



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
TUESDAY 11 JULY 2017 AT 7.00 PM

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

Andy Couldrick
Chief Executive
Published on 3 July 2017

The role of Overview and Scrutiny is to provide independent “critical friend” challenge and to work with the Council’s Executive and other public service providers for the benefit of the public. The Committee considers submissions from a range of sources and reaches conclusions based on the weight of evidence – not on party political grounds.

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WOKINGHAM BOROUGH COUNCIL

Our Vision

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

Our Priorities

Improve educational attainment and focus on every child achieving their potential

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

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

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Councillors

Keith Baker (Chairman)	Laura Blumenthal (Vice-Chairman)	Parry Batth
Lindsay Ferris	Kate Haines	Pauline Helliar-Symons
Ken Miall	Ian Pittock	Malcolm Richards
Bill Soane	Chris Smith	Shahid Younis

Substitutes

Philip Houldsworth	Abdul Loyes	Imogen Shepherd-DuBey
Rachelle Shepherd-DuBey		

ITEM NO.	WARD	SUBJECT	PAGE NO.
1.		APOLOGIES To receive any apologies for absence.	
2.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the Meeting held on 30 May 2017.	7 - 14
3.		DECLARATIONS OF INTEREST To receive any declarations of interest.	
4.		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	
5.		MEMBER QUESTION TIME To answer any Member questions.	
6.	None Specific	21ST CENTURY COUNCIL To consider an update on the Council's 21 st Century Council change programme and evidence from the following witnesses:	15 - 32

- Heather Thwaites – Programme Director, 21st Century Council
- Oliver Whittle – Executive Member for Finance, 21st Century Council, Internal Services and Human Resources
- Councillor Gary Cowan – in relation to the Scrutiny request on improving communications between Members, Officers and residents (considered at the previous meeting of the Committee)
- Hilary Rothery and Joe Donnelly – UNISON.

One hour is allocated for this item

7.	None Specific	<p>LOCAL PLAN UPDATE To consider a presentation on progress relating to the Local Plan Update.</p> <p>30 minutes is allocated for this item.</p>	33 - 36
8.	None Specific	<p>EXECUTIVE MEMBER UPDATES To consider Executive Member updates from Councillors Lee and Whittle and to identify areas for Overview and Scrutiny support in relation to new policy development and pre-decision scrutiny.</p> <p>One hour is allocated for this item.</p>	37 - 42
9.	None Specific	<p>CONSIDERATION OF THE CURRENT EXECUTIVE AND IEMD FORWARD PROGRAMMES To consider the current published version of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme.</p>	43 - 50
10.	None Specific	<p>COMMITTEE WORK PROGRAMMES To discuss the work programme of the Overview and Scrutiny Management Committee and the Overview and Scrutiny Committees.</p>	51 - 62
11.	None Specific	<p>UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES The Chairman, or nominated Member of the Committee, to report back in its activities including any requests to undertake reviews.</p>	

Any other items which the Chairman decides are urgent

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

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MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 30 MAY 2017 FROM 7.00 PM TO 9.10 PM

Committee Members Present

Councillors: Keith Baker (Chairman), Laura Blumenthal (Vice-Chairman), Lindsay Ferris, Kate Haines, Pauline Helliar-Symons, Ken Miall, Malcolm Richards, Chris Smith, Bill Soane and Shahid Younis

Other Councillors Present

Councillors: Beth Rowland and Gary Cowan

Officers Present

Neil Carr, Principal Democratic Services Officer

1. APOLOGIES

Apologies for absence were submitted by Councillors Parry Bath and Ian Pittock.

Councillor Beth Rowland attended as a substitute for Councillor Pittock.

2. MINUTES OF PREVIOUS MEETINGS

The Minutes of the meetings of the Committee held on 28 March and 3 May 2017 were confirmed as a correct record and signed by the Chairman.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. PUBLIC QUESTION TIME

There were no public questions.

5. MEMBER QUESTION TIME

There were no Member questions.

6. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Committee considered a report, set out on Agenda pages 23 to 29, which provided an update on the Overview and Scrutiny Work Programme for 2017/18. The report stated that the work programme, which was appended to the report, had been approved by the Committee at its meeting on 28 March 2017.

The Committee discussed the current operation of Overview and Scrutiny and ways in which the process could be improved. The Chairman confirmed the view that Overview and Scrutiny should focus more on pre-decision scrutiny and policy development. The aim was to work with the Executive to ensure that decisions were more robust as a result of detailed examination and challenge in the period before final decisions were taken. Members supported this aim and felt that Overview and Scrutiny should be seen to be more independent and should be more vigorous in holding the Executive to account.

In order to develop this new way of working Members agreed that Executive Members should be invited to attend the Committee to set out their policy programme over the year ahead and agree a list of issues to be considered by Overview and Scrutiny. The Executive Member for Adults/Health and Wellbeing and the Executive Member for

Children's Services would be invited to attend the relevant Overview and Scrutiny Committee.

In relation to the specific Committee work programmes Councillor Pauline Helliard-Symons reported that a number of additional items had been agreed for inclusion in the Children's Services Overview and Scrutiny Committee work programme, viz:

- Progress on the Ofsted action plan
- Review of the May 2017 Ofsted inspection findings and action plan;
- Secondary School place planning;
- Early Years Strategy;
- Sufficiency Strategy for children in care and care leavers;
- Refresh of the Children and Young People's Plan;
- Special Needs and Disability Strategy;
- Safeguarding Children Board annual report;
- School improvement – narrowing the gap in attainment.

The Chairman confirmed that the Overview and Scrutiny Work Programme was not set in stone and would be amended, as necessary, during the year. He also confirmed that Members were able to request items for inclusion in the work programme at any time.

At the March 2017 meeting the Committee had considered a number of Scrutiny requests from Members and residents, including a request from Councillor Gary Cowan about improving the existing protocols for communication between Members, Officers and residents. The Committee agreed to defer the request and to invite Councillor Cowan to attend tonight's meeting in order to develop a greater understanding of the issues involved. Councillor Cowan addressed the meeting and gave examples of poor communication which impacted on residents' lives, caused additional work for Members and damaged the Council's reputation.

Members supported the principles underpinning the scrutiny request and felt that it should be linked to the 21st Century Council change programme. The outcome should be greater clarity on the roles of Members and Officers and the way they interact with residents. Existing protocols should be refreshed to reflect the 21st Century Council programme to ensure that residents knew what to expect when they contacted the Council and to improve the flow of communication with Ward Members.

RESOLVED That:

- 1) the Overview and Scrutiny Work Programme for 2017/18, as amended, be noted;
- 2) Councillor Gary Cowan's scrutiny request on improving communications between Members, Officers and residents be included in the Overview and Scrutiny work programme;
- 3) Heather Thwaites (21st Century Council Programme Director) and Councillor Pauline Jorgensen (Deputy Executive Member for Communications) be invited to attend the July meeting of the Committee to discuss how the programme will deliver improved communications between Members, Officers and residents;
- 4) Councillor Cowan also be invited to attend the July meeting to discuss the scrutiny request;

- 5) the issue of improving Member/Officer/resident communications also be referred to the 21st Century Council Member/Officer steering group;
- 6) Andy Couldrick (Chief Executive) be invited to the July meeting (or to a special meeting) to give an overview on progress relating to the 21st Century Council change programme;
- 7) each of the Overview and Scrutiny Committees consider the impact of the 21st Century Council programme on their remit;
- 8) the Management Committee's work programme include an overview of the 21st Century Council change programme;
- 9) Executive Members be invited to attend the relevant Overview and Scrutiny Committee to discuss priorities for the year ahead and agree a timeline for issues to be scrutinised by the Committees.

7. QUARTER 4 PERFORMANCE MANAGEMENT REPORT

The Committee considered the Quarter 4 Council Plan Performance Monitoring Report 2016/17, set out at Agenda pages 31 to 94.

