



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 20 MARCH 2019 AT 7.00 PM

Heather Thwaites

Heather Thwaites
Interim Chief Executive
Published on 12 March 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.

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

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



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, an even better place to do business

Our Priorities

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Councillors

Philip Houldsworth (Chairman)	Malcolm Richards (Vice-Chairman)	Andy Croy
Lindsay Ferris	Guy Grandison	Kate Haines
Mike Haines	Ken Miall	Ian Pittock
Bill Soane	Shahid Younis	

Substitutes

Alistair Auty	Rachel Burgess	Carl Doran
John Jarvis	Clive Jones	Rachelle Shepherd-DuBey

ITEM NO.	WARD	SUBJECT	PAGE NO.
91.		APOLOGIES To receive any apologies for absence.	
92.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 20 February 2019.	5 - 12
93.		DECLARATION OF INTEREST To receive any declarations of interest.	
94.		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	
95.		MEMBER QUESTION TIME To answer any Member questions.	
96.		21ST CENTURY COUNCIL To consider an update on the Council's 21 st Century Council change programme.	13 - 62

- | | | |
|------|---|----------|
| 97. | OVERVIEW AND SCRUTINY WORK PROGRAMMES
2019-20
To approve the Overview and Scrutiny Committee
Work Programmes for 2019/20. | 63 - 72 |
| 98. | OVERVIEW AND SCRUTINY ANNUAL REPORTS
To consider the Overview and Scrutiny Annual Reports
for the 2018/19 Municipal Year. | 73 - 94 |
| 99. | CONSIDERATION OF THE CURRENT EXECUTIVE
AND IEMD FORWARD PROGRAMME
To consider the current published version of the
Executive Forward Programme and the Individual
Executive Member Decision Forward Programme. | 95 - 104 |
| 100. | UPDATE REPORTS FROM CHAIRMEN OR
NOMINATED MEMBER OF THE OVERVIEW AND
SCRUTINY COMMITTEES
For the Chairman or nominated Member of the
Overview and Scrutiny Committees to report back on
recent activities including any requests to undertake
reviews. | |

Any other items which the Chairman decides are urgent

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

CONTACT OFFICER

Neil Carr Tel Email Postal Address	Democratic & Electoral Services Specialist 0118 974 6058 neil.carr@wokingham.gov.uk Civic Offices, Shute End, Wokingham, RG40 1BN
---	--

MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 20 FEBRUARY 2019 FROM 7.00 PM TO 9.05 PM

Committee Members Present

Councillors: Philip Houldsworth (Chairman), Malcolm Richards (Vice-Chairman), Andy Croy, Guy Grandison, Kate Haines, Mike Haines, Ken Miall, Shahid Younis and Rachelle Shepherd-DuBey

Other Councillors Present

Councillors: Graham Howe

Officers Present

Peter Baveystock, Lead Specialist, Place Clienting and Reactive Highway Services
Neil Carr, Democratic and Electoral Services Specialist
Louise Griffin, Performance and Programme Management Specialist
Emma Pilgrim, Specialist - Place Clienting

76. APOLOGIES

Apologies for absence were submitted from Lindsay Ferris, Clive Jones, Ian Pittock and Bill Soane.

Rachelle Shepherd-Dubey attended the meeting as a substitute.

77. APPOINTMENT OF VICE CHAIRMAN

The Committee appointed a Vice-Chairman for the remainder of the 2018/19 Municipal Year.

RESOLVED: That Malcolm Richards be appointed as Vice-Chairman of the Committee for the remainder of the 2018/19 Municipal Year.

78. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 16 January 2019 were confirmed as a correct record and signed by the Chairman.

79. DECLARATION OF INTEREST

There were no declarations of interest.

80. PUBLIC QUESTION TIME

There were no public questions.

81. MEMBER QUESTION TIME

There were no Member questions.

82. GRASS CUTTING DELIVERY PLAN - SPRING 2019

The Committee considered a report, set out at Agenda pages 11 to 34, which gave details of the grass cutting delivery plan for 2019.

Councillor Graham Howe (Deputy Executive Member for Environment, Leisure and Libraries), Peter Baveystock (Service Manager, Cleaner, Greener and Reactive Highway Services), and Emma Pilgrim (Specialist – Place Clienting) attended the meeting to present the report and answer Member questions.

Nigel Payne (Regional Director) and Peter Fry (Area Manager) attended the meeting as representatives of the Council's contractor, Tivoli.

The Committee had requested the report as a follow up to its Scrutiny review of the Council's Grounds Maintenance service in 2018. The Scrutiny review had included 12 recommendations which were approved by the Executive in January 2019. The recommendations focussed on measures to ensure that the Council's contractor (Tivoli) had sufficient resources in place (staff, supervisors and machinery) to enable the grass cutting service to be delivered effectively. Appended to the report was a schedule containing Officer comments and actions relating to the 12 Scrutiny recommendations.

The report stated that an action plan had been developed with the contractor which identified key risks and mitigating actions put in place. These included:

- early recruitment and training of contractor staff;
- a focus on ensuring readiness of new and existing machinery;
- a clear two-way communications plan which enabled early warning of emerging issues;
- contingency arrangements in the event of delays in the grass cutting programme.

Members were informed that work on the action plan had commenced in January 2019 and that good progress had been made. This included staff recruitment, the procurement of new machinery and maintenance of existing machinery. Current key performance indicators (KPIs) had been reviewed and new KPIs added in order to make targets more realistic and penalties more appropriate.

The report stated that progress in delivering the action plan would be monitored during the year and would be discussed at regular review meetings between the Council's client team and Tivoli. Further update reports would be submitted to the Overview and Scrutiny Committee as the grass cutting season progressed.

During the ensuing discussion Member raised the following points:

In relation to the Risk Matrix attached to the report, what actions had been taken to address the risk relating to lack of WBC monitoring resource? It was confirmed that the Council's new Locality Services team would provide increased resilience to contractual arrangements by engaging with local stakeholders and providing feedback on emerging service issues.

How was the Council addressing the problems caused by hedge encroachments onto footpaths? It was confirmed that this was more of a street cleansing/highways issue. Specific issues would be investigated and addressed.

In relation to Winnersh Meadows, there were major problems in 2018 when the grass was up to four feet high which attracted ticks and fleas. What improvements were planned for 2019? It was confirmed that a management plan would be developed for Winnersh Meadows in consultation with the Council's biodiversity experts and local Members.

As the weather was currently very mild were plans in place to deal with early growth? It was confirmed that preparations were well advanced relating to staff

recruitment/training and maintenance of machinery. Three sub-contractors were also in place to act as a backstop.

Was the current distribution of waste bins across the Borough adequate, especially in relation to the collection of dog waste? It was confirmed that dog waste could be placed in general waste bins. There were currently around 1,000 waste bins in place across the Borough. Officers were happy to look at specific issues to determine whether local provision was adequate and effective.

What were the key lessons learned from earlier years and what were the key improvements in place for 2019? In order to illustrate the response Peter Fry gave a presentation to the Committee on the changes being introduced in 2019. These included earlier recruitment of full-time and seasonal operatives and enhanced maintenance facilities with two full-time mechanics. Tivoli were also introducing a new operating platform comprising hand-held devices which would improve productivity, reduce paperwork and strengthen health and safety procedures.

What measures were in place to improve communication about the grass cutting service to residents and Members? It was confirmed that details of the grass cutting schedules would be shared with Members. Work was ongoing to place improved information on the Council's website. In the meantime residents' queries and complaints should be submitted to the Council's Customer Service team. Information received would be fed into the Dynamics system which would enable more accurate monitoring and reporting.

What was the potential for using drones to monitor the effectiveness of the grass cutting programme? It was felt that drones may not add much value to the monitoring of grass cutting but may be useful to improve health and safety and reduce risk in relation to arboriculture work.

Members considered the most suitable time for a follow-up report once the grass cutting season was under way. It was felt that a report to the Committee's June 2019 meeting would be appropriate followed by a "lessons learned" report to the October 2019 meeting.

RESOLVED That:

- 1) Graham Howe, Peter Baveystock, Peter Fry, Nigel Payne and Emma Pilgrim be thanked for attending the meeting to update the Committee and answer Member questions;
- 2) the Officer response to the Committee's twelve Scrutiny review recommendations be noted;
- 3) the grass cutting delivery and communication plans for 2019 be welcomed and supported;
- 4) the Committee receive a further update report at its June 2019 meeting and a "lessons learned" report at its meeting in October 2019.

83. Q3 2018-19 PERFORMANCE MANAGEMENT REPORT

The Committee considered a report, set out at Agenda pages 35 to 82, which gave details of the Quarter 3 2018/19 Council Plan Performance Monitoring.

Louise Griffin (Performance and Programme Management Specialist) attended the meeting to present the report and answer Member questions.

The report gave details of responses to questions posed by the Committee at its meeting in November 2018. It also provided a service narrative for the Q3 measures falling short of the specified targets (Red).

For Quarter 3 of 2018/19, 75% of the performance measures were reported as meeting the assigned targets (Green); 14% were marginally off target (Amber) and 11% were reported as Red.

The targets assigned to each indicator were SMART – specific, measurable, achievable, realistic and timely. They took into account historic trend information to assess the direction of travel and benchmarking data which showed how the Borough compared with regional or national performance.

The indicators with a Red rating were:

- EA1iii: Percentage of Wokingham borough state-funded special schools with a current Ofsted rating of Good or better;
- EA3: Percentage of early years settings in Wokingham borough with an Ofsted rating of Good or better;
- EA7: Percentage of infants who received a 6-8 week review within 8 weeks;
- EA11: 12-month rolling voluntary turnover of qualified Social Worker within Children's Social Care and Early Intervention Service;
- VP1iv: Non-elective admissions;
- VP7: Percentage of children leaving care who achieved permanence;
- VP8: Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit);
- VP11: Percentage of formal homelessness decisions made within 45 working days.

Appended to the report was a summary of the performance measures currently supporting the Council Plan Key Actions for 2018/19 (Appendix A) and supplementary performance information for each performance measure (Appendix B).

During the ensuing discussion, Members raised the following points:

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

Members noted that this indicator had been reported as “Red” for the previous six quarters and sought clarification on the reasons given for not achieving the target. It was confirmed that the 10 day target had been set locally. The statutory target for this indicator was 42 days. Members queried whether this local target was “SMART”, i.e. achievable and asked

for an update on the implications of not meeting the target and the measures being put in place to achieve it.

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

What were the implications of the new tougher Ofsted inspection regime for the achievement of the target? How was the service responding to the new challenges? As this indicator was linked to the performance of individual schools, what was the Council's contribution towards achieving the target – in that sense, was it a SMART target? In relation to the Northern House School, what progress was being made in improving the school's performance?

EA7: Percentage of infants who received a 6-8 week review within 8 weeks.

Members noted that this indicator had also been reported as "Red" for the previous six quarters and requested further information on the measures being taken to achieve the specified target.

Council Plan Priority: Improve the customer experience when accessing Council services.

Members noted that, of the 11 underpinning performance indicators relating to this Council Plan Priority, only two appeared to relate directly to improving the customer experience:

CE9: Percentage of first contact resolution – calls and emails;

CE10: Percentage of calls answered.

Members asked for clarification on the indicators used to measure the customer experience when accessing Council services. It was confirmed that the Committee would be considering an update on the 21st Century Council programme at its March 2019 meeting. This update should include information on measures to improve customer satisfaction as this was one of the key aims of the programme. The update should also include the steps taken to monitor and report customer satisfaction levels.

Members discussed the process for deciding on key performance indicators and associated targets, including who set the targets and who was consulted about the process. It was felt that a briefing session on key indicator and target setting would be useful. It was reported that the Committee would be receiving an update on the new Borough Plan at its March 2019 meeting. This could be linked to a briefing on the setting of priorities, key indicators and targets for the new plan.

Members asked for clarification on the process for identifying the demand for new schools across the Borough, e.g. analysis of birth rates, demographic projections, number of new houses approved and built, movements in and out of the Borough, etc.

Wokingham Town Centre Market Place – Members noted the comments in the report relating to Member scrutiny of this project via the Town Centre Board. Members asked for clarification on the operation of the Town Centre Board, e.g. membership, terms of reference, frequency of meetings, decision-making powers, public accountability, consultation and communication processes with local stakeholders.

RESOLVED That:

- 1) Louise Griffin be thanked for attending the meeting to present the report and answer Member questions;
- 2) the Quarter 3 2018/19 Council Plan Performance monitoring report be noted;
- 3) responses be sought to the specific issues raised by Members during the meeting;
- 4) a briefing on the setting of key performance indicators and targets be provided at a future meeting of the Committee.

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

The Committee considered a copy of the Executive Forward Programme and Individual Executive Member Forward Programme as set out on Agenda pages 83 to 92.

During the ensuing discussion, Members raised the following points:

Cemetery Regulations – Members requested an update on the provision of burial space across the Borough.

Parking Strategy – it was confirmed that an update would be submitted to the Community and Corporate Services Overview and Scrutiny Committee at its meeting in March 2019.

RESOLVED That:

- 1) the Executive and Individual Executive Member Decision Forward Programmes be noted;
- 2) the items raised by Members be considered as part of the development of Overview and Scrutiny work programmes for 2019/20.

85. COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 93 to 98.

Members noted that the Overview and Scrutiny Committee work programmes for 2019/20 would be considered at the Committee's meeting on 20 March 2019.

The Chairman highlighted a potential Scrutiny item for 2019/20 relating to the development of 55 apartments at the Carnival Pool regeneration site.

Ken Miall confirmed that the Children's Services Overview and Scrutiny Committee scheduled for 19 February had been moved to 25 March 2019.

RESOLVED That:

- 1) the Overview and Scrutiny work programmes for 2108/19 be noted;
- 2) the development of 55 apartments at the Carnival Pool site be added to the list of potential work programme items for 2019/20;

- 3) Members submit any potential Scrutiny items for 2019/20 to Neil Carr in Democratic Services.

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

The Chairman invited members of the Overview and Scrutiny Committees to provide an update on the issues considered at recent meetings.

RESOLVED: That the updates from the Overview and Scrutiny Committees be noted.

This page is intentionally left blank

TITLE	21st Century Council - Update
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 20 March 2019
WARD	None Specific;
DIRECTOR	Andrew Moulton, Assistant Director Governance

PURPOSE OF REPORT

The Committee has considered regular updates on the implementation and reporting of the 21st Century Council change programme. This transformation of the way the Council operates is intended to achieve the following benefits:

- Improved availability of, and access to, Council services through digital channels
- Swifter resolution of issues and queries
- Ability for residents to track the progress of their issue as it is resolved by the Council
- Greater focus on problem-solving and customer responsiveness
- A leaner, more efficient Council costing significantly less to run.

RECOMMENDATION

The Committee is recommended to:

- 1) consider the 21CC update submitted to the Executive in February 2019 (Annex A);
- 2) consider progress of the 21CC programme against the original 2016 Business Case (Annex B);
- 3) scrutinise the responses made to the Committee's Key Lines of Enquiry (Annex C);
- 4) determine any issues requiring further information and/or clarification;
- 5) consider appropriate recommendations/feedback to the Executive on the implementation and reporting of the 21CC programme.

EXECUTIVE SUMMARY

The Committee has received regular updates on the implementation of the 21st Century Council change programme since its commencement in September 2016. The report includes a copy of the update submitted to the Executive in February 2019 (Annex A). Also attached is the original 21CC Business Case approved by the Executive in September 2016;

In order to structure the Scrutiny session, the Chairman has agreed a number of Key Lines of Enquiry (KLOEs) which are set out at Annex C. Members are asked to consider progress of the 21CC programme against its original Business Case and to scrutinise the overall impact of the programme.

BACKGROUND

The 21st Century Council Change Programme has formed an essential element of the savings targets contained within the Medium Term Financial Plan. The programme involves the implementation of a new model of working and organisation for the Council. It is underpinned by an extensive IT programme and is intended to extend to all parts of the organisation over the implementation period. When complete, the programme will contribute ongoing annual savings in staff costs of c£4m. Implementation commenced following Executive approval of the Business Case in September 2016.

Implementation of the programme was initially phased into two parts, to ensure transition to the new model of working is safe and effective.

Phase 1 ran from October 2016 to Spring 2017 and included the establishment of the reconfigured senior leadership team and the reconfiguration of the Council's support services together with Strategy and Commissioning.

Phase 2 was designed to be implemented in two phases. The first phase involved the establishment of the Council's Customer and Localities functions encompassing the following service areas:

- Environment
- Income and Assessments
- Housing
- Customer Services

The business cases for the remaining services areas Adults and Children's (former People Services) is being considered alongside the current financial and service challenges faced by these two demand led areas.

Scrutiny to Date

The Overview and Scrutiny Management Committee's previous consideration of progress on the 21CC programme took place at the meeting held in March 2018. A summary of the issues raised by the Committee at that meeting is set out below:

- In relation to the 21st Century Council IT improvements, were the changes achieved through the purchase of new systems or through achieving greater functionality from existing hardware and software? It was confirmed that the improvements were a combination of the two. Some improvements, such as the improved mapping system were the result of new investment.
- Did the new IT systems improve linkages to contractors and third parties? It was confirmed that this approach was a key part of the new systems. For example, Veolia (the waste contractor) was using the Council's portals and software. The aim was to promote a "one Council" approach for the benefit of residents and customers.
- In relation to the delay in the People Services were the team confident that the projected savings would be achieved? It was confirmed that the Interim Director of People Services, Paul Senior, was committed to delivering the savings within the

amended timeframe. Recruitment of a permanent Director was being organised in the context of the process for recruiting a permanent Chief Executive. Graham Ebers confirmed that the underachievement of savings in 2018/19 was balanced by a new savings target for 2019/20. The slippage was factored into the Council's Medium Term Financial Plan.

- In relation to the Change Readiness data in the papers, were there any key trends? What was the data indicating about the state of staff morale? It was confirmed that the Change Readiness surveys were undertaken before the start of consultation on new phases of the programme and after structure changes had been completed. So, for example, the December 2017 responses were made up of nearly 50% staff from People Services at a time when the previous Director had left and the Interim Director had just arrived. It was important to understand the organisational context within which each survey was undertaken. It was accepted that delays in the programme had increased uncertainty and impacted on staff morale.
- In relation to constant changes in the local government landscape, such as the changes to health and social care, did the 21st Century Council model have the flexibility to adapt to the changing environment? It was confirmed that the model was developed within the context of a changing landscape. So, for example, part of the reason for the pause in People Services was to ensure that the Council and its partners were maximising the potential for partnership working.
- How was the Audit Committee monitoring the financial elements of the 21st Century Council programme? It was confirmed that the Audit Committee had considered various aspects of the programme such as the mitigation of risk and governance. The Audit Committee would receive further updates in due course.
- In relation to the new service delivery channels, were service pressures emerging which required additional resources? It was confirmed that a strength of the new organisational model was the involvement of services in designing and owning the new ways of working. Where service pressures were identified, such as Highways, additional capacity was delivered.

Key Lines of Enquiry

In order to facilitate the Committee's discussions the Chairman has agreed a set of Key Lines of Enquiry (KLOEs) relating to the 21CC programme. The KLOEs are set out at Annex C.

The KLOEs are designed to focus on key elements of the 21CC programme. However, Members may also wish to ask questions about other elements of the programme.

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.

Other Financial Information relevant to the Recommendation/Decision
Set out in the attached Annexes

List of Background Papers	
None	
Contact Neil Carr	Service Democratic Services
Telephone 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 8 March 2019	Version No. 1.0

TITLE	21st Century Council - Update
FOR CONSIDERATION BY	The Executive on Thursday, 21 February 2019
WARD	None Specific;
LEAD OFFICER	Chief Executive – Heather Thwaites
LEAD MEMBER	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

The report updates members and the public on the progress of the Council's C21 change programme. This transformation of the way the Council operates is intended to achieve the following benefits:

- Improved availability of, and access to, Council services through digital channels
- Swifter resolution of issues and queries
- Ability for residents to track the progress of their issue as it is resolved by the Council
- Greater focus on problem-solving and customer responsiveness
- A leaner, more efficient Council costing significantly less to run

RECOMMENDATION

The Executive is recommended to note the progress in implementing the 21st Century Council programme and that future updates will be reported as part of the ongoing Revenue Monitoring Executive Reports, as part of a broader council wide continuous improvement programme.

EXECUTIVE SUMMARY

The Executive has been receiving quarterly reports during the implementation period reporting on progress of the implementation of the programme and the revenue return on investment.

BACKGROUND

The C21 Change Programme forms an essential element of the savings contained within the medium term Financial Plan. The programme involves the implementation of a new model of working and organisation for the Council. It is underpinned by an extensive IT programme and is intended to extend to all parts of the organisation over the implementation period. Implementation commenced following Executive approval of the business case in September 2016.

The implementation was phased into two parts, to ensure transition to the new model of working is safe and effective.

