

WOKINGHAM BOROUGH COUNCIL

Overview and Scrutiny Management Committee and Overview and Scrutiny Committees

Annual Reports 2016-17

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**Foreword by Councillor Simon Weeks
Chairman of the Overview and Scrutiny
Management Committee**

Welcome to the Annual Reports of Wokingham Borough Council's Overview and Scrutiny Committees for 2016-17. The reports describe how the Overview and Scrutiny Committees reviewed the delivery of key services and raised the profile of topics of local importance.

Overview and Scrutiny is currently operating during a period of significant change and uncertainty for the country and for local government. The ongoing reduction in central Government funding for local authorities is having a major impact on local communities. Wokingham Borough Council has found savings of £30m over the past five year period and is faced with a further savings target of £19m over the next four years. During that time funding pressures on the NHS, social care and local schools will continue to grow. At the same time we are witnessing major investment into new homes and supporting infrastructure in the Borough's Strategic Development Locations, investment which, inevitably, is causing disruption to local communities.

In order to meet these challenges the Council has embarked on the ambitious 21st Century Council programme which will result in a fundamental change to the way the Council organises itself and the way it provides services for residents and local communities. Inevitably, the breadth and depth of change highlighted above will result in a new role for the Council, new methods of service delivery and new relationships with partners and our local communities. So what role will Overview and Scrutiny play in this changing environment?

Effective scrutiny underpins good governance and good governance leads to better outcomes for the residents of the Borough. So, as resources continue to reduce it is essential that spending decisions are robust and evidence-based. It is also essential that service changes and new ways of working are scrutinised and well publicised in advance to ensure smooth implementation, value for money and risk mitigation. Contributing to new policy development and pre-decision scrutiny of service changes will be key priorities for 2017/18. Providing robust challenge to draft policies and service changes before they are implemented is much more effective than asking questions after implementation to learn lessons and understand why things have gone wrong. This will be a major focus and a major challenge for the Overview and Scrutiny Committees in the year ahead.

**Simon Weeks
March 2017**

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.

The report sets out the range of issues and submissions considered by the Overview and Scrutiny Committees in 2016 -17, including:

- Regular review of performance indicators which highlight how services are performing.
- Review of the findings of Ofsted inspections of schools and Children's Services.
- The Council's response to flooding and measures to improve flood prevention.
- Performance of health services, including hospitals, GPs and the ambulance service.
- Proposals to develop closer working between health and social care services.
- Implementation of the Council's 21st Century Council change programme.
- Operation of the Borough's Community Safety Partnership.
- Changes to the Borough's policing arrangements and trends in annual crime statistics.
- Proposed changes relating to the Royal Berkshire Fire and Rescue Service.

Effective Overview and Scrutiny utilises information and ideas from a wide range of sources including residents, service users and community groups. During 2017-18 Members involved in Overview and Scrutiny will continue to hold the Council and its partners to account, providing "critical friend" challenge to the Council's Executive and other public service providers. In so doing Members will seek to reflect the aspirations and concerns of local residents and communities. Particular focus will be placed on improvements to pre-decision scrutiny and input to support new policy development.

The report outlines the range of Overview and Scrutiny issues to be considered in 2017-18 and explains how residents and community groups can submit issues for consideration and get involved in the process.

SECTION 2 – INTRODUCTION TO OVERVIEW AND SCRUTINY

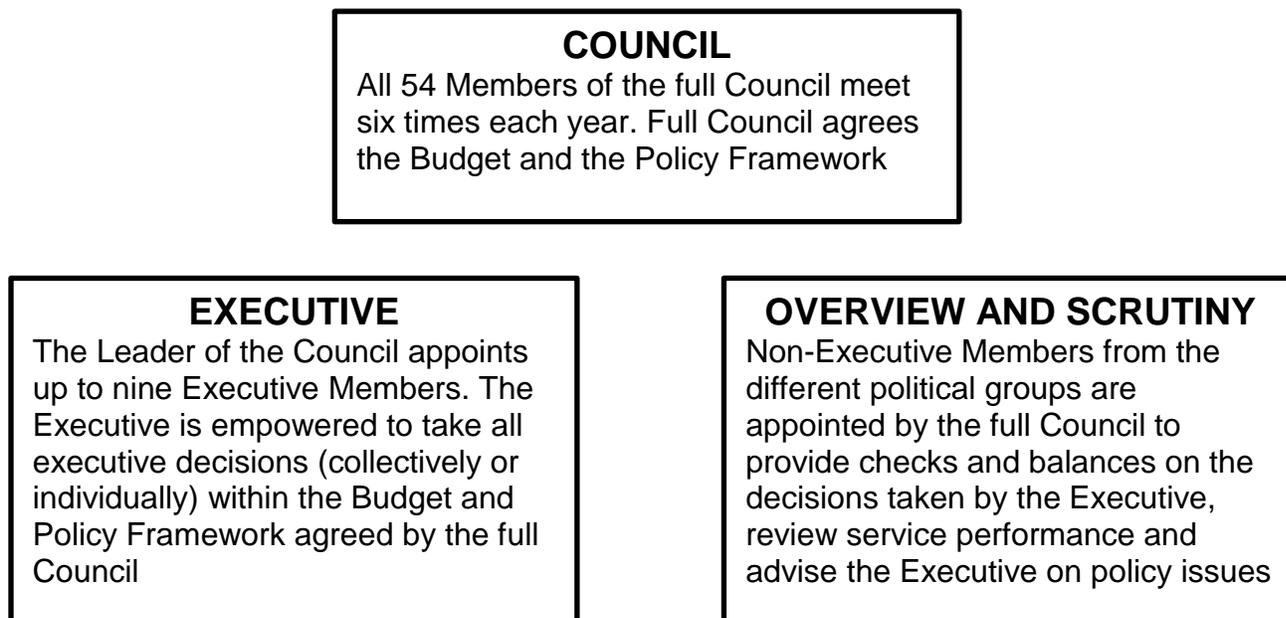
Context

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 current Overview and Scrutiny system was introduced by the Local Government Act 2000 as a counterweight to the increased decision making powers given to Leaders and Executives or directly elected mayors. The system reflected the arrangements in Parliament where Government decisions are scrutinised by a range of Select Committees.

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.