The report indicated that the breakdown of performance indicators in Quarter 4 was 43 Green, 6 Amber and 3 Red. The indicators of greatest concern (Red) related to:

- % of children who became subject of a Child Protection Plan (CPP) who are subject to a CPP for a second or subsequent time within 24 Months;
- % of Looked After Children living within 20 miles of "West Berkshire";
- Number of cycle trips on the A329 corridor (LSTF project investment area).

Appendix B to the report gave a description of each of the performance indicators, contextual information and an explanation of the determination of Red, Amber and Green thresholds.

The report also stated that, as part of the 21st Century Council programme, a set of revised, streamlined performance indicators was being developed for use in 2017/18.

Members considered the performance set out in the report and the proposal for a new performance management regime and made the following points:

- The Management Committee should be briefed on the development of the new Performance Management regime before it is implemented;
- The new performance management reports should be more timely and be able to measure the impact and benefits accruing from specific programmes and projects;
- Future performance management reports should refer relevant indicators to the appropriate Overview and Scrutiny Committee;
- The Overview and Scrutiny Committee Chairmen should refer indicators to the Management Committee by exception.

RESOLVED That:

- 1) the Quarter 4 Council Plan Performance Monitoring Report be noted;
- 2) the Committee scrutinise the proposed new performance management regime prior to its approval and implementation;
- 3) future performance reports refer specific indicators to the relevant Overview and Scrutiny Committee;
- 4) the Overview and Scrutiny Committee Chairmen report specific indicators to the Management Committee by exception.

8. HOUSE OF COMMONS SELECT COMMITTEE UPDATE

The Committee considered a report, set out at Agenda pages 95 to 112, which gave an update on the review of Overview and Scrutiny launched by the House of Commons Select Committee for Communities and Local Government.

The report stated that the work of the Select Committee had been halted due to the calling of the General Election. However, a number of pieces of written evidence had already been submitted by Councils, Scrutiny bodies, political groups and individuals.

Two pieces of evidence were appended to the report in order to facilitate Member discussions on the strengths and weaknesses of the current Overview and Scrutiny function at the Council. The submissions were submitted by the Unitary Councils' Overview and Scrutiny Officer Network and the Council's Lib Dem Group.

The Unitary Council Network identified a number of factors which contributed to successful and less successful Overview and Scrutiny outcomes, viz:

Where Overview and Scrutiny works well:

- Availability of timely, quality information;
- Political support and buy in from senior Officers;
- Interest and curiosity from elected Members;
- Less formal approaches such as private sessions;
- Effective Task and Finish Groups;

Where Overview and Scrutiny works less well:

- Lack of access to information or late information;
- Wavering commitment from Executive Members and senior Officers;
- Insufficient Member skill or experience;
- Formal, public sessions where Member and Officer candour becomes an issue.

Members considered the evidence in the context of the operation of Overview and Scrutiny at the Council. During the discussion the following points were made.

- Members endorsed the comments in the Unitary Councils' Officer Network paper: "Scrutiny provides the potential to achieve great things. It continues to have the power to hold to account and review policy detail which in turn leads to the avoidance of bad

or unintended consequences that can only come to light through a process of detailed examination”.

- Members discussed the current lack of Church and parent governor representatives on the Overview and Scrutiny Committees. It was felt that a further attempt should be made to attract outside representatives utilising local newspapers and social media.
- It was noted that the issues raised in the report supported the earlier discussion about ways to make Overview and Scrutiny more robust and challenging.

RESOLVED That:

- 1) the suspension of the House of Commons Select Committee review of Overview and Scrutiny in Local Government be noted;
- 2) the evidence in the submissions to the Select Committee be fed into the ongoing discussions about ways to improve Overview and Scrutiny;
- 3) Officers investigate the potential for joining the Unitary Councils’ Overview and Scrutiny Officer Network;
- 4) a further attempt be made to recruit Church and parent governor representatives to sit on the Council’s Overview and Scrutiny Committees.

9. COUNCIL MOTION ON OVERVIEW AND SCRUTINY

The Committee considered a report, set out at Agenda pages 113 to 118, which gave details of a Motion debated by the Council at its meeting on 23 March 2017. The Motion, submitted by Councillor Ian Pittock, related to the appointment of Overview and Scrutiny Members, Chairmen and Vice-Chairmen.

The Motion sought to improve the public perception of Overview and Scrutiny by enabling non-Executive Members to control the procedure for the allocation of places on the Overview and Scrutiny Committees.

The Council supported the principles underpinning the Motion and resolved that it be referred to the Constitution Review Working Group for a more detailed review of the proposal and a recommended way forwards. The proposer and seconder of the Motion (Councillors Pittock and Ferris) were also invited to attend the Working Group to provide more detail on their view of the practical implementation of the proposed changes.

Appended to the report was an example, submitted by Councillor Pittock, of how the proposed arrangements could work in practice.

Members discussed the proposals set out in the report and considered the process for consideration by the Constitution Review Working Group.

Members felt that the Motion should be considered first by the Constitution Review Working Group and that the Working Group’s recommendations should then be considered by the Management Committee.

RESOLVED That:

- 1) the Motion on Overview and Scrutiny Committee membership be considered first by the Constitution Review Working Group at its meeting on 21 June 2017;
- 2) the recommendations from the Working Group be considered at the next meeting of the Management Committee on 11 July 2017.

10. MEMBER TRAINING SESSION

The Committee considered a report, set out at Agenda pages 119 to 123, which gave details of the annual Overview and Scrutiny Member training event, to be held on 19 July 2017.

The report stated that the aim of the event was to provide an introduction to Overview and Scrutiny for new Members and to provide a refresher for more experienced Members. The range of issues to be covered included the role of Overview and Scrutiny in holding the Executive to account, the importance of pre-decision scrutiny and support for policy development. The event would also focus on specific skills such as effective chairing and questioning techniques.

Members considered the draft programme for the training session and made the following points:

- It was felt that the training event should focus on the suggestions for improving Overview and Scrutiny already discussed at the meeting;
- the training session should focus on more advanced issues such as preparing for meetings and questioning techniques and should use evidence from “best practice” authorities.
- in order to generate new ideas Members and Officers from other Councils should be invited to take part in the training session.

RESOLVED That:

- 1) the Member training session be confirmed for the evening of 19 July 2017;
- 2) the training focus on the higher levels skills and techniques which underpin effective Overview and Scrutiny;
- 3) the training utilise role play and “best practice” examples from other Councils;
- 4) Members and Officers from other Councils be invited to attend the training event.

11. PUBLIC AND MEMBER QUESTIONS

The Committee considered a report, set out on Agenda pages 125 to 130, which gave details of public and Member questions submitted to recent meetings of the Executive and full Council.

Members considered the questions and discussed the value added by this report. Members felt that the reports over the past year had not generated new ideas for inclusion in the Overview and Scrutiny work programme. Consequently it was felt that report should be discontinued.

RESOLVED: That the report be noted, with no further reports on Public and Member Questions to be submitted to the Committee.

12. EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES

The Committee considered a copy of the Executive Forward Programme and the Individual Executive Member Decision Forward Programme, as set out on Agenda pages 131 to 140.

An updated version of the Executive Forward Programme (published on 30 May 2017) was circulated to Members.

Members discussed the Forward Programmes and considered any issues suitable for inclusion in the Overview and Scrutiny work programme.

RESOLVED That:

- 1) the Forward Programmes be noted;
- 2) the Local Plan Update (Preferred Options Consultation) item be scrutinised at the July 2017 meeting.

13. OVERVIEW AND SCRUTINY COMMITTEE MEETING PROGRAMMES 2017/18

The Committee considered the meeting programmes for scheduled meetings of the Overview and Scrutiny Committees, set out on Agenda pages 141 to 156. Amendments to the programmes, as discussed earlier in the meeting, were confirmed.

RESOLVED: That the Overview and Scrutiny meeting programmes, as amended, be noted.

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Agenda Item 6.

TITLE	21st Century Council
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 11 July 2017
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance, Corporate Services
LEAD MEMBER	Oliver Whittle, Executive Member for Finance, 21 st Century Council, Internal Services and Human Resources

OUTCOME / BENEFITS TO THE COMMUNITY

The 21st Century Council programme outlines 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 progress of issues;
- 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) scrutinise the attached papers and witness submissions;
- 2) determine whether it wishes to consider any further documents or witness submissions;
- 3) consider appropriate recommendations, if any, to the Executive.