Phase 1 ran from October 2016 to Spring 2017 and included the establishment of the reconfigured senior leadership team and the reconfiguration of the Council's support services together with strategy and commissioning.

Phase 2 is being implemented in two phases. The current phase entails the establishment of the Council's Customer and Localities functions encompassing the following service areas:

- Environment
- Income and Assessments
- Housing
- Customer Services

Beyond phase 2 the C21C methodology and principles will be applied to People's services, however this will be part of a wider service continuous improvement programme (for both Children's and Adults).

Progress is set out below:

BUSINESS CASE (Including Options and Evidence of Need)

The implementation of the new Customer and Localities has continued to progress well since the last report. The new staffing structures are now in place and embedding. These comprise the teams reporting to:

Clare Lawrence – AD Place (Development Management, Highways and Transport Management; Contract Management of Shared Services, Waste, Grounds Maintenance, the Countryside Service etc.)

Mark Cupit – AD Delivery and Infrastructure (Strategic Development Locations; Major Highway and Infrastructure schemes, Specialist Highway and Drainage advice: CIL and Infrastructure funding; and Heritage and Green Infrastructure)

Jude Whyte – AD Customer and Localities (the new roles of Customer Management; Case Management and Locality Services)

Simon Price – AD Housing, Income and Assessment.

The implementation of the new Customer and Localities Directorate has delivered the full business case saving and every effort has been made to reduce the impact on our staff. Headline staffing impact figures for this phase are; 240 staff were assimilated and 82 staff

were redeployed into new roles. 14 staff resigned for a variety of reasons or were made redundant. Prior to the restructure the holding of vacancies and the use of agency staff has helped reduce the number of staff made redundant.

It was always planned that a phased and deliberately cautious go-live programme of the new service areas would be applied bearing in mind the need for safe transition and this is currently underway. This is intended to ensure that the move to the new operating model is carried out in a planned and tested way so as to ensure that disruption for customers and service users is minimised.

The timetable for this is below and is running to plan:

Service Area	Go Live Date
Customer Delivery	1 st October 2018
Development Management	1 st October 2018
Income	12 th November 2018
Resident and Assessment	12 th November 2018
Housing	February/March 2019
Highways	April 2019

Below is an update on each of these areas and the key customer benefits delivered or in train to be delivered as per the timetable above:

Customer Delivery

This is the deepening and enhancing of the Council's Customer Team in order that more and more interactions can be resolved quickly and accurately. In its first months of going live this has already achieved:

- 85% of all calls are now resolved at first point of contact (compared to 65-70% previously).
- Land Charges searches now able to resolve for customers within 4-5 working days, previously 15 working days.
- Central Scanning and Printing service means this is done more effectively with less staff leading to efficiencies in the Housing Benefit and Cashiers Services.
- Frontline points of contact for Housing Benefit and Housing Needs are being combined to offer a unified service to local residents.

Development Management

In November 99% of planning applications were determined within national targets. This has been our best performance ever and has resulted from streamlining the planning application process especially for simpler householder applications. This has been facilitated by other such as:

- **New mapping facility:** we have introduced a new mapping product and specifically two maps related to [planning applications](#); and [planning constraints](#)
- **Online payments:** The Council has introduced its own online payments functionality for ease of use <https://webpayments.wokingham.gov.uk/Default.aspx>

- **Planning search facility:** We have updated our current Planning search page to enable more relevant information to be displayed and introduced more ways to search for applications.
- **Planning Comments:** The way people make comments has also been improved and a document containing the comments will appear on the website within an hour of being submitted. Customers can check the website if they want to see if any comments have been made on their application
- **Pre-application service:** we have constructed an online form for pre-application requests to make it easier to submit. This also includes document submission and, with the online payments system, we hope this will encourage more people to submit pre-application requests. The pre-application service adds significant benefit to the planning process it enables issues to be raised at the earliest stage possible.

Income

Stage one of the Council Tax Portal (called CA-R) has been launched so that customers are able to let us know about changes in circumstances, set up direct debits, make payments and apply for discounts online. The planned second stage of the introduction of this model will lead to a self-service solution for three out of the top five reasons why customers contact us by phone about their Council Tax account.

Resident and Assessment

Housing Benefit Portal launched so customers are able to apply for a Change of Circumstances, update address information and submit a new claim and supporting documents. Improved section of the website.

Cross-skilling of teams within the Residents and Assessment cluster has led to teams at the frontline being more widely expert and therefore able to help customers with a larger range of enquiries at the same time.

The commissioning of an online Registrars booking system will provide a 24 hour accessible facility to our customers and will allow the Resident and Assessment Service to continue to improve in the context of the efficiencies introduced as part of the programme.

Housing

The Housing Needs Team are already working closely with the Residents and Assessment Team within Customer Delivery prior to their move to that service by March 2019. This changed working has already seen improvements in the frontline service and in allowing movement within the service to more closely meet trends in business.

The Neighbourhood Housing Officers and Sheltered Scheme Managers who provide services to our tenants will move into the Localities Service in early spring. This move will bring these functions together with services that work in our neighbourhoods and contribute to our ambitions for our Localities Service.

The Housing Service will see the launch of an online portal and consequent improvements in processes and system and the customer offer.

Localities

Community Hubs – our libraries already offered a significant proportion of services and resources expected as part of the C21 deliverables. Within three libraries we have also begun to offer an enhanced range of customer services functions for residents.

Community Environmental – people from different historic teams are now working together to respond to customer enquiries and conduct inspections. Work is now allocated from a central point and the team have introduced enhanced enforcement capabilities for issues such as fly-tipping and littering.

Community Engagement – the community development service and community wardens have been merged into one operational team.

Highways

The improvements will be delivered alongside the implementation of a new supplier contract in April 2019 and will include:

- Improved Highways Fault reporting process online
- Online process for Street Name and Numbering
- Improved web content
- A new Highways Performance Management Framework which is aligned to the Wokingham Highways Inspection Policy

People Services

In respect of People Services, now that the new directors in Adults and Children's Services have had time to assess their respective service areas they have begun to work through action plans and these will be presented in due course outside of this quarterly programme update.

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.

At the end of financial year 2019/20 the programme (phase 1 and phase 2) will have secured £3m p.a. of savings (full year effect) as stated in the table below. The £1m savings relating to People Services will be dealt with as part of a wider set of efficiency and growth plans within the Council's Medium Term Financial Plan.

<i>£'000</i>		2016/17	2017/18	2018/19	2019/20	Total
Business Case	Revenue	710	2,180	1,500	0	4,390
	Capital	2,752	1,577	0	0	4,329
	Saving	0	(2,000)	(2,000)	0	(4,000)
Actual/Forecast	Revenue	600	1,909	1,492	389	4,390
	Capital	900	2,083	1,146	200	4,329
	Saving	0	(2,000)	(750)	(250)	(3,000)
Variance	Revenue	110	271	8	(389)	0
	Capital	1,852	(506)	(1,146)	(200)	0
	Saving	0	0	1,250	(250)	1,000

Other Financial Information

None.

Stakeholder Considerations and Consultation

Included in the report.

Resourcing and Timeline for Next Steps

Implementation of Customer and Localities should largely be complete by the end of the financial year. The work will be undertaken by the new teams together with support from the programme team. This will be delivered within the existing agreed programme cost.

Timeline for Review and Evaluation

Revised business cases to cover the former People Services areas have been brought forward as part of the preparation of the MTFP in the first quarter of 2019.

List of Background Papers

None

Contact Heather Thwaites

Telephone 0118 974 6001

Service 21st Century Programme

Email heather.thwaites@wokingham.gov.uk



Wokingham Borough Council

Annex B

21st Century Council:

Future Operating Model Blueprint

25th August 2016

Table of Contents

1. Summary	4
2. Introduction	7
a. Background	7
b. Objectives and Scope	7
c. Approach.....	9
3. Future Operating Model	11
a. Operating Model v Organisational Model	11
b. Design Principles	11
c. Overview of the Future Operating Model	12
d. Key elements of the Wokingham Borough Council FOM.....	13
4. Business Case	14
a. Staffing cost reductions	14
b. WBC prioritisation and standards of service.....	14
c. Priority areas for savings.....	15
d. Implementation Investment	21
e. Benefit Realisation	22
5. Organisational Framework.....	24
a. Populating the FOM	24
b. Organisational Design	24
6. Implementation Plan	28
a. Proposed structure of the implementation plan	28
b. Risk Management approach	29
Appendix 1 – Financial appraisal	30
Appendix 2 – Generic Future Model Processes.....	31

Table of Figures

Figure 1: Wokingham Borough Council Future Operating Model	4
Figure 2: Summary of key saving areas (Asset management savings will be delivered as part of the One Public Estate project)	5
Figure 3: Draft high level implementation plan	5
Figure 4: Cumulative saving against the technology and implementation investment costs.....	6
Figure 5: 21st Century Council governance arrangements - Individual descriptors are out of date and have been revised following Joint Board discussion. Diagram will be updated before dispatch to Group	7
Figure 6: Summary of scope of the business case	9
Figure 7: Components of the blueprint activity	9
Figure 8: Conceptual Future Operating Model	12
Figure 9: Wokingham Borough Council Future Operating Model	13
Figure 10: Summary draft prioritisation of Council services.....	15
Figure 11: Summary of key saving areas for <i>stretch</i> position	16
Figure 12: New Operating Model for Support Services	16
Figure 13: Expected split of activity across Support Services	17
Figure 14: Example opportunities for saving across Support Services	17
Figure 15: Teams with Customer Service activity that could be centralised	18
Figure 16: Example opportunities for saving across Customer Services.....	18
Figure 17: Teams with Case Management activity that could be centralised	19
Figure 18: Teams with the highest concentration of specialist activity.....	20
Figure 19: Example opportunities for saving across specialist activity	20
Figure 20: Technology functional diagram	21
Figure 21: External IT costs	21
Figure 22: Implementation costs	22
Figure 23: Cumulative saving against the technology and implementation investment costs.....	23
Figure 24: FOM with estimated FTE of activity	24
Figure 25: Proposed leadership structure	25
Figure 26: High Level Implementation Plan	28

1. Summary

This document provides the ‘blueprint’ for the delivery of the Future Operating Model (FOM) for Wokingham Borough Council (WBC). It includes a refined business case, an organisational design and an implementation approach and plan.

A total of 1029 FTEs (full time equivalents) were identified as being in scope at a fully loaded cost of £42.51 million. As a result of the blueprinting exercise, this business case proposes a cost saving of £4.5M (11%) and an associated reduction of 120 -150 FTEs (11%) whilst at the same time enhancing customer service delivery. Cost savings relate to all sources of Council funding – general fund, grant and ring fenced.

A revised Future Operating Model for the Council has been developed. This operating model focuses on the types of activity that are performed, unconstrained by current organisational models:

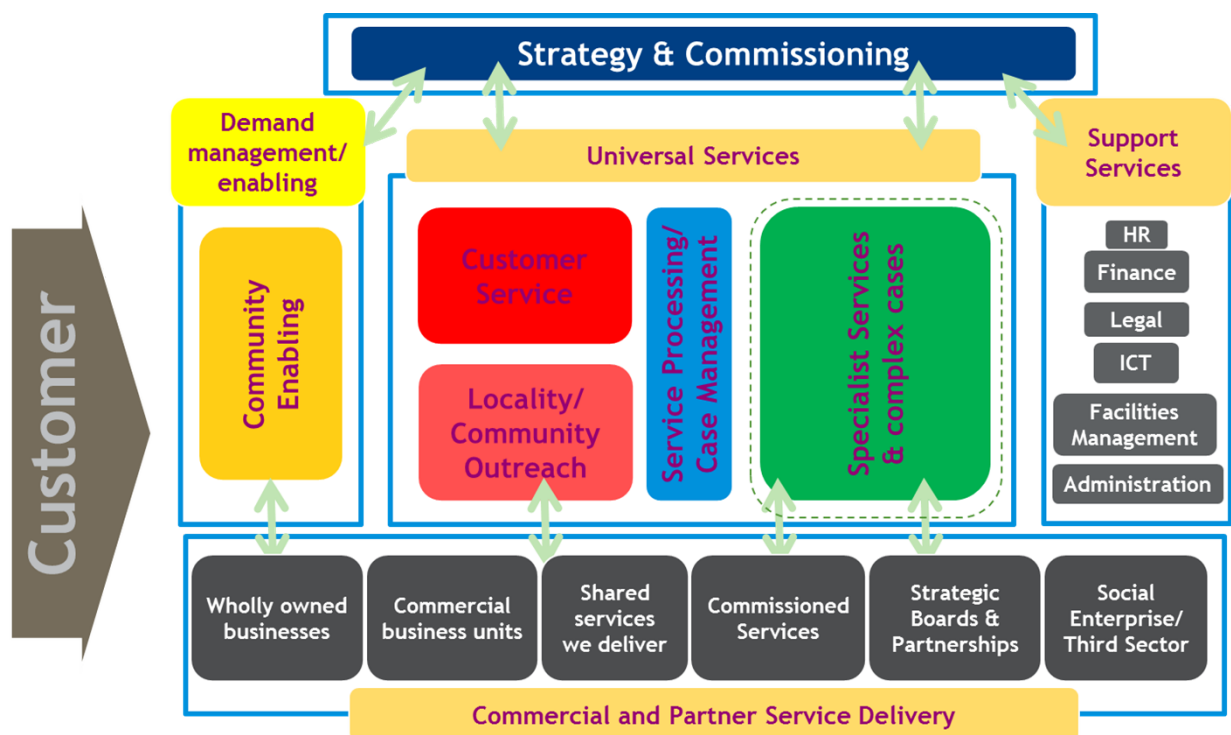


Figure 1: Wokingham Borough Council Future Operating Model

Using this model, all activity across the Council has been mapped, identifying the roles and level of cost involved. This valuable data source is used to both analyse the level of activity and cost to deliver particular services to customers. Seven key areas for saving have been identified and summarised below:

Saving area	WBC AA FTE Total	%	As-is Cost	To-be FTE	To-be cost	Saving
i) New operating model for Support Services	173	16.8%	£ 6,428,592	142	£ 5,318,895	£ 1,109,697
ii) Technology enabled customer service & locality working	207	20.1%	£ 7,121,874	174	£ 6,085,216	£ 1,036,659
iii) Remodel leadership and management activity	82	8.0%	£ 4,693,769	67	£ 3,816,504	£ 877,265
iv) Technology enabled, centralised case management	97	9.4%	£ 3,110,217	76	£ 2,439,202	£ 671,015
v) Co-ordination of Strategy and Commissioning	132	12.8%	£ 6,420,310	127	£ 6,203,550	£ 216,760
vi) Service re-design efficiency across 267 specialists	267	25.9%	£ 11,843,456	254	£ 11,251,283	£ 592,173
vii) Service delivery, facilities & asset management	71	6.9%	£ 2,896,177	71	£ 2,896,177	£ -
	1029	100.0%	£ 42,514,395	911	£ 38,010,827	£ 4,503,568

Figure 2: Summary of key saving areas (Asset management savings will be delivered as part of the One Public Estate project)

The numbers and distribution of FTEs across the model will emerge as work through implementation of the model

This business case identifies a range of further opportunities for effectiveness above and beyond the financial efficiencies described above. These are summarised below:

- Improve customer focus and standards
- Enhance capacity and capability in strategy, performance and programmes to make the Council more effective at delivering member ambitions
- Deliver a more coherent approach to Commissioning services to derive better value from partners and suppliers

The Blueprint also has implications for the implementation plan, of which a more detailed version is provided as a separate document. A high level 17 month outline implementation plan is shown below highlighting the key work-packages of the programme:

	2016					2017																	2018	
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb			
0a) Programme set up																								
0b) Technology 'no-brainers'																								
1A) Strategy and Commissioning																								
1B) Support Services																								
1C) Customer portal and locality delivery																								
2A) Environment																								
2B) Health & Wellbeing																								
2C) Children's Services																								
3) IT build and Data Implementation																								

Figure 3: Draft high level implementation plan

Over the period of implementation the high level costs of the programme are expected to be:

Item	Investment
External IT procurement	£2.3M
Implementation costs	£3.9M
Total	£6.2M

The expected cumulative payback on this investment is show in the graph below:

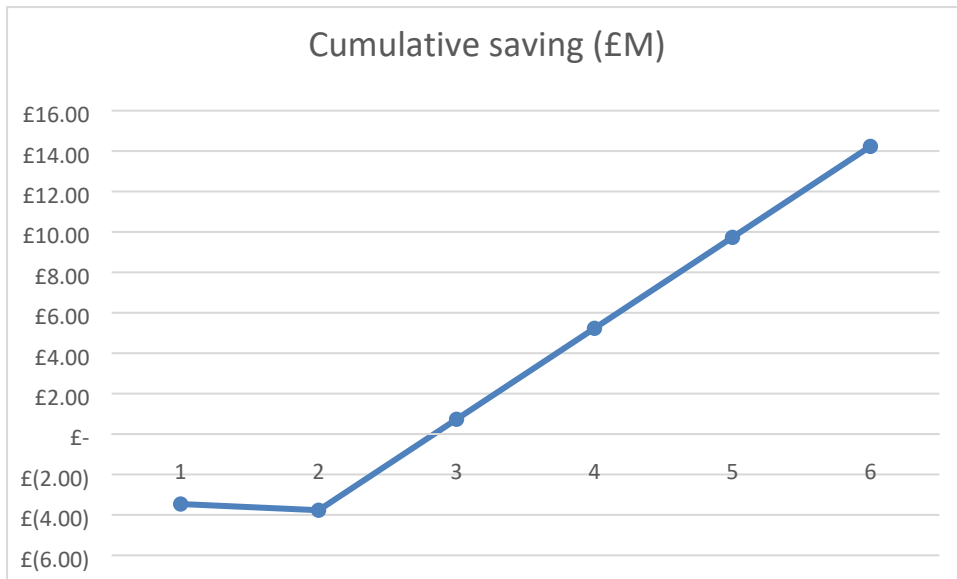


Figure 4: Cumulative saving against the technology and implementation investment costs

This shows a break even at the end of Year 2 whereby the investment costs are fully covered by the savings secured. Further costs associated with reshaping the organisation are described in the financial case.

2. Introduction

a. Background

The public sector is going through unprecedented change since the Global Financial Crisis and the introduction of a fiscal austerity programme by the UK Government in 2010. Local Authorities have been very much at the centre of the austerity programme, bearing a greater share of financial savings than any other part of the public sector. This has left councils with the choice as to whether to cut back on their ambitions for their communities and the level of services they offer them, or to innovate in what they do and the way they go about their business in order, as far as possible, to meet community needs and aspirations.

In considering the options available to the Council, it needs to be recognised that advances in technology and changes in customer and resident behaviour mean different forms of service delivery organisation are now possible that were not deliverable five to ten years ago. Many of these have started to be successfully exploited by the business sector, such as retailers and banks, and also by central government, for example the DVLA. However, to exploit them to their full potential, the key lesson from the business sector is that they cannot be successfully bolted on to existing business models and service delivery. Instead, the whole business and operating model needs to be reviewed and transformed if the full benefits are to be realised for the organisation and the customer.

b. Objectives and Scope

Wokingham Borough Council have been leading a portfolio of transformation projects and initiatives within their 21st Century Council Programme. The diagram below shows the contents of this portfolio and the current Governance arrangements.