Diagram: Council, Executive and Overview and Scrutiny



Origins

Following legislative changes to the old Committee system in 2000, the (then) Wokingham District Council adopted the Leader and Executive model whereby the Council Leader and up to nine Executive Members take key decisions either collectively or individually. In order to provide checks and balances for these powers Councils were given Overview and Scrutiny functions to be exercised by non-Executive Members. Subsequent legislation provided further powers relating to the scrutiny of health services and local arrangements for tackling crime and disorder.

The role of Overview and Scrutiny can be summarised as:

- Being a “critical friend” - holding the Executive to account by scrutinising decisions and “calling in” any decisions causing concern.
- Policy development and review – participating in the development of new policies and reviewing the effectiveness of existing policies.
- Performance monitoring – driving improvement in services by reviewing key indicators which underpin delivery of the Council’s Vision, priorities and plans.
- External scrutiny of public services such as health, crime reduction and community safety and flood risk management.
- Engaging with residents and community groups to ensure that their concerns are heard and are reflected in the Overview and Scrutiny work programme.

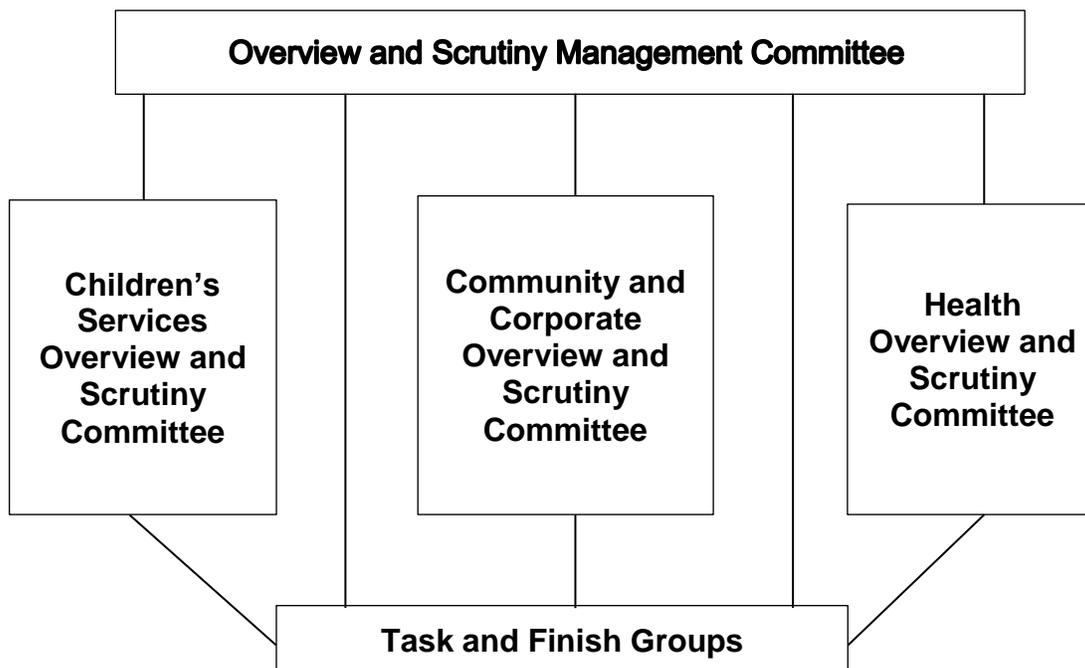
Structure

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 Council's Overview and Scrutiny structure is illustrated in the diagram below.

Diagram: Overview and Scrutiny Structure



Each of the Overview Scrutiny Committees is made up of non-Executive Members of the Council. The membership of each Committee is set out later in the report. In addressing specific issues the Committees may decide to appoint time limited Task and Finish Groups. Meetings are held in public and residents and community groups are encouraged to attend. The Overview and Scrutiny Committees are supported by Officers from the Council's Democratic Services team.

Overview and Scrutiny aims to provide an open and inclusive forum where a range of contributors can be heard – Members, Officers, partners and members of the public. Effective Overview and Scrutiny results in greater openness and accountability and a more robust decision making process. This is increasingly important as the demographic, financial and service challenges facing the Council continue to grow.

Select Committee Inquiry into Overview and Scrutiny

The need for effective Overview and Scrutiny in local government has been highlighted following a number of major service failures. These include poor care and high mortality rates at the Mid Staffordshire NHS Foundation Trust, child sexual exploitation in Rotherham and major governance failures in Tower Hamlets relating to divisive community politics and mismanagement of public money through the allocation of Council grants. In each of these cases an Overview and Scrutiny Committee was in place but was unable or unwilling to identify and highlight concerns which could have led to corrective action.

In response to these cases, in January 2017, the Communities and Local Government Select Committee launched an inquiry into Overview and Scrutiny in local government. The inquiry is assessing whether Overview and Scrutiny arrangements are working effectively and whether local communities are able to contribute to and monitor the work of local Councils. The terms of reference of the inquiry focus on the following issues:

- Whether Scrutiny Committees in local authorities are effective in holding decision-makers to account;
- The extent to which Scrutiny Committees operate with political impartiality and independence from Executives;
- How Scrutiny Chairmen, Scrutiny Members and items for investigation are selected;
- The potential for local authority Scrutiny to act as a voice for local service users;
- The support given to the Scrutiny function by political leaders and senior officers;
- The effectiveness and importance of the Scrutiny of external organisations.

These questions provide a useful framework for self-evaluation of the Council's Scrutiny arrangements. The Centre for Public Scrutiny (CfPS) has put forward other key questions which help Members to focus on the effectiveness of Overview and Scrutiny, as follows:

- How do I know that the Council and its partners will be able to identify significant problems and take appropriate action?
- Does Overview and Scrutiny have access to accurate, timely information which enables Members to challenge statements about the quality of a service?
- Do Council Officers and partner organisations agree and accept that this is the role of Overview and Scrutiny?

As the CfPS states, elected Scrutiny Members have a unique credibility and legitimacy to exercise this role. It is about Scrutiny Members asking the questions to assure themselves that there are systems in place which ensure that they will be able to trust the data they receive, to know that it is recording the right things, to know that major issues are not being ignored and to know that emerging risks are recognised and acted upon without delay.

Exclusions

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 the meetings of the full Council.

