

AGENDA

Meeting: Overview and Scrutiny Management Committee

Place: The Kennet Room - County Hall, Trowbridge BA14 8JN

Date: Tuesday 21 March 2023

Time: 10.30 am

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Membership:

Cllr Graham Wright (Chairman)
Cllr Christopher Williams (Vice-Chairman)
Cllr Ruth Hopkinson
Cllr Jon Hubbard
Cllr Tony Jackson
Cllr Bob Jones MBE
Cllr Johnny Kidney
Cllr Gordon King

Cllr Jerry Kunkler
Cllr Tony Pickernell
Cllr Pip Ridout
Cllr Elizabeth Threlfall
Cllr Jo Trigg
Cllr Tony Trotman
Cllr Iain Wallis

Substitutes:

Cllr Steve Bucknell
Cllr Clare Cape
Cllr Ernie Clark
Cllr Brian Dalton
Cllr Gavin Grant

Cllr Dr Nick Murry
Cllr Tom Rounds
Cllr Jonathon Seed
Cllr Ian Thorn

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AGENDA

1 **Apologies**

To receive details of any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting**

To approve and sign the minutes of the meeting held on 7 February 2023.

3 **Declarations of Interest**

To receive any declarations of disclosable interests or dispensations granted by the Standards Committee.

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm on Tuesday 14 March in order to be guaranteed of a written response. In order to receive a verbal response, questions must be submitted no later than 5pm on Thursday 16 March. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

Details of any questions received will be circulated to Committee members prior to the meeting and made available at the meeting and on the Council's website.

6 **Corporate Peer Challenge 2022 (Pages 5 - 26)**

The Local Government Association (LGA) conducted a corporate peer challenge in November 2022. The report of its findings, as received by Full Council, is provided, and an action plan for approval by Cabinet on 28 March 2023 will follow.

7 **Management Committee Task Groups** (*Pages 27 - 32*)

To receive updates on recent activity on the following Task Groups:

- Evolve Programme Task Group
- Financial Planning Task Group

8 **Forward Work Programme** (*Pages 33 - 76*)

To receive updates from the Chairmen and Vice-Chairmen of the Select Committees in respect of the topics under scrutiny in their areas, including any recommendations for endorsement by the Management Committee.

9 **Date of Next Meeting**

To confirm the date of the next meeting as 23 May 2023.

10 **Urgent Items**

Any other items of business which the Chairman agrees to consider as a matter of urgency.



LGA Corporate Peer Challenge

Wiltshire Council

8th – 11th November 2022

Feedback report



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1. Executive summary

Wiltshire Council is clearly, and proudly, a values led organisation with senior members and officers committed to delivering the best possible outcomes for residents. This ethos modelled by the Chief Executive, Senior Members and Leadership Team is permeating all levels of the organisation. A collaborative, open and transparent organisational culture has developed under the stewardship of the current Chief Executive, where challenge is genuinely welcomed between both officers and members.

The council serves a large and mostly prosperous county which has a rich diverse heritage. With a population of nearly 510,000, including around 30,000 military personnel and their families, the council is also the fourth largest unitary council in England. With these and other key factors in mind, the council utilises a strong data and insight capability and focus to underpin and inform its recently adopted Business Plan, a plan which seeks to reflect and meet the needs and aspirations of the communities it serves.

The recently agreed Business Plan is visibly providing organisational direction and is quite clearly owned by members. The plan covers a ten-year period and so provides an important clarity of vision and purpose into the medium term – transcending political terms of office. Through this plan, the council articulates a mission to ensure:

- The people of Wiltshire are empowered to live full, healthy, and enriched lives
- Communities continue to beautiful and exciting places to live
- The local economy thrives and is supported by a skilled workforce
- The council leads the way in mitigating the climate changes ahead.

In pursuit of this mission, the council is working hard on a place-shaping agenda and embedding an integrated place-based approach. Developing a wider Economic Strategy for Wiltshire, led by the council in collaboration with public and private partners, will be an important next step towards achieving this. Partners stand ready and willing to engage in a more structured way with the council and build on the existing good practice that often occurs at a service level currently.

The council's work to mitigate and adapt to the impacts of climate change is impressive, with many activities that would be considered exceptional in other organisations being seen very much as the 'day job'.

There are many improvement success stories within the council, not least within Children's Services - a service which has embraced a wide-ranging improvement journey resulting in the team being the first in the South West to be rated as Good across all judgement areas. The learning from this improvement journey is now informing transformation in Adults Services and the wider performance management approach across the council.

The council has in recent times worked hard to ensure that there is a corporate approach to financial management and planning. This is much more developed than was the case during the last Corporate Peer Challenge – there is a more collaborative approach to the budget setting process in place, with members being provided with a range of budget scenarios and cross-council dialogue on budget and financial planning scenarios. This is an evolving picture that needs to continue to embed, especially as there will need to be some challenging conversations over coming weeks and months around delivering Business Plan priorities in the context of sectoral financial pressures and increased demand (and complexity of cases) within people services.

The council has developed a visible corporate approach to transformation, with a strong narrative that the purpose of this activity is to drive service improvement over delivering financial savings. The whole organisation is conversant with this approach but the balance between efficiencies and service improvement may need to be revisited as financial pressures will become increasingly prevalent.

Following unitarisation in 2009, 18 Area Boards were introduced in Wiltshire to provide a forum for multi-agency engagement at a community level. These Boards continue to be valued by members, but their role and remit would benefit from review and refocusing to enhance the council's Place Shaping Agenda.

Wiltshire Council has impressive and strong internal governance with clarity around process and function, which contributes to the overall internal improvements that have been delivered at the council in terms of organisational culture and governance.

The breadth and depth of these internal improvements are evident and provide a

sound foundation for senior leaders to develop a more outward looking focus, seeking to engage more locally, regionally, and nationally to promote the interests of Wiltshire Council and create opportunities for external collaboration to achieve the aims and ambitions of the council.

The Council's Local Plan is currently under review, and whilst the peer team appreciate there are concerns at a political level about the relevance and impact of national planning policy for Wiltshire, the Local Plan should be seen as a pivotal vehicle for delivery of the council's key ambitions for place. It is important that the council works with, rather than against national policy and seeks to make the plan work for Wiltshire and all its diverse places over the next 15-20 years. At a practical level, and as government thinking continues to evolve in this area, the absence of an updated Local Plan increases the risk of unplanned development, thus limiting the council's capacity to exercise place-shaping powers, such as securing relevant infrastructure, to maximum effect.

In common with the rest of the sector, the council is experiencing recruitment issues in some areas. A proactive approach to Organisational Development including refreshing the Workforce Strategy is part of a planned approach to address this – the fact that staff rate the council so highly as an employer means the council is better placed than some to face these challenges.

We found a council that has many strengths – resulting from a period of sustained focus on internal improvements – that, combined with the benefit of a Business Plan, can begin to complement a strong organisational core with a more outward-looking focus in pursuit of delivering 'services that are over and above their statutory obligations for the people of Wiltshire and ensure that the council is the highest performing in the country'.¹

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

- Develop a more clearly articulated strategic narrative of place, using the Local

¹ Taken from Business Plan introduction.

Plan as key spatial narrative. Making the Local Plan work for Wiltshire will be important, and ensuring this work is delivered at pace to agreed timescales will be important.

- Seek to take advantage of the fact that the council's internal improvements are now paying dividends to provide space and time for senior leaders to focus on wider external partnership opportunities to help take Wiltshire forward in line with the Business Plan.
- Consider how to celebrate the successes of Wiltshire Council where it is important and where it contributes to raising the council's external profile e.g., Climate Change and Children's Services.
- Create a county-wide strategic partnership board to oversee the Economic Strategy for Wiltshire and underpin the Wiltshire Public Service Board with appropriate officer groups that bring partners together to share resources and deliver on common priorities.
- Consider how developing a comprehensive Asset Management and Capital Investment Strategy could support future transformation and place-shaping ambitions and inform future budget decisions.
- Review the role and function of Area Boards so that they add maximum value to your Place Shaping ambitions.
- Use continuing work with VCS around the emerging framework to ensure opportunities to involve them (and other partners) in developing strategies and policies are maximised.
- Continue to ensure that your approach to transformation is embedded and understood across the organisation.
- Continue to build on the collaborative approach you're developing around budget setting to ensure clarity on all options given the inevitable difficult decisions that lie ahead (e.g. prevention/place).

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Councillor James Jamieson
Chairman, Local Government Association
- John Hewitt
Chief Executive, Durham County Council
- Lorna Baxter
Director of Finance and s151 Officer, Oxfordshire County Council
- Andrew Hunter
Executive Director of Place, Planning and Regeneration, Bracknell Forest
- Emily McGuinness
Peer Challenge Manager.

3.2. Scope and focus

The peer team considered the following five themes, which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?

5. Capacity for improvement - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these questions, the council asked the team to look specifically at organisational resilience and capacity to deliver an ambitious agenda for place.

The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. Over the course of 3.5 days, the team:

- Engaged with nearly 180 councillors, officers, and partners across 3 days of interviews in addition to further research and reading.
- Collectively spent over 200 hours to arrive at our findings, the equivalent of one person spending 5 weeks with Wiltshire Council.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Local priorities and outcomes

The Business Plan adopted by the council in February 2022 is providing a clear set of objectives for the council and is clearly owned by members, with officers and the wider organisation well sighted on its content and purpose. The Plan has four key themes: Empowered People, Resilient Society, Thriving Economy and Sustainable

Environment, which resonant throughout the organisation and partner organisations. The fact that the Plan covers a ten-year period until 2032, stretching beyond the political term, is positive and demonstrates a long-term commitment to improving outcomes for the residents and businesses of Wiltshire. The Plan has well-articulated aims and activities, which sit below each intended outcome; members and staff are conversant in how performance will be managed and driven, and are clear that the priority is very much to secure improved outcomes for residents. The level of organisational focus provided by the plan, and supported by a rigorous performance management approach, will be increasingly important as the council works to address the challenges they face, along with the rest of the sector, in terms of reducing resources and increasing demand. Service Delivery Plans sit below the Business Plan and together they form the basis of an annual cycle that sequences service planning and budget setting, and provides a framework for services to describe how their activities are contributing to delivering improved outcomes for residents.