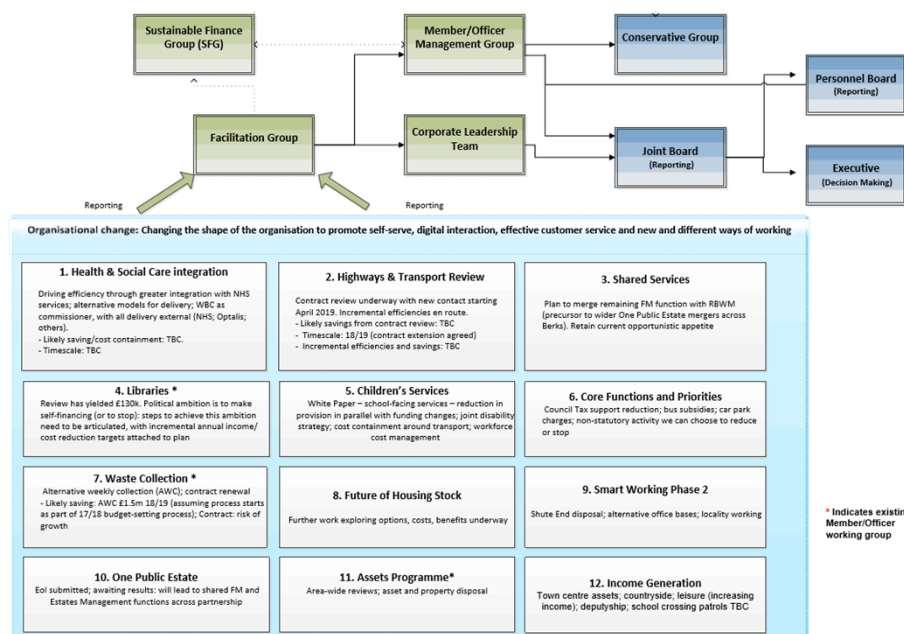


Figure 5: 21st Century Council governance arrangements - Individual descriptors are out of date and have been revised following Joint Board discussion. Diagram will be updated before dispatch to Group

This blueprint and business case has been created from a significant ramp up of effort by the Council, working with Ignite, in the Customer Programme within the above portfolio, working closely with many of the other work streams. The objectives and benefits of this programme were defined in 2013 as:

The Customer programme objectives 2013-2018 are:

- Service strategy standards which aspire to be the best we can achieve and are informed by customers' needs and feedback
- Customer service processes which are effective and efficient; first point of resolution and elimination of chases for information
- Top quality information about customer services which informs users of the services, those delivering the services and Councillors as policy makers
- Internet services which people want to use as a first preference because they are quick, easy and let customers track their requests
- Services which not only deliver immediate needs but demonstrate and promote what the Council offers and how well it achieves this
- Savings of £150,000 in financial year 2015/16

Expected benefits for our residents and customers are:

- Customers have more choice around how they interact with us
- Customers will be able to serve themselves, 24/7, at a time and place that suits them
- Maximising first time resolution will mean that customers have their enquiries resolved sooner, at the first point of contact
- By regularly gathering and using information about our customers and how they wish to access services, means that we will continually improve what we do, whilst making sure that channels are accessible and relevant to all
- Building staff capacity, capability, behaviours & resilience to offer seamless services in a way that is appropriate to each customer
- Closer working with our partners, working together across organisations so that customers experience seamless, high quality public services irrespective of who is delivering them

As part of this Blueprint phase CLT built on this previous work to clarify the vision of the programme:

***The
Customer
Programme
will:***

Understand our customers better and re-design services to meet their prioritised needs

Help to deliver the Council's efficiency targets

Create and implement a new way of working across the Council

Realise the benefits of state-of-the art technology and systems

Deliver a 'once and done' approach wherever possible

This Blueprint business case builds on an initial business case that was completed in December 2015. The scope of the programme was a total of 1029 FTEs at a fully loaded cost of £42.51 million. This is comprised of the following teams with associated numbers of FTEs and fully loaded staff costs:

	FTE	Cost (£M)
Chief Executive's Unit	42	£2.59
Finance and Resources	353	£13.08
Environmental Services	225	£9.11
Children's Services	275	£12.23
Health & Wellbeing	133	£5.51
TOTAL	1029	£ 42.52

Figure 6: Summary of scope of the business case

The funding source for each of these full time equivalents needs to be considered so that officers and Members can interpret how savings identified in transitioning to the new ways of working can be realised.

£4.7M of funding within the scope identified above is grant or ring-fenced funding. As a result it may not be as easy to realise savings within this grant funding due to conditions associated with the funding source. This will need to be managed on a case by case basis in the detailed planning of the programme when the benefit management plan for the programme is created.

c. Approach

As proposed in the initial business case the following sets of engagements, analysis and design, implementation planning activities were undertaken to produce the deliverables:

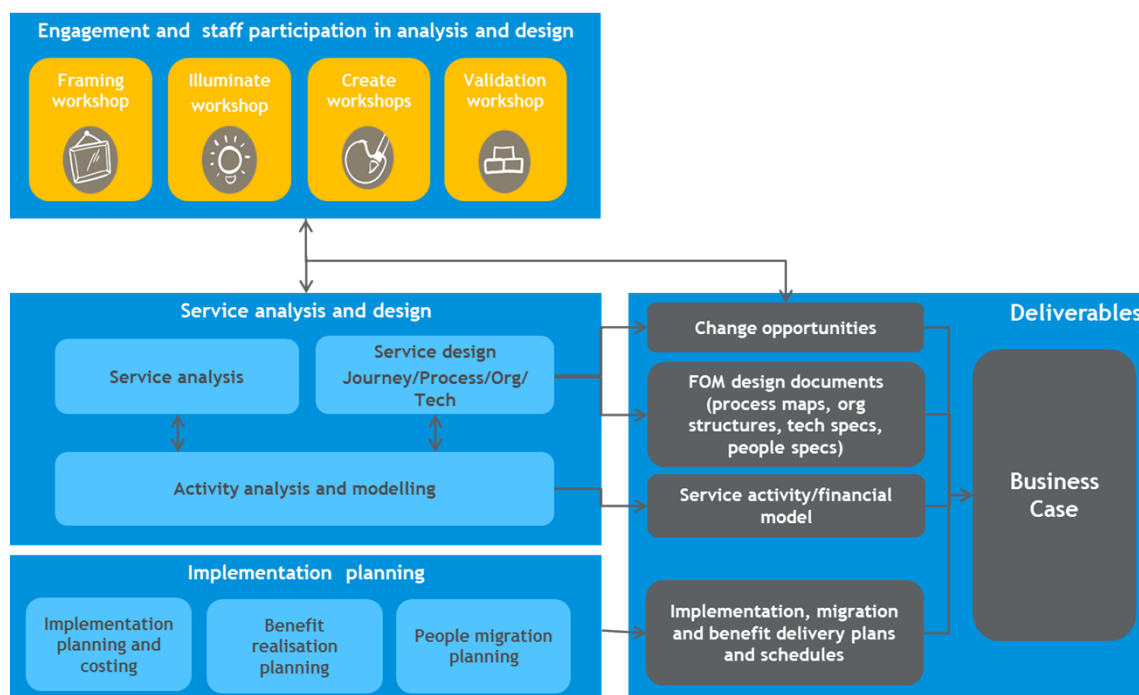


Figure 7: Components of the blueprint activity

The Blueprinting phase builds on the initial business case work and delivers:

- A revised business case (based on detailed service by service activity analysis, refined maturity assessment and cost analysis, including technology)
- A costed Target Operating Model for WBC aligned to the Future Model, including initial organisational design, role descriptions and technology model
- Programme plans for implementation

Our approach to developing the Blueprint has focused on two areas. Firstly, refining the activity analysis detail from the initial business case phase, by analysing the activity of all service areas in scope, using data provided by ~70 service area representatives working with colleagues from across the Council. Secondly, we have focused on key areas with smaller working groups based on findings from this activity analysis. The areas explored in this second component were:

1. Principles of leadership and structure
2. Strategy and Commissioning
3. Refining the model for Children's Services
4. Refining the model for Health & Wellbeing
5. Local delivery
6. Support Services

The Blueprint business case validates some of the assumptions made in the initial business case and involves a wider group of council representatives in identifying the achievable savings. The opportunity analysis activity engaged that wider group in identifying areas that could work more effectively and efficiently through the FOM and the use of new technology.

Assumptions based on the key drivers of efficiency can then be made to identify potential savings by each part of the FOM. These drivers are explained later.

The combination of the output from the business case and the work in the Create & Validate workshops has developed potential options as to how each area of the FOM could be structured. These options have then been drafted in light of people / organisational / political constraints, to provide an initial organisational design. We have populated the organisational design with initial draft FTE numbers from the business case to refine management levels and spans of control, organisational anomalies (e.g. small functions combining) and any geographic requirements. FTE numbers will be revised in detailed design stages of implementation to reflect more involved design considerations engaging more of the organisation.

3. Future Operating Model

a. Operating Model v Organisational Model

The Future Operating Model (FOM) provides a model of how the Council delivers services to customers and how the customer will interact with the council. This provides the rationale for how the work is done and what types of roles are required to deliver the work. The business case generates the required numbers for each role to deliver the services required.

The organisational model (sometimes referred to as a Management Structure) provides an internal framework for how the council organises itself to deliver the operating model. This organisational model sets out where the work gets done, and by how many of each role. This drives considerations on spans of control, levels of seniority within role families and management structures required.

Inherently there will be choices the Council will need to make within the organisational model that will require iteration during implementation. The Blueprint analysis provides an initial view of the numbers against each area of the model. Based on the choices made, the organisational model will develop through detailed design aligned with the agreed design principles.

b. Design Principles

In the development of the operating model, a number of “ground rules” or design principles were agreed to articulate how the new model would operate. These were refined in conjunction with the wider participation group to:

1. Focus on the customer experience
2. Redesign processes around the ideal customer journey
3. Tell customer what to expect and keep them up to date along the way
4. Make processes digital by default, but with alternative access channels where appropriate
5. Address issues at first point of contact
6. Collect information once, and only if we actually need it
7. Move as much work forward, to self-serve or customer facing roles as possible
8. Move work quickly and easily around the organisation by using workflows and automated process prompts
9. Automate controls within processes to ensure compliance
10. Measure performance as part of the process/workflow to drive improvements
11. Manage customer capability to enable customers to do more for themselves
12. Manage customer demand to prevent and shape demand where appropriate

These design principles enabled people to understand and agree the future vision for the Council and start to articulate how things might work. They will be used throughout the proposed implementation to support decision making.

c. Overview of the Future Operating Model

The Proof of Concept and Blueprint activity started with a conceptual model of the framework:

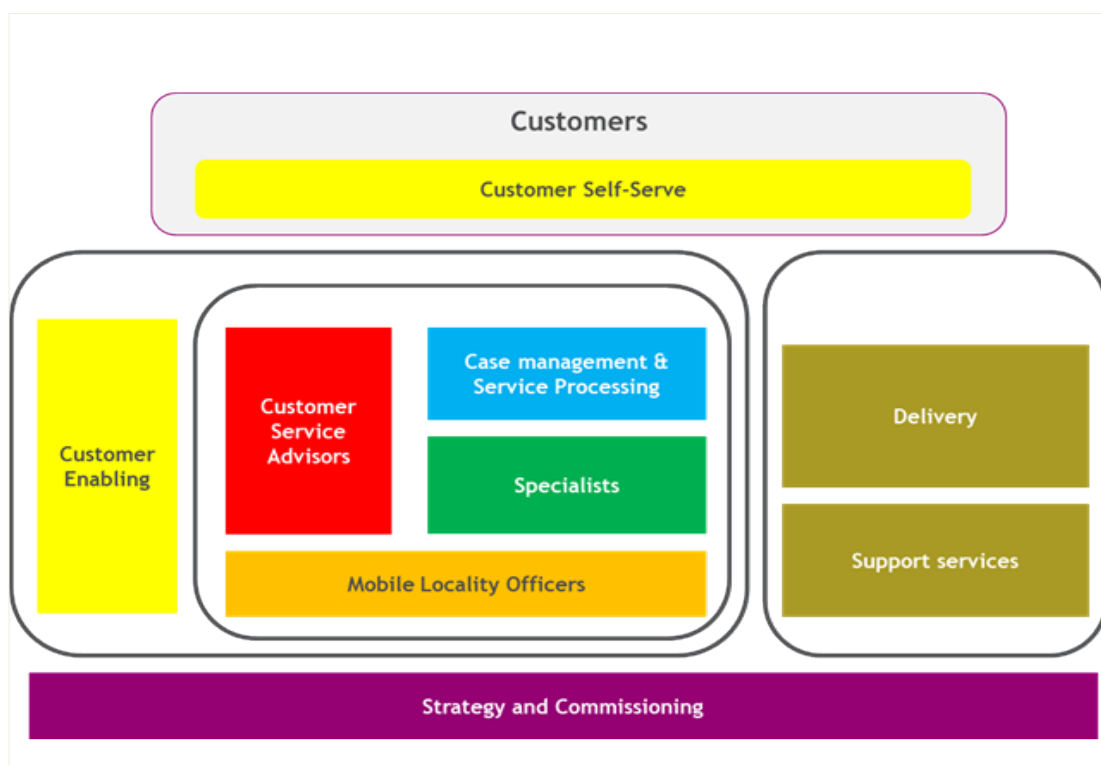


Figure 8: Conceptual Future Operating Model

This conceptual framework was established in the Proof of Concept phase and refined through Blueprinting to provide an agreed customer focused way of delivering services for the Council. As a reminder the key components are:

- Customers – different customer groups access services in different ways. Some groups can be encouraged to self-serve online or draw on support from customer service staff only, whereas others may need to access the support of specialist staff more quickly
- Strategy & Commissioning – translates community / customer intelligence and political will and ambition into strategic direction, and commissions what's required to deliver this
- Customer Enabling – helps the community and customers to help themselves so as to address aims and reduce demand for services
- Universal Customer Contact - all activity associated with customer contact, customer service, managing cases, resolving questions and issues (simple and complex), and scheduling input from others where required
- Delivery - delivery of core services e.g. waste collection, street cleaning, etc.
- Support Services - non-customer facing back office functions, much of which is transactional but some requiring organisational specific intelligence

Adapting the conceptual model to a WBC context provides a refined FOM summarised in the diagram below and explained in the subsequent detail:

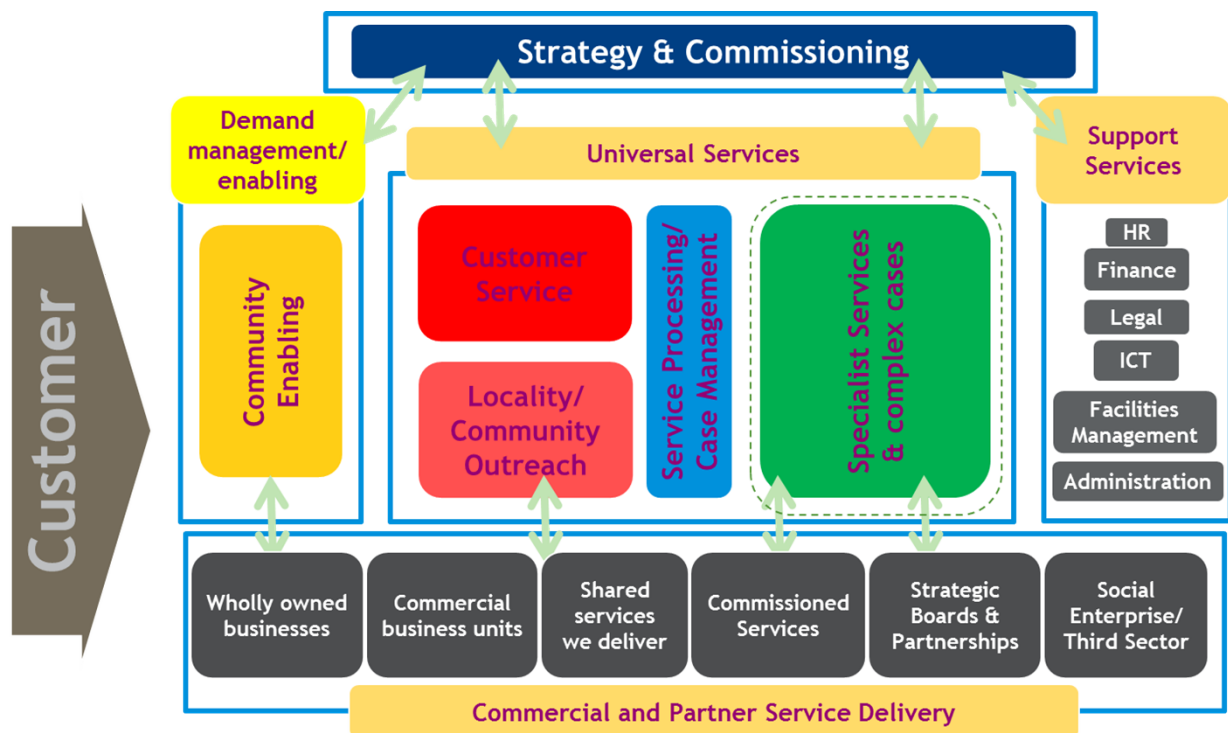


Figure 9: Wokingham Borough Council Future Operating Model

d. Key elements of the Wokingham Borough Council FOM

STRATEGY & COMMISSIONING

To be the 'single brain' of the organisation responding to political will and ambition, and ensuring this is turned in to evidence based strategy, and planned services, actions and projects, to ensure political ambitions are delivered effectively and efficiently "on the ground".

SERVICE DELIVERY

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions managing performance to meet the desired outcomes.

SUPPORT SERVICES

To provide business like and efficient support and advice to teams across the Council, in order to improve performance and support them in delivering the Council's ambitions.

4. Business Case

a. Staffing cost reductions

On the basis of the revised activity analysis, this business case sets out the 'As Is' staffing and staffing costs compared to a 'To Be' or future state following implementation of FOM opportunities.

The current FTEs were mapped from the activity analysis spreadsheets and the finance reconciliation of establishment and actual FTEs. As a result of this proposed transition to the FOM, a reduction of £4.5 million (11%) of fully loaded salary cost per annum is achieved with a corresponding reduction in the number of FTEs of 120 – 150.

The savings identified are based on a number of drivers which have been applied to the existing services and their mapping of activities to the FOM areas. By structuring the activities of the Council into the Future Model activity areas, we can assess the likely benefit that can be achieved in each area from each driver. These drivers were:

- **Demand management (customer enabling);** reducing or shaping demand to reduce the level of service required from customers
- **Channel shift (self-serve);** enabling customers to do more for themselves and reducing council workload in the process
- **Remodelling (new structures and ways of working);** improving productivity and releasing capacity in the organisation through the reallocation of work, workforce optimisation and better workforce practices. This will be achieved by shifting work and knowledge closer to the customer and embedding rule based 'knowledge' into processes and scripts, developing agile working and customer centric attitudes and behaviours.
- **Efficiency (technology and process improvement);** stripping out waste and non-value added activity from journeys and processes

b. WBC prioritisation and standards of service

A clear recommendation from the recent Corporate Peer Challenge was that we should develop a better shared understanding of our service priorities, what we must do well, less well and what we might stop doing. We have largely been able to avoid this in previous years' savings rounds. We cannot avoid it any longer. It is one of the strands of activity within the C21 Programme that has been reviewed at Joint Board.

The table below provides an initial categorisation, for debate and development and is included in this business case as a valuable context and overlay for the proposed breakdown of cost reductions in the following section. The categories relate to the suggested investment decisions. Officers recognise that our role is to get, wherever we can, outstanding impact and results from the services in which we invest.

The categories used are:

- **Good** (better than 'Good Enough': investment above the minimum to deliver impacts that support the best outcomes achievable, effectively prevent demand, and avoid cost later)

- **Good enough** (might be statutory minimums, enough to enable the function to operate to an acceptable minimum standard etc)
- **Reduce/Stop/Self-financing** (reduce or cease investment; cease to provide or require to become increasingly self-financing)

Where services are suggested for 'Good' investment, they fall into three categories: **Safety; Legacy** and **Efficiency** (invest to save)

Good	Good enough	Reduce/Stop/Self-financing
Adult Social Care & Targeted Prevention Safety	Public Health (Universal)	Leisure
Children's Social Work and Early Help Safety	Development Management (householder and minor applications)	Countryside
Commissioning Safety/Efficiency	Waste Collection & Disposal	Libraries
Public Health (long-term, targeted investment in health improvement in vulnerable communities) Safety/Efficiency/Legacy	Special Education Needs & SEN Transport	School Improvement and other school support services
Strategic Planning & Development (SDLs, larger sites etc) Legacy	Education Welfare	Deputyship
Town Centre Regeneration Legacy/Efficiency	Early Years	Bus subsidies (some/all)
Income Collection: Council Tax, Business Rates Efficiency	Enforcement	School Crossing patrols
Customer Service (C21Council model) Efficiency	Youth Offending (with expenditure pegged to grant income)	
Highways – new roads, improvement schemes and safety Legacy / Safety	Admissions	
	Benefits	
	Employment Support	
	Highways Maintenance	

Figure 10: Summary draft prioritisation of Council services

c. Priority areas for savings

The table below summarises the key areas for saving by activity area (not reflective of current organisational structures and teams) that have been identified as part of the business case analysis and discussed in Create and Validate workshops and in subsequent discussions with CLT:

Saving area	WBC AA FTE Total	%	As-is Cost	To-be FTE	To-be cost	Saving
i) New operating model for Support Services	173	16.8%	£ 6,428,592	142	£ 5,318,895	£ 1,109,697
ii) Technology enabled customer service & locality working	207	20.1%	£ 7,121,874	174	£ 6,085,216	£ 1,036,659
iii) Remodel leadership and management activity	82	8.0%	£ 4,693,769	67	£ 3,816,504	£ 877,265
iv) Technology enabled, centralised case management	97	9.4%	£ 3,110,217	76	£ 2,439,202	£ 671,015
v) Co-ordination of Strategy and Commissioning	132	12.8%	£ 6,420,310	127	£ 6,203,550	£ 216,760
vi) Service re-design efficiency across 267 specialists	267	25.9%	£ 11,843,456	254	£ 11,251,283	£ 592,173
vii) Service delivery, facilities & asset management	71	6.9%	£ 2,896,177	71	£ 2,896,177	£ -
	1029	100.0%	£ 42,514,395	911	£ 38,010,827	£ 4,503,568

Figure 11: Summary of key saving areas for stretch position

Decisions taken to arrive at the proposed saving described in Figure 11 include:

- Applying the Ignite maturity model and potential saving analysis to the current activities undertaken at Wokingham Borough Council
- Savings associated with facilities & asset management are assumed to be delivered by the One Public Estate programme described in Figure 5
- Savings associated with the locality working are yet to be fully designed alongside the customer service design
- An initial saving of 5% has been applied to specialist work following more detailed follow up workshops with specialists from across the Council

The total saving identified is at the lower end of the savings that could be achieved by applying the Future Model to the Council. CLT want to work with Ignite to achieve the full potential of applying these new ways of working. The actual number of FTE reductions and the distribution of these reductions across the model will emerge through implementation and will be within the range 120-150 yielding a saving of £4.5M.

i) New Operating Model for Support Services £1.1M

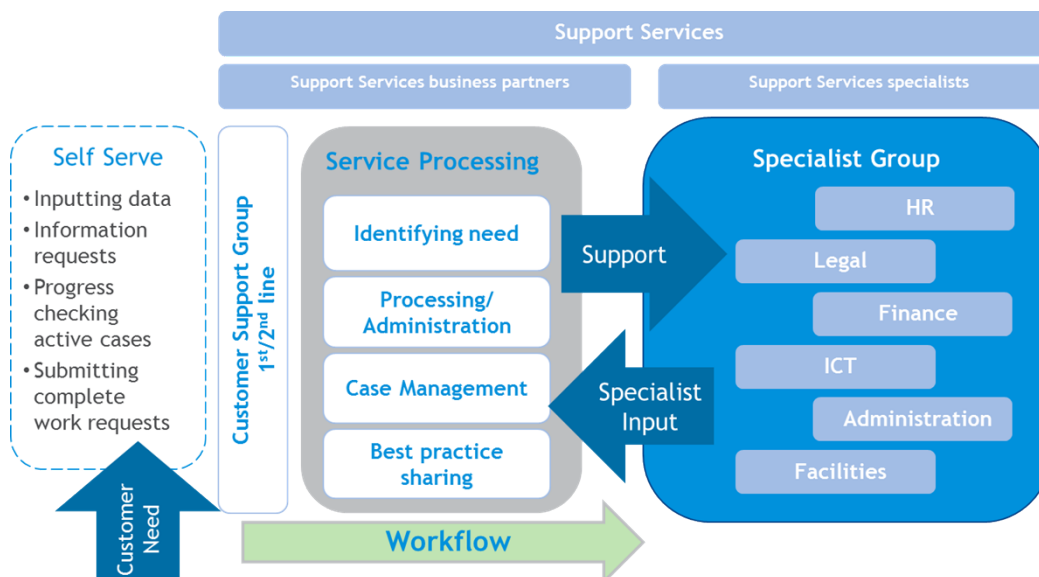


Figure 12: New Operating Model for Support Services

Figure 17 shows the proposed new Operating Model for Support Services, which reflects the Operating Model for wider service delivery that is proposed for the Council.