SUMMARY OF REPORT

The report provides a summary of progress relating to the implementation of the 21st Century Council programme. Appended to the report at Annex A is the most recent progress report to the Executive (May 2017) and a written submission from UNISON (Annex B).

In addition to the written submissions, the Committee will also receive witness submissions from Councillors Whittle and Cowan (in relation to the Scrutiny request considered at the previous meeting), Officers from the 21st Century programme team and UNISON. Annex C contains the key lines of enquiry which have been circulated to the witnesses in advance of the meeting.

TITLE	The 21st Century Council – Update
FOR CONSIDERATION BY	The Executive on 25 May 2017
WARD	None Specific
LEAD OFFICER	Andy Couldrick, Chief Executive
LEAD MEMBER	To be confirmed

OUTCOME / BENEFITS TO THE COMMUNITY

The transformation of the way the Council operates will 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.

SUMMARY OF REPORT

The purpose of this report is to inform the Executive of progress over the last quarter in the implementation of the 21st Century Council programme. The Executive receives quarterly reports during the implementation period reporting on progress of implementation and revenue return on investment.

The key highlights are set out in the report - all elements to deliver the savings and other benefits from phase 1 are underway with an expected go live in May 2017.

Background

Implementation commenced following Executive approval in September 2016. The implementation is phased over the following 18 months, to ensure transition to the new model of working is safe and effective.

Phase 1 runs from October 2016 to Spring 2017 and includes:

- Establishment of the reconfigured senior leadership team (Directors and the management tiers below)
- Establishment of the reconfigured Strategy and Commissioning and Support Services
- Implementation of the key IT improvements and integration
- Development of rules and scripts to guide the operating model

Phase 2, commencing in Spring 2017, will largely complete the programme by moving, Children's Services, Health and Wellbeing and Environment, into the new operating model.

Member Engagement with the Programme

Progress continues to be reported to the dedicated 21st Century Council Member-Officer Working Group (which monitors and supports implementation), to the Sustainable Finance Group (which monitors progress on savings realisation) and to the Member IT Reference sub group. The Audit Committee on 5th December reviewed the governance and risk management arrangements for the programme and will be receiving further updates.

The period covered by this report has seen the implementation of Phase 1 which largely involves the redesign of internal support services. However looking forward to the coming period the programme will be moving into phase 2 which involves the Council's customer and resident facing service. As part of this further Member involvement is currently being planned to ensure that service and process redesign ensures enhancements in both customer and Member ease of access to services, information and issue resolution.

Highlight Report

Further good progress has this made this period.

All workstreams within the programme are delivering against the implementation plan and Phase 1 is due to go live on 31st May.

The HR workstream has entailed the redesign of the Council's management structure at Tier 3 and the redesign of the following areas / teams:

- All specialists within Corporate Services – Finance, HR, Legal, Property, Communications
- All specialists within Governance – Audit, Investigations, Democratic and Electoral Services
- The creation of the Case Owner function – this is the new group of generalist officers who hold and resolve internal customer cases

- The drawing together of the Council's strategy and commissioning functions from Environment, Children's, Health and Wellbeing and procurement specialists.

This has involved a significant amount of work to progress the staffing changes and complete the HR processes. Some 244 FTE of staff were in Scope (including 15 vacancies). The new structure contains 211 FTE which is a 33 FTE reduction on existing levels (circa 14%). The Council's new leadership structure is attached as Appendix 1.

Excellent progress has been achieved in process and service redesign for the new Corporate Services directorate.

- 79% of existing processes have been redesigned
- 24% have had significant process steps eliminated
- 9% have been completely automated
- 65% have introduced significant self service
- 50% have transferred completely to generalist Case Ownership away from specialists.

Process redesign is at the heart of the programme and is enabled by the implementation of the planned IT changes that are also well on track.

A great deal of staff engagement has been undertaken during the period and plans for change and transition planning are well advanced. This should ensure that as the new teams go live they are in a good position to be effective straight away. These plans include:

- Skills audits
- Objective setting
- Accommodation plans
- Governance
- Mobilisation and launch
- Learning and development plan (focused on what's required for go-live, but beginning to develop longer term L&D requirements)

Capital and revenue expenditure for phase 1 is within forecast. Financial benefit (from staff savings delivered through the design of more efficient processes and integrated IT systems) is predicted to be £2.1m full year effect for phase 1. This is on track to deliver what was envisaged in the business case and savings – see below.

The six key programme risks identified in the business case continue to be managed :- loss of key people and organisational knowledge; less capacity available post implementation; reduced performance in key service areas; non realisation of savings; increased programme costs and slippage in IT implantation. There are no current issues or concerns to report.

The next period will see start of Phase 2. This entails the Council's customer and resident facing services i.e. those that were in the former Environment, Children's and Health and Wellbeing directorates as well as a number of services formerly in Finance and Resources such as Registrars and Customer Services. This phase encompasses three times as much activity and people as phase 1. Some reduction in service delivery levels may need to be agreed.

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)	£2,180 (£2,250)	Yes	As per Executive report
Next Financial Year (Year 2)	£1,500 (£2,250)	Yes	As per Executive report
Following Financial Year (Year 3)			

Other financial information relevant to the Recommendation/Decision

Financial benefits for phase 1 were set out in the business plan to be £2.250m of which £2.094 are currently on track for delivery through staffing savings. Forecast 16/17 year expenditure is within budget (£710k revenue, £2.752m capital). However capital spend has proved hard to predict accurately at the start of the project and an underspend of 1.1m has occurred in 16/17. This is required to progress phase 2 (transition, contingency, increased implementation resource) and has been requested as a carry forward.

The total programme will deliver a cost reduction of 4.5million pa. After the required investment this predicts a break even position in 2019/20 and an ongoing reduction each year after.

Cross-Council Implications

This change programme impacts on the whole Council.

List of Background Papers

21st Century Council Business Case – see Executive papers 29 September 2016

Contact Heather Thwaites	Service 21st CC Programme
Telephone No	Email heather.thwaites@wokingham.gov.uk
Date 8 May 2017	Version No. 1

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Central & East Berks Branch

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Date: 28th June 2017

Annex B

Wokingham Borough Council

Overview and Scrutiny Management Committee – 11 July 2017

Submission by UNISON

21st Century Council

1. Introduction

UNISON welcomes the opportunity to address the Overview and Scrutiny Management Committee on the Council's 21st Century Council change programme. We recognise the severe financial challenges facing the Council and accept that significant change is inevitable with one consequence being job losses. Having said that we would hope that any change programme would aim to protect jobs, as far as possible, and would also aim to minimise negative impacts on the most vulnerable members of local communities.

As elected Members are aware, the Ignite consultants have sold their operating model to a number of local authorities, including Colchester, Eastbourne, Eastleigh, East Suffolk, South Somerset, West Devon and South Hams (who went into a shared management arrangement at the same time). It is worth noting that all these Councils are single tier authorities. Wokingham BC is the first unitary Council to adopt the Ignite model, i.e. the first Council with children's and adult social care and education services.

UNISON has spoken to colleagues in the authorities that have adopted the Ignite model. The local UNISON section has also monitored the implementation of Phase 1 of the Ignite model at Wokingham BC. The experiences of Wokingham BC staff involved in Phase 1 and feedback from staff at the authorities listed above have been used to inform this submission. UNISON would like to submit evidence in relation to the following aspects of the 21st Century Council programme:

- Option Appraisal
- Consultation
- Equality Impact
- Ignite Future Model
- 21st Century Council Phase 1
- Conclusions

2. Option Appraisal

As Members will be aware, Councils up and down the country have developed a range of solutions to meet the challenge of delivering key services with substantially reduced budgets, including:

- Mergers between local authorities;
- Mergers of back office functions;
- Outsourcing and shared services;
- Developing arm's length delivery models;
- Setting up Council owned companies;
- Increased focus on statutory services;
- Increased commercialisation and asset sales.

