

<b>TITLE</b>	<b>Overview and Scrutiny Work Programmes 2020/21</b>
<b>FOR CONSIDERATION BY</b>	Overview and Scrutiny Management Committee on 24 June 2020
<b>WARD</b>	None Specific
<b>DIRECTOR</b>	Graham Ebers, Deputy Chief Executive

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

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

## **RECOMMENDATION**

The Committee is requested to:

- 1) note the Overview and Scrutiny Work Programme Tracker for 2019/20 (Annex A);
- 2) consider the additional Scrutiny requests (Annex B);
- 3) consider any other potential Scrutiny items, including items arising from the Council Delivery Plan (Annex C);
- 4) consider and amend, as necessary, the proposed Overview and Scrutiny Work Programmes for 2020/21 (Annex D);
- 5) note that additional items (including Covid-19 issues) can be included in the Overview and Scrutiny Work Programmes during the year;
- 6) confirm that each of the Overview and Scrutiny Committees will undertake one or more detailed Scrutiny reviews during 2020/21.

## **SUMMARY OF REPORT**

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

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

Each year the Committee approves work programmes for itself and the Council's Overview and Scrutiny Committees. Draft work programmes are appended to the report for Member consideration and approval. Following public consultation a number of additional Scrutiny requests have been received. These requests are also included in the report for Member consideration. Flexibility may be required in 2020/21 due to the challenges posed by the Covid-19 pandemic and the requirement for Scrutiny of the Council's response.

## **Background**

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

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

## **Scrutiny Review Criteria**

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

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

## **In Depth Scrutiny Reviews**

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

In 2018/19 the Overview and Scrutiny Management Committee carried out an in-depth Scrutiny review of the Council’s Grounds Maintenance service, resulting in the submission of detailed recommendations to the Council’s Executive in January 2019. In 2019/20 the Committee set up the Estate Infrastructure Task and Finish Group. The Task and Finish Group scrutinised the process for adopting new roads, play areas and open spaces following the delivery of new housing estates. The Committee has also established a Climate Emergency Task and Finish Group which will scrutinise the Council’s Climate Emergency Action Plan.

Building on the successful outcome of the Scrutiny Task and Finish reviews, it is suggested that each Overview and Scrutiny Committee identifies one or more topics for in depth review during 2020/21, the reviews to be carried out by the Committees themselves or by Task and Finish Groups. The Committee has already established the Climate Emergency Task and Finish Group, which will commence its deliberations shortly.

### **Work Programme Action Tracker**

In order to monitor progress against issues in the Overview and Scrutiny Work Programmes, Annex A sets out an Action Tracker for 2019/20. This indicates which work programme items were addressed during the year and which items should be considered for carry forward into 2020/21.

### **Suggested Scrutiny Items for 2020/21**

Annex B sets out a number of potential Scrutiny issues suggested by Members, residents and Town and Parish Councils following the Committee's public consultation exercise. Members are requested to consider the suggestions against the criteria set out above and determine whether they should be included in the work programmes for 2020/21.

### **Community Vision and Council Delivery Plan**

The recently published Community Vision and Council Delivery Plan set out the key priorities for the Borough over the next four years. As such, the documents provide an important source of potential Scrutiny review items. Extracts from the Corporate Delivery Plan are set out at Annex C. Members are asked to consider any potential Scrutiny items arising out of the plan.

### **Draft Scrutiny Work Programmes for 2020/21**

Annex D sets out a proposed draft work programme for each of the Overview and Scrutiny Committees for 2020/21. The work programmes allow flexibility for the consideration of urgent issues and the call-in of decisions made by the Executive. Once approved, the work programme issues will be timetabled into the programme of Overview and Scrutiny meetings during the year. Implementation of the programmes will then be monitored during the year through the Action Tracker.