Nowhere is a focus on improving outcomes for some of the most vulnerable in the community more evident than in Children's Services at Wiltshire Council. The council has delivered a successful improvement programme, with their last inspection report in 2019 noting that the determined and well-focused leadership, combined with the corporate resolution of key elected members, has paid dividends for the children of Wiltshire. The council is currently rated as 'good' – the first in the South West to achieve this rating across all judgement areas – and is now clearly in pursuit of an 'Outstanding' rating. The council is also a Sector-Led Improvement Partner in Children's Services. Strong performance, both in terms of service delivery and financial management in this service area, is against a national trend and is a result of a long-term improvement programme, which is paying dividends and shows the impact of maintaining preventative activities. Inevitably because of national funding challenges, the council will need to closely examine all spending over the coming months and ensuring, where it can, that it is able to understand the balance of any savings across people- and place-based services – particularly to understand the impact of any changes to preventative services that can influence longer-term costs to the council and balance the impact of this against other Business Plan priorities.

It is positive to see that the successful transformation approach used in Children's

Services is now being implemented across the People Directorate in Adults Services, ensuring that improvement plans are owned by the whole organisation. The transformation programme in this service area is comprehensive and includes a focus on strategies, reforms, delivery of efficiency savings and continuous improvements. It is important that the council ensures corporate focus is maintained on this challenging change and improvement programme in the face of national reforms and resource pressures/requests from across the council.

The Area Boards, which have been an important and defining part of the council's community engagement framework since its' inception in 2009, continue to allow the council to have a visible presence in 18 clearly-defined localities. These Boards usefully provide a structured engagement forum for elected members, and it is positive that grants awarded by Area Boards are now clearly aligned to the Business Plan. Whilst the Area Boards are largely well regarded, as the council moves forward with a stronger focus on delivering the ambitions of the Business Plan, there is a need to review their role and function, taking onboard lessons learned through the pandemic when the council successfully, and impactfully, adopted a more community convenor type role, by providing structure and guidance as well as mapping activity. The Council recognises that they do not need to step into spaces where they are not needed, but can instead add value through providing advice, guidance, and structure. Through the Business Plan leading members are clearly committed to a strong place-shaping agenda for Wiltshire, and the existing Area Boards could support these ambitions through a more clearly defined role as convenors of partners from all sectors at the local level.

There is a wide and diverse voluntary sector in Wiltshire – which reflects the nature of the area. The sector is well mobilised and there are examples of where the council works well to deliver improved community outcomes such as the Wiltshire Wellbeing Hub and it is positive to note the VCS is represented in the ICB arena. Work is already underway to review and develop a framework for a more consistent approach for engaging the VCS at all levels of the organisation. The sector would particularly welcome greater engagement in the early stages of some strategy development. This could be an important opportunity to ensure community capacity is maximised and that the good practice, which can be found at an operational level in terms of working alongside voluntary and community organisations, is replicated

across the council. We saw positive relationships between senior officers and VCS representatives - where challenge was welcomed and heard, and this constructive engagement will be important in developing an effective VCS framework that meets the needs and expectations of all stakeholders.

The relationship between the Council and Stone Circle (a wholly owned company of the council) is maturing well and there are sound governance arrangements in place. The council continues to face a number of strategic housing needs that cannot be easily addressed through traditional approaches e.g. the lack of key worker accommodation is impacting on the availability of services in some parts of the county. Stone Circle is working to meet the needs of the residents of Wiltshire through the purchasing (and ultimately development) of homes that are available at sub-market rents. The provision of homes for homeless people and those on whole life pathways is commendable and has greatly reduced the council's use of temporary Bed and Breakfast accommodation.

Wiltshire Council is a valued partner and is working well in specific projects, such as working with UK Health Security Agency and Ministry of Defence at Porton Down and delivering spaces to support innovation in this location, as well as working in partnership to deliver a community café for tenants, often at an operational level. We heard that the Business Plan was very much developed with a focus on what is in the gift of the council to deliver, and the council is rightly proud of what has already been achieved. However, as financial pressures become more prevalent, looking to deliver through partnerships could be beneficial. Developing a strategic level Partnership Plan that sets out how the council plans to engage with the whole spectrum of partners could help establish shared priorities and vision across all sectors and, importantly, identify opportunities to share resources. This is particularly pertinent when it comes to an ambitious place shaping agenda.

Building on this, a focus by the Chief Executive on strengthening the internal organisation has paid dividends, as is explored in later sections of this report. There is now a stable basis that should allow the Chief Executive and Leader to continue to adopt a more proactive and outward looking approach, locally, regionally, and nationally. This will ensure both the offers and the asks of Wiltshire Council and its residents are clearly articulated and heard in the right places and by the right people.

4.2. Organisational and place leadership

There has evidently been a cultural change at Wiltshire Council, driven by a Corporate Leadership Team (CLT) who model leadership values and the principles of the 'Our Identity' Framework. The framework was launched in 2021 and now consists of seven elements forming a blueprint for an inclusive, high-performing council and is underpinned by a genuine and commendable desire to make life better for residents, which is shared by the members and officers from across the organisation that the team met with.

The 'One Council – public servants building stronger communities together in Wiltshire' element of the framework is prevalent throughout the organisation, and we saw many examples of positive collaboration on key projects across service areas, from pan-organisational transformation projects to support for the Performance and Oversight Boards/Groups. This approach is enabling the council as a whole to work collectively on delivering the outcomes stated in the Business Plan, unfettered by traditional service and professional boundaries.

Constructive challenge and discourse are genuinely welcomed between senior officers and members – and between senior officers. The shared commitment to securing the best possible outcomes for residents provides a clear framework, but as these discussions move into the inevitably more challenging realm of allocating increasingly reducing resources, this level of open and honest challenge will be even more vital.

The depth and breadth of internal changes ranging from regular staff surveys, bootcamps² to review the council's employer brand and the deployment of staff brand ambassadors is impressive and means that the council has laid strong foundations for organisational resilience. This, coupled with work to empower staff to take decisions at the most appropriate levels, means that senior officer capacity can look to develop a more outward focus – both in terms of the Wiltshire partnership agenda,

² Our Identity bootcamps were launched in 2021 to review and make changes to the employer brand to ensure a more coherent framework, aligned to the council's identity that staff could identify with and help the council create a brand to support future recruitment.

but also promoting the council at a regional and national level. The Council has a good story tell in so many areas and the sector would benefit from hearing, and learning from, their experiences.

Whilst progress in organisational development has been good, the council is self-aware and appreciates that it is not the yet the finished article. There remain some challenges around workforce reforms, but the right building blocks are in place and there is positive organisational energy and commitment to continue the journey.

Place leadership is clearly an important focus for members at Wiltshire Council and their ambitions are well articulated in the Thriving Economy and Sustainable Environment themes of the Business Plan. Members speak with passion about their desire to positively shape their communities. However, delivering an ambitious place-shaping agenda has significant resource implications for the council and as budgetary pressures grow, there will need to be some challenging discussions about resource allocation, ensuring the right balance is maintained between people and place priorities, and that the impressive performance in areas such as Children's services is not jeopardised. Exploring alternative delivery options through enhanced partnership working could help build capacity to achieve place-shaping ambitions.

Area Boards are well placed to facilitate leadership on local issues, and the Place Board³ model is allowing all partners to coalesce around vision and delivery for specific geographies – the next stage is to review the role and function of the Area Boards and the part they should play in a more strategic and collaborative approach to place-shaping.

The Council is taking an active lead and is well respected in the ICB/ICS space – The Leader of the Council is the first Chair of the BSW Integrated Care Partnership, and the Chief Executive is a member of the BSW Integrated Care Board. The fact that the Corporate Director for People is the first Chair of the new Wiltshire Integrated Care Alliance, means that the voice of children is heard in this increasingly important and high-profile arena.

Wiltshire Council is excelling in work to address Climate Change. The council has declared a climate change emergency, which commits them to cut council carbon emissions and achieve carbon neutrality by 2030, seeking to also achieve the same

³ Place boards have been established for key settlements, chaired by the local MP

for Wiltshire as a whole. The Climate Strategy, which was informed by a Scrutiny Task and Finish Group, has good levels of corporate ownership amongst officers and members, to the extent that climate change work is seen very much as ‘business as usual’ and is integrated in the day-to-day operations of the council, and is aligned to the delivery of the Business Plan. The team saw and heard work in this area that they feel the wider sector would benefit from and would encourage the council to be more proactive in sharing best practice regionally and nationally – there is a lot to be learnt from the approach they are taking.

Perhaps one of the greatest challenges for the council in terms of place leadership is the lack of a single narrative of place for Wiltshire. Given the geographical spread and diverse nature of the county, maybe a single narrative would be an artificial construct. Having said this, being the “Home of the Market Town” is a USP – as is the role the council plays in supporting community identity. However, there are times when the council needs to own its unitary role, leading and advocating for the special features of the county as a whole, and taking a more strategic view to positioning Wiltshire regionally and nationally, looking to lead the place agenda and bringing willing and engaged partners with them.

Prioritising the Local Plan as the council’s spatial narrative is key - this would also provide cohesion and act as a way to pull together what the council is already doing to drive the council’s place-shaping agenda. The Local Plan is currently under review, and whilst we appreciate there are concerns at a political level about the relevance and impact of national planning policy for Wiltshire, the Local Plan could and should be a pivotal vehicle for delivery of the council’s key ambitions for place. It is important that the council works with, rather than against national policy and seeks to make the plan work for Wiltshire and all its diverse places over the next 15-20 years. At a practical level, the absence of a 5-year land supply is putting the council at risk of unplanned development in inappropriate locations, thus limiting its capacity to exercise place-shaping powers to maximum effect.

Whilst the commitment to the place-shaping agenda is evident across the council, how to achieve the ambitions in a strategic and planned way is less clear. The concept is recognised by officers in the Economic Development and Regeneration team as relatively new, with some good local projects underway. The joint project between the Council and the Environment Agency to create a green waterside park

that acts as a flood defence for Salisbury is a good example of collaborative working to solve a problem, whilst also improving the quality of the environment for residents, and is a good example of what is being achieved in partnership. The emerging Economic Strategy will be a vital corporate document to frame place shaping intent and activity – and this strategy should include a narrative of place and ‘brand’ for Wiltshire in terms of economic growth, providing the cohesion that will better enable the council to meet its economic aims and objectives.

A more strategic approach to place shaping may help with prioritising activity across the council. Identifying key locations and projects for growth/regeneration, with clear rationale, being unapologetic and as part of a strategically planned approach, will enable the council to marshal increasingly limited resources and manage the expectations of internal and external stakeholders. The council can continue to work at a more macro level and through enhanced partnership delivery in other areas. This could, for example, help to address how the viability of smaller rural communities can be resolved.