In 2016 the LGA Peer Review Team recommended that the Council should consider reviewing its Vision and Priorities to develop a shared Vision with its partners to address the major challenges facing public sector organisations across the Borough. The rapidly deteriorating financial position, growth of academies, pressures on social care, implementation of the Strategic Development Locations and demographic changes mean that the Council's priorities may well have changed. This piece of work could have provided a framework and context for changes to the Council's operating model and could also have highlighted potential synergies between the Council and its partners.

UNISON is not aware of any progress in relation to this suggestion. Indeed, the 21st Century Council briefings confirm that the existing Vision and Values have not changed and that the next four years will see a refocussing of the Council's priorities. It appears that the Council's priorities will be reshaped to reflect the new operating model rather than visa-versa.

UNISON would suggest that Members may wish to scrutinise the strategic thinking which took place before adopting the Ignite model and the options presented to Members, including Overview and Scrutiny, as part of the decision-making process.

3. Consultation

Wokingham BC's Constitution contains a clear commitment to consult with residents and service users about major new policies or service changes. The Constitution states: "Local authorities have an obligation to consult on a range of specific issues of local and national interest.....WBC is keen to exceed its statutory obligations and consult effectively with local residents, businesses and other stakeholders on issues which affect them, to ensure they are involved in the planning, implementing and monitoring of the services offered by the Council".

UNISON's view is that the 21st Century Council programme will have a major impact on service delivery, customer service and the ways in which the Council interacts with residents and local communities. As such it surely falls within the range of issues upon which the Council should be carrying out a robust consultation exercise. As an example, Eastbourne, the first Council to use the Ignite model, carried out a major stakeholder consultation exercise

in order to understand how residents, customers, businesses and staff perceived the Council, its processes and policies.

As far as UNISON is aware there has been no meaningful public consultation on the 21st Century Council programme. The report to the Council's Executive on 24 September 2016 included a section entitled "Public Engagement with the 21st Century Council Programme". This stated that the Council's Budget Engagement events (October/November 2016) would provide a "forum to discuss the programme and canvas views and experiences of the public about accessing Council services and how we might make sure improvements are woven into the implementation".

The Council subsequently published a document on its website which gave details of the outputs from the Budget Engagement sessions. This document makes no reference at all to any feedback on the 21st Century Council programme.

UNISON would suggest that Members may wish to scrutinise the apparent lack of public consultation on the 21st Century Council programme.

4. Equality Impact

The Council, as a public body has statutory duties under the Equality Act 2010. These include having "due regard" to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct which is prohibited by the Act;
- Advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic (including age, disability and race) and those who do not.

Having due regard to the need to advance equality of opportunity is defined further in the Equality Act as having due regard to the need to:

- Remove or minimise disadvantages;
- Take steps to meet different needs;
- Encourage participation where it is disproportionately low.

At its meeting on 30 March 2017 the Council's Executive agreed Equality Objectives for the year ahead. These included a continued commitment to develop Equality Impact Assessments for service changes, customer contact improvements and new ways of working. Equality Impact Assessments, though not mandatory for every change issue, are important as they focus on fairness, access and inclusion and enable organisations to assess how service changes may affect different groups of residents and service users. This is part of the legal duty. Assessments should be carried out before final decisions are made and should inform the decision-making process.

UNISON is not aware of any evidence which demonstrates that the Council has complied with its statutory duty in relation to assessing the impact of the 21st Century Council changes on

residents who may be affected negatively, for example older residents, people with disabilities/learning difficulties and residents with limited English language skills.

UNISON would suggest that Members scrutinise how the Council has complied with its statutory duties and its own equality commitments in relation to the development of the 21st Century Council programme.

5. Ignite Future Model

Ignite is a market leading consultancy used by a number of Councils to implement its “Future Model”. Ignite claims that implementation of its model helps to:

- Meet financial challenges head on with a 20-25% saving in costs;
- Increase customer service and experience;
- Liberate staff – increase the flexibility of the workforce, job satisfaction and opportunities;
- Rationalise the use of buildings;
- Allow for quicker decision making and increased control;
- Create capacity for strategic planning and development.

Ignite claims that its operating model delivers “A Council at the heart of the community, delivering great outcomes, with great customer service, on a lower cost base.”

This is an impressive sales pitch. However, feedback from other Councils adopting the Ignite model raises a number of issues which Members may wish to investigate:

- Implementation of the Ignite model involves a significant up front cost which means that the financial benefits will not be delivered for a number of years (2020/21 for Wokingham BC, although the programme appears to be slipping). Consequently, it has proved difficult to confirm the exact level of savings and other claimed benefits. Members may wish to review the Officer Financial Appraisal of the Ignite Blueprint. The financial appraisal document was highlighted but was not included in the report submitted to the Executive in September 2016.
- The single tier Councils involved to date report a number of problems which result in reduced levels of customer service such as failing IT systems and a significant loss of experienced staff. (It is worth noting that Wokingham BC already has one of the lowest staffing levels of any unitary Council in the country and now intends a reduction in the number of posts between 10-15%).
- The Ignite model has resulted in general confusion for Officers and Members about who is responsible for what as a result of the introduction of confusing job titles such as Category Manager, Relationship Manager, Specialist and Case Owner. UNISON raised concerns about this issue during the implementation of Phase 1 of the 21st Century Council programme. This resulted in some changes which helped to clarify job titles. However, it is apparent that this will be an ongoing issue as Phase 2 of the programme is rolled out.
- The introduction of new job categories has caused significant recruitment problems in other Councils using the Ignite model, as potential applicants do not recognise the new job titles and, as a result, do not apply.

- New and “improved” processes are not always effective as they were developed quickly in workshops without follow-up checks with teams affected by the changes. The fact that the workshops are badged as “Sprint Workshops” indicates that speed rather than accuracy is the main driver for this work.

The 21st Century Council model introduces much greater levels of self-service and the use of “generalist” case owners. It is easy to assume that there will be a smooth transition from website/contact centre to case owner to specialist. However, examples from other sectors such as the NHS and banking demonstrate that referrals can take weeks and the added complexity can either drive people away or result in them being trapped in the system. This is especially concerning in relation to social care and education cases. The Council’s failure to consult and analyse the needs of its most vulnerable residents increases the level of concern further. A key question for Members to consider is: why does it appear that, to date, no other unitary Councils have adopted the Ignite model?

Members may wish to interview representatives from Ignite to identify any evidence they can provide about the success of their model in other authorities and discussions they have held with other unitary Councils. Such evidence to include examples of improved customer service and the management of risk in addition to financial savings.

6. 21st Century Council - Phase 1

Phase 1 of Wokingham BC’s 21st Century Council programme is now complete, involving around 244 full time equivalent posts. Phase 1 was due to go live on 3 July 2017. UNISON met with the 21st Century Council programme team throughout Phase 1 and identified a number of issues:

- Posts in Phase 1 of the programme were evaluated under a new Job Evaluation scheme without discussion or agreement with UNISON or any other accredited staff representatives.
- Staff were informed that the new structure would result in a significant reduction in senior management posts, from 23 to 15. Information provided to UNISON by the 21st Century Council team indicates that the structure has moved from four Directors and 23 senior managers to three Directors and 22 senior managers – hardly a significant reduction in senior management. Issues like this have an impact on staff morale as they undermine the credibility of management in delivering change.
- The structure includes a number of interim managers. UNISON has raised the issue of interim managers, consultants and agency staff previously. One example was given of an interim manager employed for three years at a cost of £700 per day. This postholder left the Council, to be replaced by another interim manager. Employing these staff at rates of up to £900 per day results in a serious drain on the Council’s resources and impacts on staff morale and organisational resilience. Members may wish to scrutinise the reasons for the high level of interim/consultancy/agency roles and understand the measures being taken to address this issue.
- Individual staff consultations in Phase 1 were carried out by Wokingham BC managers supported by HR consultants. Staff involved expressed concern about the accuracy and timeliness of information provided during these consultation meetings. Staff recognised the implications of the new structure and the potential job losses involved. However,

they felt that they did not receive adequate information and support in order to work through the process.