SECTION 3

REPORT OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE



**Councillor Simon Weeks, Chairman
Overview and Scrutiny Management Committee**

The report highlights the issues scrutinised by the Overview and Scrutiny Management Committee in 2016-17. The role of the Management Committee is twofold. Firstly to oversee the operation of the corporate Overview and Scrutiny process and, secondly, to investigate issues formally referred to it and to scrutinise matters which fall outside the remit of the three Overview and Scrutiny Committees. During the year the Management Committee considered a number of issues which impact on the residents of the Borough. These included the performance management of key services, effectiveness of the Council's public Budget Consultation process and the Council's statutory duties under the Equality Act. The Committee also considered the "call-in" of an Executive decision relating to the introduction of evening and weekend car park charges.

The Committee also invited Executive Members and Directors to give evidence about key services and upcoming challenges facing the Council. This helped to strengthen the working relationship between Overview and Scrutiny and the Executive. As I mentioned earlier, improving the input of Overview and Scrutiny into new policy development and improving pre-decision scrutiny of emerging issues will be a key part of the work programme for 2017/18. Overview and Scrutiny Members recognise the importance of making the process more forward looking in order to add value to the work of the Council.

In the face of the major demographic, financial and service challenges facing the Council, Overview and Scrutiny Members are determined to support the Council in delivering its Vision and priorities. It is timely, therefore, that this report coincides with the launch of a major review of Overview and Scrutiny in local government by the House of Commons Communities and Local Government Select Committee. The outcome of the review is awaited with interest.

This report marks the completion of my first year as Chairman of the Overview and Scrutiny Management Committee. I would like to record my thanks to the Members of the Committee for their hard work and support and to the Officers, residents and partner organisations who contributed to the work of the Committee during the year.

Simon Weeks

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. The Committee also organises a training programme to ensure that non-Executive Members involved in Scrutiny have the requisite skills and knowledge to carry out their roles.

Membership

Councillor Simon Weeks (Chairman).

Councillors Parry Batth, Prue Bray/Lindsay Ferris, Michael Firmager, Kate Haines, Pauline Helliard-Symons, John Jarvis, John Kaiser (Vice-Chairman), Ken Miall, Philip Mirfin, Ian Pittock and Shahid Younis.

Substitute Members: Councillors Laura Blumenthal, Abdul Loyes and Rachelle Shepherd-DuBey.

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Work Programme 2016-17

Consideration of 'Call-Ins'

The Overview and Scrutiny Management Committee has the power to review decisions made by the Executive and decisions made by individual Executive Members. Under the Council's Constitution five Members who are not members of the Executive can request that decisions made, but not yet implemented, be reviewed.

During 2016/17 one call-in was received, relating to the introduction of evening and Sunday charges at the Council's car parks and charges for the Shute End Council offices car park. The Executive decision was called in on the grounds that it was not proportionate, adequate consultation had not taken place, the decision making process had not been transparent with clear objectives and only one option was presented.

The Overview and Scrutiny Management Committee held a special meeting, on 17 May 2016, to consider the call in and hear evidence from a number of witnesses. Having considered the evidence the Committee concluded that decision had been taken in line with the Council's Constitution and the relevant decision making principles. The Committee did note that the decision making process could have been supported by more effective communication and asked Officers to clarify the decision making process for any future variations of car park charges.

Performance Management

Throughout the year the Committee received a quarterly performance management report setting out details of the Council's performance against a number of financial, staffing and

operational/project indicators. The reports included a commentary section with information on indicators falling below target and the proposed actions to bring performance back on track. Members asked questions on the key indicators and asked for further information about target setting and the involvement of Executive Members in the process. The Committee made strong representations about the timeliness of the performance management reports and suggested that Officers consider ways to improve both presentation and timetabling. It was noted that the Council's 21st Century Council change programme included major IT investment that would enable the production of more timely performance reports.

In addition to the performance management reports, Executive Members and Directors were invited to attend to provide an update on their service areas and to answer questions from the Committee.

Public Sector Equality Duty

The Committee sought confirmation that the Council was meeting its statutory duties under the Equality Act 2010. The Equality Act placed a general duty on public bodies to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who shared a protected characteristic and those who did not. The Act also set out specific duties to publish information about the Council's actions and to set out and monitor specific Equality Objectives.

Members supported the development of refreshed Equality Objectives and the publication of information to demonstrate that the design and delivery of services was appropriate for everyone who uses them. This process would help Members and Officers to understand changing trends and needs, which would enable the Council to ensure that services were targeted correctly.

Following the Committee's intervention Officers developed updated Equality Objectives relating to accessibility of services, support for vulnerable residents, effective consultation, workforce monitoring and the 21st Century Council programme. At the time of writing the refreshed Equality Objectives were due to be considered by the Executive in March 2017. The Committee and the Executive will receive annual reports providing evidence of compliance with the Equality Objectives and composition of the Council's workforce.

Public Budget Consultation

The Committee considered reports on the Council's annual public Budget consultation exercises for 2015 and 2016. Councillor Anthony Pollock, Executive Member for Economic Development and Finance, and Graham Ebers, Director of Finance and Resources, attended to give a presentation to the Committee and answer Member questions. The aim of public Budget consultation was to provide information on the financial challenges facing the Council and develop a better understanding of the views and priorities of local residents.

Members provided feedback on the Budget consultation to date and made suggestions to improve the process in future years. These included earlier publicity and better locations for the public sessions, establishing clear aims for the consultation, identifying measures of success and more effective use of social media to support the process.

It was noted that the Committee's ideas and suggestions had helped to strengthen the Budget consultation process to date and would be taken forward into the 2017 exercise.

Royal Berkshire Fire and Rescue Service

The Committee considered a presentation on the service redesign consultation being undertaken by the Royal Berkshire Fire Authority. Andy Fry, Chief Fire Officer, attended the Committee's meeting, on 24 January 2017, to answer Member questions. Members noted that the Fire and Rescue service had consulted on its strategic plans and response standards in 2016. It was now consulting on its service redesign proposals. The proposals aimed to deliver a more effective, targeted service whilst generating significant savings.

Members sought more information on the impact of the proposals on residents in the Borough and were satisfied that the range of options under consideration would have minimum impact on the quality of service provided. Members also welcomed the extensive consultation programme under way and noted the ongoing work to develop closer working and shared facilities with the other emergency services.

