

Review of Overview and Scrutiny 2013-17

Executive Summary

An opportunity for Overview and Scrutiny (OS) to reflect on its activity during the outgoing council is an important part of its learning and improvement journey. The 'legacy' process allows consideration of OS's successes and challenges during the past four years, including the key scrutiny reviews undertaken. It can then submit suggestions for OS under the 2017-21 council to consider in order to maximise the impact of its future activity.

This report highlights the key pieces of work undertaken by Overview and Scrutiny (OS) during the 2013-17 Council (as set out in Appendix A) and recommends topics to the Management Committee for suggested inclusion in a new OS work programme after the elections (as set out in Appendix B).

The report also reviews the effectiveness of OS during the 2013-17 Council, including by considering discussion points from the OS Legacy workshop held in January 2017, and make recommendations for consideration by Management Committee after the elections as appropriate.

Proposal(s)

Members are asked:

1. To thank all those members, partner organisations and officers who have positively contributed to the work of the select committees and in the effective delivery of the OS work programme;
2. To acknowledge that the content of the report, including the key activities listed at **Appendix A**, demonstrates the significant contribution that OS is making to open and honest decision-making and to the overall good governance of the authority;
3. To ask the Management Committee to review the topics listed in **Appendix B** and determine what should be included in its legacy report for the OS work programme of the new Council;

4. To note the development areas identified at the OS Legacy workshop and ask Management Committee under the new Council to consider how they might be taken forward as appropriate;
5. To note the CLG enquiry into the effectiveness of OS in local government and recommend that Management Committee under the new Council receives updates at appropriate milestones;
6. To note the delivery of the 4-year OS learning and development programme so far and ask Management Committee under the new Council to consider whether a review of the programme is required to ensure it remains appropriate and deliverable;
7. To note the next steps described in paragraphs 27 and 28.

Paul Kelly
Head of Performance and Democracy (and Designated Scrutiny Officer)

Review of the work of Overview and Scrutiny – 2013-2017

Purpose

1. To highlight the key pieces of work undertaken by Overview and Scrutiny (OS) during the 2013-17 Council and to recommend topics to the Management Committee for suggested inclusion in a new OS work programme after the elections.
2. To review the effectiveness of OS during the 2013-17 Council, including by considering discussion points from the OS Legacy workshop held in January 2017, and make recommendations for consideration by Management Committee after the elections as appropriate.

Background

3. An opportunity for Overview and Scrutiny (OS) to look back on its activity during the outgoing council is an important part of its learning and improvement journey. This 'legacy process' complements other opportunities for reflection such as OS councillor training workshops, annual meetings between OS chairmen/vice-chairmen and executive members and the 2015 LGA Peer Review of OS.
4. The legacy process allows consideration of OS's successes and challenges during the past four years, including the key scrutiny reviews undertaken. It can then submit suggestions for OS under the 2017-21 council to consider in order to maximise the impact of its future activity.
5. For the 2013-17 council, OS Management Committee has agreed the following OS legacy process:
 - 1) **OS Legacy Workshop** (17 January 2017)
A learning and development event where executive and OS members reviewed OS's successes and challenges during this council. The outcomes from this are outlined from **paragraph 11** below.
 - 2) **Select Committee 'end of term' reports** (February / March)
The three select committees considered their 'end of term' reports, highlighting the key pieces of work done during the current council and suggesting ongoing pieces of work under the next. These, plus

the equivalent information for the Management Committee, are listed in the table under **Appendix A**.

3) **OS Management Committee reviews the work of OS during 2013-17** (28 March 2017)

Having considered the above, to agree an overarching report for submission to the new council to be considered at the next Management Committee's first meeting on 6 June 2017.

Review of Overview and Scrutiny 2013-17

Context

6. As a new unitary council in 2009, Wiltshire Council's OS arrangements were agreed for "day one" following consultation during transition, a joint OS committee between the relevant district and county councils and input from an external national advisor. In 2012, these arrangements were revised, primarily through the creation of the Management Committee to take overall responsibility for the function, its working relationship with the Cabinet and a single OS work programme. A new style and approach was adopted based on constructive early engagement, a focus on supporting the development of policy linked to the business plan and seeking positive outcomes for customers.

LGA Corporate Peer Challenge – 2013

7. In 2013 the council invited a Local Government Association (LGA) review team to carry out a corporate peer challenge with a broad remit that included looking at the council's governance and decision making. The leading OS councillors were interviewed and the findings were reported to Cabinet in January 2014 (full report [here](#)). In short, the LGA peer challenge report stated that,

"The Council's scrutiny function needs reviewing as it is primarily focused on process rather than outcomes. There has been a focus on scrutinising internal plans and strategies, including the recently approved Business Plan, financial management and staff morale. While focused internal scrutiny continues to be an important role, its remit ought to be much wider focusing on outcomes for citizens, wider policy agendas and the impact they have on local communities and their resilience." [Realign scrutiny to focus on outcomes for the public]

8. As was acknowledged at the time, the peer challenge represented a snapshot in time and many of the findings regarding OS were overtaken by an OS improvement programme already in motion at the time of the review. In addition, many of topics suggested for focus had been added to the work programme. Nevertheless, OS responded by considering what further changes might be beneficial and these included efforts to emphasise adding value and focusing on outcomes for communities and the public.

LGA Overview and Scrutiny Peer Challenge – 2015

9. In 2015 the council invited the LGA to undertake a peer review looking

specifically at its OS arrangements; the first such review in the country. A team of 5 peer reviewers undertook a full-day programme of interviews with Wiltshire's councillors and officers to gather perspectives on the strengths and weaknesses of the function. The review's outcomes were extremely positive (full report [here](#)), with the following highlighted as key strengths:

- A good response to the findings of the 2013 corporate peer challenge
- Increasingly purposeful and outcomes-focused reviews
- A work programme aligned with the Business Plan and focusing on important policy areas and key partnerships
- A clear understanding amongst councillors and officers of OS's roles and responsibilities
- A positive OS-Executive working relationship.