- As highlighted above, the use of Sprint Workshops to identify “streamlined” processes caused concern as a result of the lack of clarity about the outputs from the workshops and the lack of follow up discussions.
- Again, as highlighted above, the introduction of new job titles has caused confusion and concerns about the ability of the Council to recruit to new posts in the future.

The new structure is built upon much greater levels of self service for residents and Officers. UNISON is unclear as to the changing role of Members within the new operating model. Will Members be trained and equipped to self-serve? What are the implications for Members as a result of the development of the new ways of working? What are the implications for Members as a result of the proposed development of community based teams? What are the cost and service implications of setting up community-based teams?

7. Conclusions

As stated above, UNISON recognises that the Council faces difficult choices in order to reshape the organisation to meet a dwindling resource position. UNISON also recognises that the principles of the 21st Century Council model – diverting demand through self-service, focussing on dealing with resident/customer enquiries more effectively and freeing up specialist time – can lead to a more efficient and effective organisation.

The Council’s Executive received an update report on the 21st Century Council programme at its meeting on 25 May 2017. The update contained a number of issues which Members may wish to scrutinise:

- Implementation of the programme appears slipped with Phase 1 going live in July 2017 rather than May 2017. Phase 2 was originally scheduled to begin in April/May 2017. It now appears that Phase 2 will commence in the autumn of 2017. What are the financial and service implications if further slippage occurs?
- The report highlighted the key programme risks and stated that there were no current issues or concerns to report:
 - Loss of key people and organisational knowledge;
 - Less capacity available post implementation;
 - Reduced performance in key service areas;
 - Non-realisation of savings;
 - Increased programme costs and slippage in IT implementation.
- In relation to the roll-out of Phase 2 (which involves three times as much activity and people as Phase 1) the report stated that “some reduction in service delivery levels may need to be agreed”.
- In relation to the financial benefits from the programme, the report stated:

“Financial benefits for Phase 1 were set out in the business plan to be £2.250m of which £2.094m is currently on track for delivery through staffing savings. Forecast 2016/17 expenditure is within budget (£710k revenue, £2.752m capital). However capital spend has proved hard to predict accurately at the start of the project and an underspend of £1.1m has occurred in 2016/17. This is required to progress Phase 2

(transition, contingency, increased implementation resource) and has been requested as a carry forward.

The total programme will deliver a cost reduction of £4.5m per annum. After the required investment this predicts a break even position in 2019/20 and an ongoing reduction each year after”.

In light of developments such as the apparent slippage of the programme, loss of organisational knowledge following Phase 1, imminent departure of the Chief Executive and changes to the Executive, Members may wish to scrutinise the timeframe for implementing the 21st Century Council programme and the current status of the key risks. Members may also wish to seek clarification on the statement that a reduction in service delivery levels may be needed.

In addition, UNISON has identified a number of questions which Members may find useful in scrutinising the development and implementation of the 21st Century Council programme to date:

- What other options were considered before the Ignite model was adopted? Were Overview and Scrutiny Members consulted about the proposals?
- What consultation was carried out with residents and community groups to identify resident/customer needs and gain feedback about the proposed new operating model?
- How did the Council comply with its statutory duty to analyse the specific needs of vulnerable residents and identify measures to mitigate any negative impacts? Was an Equality Impact Assessment carried out in line with the Council’s policy?
- What evidence is there that the Ignite model has worked in other authorities – in terms of financial savings, improved customer service, improved job satisfaction for Council employees and the development of 21st Century Councillors? The one case study highlighted by Ignite refers to the achievement of 20% savings at Eastbourne Borough Council. Members may be aware that Eastbourne Borough Council is now undergoing a further major upheaval through a joint Transformation Programme with Lewes District Council.
- How will the 21st Century Council programme be monitored and evaluated to assure Members that:
 - Measures of success are identified for all aspects of the programme;
 - Projected savings are delivered on time;
 - Any additional costs are reported accurately;
 - Residents/customers are receiving improved services;
 - Vulnerable residents are not disadvantaged by the implementation of the new operating model;
 - The Council is able to recruit and retain staff with the appropriate level of skills and experience.
- What performance indicators will be used to measure and report progress of the 21st Century Council programme? Will Members be involved in setting targets for the indicators?
- How does the Council intend to address the existing culture of employing interim/consultant/agency staff at huge cost, in order to improve organisational resilience and meet savings targets?

- There are many examples of expensive new IT systems which fail in terms of cost, effectiveness and timescale. How can Members be confident that the 21st Century Council IT solution is fit for purpose and will be delivered on time/budget?
- What lessons were learnt from the implementation of Phase 1 of the 21st Century Council programme and what improvements will be implemented as Phase 2 of the programme is rolled out?
- The new operating model is one element of the overall 21st Century Council programme. What progress is being made in delivering the other elements of the programme (see Appendix)? What indicators and targets are attached to these issues in order to enable monitoring by the Executive and Overview and Scrutiny?

This paper contains a number of criticisms of the development and implementation of the 21st Century Council programme at Wokingham BC. The criticisms are intended to be constructive. UNISON members and other Council staff have demonstrated high levels of skill and dedication over many years. Staff live in the Borough, pay Council Tax and use the Council's services. They want the Council to succeed in delivering high quality services whilst protecting the most vulnerable residents. They also want the Council to be an enjoyable place to work with opportunities for career development.

The issues raised in the paper seek assurance that 21st Century Council is not only about achieving financial savings. It should also be about developing a modern Council with a clear direction of travel, a clear understanding of the needs of all its residents and a highly skilled, motivated workforce. Hopefully, the issues and questions raised will assist Members in scrutinising progress to date and the future direction of the programme.

Hilary Rothery
Wokingham Section Convenor
Central and East Berkshire UNISON Branch

Other Elements of the Wokingham BC 21st Century Council Programme

1. 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.
2. Income Generation: maximising revenue income to mitigate savings targets: town centre assets; the council's wholly-owned companies, charging.
3. Contract Review: achieving further value for money from our major contracts, beginning with our Highways and Transport contracts.
4. 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.
5. Waste: reviewing arrangements for collection and disposal to manage costs and to achieve the required recycling targets to avoid fines.
6. 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.
7. Housing Stock: considering how we can continue to provide effective service to our tenants while rents reduce and new legislation is enacted.
8. 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.
9. 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.
10. 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.

11. 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.

21st Century Council – Lines of Enquiry

Introduction

In order to assist the Committee in their discussions we have created some indications on the lines of questioning we wish to pursue. These are not exclusive and we reserve the right to look at any other areas which emerge during the discussion. It would be helpful to the operation of the Committee if all answers are as brief as possible.

Line of Enquiry 1 – Update on Concept

This is the first public scrutiny of the 21st Century Council programme by the Committee, so without revealing any sensitive personal information can you provide a brief update on where the Council is on this “journey”?

Line of Enquiry 2 – Staff Morale

With such a huge change it is inevitable that morale will be impacted. Can you please inform the Committee what you believe the morale is? What mechanisms do you use to provide evidence of staff morale?

Line of Enquiry 3 – IT

Clearly IT is a critical component of this project. Some say the success will be almost exclusively reliant on a successful implementation of this IT. Can you provide an update on where the Council is on this important matter?

Line of Enquiry 4 – Finances

Whilst accepting that it is probably early days to confirm costs and savings from this project can you please inform the Committee whether both proposed costs and proposed savings are looking on course to be achieved?

Line of Enquiry 5 – Councillor Interactions

It is becoming clearer that the current method of interacting with Councillors is almost certainly impossible to continue. However, the interaction between Councillors and Officers is vital in their dealings with residents. Can you provide an insight into current thinking of how this might change?

Line of Enquiry 6 – Risk Mitigation

With significant changes occurring, such as the resignation of the Chief Executive, the Committee is interested in what mitigation measures are in place to handle such changes. These changes can encompass planned outcomes not actually occurring, e.g. we expected a service to operate like “this” and it looks like it cannot work this way. What are the processes in place to accommodate this sort of occurrence which may need a change in direction for that service?