Overview and Scrutiny Work Programmes

The Committee considered ideas to improve the annual work programming process. These included proposals to start the process earlier in the year and to establish a closer working relationship with the Executive. The aim was increase the input of Overview and Scrutiny into new policy development and to provide more effective pre-decision scrutiny of policy and service changes. This change of focus would help to ensure that new policies and service developments were tested more rigorously prior to implementation, thereby ensuring smoother implementation with fewer risks.

Councillor Keith Baker, Leader of the Council, attended the Committee's meeting on 22 November 2016 to discuss the operation of Overview and Scrutiny and opportunities for closer working between the Executive and the Overview and Scrutiny Committees. A further meeting was held between Executive Members and the Overview and Scrutiny Committee Chairmen to consider practical measures to deliver a more symbiotic process.

Consideration of Forward Programmes

The Committee continued to consider the forward programmes for the Executive and Individual Executive Member Decisions in order to identify potential items for Overview and Scrutiny to consider.

Update Reports from the Scrutiny Committees

At each meeting the Chairmen of the Overview and Scrutiny Committees presented a short report highlighting the issues considered at recent meetings. The purpose of these items was to share information on the key topics under consideration, reduce the potential for duplication and enable the Management Committee to carry out its oversight role.

Shared Services Task and Finish Group

The Committee established a Task and Finish Group to examine the Council's approach to the delivery of Shared Services. However, it was subsequently reported that Shared Services was one of the work streams under consideration as part of the 21st Century Council programme. Consequently, the work of the Task and Finish Group was put on hold pending the outcome of the review undertaken by the 21st Century Council team.

Training and Development

Members of the Overview and Scrutiny Committees recognise the importance of ongoing training and development to ensure that skills and knowledge are constantly upgraded. In June 2016 a lively, well-attended, training session was held which examined key elements of effective Overview and Scrutiny, including the scoping of reviews, questioning techniques, interpreting evidence and following up on recommendations.

A further session will be held in June 2017 to ensure that Members are aware of changes in legislation and best practice in Overview and Scrutiny. Training and support will also be provided for Members newly appointed to Overview and Scrutiny roles. The 2017 training event will include feedback from the ongoing Select Committee review into the operation of Overview and Scrutiny in local government.

Work Programme 2017-18

The Committee will continue to carry out its challenge and support functions through consideration of key performance indicators and the Executive's Forward Programme. Executive Members and Service Directors will be invited to attend and discuss specific issues relating to their portfolios and a key priority will be more effective pre-decision scrutiny relating to new policies and service developments.

The Committee will also scrutinise the following issues:

- Council Plan and Corporate Peer Review Action Plan;
- Strategic Development Locations (SDLs) and development of the new Local Plan;
- The Council's annual Budget Consultation exercise;
- Operation and performance of Council-owned companies;
- Compliance with the Council's statutory duties under the Equality Act.

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

SECTION 4

REPORT OF THE CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE



**Pauline Helliard-Symons, Chairman
Children's Services Overview and Scrutiny Committee**

The Committee's work is divided between scrutiny of children's social care and educational attainment. As well as monitoring recommendations put in place by earlier Committees and Task and Finish Groups, the new issues arising during the year are outlined below. This is in addition to the regular performance monitoring carried out at each meeting which involves challenging performance against the targets that Officers have set. This process keeps the Committee in touch with the performance of different elements of the service and the performance of schools via the monitoring of Ofsted reports.

We also monitor what the service is doing to help schools requiring improvement to improve. This is now more complex, with the advent of academies and free schools, as the Council has little control over what they do but retains accountability for their educational outcomes. In undertaking its duty to scrutinise schools' performance, the Committee requested that a cross-party Task and Finish Group be set up to identify the reasons that led to the Coombes C of E Primary School rating of 'inadequate' following an Ofsted inspection which took place in May 2016. At the time of writing, recommendations from the Task and Finish Group were due to be submitted to Executive for consideration.

The Committee continued to monitor the social worker recruitment and retention strategy. The rate of Social Worker retention has improved from 2015. However, the evidence indicates that there will be an ongoing need for agency staff due to the work advantages offered by agencies, which can outweigh the benefits of working for a Local Authority.

Members of the Committee and their substitutes attend training at the start of the first meeting each year. As Children's Services is an area where so much changes so quickly, we are keen to keep up to date with new legislation and service developments.

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

Pauline Helliard-Symons

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. The Committee also scrutinises the parts of the Health and Wellbeing Strategy that relate to children and young people.

Membership:

Councillor Pauline Helliar-Symons (Chairman).
Councillors Laura Blumenthal, Richard Dolinski, Ken Miall, Beth Rowland, Bill Soane, Alison Swaddle and Shahid Younis (Vice-Chairman).

Substitute Members:

Councillors Chris Bowring, Prue Bray, Kate Haines and Clive Jones.

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

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Work Programme 2016-17

Performance Management

At each meeting the Committee reviewed the performance of the service in relation to key Performance Indicators. These indicators demonstrate the contribution made by Children's Services to achieving key Council priorities relating to looking after vulnerable people, improving educational attainment and focussing on every child achieving their potential. Members asked detailed questions on the performance indicators and requested further information to support the direction of travel set out in the report. At its meeting in November 2016 the Committee challenged the target for the 'schools causing concern' indicator and Officers agreed to make this a target of zero. The Committee asked the Service to include a further indicator to start the monitoring of Adoption services.

School Performance Data

The Committee received regular School Performance data reports. Summaries of recently published School OFSTED reports were also considered. The Committee noted that many schools had improved their Ofsted inspection results over the last year. The Committee challenged the performance gap between boys and girls and enquired about the efforts in narrowing the gap for disadvantaged pupils.

Members were informed that Southfields Special School (which had undergone special measures) was now closed and a new school has been formed in partnership with the Northern House Trust. An inspection took place in December 2016 and significant improvements had already been achieved with the support of the Local Authority and the Trust. The Committee requested to be regularly informed of any school(s) causing concern. In future such reports would be considered in a part 2 session with the local ward Member(s) being invited to attend the meeting.

The Committee noted that 'reading' and 'grammar' tended to perform better than 'writing' in the Early Years, KS1 and KS2. Officers were asked to provide evidence of work being undertaken to improve 'writing' in schools and Early Years settings across the Borough. The Committee noted high achievements, and on the whole, the fact that Wokingham schools continued to perform well, as evidenced by national statistics.