10. Areas suggested for development by the Peer Challenge and subsequently addressed include:

- Re-confirming OS's core values
- Greater promotion of OS's role and purpose, internally and externally
- Close alignment of OS and Cabinet work programmes (59% of Cabinet items received prior OS input in 2015/16)
- Annual review of the budget scrutiny process to identify opportunities for improvement
- Recommendation tracking framework designed, ready for full implementation after the elections.

OS Legacy Workshop – 2017

11. As part of OS's councillor learning and development programme, a workshop was held on 17 January 2017 at which executive and non-executive councillors were invited to discuss:

- a) The key areas of success and challenge in the OS arena in the current council
- b) The key outcomes and learning points to refer to OS in the next Council, in the light of coming local and national developments.

12. The workshop was well-attended and receive positive feedback from attendees, with the following identified as being strengths of OS at Wiltshire Council:

- Positive OS-Executive working relationships, including constructive liaison with the Executive on the OS work programme
- Opportunities to influence policy at an early stage
- An apolitical and collaborative culture
- Focus on priorities in the council's Business Plan
- Appropriate balance of proactive-reactive OS (with few "call-ins")
- Willingness and support of officers across the council
- Dedicated scrutiny officer resource
- Diversity of councillor knowledge and experience
- Information briefings before OS committee meetings
- Contribution of co-opted members on Children's Select Committee and stakeholders on Health Select Committee
- Particularly valuable work undertaken by OS task groups

- Positive engagement with a variety of partners.
13. The following were identified as things OS at Wiltshire Council could develop further:
- Shorter OS committee agendas to enable greater focus on priorities
 - Greater focus on in-depth OS work through task groups
 - More innovative approaches to evidence gathering
 - Greater engagement with service user groups and the public
 - More emphasis on meeting “witnesses” in their own environments e.g. site visits
 - Supporting young people to influence policy through OS
 - Encouraging broader non-executive member participation in OS
 - Avoiding parochialism
 - Demonstrating OS’s impact more effectively and seeking officers’ feedback on its value and effectiveness.
14. After the May 2017 elections, Management Committee may wish to consider the development areas identified and, if appropriate, how they might be addressed.

Communities and Local Government (CLG) Enquiry into OS in local government – 2017

15. As outlined in a separate report on this meeting’s agenda, in January 2017 CLG launched an [enquiry](#) looking at whether overview and scrutiny arrangements in England are working effectively and whether local communities are able to contribute to and monitor the work of their councils. As a large unitary council with a strong reputation for effective OS, Wiltshire Council has submitted a response to the CLG’s call for evidence (presented separately).
16. Following the elections, Management Committee will be kept aware of the enquiry’s progress and may want to consider the implications of its findings for OS in Wiltshire.

OS Councillor learning and development programme

17. In [January 2015](#) Management Committee endorsed a 4-year councillor learning and development programme, subject to annual evaluation and budget availability. Prior to this OS had made requests to the council’s Learning and Development Team in a somewhat ad hoc way and a more strategic approach was needed. The 4-year programme’s objective was to provide a more effective and relevant OS function, developing the skills of members, officers and partners, especially in the context of the election of a new council in 2017 and potential changes in local government and the public sector.
18. With the 4-year programme having been implemented partway through a council term, around half of the programme has so far been delivered. Events have included:
- Health Select – a practical workshop on agenda setting – October 2015
 - Development of a tracking system – October 2015
 - Questioning and listening skills workshop – November 2015

- Role Clarity workshop – March 2016
 - OS's Legacy 2013-17 workshop – January 2017
19. All OS Member L&D events receive subsequent evaluation by the Scrutiny and Learning & Development teams. Management Committee also receive post-event reports, providing the opportunity for councillor evaluation.
 20. An OS session within the post-election councillor induction programme is now being designed. The Management Committee under the new Council may wish to re-visit its 4-year L&D programme to ensure it remains fit for purpose, reflects identified needs (such as those highlighted under paragraph 13) and is deliverable with the available resources.

Review of key OS activities – 2013-17

21. With Council elections in May, the Management Committee has asked each select committee to produce a brief “end of term” style report to highlight some of the good work done and outcomes achieved. These, along with relevant Management Committee activities, are drawn out and listed in **Appendix A**.

Suggested ongoing OS work – 2017-21

22. Also extracted from the select committees' reports is a list of reviews which they consider should be included as ongoing pieces of work in any new OS work programme. These are shown in **Appendix B** and again include relevant Management Committee responsibilities. Every effort has been made to bring reviews to a conclusion in time for the end of the current Council, but inevitably some things are ongoing due to the significance or long-term nature of the topic.
23. The select committees have tried to kept this list to a minimum as Management Committee will need to leave capacity for OS councillors to develop their own work programme based on public views expressed during the election period and following engagement with the new executive.
24. It should also be noted that a new council Business Plan is expected to be developed during the Summer/Autumn of 2017 and will naturally be influential in forming the new OS work programme. The Management Committee will want to liaise with the Executive regarding opportunities for OS engagement in developing the new Business Plan.
25. Previously Management Committee has requested that the annual meetings between OS chairmen/vice-chairmen and Executive members to discuss work priorities be held immediately after OS committees' first meetings, when new OS chairs/vice-chairs have been elected. However, given the development of a new Business Plan during the Summer, it is proposed that these meetings be arranged later in the year once Full Council has agreed its priorities.
26. With the council's 2017-18 Financial Plan now agreed, the officer resource available to support OS activity will also need to be considered when forming the new OS work programme.

Next Steps

27. Members of the Management Committee are asked to give guidance on what should be included from the attached appendices in a final legacy report to Management Committee under the new Council.
28. Following the elections this will then be made available to the new Management Committee, appointed by Council on 16 May. The Management Committee's first meeting is scheduled for 6 June, when the chairman and vice-chairman will be elected from among the appointed members. Direction will then be given to the select committees when they first meet over the initial development of the new work programme. An element of dialogue will naturally occur between the Management Committee and select committees and through consultation with the executive, partners and customers over the following cycle of meetings before finalising the plan.

