>Q1 20/21 None <b>Red</b></p> <p>Q4 19/20 25,647 <b>Green</b></p>

2 indicators have deteriorated from **Amber** to **Red**:

<p><b>KPI AS9- Permanent admissions to residential or nursing care homes per 100,000 population (65+population)</b></p> <p><u>Rationale:</u> There has been a significant increase in the number of admissions to homes this quarter as a result of the emergency response to Covid-19. As a result, Adult Social Care has been obliged to revise how it records and reports on admissions.</p> <p><u>Action to resolve:</u> The Council is working with the CCG to clarify and resolve funding arrangements and ensure the right package of care for each resident.</p>	<p><b>Target 130 or less</b></p> <p>Q1 20/21 253 <b>Red</b></p> <p>Q4 19/20 137 <b>Amber</b></p> <p>Q3 19/20 105 <b>Green</b></p> <p>Q2 19/20 76 <b>Green</b></p> <p>Q1 19/20 101 <b>Green</b></p>
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<p><b>New KPI RA4 Participation in leisure activities to support those who may be experiencing social isolation</b></p> <p><u>Rationale:</u> This new indicator reports on the number of people participating in leisure centre activities operating to support people who may be experiencing social isolation. Covid-19 has had a significant impact on these leisure activities. The majority of leisure centres reopened on 3<sup>rd</sup> August 2020. Bulmershe Leisure Centre reopened on 17<sup>th</sup> August 2020. All centres are operating on reduced capacity at present.</p>	<p><b>Target TBC</b></p> <p>Q1 20/21 None <b>Red</b>  Q4 19/20 1828 <b>Amber</b>  Q3 19/20 2364 <b>Green</b>  Q2 19/20 2192 <b>Green</b>  Q1 19/20 2097 <b>Green</b></p>
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2 Indicators have remained **Red**:

<p><b>KPI AS7 Proportion of people receiving long term care who were subject to a review in the last 12 months</b></p> <p><u>Rationale:</u> During the pandemic, the Review Team were reassigned to do welfare checks, resulting in significantly fewer reviews in May. Despite the team carrying out approximately 4,000 checks, there has only been a marginal drop in reviews since last quarter.</p> <p><u>Action to resolve:</u> The team is recruiting two new Social Workers which will make a difference to performance moving forward. Directing more resources towards reviews in order to achieve targets is a fundamental part of Adult Social Care's long term plan for improvement.</p>	<p><b>Target 85%</b></p> <p>Q1 20/21 67% <b>Red</b>  Q4 19/20 68% <b>Red</b>  Q3 19/20 65% <b>Red</b>  Q2 19/20 70% <b>Red</b>  Q1 19/20 69% <b>Red</b></p>
<p><b>New CIC8 Number of fly-tipping incidents</b></p> <p><u>Rationale:</u> Fly-tipping incidents increased in Q1 20/21 in line with national trends during lockdown and the restrictions on waste services. A new street cleansing contract and a new online means of reporting fly-tips was also introduced at the start of Q1.</p> <p><u>Action to resolve:</u> The inspection and removal of fly-tips continued during lockdown. CCTV has continued to be deployed in hotspot areas and enforcement activity has been maintained with the issuing of Fixed Penalty Notices and prosecutions being pursued. Communication activity has also continued via social media and the local press.</p>	<p><b>Target 400</b></p> <p>Q1 20/21 508 <b>Red</b>  Q4 19/20 437 <b>Red</b></p>

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

*The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.*

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

<b>Other financial information relevant to the Recommendation/Decision</b>
None

<b>Cross-Council Implications</b>
This report covers the whole of the Council's operations.

<b>Public Sector Equality Duty</b>
This report covers a full range of services across the council. It is for noting and discussion and does not contain recommendations for approval that would involve a policy or service alteration that would have implications upon people with protected characteristics under the Public Sector Equality Duty

<b>Reasons for considering the report in Part 2</b>
N/A

<b>List of Background Papers</b>
Appendix A – KPIs 2020/21 Summary and Detail

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