### **Covid-19**

Scrutiny of the Council's response to the Covid-19 pandemic is addressed in a separate report on the Agenda. The four Overview and Scrutiny Committees will be able to add value by assessing the effectiveness of the Council's plans and the way it has worked with key partners to protect and support vulnerable individuals, schools, care homes and local businesses.

## **FINANCIAL IMPLICATIONS OF THE RECOMMENDATION**

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

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

<b>Other financial information relevant to the Recommendation/Decision</b>
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None
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<b>Cross-Council Implications</b>
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Effective Overview and Scrutiny helps to drive service improvement, policy development and the achievement of value for money for the Borough's residents.
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<b>Public Sector Equality Duty</b>
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Due regard has been given to Council's Public Sector Equality Duty. The issues scrutinised during 2020/21 will raise the profile of Overview and Scrutiny for residents across the Borough, including residents with protected characteristics as defined under the Equality Act 2010. The aim is to achieve better outcomes and increased value for money for residents.
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<b>List of Background Papers</b>
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None
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### Overview and Scrutiny Management Committee – Action Tracker 2019/20

	Scrutiny Item	Action	Update
1.	Development of the Overview and Scrutiny Work Programmes and coordination of the work of the O&S Committees	Work Programmes developed Jan-March 2020	In progress
2.	Discussions with the Leader, Executive Members and Chief Executive to identify future priorities and monitor performance	Leader, Executive Members and CEX attended O&S	Completed
3.	Scrutinising the development of the new Council Plan, the underpinning priorities and Quarterly Performance Management	Community Vision/Delivery Plan considered Feb 2020	Completed
4.	Reviewing implementation of the Council's 21 <sup>st</sup> Century Council programme and the Continuous Improvement Programme (CIP)	CIP reviewed Feb 2020	Completed
5.	Scrutinising the implications of Climate Emergency for the Borough and the Council's Action Plan for a net-zero carbon Borough	Considered in September 2019 and January 2020	Completed – and Carry Forward
6.	Scrutinising the Council's Economic Development Strategy and the impact of the Thames Valley Berkshire Local Enterprise Partnership (TBC)	Not considered	Carry Forward
7.	Scrutinising the Council's approach to public consultation and compliance with its statutory duties under the Equality Act 2010 (Oct 2019)	Report on Equalities considered in March 2020	Carry Forward
8.	Scrutinising the impact of Brexit on the Borough	Not considered	Carry Forward
9.	Reviewing progress of the Council's Grounds Maintenance service following the Committee's Scrutiny review in 2018	Considered in Oct 2019 and March 2020	Completed – and Carry Forward
10.	Reviewing the Government's updated Statutory Guidance on the operation of Overview and Scrutiny and considering the implications for WBC	Considered in June 2019 – Protocol completed	Completed
11.	Approving the annual Overview and Scrutiny report to Council	Submitted to Council – March 2020	Completed
12.	Undertaking Call-In reviews of Executive decisions	No Call-Ins during the year	Completed
13.	Appointing Task and Finish Groups as appropriate	Task and Finish Groups on Estate Infrastructure and Climate Emergency	Completed Ongoing
14.	Reviewing the effectiveness of the Overview and Scrutiny function and the underpinning support and training provided for Officers and Members	Considered in March 2020	Completed
15.	Other Items Considered: <ul style="list-style-type: none"> <li>• Traveller Encampments</li> <li>• Waste and Recycling (Food Waste)</li> <li>• Street Cleansing Contract</li> </ul>		