Recommendations

29. To thank all those members, partner organisations and officers who have positively contributed to the work of the select committees and in the effective delivery of the OS work programme;
 30. To acknowledge that the content of the report, including the key activities listed at **Appendix A**, demonstrates the significant contribution that OS is making to open and honest decision-making and to the overall good governance of the authority;
 31. To ask the Management Committee to review the topics listed in **Appendix B** and determine which should be included in its legacy report for the OS work programme of the new Council;
 32. To note the development areas identified at the OS Legacy workshop and ask Management Committee under the new Council to consider how they might be taken forward as appropriate;
 33. To note the CLG enquiry into the effectiveness of OS in local government and recommend that Management Committee under the new Council receives updates at appropriate milestones;
 34. To note the delivery of the 4-year OS learning and development programme so far and ask Management Committee under the new Council to consider whether a review of the programme is required to ensure it remains appropriate and deliverable;
 35. To note the next steps described in paragraphs 27 and 28.
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Paul Kelly
Head of Democracy and Performance (and Designated Scrutiny Officer)

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Appendices

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| Appendix A | OS Key activity and achievements 2013-17 |
| Appendix B | Recommended ongoing OS work under the new Council |

Appendix A

OS Key activity and achievements 2013-17

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Safeguarding Children and Young People Task Group	May 2012 – January 2017	<p>Established in May 2012 to monitor and scrutinise implementation of the improvements to safeguarding arrangements required by Ofsted following its inspection of services.</p> <p>The Task Group was re-established to monitor the implementation of the Task Group's recommendations and to scrutinise the delivery of improvements.</p>	<p>Provided 41 recommendations addressing: communications; children's social care workforce; locality working; and members and safeguarding.</p> <p>Monitored reports presenting the results of internal audits of child protection practice.</p>
Schools and the Local Authority Task Group	January 2013 – January 2015	Established in response to government reforms to the education system and the changing relationship between local authorities and schools.	<p>Explored how the council can continue to promote excellence in schools as the local authority's role changes.</p> <p>Recommended a review of the services we should continue to offer to schools.</p>
Education for 16-19's Task Group	January 2014 – November 2014	Established to consider the Draft Wiltshire Education Employment and Skills Strategy, and examine the various options, prior to its consideration by Cabinet.	Provided 12 recommendations in a report provided as an appendix to the draft strategy for consideration by Cabinet.
SEND Task Group	January 2014 – January 2016	Examined the best ways to prepare young people with SEND for Adulthood. Topics included: education; employment; housing options; and developing inclusive communities.	Investigated how the council can help prepare young people with SEND for adulthood and

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OS Key activity and achievements 2013-17

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
			create more inclusive communities.
Positive Leisure Time Activities for Young People Task Group	February 2014 – July 2016	Established to work in conjunction with a review of how the council meets its statutory duty to secure young people aged 13-19 access to sufficient positive leisure-time activities that improve their wellbeing, and sufficient facilities for such activities.	Contributed to a major review of how activities for young people will be delivered in the future.
Early Help Strategy Task Group	June 2014 – April 2015	Established a task group in response to the Early Help Strategy 2013-17, which set out the Council's proposals for Wiltshire's early help offer, including what it was doing, the desired improved outcomes for children and young people and the priority objectives to achieve this.	Investigated how CSC can efficiently and effectively monitor the delivery of the Early Help Strategy 2013-17 Requested that update reports are presented to CSC at six month intervals with the ability to refer issues that required more in depth analysis.
Children's Centres Task Group	January 2015 – June 2015	Established to consider the re-commissioning process through which Wiltshire Council Children's Centre provision was commissioned via voluntary organisations.	Provided recommendations for both the Council and Children's Centres which aimed to help achieve maximum impact and value for money.

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Child Sexual Exploitation Task Group	April 2015 – December 2016	The task group was established to focus on the Prevent strand of Wiltshire Council's Child Sexual Exploitation (CSE) action plan's 'Prevent, Protect, Pursue' themes.	<p>Extra CSE training sessions for Wiltshire councillors and monitoring of the council's CSE action plan.</p> <p>The task group produced recommendations on the council's CSE action plan including ensuring that the outcomes could be measured and monitored.</p>
School Improvement Strategy Task Group	March 2016 – January 2017	CSC agreed the School Improvement Strategy as a work priority and established the task group to review the efficiency and effectiveness of the Wiltshire School Improvement Strategy.	Compared Wiltshire's School Improvement Strategy with those of other local authorities and made recommendations aimed to help ensure all pupils attend an excellent school and could achieve their full potential.
Overnight Short Breaks for Disabled Children and Young People	December 2013	CSC received a report summarising the joint review between the Council and NHS Wiltshire Clinical Commissioning Group on overnight short breaks for disabled Children and Young People in Wiltshire.	Considered the proposals under a joint review between the Council and NHS Wiltshire Clinical Commissioning Group on overnight short breaks for disabled Children and Young People in Wiltshire.

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OS Key activity and achievements 2013-17

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Children's Community Health Services Retender	January 2016	Children's community health services in Wiltshire were being retendered with a single provider of children's community health services, rather than by five organisations. A decision had been made by Cabinet on 13 October 2015 regarding the preferred provider.	The rapid scrutiny exercise produced recommendations on the new performance monitoring framework resulting from the retender of Wiltshire's children's community health services.
School Places Strategy 2015-20	July 2015	Received the Wiltshire School Places Strategy 2015-2020 before it became a key framework document for the Council in considering any statutory proposals for changes to school organisation including the commissioning of new schools.	Encouraged comprehensive consultation of area boards when developing the Strategy.
Wiltshire Assembly of Youth (WAY)	March 2016 onwards	As part of a commitment to closer working with young people the committee now receives update reports from their young people's representative	Created a closer working relationship between the CSC and Wiltshire's young people.
Early Help Dataset	May 2016 & January 2017	The Early Help Dataset helps us evidence the impact of Wiltshire's early help offer. CSC received copies of the dataset at the May 2016 and January 2017 meetings.	Gained assurance that the Early Help Dataset was a suitable mechanism for providing oversight and delivery of the Early Help Strategy, and that its recommendations had been acted upon.