The council is not currently engaged in any meaningful devolution discussions with Government, primarily as there are no immediate proposals that are felt to be in the interests of the residents of Wiltshire. We would urge the council to be clear on the risks of not actively entering into a devolution discussion, and to agree a strategy for how and when they will engage moving forward to ensure opportunities are not missed and the council continues to shape its own future – particularly as this is a government policy area that continues to be a focus for future investment opportunities at a local level.

Community Asset Transfers are an integral part of the council’s place-shaping agenda – between 2010 and 2022, 202 such transfers have been made. Whilst the Cabinet have recently agreed a revised Community Asset Transfer Policy, we found no visible strategic overview of all assets owned by the council and how these could be used to help shape place, and to deliver some key ambitions and meet needs. Developing a comprehensive Asset Management Plan that is aligned to the emerging Economic Strategy, feeds into the emerging Local Plan, and which identifies the assets of partners that could contribute to shared place shaping ambitions, would help contribute to achieving important Business Plan objectives.

4.3. Governance and culture

A truly positive organisational culture pervades all levels of the council, where collaboration and challenge do appear to be genuinely welcomed and encouraged. There is a shared commitment to the One Council ethos with everyone working for the benefit of the residents and communities of Wiltshire. This is also shared by Cabinet members who demonstrate a strong desire to improving outcomes for the most vulnerable people in Wiltshire. The work we have outlined in previous sections in terms of organisational development has evidently contributed to this. The Team heard from staff that the fact that senior leaders are seen to model organisational values and behaviours has contributed significantly to a positive organisational culture.

The council has impressive organisational governance providing good levels of rigour and consistency in corporate decision-making, there is clarity around roles and responsibilities, and member/officer relationships are strong and productive. This extends to the Stone Circle wholly owned company where governance improvements now appropriately balance risk and benefit. Effective governance is seen as an enabler for the delivery of Business Plan objectives and the council should be commended for the improvements it has made in this area.

As already mentioned, as the council continues to implement some aspects of organisational development, there can be at times challenging dialogue with recognised trade unions. Representatives of all trade unions were invited to meet with the Peer Team, and the one that we spoke with reported having a good relationship with key officers and members, and that they felt able to raise issues formally and informally and are listened to.

The peer team found Wiltshire Council to be a modest and humble organisation, which is to its credit as time and energy is spent improving outcomes rather than self-promotion. However, continuing to build a profile regionally and nationally based on tangible successes is important in terms of staff morale and making sure the council is best placed in an increasingly competitive recruitment market.

The Extended Leadership Team is recognised by staff as a positive forum for cross-organisation collaboration (and challenge). We saw a passionate and engaged group

of leaders who embody the One Council approach to addressing challenges on a pan-organisational basis and who stand ready (and able) to embrace a more empowered style of leadership, allowing more senior leaders to continue to function at a strategic level and adopt a more outward focus where appropriate.

The pervading culture of the council is testament to the leadership of the Chief Executive, who has led on instilling a strong public service ethos and invested in developing a more empowered model of leadership, where people are encouraged to make the right decisions at the right time and in the right place.

Scrutiny at Wiltshire Council is well resourced, and members feel they are able to challenge and influence the policy agenda. There are effective mechanisms in place to co-ordinate activity on an annual basis between Scrutiny and the Cabinet, ensuring that there is a balance between overview and scrutiny. However, members recognise that there is scope for them to continue to develop the value they add through engagement in the early stages of policy formation, perhaps through Task and Finish Groups.

The recent improvements to the Audit and Governance Committee, such as the appointment of independent members and carrying out a member skills audit, have had a positive impact on both the efficacy and profile of this committee. As these changes embed, it will be important that members and officers continue to ensure the challenge provided by this committee is sufficiently rigorous and provides the necessary levels of assurance and reassurance to internal and external stakeholders

4.4. Financial planning and management

It is positive to see that improvements have been made in terms of collective ownership, understanding and responsibility for financial management and oversight since the council's last Corporate Peer Challenge. Officers and members that we spoke with were able to articulate how and when they engaged in both budget setting and financial monitoring, and many stated that this year's budget setting approach has been much more collaborative and inclusive than in the past. This is an evolving picture that is continuing to embed into organisational culture and will no doubt be tested by the inevitable difficult decisions that the council (like many others within the

sector) will be faced with in the coming weeks and months. However, the council has created a much better – and supportive – environment for these discussions than has been the case previously.

Financial management and members of the finance team are now much more integrated into the day-to-day business management of the council, for example through collaborative budget setting processes and formal engagement in the Transformation Board, further strengthening a more inclusive approach to finance and performance management.

There is an opportunity to use the financial management code to help shared understanding of financial management responsibilities across CLT and Cabinet and the wider organisation. Local Authorities are expected to demonstrate that the requirements of the Financial Management Code are being satisfied and so being able to demonstrate this will be important for the council.

As part of the current budget setting process, scenarios are being considered that articulate both pessimistic and optimistic positions, providing members with a range of potential options. Going forward, there will need to be some challenging discussions to ensure a balance between Business Plan Priorities (i.e., political priorities and ambitions) and the provision of statutory services. By way of example, the council has maintained spend in preventative services within Children's Services, which has enabled them to manage demand more effectively, a decision to reduce spend in this area in preference for a Business Plan priority would risk an increase in demand. The more collaborative and participative approach to budget setting and financial management across senior officers and members should ensure the council is better placed than ever before to resolve these questions.

As part of the budget setting, consider creating a corporate contingency budget rather than build in all demography/increases in demand services. This will help manage budgets in more challenging financial situations and not always seeking to build in maximum increases in demography/costs.

Wiltshire Council is bucking a national trend in reporting that its Children's Services are managing within budget and this year's Quarter Two budget monitoring was showing an improved forecast outturn position, which staff vacancies are helping to achieve, and this is positive for as long as they are able to manage demand with less

resource. The position remains challenging in the face of national increases in demand, complexity of cases, and recruitment and retention issues, but the successful improvement programme within the service has resulted in impactful and sustainable service improvements. Maintaining organisational focus – and spend – will be crucial in sustaining this relatively positive position.

Wiltshire Council has adopted Performance and Outcome Boards as an effective mechanism for driving continuous improvement and ensuring organisational oversight of performance. The approach was initially piloted as part of the Children's Services Improvement Programme and is now part of the organisations' performance framework. In some areas they are relatively new and need to continue to embed, but they offer a valuable opportunity to review, and importantly, challenge performance and improvement across the council, and are structured to drive the finance conversations not vice versa, which works well for the Council. The council recognises the importance of having a coherent corporate approach so that performance and risk are not undermined. Oversight of risk has only recently been included as part of the remit for the Boards and this needs to be embedded across the organisation too. Member involvement in the process adds another important dimension and the team saw an organisation that is conversant in the principles and mechanisms of performance management – and where the focus is very much on driving service improvements for residents.

The council has recently established stronger capital governance processes through a new board, but an enhanced focus on capital programme oversight, delivery and financing would be beneficial. A clearer understanding and assessment of the full financial implications of commercial / asset investment decisions (such as refurbishment of industrial estates and asset transfers) alongside capital financing implications (such as the borrowing costs of new leisure provision) would help in maximising financial benefits and in decision making. Linked to this, a broader understanding of the implications for treasury management and the treasury management strategy would enhance understanding of the costs of financing the capital programme.

Wiltshire Council's Transformation narrative is very clearly about driving service improvements and improved outcomes, rather than prioritising the delivery of substantial savings, which aligns with the organisational culture of the council. As

financial pressures in the sector increase, the need to secure financial benefits through transformational activity may need to be more of a focus for the council.

The team were impressed by the extent to which Portfolio Holders were well briefed and aware of the High Needs issues and financial risks facing the sector as a whole and the council specifically – for example the fact that the Adults Portfolio Holder has SEND within her remit to reflect the whole life pathway for some shows the priority given to the issues. It is important that organisational focus is maintained in this area to mitigate future risks.

The council is currently implementing a new ERP (Enterprise Resource Planning) system - a significant project which is intended to help improve financial control processes and is expected to bring about savings that are not yet included in the Medium Term Financial Strategy. The introduction of such a system has obvious organisational benefits, but given the size and nature of the project, the council should be careful to ensure sufficient resources and capacity are allocated.

4.5. Capacity for improvement

Staff at Wiltshire Council are motivated, energetic, and committed, who genuinely share the 'One Council' ethos and are driven by a desire to improve outcomes for the residents of Wiltshire. The council takes a proactive approach to Organisational Development through initiatives such as 'Our Identity', which sets out a shared vision of how the employees are expected to work together to deliver services and priorities. The council is also reviewing its People Strategy and a refreshed Workforce Strategy is due for to be launched imminently – both strategies are designed to ensure that the council has the right people in the right place at the right time with the right skills to deliver the Business Plan. Staff we met spoke with passion and energy about the evolving PDR system and internal talent management and leadership programmes. This positive approach to supporting and developing the workforce, as well as sound data and insight, has resulted in staff who are loyal and dedicated to delivering the ambitions of the council.

Whilst the above measures mean the council has done much to ensure they are an employer of choice, national and regional recruitment and retention challenges exist

across the organisation. Staff are working hard to ensure these capacity issues don't impact on service delivery to some of the most vulnerable residents (for example those who engage with Adults and Children's Services) as well as other high demand areas such as Planning. However, there are inevitable impacts on capacity to deliver in challenging national circumstances and against an ambitious Business Plan. Discussions around how deliverable long-term plans and aspirations are when short term budget pressures could be about to land would be beneficial moving forward.

The council has set out a broad range of transformation and business change activities, which are co-ordinated through the Transformation Planning Group and through various measures such as setting up a dedicated Transformation and Change Directorate and including People and Change team representatives, have ensured that practical steps have been taken to help marshal resources and that interdependencies and efficiencies are identified and maximised. These arrangements are new and evolving and have significant potential, but need to be understood across the organisation so that this potential is realised. The council has a strong track record in service-specific Transformation in People Services. In Children's Services the operating model resulting from the improvement programme is ensuring that Looked After Children Numbers are sustainable, and the transformational approach led by the Chief Executive in Adults Services is valued and provides strong oversight of the workstream.