Coombes School Task and Finish Group

The Task and Finish Group was set up to examine the reasons that led to the school's unsatisfactory Ofsted rating following an inspection in May 2016. The Group's remit was firstly to find out how the Council supported the school and how it could have supported the school more effectively; secondly, to determine what measures could be introduced to prevent what happened to the Coombes School from happening to other schools; and thirdly, to develop a system to keep local ward Members informed of schools' performance in their ward, in particular to provide early warning if a particular school was in danger of underperforming.

The cross-party Group consisted of six Members. Six meetings were held from August to November 2016, during which various Officers and Headteachers were interviewed. A final report containing its findings and recommendations was presented to the March 2017 meeting of the Committee. Details of the Task and Finish Group's investigations and conclusions are contained in the final report which can be found on the Council's website.

Multi Agency Safeguarding

Members noted that the Multi Agency Safeguarding Hub (MASH) was implemented in April 2016 and had been rated a success. MASH was a programme that facilitated information sharing between agencies. The project offered a safe environment to hold conversations about safeguarding and helped to speed up processes. The Committee received an update at its June 2016 meeting from Graham Enright of Thames Valley Police.

The Committee was also informed that there were other systems already in place to ensure effective safeguarding, such as the MARAC map (Multi Agency Risk Assessment Conference) and the Multi Agency Public Protection Arrangements (MAPPA). The Committee received a report on the work undertaken by all these safeguarding projects at its September 2016 meeting. The Committee will continue to monitor MASH as part of its work programme.

Post OFSTED Action Plan

The Committee continued to monitor the action plan developed following the Ofsted inspection of Children's Services in November 2015. The Service also submitted a self-

assessment plan containing targets for improvement. The Committee was informed that Ofsted had not revised the action plan, this demonstrated confidence in the Service's ability to improve and move forward.

Wokingham Multi Academy Trust

The Committee was informed that a Member and Officer Task and Finish Group was set up to establish the best way to develop a Trust. Councillor Charlotte Haitham Taylor, Executive Member for Children's Services addressed the Committee at its meeting in January 2017 to update the Committee on the work of the Task and Finish Group. Since the Task and Finish Group was first established, there has been a shift in government policy in relation to academies. The Committee was informed of the loss of the Education Services Grant and its implication for schools' funding. The Council will continue to explore various options and the potential benefits of setting up a partnership model.

Wokingham Borough Council Policies Regarding Transsexual Issues in Schools

Members requested a review of the Council's policies in relation to transsexual issues in schools following enquires from residents. Members were informed that transsexual issues only affected a small number of children in the Borough and where necessary this was dealt with by the Education Psychology Service. The small number of cases did not warrant the development of a specific policy at this stage. The Committee recommended that schools' awareness of this issue should be raised and that access to information should be made available to schools. The Service agreed to make more information available to schools by sharing another Council's policy document. The Committee agreed to monitor this issue within the equalities review.

Regional Adoption Agency

The Committee considered the proposal for Wokingham Borough Council to join a Regional Adoption Agency. This was a government initiative which encouraged local authorities to join in partnership with other adoption agencies. The Committee was informed that there were many benefits to joining the agency, including: a bigger pool of children and adopters; better value for money through economies of scale in the recruitment and assessment process for adopters; potential savings through placing children with adopters more quickly and improved adoption services across a wider geographical area. After careful consideration, the Committee agreed to support the proposal.

Career Choice, Guidance and Training Opportunities for Children in the Borough

The Committee was informed that this service provision was delivered through schools. Schools made use of links with education, businesses, networks with the public and voluntary sectors to provide students with a variety of opportunities. Members recommended that training and guidance about career choice should be extended to parents. The Committee also noted that it was important to encourage girls to take up STEM (Science, Technology, Engineering and Maths) subjects. The Committee learnt that children with disabilities received career guidance through Addington School in partnership with Elevate. Members recommended that the Service promote partnerships between schools and major companies to facilitate work experience for young people.

Staff Recruitment and Retention

The Committee was pleased to note that the recent strategies to improve social worker recruitment and retention had started to produce positive results. There were now more experienced Social Workers in the Borough in comparison to 2015/16. However, the Committee was informed that there would always be a need to use agency workers because the benefits of working for the Council did not always outweigh the advantages of a flexible approach to work offered by agencies. The Service offered substantial training opportunities through the Innovation Programme and the Practice Framework.

Members noted that children in care had asked for more consistency with social workers. As a result, the Service had made social worker retention one of its priorities. It was important not to become complacent and, therefore, there would be continuous effort to improve social worker recruitment and retention.

Work Programme 2017-18

The Committee will continue to monitor key Performance Indicators to track the overall improvement of Children's Services and will continue to monitor school improvement, particularly in relation to 'narrowing the gap' between high and low achievers and the delivery of effective safeguarding services for children. Additionally, the Committee will closely monitor any school(s) causing concern. The forward programme will now include a standing item on 'school(s) causing concern' (to be considered in a part 2 session). The Committee's work programme is flexible and will allow for items to be added if the need for a particular review arises. Task and Finish Groups will be established if required by the Committee, either to carry out specific investigations or to have an input into policy development. The Committee's work programme for 2017-18 will include the following topics:

- Workforce Strategy;
- The impact of the 21st Century Council programme on Children's Services;
- Children and Young People's Plan – refresh;
- Early Years Strategy (including the impact of the 30 free hours for 3-4 year olds)
- Sufficiency Strategy for Children In Care and Care Leavers – refresh 2017-19
- Secondary School place planning;
- Engagement Plan 2017/18 (receiving feedback from young people and their families);
- Disability Strategy 2016/18;
- Children Missing Education Strategy 2015-18 (including children educated at home);
- Primary Strategy 2016/18.

SECTION 5

REPORT OF THE COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE



**Philip Mirfin, Chairman
Community and Corporate Overview and Scrutiny
Committee**

2016-17 was the second year of operation for the Committee following the merger of the former Corporate Services and Community Partnerships Overview and Scrutiny Committees.

During the year the Committee looked at a number of issues which are important to the residents of the Borough and to the delivery of high quality services by the Council and key partners. These included parking, flood risk management, the Wokingham Town Centre Regeneration, community safety and policing arrangements, houses in multiple occupation, unauthorised traveller encampments and cycle lanes.