A number of fundamental changes will need to be implemented in order to successfully deliver this new operating model for Support Services and the associated savings:

- Elimination and simplification of policies and procedures across the range of Support Services provided in order to significantly reduce activity in this area where possible
- Capturing significant amounts of information currently held by specialists across Support Services into online portals and self-serve systems
- Expecting managers and staff to self-serve for a large number of simpler support service enquiries and activities that will be embedded into the Council's intranet and automated
- Embedding generalist business partners from Support Services into teams across the Council to better direct support activity for these customers

Figure 13 shows the level of activity expected across the various disciplines in Support Services from specialists (54.8 FTE) and the total amount of Business Partnering and Case Management (78.3 FTE) from these six key areas of Support Services:

ToBe Activity	FTE Total	%	Admin	HR	Finance	Legal	Facilities	IT
Business partnering	78.3	54%	35.7	3.4	21.9	4.4	2.0	11.0
Specialist (S&C, Corporate programme & complex)	54.8	38%	5.6	6.4	13.9	17.4	2.7	8.8
	133.1							

Figure 13: Expected split of activity across Support Services

Specific opportunities to reduce the cost of Support Services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Admin	HR self-serve e.g. sickness, electronic records management, document scanning	£107K
HR	Operational manager self-serve, recruitment, training, performance improvements	£105K
Finance	Budget setting, reporting and monitoring, electronic invoices, streamlined payments approach	£282K
Legal	Standardise contracts, document management, handing back planning enquiries	£101K
Facilities	Maintenance enquiries self-serve, capital projects specification, new property delivery model	£169K
IT	User self-serve, standardised applications management and desktop environment	£137K

Figure 14: Example opportunities for saving across Support Services

ii) Technology enabled, centralised Customer Services and locality £1.0M

This significant saving is a core outcome of implementing the Future Model and many of the functional requirements that are specified for the integrated technology solution enable this saving. It is delivered by:

- Centralising a single customer service team for the vast majority of activity
- Providing access to a single integrated customer record
- Implementing better scripts to enable more activity to be “one and done”
- Better integrated advise, workflow and data to drive customer service efficiency and effectiveness in leaner processes

Those teams with notable customer service activity that may be able to be scripted and centralised are shown in the table below:

ToBe Activity	FTE Total	Access & inclusion	Assessment, intervention & support	AIS (change management)	Corporate parenting & LDD	F&R Administration	F&R Customer service ops	F&R Income & payments	CS- libraries, dev, engage	CS - other	Dev management & regulatory	Highways & transport	Adult social care & safeguarding	Housing	Integrated mental health
Customer service/ triage	71.9	1.9	1.8	1.5	5.6	10.3	10.5	2.0	22.2	2.4	2.4	3.3	3.4	2.8	1.9

Figure 15: Teams with Customer Service activity that could be centralised

Specific opportunities to reduce the cost of Customer Services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Admin	Extend “tell us once” to all areas of the council and self-serve blue badges	£74K
Customer service	Centralising customer contact, approach to FOI and complaints, improvements to booking and scheduling	£250K
Income & Payments	Self-serve payments, garden waste and council tax	£88K
Libraries	Further Self-serve in libraries and online payments and extensions etc	£50K

Figure 16: Example opportunities for saving across Customer Services

Furthermore from Figure 10 we can see that the Library service, whose staff are captured in the model as Customer Service staff is identified as a Service that could be considered to be more self-financing.

iii) Remodel leadership and management activity £0.9M

Section 5.2 describes a proposed leadership and management structure to support the delivery of the new ways of working. This structure delivers leadership, management and supervision across the Council within the revised management budget of 65 FTE, through simplifying the organisational structure and embedding matrix management of functional and operational components across much of the Corporate Directorate and throughout the specialist community.

iv) Technology enabled, centralised case management £0.7M

As with the Customer Services area, this significant saving is a core outcome of implementing the Future Model and many of the functional requirements that are specified for the integrated technology solution enable this saving. It is delivered by:

- Centralising a case management layer for all activity
- Redesigning processes to deliver majority of cases in a rules based approach
- Implementing a standardised workflow system across all rules based processes
- More integrated advise, workflow and data to drive customer service efficiency and effectiveness in leaner processes
- Better utilisation of specialists to manage challenging cases and sign off case work
- Developing professionals with the skillset to deliver high volume throughput of case management activity
- More effective operational management to drive the performance of the case management team

Those teams with notable case management/rules based activity that may be able to be scripted and centralised are shown in the table below:

ToBe Activity	FTE Total	Access & inclusion	Corporate parenting & LDD	Standards in learning	Targeted learning	F&R Administration	F&R Assessments	F&R Customer service ops	F&R Income & payments	CS - other	Dev management & regulatory	Highways & transport	SDL delivery	Adult social care & safe guarding	Housing	Integrated mental health
Case Management	65.6	2.4	5.1	3.6	3.2	12.0	6.9	4.1	4.9	2.0	5.0	2.2	4.2	3.8	2.7	3.6

Figure 17: Teams with Case Management activity that could be centralised

vi) Service redesign efficiency across 267 specialists £0.6M

Components of the new ways of working that will contribute to driving savings across the 'specialist' population of Wokingham Council include:

- Separating out the operational (including utilisation) and functional (including professional governance) leadership and management activities
- Providing clearer more co-ordinated strategy, direction and priorities to better harness the efforts of the specialists in the Council
- Breaking down the current silos in specialist teams, forming communities of practice to encourage multi-disciplined teams to come together to address the priorities of the Council
- Redesigning processes to further reduce the burden on the specialist and focus on eliminating, simplifying, standardising and automating activity as described in section 6
- Joining up and clustering processes to enable significant efficiency to be realised

Several specific benefits from new technology will also be realised including:

- Simpler access to data needed to perform jobs
- More intuitive workflows and systems
- Better integrated technology providing a 'joined up' experience
- Better access to systems including through mobile devices where appropriate
- Using the right systems for the right job
- Removing duplication between teams and with delivery partners

- Enabling the right governance and checking environment and 'right sizing' compliance type activities

Those teams with the highest concentrations of specialists in them are shown in the table below with an estimate of the number of specialist FTEs associated with the team's activities in the new model:

ToBe Activity	FTE Total	Access & inclusion	Assessment, intervention & support	Commissioning & market dev	Standards in learning	Targeted learning	F&R Assessments	CS - other	Dev management & regulatory	Dev policy & planning	Highways & transport	SDL delivery	Adult social care & safe guarding	Housing	Integrated mental health
Startegy	28.4	0.1	0.8	5.4	0.5	0.2	1.5	8.5	0.2	6.4	3.4		0.8	0.5	
Targeted/ complex case work	93.4	11.4	8.2	6.4	2.4	8.1	10.5	1.2	15.8		0.4	1.1	13.5	4.2	10.4
Specialist	92.0	3.7	3.9	3.4	10.7	1.9	2.1	3.3	8.2	3.6	10.6	16.2	5.2	16.6	2.7
		15.2	12.9	15.2	13.6	10.2	14.1	13.1	24.2	10.0	14.4	17.3	19.5	21.3	13.0

Figure 18: Teams with the highest concentration of specialist activity

Specific opportunities to reduce the cost of specialist services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Adult social care	Improve handover with Optalis, mobile tech for face-to-face assessments, demand management	£178K (11%)
Integrated mental health	Access autism spectrum disorder support to help firm up criteria to access team, joint IT systems with NHS, Mobile IT kit for social care staff	£133K (11%)
Targeted Learning	Only complete 1 assessment, video conferencing, better access to systems, multi-agency hubs	£186K (22%)
Dev mgmt. & Regulatory	Self-serve for household applications, improve site visit process, enable members to answer questions for themselves through access to data	£158K (8%)
SDL delivery	Self-serve planning applications and more delegation for officers in approving application	£73K (5%)

Figure 19: Example opportunities for saving across specialist activity

Furthermore the following three areas of high concentration of specialist activity appear in Figure 10 as areas of service where the Council might remodel its delivery approach to deliver a 'good enough' service to allow focus on higher priority services:

- Development Management
- Highway maintenance
- Benefits

d. Implementation Investment

Technology Investment

The primary investment required to implement the FOM is in the integrated, customer focused technology solution that will underpin and enable new ways of working. The core functional components of the new information and technology solution are shown in the diagram below.

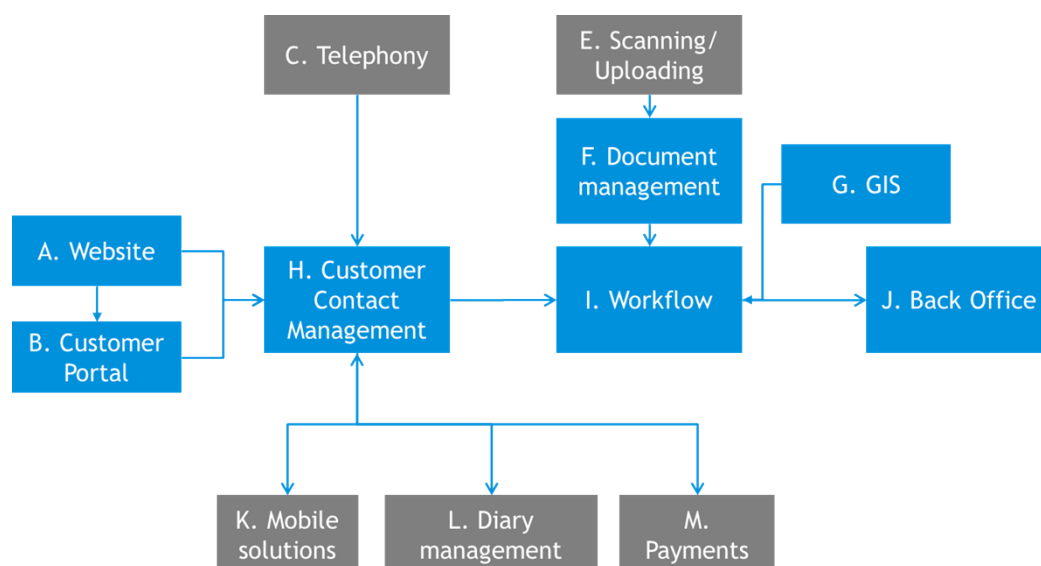


Figure 20: Technology functional diagram

The table below shows the estimate of external IT costs to upgrade, replace and/or integrate each of these components to achieve the functionality that the Council will require to move to the new operating model:

Future Model Component	Infrastructure Costs	Core system costs	Supplier Costs	Total External costs
A. Website	£10,000	£0	£0	£10,000
B. Customer Portal	£0	£0	£0	£0
C. Telephony	£50,000	£70,000	£75,000	£195,000
E. Scanning	£25,000	£0	£60,000	£85,000
F. Document Management	£50,000	£160,000	£340,000	£550,000
G. Geographical Information System	£25,000	£50,000	£58,000	£133,000
H. Customer Contact Management	£30,000	£66,440	£0	£96,440
I. Workflow	N/A	N/A	N/A	£0
J. Back Office	£106,000	£318,000	£304,000	£728,000
K. Mobile Solutions	£102,500	£33,000	£90,000	£225,500
L. Diary Management	£0	£70,000	£100,000	£170,000
M. Payments	£0	£30,000	£80,000	£110,000
Totals:	£398,500	£797,440	£1,107,000	
			External Total	£2,302,940

Figure 21: External IT costs

Implementation delivery

Significant resource for implementation is built into the above £2.3M of external technology investment costs from the IT suppliers. On top of this resource there is clearly a need for a range of other internal and external expertise to support the successful implementation of this new operating model and technology solution. An initial assessment is described in the table below.

Title	Investment	Description
Wokingham Council resource	£1.52M (net)	<ul style="list-style-type: none">• Business and technology analysts to map processes and develop scripts• Functional experts from across the Council to specify services policy and ensure that these policies are embedded in the new ways of working• Technology team to support the transition to and integration of the new systems• <i>N.B. this net investment assumes significant capacity is freed up from the current IMT team in order to support the delivery of this transformation programme</i>
Change and Technology Implementation expertise	£0.85M	<ul style="list-style-type: none">• Design oversight to ensure that the aspirations and principles of the Blueprint are achieved• Change management expertise to bring best practice approach to implementing such a complex multi-faceted change programme• Expertise to train, develop and support the wider team in technology implementation• Leadership of the process design, build and test sprint cycles• Business analysis expertise and experience working with other Councils to implement similar transitions
Functional support	£0.15M	<ul style="list-style-type: none">• Recruitment support to perform internal and external selection
Training	£0.40M	<ul style="list-style-type: none">• Training and development to transition to new ways of working and to support the adoption of new technology
Transition	£1.00M	<ul style="list-style-type: none">• Transitional arrangements to fill key resource gaps that may appear during the implementation and to support the dual running within phases between the old and new ways of working
Total	£3.92M	

Figure 22: Implementation costs

Other costs

We have further modelled the following costs and included their implications in the following section on benefit realisation:

- Staff transition costs – all costs associated with transitioning from the current position of 1029 FTE to the future position including the cost of redundancies

e. Benefit Realisation

A full financial summary of the recommendations has been undertaken in collaboration with the Wokingham Borough Council Finance team in Appendix 1. Whilst it is acknowledged that the figures in the appraisal are best estimates, experience of previous change processes and software implementation means the figures are expected to be very close to the final position.

A significant variable in the business case is the redundancy costs. For every 1% variance from this estimate there will be approximately £25,000 variance in revenue cost. The actual cost will depend upon the number of redundancies necessary and the specific entitlements of individuals. This cost is being actively mitigated by close monitoring of vacancies and the use of agency staff where possible.

The graph below shows the annual position of Cumulative saving from the programme over its first six years:

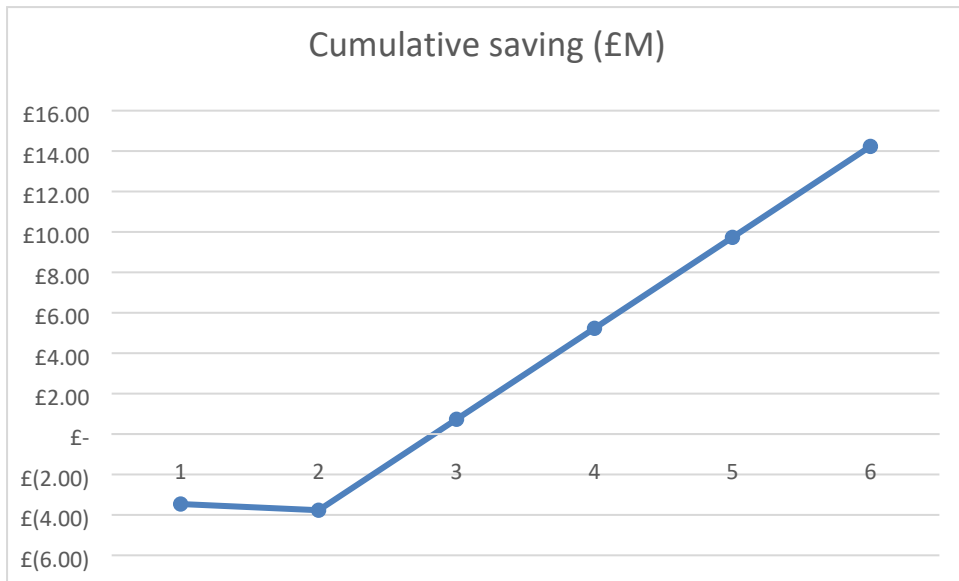


Figure 23: Cumulative saving against the technology and implementation investment costs

5. Organisational Framework

a. Populating the FOM

The indicative FTE requirement for each of the FOM areas is based on the combined requirements of all services and functions. These numbers come directly from the Activity Analysis undertaken by service teams and provide an initial distribution. These are mapped indicatively across the FOM below:

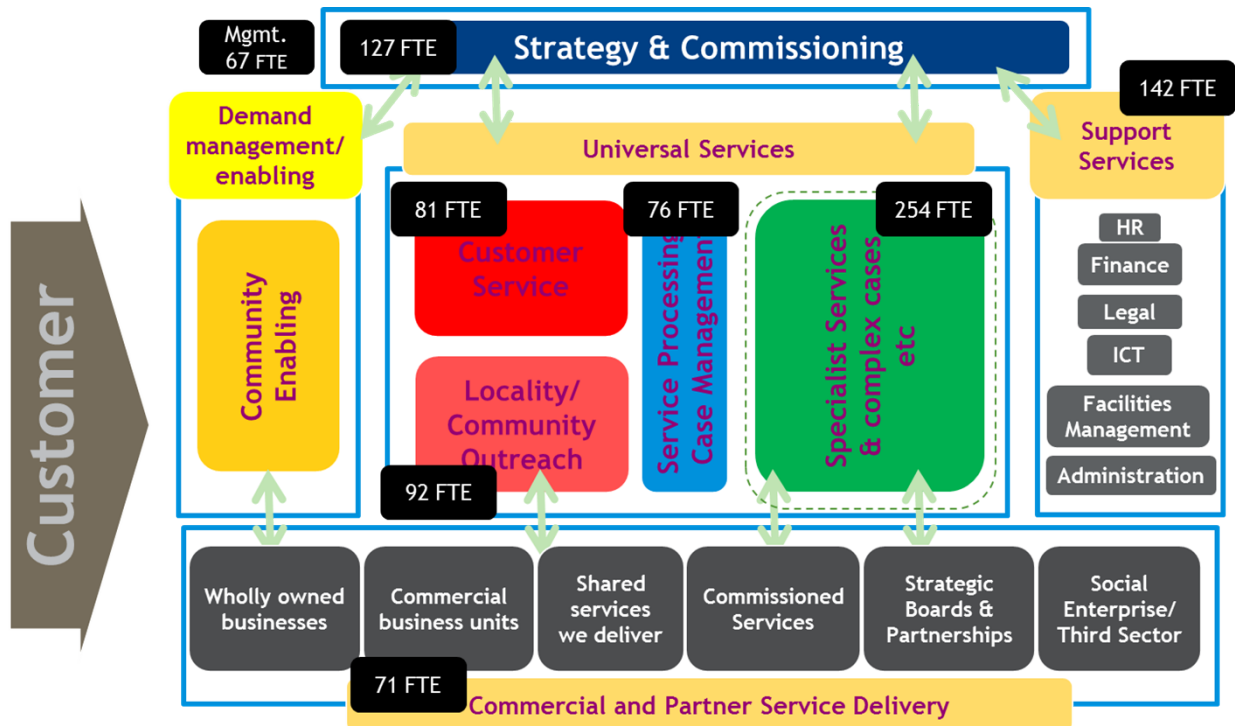


Figure 24: FOM with estimated FTE of activity

The FOM populated with FTEs now provides the baseline for the development of the organisational model or design. As stated earlier the organisational model provides an internal framework for how the council organises itself to deliver the operating model. There are a number of design considerations, including design principles, how management and supervision is incorporated (i.e. how we embed functional and operational responsibility and accountability), and how we enable further locality based work.

b. Organisational Design

As described above, the organisational model is the practical implementation of the operating model to meet the needs of customers and adhere to the design principles. In conjunction with the business case, the assumptions made against each of the considerations above create the rationale for each element of the design including sizing and work type, as well as giving initial indications of spans of control and management.