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TITLE	Local Plan Update
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 11 July 2017
WARD	None Specific
LEAD OFFICER	Josie Wragg, Interim Director of Environment
LEAD MEMBER	David Lee, Executive Member for Strategic Highways and Planning

OUTCOME / BENEFITS TO THE COMMUNITY

The Local Plan Update (LPU) will provide a robust strategy for managing development to ensure that it occurs in suitable and sustainable locations and that it is deliverable, well-designed, helps to regenerate towns and villages within the Borough, supports social and economic prosperity and encourages economic growth.

RECOMMENDATION

The Committee is recommended to:

- 1) consider the presentation and evidence submitted by witnesses;
- 2) consider appropriate recommendations, if any, to the Executive.

SUMMARY OF REPORT

The Council needs to ensure that it has an up to date and robust planning framework to manage development in the borough. This is the purpose of the Local Plan Update, particularly given recent feedback by Planning Inspectors through appeal decisions.

Members will receive a presentation on latest progress relating to the Local Plan Update together with evidence from Councillor Lee and Officers.

Annex A contains the key lines of enquiry circulated to the witnesses in advance of the meeting.

Background

The Local Plan Update will provide a robust strategy for managing development across the Borough to ensure that it is deliverable and occurs in suitable and sustainable locations.

Amongst other matters the plan will set the requirement for new homes and jobs to be delivered within the Borough, and involve the allocation of land for these and other uses.

The Committee will receive a presentation setting out details of progress relating to the Local Plan Update and the next steps in the process.

Annex A sets out the key lines of enquiry agreed by the Chairman and submitted to the witnesses in advance of the meeting.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

Other financial information relevant to the Recommendation/Decision

To be reported as part of the presentation.

Cross-Council Implications

The Local Plan Update affects all parts of the Borough

List of Background Papers

NA

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 3 July 2017	Version No. 1

Local Plan Update – Lines of Enquiry

Introduction

In order to assist the Committee in their discussions we have created some indications on the lines of questioning we wish to pursue. These are not exclusive and we reserve the right to look at any other areas which emerge during the discussion. It would be helpful to the operation of the committee if all answers are as brief as possible.

Line of Enquiry 1 – Update

Can you please inform the Committee where the Council is with respect to the Local Plan Update project? What steps have been completed? What steps are planned? What challenges are being faced? What is the base housing needs number the Council is working to?

Line of Enquiry 2 – Arrangements

Can you please inform the Committee how you plan to develop these new steps over the next fiscal year? Will backbenchers be involved – e.g. a working party? Will this involvement be cross party? If a working party will the Chairman be independent?

Line of Enquiry 3 – Consultation

Can you please inform the Committee of any consultations planned for any of these steps?

Line of Enquiry 4 – Timescales

Whilst accepting that timescales have to be flexible what is the target completion of these activities? If there are any intermediate steps (e.g. consultations) can you include them in the timescales.

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Agenda Item 8.

TITLE	Executive Member Updates
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 11 July 2017
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance
LEAD MEMBER	Executive Members

OUTCOME / BENEFITS TO THE COMMUNITY

Overview and Scrutiny is one of the checks and balances which ensure that the Council and its partners make and implement effective decisions.

Discussions between the Committee and Executive Members are aimed at developing greater understanding of key issues over the year ahead and identifying issues which can benefit from challenge and/or support from Overview and Scrutiny.

The outcome will be greater clarity on the challenges facing the Council and a more robust decision making process.

RECOMMENDATION

The Committee is recommended to:

- 1) consider the submissions from the Executive Members;
- 2) identify any issues which will benefit from challenge and/or support from the Overview and Scrutiny Committees over the year ahead.

SUMMARY OF REPORT

As part of the Overview and Scrutiny work programme for 2017/18 Members have identified the benefit of discussions with the Council's Executive Members. The aim of the discussions is to increase awareness of the key policy and service issues over the year ahead and to identify areas where Overview and Scrutiny is available to provide effective challenge and support.

Members have agreed the principle that Overview and Scrutiny can add more value if it is proactive rather than reactive. This will be achieved if issues are scrutinised prior to implementation and emerging policies are considered at an earlier stage.

Councillors Lee and Whittle have been invited to attend the meeting to discuss their portfolios and the key issues to be considered in the next year.

Background

As part of the Overview and Scrutiny work programme for 2017/18 Members have identified the benefit of early discussions with the Council's Executive Members.

The Overview and Scrutiny Committees aim to facilitate this process by:

- considering issues which reflect local needs and concerns;
- prioritising topics for scrutiny which have the most impact or benefit;
- involving local residents and stakeholders;
- being flexible enough to respond to new or urgent issues.

The aim of the discussions with Executive Members is to increase awareness of the key policy and service issues over the year ahead and to identify areas where Overview and Scrutiny is available to provide effective challenge and support.

Members have agreed the principle that Overview and Scrutiny can add more value if it is proactive rather than reactive. This will be achieved if issues are scrutinised prior to implementation and emerging policies are considered at an earlier stage.

Councillors David Lee and Oliver Whittle have been invited to attend the meeting to discuss their portfolios and the key issues to be considered in the next year.

Councillor Lee is the Deputy Leader of the Council and Executive Member for Strategic Highways and Planning.

This portfolio includes:

- Production of all statutory and service plans and overseeing operational issues relating to Highways and Transportation;
- Strategic Planning for development areas within the Borough and overseeing relevant documents including the Local Plan;
- Holding the Director of Environment to account for performance and improvement of relevant services.

Councillor Whittle is Executive Member for Finance, 21st Century Council, Internal Services and Human Resources.

This portfolio includes:

- Overseeing the preparation of the Council's three year rolling budget and its presentation to Council;
- Production of the Council's Capital Strategy and Capital Programme;
- Financial monitoring of WBC owned companies;
- Monitoring the Council's Revenues and Benefits and Procurement functions;

- Developing the Council's E-government strategy and meeting Government targets for the electronic delivery of services;
- Design and implementation of the 21st Century Council change programme;
- Overseeing the Council's Human Resources function;
- Holding the Director of Corporate Services to account for the performance and improvement of relevant services.

Annex A contains the key lines of enquiry agreed by the Chairman and submitted to the Executive Members in advance of the meeting.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

To be considered as part of the discussions.

Cross-Council Implications

The two Executive Member portfolios impact on a wide range of areas which have an impact across the organisation and the Borough.

List of Background Papers

NA

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 3 July 2017	Version No. 1

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Executive Members – Lines of Enquiry

Introduction

In order to assist the Committee in their discussions we have created some indications on the lines of questioning we wish to pursue. These are not exclusive and we reserve the right to look at any other areas which emerge during the discussion. It would be helpful to the operation of the Committee if all answers are as brief as possible.

Line of Enquiry 1 - Policies

Can you please inform the Committee of any creation or deletion of policies for the next fiscal year? Can you also cover any planned amendments of existing policies for the next fiscal year?

Line of Enquiry 2 – Arrangements

Can you please inform the Committee of how you plan to develop these over the next fiscal year? Will backbenchers be involved – e.g. a working party? Will this involvement be cross party? If a working party will the Chairman be independent?

Line of Enquiry 3 – Consultation

Can you please inform the Committee of any consultations planned for any of these?

Line of Enquiry 4 – Timescales

Whilst accepting that timescales have to be flexible what is the target completion of these activities? If there are any intermediate steps (e.g. consultations) can you include them in the timescales.

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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 - July to October 2017

Updated 03 July 2017

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 27 July 2017						
WBC944	Shareholder's Report Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Graham Ebers/ Emma Lyons	Oliver Whittle	N/A (Previously named Council Owned Companies' Business)
WBC945	Revenue Monitoring 2017/18 - end of June 2017 Purpose: To consider the Revenue Monitoring Report, including Treasury Management Indicators, to the end of December 2016	Executive		Graham Ebers/ John Ogden	Oliver Whittle	N/A
WBC946	Capital Monitoring 2017/18 - end of June 2017 Purpose: To consider the Capital Monitoring Report to the end of June 2017	Executive		Graham Ebers/ John Ogden	Oliver Whittle	N/A

Agenda Item 9.