Opportunities exist for Wiltshire Council to continue to work with partners from a variety of sectors (Health, Third Sector, Military, Businesses etc.) to explore how resources can be shared in the pursuit of shared priorities and ambitions. Wiltshire Council is a respected partner, and by developing a more cohesive narrative of your place shaping agenda, has the opportunity to develop a framework for shared endeavours and building capacity to deliver Business Plan priorities that go beyond the delivery of statutory service.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss, and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in meeting. This will be a short, facilitated session which creates space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Paul Clarke, Principal Adviser for South West, is the main contact between your authority and the Local Government Association. Paul is available to discuss any further support the council requires. paul.clarke@local.gov.uk

Wiltshire Council

Overview and Scrutiny Management Committee

21 March 2023

Task Group Update

1. Evolve Programme Task Group

Supporting officer: Simon Bennett

Membership

Cllr Jon Hubbard (Chair)
Cllr Dr Monica Devendran
Cllr Ruth Hopkinson
Cllr Horace Prickett
Cllr Mark Verbinnen

Background

The Evolve programme will involve the procurement and implementation of a new Cloud-based Enterprise Resource Planning (ERP) system for the council. The programme will impact on the work of all staff at the council in respect of HR, finance, procurement and payroll processes. It will look to modernise technology and standardise business processes, improving efficiencies for core activities that are undertaken across the council, supporting their adoption through a comprehensive in-house business change and training effort, and will deliver improved data, insights and reporting capabilities.

Terms of Reference (TOR)

- a) To provide efficient, effective scrutiny engagement on the council's Evolve programme under the direction of OS Management Committee.
- b) To receive periodic updates on the Evolve programme and scrutinise delivery of its key three objectives for the council, covering:
 - Organisational insight
 - Developing a flexible high-performance culture
 - Transforming business processes and digital technology
- c) To meet quarterly as standard, unless there is a temporary need to meet more frequently or at a specific project milestone
- d) To report findings and recommendations as appropriate to OS Management Committee following each task group meeting.

Recent activity

- The task group has not met since the last meeting of the Committee, it will now meet quarterly until the end of the Evolve programme.
- The next scheduled meeting of the task group is on 20 April 2023.

2. Financial Planning Task Group

Supporting Officer: Simon Bennett

Membership

Cllr Gavin Grant (Vice-chair)
Cllr Gordon King
Cllr Charles McGrath
Cllr Pip Ridout (Chair)
Cllr Ian Thorn
Cllr Elizabeth Threlfall
Cllr Mark Verbinnen

Background

The Financial Planning Task Group (FPTG) is a standing task group reporting to the Overview and Scrutiny Management Committee.

Terms of reference

- a) To review the council's draft Financial Plan, Medium-Term Financial Strategy (4-year financial model) and Treasury Management Strategy, reporting its findings to OS Management Committee.
- b) To undertake regular monitoring of the council's capital and revenue budgets (including the delivery of savings), ensuring that mid-year trends and developments are considered when the council's Financial Plan is updated.
- c) To undertake ongoing review of the council's financial position, including the monitoring of reserves, investments, debt, and financial risks.
- d) Where they materially affect the council's overall financial position, to consider the council's:
 - i. approach to strategic procurement
 - ii. major contracts
 - iii. financial investment in, and liability to, its wholly owned subsidiaries.

- e) To help develop the council's approach to the annual budget setting cycle, including the specific contribution of Overview and Scrutiny.
- f) To bring regular reports to OS Management Committee, highlighting key financial developments and risks for further discussion.

Recent activity

- The task group has not met since the last meeting of the Committee. The task group's forward work plan 2023/24 is attached as Appendix 2. The roles and responsibilities for financial scrutiny are set out at Appendix 1.
- Cllr Bill Parks has stepped down from the group and, following a request for expressions of interest, it is proposed by the Chairman that Cllr Richard Britton be appointed to the Task Group.

Proposals

- 1. To note the update on the task group activity provided.**
- 2. To note the Financial Planning Task Group's forward work plan**
- 3. To thank Cllr Bill Parks for his work on the Financial Planning Task Group and for Cllr Richard Britton to replace Cllr Parks on its membership.**

Report authors:

Simon Bennett, Senior Scrutiny Officer, simon.bennett@wiltshire.gov.uk
Henry Powell, Democracy and Complaints Manager, committee@wiltshire.gov.uk

Appendices

[Appendix 1](#)

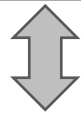
[Appendix 2](#)

Finance scrutiny structure

OS Management Committee

Public scrutiny following more detailed review by the Financial Planning Task Group (where practicable):

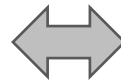
- a) Draft annual Financial Plan and Medium-Term Financial Strategy (MTFS), including Resources directorate budget
- b) Revenue and capital budget monitoring quarterly updates
- c) Treasury Management Strategy and updates



Financial Planning Task Group

More detailed pre-Cabinet scrutiny, and reports to OS Management Committee, on:

- a) Draft Financial Plan and Medium-Term Financial Strategy (MTFS)
- b) Treasury Management Strategy and updates
- c) Revenue and capital budget updates – including reserves, investments, debt and financial risks, flagging issues of concern to Select Committees
- d) Where they materially affect the council's overall financial position, the council's:
 - i. approach to strategic procurement
 - ii. major contracts
 - iii. financial investment in, and liability to, its wholly owned subsidiaries.



Select Committees

- a) Informal annual review of the Draft Financial Plan to support formal scrutiny at OS Management Committee
- b) Exploring service implications of financial issues flagged by OS Management Committee and Financial Planning Task Group
- c) Flagging identified financial risks to OS Management Committee and Financial Planning Task Group
- d) Reviewing service/outcomes implications of major contract decisions

APPENDIX 2

Financial Planning Task Group (FPTG) Forward Work Plan 2023/24

| Date | Item | Details | Officers | Cabinet Member |
|-------------------------|---|-----------------------|---|---|
| 24 March 2023 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 28 March 2023 | | |
| 14 April 2023 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 18 March 2023 | | |
| 28 April 2023 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 2 May 2023 | | |
| 9 June 2023 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 13 June 2023 | | |
| 7 July 2023 | Year End Revenue Financial Outturn Position 2022/23 (tbc) Year End Capital Investment Programme Financial Outturn Position 2022/23 (tbc) Treasury Management Outturn Report 2022/23 (tbc) | Cabinet 11 July 2023 | Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer) | Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning |
| 8 September 2023 | Financial Year 2023/24 Q1 Revenue Budget Monitoring (tbc) Financial Year 2023/24 Q1 Capital Budget Monitoring (tbc) | Cabinet 12 Sep 2023 | Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer) | Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning |
| 6 October 2023 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 10 Oct 2023 | | |
| 10 November 2023 | Financial Year 2023/24 Q2 Revenue Budget Monitoring (tbc) Financial Year 2023/24 Q2 Capital Budget Monitoring (tbc) | Cabinet 14 Nov 2023 | Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer) | Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning |
| 8 December 2023 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 12 Dec 2023 | | |

| Date | Item | Details | Officers | Cabinet Member |
|------------------------|--|--------------------------|---|---|
| 5 January 2024 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 9 Jan 2024 | | |
| 19 January 2024 | Budget 2024/5 and Medium Term Financial Strategy 2024/25 – 2026/27 (tbc) | Cabinet OSMC 23 Jan 2024 | Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer) | Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning |
| 26 January 2024 | Financial Year 2023/24 – Q3 Revenue Budget Monitoring (tbc) Financial Year 2023/24 – Q3 Capital Budget Monitoring (tbc) Treasury Management Strategy Statement 2024/25 (tbc) | Cabinet 30 Jan 2024 | Andy Brown Corporate Director Resources & Deputy Chief Executive (S151 Officer) | Cllr Nick Botterill Cabinet Member for Finance, Development Management and Strategic Planning |
| 15 March 2024 | <i>tbc – meeting may be cancelled dependent upon whether there are agenda items.</i> | Cabinet 19 March 2024 | | |

Overview and Scrutiny Management Select Forward Work Programme

Last updated 13 March 2023

| Overview and Scrutiny Management Committee – Current / Active Task Groups | | |
|--|-------------------|------------------------------|
| Task Group | Start Date | Final Report Expected |
| Financial Planning Task Group | October 2013 | Standing |
| Swindon and Wiltshire Joint LEP Panel | December 2021 | In abeyance |
| Evolve Programme Task Group | December 2021 | - |

| Overview and Scrutiny Management Select – Forward Work Programme | | | Last updated 16 JANUARY 2023 | | |
|--|---|--|--------------------------------------|----------------------------|------------------------------|
| Meeting Date | Item | Details / Purpose of Report | Corporate Director and / or Director | Responsible Cabinet Member | Report Author / Lead Officer |
| 23 May 2023 | Overview and Scrutiny Member Remuneration 2022-23 | To note the allocation of the Overview and Scrutiny fund in accordance with the agreed scheme for those members who lead OS activities during 2022-23. | Perry Holmes | N/a | Henry Powell |
| 23 May 2023 | Asset Transfer and Service Devolution Policy update | To receive an update on implementation of the Policy consider by a Rapid Scrutiny Exercise and approved by Cabinet in September 2022. | Andy Brown | Cllr Phil Alford | Mike Dawson |
| 23 May 2023 | Overview and Scrutiny Annual Report 2022-23 | To report the key pieces of Overview and Scrutiny work undertaken during 2022-23. | Perry Holmes | | Henry Powell |
| 23 May 2023 | Financial Planning Task Group Update | To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance. | N/a | N/a | Simon Bennett |
| 23 May 2023 | Management Committee Task Group update | To update on task group activity. | Perry Holmes | | Henry Powell |
| 23 May 2023 | Forward Work Programme | To approve the OS forward work programme. | Perry Holmes | | Henry Powell |

| Overview and Scrutiny Management Select – Forward Work Programme | | | Last updated 1 FEBRUARY 2023 | | |
|---|--|---|------------------------------|-----------------------------------|-------------------------------------|
| Meeting Date | Item | Details / purpose of report | Associate Director | Responsible Cabinet Member | Report Author / Lead Officer |
| 26 July 2023 | Financial Planning Task Group Update | To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance. | N/a | N/a | Simon Bennett |
| 26 July 2023 | Management Committee Task Group update | To update on task group activity. | Perry Holmes | | Henry Powell |
| 26 July 2023 | Forward Work Programme | To approve the OS forward work programme. | Perry Holmes | | Henry Powell |
| 26 Sep 2023 | Wiltshire Council Annual Complaints Report 2022-23 | To review the council's complaints activity and response performance for 2022-23. | Perry Holmes | | Henry Powell |
| 26 Sep 2023 | Financial Planning Task Group Update | To receive an update on the work of this task group, which leads overview and scrutiny engagement on finance. | Perry Holmes | | Simon Bennett |
| 26 Sep 2023 | Management Committee Task Group update | To update on task group activity. | Perry Holmes | | Henry Powell |
| 26 Sep 2023 | Forward Work Programme | To approve the OS forward work programme. | Perry Holmes | | Henry Powell |