The requirement for senior management roles can be derived from the overall organisational design and will need to be further developed in detailed design.

The activity analysis by service areas identified the number of FTEs doing management type work. (Note - this does not equate to roles as many roles have multiple responsibilities). At this stage of the design the 67 FTE management roles identified within the FOM have been distributed across the key areas of the model. These will need to be further refined in detailed design.

Working with senior leaders from across the Council the Operating model has been translated into a high level design. The diagram below shows the preferred option for leadership roles (shown in red), and the key activities in each of the teams are then described:

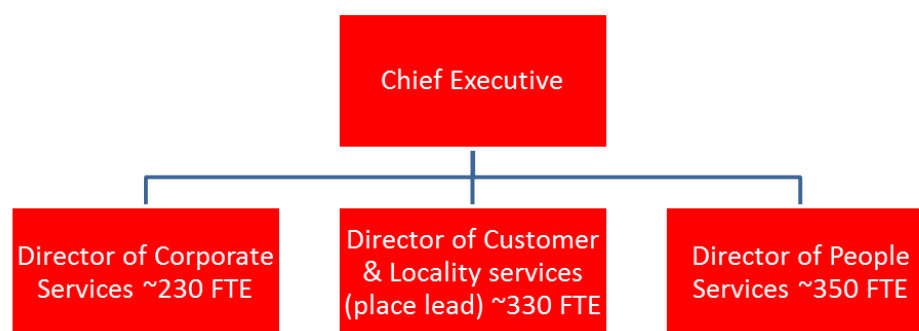


Figure 25: Proposed leadership structure

Key components of the proposed management structure

Management Role(s)	Description
Chief Executive	Role remains as Head of Paid service, providing leadership and coordination across the Council and all of its functions and accountabilities, as well as external relationship role
Director	The three Directors lead on Corporate services (strategy and support), Service Delivery and Functional leadership (including regulatory compliance and statutory accountabilities). These Directors and the Chief Executive make up the Senior Leadership of the Council.
Head of	Combined Operational and functional management of a delivery area of the Council with specific expertise in managing performance to budget
Manager	Operational management roles where the functional leadership has been explicitly removed under a lead specialist
Lead (specialist)	These roles primarily provide functional/technical leadership for the Council in particular areas
Team leader	A supervisor role, managing teams of 8-12 officers

Corporate Services

Corporate Services - Strategy

To be the 'single brain' of the organisation responding to political will and ambition, and ensuring this is turned in to evidence based strategy, and planned services, actions and projects, to ensure political ambitions are delivered effectively and efficiently "on the ground".

Strategic & Business Planning: To set the corporate strategy and priorities, ensuring these are based on evidence (what the Borough needs and what residents want). Ensuring services, programmes, projects and employees are working towards a common set of outcomes as specified in the Corporate Plan.

Commissioning: Design & Commission how outcomes defined in Strategic & Business planning get delivered. This will include identifying resources, partnerships and funding, managing large scale procurements and then ongoing strategic contract and performance management. This role might also include representing the Council's interest on third party bodies, wholly or partially owned entities and with strategic partnerships.

Communications, Engagement & Marketing: To keep internal and external customers informed about Council priorities, services and campaigns, lead the engagement of our customers, provide a corporate marketing function to the council including customer data and trends and promotion of commercial and income generating services, and place based marketing to support inward investment and economic ambitions.

Governance & Improvement Services: To provide member support and working to ensure that the Council's governance and democratic processes are efficient, work effectively and support the ambitions of the Council. Set the Constitution and governance of the Council, ensuring that the Council is efficient, transparent and accountable to local people.

Corporate Services - Support Services.

To provide business like and efficient support and advice to teams across the Council, in order to support them in delivering the Council's ambitions.

Business partnering and Case Management: To act as the first point of contact to internal customers providing a business partnering service across the entire scope of Support Services, managing and resolving the vast majority of cases.

Lead Specialists: To input to Corporate Strategy, specifying the Council's policies and accountable for ensuring professional service delivery in their area of expertise across all parts of the organisation. Resolve complex cases and deliver relevant Council programmes.

Customer & Locality services (Place lead)

Customer & Locality services:

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions, managing performance to meet the desired outcomes.

Customer Service: To resolve a significant proportion of customer queries at the first point of contact, providing accurate advice and guidance; and to proactively seek to provide additional services to customers where appropriate, in support of the council's ambitions.

Case Management: To ensure the Council provides integrated services to customers focussed on their needs by acting as a single point of contact to the customer throughout the complete customer journey, and by managing and resolving the vast majority of cases.

Specialist place services: To input in to the design and specification of the Corporate Strategy and associated policies and plans. To ensure professional service delivery in their area of expertise across all parts of the organisation. To resolve complex cases and deliver relevant Council programmes.

People Services

People services:

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions, managing performance to meet the desired outcomes.

Specialist People services: To input in to the design and specification of the Corporate Strategy and associated policies and plans. To ensure professional service delivery in their area of expertise across all parts of the organisation. To resolve complex cases and deliver relevant Council programmes.

6. Implementation Plan

a. Proposed structure of the implementation plan

Key considerations from the Future Operating Model, organisational design and technology specification have been used to build the implementation plan. These considerations drive the proposed high level phasing of implementation as shown in the summary plan below:

	2016					2017												2018			
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
0a) Programme set up																					
0b) Technology 'no-brainers'																					
1A) Strategy and Commissioning																					
1B) Support Services																					
1C) Customer portal and locality delivery																					
2A) Environment																					
2B) Health & Wellbeing																					
2C) Children's Services																					
3) IT build and Data Implementation																					

Figure 26: High Level Implementation Plan

The implementation plan has been designed to run major phases in parallel. This approach is intended to drive standardisation across components within the phases with a common set of deliverables. Phasing in this way will also ensure a smooth transition to ways of working in customer service, case management and locality working.

Phases 1A, 1B and 1C will focus on preparing the council for the wider transformation, followed by phases 2A, 2B and 2C, which focus on transforming end-end customer-facing services.

The ordering of the phases in this way provides a number of benefits:

- Reduces reputational risks by transforming services that interact with the internal customer first, learning lessons for these phases before moving onto areas of the council that impact directly on the customer
- Early appointment of senior management roles will provide a team that can drive the change throughout the organisation and act as change champions for the programme
- Transformed Strategy and Support Service functions will be better equipped to support the remainder of the organisation as it moves through its own transformation
- Delivers key technology components and allows concepts to be thoroughly proven before they are deployed across the wider organisation
- Builds the structures around customer interaction that will support the later phases of the programme in delivering the on-the-ground presence and customer enabling functions required to drive efficiencies and channel shift

b. Risk Management approach

In creating the implementation plan for this significant change programme, risks have been considered at both the programme and service level. Priority programme risks with associated mitigation actions and owners are summarised in the table below:

Risk	Mitigation(s)	Owner
Loss of key people and organisational knowledge	Talent management plan that identifies key people and knowledge and puts measures in place to retain these key people	Graham Ebers
The total predicted annual savings will not be realised	The programme sponsor is accountable for delivering the efficiencies across the entire council Newly appointed directors of corporate, customer & locality and people will own the benefits predicted in their area The programme director and design authority will escalate issues wrt benefit realisation as they arise with recommended approaches to Benefits will be reported and monitored on a monthly basis throughout the programme by the programme board	Andy Couldrick
Reduced performance in key services	Department risk registers to identify and manage specific service transition risk are being developed These risks will be discussed and iterated with Members and will drive key considerations in the implementation plan	Judith Ramsden, Stuart Rowbotham, Graham Ebers, Heather Thwaites
The organisation will have less capacity to deliver post implementation	New approach to delivery supported by technology, simplified processes and more self-service enables the Council to deliver 'more for less' Introduction of more generalist customer service, local delivery and case management teams gives a more flexible capacity to deliver current priorities We expect to be more clear on what the priorities of the Council are and to ensure that we are measure and manage performance focussed on these priorities	Andy Couldrick
Programme costs will exceed the current forecasts	Programme costs vs forecasts will be monitored by the programme board on a monthly basis Where appropriate fixed price delivery contracts will be negotiated with suppliers	Heather Thwaites
Slippage / delay in implementation of IT infrastructure	The implementation plan will be carefully monitored with sufficient testing undertaken before live operations.	Heather Thwaites, Graham Ebers

Each of the nine work-packages shown in the implementation plan in Figure 26 will monitor and report work-package specific risks at monthly programme management meetings and where appropriate these will be escalated to the programme board.

Appendix 1 – Financial appraisal

See financial appraisal separate document attached.

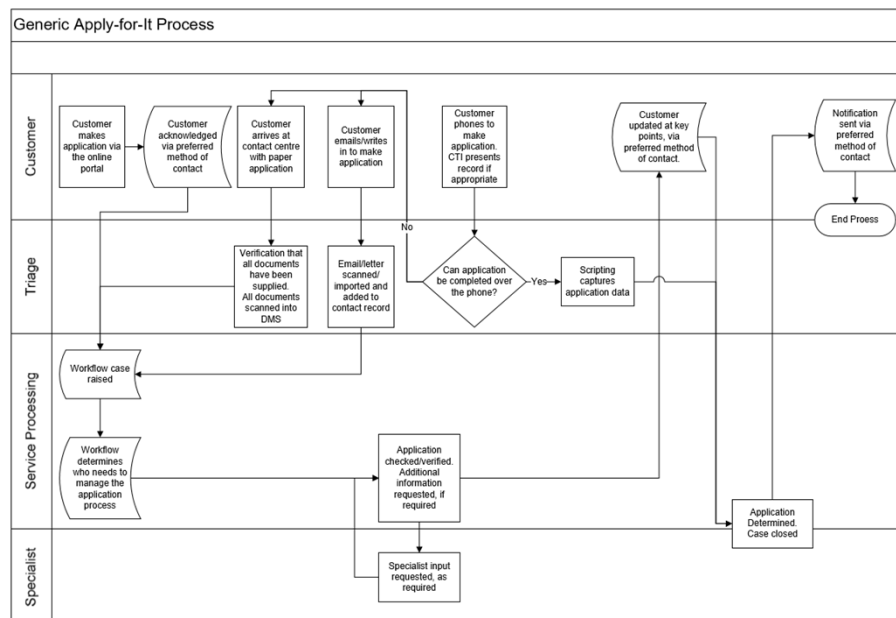
Appendix 2 – Generic Future Model Processes

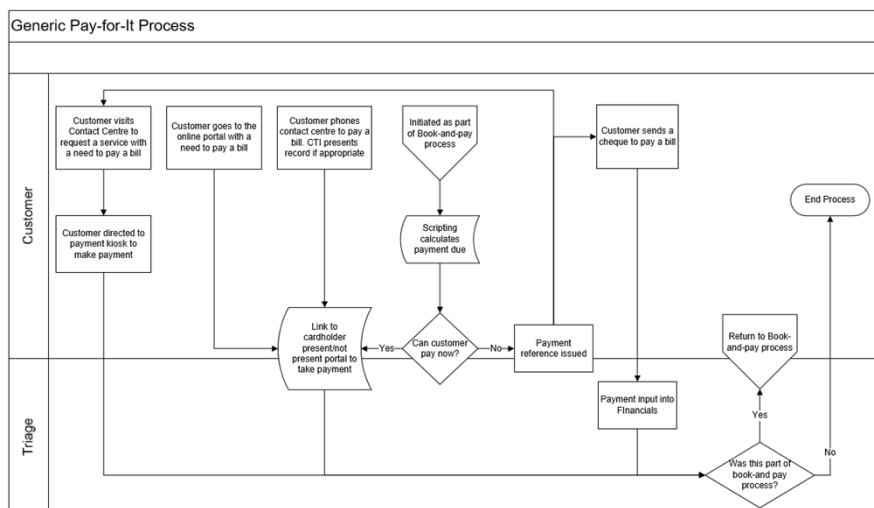
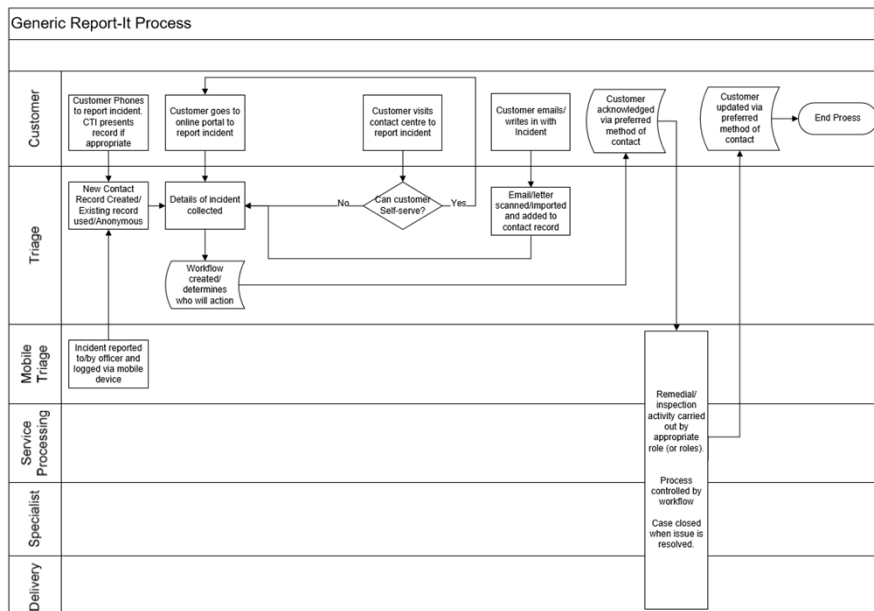
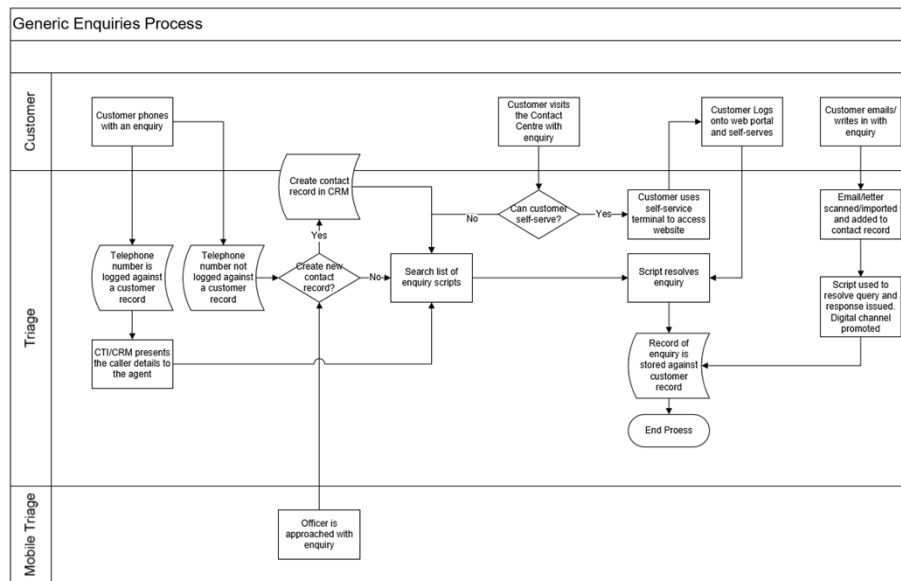
As part of the Blueprint process a number of generic, technology agnostic future processes have been articulated. The purpose of these processes is to demonstrate how key sets of activities that appear in multiple customer journeys at present can be simplified, standardised, and where appropriate automated. Furthermore these sets of activities are fully integrated into wider workflow and customer contact management systems.

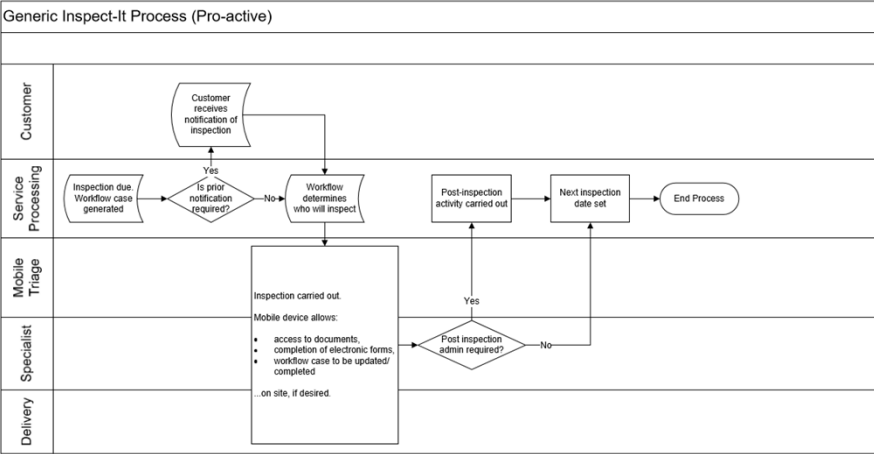
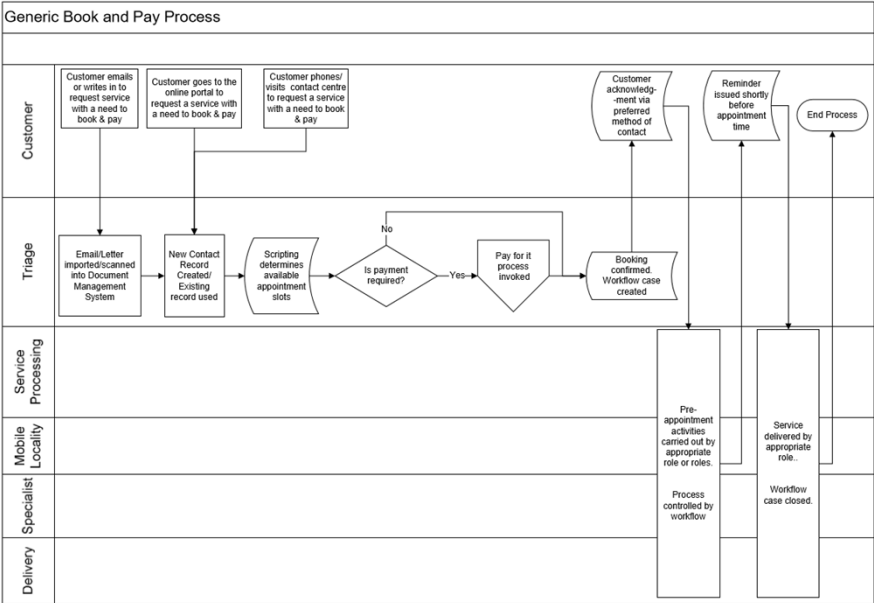
The processes selected cover a range of customer driven processes such as:

- Apply for it
- Enquiries
- Report it
- Pay for it
- Book and pay

as well as a standardised “Inspect it” process covering all council inspection activities.







This page is intentionally left blank

Overview and Scrutiny Management Committee – 20 March 2019

21st Century Council (21CC) – Key Lines of Enquiry

Introduction

In order to assist the Committee in their discussions we have created some key lines of enquiry (KLOEs) which we wish to pursue. These are not exclusive and we reserve the right to look at any other areas which emerge during the discussion.

Line of Enquiry 1 – 21CC Business Case

The 21CC Business Case was approved by the Executive in September 2016. The Business Case included a programme timetable which indicated an 18 month programme. Please indicate which elements of the Business Case have been delivered on time and which elements have not.

Line of Enquiry 2 – Customer Delivery

The February 2019 Update Report provides a summary of the key customer benefits delivered, or in train to be delivered, relating to:

- Customer Delivery;
- Development Management;
- Income;
- Resident and Assessment;
- Housing;
- Highways.

Please explain how customer satisfaction is measured across the 21CC programme.

At its meeting in February 2019 the Committee considered the quarterly Council Plan Performance Monitoring report. Council Plan Priority 6 is to “Improve the Customer Experience when Accessing Council services”. The Committee noted that only two of the underpinning 11 performance indicators relate directly to the Council Plan Priority:

- Percentage of first contact resolution – calls and emails;
- Percentage of calls answered.