Appendix A**OS Key activity and achievements 2013-17**

Children's Select Committee			
Activity	Date	Brief Explanation	Outcome
Pupil Performance in Public Tests and Examinations	Annual	Annual reports to CSC providing an overview of pupil performance at the end of each key stage and compares attainment in Wiltshire with national, south west and statistical neighbour performance.	Largely noting the performance figures. Have requested further information and a briefing on phonics.
Adoptions West	Regular updates	Regular updates on the progress of Wiltshire's collaboration with five other local authorities and the voluntary sector toward developing a Regional Adoption Agency (RAA) which is currently known as Adoption West.	Assurance of progress made in the development of the RAA.

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OS Key activity and achievements 2013-17

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
Community Infrastructure Levy (CIL) Task Group	August 2012 – December 2014	The Task Group were asked to test out the charging proposals for CIL, and receive updates on the implementation of CIL.	Supported the executive in establishing a viable rate for CIL to support development. Using planning powers to maintain the vitality of market towns and local high streets.
Waste Task Group	May 2013 – December 2013	Established to provide scrutiny input on future options for the service delivery for waste and recycling collection and management prior to the contract coming to an end in 2016.	Provided recommendations which were considered in the report to Cabinet on the delivery of the waste services. Issues raised were incorporated in Briefing Note.
Adoptable Estates Task Group	May 2013 – December 2014	Established based on concerns over the conditions attached to planning approvals being open to abuse or ignored to the detriment of council activity, owner- occupiers and tenants.	Examined regulations and contractual arrangements, and reviewed timings and protocols for adoption. Also, reviewed other authority's success in development adoptions and their protocols to identify improvements for Wiltshire's process.
20mph Policy Task Group	December 2013 – December 2014	To review the 20mph policy as it was enacted in terms of whether it would enable the delivery of reduced numbers of casualties and increased general road safety.	Recommended greater community involvement in schemes, fundraising, and safety initiatives. Including CATG's and Area Boards.

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OS Key activity and achievements 2013-17

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
Car Parking Review Task Group	February 2014 – February 2015	Established to provide an advisory and support role to the team undertaking the car parking review as well as providing a member from the task group to sit on the Project Board.	Considered and review consultation responses and proposals to Cabinet prior to their meeting.
Public Transport Review	June 2015 – September 2016	To investigate the strategic savings of £0.5m to result from a complete review and transformation of public transport in the county in the 2015/16 budget.	Appointed a representative to the Public Transport Review Board. Provided feedback on data collected from the consultation.
Resident Engagement Task Group	November 2015 – April 2016	Set up to provide input in a review of housing management services' approach to resident participation and their own scrutiny arrangements.	Provided feedback on Wiltshire's approach to resident engagement following meetings with three other key housing providers in Wiltshire.
Waste Service Changes Task Group	November 2015 – September 2016	Investigated the impact of reduced Household Recycling Centres' hours and traffic management issues and to investigate the impact of the new green waste collection service particularly in relation to fly-tipping.	Provided recommendations on functionality of HRC's (following revised opening hours), the promotion of green waste collection, and addressing fly-tipping.
Future Delivery Model for the Repairs, Improvements and Maintenance of Council Owned Assets	September 2015	Wiltshire Council's Housing team had reviewed the way in which its contracts were structured and delivered through a comprehensive review of the service considering all the delivery models in the housing sector.	Provided recommendations on: contractors, apprenticeship schemes, adequate ICT, communication with tenants.

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OS Key activity and achievements 2013-17

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
Re-Commissioning of Housing Service Support Contracts	February 2017	Invited to provide input on a review of all housing related support contracts with a view to re-commissioning Housing Service Support contracts.	Recommended that a task group be set up to provide input on what the new service will look like.
Flood Plan	Regular updates 2013-2016	Received updates relating to the 2013 review of the plan and further reviews following the review and response to flooding in Wiltshire.	Was satisfied that there were well coordinated arrangements for and responses to flooding and winter weather.
Green Infrastructure Strategy	October 2013	The Wiltshire Core Strategy includes Core Policy 52, which places a requirement for all development to protect and enhance local green infrastructure (GI) networks	Endorsed the strategy and encouraged Area Boards to consider potential Green Infrastructure projects for local plans that will be influenced by the strategic level Green Infrastructure strategy.
Gypsy and Traveller Plan	Regular updates 2014-2017	Received updates on work undertaken, the current situation, and future work.	Updates assured progress on planning policies for sites, and the progress of the plan.
Wiltshire Core Strategy	February 2015	Were advised on the development of Neighbourhood Plans across Wiltshire and the Core Strategy.	Committee were assured on the delivery of the core strategy.
Award of New Highways Contract	January 2016	The Committee received the confidential report on the new highways contract award along with a presentation on the key aspects.	Accepted the recommendations of officers to Cabinet.

Appendix A

OS Key activity and achievements 2013-17

Environment Select Committee			
Activity	Date	Brief Explanation	Outcome
			Recommended the Highways and Street Scene Task Group should continue and monitor the implementation of the new contract (including reviewing KPIs).
Leisure Services	April 2016 & February 2017	Reports from Leisure on implementing their vision of "Helping people in Wiltshire to live longer, healthier lives, while addressing health inequalities"	Requested and received statistics on the number of individuals participating in leisure activities within Wiltshire and updates on progression.
Library Services	April 2016 & February 2017	Received report detailing review of Library Services (mobile library services in 2015) and follow-up report on the progress of the success and progress of the new library model.	Updated on the success and progress of the new Calne Library model, including a breakdown of usage for each library in Wiltshire.