## Children's Services Overview and Scrutiny Committee – Action Tracker 2019/20

	Scrutiny Item	Action	Update
1.	Monitoring the effective delivery of safeguarding services, including social worker recruitment, retention and training	Considered at every meeting	Completed
2.	Reviewing services that contribute to the achievement of the Council's Vision and priorities for children and young people	Various services were considered during the year	Completed
3.	Reviewing progress in relation to narrowing the gap in educational attainment for children from disadvantaged backgrounds	Consider Borough's tests results at the March 2020 meeting	Ongoing
4.	Reviewing key Children's Services performance indicators and major projects	Was considered at every meeting	Completed
5.	Reviewing school performance indicators and Ofsted reports	Reviewed each meeting/requested annual visit by the Regional School's Commissioner	Completed
6.	Scrutinising the performance of any schools causing concern	Reviewed at every meeting	Completed
7.	Reviewing the allocation of school places across the Borough	Not considered	Carry forward
8.	Monitoring the impact of the 21 <sup>st</sup> Century Council change programme and the successor Continuous Improvement Programme on Children's Services	Not considered	Carry forward
9.	Scrutinising progress of key strategic initiatives such as the Multi Agency Safeguarding Hub (MASH)	Not considered	Carry forward
10.	Considering the annual report of the Corporate Parenting Board	Considered the CPB review - January 2020	Ongoing
11.	Reviewing the Education Vision Strategy	Not considered	Carry forward
12.	Reviewing the Strategy for children with special educational needs and disabilities	Considered in January 2020	Ongoing
13.	Input into new policies through pre-decision scrutiny of draft proposals relating to Children's Services	Not considered	Carry forward
14.	Call-In of Executive decisions relating to Children's Services	N/A	N/A
15.	Appointing Task and Finish Groups as appropriate	N/A	
16.	Other Items Considered: <ul style="list-style-type: none"> <li>• Continuous Improvement Plan</li> <li>• Ofsted Inspection Outcomes and Action Plan</li> <li>• SEND Strategy</li> <li>• Take up of sports and leisure activities</li> <li>• Joint Strategic Needs Assessment Update</li> <li>• Youth Offending Service</li> <li>• Wokingham Young Carers Service</li> </ul>		

## Community & Corporate Overview and Scrutiny Committee – Action Tracker 2019/20

	Scrutiny Item	Action	Update
1.	Reviewing the work of the Community Safety Partnership, the effectiveness of local policing and fire and rescue services	To be considered in March 2020	In progress
2.	Exercising the Council's flood risk management responsibilities by monitoring flood risk activities and partnership working with Towns and Parishes	Update received October 2019	Completed
3.	Scrutinising the delivery of the Strategic Development Locations (SDLs) and progress relating to the Local Plan Update and the Five Year Land Supply	Update on Borough Design Guide received January 2020	Completed
4.	Reviewing the Assets Review Programme and the operation of the Council's Property Portfolio Investment Fund	Update received January 2020	Completed
5.	Reviewing the effectiveness of the Council's partnerships with Town and Parish Councils and the voluntary sector	Engagement re Market Place project, up to date list of voluntary orgs now held by CEM	Completed
6.	Scrutinising the Voluntary Sector Commissioning Strategy	Not considered	Carry forward
7.	Scrutinising burial capacity across the Borough and the Council's plans to ensure adequate future capacity	Update received January 2020 and follow up March 2020	Completed
8.	Scrutinising the Council's Localities service and measures to develop closer working relationships with Town and Parish Councils	Multiple highways issues, bus network review, T+P Councils fed into reports	Completed
9.	Scrutinising the Council's Budget development process and the emerging Budget for 2020/21	Full review undertaken	Completed
10.	Scrutinising the Wokingham Town Centre Regeneration Programme, including the Safety and Financial Audits relating to the Market Place highways project	Update received June 2019	Completed
11.	Scrutinising service and policy developments relating to the Council's public facing services and its in-house support services	Not considered, to be reviewed 20/21	Carry forward
12.	Reviewing highways and transport issues including highways contracts, customer service, car parking, Bus Strategy and cycling	CPE, Market Place, Borough wide parking strategy etc.	Completed
13.	Reviewing the Business Case for the Coppid Beech Park and Ride site	No update, chasing	Carry forward
14.	Scrutinising the implementation and impact of Civil Parking Enforcement across the Borough	Update received June 2019	Completed
15.	Scrutinising the Council's Housing Services to ensure that the needs of local residents and communities are being met	Not considered	Carry forward
16.	Scrutinising the performance of Council-owned companies and shared service arrangements	Not considered	Carry forward
17.	Other Items Considered	N/A	N/A