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Health Select Committee

Forward Work Plan

Updated 1 March 2023

| Health Select Committee – Current/Active Task Groups | | | |
|--|---|--------------------|------------------------------|
| Task Group | Details of Task Group | Start Date | Final Report Expected |
| Inquiry session: System-wide review of factors contributing to current pressures in urgent care | Half day full committee session | Spring/Summer 2023 | Spring/Summer 2023 |
| Rapid Scrutiny Exercise: NHS Dental Services | To consider NHS provision of dental services in Wiltshire and the implications for residents. | TBC | 8 June 2023 |

| Health Select Committee - Forward Work Plan | | | Last updated 1 March 2023 | | |
|---|---|--|--|--|--|
| Meeting date | Item | Details/Purpose of Report | Corporate Director and/or Director | Responsible Cabinet member | Report Author/Lead Officer |
| 8 June 2023 | Avon and Wiltshire Mental Health Partnership Trust Transformation Programme | Overview of AWP's Transformation Programme. | Avon & Wiltshire Mental Health Partnership Trust | Avon & Wiltshire Mental Health Partnership Trust | Dominic Hardisty |
| 8 June 2023 | Long Covid Support Service | Wiltshire Health and Care to provide an update on their work to provide support Wiltshire residents experiencing 'Long Covid'. | Wiltshire Health & Care | Wiltshire Health & Care | Douglas Blair |
| 8 June 2023 | NHS Dental Services in Wiltshire | To consider the findings of the Rapid Scrutiny exercise into the status of NHS dental services in Wiltshire, the commissioning of which will move to the BSW Integrated Board in April 2023. | BSW Integrated Board | BSW Integrated Board | |
| 4 July 2023 | Domestic Abuse External grant and other domestic abuse work | To receive an update on this work following receipt of proposals regarding the Domestic Abuse External Grant in September 2022 | Kate Blackburn, Director of Public Health | Cllr Ian Blair-Pilling | Hayley Morgan, PH Consultant, Vulnerable Communities |
| 4 July 2023 | Substance Misuse | To receive an update on substance misuse work following consideration of proposals regarding Spend | Kate Blackburn, Director of | Cllr Ian Blair-Pilling | Kelly Fry, Principal Building |

| | | | | | |
|-------------|-----------------------------------|---|--|------------------------|--|
| | | Allocations for the Substance Misuse Supplementary Grants in September 2022 | Public Health | | Resilience, Vulnerable Communities |
| 5 Sept 2023 | Integrated Care Centres | To receive an update on the development and impact of the Integrated Care Centres in Devizes and Trowbridge. | Fiona Slevin-Brown, ICB | | |
| 2 Nov 2023 | Health Improvement Coaches | To provide an update on the work of the Health Improvement Coaches | Kate Blackburn, Director of Public Health | Cllr Ian Blair-Pilling | Rachel Kent, PH Consultant, Knowledge and Intelligence |
| 17 Jan 2024 | Maternity Services Transformation | Review to understand the impact of the transformation of maternity services. Report on transformation plans received Jan 2023 | Fiona Slevin-Brown, Director of Place, ICB | | |
| 27 Feb 2024 | JSNA | Review trends for Wiltshire, update following presentation Feb 2023 | Kate Blackburn | Cllr Ian-Blair Pilling | |

Items for Meeting dates yet to be set

| Meeting date | Item | Details/Purpose of Report | Corporate Director and/or Director | Responsible Cabinet Member | Report Author/Lead Officer |
|---------------------|-----------------------------------|--|---|-----------------------------------|-----------------------------------|
| March/April 2024 | Joint Health & Wellbeing Strategy | Progress report, 12 months after publication. Draft strategy received by Committee Feb 2023. | Kate Blackburn | Cllr Jane Davies | David Bowater |
| Spring/Summer 2024 | Integrated Care Strategy | Rapid Scrutiny of Implementation Plan/Integrated Care Strategy | Fiona Slevin-Brown, Director of Place, ICB | | |

Environment Select Committee Forward Work Programme

Last updated MARCH 2023

| Environment Select Committee - Current / Active Task Groups | | |
|---|------------|-----------------------|
| Task Group | Start Date | Final Report Expected |
| Global Warming and Climate Emergency Task Group | May 2019 | TBC |

| Environment Select Committee - Rapid Scrutiny | | |
|---|---------|------|
| Topic | Details | Date |
| | | |
| | | |

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| Meeting Date | Item | Details / purpose of report | Associate Director | Responsible Cabinet Member | Report Author / Lead Officer |
|---------------------|-------------------------------------|---|--|-----------------------------------|---|
| 6 June 2023 | Local Plan & Gypsy & Traveller Plan | As discussed at the ESC-meeting on 20 September 2022 to receive an update on the Local Plan. | Parvis Khansari (Corporate Director Place) | Cllr Nick Botterill | Georgina Clampitt-Dix (Head of Spatial Planning) |
| 6 June 2023 | Active Travel | As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update. | Samantha Howell (Director of Highways and Transport) | Cllr Caroline Thomas | |
| 6 June 2023 | Wiltshire Towns Programme | As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update. | Parvis Khansari (Corporate Director Place) | Cllr Richard Clewer | Victoria Moloney (Head of Economy & Regeneration) |
| 6 June 2023 | Climate Emergency task group | To receive an update from the task group regarding activity and its forward work plan | | | Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer) |

| Meeting Date | Item | Details / purpose of report | Associate Director | Responsible Cabinet Member | Report Author / Lead Officer |
|---------------------|--|--|--|-----------------------------------|---|
| 25 July 2023 | Waste Management Strategy: Annual Review | As resolved at ESC 13 July 2022 to receive a further annual review in 2023. | Sarah Valdus (Assistant Director – Environment) | Cllr Nick Holder | |
| 25 July 2023 | Passenger Transport service update and future developments | As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update. | Samantha Howell (Director of Highways and Transport) | Cllr Caroline Thomas | Jason Salter (Head of Service Passenger Transport) |
| 25 July 2023 | Climate Emergency task group | To receive an update from the task group regarding activity and its forward work plan | | | Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer) |
| 19 Sep 2023 | LHFIG Review | To receive a update report on the implementation of the Local Highway & Footway Improvement Groups (LHFIG) | Samantha Howell (Director of Highways and Transport) | Cllr Caroline Thomas | Dave Thomas (Head of Highways Asset Management & Commissioning) |
| 19 Sep 2023 | Climate Emergency task group | To receive an update from the task group regarding activity and its forward work plan | | | Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer) |

| Meeting Date | Item | Details / purpose of report | Associate Director | Responsible Cabinet Member | Report Author / Lead Officer |
|------------------|---|---|---|----------------------------|---|
| 7 Nov 2023 (tbc) | Update on the Towns Programme App Development | As resolved at the ESC meeting on 4 January 2023, the select committee will receive an update report. | Parvis Khansari (Corporate Director Place) | Cllr Richard Clewer | Victoria Moloney (Head of Economy & Regeneration) |
| 7 Nov 2023 (tbc) | Update on Broadband Provision in Wiltshire | As resolved at the ESC meeting on 4 January 2023, the select committee will receive an update report. | Parvis Khansari (Corporate Director Place) | Cllr Ashley O'Neill | Victoria Moloney (Head of Economy & Regeneration) |
| tbc | Housing Development Partnership | As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report in 12 months' time. | Parvis Khansari (Corporate Director Place) | Cllr Phil Alford | Victoria Moloney (Head of Economy & Regeneration) Richard Walters (Head of Service – Major Projects) Claire Moore (Housing Enabling Lead) |
| tbc | Private sector renewal strategy | As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report when appropriate. | Emma Legg (Director – Ageing & Living Well) | Cllr Phil Alford | Nicole Smith (Head of Housing) |

| Meeting Date | Item | Details / purpose of report | Associate Director | Responsible Cabinet Member | Report Author / Lead Officer |
|---------------------|----------------------------------|--|---|-----------------------------------|--|
| March 2024 | Homeless Strategy 2019-2024 | As resolved at the ESC meeting on 8 November 2022, the select committee will receive an update report in 12 months' time. | Emma Legg (Director – Ageing & Living Well) | Cllr Phil Alford | Nicole Smith (Head of Housing) |
| tbc | Streetscene contract | As resolved at the ESC meeting on 30 September 2022 the select committee will receive an update report on the Streetscene contract | Samantha Howell (Director of Highways and Transport) | Cllr Caroline Thomas | Adrian Hampton (Head of Highway Operations) |
| tbc | National Park action plan | Partnership arrangement with the National Park and joint action plan. | Parvis Khansari (Corporate Director Place) | Cllr Nick Botterill | Georgina Clampitt-Dix (Head of Spatial Planning) |
| tbc | Wiltshire Marque | As discussed at meeting with the Cabinet Member the select committee to receive a report about the 'Wiltshire Marque' for produce. | Parvis Khansari (Corporate Director Place) | Cllr Richard Clewer | Victoria Moloney (Head of Economy & Regeneration) |
| tbc | Wiltshire destination management | As discussed at the ESC-Executive meeting on 13 October 2022 on the heritage, arts and tourism portfolio to provide a report on destination management | Parvis Khansari (Corporate Director Place) | Cllr Richard Clewer | |

| Meeting Date | Item | Details / purpose of report | Associate Director | Responsible Cabinet Member | Report Author / Lead Officer |
|---------------------|---|--|---|-----------------------------------|---|
| tbc | UK Shared Prosperity Fund | As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio. | Parvis Khansari (Corporate Director Place) | Cllr Richard Clewer | Victoria Moloney (Head of Economy & Regeneration) |
| tbc | Economic Strategy | As discussed at the ESC-Executive meeting on 23 November 2022 on the economic development portfolio. | Parvis Khansari (Corporate Director Place) | Cllr Richard Clewer | Victoria Moloney (Head of Economy & Regeneration) |
| tbc | Parking Strategy | As discussed at the ESC-Executive meeting on 6 December 2022 on the highways and transport portfolio. | Parvis Khansari (Corporate Director Place) | Cllr Caroline Thomas | |
| tbc | Wiltshire Council's Housing Board Annual Report 2022/23 | As resolved at the ESC meeting on 4 January 2023, the select committee will receive the annual report. | Simon Hendey (Director Assets & Commercial Development) | Cllr Phil Alford | |

| Information briefing | | | | |
|-----------------------------|----------------------|--|---------------------------|-----------------------------------|
| Meeting Date | Item | Details / purpose | Associate Director | Responsible Cabinet Member |
| tbc | Environment Act 2021 | To receive a (series of) briefing regarding the implications of the Environment Act. | | |

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Children’s Select Committee (CSC)

Forward work programmes

March 2023

Please note the forward work programmes are currently being reviewed and updated following the annual meeting between the chair and vice-chair and members of the Executive.