The Committee also scrutinised the Council's major change programme: 21st Century Council. The programme aims to improve customer choice, implement "state of the art" information technology and systems, increase partnership and community working whilst, at the same time, delivering significant savings. These are ambitious aims. The Committee will monitor the implementation of the change programme to ensure that its aims are achieved, the positive impact on residents and local communities is delivered and the most vulnerable residents in the Borough are not disadvantaged by the new ways of working.

We already have a number of important topics on the agenda for coming meetings, as you can see from this report, and more will be added during the next two months as proposals are evaluated and prioritised.

This report marks the completion of my first year as Chairman of the Committee. I thank the Members of the Committee, Officers and those others who took part in our meetings for their valuable contributions during the year.

Philip Mirfin

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 Philip Mirfin (Chairman).

Councillors Chris Bowring, Michael Firmager (Vice-Chairman), Ken Miall, Rachelle Shepherd-Dubey, David Sleight, Bill Soane and Shahid Younis.

Substitute Members: Councillors Parry Batth, Chris Smith, Lindsay Ferris and Clive Jones.

Officer contact: Arabella Yandle: arabella.yandle@wokingham.gov.uk

Work Programme 2016-17

21st Century Council

As part of its role the Committee holds a watching brief over the changes that are currently taking place within the Council under the 21st Century Council change programme. During the year, the Committee received two presentations on the change programme. The first was a presentation by the Chief Executive and the Programme Director, submitted in June 2016, outlining the key drivers of the changes and the projected benefits relating to improved customer service and financial savings. Members asked a number of questions regarding the need for resilience and the need to maintain focus on key customer and statutory services.

The second presentation was submitted in January 2017 at the start of Phase 1 of the restructuring process, i.e. the restructuring of senior management, support services, IT and strategy and commissioning. As part of this submission, the Chief Executive explained the methodology being used to minimise job losses and to involve the trade unions and other consultative bodies through the process. The Committee welcomed the report and asked for a further report in November 2017 following the commencement of Phase 2 of the programme.

Wokingham Town Centre Regeneration Scheme

In October 2015, the Committee received a report on the proposals to regenerate Wokingham Town Centre. Members requested further updates as the scheme progressed, with future updates to include financial data. An update was duly presented to the Committee in November 2016, prior to the commencement of the Peach Place refurbishment. The update included details of the four priority projects within the scheme as well as information regarding the financial implications of the scheme which was projected to deliver a financial surplus of £16m to the Council. Members subsequently received information about trends in the retail market and projected growth in retail activity linked to the regeneration scheme.

Members asked a number of questions relating to the risks facing the Council in its role as developer, the variety of retail, food and entertainment facilities to be delivered by the scheme and the implications for vulnerable residents such as the visually impaired.

Cycle Lanes

The Council has been carrying out a programme of cycle lane development within the Borough and with Reading Borough Council, with the intention of creating a cycle path along the A329 corridor as part of the National Cycle Route across Berkshire. The Committee received an update on the cycle lane programme, in January 2017, which outlined the progress that had been made since the start of the programme. The Committee were pleased to note that funding continued to be identified and that the “My Journey” brand had been successfully launched.

Members reported that a number of residents had raised concerns about shared pavements and the apparent lack of courtesy displayed by many cyclists, for example by not making pedestrians aware of their presence by means of cycle bells or similar. Officers were asked to broaden engagement with all ages of cyclists to make them aware that it is mandatory to have a bell on a bicycle when it is sold, for a very good reason, so that pedestrians and other users of shared spaces could be alerted to the danger of speeding bicycles approaching. Members continued to be concerned about safety and asked for a further update on this issue in September 2017 following the completion of Phase 4 of the programme, which would link Woodlands Road to Station Approach.

Road Repairs and Road Improvement Schemes

The Committee received a report on road repairs in 2015 and asked for an update in June 2016. As part of the update report, the Committee was informed about changes in staffing and how this had impacted on the road repairs programme. The Committee was happy to learn that, over the previous year, the target of 85% of works meeting required standards had been successfully achieved and would continue to be improved upon by working closely with the contractor. Officers also reported that new Government guidelines were to be issued later in the year, promoting an integrated asset management approach to highway infrastructure.

At the November 2016 meeting, the Committee welcomed the new “Highways for Members” service and its positive impact on the handling of queries. In response to being informed that the contracts with professional services and highway maintenance and structures were being extended until March 2019, Members raised the issue of highway works carried out by utility companies and asked for more information about the number and range of fines imposed due to work overruns, etc. Members were subsequently informed of the figures and that income from fines was being directed towards the Highways and Transport service.

Sustainable Drainage Systems (SuDS) Strategy

Following an initial report in January 2016, the Committee received an update on the SuDS strategy in September 2016 outlining the Council’s long term vision on its use with regard to managing flood risk and improving water management. The Committee was briefed on current flood risk management issues across the Borough and the benefits that would accrue

through the adoption of SuDS through the planning system. With the potential building of 800-900 new houses each year it was essential that the approach to water management was sustainable and appropriate.

Members sought clarification on a number of points around responsibility, asset management and the interface with other authorities as well as working with farmers and their organisations. The strategy went to consultation in July 2016 and was submitted to the Executive in January 2017 when it was adopted. As a result SuDS would be incorporated into the consideration of all future planning applications. The Committee requested an annual update on the impact of the SuDS strategy, commencing in June 2017.

Houses in Multiple Occupation (HMOs)

Following on from a report on HMOs, received in November 2015, the Committee received an update in September 2016 which outlined the current position in the Borough. A resident submitted a question to the Committee relating to the Council's application of HMO regulations to three storey houses when many HMOs in Shinfield Park were based on two storey properties.

Officers informed the Committee that there had been a sizeable reduction in the number of applications for planning and licensing HMOs due to the change of rules around 'buy-to-let' investments. The report stated that the Shinfield Neighbourhood Plan was due to be considered by the Executive followed by a local referendum on its adoption. The Neighbourhood Plan contained provisions relating to parking which could help to alleviate parking problems relating to HMOs.