## Health Overview and Scrutiny Committee – Action Tracker 2019/20

	<b>Scrutiny Item</b>	<b>Action</b>	<b>Update</b>
1.	Monitoring health and social care outcomes and the performance of the local NHS Foundation Trusts	Ongoing	Ongoing
2.	Reviewing progress on the integration of health and social care services	Ongoing	Ongoing
3.	Monitoring progress relating to the development of community hubs	Briefing on Primary Care Networks and Neighbourhoods - September 2019.	Completed
4.	Considering reports and updates from Wokingham Healthwatch	Updates at each HOSC meeting	Ongoing
5.	Reviewing the provision of community mental health services	Ongoing	Ongoing
6.	Considering updates on the work of the Wokingham Clinical Commissioning Group (CCG)	Received an update at September 2019 meeting.	Completed
7.	Reviewing access to primary care services within the Strategic Development Locations	Received updates on health and wellbeing and planning and primary care facilities and estates	Review
8.	Joining West Berkshire, Reading, Oxfordshire and Buckinghamshire Councils in joint scrutiny of the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan	Ongoing	Ongoing
9.	Scrutinising the Planning process in relation to the consideration of health issues	Update on health and wellbeing and planning at January 2020 meeting.	Completed
10.	Call-In of Executive decisions relating to adult social care	N/A	N/A
11.	Input into new policies through pre-decision scrutiny of draft proposals relating to adult social care	Not carried out	Carry forwards
12.	Appointing Task and Finish Groups as appropriate	N/A	N/A
13.	Other Items Considered:  HOSC Member Scrutiny Training – February 2020		

## Overview and Scrutiny Work Programmes 2020/21

### Scrutiny Suggestions

1.	<p>Wokingham Without Parish Council</p> <ul style="list-style-type: none"> <li>• Highways maintenance – specifically in relation to: drainage, ditch management, potholes and resurfacing schedules;</li> <li>• Planning enforcement;</li> <li>• Safe walking (and cycling) routes to schools;</li> <li>• Connected cycleways (in our case for and within Wokingham Without);</li> <li>• Parking management (particularly in our case regarding the management of parking on double yellow lines around Greenwood Road shops).</li> </ul>
2.	<p>Earley Town Council</p> <ul style="list-style-type: none"> <li>• Health &amp; Social Care;</li> <li>• Youth Services;</li> <li>• Falling School Rolls in Earley;</li> <li>• Parking;</li> <li>• Pandemics;</li> <li>• Flood Risk and Disaster Preparedness;</li> <li>• Planting Wildlife Friendly Plants;</li> <li>• Integrated and Strategic Co-ordination.</li> </ul>
3.	<p>Councillor Sarah Kerr</p> <ul style="list-style-type: none"> <li>• Arts and culture strategy which is currently being written (including the consultation on it);</li> <li>• Review of the Volker Highways contract for highway maintenance;</li> <li>• Recycling - forward looking initiatives to increase our recycling rates;</li> <li>• SEND strategy;</li> <li>• Future regeneration plans;</li> <li>• Air pollution - not sure what WBC is doing on this at all, but would like to understand where we're at and what our future plans are;</li> <li>• Social worker recruitment - think we need to scrutinise what both children's and adult services are doing and how successful it is;</li> <li>• Everything coming out of the Climate Emergency Action Plan;</li> <li>• Regional Schools Commissioner (or someone from the team) to scrutinise academy schools;</li> <li>• Review of the library offer;</li> <li>• WBC Website;</li> <li>• Home to School Transport Strategy – including post 16s;</li> <li>• Electric Vehicle Charging;</li> <li>• Low Emission Transport Strategy.</li> </ul>

4.	<p>Ongoing Scrutiny Items</p> <ul style="list-style-type: none"><li>• Update on Food Waste Collection (July 2020);</li><li>• Update on Street Cleansing Contract (October 2020);</li><li>• Update on Unauthorised Traveller Encampments (June 2020).</li></ul>
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## Wokingham Borough Corporate Delivery Plan 2020/24 – Key Priorities

### Key Priority 1 - Safe and Strong Communities

#### We will work with our partners to:

- Protect and safeguard our children, young and vulnerable people.
- Offer quality care and support, at the right time, to reduce the need for long term care.
- Nurture our communities; enabling them to thrive and families to flourish.
- Ensure our Borough and communities remain safe for all.