Please provide details of the key performance indicators which demonstrate how the 21CC programme is delivering an improved customer experience.

In relation to residents who are unable or unwilling to utilise the Council’s new self-service options. Please explain how these residents are able to access

the new 21CC services and how the Council ensures that they are receiving a high quality service.

Line of Enquiry 2 - Finances

A key deliverable of the 21CC programme is financial savings of £4m per annum, as set out in the Business Case.

The February 2019 Update Report stated that, at the end of 2019/20 the 21CC programme will have secured savings of £3m per annum. Please provide a breakdown setting out how the savings have been achieved, for example in relation to deleted posts, service efficiencies, additional income streams, etc.

The original 21CC Business Case stated that the savings would be achieved by removing between 120 to 150 full time equivalent posts. Please give details of the number of posts removed following Phases 1 and 2 of the programme.

Please give details of the additional posts that have been created during the implementation of the 21CC programme to date.

The February 2019 Update Report stated that the £1m savings target relating to Adult and Children's Services will be addressed as part of a wider set of efficiency and growth plans within the Council's Medium Term Financial Plan (the Continuous Improvement Programme). In light of demographic changes, additional demand for services and the significant overspends in 2018/19, please explain how it is proposed to deliver a £1m saving for this element of the 21CC programme.

As the 21CC programme is overrunning, please provide details of any additional costs incurred, for example relating to consultancy and HR support.

Line of Enquiry 3 – IT

IT investment is a critical component of the 21CC programme. Please update the Committee on the implementation of the IT elements of the project, highlighting any delays, cost overruns or other departures from the September 2016 Business Case.

Line of Enquiry 4 – Leadership and Management

The original 21CC Business Case stated that one of the key deliverables of the programme was a reduction in senior and middle managers in the organisation, starting with a reduction in the number of Directors from four to three.

In the past two years there has been a significant turnover in senior managers and the Council has employed large numbers of interim managers and consultants at significant cost.

Please provide a breakdown of the number, roles and cost of interim managers, consultants and agency staff for the years 2016/17, 2017/18 and 2018/19 (to date).

Line of Enquiry 5 – Adult and Children’s Services

The February 2019 Update Report stated that the 21CC methodology and principles will be applied to Adult and Children’s Services as part of a wider Continuous Improvement Programme.

Please provide more details on the proposed continuous improvement programme including timeframes and the way in which the 21CC methodology will be applied.

As Wokingham Borough Council is the first unitary Council to adopt the Ignite 21CC operating model, please explain how the specific challenges for Adult and Children’s (demand-led, high complexity, high sensitivity, high risk) were originally assessed and explain the current thinking on these issues;

Please give details of any other Unitary/County Councils which have adopted the Ignite model in relation to Adults and Children’s Services and any feedback on their implementation of the programme.

Line of Enquiry 6 – Councillor Interactions

At earlier meetings the Committee emphasised the importance of using 21CC to improve the interaction between Members, Officers and residents. Please give details of progress on this issue and the training and support being provided for Members to develop the role of 21st Century Councillor.

Please explain progress on the Localities element of the 21CC programme and how this will support improved communication and interactions.

Please provide an update on the implementation of the WBC Member intranet site.

Line of Enquiry 7 – Risk Mitigation

The 21CC Business Case set out the following key risks:

- Loss of key people and organisational knowledge.
- Total predicted annual savings will not be realised.
- Reduced performance in key services.
- The organisation will have less capacity to deliver post implementation.
- Programme costs will exceed the current forecast costs.
- Slippage/delay in implementation of IT infrastructure.

Please give details of the current status of each of the risks and the mitigation measures implemented to date.

Line of Enquiry 8 – Staff Morale

Staff morale under 21CC was discussed at Scrutiny Committee meetings in 2017 and 2018. Please provide details of the current assessment of morale and any issues which have impacted on morale over the past six months.

What mechanisms, e.g. staff surveys, feedback sessions, etc. are being used to provide evidence of the level of staff morale? How is feedback on staff engagement and morale reported to Members?

What impact has the delayed implementation of the 21CC programme had on staff morale and recruitment and retention?

Line of Enquiry 9 – Equalities

The Council has a statutory duty, under the Equality Act 2010, to consider and monitor the impact of key decisions and policies on residents with protected characteristics.

Please explain how the Council has complied with its duties under the Equality Act and the how the impact of the 21CC programme on residents with different needs has been evaluated, monitored and reported.

Please provide evidence of any adjustments to the 21CC programme implemented as a result of equalities monitoring and feedback on the programme.

Please explain how local specialist/support groups have been consulted about the 21CC programme to ensure that specific needs have been considered and suitable adjustments implemented.

Line of Enquiry 10 - Other Elements of the 21CC Programme

Changes to the organisational structure were one key element of the overall 21CC programme. However, there were a number of other strands.

Please provide an update on progress relating to the other elements of the programme (including financial savings) set out in the original Business Plan, as follows:

- Core Priorities: Being clear about what we will be able to deliver in the future, to what standard, and being clear about where we may need to reduce or stop services if alternative funding sources cannot be found;
- Income Generation: maximising revenue income to mitigate savings targets: town centre assets; the council's wholly-owned companies, charging;
- Contract Review: achieving further value for money from our major contracts, beginning with our Highways and Transport contracts;

- Children's Services: reshaping to reflect the emerging legislation regarding academies, and responding to the residual statutory accountabilities the Council will hold, with significantly reduced central government funding to deliver them;
- Waste: reviewing arrangements for collection and disposal to manage costs and to achieve the required recycling targets to avoid fines;
- Health and Social Care Integration: working with the NHS to deliver better-connected care at home, promoting independence and avoiding unnecessary hospital admissions. The Council has to respond to growing demand that is not matched by funding increases;
- Housing Stock: considering how we can continue to provide effective service to our tenants while rents reduce and new legislation is enacted;
- Smart Working: the Council already works smart, and has saved significant sums through reducing its office footprint. Officers and Members will explore what else is possible, and consider the potential future use of Shute End;
- Shared Services: the Council already shares many services with other authorities, and will continue to explore opportunities where they will deliver better value and greater resilience;
- Libraries: the Council has maintained all of its libraries, extended opening hours and made savings. It now needs to further explore opportunities for further savings through different operating models and delivery patterns;
- Assets: The Council owns substantial assets in the borough and is working to ensure these are put to best use, and where possible delivering revenue or capital receipts. Linked to this the Council is leading a programme with all public sector partners across Berkshire including police, health and the fire service, to make best possible use of publicly-owned assets and buildings to save public money.

This page is intentionally left blank

TITLE	Overview and Scrutiny Work Programmes 2019/20
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 20 March 2019
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance

OUTCOME / BENEFITS TO THE COMMUNITY

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

RECOMMENDATION

The Committee is requested to:

- 1) agree the Overview and Scrutiny Work Programmes for 2019/20 (Annex A);
- 2) consider the additional Scrutiny requests set out in Annex B;
- 3) consider any other potential Scrutiny items;
- 4) note that additional Scrutiny items can be included in the work programmes during the year;
- 5) confirm that each of the Overview and Scrutiny Committees will undertake a detailed Scrutiny review during 2019/20.

SUMMARY OF REPORT

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

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

Each year the Committee approves work programmes for itself and the Council's Overview and Scrutiny Committees. Recent discussions have indicated the need for the work programming process to be more robust and for greater engagement between Overview and Scrutiny and the Executive. Draft work programmes are appended to the report for Member consideration and approval. Following public consultation a number of additional Scrutiny requests have been received. These requests are also included in the report for Member consideration.

Background

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

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

Scrutiny Review Criteria

The issues identified for consideration by Overview and Scrutiny should be of interest or concern for local residents and generate public interest and involvement in the Overview and Scrutiny process. In considering potential issues for review, Members should take into account the previously agreed selection criteria:

- Whether the issue is of local, and preferably current, concern;
- Whether the undertaking of the review can be linked to the Council’s Vision, priorities and underpinning principles or would help achieve these;
- Whether the topic is already being reviewed elsewhere within the Council;
- Is the topic one that is capable of being influenced by one of the Overview and Scrutiny Committees;
- Is the topic of manageable scope – not too wide-ranging and yet of sufficient size to warrant a scrutiny review;
- Whether sufficient resources are available to support the scrutiny review;
- Whether the review should be undertaken by the Overview and Scrutiny Management Committee itself or be delegated to an Overview and Scrutiny Committee or a Task and Finish Group.

In Depth Scrutiny Reviews

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

In 2018 the Overview and Scrutiny Management Committee carried out an in-depth Scrutiny review of the Council’s Grounds Maintenance service, resulting in the submission of detailed recommendations to the Council’s Executive in January 2019.

Building on the successful outcome of the review of the grounds maintenance service, it is suggested that each Overview and Scrutiny Committee identifies one or more topics

for in depth review during 2019/20, the reviews to be carried out by the Committees themselves or by Task and Finish Groups.

Scrutiny Issues for 2019/20

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

In addition, Annex B sets out a number of potential Scrutiny issues suggested by residents following the Committee's public consultation exercise. Members are requested to consider the suggestions against the criteria set out above and determine whether they should be included in the work programmes.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

None

List of Background Papers

None

Contact Neil Carr	Service Corporate Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 8 March 2019	Version No. 1.0

1. Overview and Scrutiny Management Committee Work Programme 2019/20

1.	Development of the Overview and Scrutiny Work Programmes and coordination of the work of the Overview and Scrutiny Committees
2.	Discussions with the Leader, Executive Members and Chief Executive to identify future priorities and monitor performance against key targets
3.	Scrutinising the development of the new Borough Plan together with the underpinning priorities and the Quarterly Performance Management Report
4.	Reviewing implementation of the Council's 21 st Century Council programme and the successor Continuous Improvement Programme
5.	Scrutinising the impact of Brexit on the Borough;
6.	Scrutinising the delivery of the Strategic Development Locations (SDLs) and progress relating to the Local Plan Update and the 5 year land supply
7.	Reviewing the Assets Review Programme and the operation of the Council's Property Portfolio Investment Fund
8.	Reviewing progress of the council's Grounds Maintenance service following the Committee's Scrutiny review in 2018;
9.	Scrutinising the Council's Housing services to ensure that the needs of local residents are being met
10.	Monitoring the operation and performance of the Council-owned companies and the Council's Shared Service arrangements
11.	Scrutinising the Council's Economic Development Strategy and the impact of the Thames Valley Berkshire Local Enterprise Partnership
12.	Reviewing the Government's updated Statutory Guidance on the operation of Overview and Scrutiny and considering the implications for WBC;
13.	Scrutinising the Council's approach to public consultation and compliance with its statutory duties under the Equality Act 2010
14.	Approving of the annual Overview and Scrutiny report to Council
15.	Undertaking Call-In reviews of Executive decisions
15.	Appointing Task and Finish Groups as appropriate
16.	Reviewing the effectiveness of the Overview and Scrutiny function and the underpinning support and training provided for Officers and Members

2. Children's Services Overview and Scrutiny Committee Work Programme 2019/20

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

3. Community and Corporate Overview and Scrutiny Committee Work Programme 2019/20

1.	Reviewing the work of the Community Safety Partnership and the effectiveness of local policing and fire and rescue services
2.	Exercising the Council's flood risk management responsibilities by monitoring flood risk activities and partnership working with Towns and Parishes
3.	Scrutinising the Council's Budget development process and the draft Budget for 2020/21
4.	Scrutinising the Wokingham Town Centre regeneration programme, including the Safety and Financial Audits relating to the Market Place highways project
5.	Reviewing the effectiveness of the Council's partnerships with Town and Parish Councils and the voluntary sector
6.	Scrutinising service and policy developments relating to the Council's public facing services and its in-house support services
7.	Reviewing highways and transport issues including the new highways contracts, customer service, car parking and cycling facilities
8.	Reviewing the Business Case supporting the development of the Coppid Beech Park and Ride site
9.	Scrutinising the implementation of Civil Parking Enforcement across the Borough
10.	Reviewing the plans to update the Borough Design Guide
11.	Scrutinising the implementation of the new food waste collection service
12.	Scrutinising burial capacity across the Borough and the Council's plans to ensure future capacity
13.	Input into new policies through pre-decision scrutiny of draft proposals
14.	Appointing Task and Finish Groups as appropriate

4. Health Overview and Scrutiny Committee Work Programme 2019/20

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

Overview and Scrutiny Work Programmes 2019/20

Scrutiny Suggestions from Residents

1.	<p>There is no safe (and by safe I mean suitable for a child) cycle route from Finchampstead to Wokingham. You can get from Finchampstead to the Ford garage (Barkham Ride to the Ford garage roundabout) but then the cycle lane stops.</p> <p>Given the huge volumes of traffic which sit on this road, much of which is presumably school traffic, this seems like a really important corridor to build to encourage more people to cycle and get cars off the road.</p> <p>The inspiration can be taken from the fantastic new greenway from FBC to Arborfield - a fully segregated safe place for anyone to cycle.</p>
2.	<p>Disabled parking spaces in the Market Place - Wokingham</p> <p>The signing on the Denmark Street side outside W H Smiths and other shops etc. is signed for disabled and also unloading of goods vehicles plus similar signing for vehicles leading towards Broad Street.</p> <p>There are no other markings on those areas to indicate where each type of parking starts and ends although the relevant legislation does designate the restriction. The effect of the lack of such marking renders the traffic orders unenforceable.</p>
3.	<p>Cycle lanes in the A329 Reading Road</p> <p>The new cycle lane scheme recently introduced along parts of the Reading Road raises some concerns. The original shared cycle/footway facility remains for a substantial length of the route and is signed as such. The new facility takes the cycle route off the shared facility in some lengths but then back onto the shared facility in some places thus introducing some degree of inconsistency and potentially increasing the risk to both cyclists and pedestrians.</p> <p>A further point it that whilst some suitable signing has been erected some of the shared facility sign remains in place which is likely to cause some confusion and risk to users.</p>
4.	<p>Old Woosehill Lane footway widening</p> <p>Some years ago the footway on Woosehill Lane from the junction with Reading Road to Chestnut Avenue was widened resulting in a much narrower carriageway width which had an adverse effect for moving vehicles entering from Chestnut Avenue and especially when vehicles are parked along Woosehill Lane.</p>

	<p>I raised this at the time and a member of the Traffic Management team advised me that the widened footway was to be considered for converting into a shared footway/cycleway. This has not happened.</p> <p>Parking along the affected length has increased over the years but the main problem is that the footway close to the exit from the petrol filling station is used as a parking area to such an extent on occasions that two cars are parked side by side rendering it almost impossible for a pushchair or wheelchair to pass. This practice is totally unsafe but even a single vehicle parked on the footway is unacceptable I would suggest.</p>
5.	<p>Twyford Road speed limit signing</p> <p>Housing developments are taking place between the A329 and the A329M with some existing roads passing through the area of the developments.</p> <p>Some of the existing roads had an existing speed limit with appropriate signing in place. It became apparent that the restrictions had been extended in places and/or the speed limit signed differently to the speed limit order in place and repeater signs had not been erected in places where they should be in accordance with the relevant speed limit regulations.</p> <p>When I raised this matter I was advised that this was a matter being dealt with by the developer(s). As far as I am aware, the highway authority has the overall responsibility for maintaining the appropriate signing and to ensure this is done irrespective of the developer's actions.</p> <p>In relation to items 2 to 5 above - these items raise a question in my mind as to whether the required Safety Audits have been carried out at the various stages and if so why these items have not been resolved during the stages of audits.</p> <p>I also query as to whether the auditors, if any, are completely independent of the designers and Traffic Management Department of Wokingham Council.</p>

This page is intentionally left blank



WOKINGHAM BOROUGH COUNCIL

Overview and Scrutiny Management Committee and Overview and Scrutiny Committees

Annual Reports 2018-19

Produced: March 2019
Received by Council: 21 March 2019

Contents	Page No
Foreword by Councillor Philip Houldsworth, Chairman of the Overview And Scrutiny Management Committee	3
Section 1 – Executive Summary	4
Section 2 – Introduction to Overview and Scrutiny	5
Section 3 – Report of the Overview and Scrutiny Management Committee	7
Section 4 – Report of the Children’s Services Overview and Scrutiny Committee	10
Section 5 - Report of the Community and Corporate Overview and Scrutiny Committee	14
Section 6 – Report of the Health Overview and Scrutiny Committee	17
Section 7 - Getting Involved in Overview and Scrutiny	20
Section 8 - Dates of Overview and Scrutiny Committee Meetings 2019/20	21



**Foreword by Councillor Philip Houldsworth,
Chairman of the Overview and Scrutiny
Management Committee**

Welcome to the Annual Reports of Wokingham Borough Council's Overview and Scrutiny Committees for 2018/19. The reports describe how the four Committees reviewed the delivery of key policies and services and scrutinised issues of importance raised by local residents.

The 2017/18 Annual Report highlighted a number of major challenges facing the Council. Most of these challenges remain. In 2019 the Government will undertake a Comprehensive Spending Review meaning short term financial uncertainty. It is likely, however, that the outcome of the spending review will be continuing downward pressure on the Council's budget. At the same time the Council is likely to face continuing demand-led pressures in service areas such as Adult and Children's services. The Council will also face challenges in relation to the delivery of new housing and supporting infrastructure such as roads, schools and community facilities. Finally, uncertainty relating to Brexit will continue to cast a shadow over the entire country.

In order to meet these challenges the Council will have to be more innovative and enterprising, ensuring that its decisions focus on the key priorities as set out in the new Borough Plan. Overview and Scrutiny aims to ensure that decisions are effective and transparent, delivering value for money for local Council Tax payers. Overview and Scrutiny also monitors decisions made by partners such as the NHS, the police and, from 2019, the Thames Valley Berkshire Local Enterprise Partnership (LEP).

Following the House of Commons Select Committee report on Scrutiny in 2017, the Government has published new statutory guidance on Overview and Scrutiny. The Overview and Scrutiny Committees will assess the implications of the guidance during 2019 with a view to strengthening the Council's approach to Scrutiny and developing the skills and knowledge of Members. The key message from the Select Committee report was the importance of organisational culture in developing an effective Scrutiny process. The Overview and Scrutiny Committees will continue to demonstrate their value by making recommendations for improvement which enhance the quality of life for all the Borough's residents.

**Philip Houldsworth,
March 2019**

SECTION 1 – EXECUTIVE SUMMARY

Overview and Scrutiny is a key element in the system of checks and balances which ensure that Wokingham Borough Council and its partners make and implement effective decisions for the benefit of the residents of the Borough.

The Council's Executive is empowered to take decisions within the financial and policy framework set by the full Council. Non-Executive Members of the Council are appointed to the Council's Overview and Scrutiny Committees to review those decisions and the way they impact on the performance of key services.

The Council's Overview and Scrutiny function is delivered by the Overview and Scrutiny Management Committee and three Committees focussing on Children's Services, Community and Corporate Services and Health issues. Overview and Scrutiny Committees make recommendations for improvement to full Council and Executive and to partner organisations. As the Council faces continuing financial challenges and increasing demand for key services, Overview and Scrutiny Members continue to make recommendations for improvement to the Executive and to partner organisations.

The report sets out the range of issues and submissions considered by the Overview and Scrutiny Committees in 2018/19, including:

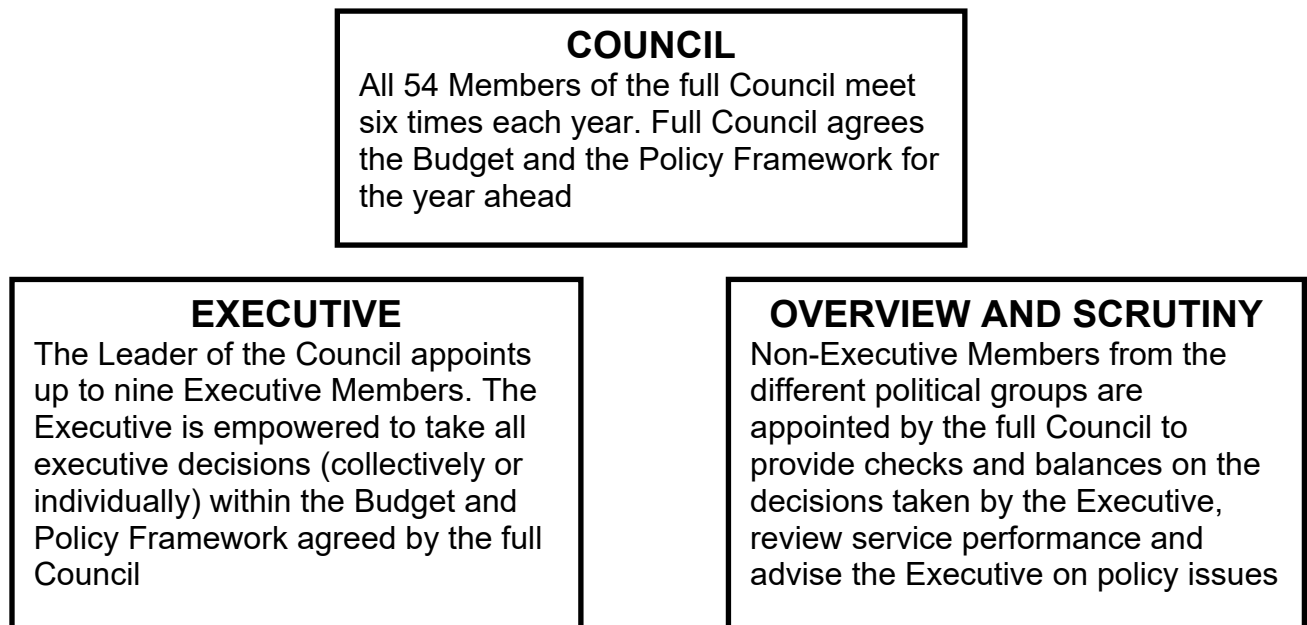
- Implementation of the Council's 21st Century organisational change programme.
- Wokingham town centre regeneration and Market Place improvements.
- Review of the findings of Ofsted inspections of schools and Children's Services.
- Review of the Council's Grounds Maintenance service.
- Performance of health services, including hospitals, GPs and the ambulance service and proposals for closer working between health and social care.
- Effectiveness of the Borough's Community Safety Partnership and local policing.
- Review of the quarterly Council Plan Performance Management reports.