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WBC952	Health and Safety Annual Report 2016/17 Purpose: To note the Health and Safety Annual Report 2016/17 and agree the priorities for the forthcoming year.	Executive		Graham Ebers/ Veronica Glenister	Norman Jorgensen	N/A
WBC949	Local Plan Update (LPU) Preferred Options Consultation Purpose: To approve additional funding of £400k to facilitate the assessment of submitted sites for the Local Plan Update.	Executive		Josie Wragg, Graham Ebers/ John Spurling	David Lee	N/A This item was deferred from the May Executive in order to allow further time for the consideration of infrastructure.
44 WBC954	Housing Land Supply and Reserve Sites Purpose: To make Executive aware of the housing land supply position and challenges to it through the planning application process and to seek approval for the release of reserve sites and land south of Cutbush Lane to bolster the housing land supply	Executive		Graham Ebers/ Ian Bellinger	David Lee	N/A
WBC955	Treasury Management Outturn Report 2016/17 Purpose: To approve the outturn report and recommend to Council	Executive		Graham Ebers/ Martin Jones	Oliver Whittle	N/A
WBC959	Wokingham Secondary Strategy 2017 to 2020 Purpose: To ensure that there are sufficient secondary school places to meet statutory need	Executive		Graham Ebers, Judith Ramsden/ Piers Brunning	Mark Ashwell	N/A
WBC960	Waste and Recycling Collection Options Purpose: To consider options to improve recycling performance from April 2019	Executive		Josie Wragg/ Peter Baveystock	Norman Jorgensen	N/A

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

Executive Meeting 28 September 2017

WBC950	Shareholders' Report Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Graham Ebers/ Emma Lyons	Oliver Whittle	N/A (Previously named Council Owned Companies' Business)
WBC951	21st Century Council - Update Purpose: To provide an update on the 21st Century Council Project	Executive		Andy Couldrick/	Oliver Whittle	N/A

Executive Meeting 26 October 2017

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WBC956	Shareholders' Report Purpose: To consider various items related to the business of the Council owned companies, including their trading position	Executive		Graham Ebers/ Emma Lyons	Oliver Whittle	N/A (Previously named Council Owned Companies' Business)
WBC957	Revenue Monitoring 2017/18 - end of September 2017 Purpose: To consider the Revenue Monitoring Report, including Treasury Management Indicators, to the end of September 2017	Executive		Graham Ebers/ John Ogden	Oliver Whittle	N/A
WBC958	Capital Monitoring 2017/18 - end of September 2017 Purpose: To consider the Capital Monitoring Report to the end of September 2017	Executive		Graham Ebers/ John Ogden	Oliver Whittle	N/A

**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
WBC932	Peach Place Residential Purpose: To agree the long-term arrangements for the residential units at Peach Place in Wokingham	Executive		Graham Ebers/ Bernie Pich, Louise Strongitharm	Julian McGhee-Sumner, Stuart Munro	This item has been deferred as some points of detail need to be investigated.

Members of the Executive:-

Charlotte Haitham Taylor	Leader of Council
David Lee	Deputy Leader of the Council, Strategic Highways and Planning
Julian McGhee-Sumner	Adults' Services, Health, Wellbeing and Housing
Stuart Munro	Business and Economic Development and Regeneration
Mark Ashwell	Children's Services
Norman Jorgensen	Environment, Sports, Environmental Health, Leisure and Libraries
Oliver Whittle	Finance, 21 st Century Council, Internal Services and Human Resources
Chris Bowring	Highways and Transport
Simon Weeks	Planning and Enforcement

Note:

Unless the matter has been listed as being likely to be discussed in private, copies of the reports associated with the above decisions will be available no earlier than five days before the meeting at the Council Offices, Shute End, Wokingham; on the Council's website; by contacting a member of the Democratic Services Team on 0118 974 6053 or by emailing democratic.services@wokingham.gov.uk

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

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

Individual Executive Member Forward Programme - June 2017 Update 2

Updated 03 July 2017

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
47 IMD 2017/20	WBS Response to the West Berkshire Minerals and Waste Local Plan Preferred Options document Purpose: To provide a response to West Berkshire Council on the consultation on the Minerals and Waste Local Plan Preferred Options document Date 7 Jul 2017 at 9:00 am	Executive - Individual Member Decisions Executive Member for Environment - Norman Jorgensen	Minerals and Waste Local Plan (Preferred Options)	Josie Wragg/ Heather Read	Norman Jorgensen	N/A
IMD 2017/17	Wokingham Borough Council response to the consultation Hart District Council Draft Local Plan: Strategy and Sites Purpose: To provide a response to Hart District Council on the consultation on the Draft Local Plan: Strategy and Sites Date 10 Jul 2017 at: 11:00 am	Executive - Individual Member Decisions Executive Member for Strategic Highways and Planning- David Lee		Josie Wragg/ Vanessa Rowell	David Lee	N/A This meeting has been rescheduled in order to carry out further investigation

IMD 2017/18	WBC Response to the Reading Borough Council Draft Local Plan Purpose: To provide a response to Reading Borough Council on the consultation on the Draft Local Plan Date 10 Jul 2017 at 11:10 am	Executive - Individual Member Decisions Executive Member for Strategic Highways and Planning- David Lee	Draft Local Plan	Josie Wragg/ Katie Green	David Lee	N/A This meeting has been rescheduled in order to carry out further investigation
IMD 2017/19	WBC Response to the Runnymede Borough Council Draft Local Plan Purpose: To provide a response to Runnymede Borough Council on the consultation on the Local Plan 2035: Additional Sites and Options Date 10 Jul 2017 at 11:20 am	Executive - Individual Member Decisions Executive Member for Strategic Highways and Planning- David Lee	Runnymede Local Plan Consultation	Josie Wragg/ Heather Read	David Lee	N/A This meeting has been rescheduled in order to carry out further investigation
IMD 2017/21	Wokingham Borough Council response to the Guildford Borough Council's Local Plan 2034 (Regulation 19) Purpose: To provide a response to Guildford Borough Council on the consultation on the Local Plan 2034 Proposed Submission. Date 14 Jul 2017 at 9:00 am	Executive Member for Strategic Highways and Planning- David Lee	Guildford Borough Council Proposed Local Plan	Josie Wragg/ Clare Thurston	David Lee	N/A
IMD 2017/22	Wokingham Borough Council response to the Rushmoor Borough Council's Local Plan 2032 (Regulation 19) Purpose: To provide a response to Rushmoor Borough Council on the consultation on the Local Plan 2032 Draft Submission. Date 14 Jul 2017 at 9:10 am	Executive Member for Strategic Highways and Planning- David Lee	Rushmoor Borough Council Proposed Local Plan	Josie Wragg/ Clare Thurston	David Lee	N/A

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CHANGES MADE TO PREVIOUSLY PUBLISHED VERSIONS

IMD 2017/13	Discretionary Housing Payments Policy Purpose: To ensure DHPs are awarded to applicants in line with our corporate policy and guidelines.	Executive Member for Finance - Oliver Whittle	28 Apr 2017	Graham Ebers/ Nicky Thomas	Oliver Whittle	Following the late notification of increased government funding allocation, it was felt that further discussion is required to ensure the policy takes account of this, whilst supporting those residents most in need
IMD 2017/14	Local Welfare Provision Policy Purpose: To ensure LWP awarded to applicants in line with our corporate policy and guidelines.	Executive Member for Finance - Oliver Whittle	28 Apr 2017	Graham Ebers/ Nicky Thomas	Oliver Whittle	Following the late notification of increased government funding allocation, it was felt that further discussion is required to ensure the policy takes account of this, whilst supporting those residents most in need



Members of the Executive:-

Charlotte Haitham Taylor	Leader of Council
David Lee	Deputy Leader of the Council, Strategic Highways and Planning
Julian McGhee-Sumner	Adults' Services, Health, Wellbeing and Housing
Stuart Munro	Business and Economic Development and Regeneration
Mark Ashwell	Children's Services
Norman Jorgensen	Environment, Sports, Environmental Health, Leisure and Libraries
Oliver Whittle	Finance, 21 st Century Council, Internal Services and Human Resources
Chris Bowring	Highways and Transport
Simon Weeks	Planning and Enforcement