#### What we will do:

- Maintain a relentless focus on safeguarding.
- Work together to shape services around the needs of the individual and deliver them in a way that empowers residents to live independent and healthy lives.
- Plan, commission and monitor high quality services that deliver value for money
- Work with residents and providers to ensure sustainable local provision of care services and a thriving voluntary sector.
- Work with families and young people to ensure planned transitions from children to adult services.
- Work with our health partners to improve access to primary healthcare and better integrate local health and social care services.
- Work with partners to tackle anti-social behaviour and increase the resilience of local communities.

#### What success will look like:

- Residents feel safe and secure in their neighbourhoods and in the services they receive
- Improvements in health, wellbeing and independence in the community.
- Greater access to opportunities through the voluntary sector; reducing social isolation and loneliness.
- Increased opportunities for self-support, reducing the demand for ongoing care and support.
- Wokingham Borough is the very best place for people with a learning disability to live, learn, work and feel supported.

### Key Priority 2 - Enriching Lives

#### We will work with our partners to:

- Champion excellent education and enable our children and young people to achieve their full potential, regardless of their background.
- Support our residents to lead happy, healthy lives and provide access to good leisure facilities to compliment an active lifestyle.

- Engage and empower our communities through arts and culture and create a sense of identity for the Borough which people feel part of.
- Support growth in our local economy and help to build business.

#### **What we will do:**

- Work with our partners to make the Borough a place where businesses want to invest and are supported to stay and grow.
- Support and challenge all schools to provide the right environment for effective learning for all pupils.
- Work with our partners to provide excellent adult education and training opportunities that meets the skills needs of our employers.
- Develop our public health programme to promote active and healthy lifestyles.
- Maximise opportunities for physical and social activities and make sure everyone is able to participate if they want to.
- Increase the opportunity for creativity to flourish through a vibrant arts and culture offering.

#### **What success will look like:**

- A strong local economy with continued inward investment into the Borough.
- Thriving villages and town centres offering residents and visitors a range of retail and leisure options.
- Increased educational attainment overall and a narrowing of the gap between disadvantaged children, those with protected characteristics and their peers.
- An increase in all residents engaging in active, healthy, cultural and social opportunities.
- More local people involved in volunteering and community activities, taking pride in their neighbourhood and, where possible, looking after their own wellbeing and that of their families and neighbours.

### **Key Priority 3 - Right Homes, Right Places**

#### **We will work with our partners to:**

- Offer quality, affordable, sustainable homes fit for the future.
- Ensure the right infrastructure is in place, early, to support and enable our Borough to grow.
- Protect our unique places and preserve our natural environment.
- Help with your housing needs and support people, where it is needed most, to live independently in their own homes.

#### **What we will do:**

- Ensure a planned approach to house building and place shaping through master-planning and community involvement.
- Develop policies to make sure development is vibrant with the right mix of housing, employment, leisure, community uses and green infrastructure that is well connected and meets community needs.
- Ensure our existing built environment and valued green spaces are protected.

- Maximise the delivery of affordable housing through developers, social landlords and our own housing companies.
- Work closely with our partners and the voluntary sector to deliver a variety of housing options that meet the needs of vulnerable and disabled residents.
- Work with all landlords and home owners to improve the quality and sustainability of the Borough's existing housing stock.