Appendix A

OS Key activity and achievements 2013-17

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
Joint Air Quality Task Group	Jan 2014	A joint activity with Environment Select looking at implementation of the Air Quality Strategy, including how council services were working together.	Recommended that a process be developed to allow Area Boards to share examples of good practice regarding improving air quality.
Contenance Services Task Group	May 2014	Formed in response to concerns regarding the adequacy, range and number of continence products offered under a new Wiltshire contract.	Sent a letter to national policymakers seeking guidance on the Policy to enable better provision and recommended that commissioners re-evaluate the home delivery service of incontinence products.
Dementia Task Group	Sep 2014	Following a request from the Executive, explored opportunities for improving the quality of advanced dementia care and whether community interventions could be strengthened to diminish dependency or prevent admissions.	Supported the executive and health partners in ensuring that organisations in Wiltshire work together to support people with dementia and their carers and families.
Joint Working Group – Avon & Wiltshire Mental Health Partnership	Nov 2015	Following a CQC inspection report requiring AWP to improve their services, a collaboration with scrutiny members from Bristol, B&NES and North Somerset, scrutinising AWP's improvement programme.	Worked together with three other councils to support and be a critical friend for AWP to improve clinical mental health services.

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OS Key activity and achievements 2013-17

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
Help to Live at Home Task Group	Nov 2015	A detailed review interviewing key witnesses and exploring this pioneering model of care that aimed to put re-enabling individuals at the heart of the service.	Made recommendations that were taken forward including greater use of technology in providing care and a single point of contact for clients.
Obesity and Child Poverty Task Group	Mar 2016	A joint exercise with Children's Select Committee looking at the links between child poverty and obesity and supporting the development of the Joint Wiltshire Obesity Strategy.	Recommended targeted, evidenced ways of tackling links between deprivation and unhealthy eating, including increasing uptake of Free School Meals and further OS work looking at the number of fast-food outlets near schools.
Helping pharmacists do more	June 2016	The Chairman hosted a roundtable meeting with external invitees to discuss ways of making greater use of pharmacists' clinical expertise in delivering good health outcomes.	Prompted the development of a training programme to enable Wiltshire pharmacists to play a greater role in providing local health care services
Better Care Plan Task Group	Jan 2017	A long-term review of how effectively Wiltshire's £32m of Better Care funding (2016-17) drove the integration and improvement of health and care services.	Provided ongoing member scrutiny of how innovation funding was being used. Made recommendations on addressing the significant workforce challenges in the care sector and the adoption of a shared approach to risk across health and care partners (response

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OS Key activity and achievements 2013-17

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
			awaited).
Scrutiny of Wiltshire Safeguarding Adults Board	2013 to 2017	Received updates on multi-agency work to ensure systems for protecting vulnerable adults are robust.	Assured the arrangements for safeguarding adults and helped raised the profile of safeguarding matters in other health and care scrutiny work.
NHS 111	Nov 2014 March 2015 Sep 2015	Received regular performance updates on the service including the percentages of calls answered within 60 seconds, abandoned within 30 seconds etc.	Held commissioners and providers to public account for the service performance achieved in Wiltshire.
Acute hospitals	2013 to 2016	Considered a number of CQC inspection reports on all of the main hospitals for Wiltshire. In some cases asked the CCG and Acute trusts to attend meetings and provide evidence of their action plans for improvement.	Held acute healthcare commissioners and providers to public account for their performance, using evidence gathered by the national inspection body.
Mental Health & Wellbeing Strategy	April 2016	Considered the draft Strategy and the delivery of its implementation plan through receiving data against strategic targets. Also explored links between mental health and physical ailments.	Influenced the mental health and wellbeing priorities for the county and put in place monitoring arrangements to support the delivery of strategic targets.

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OS Key activity and achievements 2013-17

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
Mental Health Partnership Trust (AWP)	July 2016	Considered the draft Quality Account 2015/16 and CQC inspection results for AWP and received a briefing on the Trust's improvement programme.	Monitored improvements to clinical mental health services in Wiltshire using data from the national regulatory body.
Non-emergency patient transport (Arriva)	Nov 2014 Mar 2015 April 2016	Received regular updates on the pick-up and drop-off times for patient transport and met informally with the commissioner and provider to discuss multi-agency solutions to performance issues.	Improved responses to Wiltshire residents have been seen as a result of consistent and effective engagement with scrutiny.
NHS Health Checks	Jan 2015 Jan 2016	Considered data showing implementation of this national programme by GP surgeries across Wiltshire.	Identified variances in implementation across the county and planned further work to assess its impact on the numbers of diagnoses and interventions.
Charges for Adult Care	April and June 2016	Considered changes to the council's charging policy for care at home with a focus on how people would be impacted. Scrutinised the clarity of the consultation letter sent to those affected and the whether the number of consultation responses was sufficient to form a basis for change.	Assured the consultation process for proposed changes to fees for adult care and planned future checks on their impact.
Wiltshire ambulance service	Mar 2016	Took part in joint scrutiny with other local authorities in the South West, then agreed	Scrutinised the response times and other performance measures of the

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OS Key activity and achievements 2013-17

Health Select Committee			
Activity	Date	Brief Explanation	Outcome
	Sep 2016	Wiltshire-specific arrangements with the South West Ambulance Service Trust (SWAST) who provide an annual performance report.	Trust in Wiltshire. Supported the availability of defibrillators in public places and the work underway to reduce the number of inappropriate referrals to the service.
Public Health	2013 to 2016	Considered the council's Public Health annual reports and requested info on the kinds of local community initiatives being led by Area Boards.	Monitored the priorities and approaches of the council's Public Health team to ensure preventative measures fit with the council's priorities.
Sustainability and Transformation Plan (STP)	2016 to 2017	Received updates, reports and draft versions of the emerging STP for the B&NES, Swindon and Wiltshire footprint area.	Monitored the Plan's development, focusing on likely impacts in the Wiltshire area.
Developing Integrated Urgent Care	Nov 2016	Received a briefing and report on the council and CCG's plans to procure an Integrated Urgent Care service for Wiltshire.	Helped ensure that efficiencies are maximised from converting urgent care to an integrated service and that the needs of Wiltshire communities are reflected.