The update went on to discuss parking issues, which were a key concern around HMOs. The Shinfield Parish Plan included a requirement for parking surveys to take place prior to planning and licensing permission being granted. Members were also informed that the adoption of Civil Parking Enforcement across the Borough would enable the Council to address specific parking issues. The decision was made at Executive in September 2016 to make a submission to the Department of Transport to undertake Civil Parking Enforcement. Progress was ongoing with a public consultation due later in 2017, with the Committee receiving a report on its progress at the March 2017 Meeting.

Unauthorised Traveller Encampments

The Committee received a presentation at the November 2016 meeting outlining the background to the rise in unauthorised Gypsy, Roma and Traveller (GRT) encampments in 2016, the costs involved and the measures open to the Council to address the problem. The presentation highlighted a large increase in unauthorised encampments during 2016 with 35 encampments in the year to September. The presentation gave details of the financial implications of the increased incidence of encampments with £25k committed to date.

Members raised concerns relating to the Council's timeframe for removing unauthorised encampments compared to the timeframe for private landowners. Members requested that Officers write to the Lord Chancellor's office to highlight this issue and request appropriate legal changes. The Committee welcomed the use of preventative measures at key sites and

supported the more proactive approach taken by Officers. A further update was requested on unauthorised encampments during 2017.

Policing – Wokingham and Bracknell

The Wokingham and Bracknell local police areas (LPAs) were merged in April 2016 and Members asked for an update on the progress and the impact of the merger to be delivered to the Committee in January 2017. Superintendent Rob France, Bracknell and Wokingham LPA Commander, delivered a detailed report on the benefits of the combined force. He replied to Member questions on crime statistics and reporting and updated the Committee on possible changes to the force in future. Members agreed that this was a valuable report and requested that it be repeated on an annual basis, due next in January 2018.

Community Safety Partnership

At its meeting in March 2017 the Committee scrutinised the work of the Community Safety Partnership over the previous year. Members asked how the partnership and its delivery groups had progressed the four strategic priorities relating to the reporting of domestic abuse, reducing the level of repeat offending, understanding hidden crime and communicating the work of the partnership to make all residents feel safer.

Members considered the range of performance indicators underpinning each of the priorities and provided evidence of local issues which impacted on community safety and the work of the partnership.

Work Programme 2017-2018

Apart from receiving further updates mentioned above on the 21st Century Council programme, cycle lanes, the SuDS strategy and Civil Parking Enforcement, the Committee will also scrutinise the following issues:

- Operation of the Borough's Community Safety Partnership;
- Council Budget monitoring;
- Wokingham Town Centre regeneration project;
- Council support to Voluntary Sector organisations;
- Government Right to Buy Scheme;
- Impact of new legislation on the Council's Procurement Policy

SECTION 6

REPORT OF THE HEALTH OVERVIEW AND SCRUTINY COMMITTEE



**Ken Miall, Chairman
Health Overview and Scrutiny Committee**

The challenges facing the NHS and social care services continue to be front page news. Demand for services continues to increase as a result of new medical technologies, a growing population, longer lifespans and the effect of lifestyle factors such as alcohol consumption, poor diet and lack of exercise. At the same time financial constraints continue to increase as evidenced by record NHS trust deficits and significant reductions in funding for social care. Additionally, the Government is seeking to deliver major service changes such as seven day working in the NHS and new models of care are being introduced through Sustainability and Transformation Plans. Finally, the implications of Brexit, for example in relation to health and social care staffing, are yet to be understood.

The impact of the challenges outlined above on the most vulnerable members of our communities means that there has never been a more important time for robust scrutiny of existing services and detailed analysis of proposed changes. Against this backdrop, the Health Overview and Scrutiny Committee has continued to test the effectiveness of local health services and explore the potential for more collaborative working between health and social care. In so doing, it has considered evidence from a wide range of sources, including residents, service users, health and care providers and the Borough's Healthwatch team.

During the year the Committee addressed a number of key issues such as the performance of the Berkshire Healthcare NHS Foundation Trust, care home provision, maternity services and progress relating to ongoing Better Care Fund projects.

In delivering its work programme, the Committee continues to build on effective working relationships with key health service providers, the Wokingham Health and Wellbeing Board, the Borough's Clinical Commissioning Group and the local Healthwatch team.

Finally, I would like to record my thanks to the Members, Council Officers, external partners and residents who contributed to the work of the Committee during the year.

Ken Miall

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 the Borough. This includes acute and community health services, family and public health services and the work of the Local Healthwatch team.

The Committee exercises powers conferred through the Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. The Committee also scrutinises social care services and other health related services jointly commissioned by the Council and local health bodies.

Membership

Councillor Ken Miall (Chairman).

Councillors Parry Batth, Laura Blumenthal, Richard Dolinski, Kate Haines (Vice Chairman), Philip Houldsworth, Clive Jones, Abdul Loyes, Chris Smith, and Bill Soane.

Substitute Members: Chris Bowring, Lindsay Ferris, Rachelle Shepherd-DuBey and David Sleight.

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

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

Work Programme 2016-17

Berkshire Healthcare NHS Foundation Trust

The Committee received a presentation on the performance of the Trust from Julian Emms, Chief Executive, and David Cahill, Locality Director for the Borough. The Trust was the main provider of mental health and community health services across Berkshire. The Trust operated from more than 100 sites across the county including community hospitals, Prospect Park hospital, clinics and GP practices.

The Committee were informed that a Care Quality Commission inspection had rated the Trust as “Good” overall with several services rated as “Outstanding”. This meant that the Trust was the first combined community and mental health trust in the south of England to achieve such a rating. All services located within the Borough, including Westcall, were rated as “Good”.

Members welcomed the outcome of the inspection and asked about the Trust’s plans to move to an “Outstanding” rating. Julian Emms outlined how the Trust intended to build upon the strengths highlighted during the inspection, including a strong leadership team, well motivated and trained staff, high standards of cleanliness in wards and clinics and responsive services which adopted best practice and innovation.

Care Homes

At its meeting in July 2016, the Committee received an update on the provision of care homes within the Borough. Members were informed that there were 21 care homes providing a total of 356 residential care beds and 542 nursing beds. There were also three extra care units with 106 flats. Existing capacity was considered to be adequate. However, the impact of quality assurance frameworks and organisational safeguarding concerns on a provider could have a major impact number of places available within the local market.

Members asked about the impact of a growing population and other trends which would impact on the care home market. It was confirmed that the number of people with high levels needs in the Borough stood at 4,442 in 2015. This number was projected to rise to 7,280 by 2030. It was clear that future market shaping would need to be based on accurate projections of population growth and an assessment of the availability of alternative types of care.