**What success will look like:**

- Where possible, all new development is delivered through a planned approach minimising the impact on existing communities and protecting our valued green space.
- Local residents are supported and protected during any new development in their neighbourhood and that any essential infrastructure delivered up front.
- New developments have their own sense of place that adds to the quality of life and sense of community for those residents living there.
- Sufficient affordable, specialist housing to meet the requirements of all those residents in priority need.

**Key Priority 4 – Keeping the Borough Moving**

**We will work with our partners to:**

- Maintain and improve our roads, footpaths and cycleways.
- Tackle traffic congestion and minimise delays and disruptions.
- Enable safe and sustainable travel around the Borough with good transport infrastructure.
- Promote healthy alternative travel options and support our partners in offering affordable, accessible public transport with good transport links.

**What we will do:**

- Ensure a strategic approach to highway investment and maintenance.
- Increase opportunities across the Borough to access public transport and use electric vehicles.
- Continue to promote and develop the MyJourney programme as a tool to help residents and visitors make sustainable transport choices.
- Work with our partners and the community to review and implement the Local Transport Plan and the walking and cycling strategy.
- Work in partnership to explore new technologies that contribute to an intelligent transport system that makes the best use of the existing road network.

**What success will look like:**

- Less congestion on our roads and more efficient journey times across the Borough.
- Increased use of public transport, walking and cycling initiatives.
- Increased number of electric vehicle charging points.
- A well maintained road network and improved safety for all road users.
- Improved air quality.

## **Key Priority 5 – A clean and green Borough**

### **We will work with our partners to:**

- Play as full a role as possible to achieve a carbon neutral Borough, sustainable for the future.
- Protect our Borough, keep it clean and enhance our green areas for people to enjoy.
- Reduce our waste, increase recycling and improve biodiversity.
- Connect our parks and open spaces with green cycleways.

### **What we will do:**

- Deliver against our Climate Emergency Action Plan and ensure becoming carbon neutral is given due weight through all our strategies and decision making.
- Ensure our colleagues across the council and our contractors, take measures where possible to reduce carbon emissions including making our own buildings more energy efficient.
- Help and support our residents and businesses to make behavioural changes that actively address the challenges of climate change.
- Continue to tackle fly-tipping, litter, graffiti and waste generation.
- Enhance our existing green areas and valued open spaces.

### **What success will look like:**

- Residents and businesses change their behaviours to do more to tackle climate change and the Council is seen as setting a positive example.
- The Borough is recognised as a flagship authority in addressing the causes and impacts of climate change.
- A greener Borough, with more trees and a richer biodiversity with improved and more accessible, open spaces.
- Increased recycling and a reduction in general waste produced by each household.
- A more joined up walking and cycling network with more people choosing to walk, cycle or use public transport.

## **Key Priority 6 – Changing the way we work**

### **We will work with our partners to:**

- Be relentlessly customer focussed.
- Work with our partners to provide efficient, effective, joined up services which are focussed around you.
- Communicate better with you, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough
- Drive innovative, digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.

### **What we will do:**

- Strengthen our understanding of current and future needs so that we can plan, design and deliver the best outcomes for all our residents.

- Listen to what our communities are telling us and use this feedback to shape service delivery, challenge how we do business and manage expectations in an open and honest way.
- Develop an inclusive service delivery approach, in a way that promotes independence and harnesses the digital opportunities available.
- Work in partnership to deliver community led solutions that address the issues that matter most to our residents.
- Develop a proactive approach with our partners in communicating, celebrating our shared success and promoting how the community can get involved.
- Be ambitious in all that we do, ensuring we have the right resource and governance to allow us to deliver at pace and manage demand.

#### **What success will look like:**

- A customer-centred way of working that is responsive to the needs of our communities, is built on a foundation of customer engagement and results in improved satisfaction levels.
- A community-led approach to meeting the needs of our residents, that is focused on the right outcome, delivered in the right way at the right time.
- Communication and feedback that encourages engagement with residents, businesses and partners in an inclusive and informative way.
- Thinking differently about how to manage the needs of our community, using a demand management approach to service delivery, with high ambition and desire to continuously improve all that we do.
- Effective use of digital technology, underpinning the very core of our organisation, that drives innovative new ways of working, helps to understand how things will change in the future and inform decision-making.