Appendix A

OS Key activity and achievements 2013-17

OS Management Committee			
Activity	Date	Brief Explanation	Outcome
Financial planning	2013-17	<p>A combination of task group and committee-level scrutiny, covering:</p> <ul style="list-style-type: none"> • Monitoring of revenue and capital budgets • Review of draft financial plans and opposition group amendments, with findings reported to Full Council • In-depth review of a four-year financial settlement offer from central government. 	<p>Monitored spend throughout the year focusing on key pressure areas; supported the process of setting the budget including considering options and alternative proposals; supported evaluation of the risks and opportunities of a four-year financial settlement offer from central government.</p>
Business planning	2013	<p>Select Committees and Management Committee considered the draft Business Plan 2013-17, based on the 12 priorities/deliverables of the Council, with comments referred to Cabinet prior to final adoption.</p>	<p>Helped to define the council's main priorities in its Business Plan 2013-2017 and how they will be supported</p>
Area Boards	2013	<p>A dedicated task group set up to review the operation and effectiveness of Wiltshire's area boards since their introduction in 2009.</p>	<p>Helped to enhance the role of the council's 18 area boards.</p>
OS Peer Challenge	2014-15	<p>A peer review team undertook interviews with councillors and officers to gather perspectives on the strengths and weaknesses of the function.</p>	<p>A positive outcome, with the following highlighted as key strengths of OS:</p> <ul style="list-style-type: none"> • A work programme focusing on important policy areas and key partnerships

Appendix A

OS Key activity and achievements 2013-17

OS Management Committee			
Activity	Date	Brief Explanation	Outcome
			<ul style="list-style-type: none"> • A clear understanding of OS's roles and responsibilities • A positive OS-Executive working relationship.
Local Enterprise Partnership (LEP)	2014/15	A dedicated task group set up to monitor how LEP funding is used to support infrastructure projects in Wiltshire.	Introduced a pioneering joint arrangement with Swindon Borough Council to scrutinise the operation of the LEP
Military Civilian Integration Partnership (MCIP)	2014	A dedicated task group set up to scrutinise the potential impact of Army re-basing in the County	Scrutinised the potential impact of Army re-basing in the County
Call-in of a decision regarding the Royal United Hospital (RUH) Patient Hopper Bus	2015/16	A special public meeting to consider calling in of a decision to cease funding the Royal United Hospital (RUH) Hopper Bus Service for patients.	Enabled member and public challenge of how this important decision was taken to ensure it was fair and constitutionally sound.
Campus Governance	2015/16	A dedicated task group set up to support the development of, <ul style="list-style-type: none"> • An effective governance model for campuses • A future model of community engagement and role of area boards in respect of governing campuses; and • A communications strategy for keeping communities informed about progress with 	Developed a governance framework recognising the varied nature and composition of area boards and community areas.

Appendix A

OS Key activity and achievements 2013-17

OS Management Committee			
Activity	Date	Brief Explanation	Outcome
		revised campus developments.	
Voluntary groups using Household Recycling Centres (HRCs)	June 2016	A special public meeting to discuss the potential calling in of a decision regarding the Cessation of a subsidy for VCSE Permits for Household Recycling Centres.	Ensured that proper processes had been followed before changes to HRC use were implemented
Hydrocarbon Extraction (“fracking”)	July 2016	Following a motion at Full Council, a detailed committee briefing providing clarifying the technical extraction process, national planning policies, local planning policy and the planning process.	Explored the legal framework around ‘fracking’ and checked what policies the council has in place to ensure potential applications can be dealt with appropriately.

Appendix B

Recommended ongoing OS work under the new Council

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Task Groups			
Child and Adolescent Mental Health Services Task Group	TBC	Council and the Wiltshire CCG have recommissioned a new integrated service delivery model for primary and specialist CAMHS to meet the needs of children and young people.	Identified as a priority by CSC and WAY.
SEND Passenger Transport	TBC	SEND transport budget was short by £6 million and it was suggested that the Officers gain information from other local authorities as to how they provided this service. Attention was drawn to a national study which was being carried out in which all councils were being asked to participate and provide statistical data.	To hold a scrutiny exercise on the provision of SEND transport when the results of the national study were available
Academisation	TBC	To consider the impact of academisation on Wiltshire.	To leave as a priority to be considered dependant on the outcome of local authority MAT's
Review of the Strategy and Support Programme for Disadvantaged Learners	TBC	<p>The School Improvement Strategy and the Strategy for the Support of Vulnerable Learners set out Wiltshire's approach to improving the educational attainment of children and young people.</p> <p>The School Improvement Strategy task group originally had this under its initial remit, but agreed that it should focus their work on the School Improvement Strategy. It was resolved by the task group that this should be a future work priority of the CSC.</p>	Recommendation endorsed by CSC from the School Improvement Strategy Task Group's final report.

Appendix B

Recommended ongoing OS work under the new Council

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Select Committee items			
Pre-Meeting Information Briefings	Standing item prior to meetings	Information briefings held prior to meetings where the information is of use to members but no formal resolutions are needed. Possible future topics: - PAUSE Initiative Child-Carers	To provide members with useful information-only briefings, and to agree possible future topics.
Activities of the Wiltshire Assembly of Youth (WAY)	Standing Item	Regular update reports from the WAY provided by the CSC Young People's representative.	To continue closer working with Wiltshire's young people.
Pupil Performance in Public Tests and Examinations	Annual item	Provides an annual overview of pupil performance at the end of each key stage and compares Wiltshire's attainment with national, south west and statistical neighbours.	Committee requirement to receive these reports.
Safeguarding Children and Young People Panel Annual Report	Annual item	To continue receiving annual reports from the panel – with separate sections in the reports addressing Child Sexual Exploitation.	Committee requirement to receive these reports. Resolved at January 2017 meeting to receive separate sections on CSE.
Corporate Parenting Panel Annual Report	Annual item	To continue receiving annual reports from the panel	Committee requirement to receive these reports.