The Committee sought assurance about quality assurance and the process for identifying concerns about local providers. It was confirmed that the Care Governance Board met monthly to analyse feedback and any safeguarding alerts received. It was also reported that the Healthwatch team were undertaking a project on extra care homes, working with Optalis to understand the experience of residents living in extra care housing.

Local Health and Care Economy

Members discussed the local health and care economy, at the meeting in November 2016, and considered how it was meeting the needs of the growing care home population. This followed concerns about difficulties faced by care home residents in registering with local GPs.

Members were briefed on the projected increase in the number of older people in the Borough with the number of residents over the age of 80 likely to double over the next 10 years. In relation to GP registration it was considered to be more practical if care home residents registered with the General Practice linked to the home rather than staying with their own GP. Members recognised that the growing number of older people in the Borough would have ongoing implications and requested updates to future meetings.

Support for Carers

The Committee considered the level and quality of support available for carers across the Borough. It was reported that the Council provided statutory services to around 700 carers. Members were reminded of the Council's Carers' Strategy (2016/18) which focussed on support for carers, enabling carers to keep healthy, social isolation, self-help and the promotion of community based support. In addition, more carers were supported by the voluntary sector.

Members were briefed on the development of a new model of carer support services which included extensive consultation with carers about advice, information and outreach services. The specification for the new service had been informed by the views of local carers and carers would also assist in the process for selecting the new provider. Members welcomed

service improvements which included a carers club for carers of people with dementia, an advocacy service for carers and a dedicated young carers service.

Independent Living Fund

Members considered an update on the transfer of Independent Living Fund (ILF) cases to the Council. The ILF had been established in 1988 to make direct payments to enable disabled people and, where appropriate, their carers to purchase support that could not be obtained from Councils. Members were briefed on the 18 cases transferred to the Council and the grant monies allocated by central Government.

Better Care Fund – Step Up, Step Down

The Committee considered progress relating to the Step Up, Step Down project which was one of the eight schemes being delivered under the Better Care Fund. The Better Care Fund had created a local single pooled budget to incentivise the NHS and local government to develop services which focussed on the wellbeing of local residents. Step Up related to people who experienced a sudden and severe change in need requiring a period of intensive support and rehabilitation to avoid hospital admission or permanent placement in a residential or nursing home. Step Down related to people in hospital who were medically well but were not ready to return to their home or level of independence. Step Up, Step Down was based at the Alexandra Place Extra Care scheme with 24/7 staffing.

Members asked about the level of usage of the service and the measures used to assess service quality. It was confirmed that during the year from July 2015 to July 2016 the service had been used by 37 people for a cumulative total of 698 days. This meant that 339 days in hospital were saved along with 25 admissions to residential care. The estimated cost of the service for the year was £110k against which NHS savings of £155k and Council savings of £92k had been identified. Service users were asked to complete a questionnaire and, to date, feedback had been largely positive.

Maternity Services

Gill Valentine, Director of Midwifery at the Royal Berkshire NHS Foundation Trust, attended the November 2016 meeting to brief Members about maternity services. The services delivered included community midwifery, hospital based ante-natal and post-natal care. The briefing covered staffing levels, quality assurance and service priorities for the future.

Members were informed that a Care Quality Commission inspection in November 2015 had resulted in positive feedback for the service. The inspection found that feedback from service users was consistently positive, delivery rates were comparable with the England average and clinical areas were visibly clean.

Members asked about any issues which impacted on the recruitment of midwives, including housing costs and other challenges facing the service. It was confirmed that the cost of housing was a major challenge and that the age profile of staff meant that recruiting younger midwives was a priority. New housing developments in the Borough were also likely to result in additional demand for maternity services.

Healthwatch

At each Committee meeting Healthwatch Wokingham Borough updated Members on its work. Members also considered the Healthwatch Annual Report for 2015/16. The annual report stated that over 650 people had shared their experiences with Healthwatch during the year and 167 people had been signposted to advice and guidance.

The Committee expressed concern that future funding for Healthwatch was not guaranteed. Members felt that Healthwatch provided a valuable service to local communities.

Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan

The Committee accepted an invitation to join with West Berkshire, Reading, Oxfordshire and Buckinghamshire Councils in the joint scrutiny of the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan (STP). The STP includes key programmes and enabling work streams focussing on prevention relating to child and adult obesity and exercise, urgent care, mental health, workforce issues and digital interoperability.

Delivery of the STP will help to tackle major challenges relating to the increased demand for services, pockets of deprivation, population growth, out of date facilities, variable access to services and staff recruitment and retention. It will also generate significant savings to bridge the major funding gap facing health services across the region.

Work Programme 2017-18

The Committee's work programme for 2017/18 will be an evolving piece of work. The Committee will continue to receive the Wokingham Clinical Commissioning Group Performance Outcomes Report and updates from Healthwatch. It will also continue to monitor current health related consultations and will scrutinise the following issues:

- Performance of the local NHS Foundation Trusts;
- Progress relating to the integration of health and social care services;
- The provision of effective community mental health services;
- Access to primary care services within the Borough's Strategic Development Locations.

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 2017-18 the Council will be seeking to make more use of 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 2017/18

- **Overview and Scrutiny Management Committee**

Tuesday 30 May 2017 at 7pm
Tuesday 11 July 2017 at 7pm
Tuesday 20 September 2017 at 7pm
Tuesday 22 November 2017 at 7pm
Tuesday 9 January 2018 at 7pm
Tuesday 27 March 2018 at 7pm

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

Tuesday 20 June 2017 at 7pm
Tuesday 12 September 2017 at 7pm
Tuesday 14 November 2017 at 7pm
Tuesday 23 January 2018 at 7pm
Tuesday 20 March 2018 at 7pm

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

Monday 19 June 2017 at 7pm
Monday 4 September 2017 at 7pm
Monday 6 November 2017 at 7pm
Monday 15 January 2018 at 7pm
Monday 12 March 2018 at 7pm

- **Health Overview and Scrutiny Committee**

Monday 5 June 2017 at 7pm
Monday 10 July 2017 at 7pm
Monday 11 September 2017 at 7pm
Monday 22 January 2018 at 7pm
Wednesday 7 March 2018 at 7pm