#### **Key Priority 7 – Be the best we can**

##### **We will work with our partners to:**

- Be an organisation that values and invests in all our colleagues and is seen as an employer of choice.
- Embed a culture that supports ambition, promotes empowerment and develops new ways of working.
- Use our governance and scrutiny structures to support a learning and continuous improvement approach to the way we do business.
- Be a commercial council that is innovative in its approach with a clear focus on being financially resilient.
- Maximise opportunities to secure funding and investment for the Borough.

##### **What we will do:**

- Develop a People Strategy that is centred around recognition and development of all colleagues across the Council.
- Nurture our colleagues and encourage them to be the best they can be, through opportunities to learn and develop.
- Strengthen our scrutiny approach to ensure we learn from our experiences, consider risks and make improvements for the better.

- Create a commercial mind-set within the organisation that promotes the ability to deliver services differently, demands innovation and ensures we are able to maximise our assets for the benefit of our communities and to deliver financial sustainability.
- Be assertive and robust in our approach to the financial challenges, by developing our investment strategy, enhancing commissioning and contract management, seeking additional investment and securing grant funding to realise our ambitions.

**What success will look like:**

- Colleagues are passionate about what they do and proud to work at our organisation, they understand our goals and their role in helping us to achieve them.
- All colleagues are given the support and opportunities to develop and grow and, where possible, are able to follow a career path that supports their passion and ambition.
- We will have a proportionate approach to risk that encourages innovation whilst ensuring successful delivery.
- A forward thinking, innovative approach to organisational planning and delivery, with a strong commercial approach to everything that we do.
- A council wide approach to the financial challenges and solutions, increased grant contribution to support service delivery, and shared expertise in contract management across the organisation.

## OVERVIEW AND SCRUTINY DRAFT WORK PROGRAMMES 2020/21

### 1. Overview and Scrutiny Management Committee

1.	Scrutinising the Council's response to the Covid-19 pandemic
2.	Development of the Overview and Scrutiny Work Programmes and coordination of the work of the Overview and Scrutiny Committees
3.	Discussions with the Leader, Executive Members and Chief Executive to identify future priorities and monitor performance against targets
4.	Scrutinising the underpinning priorities and KPIs for the Corporate Delivery Plan 2020/24 and the Quarterly Performance Management Reports
5.	Scrutinising the Council's Continuous Improvement Programme
6.	Scrutinising the implications of Climate Emergency for the Borough through the Climate Emergency Task and Finish Group
7.	Scrutinising progress on the Local Plan Update and the Council's Five Year Land Supply
8.	Scrutinising the Council's Economic Development Strategy and the impact of the Thames Valley Berkshire Local Enterprise Partnership
9.	Scrutinising the Council's compliance with its statutory duties under the Equality Act 2010
10.	Scrutinising the impact of Brexit on the Borough and Council services
11.	Monitoring progress on the Council's Food Waste collection service and the new Street Cleansing contract
12.	Scrutinising the Council's policies and procedures relating to Unauthorised Traveller Encampments
13.	Approving the annual Overview and Scrutiny reports to Council
14.	Undertaking Call-In reviews of Executive decisions as necessary
15.	Appointing Task and Finish Groups as appropriate
16.	Reviewing the effectiveness of the Overview and Scrutiny function and the underpinning support and training provided for Officers and Members