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Recommended ongoing OS work under the new Council

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Wiltshire Safeguarding Children Board Annual Report	Annual Item	To continue receiving annual reports from the panel	Committee requirement to receive these reports.
Post 16 Area Wide Review (Joint lead by Economy & Planning and Education)	13 June 2017	Report to Cabinet presenting the findings of the Post-16 area review of education in Wiltshire, Gloucestershire and Swindon.	For CSC to comment and feed into the report prior to Cabinet.
Children's Service Integration Project	Autumn 2017	Update following the committee's endorsement of the direction of travel being scoped by the Children's services Integration Project Phase 2.	Identified as possible legacy topic by CSC
Nursery Places – 30hours Free Entitlement for Working Parents	January 2018	Update to find out the impact of the increased childcare entitlement from September 2017.	Resolved at January 2017 meeting when considering Nursery Places
Obesity and Child Poverty Update	March 2018	12-month update on the progress with the Wiltshire's Reducing Child Poverty Strategy following the outcomes, recommendations, and executive response of the Obesity and Child Poverty task group.	Update following scrutiny activity.
Adoptions West	Ongoing updates.	Updates leading up to the scheduled implementation from April 2018.	CSC has been regularly updated on the progress of this work.
SEND Update	TBC	Update on the strategy and identified issues. To provide a summary of the current position and the future vision.	Identified as possible legacy topic by CSC

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Recommended ongoing OS work under the new Council

Children's Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Early Help Dataset – Common Assessment Framework	TBC	The Early Help Dataset was created in September 2014. The dataset has continually evolved following ongoing review from the Early Intervention Sub Group and a formal review by the Early Help Task Group.	It was noted further work was needed to assess those indicators about children and young people with CAFs.
Exclusion Zones for Fast Food Outlets	TBC	Committee received a report on possible proliferation of fast food outlets (particularly near schools) through the planning process following reference to it in recommendation 12 of the Final Report of the Obesity and Child Poverty Risk Group.	Resolution following the item considered in December 2016
Children's Community Centre Services	TBC	Report on the progress made in this area.	Identified as possible legacy topic by CSC
Wiltshire Council Apprenticeships	TBC	Report on what opportunities there are within the council, and the delivery of them.	Identified as possible legacy topic by CSC
Representation			
Education Transformation Board	Ongoing	For the Children's Select Committee to continue to provide representation through a nominated committee member on the Educational Transformation Board.	For CSC to feed into and receive updates on the work of the ETB.

Appendix B

Recommended ongoing OS work under the new Council

Environment Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Task Groups			
Highways and Street Scene Task Group	20 June 2017	Focus on the implementation of the new contract, including the proposed KPI's, performance framework, and monitoring the new contract.	To receive the final report and subsequent executive response.
Re-Commission of Housing Service Support Contracts	20 June 2017	To consider the recommendations following the second rapid scrutiny exercise.	To receive the final report.
Select Committee items			
Playing Pitch Strategy	Annual	Reports to be provided from the Wiltshire Playing Pitch Strategy Implementation Group to Environment Select Committee regarding the strategy's development.	To receive updates on progression of strategy following committee involvement in its draft.
Wiltshire Council Resident Engagement Strategy	20 June 2017	For the Committee to receive an updated report on the progress of the Council's resident engagement strategy provided	To provide an update following the work of the task group as agreed at 7 June meeting.

Appendix B

Recommended ongoing OS work under the new Council

Environment Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Enforcement update	20 June 2017	Information following a reduction in numbers of enforcement officers.	To review the impact of the reduction of enforcement officers across the services.
Wiltshire Housing Allocation Plan	TBC	To receive following Cabinet's consideration of the Draft Wiltshire Housing Site Allocations Plan on 23 May 2017.	Identified as a legacy topic by ESC.
Emissions	TBC	To investigate possible scrutiny involvement in Wiltshire's emissions.	Identified as a legacy topic by ESC.
Municipal Waste Management Strategy	TBC	Work planned to develop an updated version of the current strategy. This was scheduled to take place in 2017.	Identified as a work priority.
Planning	TBC	To consider the possibility of scrutiny involvement in planning.	Identified as a legacy topic by ESC.
Governance arrangements for the prioritisation of Community Infrastructure Levy (CIL) spending	TBC	On 14 March Cabinet resolved to, <ul style="list-style-type: none"> • Approve the process for the review of the Regulation 123 List and prioritising the spending of strategic funds raised through the CIL; • Agree that for 2017, the next step would be to prioritise projects for funding consistent with the current Regulation 123 List. 	To assist with the effective operation of CIL and ensure open and transparent decision making in the allocation of strategic CIL funds.

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Recommended ongoing OS work under the new Council

Health Select Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Select Committee items			
Sustainability and Transformation Plan (STP) (potentially through a task group)	Key milestones	To continue to monitor the development of the plan, with a potential focus on, <ul style="list-style-type: none"> • Governance, engagement and consultation • Analysis and plans for addressing gaps in health and wellbeing, quality and funding • Delivering Wiltshire’s health and wellbeing aims. 	To provide public, non-executive scrutiny of the key integrated plan for health care in Wiltshire for the coming years.
Developing Integrated Urgent Care	June 2017	The Committee received a briefing and report on the council and CCG’s plans to procure an Integrated Urgent Care service for Wiltshire and resolved to receive an update in 2017.	To provide public, non-executive scrutiny of a key project for integrating health and social care services, ensuring urgent services meet communities’ needs.
Obesity and Child Poverty	June 2017	The Committee endorsed a task group recommendation to receive an update on the take-up of free school meal (FSM) at Wiltshire schools. School Meals have been shown to be on average more nutritionally balanced than packed lunches etc. Their take-up is therefore linked with reducing obesity levels amongst children living in poverty.	To help protect the health and wellbeing of this vulnerable group.