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

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DRAFT WORK PROGRAMME 2017/2018

Please note that the Work Programme is a 'live' document and subject to change at short notice. The information in this Work Programme, including report titles is draft and is subject to approval by the Overview and Scrutiny Management Committee.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
52 20 September 2017	Budget Engagement Process	To consider the Council's public Budget Engagement Exercise for 2017	Annual Update	Graham Ebers
	Discussion with Executive Members	To discuss priorities for the year ahead and scope for pre-decision scrutiny with Executive Members	Work Programme	Neil Carr
	Appointment of O&S Members and Chairmen	To consider recommendations from the Constitution Review Working Group relating to the process for appointing O&S Members and Chairmen	Request from May meeting	Neil Carr
	Executive and IEMD Forward Programmes	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	Reports from O&S Chairmen	Standing Item	Coordination between the Committees	Committee Chairmen
	Work Programmes	To consider the Work Programmes for the Management Committee and the three Overview and Scrutiny Committees	Coordination between the O & S Committees	Democratic Services

Items to be Confirmed: Delivery Options for Highways and Transport (Alex Deans)/Asset Management Review Programme (Chris Gillett)

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

2017/ 2018 WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
12 September	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	To enable the Committee to assess performance and identify areas of concern	Children's Services Performance & Information Team
	School Performance Indicators and Ofsted Reports, School Improvement	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Report Narrowing the gap – progress report 	Standing item to enable the Committee to assess performance and identify areas of concern	Head of Learning and Achievement
	Schools causing concern – Part 2	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item to give an early indication of any school(s) in danger of underachieving	Head of Learning and Achievement
	Social Work – Recruitment and Retention	<ul style="list-style-type: none"> To consider and comment on recruitment and retention strategy 	To enable the Committee to assess the strategy efficiency	Lisa Humphreys
	Engagement and Consultation	<ul style="list-style-type: none"> To review the engagement and consultation 	For information and comments	Lisa Humphreys
	Disability Strategic Work Overview	<ul style="list-style-type: none"> To review the disability strategic work 	For information and comments	Paul Feven

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Children's Services O&S Committee Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
14 November	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item to enable the Committee to assess performance and identify areas of concern	Children's Services Performance & Information Team
	School Performance Indicators and Ofsted Reports, School Improvement	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Report Narrowing the gap – progress report 	Standing item to enable the Committee to assess performance and identify areas of concern	Head of Learning and Achievement
	Childcare Sufficiency Strategy	<ul style="list-style-type: none"> To update the Committee on the development and implementation of the additional free 15 hours of childcare 	To enable the Committee to evaluate the strategy	Paul Feven
	Schools causing concern – Part 2	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item to give an early indication of any school(s) in danger of underachieving	Head of Learning and Achievement

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Children's Services O&S Committee Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
23 January	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item to enable the Committee to assess performance and identify areas of concern	Children's Services Performance & Information Team
	School Performance Indicators and Ofsted Reports, School Improvement	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Report Narrowing the gap – progress report 	Standing item to enable the Committee to assess performance and identify areas of concern	Head of Learning and Achievement
	Childcare Sufficiency Strategy	<ul style="list-style-type: none"> To update the Committee on the development and implementation of the additional free 15 hours of childcare 	To enable the Committee to evaluate the strategy	Paul Feven
	Schools causing concern – Part 2	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item to give an early indication of any school(s) in danger of underachieving	Head of Learning and Achievement

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Children's Services O&S Committee Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker
20 March	Children's Services Performance Indicators	<ul style="list-style-type: none"> To receive an update and monitor Children's Services performance measured by local indicators 	Standing item to enable the Committee to assess performance and identify areas of concern	Children's Services Performance & Information Team
	School Performance Indicators and Ofsted Reports, School Improvement	<ul style="list-style-type: none"> To receive information on schools' performance, and to review recent Ofsted Report Narrowing the gap – progress report 	Standing item to enable the Committee to assess performance and identify areas of concern	Head of Learning and Achievement
	Schools causing concern – Part 2	<ul style="list-style-type: none"> To receive information about any school(s) causing concern 	Standing item to give an early indication of any school(s) in danger of underachieving	Head of Learning and Achievement
	Children's Services O&S Committee Forward Programme	<ul style="list-style-type: none"> To consider the forward programme of the Committee 	Standing item	Democratic Services / Luciane Bowker

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/2018

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
4 September 2017	Cycle Lanes	To consider the impact of new cycle lanes across the Borough and cycling safety issues including an update on the extension of new cycle lanes after the completion of Phase 4	Requested by the Chairman and Vice-Chairman at Jan 9 2017 meeting	Alex Deans/David Wilby
	Voluntary Sector	To consider an update on the Voluntary Sector from People and Place	Requested by the Committee 19 June 2017	Paul Feven/Sarah Hollamby
	Highway & Transport Service Initiatives 2017	General update on improvements and initiatives including improved programming and co-ordination of all planned works including the major distribution roads, and an update on highway maintenance repairs in 2017 and an update on the sound proof barriers along the M4.	Requested by the Committee 21 November 2016	Alex Deans
	Work Programme	To consider the work programme for the committee for 2017/2018 so that the resources of the committee can be used as effectively as possible.	Standing Item	Democratic Services
6 November 2017	To review the potential impact of changes to the Right to Buy policy	To consider an update on the Government's Right to Buy proposals included in the Housing and Planning Act 2016, including levies	Requested by the Committee on 13 March 2017	Simon Price

	Wokingham Town Centre Regeneration	To consider an update on the progress towards and impact of the Wokingham Town Centre Regeneration	Requested by the Chair and Vice Chair May 2017	Bernie Pich
	Unauthorised encampments	To consider an update on Unauthorised Encampments in the Borough in 2017 and the response to the ideas and feedback from Members. A comparison to the previous year with explanation for differences	Requested by the Committee 21 November 2016	Jude Whyte
	Work Programme	To consider the work programme for the committee for 2017/2018 so that the resources of the committee can be used as effectively as possible.	Standing Item	Democratic Services
15 Jan 2018	Community Safety Partnership & Policing	To consider an annual review of the operation of the Borough's Community Safety Partnership and Update on Policing	Required by legislation	Sup Rob France/Joanne Castro
	Interaction with the Public	Update on public budget discussions and feedback on the interaction with public on budget		Graham and Anthony Pollock
	21st Century Council	To consider an update presentation/report on the 21 st Century Council Change Programme	Requested by the Committee on 9 Jan 2017	Chief Executive/ Heather Thwaites
	Work Programme	To consider the work programme for the committee for 2017/2018 so that the resources of the committee can be used as effectively as possible.	Standing Item	Democratic Services

Upcoming Items

- Flood risk update report

HEALTH OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/2018

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
Monday 10 July 2017	Update from Health and Wellbeing Board	To be updated on the work of the Health and Wellbeing Board	To be updated on the work of the Health and Wellbeing Board	Chairman of Health and Wellbeing Board
	Update on dentistry, provision in the Borough	Update	Update	NHS England
	Local Account	To receive the Local Account	To monitor performance	Judith Ramsden, Director of People Services
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
Monday 11 September 2017	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	
	Update on optometry and pharmacy in the Borough	Update	Update	NHS England
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
Wednesday 15 November 2017	Impact of the 21st Century Council project on health and social care services	To be informed of the potential Impact of the 21st Century Council project on health and social care services	To be informed of the potential Impact of the 21st Century Council project on health and social care services	Judith Ramsden, Director of People Services/ Andy Couldrick, Chief Executive
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

Currently unscheduled topics:

- Draft Quality Accounts (April 2018)
 - Berkshire Healthcare NHS Foundation Trust
 - Royal Berkshire Hospital NHS Foundation Trust
 - South Central Ambulance NHS Foundation Trust
- Update on work of Clinical Commissioning Group
- Weekend 'bed blocking'

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