Members of the public are welcome to submit issues and questions for consideration by Overview and Scrutiny and to attend meetings which are usually held in the evening at the Council offices in Shute End, Wokingham.

SECTION 2 – INTRODUCTION TO OVERVIEW AND SCRUTINY

Wokingham Borough Council is a large, complex organisation with a thousand employees and an annual budget in excess of £100m. The Council's Vision is to make the Borough "a great place to live, an even better place to do business". The Council makes major strategic decisions which affect the long-term future of the area and its communities. It also makes decisions on a daily basis which affect the lives of some of the Borough's most vulnerable residents. In order to ensure that the Council spends public money wisely and makes well informed decisions about key services it is essential that an effective system of checks and balances is in place.

The Council's Executive is empowered to take decisions within the financial and policy framework set by the full Council. Non-Executive Members of the Council (representing each of the political groups) are appointed to the Council's Overview and Scrutiny Committees to review those decisions and the performance of key services. The relationship between Council, Executive and Overview and Scrutiny is illustrated in the diagram below:

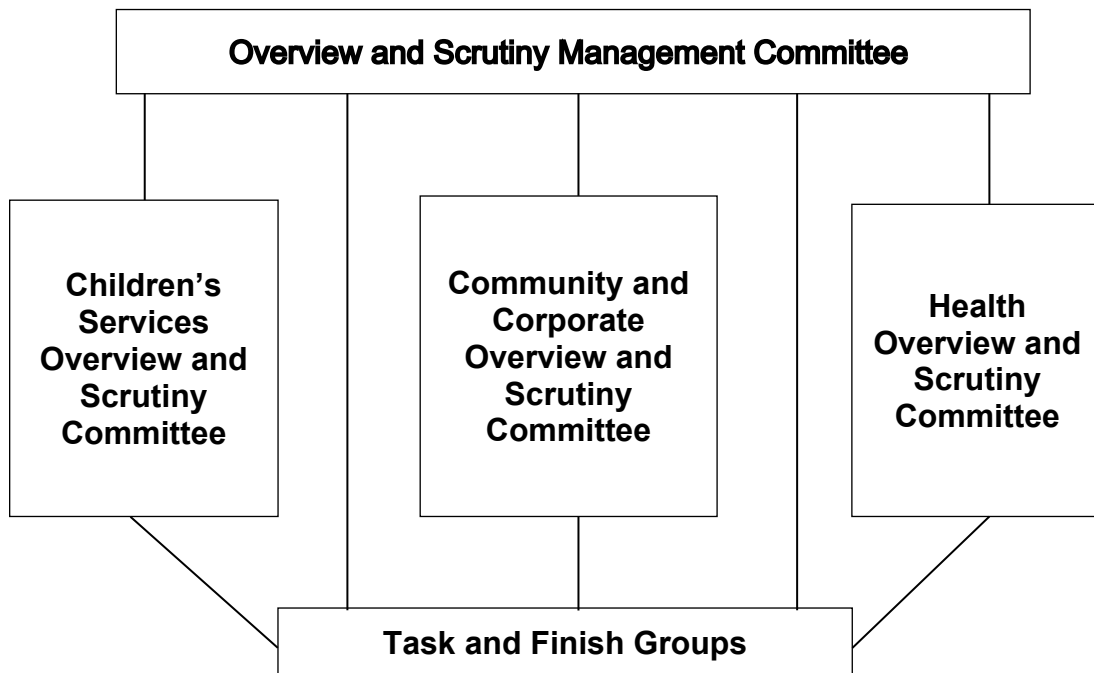


In order to deliver the Overview and Scrutiny function the Council has established the following Committees:

- Overview and Scrutiny Management Committee – responsible for overseeing the Overview and Scrutiny function and developing an annual work programme for each of the Committees.
- Children's Services Overview and Scrutiny Committee – responsible for scrutiny of services relating to schools, safeguarding and child protection, looked after children and children with special educational needs and disabilities.

- Community and Corporate Overview and Scrutiny Committee - responsible for scrutiny of Council services, crime reduction and community safety and flood risk management.
- Health Overview and Scrutiny Committee – responsible for scrutiny of local NHS bodies, public health arrangements and the work of the Local Healthwatch service.

The Committees consider issues at their regular meetings or by setting up time-limited Task and Finish Groups. The Council's Overview and Scrutiny structure is illustrated below:



Four Principles of Effective Scrutiny

- Constructive “critical friend” challenge to the Executive and external service providers;
- Channelling the “voice” of the public and representing all the Borough’s residents;
- Members reaching bipartisan conclusions based on the weight of evidence;
- Driving continuous improvement which promotes community wellbeing and quality of life.

Limitations

Overview and Scrutiny is not about the investigation of minor matters or individual complaints. The Council has a separate corporate Complaints procedure which is used to investigate individual complaints about services. Similarly, Overview and Scrutiny does not look at quasi-judicial matters such as planning or licensing issues. Finally, Overview and Scrutiny is not used for raising issues of a party political nature as these matters can be addressed through debate at full Council meetings.

SECTION 3

REPORT OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE



**Councillor Philip Houldsworth, Chairman
Overview and Scrutiny Management Committee**

The Management Committee has two key roles. Firstly, to develop and oversee the work programmes of the Council's Overview and Scrutiny Committees. Secondly to consider specific issues of concern to local residents. Issues considered during 2018/19 included the 21st Century Council programme, the new Borough Plan, Grounds Maintenance, Waste and Recycling and the potential impact of Brexit on the Borough. The Committee also considered the "call-in" of an Executive decision relating to the removal of the Council's School Crossing Patrol service.

As we move into the new Municipal Year the Management Committee will continue to focus on initiatives to strengthen the Overview and Scrutiny process. This will include greater emphasis on pre-decision scrutiny and measures to achieve greater involvement by residents and local community. The Committee will also sponsor further training to develop Members' knowledge and skills, for example in relation to Budget scrutiny.

The Committee will consider the implications of the Government's new statutory guidance and will monitor national developments which have implications for Overview and Scrutiny. In 2018, for example, the review of Governance at Kensington and Chelsea (post Grenfell) and the Best Value Inspection of Northamptonshire County Council both highlighted lessons to be learned by Scrutiny Members. In relation to the latter, in 2019/20 the Council's Scrutiny Members will carry out a detailed review of the Council's budget and the budget setting process, for the first time in many years.

For most of 2018/19 Municipal Year the Overview and Scrutiny Management Committee was chaired by Parry Batth. I would like to thank Parry and the Members, Officers, residents and community groups who contributed their time, effort and knowledge during the year.

Philip Houldsworth

Remit of the Overview and Scrutiny Management Committee

The Overview and Scrutiny Management Committee oversees the Council's Scrutiny function and is responsible for developing and co-ordinating the work programmes of the three Overview and Scrutiny Committees.

Membership

Councillor Philip Houldsworth (Chairman).

Councillors Malcolm Richards (Vice-Chairman), Andy Croy, Lindsay Ferris, Guy Grandison, Kate Haines, Mike Haines, Ken Miall, Ian Pittock, Bill Soane, and Shahid Younis.

Substitute Members: Councillors Alistair Auty, Rachel Burgess, Carl Doran, John Jarvis, Clive Jones and Rachelle Shepherd-DuBey.

Officer contact: Neil Carr neil.carr@wokingham.gov.uk

Highlights from the Year

Consideration of 'Call-In'

The Committee considered a "Call-In" of the decision taken by the Executive relating to the proposed replacement of the School Crossing Patrol service with fixed crossing facilities. Having considered evidence from Members, Officers and service users the Committee decided to request that the Executive review the original decision. The Committee's request was based on inadequate consultation and equality impact assessments and a lack of an underpinning business case for the proposal. Having considered the Committee's recommendations the Executive decided to confirm its original decision.

Performance Management

The Committee received the quarterly report setting out details of the Council's performance against a number of financial, staffing and operational/project indicators. The Committee made representations about the delay in receiving the performance data and welcomed the earlier circulation of the information and development of the Members' intranet site. Members used the quarterly data to probe on areas of underperformance and select issues for more in-depth scrutiny reviews.

21st Century Council

The Committee considered updates on the Council's 21st Century Council change programme and sought further clarification on timescales, delivery of savings and the impact on staff. Members noted that the original 18 month programme had experienced serious delays and expressed concern about the achievement of savings and the number of interim managers and consultants employed by the Council during this period of change.

Borough Plan

The Committee received progress reports on the development of the new Borough Plan. Members scrutinised the process for developing the plan and the key priorities identified following public consultation. The Committee also considered the key performance indicators which would enable scrutiny of progress against the plan.

Grounds Maintenance

Following a significant number of complaints about the 2018 grass cutting programme the Committee was requested to carry out a review of the Council's Grounds Maintenance contract. The Committee issued a "Call for Evidence" and interviewed key Members, Officers and the Council's contractor (Tivoli). Following the review the Committee made a number of recommendations to the Executive relating to the resourcing of the Grounds Maintenance contract (staff and equipment), improved communications and networks with Town and Parish Councils and community groups. The Executive accepted the Committee's recommendations in full and the Committee undertook to monitor progress during the 2019 grass cutting season. The Committee then received a further report which included an Action Plan for the 2019 grass cutting programme based on the Committee's recommendations.

Waste and Recycling

The Committee reviewed progress against the Council's plans to achieve the 50% waste and reuse target included in the 2008 EU Waste Framework Directive. The Committee were informed that the introduction of food waste recycling (April 2019) would add 7% to the Council's overall recycling figure (at that time around 40%). In addition, the collection of pots, tubs, trays and cartons in addition to an increased number of glass banks and reduced levels of waste contamination would add an extra 4% to 5%. The Committee welcomed the progress against the 50% target and requested a further update in October 2019.

Member Training

The Committee recognises the importance of ongoing training and development to ensure that Members' skills and knowledge are constantly upgraded. In June 2018 a training session was held which examined key elements of effective Overview and Scrutiny including preparing for meetings, questioning techniques and the development of key lines of enquiry. The session considered the elements of an effective Scrutiny Review and Members used the learning points in delivering the subsequent review of the Grounds Maintenance service.

Work Programme 2019/20

The Committee will scrutinise the following issues in 2019/20:

- Evidence from the Leader, Executive Members and the Chief Executive on priorities, policy development and performance of key services;
- The 21st Century Council change programme;
- Progress on delivery of the four Strategic Development Locations (SDLs) and the Local Plan Update;
- Operation and performance of Council-owned companies;
- Compliance with the Council's statutory duties under the Equality Act and the Council's commitment to effective consultation;
- Effectiveness of the Thames Valley Berkshire Local Enterprise Partnership;
- Overview and Scrutiny Member training and support.

The Committee will also consider adding items to the Work Programme as a result of consultation with residents, community groups and partner organisations.

SECTION 4

REPORT OF THE CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



**Ken Miall, Chairman
Children's Services Overview and Scrutiny Committee**

The Committee's work is split almost equally between children's social work and educational attainment. As well as monitoring all the recommendations put in place by earlier Committees and Task and Finish Groups, the new work that has come its way is outlined below. This is in addition to the normal performance monitoring that we do at each meeting. This keeps the Committee in touch with how the service and schools, especially the ones that have had Ofsted inspections, are performing.

We also monitor what the Service is doing to help schools requiring improvement or schools causing concern to improve. This is now more complex, with the advent of new academies and free schools, as we have little control over what they do, yet the Local Authority is still accountable for their educational outcomes.

The Committee has a standing part 2 session to review schools causing concern and at risk of underperforming. Local ward Members are invited to attend the meetings and take part in the discussions.

All members of the Committee and their substitutes are invited to attend training at the start of the first meeting each year as Children's Services is an area that is constantly changing and we are keen to keep up to date with new legislation and service developments. Training is also arranged during the year if specific needs arise.

The Committee's membership changed in September, with some new Members joining the Committee. At the end of the year the Committee welcomed a parent governor representative to take part in the Committee.

I would like to thank all members of the Committee, and the substitutes for their commitment to and interest in the work that we do, and for all the positive and genuinely useful contributions that they have made.

Ken Miall

Remit of the Children's Services Overview and Scrutiny Committee

The Children's Services Overview and Scrutiny Committee is responsible for scrutiny and assisting with policy development in relation to services for children and young people. This includes schools, early years' settings and children's centres, safeguarding and child protection, children in care and services for children with special educational needs and disabilities.

Membership:

Councillors: Ken Miall (Chairman), Kate Haines (Vice-Chairman), Prue Bray, Jenny Cheng, Emma Hobbs, Philip Houldsworth and Graham Howe

Parent Governor: Darryl Ward

Substitute Members:

Councillors Laura Blumenthal and David Hare

Representatives of the Church of England Diocese and the Roman Catholic Diocese are also able to attend meetings of the Committee when Education issues are being considered. At the moment these posts are vacant.

Officer contact: Luciane Bowker luciane.bowker@wokingham.gov.uk

Highlights from the Year

Performance Management

At each meeting the Committee reviewed the performance of Children's Services in relation to Key Performance Indicators. These indicators demonstrate the contribution made by the Service to achieving key Council priorities relating to looking after vulnerable people, improving educational attainment, focussing on every child achieving their potential and ensuring high safeguarding standards. Members continue to challenge the Service, asking for the most up to date information to be presented.

The Service underwent many changes in the senior leadership team in the past year. The Committee continued to work with various leaders and welcomes the new permanent appointments as a positive step towards more stability in the Service.

School Performance Data

The Committee received regular School Performance data reports and summaries of recent School Ofsted reports. The Committee noted that many schools had sustained their Ofsted inspection results over the previous year but also challenged the performance of schools that were marked 'Requires Improvement' or 'Inadequate'. The Service was reminded that the Council's ambition is for all schools within the Borough to have an Ofsted rating of 'Good' or 'Outstanding'. The Committee noted high achievements and the fact that, on the whole, Wokingham schools continued to perform well, with most performance measures being above the national average.

The Regional Schools Commissioner (RSC), who is responsible for monitoring the performance of academy schools in the Borough, has been invited to attend a meeting. The RSC is due to attend a meeting on 25 March 2019. Members are looking forward to the opportunity to ask him about the performance of our academy schools.

Educational Psychology Service

The Committee received an update and was informed that the Berkshire West Clinical Commissioning Group intended to make a bid to become a trailblazer for the Mental Health Teams. The proposal included setting up mental health teams in schools, with a psychologist lead in each team to cover low to medium level mental health issues.

Corporate Parenting Board (CPB) Annual Report

The Committee received the annual report which contained a comprehensive review of the work undertaken by the Board during the year. The Committee endorsed the new strategic priorities and the Strategic Delivery Action Plan. The Committee noted the good work undertaken by CPB, in particular the regular attendance of the Children In Care Council to CPB meetings.

Childcare Sufficiency Strategy

The Committee received an update and was pleased to note that there has been good progress of the strategy and that providers were able to meet the local demand for Early Years places.

Primary Place Strategy

The Committee was informed of the planned new schools. In line with the planning strategy, the Council has a duty to ensure that there are sufficient school places in the Borough. The Committee will continue to monitor the strategy to make sure the Local Authority is fulfilling its statutory requirements.

Children's Emotional and Mental Health Services

Members were invited to join a meeting of the Health Overview and Scrutiny Committee in July 2018 to review the service provided by Child and Adolescent Mental Health Services (CAMHS). The mental health service provided for children and young people in the Borough was explained in detail. The Committee was informed that there is an emphasis on early help and prevention. Members challenged the long waiting lists for autism assessment and encouraged officers to undertake the necessary work towards reducing it.

Social Worker Recruitment and Retention

The Committee received verbal updates on the continued effort to retain and attract more Social Workers to the Borough. A Task and Finish Group has been set up to look at ways in which to promote Social Workers recruitment and retention, the Committee will receive the final report when this is available.

Youth Offending Service Annual Report

The report demonstrated that although there has been an increase in re-offending rates (due to two prolific re-offenders), Wokingham Borough scores well below the national average for first time entrants. Members noted the good work being undertaken by the Service in this area of work.

Data on Demand for Services

A comprehensive report was received, which highlighted an increase in the demand for social care services. It was not possible to ascertain the exact reason for the increase, and it was noted that the numbers have always fluctuated. It is important to identify where help is needed earlier to avoid an escalation of needs.

Ofsted Focussed Inspection on the Front Door Including Multi Agency Safeguarding Hub (MASH)

The Committee discussed the results of the Ofsted inspection and the improvement plan. The main area of concern was the need to improve MASH. Members were informed that the service has already started conversations with the Police to address the issues which were identified. The Committee will continue to monitor the improvement plan.

Quality Assurance Framework/Annual Quality Assurance

Due to changes in senior leadership this report was received at a late stage by the Committee. The report demonstrated the performance of children's social care in the Borough. The Committee will continue to receive update reports.

Innovations Programme

The Committee received a very useful presentation which explained in detail how the Innovations Programme works in practice. This is a safeguarding programme which was developed by practitioners and uses a model called Signs of Safety.

SEND Strategy

The Special Educational Needs and Disability Strategy was discussed at the 22 January 2019 meeting. The strategy aims to alleviate the pressure identified in the High Needs Block due to the continuous increase in demand for specialist school places. The Committee endorsed the strategy which includes proposals to expand existing specialist places within the Borough and bidding for a new special school in the Borough.

Work Programme 2019/20

The Committee will scrutinise the following issues in 2019/20:

- Delivery of safeguarding services, including staff recruitment and retention;
- Key Children's Services performance indicators and major projects;
- School performance, Ofsted reports and schools causing concern;
- Feedback from the annual conversation with Ofsted about Children's Services;
- Provision of sufficient school places across the Borough;
- Narrowing the gap in educational attainment for children from disadvantaged backgrounds;
- Impact of the Council's 21st Century Council change programme and the Continuous Improvement programme;
- Key strategic initiatives such as the Multi Agency Safeguarding Hub (MASH);
- Impact of demographic and legislative changes.

SECTION 5

REPORT OF THE COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE



**Guy Grandison, Chairman
Community and Corporate Overview and Scrutiny
Committee**

During the past year the Committee has continued its focus on the delivery of Council services to ensure that they provide value for money for the Borough's Council Tax payers. Executive Members and Officers were invited to attend meetings of the Committee to give evidence and answer questions on priorities and performance.

The Committee undertook a review of the Wokingham Market Place highways improvement project and invited residents, shops, businesses, community and disability groups to provide questions and feedback to the Committee, to assist with improved delivery of future major infrastructure projects.

The Committee considered a range of other issues during the year including flood prevention, community safety and local policing, town centre regeneration projects, capital and revenue monitoring and a range of highways issues such as civil parking enforcement and a highways scrutiny request from Finchampstead Parish Council.

In developing its work programme the Committee is keen to ensure that the "voice" of local residents and community groups plays a bigger part in its deliberations. The Committee recognises that involving residents, community groups and local "experts" in Overview and Scrutiny reduces the risk of a partisan approach as Members are able to hear directly from those stakeholders whose interests they are representing. The Committee will continue to promote greater public involvement in Overview and Scrutiny over the coming year and will share any relevant learning with the other Committees.

I thank the Members of the Committee, Officers, residents and other stakeholders who took part in our meetings for their valuable contributions during the year.

Guy Grandison

Remit of the Community and Corporate Overview and Scrutiny Committee

The Community and Corporate Overview and Scrutiny Committee is responsible for the scrutiny of internal Council operations and partnership working across the Borough. It also has responsibilities under the Police and Justice Act 2006 which involves oversight of the operation of the Borough's Community Safety Partnership. The Committee is also responsible for the scrutiny of flood risk management.