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Children's Select Committee (CSC) – Forward work programme

Agenda items for the committee

Agenda items for CSC

Standing items (at all meetings)

| Title - Details / purpose | Type | Report author / lead officer |
|---|---------|---|
| Update from Wiltshire Youth Voice - summary of recent activities | Written | Joe Sutton |
| School Ofsted Judgements - effectiveness of schools as seen by Ofsted Inspection. | Written | Andrew Best |
| DfE Changes - Update from Department for Education | Written | David Harris |
| Working together to improve school attendance - latest requirements of the non-statutory guidance the DfE published in May 2022 to apply from September 2022. | Written | Kathryn Davis |
| Schools Forum's update - very brief update on key items from the last meeting of Schools Forum | Written | Lisa Pullin |
| Corporate Parenting Panel update - brief update highlighting key items from the last meeting of the Corporate Parenting Panel | Written | Lisa Pullin |
| Directors' update Cabinet Member and Portfolio Holders' update Chair's update Verbal updates highlighting any key issues (current or emerging), successes or milestones in their respective areas since the last meeting of the committee, which may not require a full agenda item and are not covered elsewhere on this agenda. | Verbal | All directors Cabinet Members and Portfolio holders Chair |

Future items for consideration by the Children's Select Committee

| Tuesday 6 June 2023, 10.30am | | | |
|------------------------------|---|---|--|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Substantive | <p>Safeguarding processes – outcome of the review by the Institute of Public Care (access here) to consider the council's safeguarding process and target rates</p> <p>To bring the council's review of its position with regards to these recommendations.</p> <p><i>NB – may link to a briefing on safeguarding</i></p> | <p>CSC 20 September 2022 (Jen Salter – Director's update) CSC 8 June 2022 Chairman's announcement (Lucy Townsend)</p> <p>Deferred from January and March agenda</p> | <p>Jen Salter</p> <p>Lucy Townsend</p> |
| Substantive Page 51 | <p>Child Poverty</p> <p>To receive a report presenting figures / data for child poverty in Wiltshire (compared to national figures) and the services / provision in place to address this in Wiltshire, either delivered / supported by the council or third sector (that the council is aware of).</p> | <p>Current FWP</p> <p>Deferred from January and March agenda</p> | <p>Lucy Townsend</p> |
| Substantive | <p>FACT – interim report to review the data set that has been created and how the Family Help programme has been implemented</p> <p>Including an update on the following recommendations:</p> <p>To invite officers, as part of their stakeholder events, to engage with local members, relevant Area Boards, and town councils to share information about the pilot project in Westbury and Warminster.</p> | <p>CSC 25 October 2022</p> | <p>Simon Thomas</p> |

| Tuesday 6 June 2023, 10.30am | | | |
|------------------------------|---|-------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| | For FACT to liaise with the different groups in Westbury and Warminster, funded by Wiltshire Community Foundation and Community First, that support children and young people. To invite officers to consider a mechanism where signposting to other services is led centrally and kept regularly updated. | | |
| Informative | | | |
| Informative | | | |

| Wednesday 12 July 2023, 10.30am | | | |
|---------------------------------|---|-------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Substantive | | | |
| Substantive | | | |
| Informative | School Health and Wellbeing survey To receive an update within the next 12 months to inform the committee on actions taken, or plans made, by the council based on the outcome of the survey. NB – identifying schools that have not participated so councillors can lobby them. | CSC 6 July 2022 | Sally Johnson |
| Informative | | | |

| Wednesday 20 September 2023, 10.30am | | | |
|---|---|-----------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Substantive | | | |
| Substantive | | | |
| Informative | Children missing education / children missing out on education To receive an annual report but for it to first be considered by the Standing task group in its draft form to ensure that it provides the information needed by the committee to be reassured about the quality of the council's performance. | CSC 20 September 2022 | Kathryn Davis |
| Informative | Elective home education To receive an annual report but for it to first be considered by the Standing task group in its draft form to ensure that it provides the information needed by the committee to be reassured about the quality of the council's performance, especially as the DfE is working to formalise the data collection for elective home education from October 2022 which should enable benchmarking. | CSC 20 September 2022 | Kathryn Davis |

| Tuesday 31 October 2023, 10.30am | | | |
|---|--|-------------------------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Substantive | FACT – one-year update , including progress towards the key milestones identified in paragraph 48 of the report | CSC 25 October 2022 | Simon Thomas |
| Substantive | | | |
| Informative | | | |
| Informative | | | |

| Tuesday 16 January 2024, 10.30am | | | |
|---|---|-------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Substantive | | | |
| Substantive | | | |

| Tuesday 16 January 2024, 10.30am | | | |
|---|---|-------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Informative | | | |
| Informative | | | |

| Tuesday 12 March 2024, 10.30am | | | |
|---------------------------------------|---|-------------------|------------------------------|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Substantive | | | |
| Substantive | | | |
| Informative | | | |
| Informative | | | |

| Longer term items | | | |
|--------------------------|---|---|---|
| | Title Details / purpose and Timeframe (if applicable) | Origins / history | Report author / lead officer |
| Page 54 | Substantive | Report on the outcome of the Family Help Programme, including the Westbury and Warminster pilot project. By September 2024 | CSC – 25 October 2022, FACT item Simon Thomas, FACT lead |
| | Substantive | | |
| | Informative | | |
| | Informative | | |
| | Informative | | |

Items considered in the last 12 months

| Meeting date (link) | Title Outcome / actions | Origins / history | Report author / lead officer |
|---------------------------------|---|-------------------|------------------------------|
| 25 October 2022 | FACT update | | |
| 17 January 2023 | Roadmap to Excellence | | Jen Salter |
| | National Review into Safeguarding Children with Disabilities and Complex Health Needs in Residential Settings | | Jen Salter |
| | Shaping the Future Programme with Schools – verbal update | | Helean Hughes |
| | Outcome of the Rapid Scrutiny on High Needs Block Funding | | |

Children's Select Committee (CSC) – Forward work programme

Task groups and rapid scrutiny exercises

Task groups and rapid scrutiny exercises linked to the CSC

Current / active task groups

| Name (establishment date by CSC) Terms of reference / aims Meeting(s) update | Membership Vacancies Supporting officer | Start date Final report expected |
|--|--|---|
| <p>Children's Select Committee's Standing Task Group</p> <p>1. To undertake detailed reviews of the regular reports that come within the Children's Select Committee's remit and to bring updates to the Committee on its work;</p> <p>2. To present any key issues, findings and recommendations to the Children's Select Committee, and / or other relevant committees, for discussion, endorsement or further scrutiny where appropriate.</p> <p><u>Meeting(s) update:</u></p> | <p>Cllr Helen Belcher John Hawkins Cllr Jon Hubbard (Chair) Cllr Jacqui Lay Cllr Jo Trigg Cllr James Sheppard</p> <p>No vacancy</p> <p><i>Supporting officer</i> <i>Marie Gondlach</i></p> | <p>6 July 2021</p> <p>n/a - Standing task group</p> |
| <p>Adoption West Joint Scrutiny Panel</p> <p>The panel acts as a critical friend, providing independent scrutiny of the work of Adoption West (AW). It is an essential element of assuring democratic accountability for the use of public funds.</p> | <p>Cllr Jon Hubbard (Chair) Cllr Carole King</p> <p>No vacancy</p> <p><i>Supporting officer:</i> <i>Marie Gondlach</i></p> | <p>20 May 2020</p> <p>n/a - Standing Panel</p> |

| Name (establishment date by CSC) Terms of reference / aims Meeting(s) update | Membership Vacancies Supporting officer | Start date Final report expected |
|--|---|--|
| <p>The objective of the panel is to make constructive recommendations to ensure that AW meets its performance targets and expectations. The focus of the panel is on the Region and members of the panel work in partnership to focus on performance for the Region overall.</p> <p><u>Meeting(s) update:</u></p> | | |
| <p>Fostering Excellence task group</p> <ol style="list-style-type: none"> 1. review how the Fostering Excellence project has been / is / will be addressing the issues identified in the report presented to CSC on 10 March 2020: <ol style="list-style-type: none"> a. Increase initial enquiries and therefore assessments and approvals of Wiltshire Council foster carers; b. Improve the retention of Wiltshire approved foster carers; c. Increase the percentage of Wiltshire children in foster care cared for by Wiltshire Council foster carers (at the time 46%); d. Maintain high occupancy rates of Wiltshire approved foster carers (at the time 80%+). 2. identify how the effectiveness of the Fostering Excellence project will be measured and reported, and be satisfied that this is robust and delivering improvements whilst achieving the savings identified in the budget 2022-23; 3. identify how the benefits of being placed with Wiltshire Council foster carers (who are receiving enhanced training / support as part of Fostering Excellence) for children in care will be measured and reported, and be satisfied that this is robust; 4. identify best practice across the country for recruitment and retention of in-house foster carers. <p><u>Meeting(s) update:</u></p> | <p>Cllr Liz Alstrom Cllr Chuck Berry (Chair) Cllr Ruth Hopkinson Cllr Sam Pearce-Kearney Cllr Mark Verbinnen</p> <p>No vacancy</p> <p><i>Supporting officer Marie Gondlach</i></p> | <p>18 January 2022</p> <p>14 March 2023</p> |

Children’s Select Committee – Planned rapid scrutiny exercises

| Name (terms of reference / aims) | Membership (vacancies) | Planned start date Final report expected |
|---|---|---|
| <p>Roadmap to excellence - Rapid Scrutiny</p> <p>Following a presentation at the March 2022 meeting it was agreed that a Rapid Scrutiny exercise would take place to review the proposed road map (timeline) for “getting to outstanding” – the council’s strategy to achieve an Ofsted’s Outstanding rating.</p> <p>It is planned for this to be 2 meetings:</p> <p>1st meeting to consider the existing strategy and service plans 2nd meeting to consider future reporting to Children’s Select Committee</p> | <p>Cllr Jon Hubbard</p> <p>Vacancies: 2</p> <p><i>Supporting officer Simon Bennett</i></p> | <p>Tbc</p> <p>Tbc</p> |
| <p>SEND provision – data set Rapid Scrutiny (no further background information, on current FWP)</p> | | |
| <p>Health Outcomes and meeting health needs Rapid Scrutiny</p> <p>To explore how the council can best scrutinise what partners (and providers) are doing to provide health outcomes for Wiltshire children, this would include establishing what the current scrutiny by the council is (including information on the current and planned work on this topic of the Safeguarding Vulnerable People Partnership).</p> | | |