## 2. Children's Services Overview and Scrutiny Committee

1.	Scrutinising the impact of the Covid-19 pandemic on Children's Services
2.	Scrutinising the implementation of the Children's Services action plan aimed at achieving a "Good" Ofsted outcome
3.	Monitoring the effective delivery of safeguarding services, including social worker recruitment, retention and training
4.	Reviewing services that contribute to the achievement of the Council's Vision and priorities for children and young people
5.	Reviewing progress in relation to narrowing the gap in educational attainment for children from disadvantaged backgrounds
6.	Reviewing key Children's Services performance indicators and major projects
7.	Reviewing school performance indicators and Ofsted reports
8.	Scrutinising the performance of any schools causing concern
9.	Scrutinising the allocation of school places across the Borough
10.	Monitoring the impact of the Council's Continuous Improvement Programme on Children's Services
11.	Scrutinising progress of key strategic initiatives such as the Multi Agency Safeguarding Hub (MASH)
12.	Considering the annual report of the Corporate Parenting Board
13.	Scrutinising Home to School Transport provision and the appeals process
14.	Reviewing appeals against the service - in terms of number and outcomes
15.	Reviewing the Strategy for children with special educational needs and disabilities
16.	Input into new policies through pre-decision scrutiny of draft proposals relating to Children's Services
17.	Call-In of Executive decisions relating to Children's Services
18.	Appointing Task and Finish Groups as appropriate

### 3. Community and Corporate Overview and Scrutiny Committee

1.	Scrutinising the development of the Council's Budget for 2021/22, including the impact of the Covid-19 pandemic
2.	Reviewing the work of the Community Safety Partnership, the effectiveness of local policing and fire and rescue services
3.	Exercising the Council's flood risk management responsibilities by monitoring flood risk activities and partnership working with Towns and Parishes
4.	Reviewing the Assets Review Programme and the operation of the Council's Property Portfolio Investment Fund
5.	Reviewing the effectiveness of the Council's partnerships with Town and Parish Councils and the voluntary sector
6.	Scrutinising the Voluntary Sector Commissioning Strategy
7.	Scrutinising burial capacity across the Borough and the Council's plans to ensure adequate future capacity
8.	Scrutinising the Council's Localities service and measures to develop closer working relationships with Town and Parish Councils
9.	Scrutinising service and policy developments relating to the Council's public facing services and its in-house support services
10.	Reviewing highways and transport issues including highways contracts, customer service, car parking, Bus Strategy and cycling infrastructure
11.	Scrutinising the Council's emerging Arts and Culture Strategy
12.	Reviewing the Business Case supporting the development of the Coppid Beech Park and Ride site
13.	Scrutinising the implementation and impact of Civil Parking Enforcement across the Borough
14.	Scrutinising the Council's Housing Services to ensure that the needs of local residents and communities are being met
15.	Scrutinising the operation and performance of the Council-owned companies and shared service arrangements
16.	Appointing Task and Finish Groups as appropriate

#### 4. Health Overview and Scrutiny Committee

1.	Scrutinising the Council's response to the health and care related issues arising from the Coronavirus pandemic
2.	Monitoring health and social care outcomes and the performance of the local NHS Foundation Trusts
3.	Reviewing progress on the integration of health and social care services
4.	Monitoring progress relating to the development of Primary Care Networks
5.	Considering reports and updates from Healthwatch Wokingham Borough
6.	Scrutinising the impact of the Council's Continuous Improvement Programme on Adult Social Care
7.	Reviewing the provision of community mental health services
8.	Considering updates on the work of the NHS Berkshire West Clinical Commissioning Group (CCG)
9.	Scrutinising the Council's plans to improve air quality across the Borough
10.	Reviewing access to primary care services within the Strategic Development Locations
11.	Joining West Berkshire, Reading, Oxfordshire and Buckinghamshire Councils in joint scrutiny of the Buckinghamshire, Oxfordshire and Berkshire West Sustainability and Transformation Plan
12.	Scrutinising the Planning process in relation to the consideration of health issues
13.	Call-In of Executive decisions relating to adult social care as necessary
14.	Input into new policies through pre-decision scrutiny of draft proposals relating to adult social care
15.	Appointing Task and Finish Groups as appropriate