Membership

Councillor Guy Grandison (Chairman).

Councillors Mike Haines (Vice-Chairman), Rachel Burgess, Clive Jones, Dianne King, David Sleight, Bill Soane and Shahid Younis.

Substitute Members: Councillors Andy Croy, Carl Doran, Graham Howe, Malcolm Richards and Rachelle Shepherd-Dubey.

Officer contact: Callum Wernham: callum.wernham@wokingham.gov.uk

Highlights from the Year

Scrutiny Request from Finchampstead Parish Council – Condition of Footways, Kerbsides and Road Signs

The Committee received a scrutiny request from Finchampstead Parish Council, relating to the condition of footways, kerbsides and road signs in the Parish. The Committee asked for comments from other Town and Parish Councils with their experiences of similar issues. The scrutiny request highlighted a number of issues including road furniture being degraded over time, blocked gullies which could lead to flooding and dirty road signs which were not fit for purpose. The Committee referred these issues to the Borough Parish Liaison Forum for discussion by a range of Borough and Town/Parish representatives, the outcomes of which were fed back to the Committee. The Committee subsequently received and welcomed an update, which outlined an action plan to address the issues raised.

Flood Prevention

The Committee considered an update on flooding issues during the winter of 2017/18 and the ongoing work to raise awareness and share information with partner organisations. Members asked questions relating to community engagement events, the asset register, dredging of rivers and the flood alleviation scheme for the River Loddon. Members welcomed more community engagement events with the public in the future regarding flood prevention.

Local Policing

The Committee received a briefing from Superintendent Shaun Virtue, the Local Area Police Commander, on local policing issues relating to the Bracknell and Wokingham Police Area. The briefing highlighted a number of key issues such as staff retention, assisting individuals suffering from Alzheimer's and Dementia as well as looked after (and previously looked after) children, and dealing with knife crime in the Thames Valley. The Committee welcomed a closer working relationship with the Borough's partners, including the Thames Valley Police.

Local Fire Service

The Committee received an update from the Chief Fire Officer, Trevor Ferguson, on issues and works relating to the Royal Berkshire Fire and Rescue Service (RBFRS). The update gave details of the RBFRS's local response to the Grenfell incident, budget savings that had been (and were scheduled to be) achieved, and the two further tri-service stations that were due to be opened in 2020 and 2021. The Chief Fire Officer was supportive of the Council's Motion on sprinklers in new build schools (Motion 412), and encouraged the Committee and the wider Council to continue to provide support for the RBFRS both locally and through local MPs.

Wokingham Market Place Highways Improvement Project

The Committee received a briefing on the recently completed Market Place highways improvement project. The Committee sent out a 'call for questions', to gain the views of residents, businesses and shops, community groups, and disability advocacy and awareness groups on both the final completed works and the process of planning and carrying out the works. The issues raised at the meeting (both by Members and public submissions) included consultation and engagement, reasons behind the delays to the project, disabled parking bays and colour gradients of the paving surface. The Committee recommended that an up-to-date list of disability advocacy and awareness groups be created to assist with consultation and engagement for future major infrastructure projects. The Committee asked that the final road safety audit and the final financial audit be submitted for scrutiny at a future meeting.

Civil Parking Enforcement

The Committee received an update on the Civil Parking Enforcement (CPE) strategy which went live in October 2017. The update gave details of recruitment issues, implementation of a digital permit system, and the areas of the Borough where the most penalties were issued. The Committee requested details of times of day that penalty notices were issued, and details of the contraventions that led to penalties being issued. Members of the Committee asked that an update be submitted to the Committee in the next municipal year.

Work Programme 2019-20

The Committee will scrutinise the following issues in 2019/20:

- Council Revenue and Capital Budget monitoring, including a Scrutiny review of the 2020/21 Budget proposals;
- Effectiveness of the Community Safety Partnership and local policing arrangements;
- Wokingham Town Centre regeneration projects (including Financial Audits);
- The Council's relationship with the voluntary sector and Town/Parish Councils;
- Highways and Transport issues such as Civil Parking Enforcement, Car Parking Strategy, road maintenance and cycling facilities;
- Effectiveness of flood prevention measures.

SECTION 6

REPORT OF THE HEALTH OVERVIEW AND SCRUTINY COMMITTEE



**Bill Soane, Chairman
Health Overview and Scrutiny Committee**

The Health Overview and Scrutiny Committee has continued to focus on health and social care issues affecting the Borough's residents. The Committee worked closely with key health and social care service organisations, receiving briefings from Public Health, NHS Berkshire West Clinical Commissioning Group and the South Central Ambulance Service.

The Committee has received regular updates on the work of Healthwatch Wokingham Borough, the independent consumer champion created to gather and represent the views of Wokingham Borough residents.

The Committee has sought to understand some of the challenges faced locally and nationally, and how these were being addressed, such as population growth, an increase in the number living with multiple, complex long term conditions and recruitment and retention within Primary Care.

I would like to thank the Committee members and substitutes for their work throughout their year. I would also like to thank Officers and external partners who have assisted the Committee in their work during the year.

Bill Soane

Remit of the Health Overview and Scrutiny Committee

The Health Overview and Scrutiny Committee (HOSC) reviews and scrutinises matters relating to the planning, provision and operation of health services in Wokingham Borough. This includes acute and community health services, family and public health services and the work of Healthwatch Wokingham Borough. The Committee exercises powers conferred to it through the Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. It also scrutinises social care services and other health related services jointly commissioned by the Council, health bodies and the voluntary sector.

Membership

Councillor Bill Soane (Chairman).

Councillors Kate Haines (Vice Chairman), Parry Batth (until January 2019), Jenny Cheng, Andy Croy, John Jarvis, Clive Jones, Abdul Loyes, Ken Miall and Rachelle Shepherd-DuBey

Substitute Members: Prue Bray, Rachel Burgess, Carl Doran, Mike Haines, Ian Pittock and Malcolm Richards

All attendees at HOSC meetings, including members of the public, may ask questions after each report/presentation is presented.

Officer contact: Madeleine Shopland madeleine.shopland@wokingham.gov.uk

Highlights from the Year

Children's Emotional and Mental Health Services

Officers informed the Committee of the draft emotional and mental health strategy which would run from 2018 to 2021 and was focused on universal and early help. The Committee asked about emotional wellbeing and mental health services provided to young children and were updated in particular on the Child and Adolescent Mental Health Services.

Air Quality

The Committee received a briefing on air quality. Members asked questions regarding air quality monitoring in areas of the Borough including Wokingham Town Centre and Twyford Crossroads and were informed of the negative impact that air pollution could have on health.

Berkshire West Integrated Care System

The Committee considered an update on the Berkshire West Integrated Care System. An Integrated Care System (ICS) was one in which local NHS organisations (both commissioners and providers), often in partnership with local authorities, chose to take on clear collective responsibility for resources and population health, providing joined up, better coordinated care. Members were informed of how the ICS was operating in the Berkshire West area.

Berkshire West policy for Osteoarthritis, Primary Hip and Knee Replacement

The Committee was briefed on the Berkshire West policy for patients with osteoarthritis; primary hip and knee replacement, in response to a Member request for clarification regarding the criteria for selection for surgery. An evidence based criteria had been

developed to identify those patients most likely to benefit from surgery. The Committee was pleased to learn that approximately 75% of patients chose conservative methods to manage their condition such as exercise or weight loss as opposed to surgery.

Diabetes Prevention

The Committee was informed of the increasing prevalence of diabetes and the work being undertaken both locally and nationally to combat this. Members were advised of the Healthier You Programme, a joint ambition of the NHS Five Year Programme and Public Health's Evidence into Action. They noted progress made to November 2018 under the programme, nationally and at Berkshire West level.

South Central Ambulance Service

The Committee received an update on the work of South Central Ambulance Service (SCAS) and in particular performance and operations for the Wokingham area, how the ambulance service was working with other emergency services and how SCAS was working with the London Ambulance Service Trust to establish a partnership to look at potential efficiencies through projects such as joint procurement of vehicles. In addition Members were informed of how the Trust was addressing the recommendations of the Carter report 'Operational Productivity and Performance in English NHS Ambulance Trusts.'

Primary Care

NHS Berkshire West Clinical Commissioning Group briefed the Committee on the challenges faced by primary care locally, at its January 2019 meeting, including increasing population numbers, the number of people with multiple complex long term conditions and recruitment. Members sought assurance regarding how the challenges identified were being met.

Suicide Prevention

At the Committee's January meeting, Members were updated on suicide prevention within the Borough, support for those bereaved by suicide and Berkshire-wide shared learning. Members asked questions in relation to self-harm rates and the provision of support services for young people who were bereaved by suicide.

Healthwatch

Healthwatch Wokingham Borough updated the Committee on its work at each meeting. Members also considered the Healthwatch Annual Report for 2017/18. During the year, Healthwatch submitted updates on a range of issues including visits to local extra care facilities and individual case studies. In addition the Committee was kept informed of the commissioning of the Healthwatch contract and contract award.

Work Programme 2019-20

The Committee will continue to scrutinise the following issues in 2019/20:

- Monitoring health and social care outcomes and the performance of the local NHS Foundation Trusts;
- Monitoring the work of the NHS Berkshire West Clinical Commissioning Group (CCG);
- Reviewing progress on the integration of health and social care services.

SECTION 7

GETTING INVOLVED IN OVERVIEW AND SCRUTINY

The Council is committed to making Overview and Scrutiny Committee meetings accessible to all residents of the Borough. A key aim is to increase public involvement in the process and to remove barriers to participation.

Residents can get involved in Overview and Scrutiny by attending meetings - all Overview and Scrutiny meetings are open to the public and are held in the early evening to make attendance easier. In addition, copies of Agendas including reports to be considered are published five working days before each meeting and can be accessed on the Council's website:

www.wokingham.gov.uk/council-and-meetings

Residents can also elect to receive automatic notification when new Overview and Scrutiny Agenda and Minutes are published.

Each Overview and Scrutiny Committee meeting includes a Public Question Time session which allows residents to raise issues of general interest and/or specific issues relating to the items under consideration.

Members of the public are also able to contribute to Scrutiny reviews by giving evidence either as an individual or as part of a community group. Residents can also request that a specific item is considered by Overview and Scrutiny as a review item. Residents can complete an online Scrutiny review suggestion form at:

www.wokingham.gov.uk/council-and-meetings/decisions/ask-for-a-scrutiny-review

During 2019/20 the Council will continue to use local and social media to raise awareness of issues coming before the Overview and Scrutiny Committees and to allow residents to provide comments and feedback.

The Council's Twitter feed is accessible here: [WokinghamBorough@WokinghamBC](https://twitter.com/WokinghamBC)

If you want to learn more about Overview and Scrutiny or want to discuss a specific issue, please contact Neil Carr, the Council's Scrutiny Officer:

by telephone: 0118 974 6058, or

by email: neil.carr@wokingham.gov.uk or by post:

Democratic Services, Wokingham Borough Council, Shute End, Wokingham, RG40 1BN.

SECTION 8

DATES OF OVERVIEW AND SCRUTINY COMMITTEE MEETINGS IN 2019/20

- **Overview and Scrutiny Management Committee**

Wednesday 22 May 2019 at 7pm
Wednesday 19 June 2019 at 7pm
Wednesday 17 July 2019 at 7pm
Wednesday 18 September 2019 at 7pm
Wednesday 16 October 2019 at 7pm
Wednesday 27 November 2019 at 7pm
Wednesday 22 January 2020 at 7pm
Wednesday 19 February 2020 at 7pm
Wednesday 25 March 2020 at 7pm

- **Children's Services Overview and Scrutiny Committee**

Tuesday 18 June 2019 at 7pm
Tuesday 17 September 2019 at 7pm
Tuesday 19 November 2019 at 7pm
Tuesday 21 January 2020 at 7pm
Tuesday 17 March 2020 at 7pm

- **Community and Corporate Overview and Scrutiny Committee**

Monday 17 June 2019 at 7pm
Monday 2 September 2019 at 7pm
Monday 25 November 2019 at 7pm
Monday 13 January 2020 at 7pm
Monday 23 March 20120 at 7pm

- **Health Overview and Scrutiny Committee**

Monday 3 June 2019 at 7pm
Monday 15 July 2019 at 7pm
Wednesday 4 September 2019 at 7pm
Wednesday 20 November 2019 at 7pm
Monday 20 January 2020 at 7pm
Wednesday 4 March 2020 at 7pm

This page is intentionally left blank

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 - March to June 2019

Updated 11 March 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
Executive Meeting 28 March 2019						
WBC1062	Shareholders' Report Purpose: To consider various items related to the business of the council owned companies, including their trading position	Executive		Director of Corporate Services - Graham Ebers/ Kajal Patel	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock	N/A
WBC1074	Re-commissioning of the Integrated Sexual and Reproductive Health Service for Berkshire West Purpose: To consider proposed plans for re-commissioning the Berkshire West Integrated Sexual and Reproductive Health Service.	Executive		Director of Corporate Services - Graham Ebers/ Rhosyn Harris	Executive Member for Health and Wellbeing and Adult Social Care - Parry Bath	N/A Yes - it is likely that part of the report will be considered at a private meeting of the Executive. This is because it is likely that the report will contain information which is commercially sensitive and relates to the financial and business affairs of a person. This report has been deferred from the February Executive following the receipt of new information and the additional time required to consider the implications on proposals

WBC1071	Cemetery Regulations Purpose: To approve the updated regulations relating to Shinfield and St Sebastian's Cemeteries	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Stephanie Harris	Executive Member for Environment, Leisure and Libraries - John Halsall	N/A
WBC1044	Procurement Business Case - Home to School Transport - Coach Services Purpose: To obtain approval from the Executive to retender 14 large capacity Home to School Coach Services to mainstream Schools which would provide the Council's statutory obligation to entitled students to access education	Executive	Procurement Business Case.	Director of Locality and Customer Services - Sarah Hollamby/ Mark Allen	Executive Member for Highways and Transport - Pauline Jorgensen	N/A

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

Executive Meeting 30 May 2019

WBC1041	Shareholders' Report Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Director of Corporate Services - Graham Ebers/ Kajal Patel	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock	N/A
WBC1042	Adult Social Care (ASC) High Level Business Case Purpose: To consider a high level business case that looks at the options available for the delivery of ASC Statutory services.	Executive		Director of Adult Services - Angela Morris/ Angela Morris, Sally Watkins	Executive Member for Health and Wellbeing and Adult Social Care - Parry Batth	N/A
WBC1022	The Wokingham Borough 0 to 25 Special Education Needs and Disability (SEND) Strategy 2017 to 2019 Purpose: To consider a strategy that sets	Executive	The report and the strategy	Director of Children's Services - Carol Cammiss/ Paul Doherty	Executive Member for Children's Services - Pauline Helliard-Symons	N/A This item was deferred from March in order that feedback from the current informal consultation could be taken into account in the version coming

	out the key actions necessary to improve services to children and young people with Special Education Needs and Disabilities					forward for consideration by the Executive
WBC1043	Public Rights of Way Improvement Plan Consultation Purpose: To seek the Executive approval to undertake a public consultation for the review of the Council's Public Rights of Way Improvement Plan (ROWIP)	Executive		Director of Locality and Customer Services - Sarah Hollamby/ Andrew Fletcher	Executive Member for Environment, Leisure and Libraries - John Halsall	N/A
Executive Meeting 27 June 2019						

**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
WBC1006	Parking Strategy 2018-2022 To consider the draft Parking Strategy and agree to proceed to formal consultation	Executive	29 Mar 2018	Director of Locality and Customer Services - Sarah Hollamby/ Matt Gould	Executive Member for Highways and Transport - Pauline Jorgensen	To allow the Parking Strategy to be considered together with other policy and strategy documents being developed by the Council. Date tbc Decision due date for Executive changed from 29/03/2018 to 31/05/2018. Reason: To provide time to refine content of document as a result of internal stakeholder consultation
WBC1042	Berkshire Sensory Consortia Service To discuss future arrangements for the service	Executive		Director of Children's Services - Carol Cammiss/ Kim Wilkins	Executive Member for Children's Services - Pauline Helliard-Symons	This is because it is likely that the report will contain information which is commercially sensitive and relates to the financial and business affairs of a person. This report was deferred from

						February Executive in order to enable further partner engagement to be undertaken.
--	--	--	--	--	--	--

Members of the Executive:-

Julian McGhee-Sumner	Leader of Council
Pauline Jorgensen	Deputy Leader of the Council, Highways and Transport
Stuart Munro	Business, Economic Development and Strategic Planning
Pauline Helliard-Symons	Children's Services
John Halsall	Environment, Leisure and Libraries
Anthony Pollock	Finance, HR and Corporate Resources
Parry Batth	Health and Wellbeing and Adult Social Care
Norman Jorgensen	Housing
Simon Weeks	Planning and Enforcement
Philip Mirfin	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

This page is intentionally left blank

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 - March 2019 Update 1

Updated 11 March 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
---------	----------------------	-------------------------	--	------------------------------------	---

101

Members of the Executive:-

Julian McGhee-Sumner	Leader of Council
Pauline Jorgensen	Deputy Leader of the Council – Highways and Transport
Stuart Munro	Business, Economic Development and Strategic Planning
Pauline Helliar-Symons	Children’s Services
John Halsall	Environment, Leisure and Libraries
Anthony Pollock	Finance, HR and Corporate Resources
Parry Bath	Health and Wellbeing and Adult Social Care
Norman Jorgensen	Housing
Simon Weeks	Planning and Enforcement
Philip Mirfin	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

IMD 2019/05	Old Forest Road - 30 mph Speed Limit Order - Objection report Purpose: To detail and consider objections received in relation to the proposed 30mph speed limit and associated traffic calming on Old Forest Road Date 22 Mar 2019 Meeting Room and Time LGF2 at 10:30	Executive Member for Highways and Transport - Pauline Jorgensen	Response and Comments.	Director of Locality and Customer Services - Sarah Hollamby/ Sara Allman	N/A
IMD 2019/06	On-Street Parking Restrictions - Amendment No. 1 Purpose: Consultation has taken place to improve road safety, improve parking facilities and to reduce congestion on a number of roads within the borough. If implemented these will improve the road network for all users Date 22 Mar 2019 Meeting Room and Time LGF2 at 10:35	Executive Member for Highways and Transport - Pauline Jorgensen	Objections received	Director of Locality and Customer Services - Sarah Hollamby/ Sara Allman	N/A
IMD 2019/12 202	Rances Lane Traffic Calming Review. Purpose: To consider the consultation responses to a consultation on the existing traffic calming on Rances Lane. Date 22 Mar 2019 Meeting Room and Time LGF2 at 10.40	Executive Member for Highways and Transport - Pauline Jorgensen		Director of Locality and Customer Services - Sarah Hollamby/ Sara Allman	N/A N/A
IMD 2019/07	Discretionary Housing Payments Policy Purpose: To sign off on Discretionary Housing Payments policy for 19/20 Date 29 Mar 2019 Meeting Room and Time FF13 at 8:30	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock		Director of Locality and Customer Services - Sarah Hollamby/ Nicky Thomas	N/A
IMD 2019/08	Local Welfare Provision Policy Purpose: To sign off agreed policy to award Local Welfare Provision (LWP) for 19/20 Date 29 Mar 2019 Meeting Room and Time FF13 at 8:40	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock		Director of Locality and Customer Services - Sarah Hollamby/ Nicky Thomas	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
IMD 2019/09	Write off of Non-Collectable Business Rates Debts Purpose: The write off of non-collectable debt ensures that the council ledgers are accurate and up to date. The debts to be written off are in respect of business rates. Date 29 Mar 2019 Meeting Room and Time FF13 at 08:50	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock		Director of Locality and Customer Services - Sarah Hollamby/ Andrew Kupusarevic	N/A	
IMD 2019/10	Write off of Non Collectable Social Care Debt. Purpose: The write-off of a non-collectable debt ensures that Council ledgers are accurate and up to date. Date 29 Mar 2019 Meeting Room and Time Room FF13 at 8:55	Executive Member for Finance, HR and Corporate Resources - Anthony Pollock		Director of Locality and Customer Services - Sarah Hollamby/ Andrew Kupusarevic	N/A	
IMD 2019/11	Oxfordshire Plan 2050 – Issues Consultation Purpose: To agree the Council's response to the Oxfordshire Plan 2050 Issues consultation Date 5 Apr 2019 Meeting Room and Time FF14 at 12:00pm	Executive Member for Business, Economic Development and Strategic Planning - Stuart Munro		Deputy Chief Executive - Graham Ebers, Director of Locality and Customer Services - Sarah Hollamby/ James McCabe	N/A	

CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS

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
---------	----------------------	-------------------------	--	------------------------------------	-------------------------	--

Ref No.	Subject for Decision	Decision to be taken by	Original Schedule Date	Contact Details (Director/ Author)	Explanatory notes
---------	----------------------	-------------------------	------------------------	------------------------------------	-------------------