Children's Select Committee – Planned task groups

| Name (terms of reference / aims) | Membership (vacancies) | Planned start date Final report expected |
|---|---|---|
| <p>Mental health for children and young people – task group</p> <p>Emotional Wellbeing and Mental Health Strategy (draft expected late 2022 / early 2023 as informed at Sep 2022 meeting) to be considered by the task group</p> <p>Task group to explore the following areas:</p> <ul style="list-style-type: none"> - a clear picture of all services available for children and young people in Wiltshire to support their emotional wellbeing and mental health (across all sectors and all funding streams); - whether there are any duplications of services or gaps (particular cohorts of children and young people or geographical areas not able to access the support they need); - how the council can best remain aware of that wealth of support and how to ensure there is a joined-up approach across all providers; - how to best communicate information on the different services to Wiltshire residents (report stating a third of referrals received in the Single Point of Access – CAMHS – are “preventable”, from carers who struggle to know where to go to access the support they need for their young person. - that performance across services commissioned by the council is monitored in the best way possible and how this can best be reported to the Children's Select Committee in future. - the issues around recruitment / workforce and if anything could be developed across the sector in terms of opportunities through new roles and maximising offer to staff <p><u>Meeting(s) update:</u></p> | <p>Cllr Caroline Corbin Cllr Jo Trigg Cllr Mark Verbinnen Cllr Carole King</p> <p>Vacancies: 1</p> <p><i>Supporting officer Marie Gondlach</i></p> | <p>After 25 October 2022</p> |
| <p>Youth provision and youth service funding – task group</p> <p>It is proposed that the task group considers:</p> | <p>Cllr Helen Belcher Cllr Jo Trigg Cllr Iain Wallis Cllr Mark Verbinnen</p> | <p>December 2022 / January 2023</p> |

| | | |
|--|---|----------------------------------|
| <ul style="list-style-type: none"> • How the council utilises the Local Youth Network funding (circa £350,000) via the Area Boards • How the council assures itself that it is meeting its duties with regards to youth service provision • How the council ensures that young people are aware of what youth provision is on offer <p>The task group is likely to engage with the Youth Voice team as well as Area Boards, with the aim to develop consistency across the 18 area boards in terms of allocating youth funding and eligibility criteria, as well as the voluntary sector. This work should also ensure that all councillors are aware of the current youth provision and can effectively promote what is on offer in their area.</p> <p><u>Meeting(s) update:</u></p> | <p>Cllr Jack Oatley</p> <p>Vacancies: 0</p> <p><i>Supporting officer</i> <i>Marie Gondlach</i></p> <p>Lead officers Ros Griffiths Simon Thomas Mandy Timbrell Andrew Griffiths Joe Sutton / Sara James</p> | |
| <p>Post 16 provision – task group</p> <p>To establish a clear picture of post-16 education provision available to young people in Wiltshire and availability of / options for transport to access that provision.</p> <p>This should also take into consideration the following information the committee had previously identified as of interest:</p> <ul style="list-style-type: none"> • Following the Youth Transport task group’s work and executive response – including National Bus Strategy and any decision or progress regarding a single ”Wiltshire Youth Card” . • To include input from the council’s review of transport services for children and young people with SEND (commissioning team). <p><u>Meeting(s) update:</u></p> | <p>Cllr Jo Trigg Nikki Barnett Cllr Graham Wright Cllr Bridget Wayman Mr Michael Thompson</p> <p>Vacancies: 0</p> <p><i>Supporting officer</i> <i>Marie Gondlach</i></p> <p>Lead officers Kirstie Barter Cara Madden Clara Davies</p> | <p>February / March 2023</p> |
| <p>Whole Life Pathway Task Group (to be initiated – with HSC)</p> | <p>TBC</p> | |
| | | |

| | | |
|--|--|--|
| <p>To establish a Task Group to review the metrics of the Business Plan.</p> <p>Based on outcome of above task group - to establish a second Task Group to review the service plans once the metrics have been confirmed.</p> | | |
| <p>NEW – endorsed by CSC on 17 January 2023</p> <p>Budget and Major Contracts task group</p> <p>To regularly review implementation of the budget and impact on services, and to consider major contracts (value to be agreed) either when they are approaching renewal or extension or before the tender process with a focus on the council's expectations and requirements with regards to the quality, quantity and frequency of monitoring information provided by contractors and how that information will be monitored by the council (including overview and scrutiny involvement)</p> | | |

Children's Select Committee – task groups and rapid scrutiny exercises completed in the last 12 months

| Name | Membership | Final report |
|--|---|---|
| Actions / monitoring | Executive response | |
| <p>Rapid Scrutiny exercise on Provision of Accommodation for Young People at Transition Time - Gap Analysis</p> | <p>Cllr Carole King (Lead) Cllr Mike Sankey Cllr Jo Trigg</p> | <p>19 January 2022 15 March 2022</p> |
| <p>Disadvantaged Learners Task Group</p> | <p>Cllr Jo Trigg (Chair) Cllr Trevor Carbin John Hawkins Cllr Kathryn Macdermid Cllr Gordon King Cllr Caroline Thomas</p> | <p>7 June 2022 6 July 2022</p> |
| <p>High needs block funding Rapid Scrutiny</p> <p>To review the current processes and explore whether there would be value added in establishing a task group to consider options to manage pressures on high needs block budget whilst providing the most appropriate support at the earliest opportunity.</p> | <p>Cllr Jo Trigg (Lead) Cllr Pauline Church Cllr Kathryn MacDermid</p> <p><i>Supporting officer Marie Gondlach</i></p> | <p>17 January 2023 14 March 2023</p> |

Children's Select Committee (CSC) – Forward work programme Items for consideration by the standing task group

Items for consideration by the CSC standing task group

| Meeting date / timeframe | Title Details / purpose | Type Origins / history | Report author / lead officer | Planned reporting to CSC |
|--|---|---|------------------------------|--------------------------|
| March 2023 (CSC 14 March) | | | | |
| | | | | |
| April 2023 (no CSC) | | | | |
| | | | | |
| May 2023 (no CSC) | | | | |
| | | | | |
| June 2023 (CSC 6 June) | | | | |
| NB After Committee briefing on School Improvement on 6 June | Ofsted inspections – data presented to the committee Comparator of recent inspections (as outstanding not inspected for years) Breakdown between primary and secondary schools Governors – level of recruitment (vacancies) and commitment to school improvement plan [NB possibility of further scrutiny on effectiveness of / role of governors in the current system and different types of roles across different types of schools] | CSC 8 June 2022 School Ofsted Judgements (Cllr Helen Belcher / Helean Hughes) | | 17 January 2023 |
| June | Performance monitoring reports To receive performance monitoring reports on the overall service, likely to be June (to consider the | Annual | | |

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| Meeting date / timeframe | Title | Type | Report author / lead officer | Planned reporting to CSC |
|--|--|--------------------------------------|--------------------------------|--------------------------|
| | Details / purpose year-end data from the previous year) then January meetings. | Origins / history | | |
| July 2023 (CSC 12 July) | | | | |
| July / early September 2023 | Children missing education / children missing out on education To receive an annual report but for it to first be considered by the Standing task group in its draft form to ensure that it provides the information needed by the committee to be reassured about the quality of the council's performance. | One-off CSC 20 September 2022 | Helean Hughes Kathryn Davis | September 2023 |
| Page 10 of 14 July / early September 2023 | Elective home education To receive an annual report but for it to first be considered by the Standing task group in its draft form to ensure that it provides the information needed by the committee to be reassured about the quality of the council's performance, especially as the DfE is working to formalise the data collection for EHE from October 2022 which should enable benchmarking. + whether the council has developed its understanding of / partnership working with support groups for EHE in Wiltshire + do we have data for success rates at exams of EHE? + outcome / update on project with EET team to better understand destination for EHE | One-off CSC 20 September 2022 | Helean Hughes Kathryn Davis | September 2023 |
| August 2023 (no CSC) | | | | |
| | | | | |

| Meeting date / timeframe | Title Details / purpose | Type Origins / history | Report author / lead officer | Planned reporting to CSC |
|-----------------------------------|---|---------------------------|------------------------------|--------------------------|
| September 2023 (CSC 20 September) | | | | |
| | | | | |
| October 2023 (CSC 31 October) | | | | |
| tbc | Traded Services Annual report (may be January) | CSC 18 January 2023 | Paul Redford | 31 October 2023 |
| | | | | |
| November 2023 (no CSC) | | | | |
| | | | | |
| December 2023 (no CSC) | | | | |
| | | | | |
| January 2024 (CSC 16 January) | | | | |
| | | | | |
| February 2024 (no CSC) | | | | |
| | | | | |
| March 2024 (CSC 12 March) | | | | |
| | | | | |

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DATE / TIMEFRAME TO BE SET

| Meeting date / timeframe | Title Details / purpose | Type Origins / history | Report author / lead officer | Planned reporting to CSC |
|--------------------------|--|---------------------------|------------------------------|--------------------------|
| | Performance monitoring reports To receive performance monitoring reports on the overall service, likely to be June (to consider the year-end data from the previous year) then January meetings. | Annual | | |
| | Accommodation Strategy | One-off | | |

| Meeting date / timeframe | Title | Type | Report author / lead officer | Planned reporting to CSC |
|----------------------------------|--|---|--|--------------------------|
| | <p>Details / purpose</p> <p>To consider the draft of the Accommodation Strategy covering the needs of children and young people with learning disability, mental health, and autism</p> | <p>Origins / history</p> <p>CSC 15 March 2022 (RS final report)</p> | | |
| <p>MAY GO TO NEW TASK GROUP?</p> | <p>Mental Health – ensuring performance monitoring of contracts</p> <p>To scrutinise the council’s expectations of contractors before the next tranche of Mental Health contracts go out to tender. Following concerns raised at CSC re quality of monitoring information provided by contractors</p> | <p>One off</p> <p>CSC 25 October 2022</p> | <p>Helen Jones Victoria Bailey</p> | |
| <p>Page 66</p> | <p>Safeguarding Vulnerable People Partnership</p> <p>To receive annual report from the partnership presenting work in the past year and priorities / objectives for the year ahead.</p> | <p>Annual</p> | | |
| | <p>Safeguarding Exception Dataset Report</p> <p>This report comes to the committee twice a year and the Standing Task Group will consider the other two Quarters and report back to the committee.</p> | <p>19 January 2022</p> | <p>Tamsin Stone</p> | |
| | <p>Business plan and action plan update</p> <p>The more detailed information – service plans (the overall will go to committee)</p> | | | |