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Recommended ongoing OS work under the new Council

NHS Health Checks	June 2017	The Committee received an interim update in Jan 2017 and resolved to receive the final evaluation report on the project.	To identify any variances in implementation across the county and to assess the project's impact on diagnoses and interventions.
Avon & Wiltshire Mental Health Partnership Trust	Sep 2017	To receive an update on AWP's improvement programme following the CQC inspection report (2015) and the update on improvement provided in July 2016.	To ensure clinical mental health services in Wiltshire are fit for purpose.
Wiltshire Health & Care (Adult Community Health Care Service)	Sep 2017	To receive an update on the performance of the service, 14 months from the commencement of the contract.	To ensure the new service provider is delivering the outcomes specified in the contract.
Mental Health and Wellbeing Strategy	Nov 2017	Annual monitoring of progress against targets within the Mental Health and Wellbeing Strategy.	To ensure the council's strategic priorities for mental health are being delivered.
Learning Disabilities service	2017	In February 2017, Full Council agreed to find £1M savings within the Learning Disabilities budget through a review of how the service is commissioned. A potential scrutiny review of this area was proposed at OS Management Committee.	To ensure the Learning Disabilities service is efficient, funded appropriately and that this vulnerable group are protected.
Dementia	2017	In endorsing the report of the Dementia Task Group (Sep 2014), the Committee resolved to review progress after	To ensure services for people living with

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Recommended ongoing OS work under the new Council

		two years to ensure that, as a minimum, the actions identified in the commissioning Action Plan 2014-15 have been delivered.	dementia and their carers are efficient, funded appropriately and that this vulnerable group are protected.
Better Care Plan	Annual	The Committee endorsed a Better Care Plan Task Group recommendation for future monitoring of the Better Care Plan against its five national performance areas: <ul style="list-style-type: none"> a) Admissions to residential and nursing care b) Success of re-ablement and rehabilitation c) Delayed transfers of care (DTC) d) Avoidable emergency admissions e) Patient and service user experience 	To ensure Better Care funding is being used effectively to drive innovation in Wiltshire.
Data integration across Wiltshire's health care sector	TBC	The Committee endorsed a Better Care Plan Task Group recommendation for further scrutiny of the Single View project to integrate information across the health and care system.	To ensure that efficiencies and service improvements are achieved through better sharing of data.
Service and commissioning integration across Wiltshire's health care sector	Ongoing	The Committee endorsed a Better Care Plan Task Group recommendation for further scrutiny of integration of services and commissioning across Wiltshire's health care sector.	To ensure that efficiencies and service improvements through a more integrated approach to delivering health and care services.
Acute hospitals – financial and performance update	27 June 2017	In March Cllr Caswill requested that the Committee receive an update on the financial position and winter performance in the GWH, RUH and SDH hospitals. In accordance with the Constitution this request must be	

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Recommended ongoing OS work under the new Council

		considered by the Management Committee.	
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OS Management Committee			
Activity	Date	Brief Explanation	Reason for Inclusion
Select Committee items			
Business planning	Summer/ Autumn 2017	A new council business plan is expected to be developed following the 2017 elections with OS engagement led by the Management Committee.	To help define the council's main priorities in its new Business Plan and how they will be supported.
Financial planning	Ongoing	To continue the effective approach to budget scrutiny developed during the 2013-17 council, including through the dedicated Financial Planning Task Group and liaison with select committees on implications for service delivery.	To support the development of sound financial plans and the delivery of savings.
Developing OS in Wiltshire	2017	As recommended by the LGA Peer Challenge review of OS, to review OS's operation and effectiveness, including the development areas highlighted at the OS Legacy workshop and how they might be taken forward.	To ensure OS maximises its contribution to open and honest decision-making and to the overall good governance of the council.

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Recommended ongoing OS work under the new Council

OS Councillor Learning and Development programme	2017	As suggested by the LGA Peer Challenge review of OS, to re-visit its 4-year L&D programme to ensure it remains fit for purpose, reflects identified needs and is deliverable with the available resources.	To ensure OS councillors have the skills and knowledge to have a positive impact on outcomes through effective OS.
Task Group items			
Financial Planning Task Group	Ongoing	See above	See above
Local Enterprise Partnership (LEP) Task Group	Ongoing	A dedicated joint task group with Swindon Borough Council scrutinising the operation of the LEP.	To ensure LEP funding is used effectively to support infrastructure projects in Wiltshire.
Military Civilian Integration Partnership (MCIP) Task Group	Ongoing	As set out in the report included in this agenda, the Task Group recommends that, (1) There is a need to scrutinise the final Army Basing Peer Review report when published. (2) Scrutiny could have a valuable role to play in ensuring that lessons are learnt from Wiltshire Council's involvement in the initial army basing and applied to the arrival of future cohorts. (3) There may be an opportunity to scrutinise any commitment to military/civilian integration made in the council's next business plan.	Scrutinise the potential impact of Army re-basing in the County
My Wiltshire System Task Group (to become the Digital	Pre-cabinet adoption of the	The task group's current terms of reference are focused on supporting the development of the council's My Wiltshire system; a digital platform enabling residents to report a variety of issues.	To maximise residents' ability to access services and report issues through digital

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Recommended ongoing OS work under the new Council

Strategy Task Group)	council's Digital Strategy	However, in January 2017 Management Committee agreed in principle to amend the task group's terms of reference to include monitoring development of the council's digitisation strategy.	technology and to achieve savings through the better use of technology.
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