Items considered by the Children’s Select Committee’s Standing Task Group in the last 12 months

| Meeting date | Title | Origins / history | Report author / lead officer | Reported to CSC |
|------------------|---------------------------|-------------------|------------------------------|---|
| | Actions | | | |
| 4 January 2022 | Traded Services | | Paul Redford | 15 March 2022 |
| 20 June 2022 | Traded Services | | Paul Redford | OS activities update 6 July 2022 |
| 5 September 2022 | Adoption | | Jen Salter | OS activities update 20 September 2022 |
| 05 January 2023 | Traded Services | | Paul Redford | OS activities update 17 January 2023 |
| 10 January 2023 | Corporate Parenting Panel | | Netty Lee | OS activities update 17 January 2023 |
| | | | | |

Children's Select Committee (CSC) – Forward work programme

Briefings for the Children's Select Committee

Briefings for the CSC

| Meeting date / timeframe | Online / in person | Title Details / purpose | Origins / history | Lead officer |
|--------------------------------------|--------------------|---|-------------------|--------------|
| April 2023 (no CSC) | | | | |
| Anytime 888 – should have | Online | employment and apprenticeship (and Family Learning Service) To receive information on: <ul style="list-style-type: none"> • NEET (not in education, employment or training) numbers in Wiltshire – including national figures for comparison (ons) • Take up / outcome of the NEET government scheme in Wiltshire and nationally • Current number of apprentices in Wiltshire and schemes in place, including Wiltshire Council • Services in place / support available in Wiltshire to help young people move towards work, education or training e.g. Wiltshire Council's Employment and Skills (Work Wiltshire), programmes such as Building Bridges, etc. | Current FWP | |
| Anytime 3 – would be good to know | Online | Family Learning Service (and employment and apprenticeship) To raise awareness of the service and the support it offers to families. Anticipated to be a shorter 30 minutes briefing. To include information on: | Current FWP | |

| Meeting date / timeframe | Online / in person | Title | Origins / history | Lead officer |
|--------------------------|---------------------|--|---|------------------------------|
| Need level | | Details / purpose | | |
| | | <ul style="list-style-type: none"> • NEET (not in education, employment or training) numbers in Wiltshire – including national figures for comparison (ons) • Take up / outcome of the NEET government scheme in Wiltshire and nationally • Current number of apprentices in Wiltshire and schemes in place, including Wiltshire Council • Services in place / support available in Wiltshire to help young people move towards work, education or training e.g. Wiltshire Council's Employment and Skills (Work Wiltshire), programmes such as Building Bridges, etc. | | |
| May 2023 (no CSC) | | | | |
| Anytime | tbc | Structure for accommodation for children in care <ul style="list-style-type: none"> • Private providers / Council provision for care home • Foster carers – in-house / external agencies • In / out of county • Within / outside of 20 miles | CSC 17 January 2023 – Roadmap to excellence | |
| Page 69 | | | | |
| June 2023 (CSC 6 June) | | | | |
| 6 June 2022 | In person (pre-CSC) | school improvement programme understanding the programme + funding that comes into it MUST HAVE someone from planning to come and talk about Section 106 funding linked to schools. | Current FWP | Andrew Best Helean Hughes |
| 2 – should have | | | | |
| July 2023 (CSC 12 July) | | | | |
| Anytime | In person (pre-CSC) | Young Carers in Wiltshire This briefing could inform the scope of a potential task group or rapid scrutiny – to consider how to best promote the service and | Current FWP | |
| 1 – must have (links to | | | | |

| Meeting date / timeframe | Online / in person | Title Details / purpose | Origins / history | Lead officer |
|-----------------------------------|---------------------|---|---|--------------|
| Need level an agenda item) | | ensure that Young Carers and their families are aware of, and access, the support on offer. | | |
| August 2023 (no CSC) | | | | |
| September 2023 (CSC 20 September) | | | | |
| Anytime 1 – must have | In person (pre-CSC) | Corporate Parenting Panel – strategic priorities To receive presentations from the CPP lead Councillors and Strategic Lead Officers on their CPP strategic priorities at pre-meeting briefings of the Children’s Select Committee | CSC 15 March 2022 Corporate Parenting Panel report | |
| October 2023 (CSC 31 October) | | | | |
| November 2023 (no CSC) | | | | |
| December 2023 (no CSC) | | | | |
| January 2024 (CSC 16 January) | | | | |
| February 2024 (no CSC) | | | | |
| March 2024 (CSC 12 March) | | | | |

DATE / TIMEFRAME TO BE AGREED

| Meeting date / timeframe | Online / in person | Title Details / purpose | Origins / history | Lead officer |
|---|--------------------|--|------------------------------------|--------------|
| Anytime 1 *** - must have | In-person | The journey of the child (including child protection, children in care and CP numbers) Link with Corporate Parenting Panel and Safeguarding panel | Current FWP CSC 19 January 2022 | |
| Anytime 15 - must have Page 71 | Online | Alternative Educational Provision To receive information on processes followed and options available in Wiltshire, including information on the Service Level Agreement for funding delegated to secondary schools to support learners at risk of exclusion. Anticipated to be a shorter briefing (30 minutes). | Current FWP | |
| Anytime 2 – should have | In person (tour) | MASH and early support Tour of MASH <ul style="list-style-type: none"> • What is MASH • Who is MASH • How do councillors “use” MASH Either side of the tour – Safeguarding briefing | Current FWP | |
| Anytime | | Safeguarding briefing | | |

| Meeting date / timeframe Need level | Online / in person | Title Details / purpose | Origins / history | Lead officer |
|--|---------------------------------------|---|---|--------------|
| 2 – should have | In person (tour) BUT must be recorded | <ul style="list-style-type: none"> • What is safeguarding • How it should be embedded in everything the council does (included in all Cabinet reports) • Councillors' responsibility and role regarding Safeguarding (process of referral) | | |
| Anytime 2 – should have | Online | <p>Safeguarding update</p> <p>To receive information on actions taken by the council following recommendations made to Wiltshire Police after two inspections and three significant notifications to Ofsted.</p> | CSC 20 September 2022 (Lucy Townsend) | |
| Anytime 3 – would be good to have | Online | <p>Demand modelling for children services</p> <p>To develop some awareness of the work undertaken, common factors that drive demand, how to anticipate impact and volume – informing members of the complexities of managing and anticipating demand. Once this briefing has been delivered there may be further updates on specific demand analysis.</p> | Current FWP | Tamsin Stone |
| | | <p>Remodelling our services for the future (learning from culture changes from Covid-19) and how this is working for service users</p> <p>To inform members on the lessons learnt on how some of the mitigations or new ways of working implemented to manage the pandemic could be adapted for ongoing use to improve the efficiency/productivity of the service.</p> | Current FWP | |

Briefings for the Children's Select Committee received in the last 12 months (where relevant recordings are accessible in the Councillors' Hub)

| Meeting date | Recording available | Title Details / purpose | Origins / history | Lead officer |
|------------------------|----------------------------------|--|--|---------------------------------|
| 25 October 2022 | No (pre-CSC briefing) | FACT programme – the journey so far | | Simon Thomas |
| 20 September 2022 | No (pre-CSC briefing) | How Mental Health services and support for children and young people are funded in Wiltshire. | | Helen Jones Lucy Baker (ICS) |
| 06 July 2022 | | Virtual Schools | | |
| 16 December 2021 | | Traded Services | | |
| 12 October 2021 | | Statutory duties in schools | | |
| 06 September 2021 | Yes | Safeguarding Vulnerable People Partnership | | |
| 03 August 2021 | Yes | Five to Thrive | | |
| 17 January 2023 | No - In person (pre CSC) | Roadmap to Excellence What would excellent look like What is the roadmap Why we have the roadmap | | Jen Salter |
| 24 and 31 January 2023 | 1x online Yes 1x in person No | School Funding x2 Briefing 1 – jargon busting Briefing 2 – pressures and potential | Yearly briefings ahead of consideration of the budget. | Marie Taylor |

Children's Select Committee (CSC) – Forward work programme

Briefings for the Chair and Vice-Chair

Briefings for the Chair and Vice-Chair of CSC

NB – briefings to be added if recommendations from the High Needs Block Funding Rapid Scrutiny are agreed in the Executive Response.

| Meeting date / timeframe | Online / in person | Title Details / purpose | Origins / history | Lead officer |
|--------------------------|--------------------|--|---------------------|-----------------------------|
| March 2023 | | | | |
| tbc | Online | Effectiveness of change of outreach model (replacing children's centres) | CSC 17 January 2023 | Jen Salter Lucy Townsend |
| April 2023 | | | | |
| May 2023 | | | | |
| June 2023 | | | | |
| tbc | Online | National Review into Safeguarding Children with Disabilities and Complex Health Needs in Residential Settings <ul style="list-style-type: none"> • Implementation of recommendations agreed by the multi agency review group • progress / completion of the review of similar residential placements for children and young people not in dual registered establishments. | CSC 17 January 2023 | Jen Salter |
| July 2023 | | | | |
| August 2023 | | | | |
| September 2023 | | | | |

| Meeting date / timeframe | Online / in person | Title Details / purpose | Origins / history | Lead officer |
|--------------------------|--------------------|----------------------------|-------------------|--------------|
| Need level | | | | |
| October 2023 | | | | |
| | | | | |
| November 2023 | | | | |
| | | | | |

Briefings received in the last 12 months (where relevant recordings are accessible in the Councillors' Hub)

| Meeting date | Recording available | Title Details / purpose | Origins / history | Lead officer |
|------------------|---------------------|---|--|--|
| 17 November 2022 | No | Children's home care | Cabinet Paper (Nov 2022) | Gary Binstead |
| 08 December 2022 | No | Proposal to Retain and Invest in Silverwood School Chippenham and Trowbridge Campuses | Cabinet Paper (13 December 2022) | Melissa Hardwell |
| 10 January 2023 | No | Disadvantaged Learners – update on implementation of recommendations from the task group Members of the Disadvantaged Learners Task Group were invited to attend the briefing. | CSC 6 July 2022 Executive response CSC 8 June 2022 Disadvantaged Learners task group – final report | Andrew Best Emma Cooke Kate Wilkins Helean Hughes |
| 18 January 2023 | No | Children Residential Placement Block Contract | Cabinet Paper – 31 January 2023 | Gary Binstead |

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